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**VISION 4040:**  
**Expanding SUNY**  
**Oswego's Promise**

# VISION 4040

**Unveiled September 28, 2023**

## **VISION 4040: EXPANDING SUNY OSWEGO'S PROMISE**

- **Double the annual number of graduates** from the institution by 2040 to meet the needs of the Central New York region.
- *Vision 4040* aligns with Chancellor King's and the System's four pillars: **(1) Student Success, (2) Research And Scholarship, (3) Diversity, Equity, And Inclusion, And (4) Economic Development And Upward Mobility.**

# JUSTIFICATION FOR GROWTH

- The five counties of Central New York (CNY) remain **undereducated in higher education** relative to the rest of the state.
- New York State expects the **Central New York region to grow in the next 20 years due to the large investment by Micron Technology.**
- Central New York's existing **major employers continue to expand and report strong prospects for the future.**
- Some of Micron's reasons for locating in Central New York and existing employers' reasons for expansion **will attract additional manufacturers to the region.**
- The **decline in the number of students** graduating from high school in the U.S. pales in comparison to the expected explosion of the global middle class in the coming decades.
- SUNY Oswego already delivers a set of highly regarded niche programs, around which it can build new programs and an **aggressive marketing strategy.**

Table 1: Degree Attainment Rates, 2020

Region	% of 18 - 24 year olds with a bachelor's or higher	% of people 25 and older with a bachelor's or higher
Oswego County	9%	20%
Central New York	12%	31%
Long Island, NYC, Mid-Hudson (14 counties)	20%	40%
All of New York	18%	37%

Source: U.S. Census Bureau; analyzed by SUNY Oswego Office of Institutional Research and Assessment, August 2023

# DECISION POINTS

- **Grow enrollment pipelines** into SUNY Oswego from population dense regions and cities, such as New York City.
- Increase the number of **transfer students**.
- Increase **retention** and **completion rates**.
- Campus Residents.
- Development of SUNY Oswego's **Syracuse Campus**.
- Re-imagining workforce innovation and **strengthening external partnerships**.
- Continued development of **online majors, programs, and courses**.
- Development and **marketing of certificates** and **micro-credentials**.
- Development of **new academic programs** and improved marketing of targeted existing programs.
- **Policies** and **strategies** related to non-resident international students.
- Improving **operational efficiencies**.
- **Telling our story**.

# CURRICULAR RENEWAL



## STRATEGIC PRIORITIES



## KEY GOALS



## APPROACHES

### Academic Portfolio Overview and Review

- ▶ Review SUNY Oswego's current programming and understand what the current environment looks like.
- ▶ Provide an understanding of regional opportunities for SUNY Oswego – such as through major industries such as semiconductors.
- ▶ Understand what student demand, and student needs are for SUNY Oswego and its programs.
- ▶ Understand what employer needs are and what skills they ideally want students to have.

- ✓ Academic Portfolio Optimization
- ✓ Regional Needs Assessment

### Marketing Positioning Review

- ▶ Understand SUNY Oswego's perception across the state and broader region, or further afield if requested.
- ▶ Understand how SUNY Oswego's peers and competitors are marketing themselves.
- ▶ Gain insight into the best messaging and marketing approaches for current students and how they want to be communicated with.
- ▶ Obtain additional information on how SUNY Oswego appears to both prospective students, as well as key stakeholders, and other core audiences chosen by the institution.

- ✓ Brand Perception Survey

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# RESEARCH QUESTIONS



## Student Demand Analysis

- Which academic programs are likely to be attractive to students?
- Which academic programs are experiencing growth?



## Labor Market Demand Analysis

- Where is labor market growth particularly strong, and do programs exist to prepare students to enter those fields?
- What job opportunities will be available to graduates of particular academic programs?
- Where will graduates be able to get jobs, given labor market estimates?



## Areas of Opportunity

- What is the student and labor market outlook for graduate programs that align with Lehman College's existing capabilities?
- What gaps exist in the Tri-State area programming that Lehman College may be able to fill, particularly in niche opportunity areas?



## Insights

- Which programs present the best potential opportunities for program expansion or development?
- Which potentially emerging programs should be monitored or further researched?

Source: HR

# LEHMAN COLLEGE ACADEMIC PORTFOLIO OPTIMIZATION REVIEW

## RECOMMENDATIONS

Based on an analysis of state and New York Tri-State completion trends and labor market outlook, Hanover Research recommends that Lehman College (Lehman):

### CONSIDER PURSUING BACHELOR'S PROGRAMMING IN NEW BUSINESS FIELDS

Several business fields have strong student and labor demand at the bachelor's degree level in New York and the Tri-State area, and Lehman may want to consider offering additional concentrations within its business portfolio to meet these demands. Specifically, Lehman should consider developing concentrations or programmatic offerings in quantitative economics, sports and fitness management, logistics and supply chain management, and business statistics.

### CONSIDER DEVELOPING NEW HEALTH-FOCUSED MASTER'S PROGRAMMING

Specifically, master's degree fields related to healthcare administration, occupational therapy, physician associate, and exercise science and kinesiology have strong student and employer demand in the Tri-State area and may attract students to Lehman. Lehman can leverage its resources from its existing health programs to develop new master's degree offerings in related fields.

### REFINE EXISTING PROGRAMS WITH HIGH STUDENT DEMAND IN THE AREA BUT LOW GROWTH AT LEHMAN

Several of the bachelor's and master's degree programs which Lehman offers correlate with strong student demand in New York and the Tri-State region but have declining conferrals at Lehman. Given the strong student demand for these existing programs, Lehman should refine the programs to attract students. Lehman may consider reviewing the practices of successful competitors to understand how it can best position itself to attract students.

## BACHELOR'S

## MASTER'S

Develop new programs or specialization areas

- *Econometrics and Quantitative Economics*
- *Information Science/Studies*
- *Communication, General*
- *Sport and Fitness Administration/Mgmt*

- *Management Science*
- *Health/Health Care Admin/Mgmt*
- *Occupational Therapy/Therapist*
- *Statistics, General*

Consider promising mixed fields

- *Mechanical Engineering*
- *Civil Engineering, General*
- *Bioengineering and Biomedical Engineering*
- *Criminology*

- *Mental Health Counseling/Counselor*
- *Financial Mathematics*
- *Biomedical Sciences, General*
- *Library and Information Science*

Target emerging fields in relation to existing strengths and priorities

- *Animation, Interactive Technology, Video Graphics, and Special Effects*
- *Health and Wellness, General*
- *Business Statistics*
- *Securities Services Administration/Mgmt*


- *Health Law*
- *Exercise Science and Kinesiology*
- *School Librarian/School Library Media Specialist*
- *Genetic Counseling/Counselor*


Customize/Refine established fields to attract target students


- *English Language and Literature*
- *Chemistry*
- *Psychology*
- *Anthropology*
- *Sociology*
- *Economics*
- *Mass Communications*
- *Accounting*
- *Journalism*
- *HR Management*

- *Art Teacher Visual Arts*
- *Accounting*
- *Special Education*
- *English Education*
- *Literacy Studies*
- *English*
- *Mathematics and Instruction*
- *Biology*

## LEHMAN COLLEGE MARKETING POSITIONING REVIEW

 **Enhance efforts to promote awareness of Lehman College both within and beyond the New York City metropolitan area.** Results suggest that the college ranks lower in terms of participant familiarity when compared to its competitors. Additionally, despite overwhelmingly positive perceptions of Lehman's quality, participants who are familiar with Lehman are less likely to report positive views of its reputation. Lehman should increase its visibility to potential applicants, especially those living outside of the New York City metropolitan area. This can be achieved by investing in targeted advertising campaigns and reaching out to high schools across the tri-state region.

 **Emphasize Lehman's affordability and financial value.** Financial considerations were the most important factors for participants when deciding where to apply for college. Therefore, Lehman should highlight its cost-effective tuition and the availability of financial aid and scholarships to attract potential applicants. In its marketing campaigns, Lehman should also emphasize the overall value of its academic programs and outcomes, including the employment prospects after graduation.

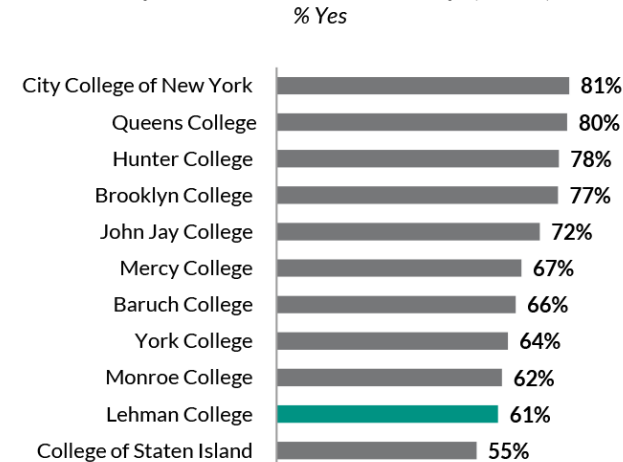
 **Enhance Lehman's online presence and communication.** Results suggest that online resources are the most utilized sources of information when researching colleges. Lehman should enhance its online presence, including its website and social media accounts, to provide accurate and up-to-date information about its academic programs, student life, and financial aid offerings. Additionally, Lehman should use a targeted approach when deciding which channels of communication to employ when communicating with potential students across different age groups, as these preferences vary according to participant age.

## BRAND AWARENESS

Despite moderate levels of overall awareness, Lehman ranks lower in terms of participant familiarity when compared to most of its competitors.

- Nearly two thirds of participants had heard of Lehman before engaging in the current survey (61%). However, most of Lehman's listed competitors elicited greater levels of name recognition.

### Which of the following higher education institutions, if any, have you heard of before this survey? (n=950)



### Benchmark Data - Which of the following higher education institutions, if any, had you heard of before this survey?

Based on 32,758 respondents from 67 Brand Perception surveys that Hanover conducted, we find that average awareness among stakeholders of the institutions sponsoring these surveys is 67%.

- Percentage Aware: 67%

[See the appendix for more details.](#)



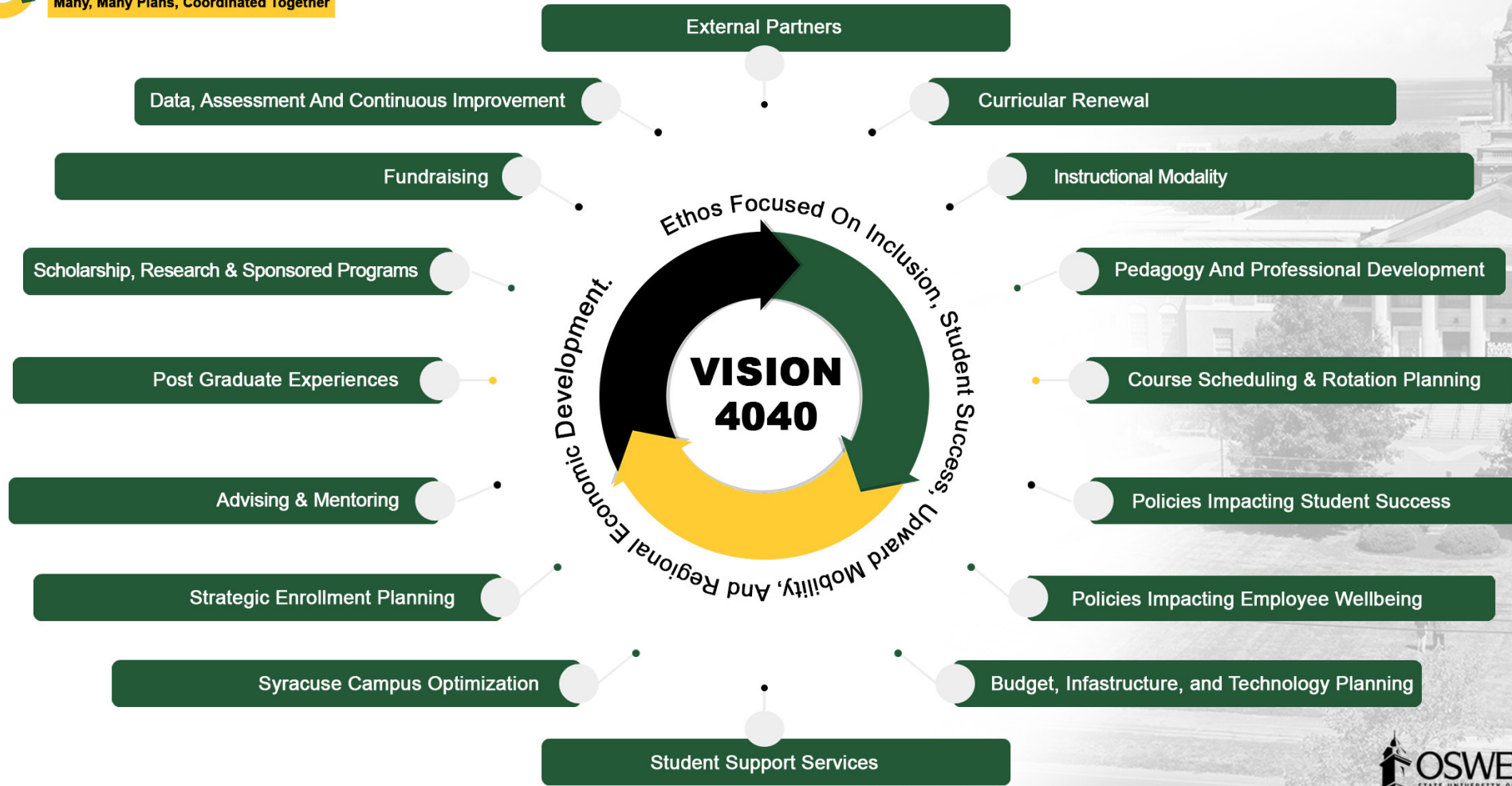
# IMPACT

- **Educational attainment rate** in CNY
- **Micron's investment** in CNY and growth potential
- **Growth potential** for existing **regional employers**
- Some of Micron's reasons for coming to CNY will **bring others to the region**
  - Climate stability relative to much of the rest of the world
  - Plentiful high quality fresh water
- Explosion of the **global middle class**
- Positioning SUNY Oswego to **leverage opportunity**



# VISION 4040:

Many, Many Plans, Coordinated Together



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# Q & A