

# SEARCH PROSPECTUS

*President*







## Mission and Vision Statement

### Mission

SUNY Oswego contributes to the common good by lighting the path to wisdom and empowering every person in the college community to pursue a meaningful life as a productive, responsible member of society.

### Vision

Inspired by a shared commitment to excellence and the desire to transcend traditional higher-education boundaries, SUNY Oswego will be a premier institution that provides a transformative experience to a diverse body of students, empowering them to live ethical and meaningful lives and build a better world.





## SUNY Oswego

For 161 years SUNY Oswego has been inspiring those who desire to push traditional higher-education boundaries. Our campus community cares deeply about students and demonstrates this by providing state-of-the-art facilities and resources, award-winning faculty and dedicated staff, in-demand academic programs, and applied learning opportunities.

SUNY Oswego has purposefully worked to increase academic and student success, sustain the university, and position its graduates to live ethical and meaningful lives and build a better world for future generations.

SUNY Oswego is rated among the best public, regional, comprehensive universities in the Northeast, having been recognized for 19 straight years by The Princeton Review as a “Best College: Region by Region.” Recognitions in 2022 include: “Top 10 Public Best Regional Universities – North” by U.S. News & World Report; “One of the Nation’s Top Green Colleges” by Princeton Review; Ranked 58th Nationally for “The Public Good” Among Master’s Universities” by Washington Monthly; “Top Adult Degree Program” by Abound; “Best for Vets” by Military Times; “Military Friendly School” by Victory Media; and “2021 STARS Silver Rating” by the Association for the Advancement of Sustainability in Higher Education.

Recognized for its overall excellence and value, SUNY Oswego is also known for its extraordinary faculty, its welcoming atmosphere, its embrace of diversity, equity and inclusion as a core value, and its reputation for producing fiercely loyal alumni. SUNY Oswego currently enrolls over 6,600 undergraduates and nearly 1,000 graduate students and boasts a 17:1 student-to-faculty ratio. Thirty-one percent (31%) of the students are culturally diverse and 43% reside on campus. Students attend classes on SUNY Oswego’s 700-acre main campus on the shores of Lake Ontario, at its downtown Syracuse campus, and through its online and extended learning platforms. Additional [facts and figures](#) can be accessed on the [SUNY Oswego website](#).

SUNY Oswego fosters intentional learning and ethical development that prepares its students and graduates to contribute intellectual capital, skills and understanding to the world in their personal, professional, and civic lives. The faculty, staff and students collaborate with each other and with external partners to explore the frontiers of knowledge, producing new insights and productive applications. In partnership with communities near and far, SUNY Oswego participates in concerted initiatives for sustainability, humanitarian service, and positive economic and social change. The university builds institutional strength through



## SUNY Oswego *(cont.)*

its commitment to access and growing diversity, its intellectual curiosity and technological adaptability, its stewardship of abundant and stable resources and its well-conceived and maintained academic facilities and residential community along the inspiring shore of Lake Ontario.

True to its mission and vision, SUNY Oswego enthusiastically recruits students from all walks of life to join its vibrant community of scholars, opening wide the doors of higher education to first-generation college students (28%), Pell grant recipients (41%), individuals who self-identify as students of color (31%), students who were aged 25 and older (14%) and online students (6%). While the majority of students (91%) who choose to study at SUNY Oswego come from New York State, the university has increased its recruitment efforts beyond the state and national borders to ensure all talented students have access to an Oswego education. This strategy has also helped expand the pool

of prospective students to counteract the impact of the COVID-19 pandemic and population changes resulting in a dramatic decrease in the number of high school graduates in the state, which has led to an 11% decline in enrollment over the past five years. SUNY Oswego students have grit and are persistent in achieving their goals, leading to first- to second-year retention rate of 76% and a six-year graduation rate of 67%.

As a campus and community, SUNY Oswego is big enough to offer more than 110 undergraduate and graduate programs of study, yet just the right size to make quality connections and succeed on local, regional, and national levels. Enjoyable visits to the lakeshore campus include engagement with students, faculty, and professional staff that convey the many roles the university plays to engender academic strength, student success and institutional impact, and sustainability.





## The Campus

SUNY Oswego's main campus is located on 700 acres on the shores of Lake Ontario. Known for its incredible natural beauty and spectacular sunsets, the campus is experiencing a facilities renaissance with nearly \$1 billion being invested in campus renovation and construction over the past 25 years. These developments include \$118 million environmentally designated LEED Gold Shineman Center for Science, Engineering and Innovation; the revitalization and modernization of Tyler Hall, the arts building; The Village — a new townhouse residential complex on campus; and the renovated Wilber Hall, marking the centralization of all School of Education departments. The Marano Campus Center, a more than \$53 million complex of three buildings, connects the east and west portions of the campus and was part of this plan. It garnered a \$ 7.5 million dollar naming gift. Currently, underway is an \$80 million renovation of Hewitt Hall to house our broadcasting, graphic design,

and cinema and screen studies programs. The School of Education's \$15.4 million Wilber Tower renovation project was also designed to reach the LEED gold standard.

SUNY Oswego's Syracuse campus proudly touts the message, "Live Local. Learn Local." The campus has been conveniently located in downtown Syracuse since 2008. Undergraduate programs designed for transfer and returning students are available in Business Administration, Criminal Justice, and Human Development. Graduate programs designed for working professionals are available in Biomedical and Health Informatics, Childhood Education, and Mental Health Counseling. The Syracuse campus also offers professional development programs for businesses and nonprofits.

## Life in Oswego

Located along the Oswego River on the southeastern shore of Lake Ontario, the City of Oswego, New York, is a waterfront community home to approximately 18,000 residents. A port city in the midst of an exciting transformation, Oswego is building upon its strengths, embracing its rich history and natural assets, and developing and restoring healthy, vibrant neighborhoods in and around Oswego's revitalized downtown. Situated in Central New York, Oswego is a 40-minute drive from Syracuse, 80 minutes from Rochester, and 2.5 hours from both Buffalo and Albany.

Oswego's historic neighborhoods, established residential districts, and downtown living offer a wide array of affordable choices from single-family homes, apartments, condos, and mixed-use development. The downtown has experienced a resurgence as new restaurants and small businesses occupy its storefronts, creating a vibrant and lively ambiance. To learn more about the City of Oswego — a regional destination where both residents and visitors proudly live, work, and explore — visit the [City of Oswego](#) and [Visit Oswego County](#) websites.



## Diversity at SUNY Oswego

At SUNY Oswego, we work to foster an environment that respects, embraces, and promotes cultural humility, civil discourse, and active engagement in developing an inclusive and vibrant community of transformational agents committed to positive change in the world.

Launched in August 2021, the James A. Triandiflou '88 Institute for Equity, Diversity, Inclusion and Transformative Practice was created to provide a powerful platform to expand our ongoing anti-oppression work centered on creating and maintaining an inclusive, equitable community where all stakeholders thrive and experience belonging.

The Triandiflou Institute is centrally connected to and motivated by the drivers and impacts of SUNY Oswego's strategic plan, *Tomorrow: Greater Impact and Success* and is an exciting platform as part of new strategic planning to begin under the new President. A resource for the entire campus community, the Institute leads, facilitates, and amplifies activities that increase student success, partnerships, and academic and creative excellence as we continue to evolve in sustainable, inclusive practice and understanding.

The Triandiflou Institute engages the community in investigating issues, skills, and concepts such as social justice, equality and equity, civil discourse, cultural

humility, implicit bias, micro/macroaggressions, conflict de-escalation, intergroup dialogue facilitation, inclusive pedagogy, inclusive curricula, nonviolent communication, and restorative justice. These transformative activities guide individuals, our campus, and the community in our understanding of the world now and as we build the future.

There are several examples of ongoing diversity efforts across campus. Each school within SUNY Oswego, as well as the Divisions of Student Affairs and Development and Alumni Engagement, have Diversity Equity and Inclusion Committees that provide professional development programming, track student success data, and share resources for inclusive pedagogy and community building. The Center for Excellence in Learning and Teaching (CELT) hosts year-round diversity, equity, and inclusion-focused professional development opportunities for faculty and staff. Further infusing these values into teaching and learning at SUNY Oswego, the recent revision to the general education curriculum implemented a new requirement for diversity and inclusion learning outcomes in courses.

SUNY Oswego will further deploy the wide and deep scope of its work in the academy as a powerful platform for the creation of a future that moves toward justice, equity, and peace.





## Students

SUNY Oswego students have unparalleled fortitude in overcoming adversity and are unrelenting in their pursuit of their dreams. They arrive on campus ready to take advantage of the opportunities afforded to them and often seek support from all corners of campus to help succeed.

Our students graduate having discovered a meaningful career path, confirming choices through academic rigor and experiential activities, and successfully launching at the highest possible level. 96% of 2021 graduates were in

graduate school or working full-time, 88% in their chosen field of study, according to the most recent survey of graduates.

SUNY Oswego is also among the top producers of Fulbright U.S. Student Scholars, and approximately 20% of Lakers participate in an education abroad program during their college studies. Lakers seek to broaden their minds, develop cultural competencies, and increase their understanding of the world around them.

## Educational Opportunity Program (EOP)

Having been in operation for more than 50 years in New York state, the Educational Opportunity Program has its origins in the late 1960s, during the Rockefeller Administration. The State University of New York (SUNY) system objective, articulated in 1966, set forth a long-range commitment that “every student capable of completing a program of higher education should have the opportunity to do so.” The Trustees expressed the goal of giving each applicant “what he or she needs to the limit of his (her) capabilities, provided that the applicant is willing to be tested and advised.”

Since 1970, EOP students at SUNY Oswego have had a long and rich history of engagement, accomplishments, and institutional commitment. Recent graduates and current students have earned recognition for their engagement in leadership positions across campus in areas such as Student Government, Residential Life and Housing, and Student Affairs. Additionally, SUNY Oswego EOP students regularly gain recognition as scholarship award recipients and honor society members.

## Athletics

SUNY Oswego competes in the NCAA Division III SUNY Athletic Conference. Nicknamed the Lakers, the student-athletes participate in 24 intercollegiate sports. The Lakers competitive excellence has resulted in numerous SUNYAC championship appearances, nine SUNYAC Champions, and 34 NCAA Division III tournament appearances over the last decade. Laker student-athletes have also excelled in the classroom with All-Academic SUNYAC, and Academic All-American honors.







## Alumni

Generations of SUNY Oswego alumni continue the college's legacy of learning-by-doing, positively impacting lives and the world, through scientific and social progress. Commitment and participation mark alumni engagement, as more than 61,000 alumni still live in the state of New York. There are a total of 473 alumni who work on campus. Twenty-seven percent (27%) of 1,310 employees have completed a degree or award at SUNY Oswego. The rate is 21% for full-time employees and 44% for part-time employees, and 47% of adjunct faculty have an Oswego degree.

Our alumni are very loyal to their Laker networking, often recruiting interns and new employees from SUNY Oswego and helping the university achieve the highest job placement rate for new graduates among our peers

Today, the university continues to meet the evolving needs of employers and society in creating and adapting its broad selection of programs. Some of the latest developments on campus include unique faculty-student collaborations [researching COVID-19](#) mutations as well as winning [a national video award](#); students being recognized for adapting their talents during pandemic operations, such as [celebrating Black student achievements](#) across campus, as well as [virtual theatre](#) productions, and [advocating for children with disabilities](#); and celebrity alum Al Roker's role as a [professor](#).

## Environment and Sustainability

SUNY Oswego combines our rich institutional commitment to the environment with a thriving student enthusiasm toward sustainable endeavors to achieve our ultimate goal of becoming climate neutral. The Climate Action Plan aims for the campus to be climate-neutral by 2050. To do that, we've established an Office of Sustainability. We have committed to and signed the American College and University Presidents' Climate Commitment (ACUPCC) to demonstrate both regional and national sustainability leadership by modeling our campus as an example of how society can reduce its carbon footprint. We also have a silver rating from the Sustainability Tracking, Assessment and Rating System (STARS) and annually utilize the Clean-Air

Cool-Planet's Carbon Calculator to estimate greenhouse gas emissions.

In addition to a continued commitment to developing environmentally conscious facilities and policies, there are numerous LEED Gold-awarded buildings, both new and renovated. The Rice Creek Field Station, SUNY Oswego's biological field station, is located about a mile from the main campus and supports instruction, research, and public service in all aspects of natural history. The campus features a Save the Trees program and a BikeShare program to continue to encourage more sustainable measures for students to explore.





## Strategic Plan – *Tomorrow: Greater Impact and Success*

SUNY Oswego's [\*Strategic Plan — Tomorrow: Greater Impact and Success\*](#) — has led the way to greater educational excellence and success, firmer identity and reputation, increased institutional effectiveness and assured sustainability for SUNY Oswego for generations to come. The plan lays out a compelling path for our university to build on our success and to serve and thrive long into the future. This plan drives our institution forward and further demonstrates our relevance and value for our students and our world.

Over the years, SUNY Oswego has immersed our students in internships, research, and community service that enriched their understanding and provided theoretical and applied learning experiences. We continue to grow our academic and creative excellence at SUNY Oswego by strengthening our curriculum and adding innovative programs and experiences that align with industry and societal demand. Our university also continues to make significant personnel, programmatic, and facility investments to support the well-being of our students while

providing a heightened network of care. Students, faculty, staff, alumni, and external partners will join together to create, strengthen and maintain a more equitable, inclusive community where all members of SUNY Oswego feel welcome and experience a sense of belonging.

The SUNY Oswego community is primed and ready to work together with a new president and continue advancing our institutional priorities of **Student Success, Academic and Creative Excellence, Inclusive Community, Sustainable Institution** and **Partnerships**. We will protect and effectively manage our reserves; cultivate and obtain new development activities and partnerships; nurture an “all-in” campus-wide focus on recruitment, enrollment and retention; and invest in campus-based actions that reduce our carbon footprint and protect our environment. We will remain focused on our students’ success; seek to increase high-quality, high-impact practices inside and outside the classroom; and preserve a campus culture of care, while addressing achievement gaps and increasing financial literacy.



# Academic Programs

SUNY Oswego's 358 full-time and 150 part-time faculty members are committed to preparing students to make a meaningful difference in the world. Of the full-time faculty, 51% are tenured and 88% hold the highest degree in their field. The faculty are joined by a dedicated staff of 680 full-time and 53 part-time staff members who are equally devoted to serving student needs. The university offers over 70 undergraduate majors, over 70 minors, and more than 40 master's programs. Over 800 students each year are in internships and co-ops, and over 80 participate in study-abroad programs. The institution's academic divisions are organized academically into one college and three schools:

## College of Liberal Arts and Sciences

The College of Liberal Arts and Sciences is the largest academic division, both in the number of students and in the number of courses of study. Providing a broad basis for a liberal education, Arts and Sciences offers more than 40 undergraduate majors in everything from American studies to zoology, ABET-accredited programs in electrical and computer engineering, interdisciplinary programs, dozens of minors, eight cooperative degree programs, pre-professional advisement, several special-interest tracks, four graduate programs, and 5-year combined bachelor's/MBA degree programs in collaboration with the School of Business.

## School of Business

To keep pace with a rapidly evolving business world, programs in the School of Business integrate classroom learning with advanced computer applications and various forms of applied education, such as case studies, simulations, group projects, and internships. Nationally accredited by AACSB International — the Association to Advance Collegiate Schools of Business — the school offers seven undergraduate majors and an MBA program as well as three unique five-year combined bachelor's/MBA degree programs: one in accounting, one in broadcasting and mass communication, and one in psychology.

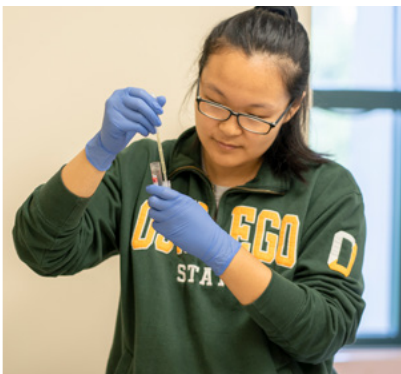
## School of Communication, Media and the Arts

The School of Communication, Media and the Arts brings together programs related to the study and creation of messages through art and music, electronically and via the spoken word. The school combines the strengths of fine and performing arts programs in art, music, and theatre with the highly diverse department of communication studies. Eight undergraduate degree options and one master's degree are offered in addition to interdisciplinary majors and minors.

## School of Education

Innovation in authentic learning has been a hallmark of SUNY Oswego since its founding by Edward Austin Sheldon in 1861, when it was created as a Teacher's College. The mission of the School revolves around our conceptual framework that identifies social justice at the core of our programs.

A creative spirit still thrives in the School of Education, where innovative methods grounded in research and early experiences in the field help students become teachers, counselors, school leaders, and wellness and technical professionals ready to meet the challenges of today's global and diverse educational institutions and communities. The School of Education is nationally accredited by the National Council for the Accreditation of Teacher Education (NCATE)/Council for the Accreditation of Educator Preparation (CAEP).







## Leadership and Governance

Retired President [Deborah F. Stanley](#) guided the college since 1995, overseeing a commitment to academic excellence, diversity and inclusion, and proactive plans of campus programs and facilities renewal designed to make SUNY Oswego increasingly competitive throughout the 21st century. A team of highly skilled, experienced, and dedicated people helps ensure SUNY Oswego remains a high-quality learner-centered institution.

Reporting directly to the President are members of the President's Cabinet: the Provost and Vice President for Academic Affairs and Enrollment Management; Vice President for Student Affairs; Vice President for Administration and Finance; Vice President for Development and Alumni Engagement; Chief of Staff and Executive Director of Strategic Initiatives, External Partnerships, and Legislative Affairs; Chief Diversity and Inclusion Officer; Chief Communication Officer; and Executive Assistant to the President.

The [President's Council](#) — composed of vice presidents and other campus leaders — guides the campus through the many issues facing any institution of higher learning

striving for excellence. An array of other campus planning and governance bodies also contribute an in-depth understanding of where SUNY Oswego has been and [where it is going as a college](#).

One such body is the group of representatives from across campus who make up the [Campus Concept Committee](#), an integrative planning committee focused on a shared governance approach to campus planning. This Committee provides leadership and coordination for long-range physical space and facilities planning, assessing emerging needs and proposing priorities for capital projects and facilities renovations.

The [College Council](#), consisting of community leaders appointed by the governor of New York, lends additional guidance and wisdom to the decision-making process as the campus community charts its future.

SUNY Oswego regularly communicates with its many stakeholders about academic strengths, student successes, sustainable and thriving institution and community initiatives, and financial strength through robust annual reports (e.g., reports from [2022](#), [2021](#), [2020](#) and [2019](#)).

## Financial Matters

SUNY Oswego's operating budget for this fiscal year is \$102.5 million on the revenue side with a forecasted deficit of \$3.1 million. The endowment is valued at approximately \$53 million.

The university and the Foundation invest significantly in student success. The Oswego College Foundation provided 754 donor-funded scholarships in 2022; \$6.5 million in merit-based scholarships awarded; \$2.5 million in need-based scholarships awarded; \$1 million in campus support for undergraduate student research and travel; \$365,000

raised for the Student Emergency Fund; and 90 scholarships of \$5,000 each awarded to first-generation students.

In the past 10 years, SUNY Oswego's endowment has grown by 260% (\$15 million to over \$53.9 million) and the University recently completed its "With Passion and Purpose" comprehensive campaign, raising over \$43.5 million, which exceeded its goal. Capital plan projects exceeded \$92 million and injected over \$61 million into the New York State economy over the past five years of campus renewal.



# Leadership Agenda

The 11th President of SUNY Oswego will bring new leadership and vision to an institution that has enjoyed over 25 years of stability, growth and robust planning, and implementation of an ambitious vision. The next President of SUNY Oswego will act astutely and creatively to address the challenges of leading an institution of higher education today. The President will build upon and further strengthen the institution's ability to serve students long into the future, while simultaneously respecting the principles and values inherent in "The Oswego Way" pioneered by the university's founders. The President will:

- Continue the innovation and transformation of undergraduate and graduate offerings to provide the career preparation needed and desired by today's students; provide support for integrating the liberal arts and professional education throughout the curriculum and continue to build and applaud excellence among the faculty.
- Strengthen SUNY Oswego's finances, diversify revenue streams, and focus on the overall financial health of the University through a fresh examination of the operational and administrative business model and with a commitment to SUNY Oswego's distinctive mission and identity.
- Promote accountability to the principles of shared governance, using best practices and good faith, through active listening and transparency on the part of all stakeholders to build a shared vision for the future.
- Continue to grow SUNY Oswego's annual fund and endowment by building the University's advancement operation and successful outcomes through outreach to and involvement of alumni, friends, foundations, and community partners.
- Further SUNY Oswego's already excellent reputation in the local community, throughout the upstate New York region, and nationally by deepening and broadening partnerships with corporations, nonprofits, and educational institutions, and
- Demonstrate a lived commitment to the University's diversity, equity, inclusion, and anti-racist agenda, to social justice, and to serving the under-resourced, including an unwavering commitment to further diversifying the faculty, staff, and student body.





# Desired Characteristics

SUNY Oswego seeks a visionary leader who will bring a combination of “intelligence, communication skills, business acumen, and heart” to the role. As a diverse community of learners, the University welcomes and encourages candidates of all racial and ethnic backgrounds to apply.

The 11<sup>th</sup> President will:

- Demonstrate a record of innovation, vision, strategic thinking, and collaboration; be able to lead successfully in response to rapid changes in higher education today.
- Bring considerable experience as a successful change agent, one who can work with a diverse group of stakeholders and inspire the community's agility.
- Demonstrate success during a career with progressively broadened operational and leadership responsibilities in higher education, or success in another industry, accompanied by deep knowledge of higher education today.
- Demonstrate the drive and fortitude to secure a thriving financial future for the University.
- Understand the need to balance presence and attentiveness to the campus community with the need to bring SUNY Oswego's messages to the outside world and to bring external resources to benefit the University.
- Honor and embrace the SUNY Oswego mission for dignity and compassion toward those who have been historically marginalized.
- Understand the importance of sustainable practices and be open to steps that move towards a sustainable institution for the betterment of the students and nature.
- Exhibit servant leadership that puts students first and who values students' voices in university activities and recognizes the critical role students have in shaping the campus culture and the future of SUNY Oswego.
- Derive joy through participating in campus life and has a significant presence in the university community.
- Hold a terminal degree in their chosen field of study.







## About The State University of New York (SUNY)

The State University of New York is the largest comprehensive system of higher education in the United States, and more than 95 percent of all New Yorkers live within 30 miles of any one of SUNY's 64 colleges and universities. Across the system, SUNY has four academic health centers, five hospitals, four medical schools, two dental schools, a law school, the state's only college of optometry, and manages one US Department of Energy National Laboratory. In total, SUNY serves about 1.3 million students amongst its entire

portfolio of credit- and non-credit-bearing courses and programs, continuing education, and community outreach programs. SUNY oversees nearly a quarter of academic research in New York. Research expenditures system-wide are nearly \$1.1 billion in fiscal year 2022, including significant contributions from students and faculty. There are more than three million SUNY alumni worldwide, and one in three New Yorkers with a college degree is a SUNY alum. To learn more about how SUNY creates opportunities, visit [suny.edu](https://suny.edu).

## Application and Nomination Process

SUNY Oswego invites inquiries, nominations, and applications for the position of President. SUNY Oswego, a highly regarded, public, regional, comprehensive university, with over 7,000 undergraduate and graduate students, seeks a visionary leader who will be creative, innovative, and collaborative in advancing the mission and vision of SUNY Oswego while furthering the institutional priorities of Student Success, Academic and Creative Excellence, Inclusive Community, Sustainability Institution, and Partnerships.

Interested candidates should submit Cover Letter, CV, and Diversity Statement addressing the following: "What is your

philosophy for, commitment to, and outcomes for DEI and social justice, with special emphasis on free inquiry and unbiased expression through scholastic and artistic work" to RPA Inc. at [SUNYOswego@rpainc.org](mailto:SUNYOswego@rpainc.org). For a confidential discussion about this opportunity or to make a nomination, please email Amanda O'Donnell, Vice President and Senior Consultant, or Dana John Cohick, President, at the email address listed above. The first review of candidates will begin on December 20, 2022, and first-round interviews will commence thereafter.



## About RPA Inc.

RPA Inc. is a nationally recognized comprehensive executive search and consulting firm. Throughout our 34 years in business, we have established a record of success in recruitment and search facilitation for institutions of higher education across the nation. RPA Inc. is dedicated to the philosophy that a recruitment effort is an opportunity to impact the future of an institution. Our guiding objective is to develop a full understanding of each client's needs and to identify and seek out those professionals whose skill sets, values, and personal characteristics most closely match those criteria.

For more information, visit [rpainc.org](http://rpainc.org).

