
SUNY Oswego Strategic Planning 2023-2024 Town Hall

April 10, 2024

201 Marano Campus Center and via Zoom

Agenda

- Guiding Documents
- Progress to Date
- The Evolution of our Plan
- Revised Timeline
- Questions/Comments

Strategic Planning 2023-2024

Guiding Documents

- Vision 4040: Expanding SUNY Oswego's Promise
- Current SUNY Oswego Institutional Priorities
- SUNY's Four Pillars
- Postsecondary Value Commission: Ensuring Equitable Postsecondary Value: An Action Agenda

SUNY Oswego's Current Institutional Priorities & SUNY's Four Pillars

Current SUNY Oswego Priorities

- Student Success
- Academic and Creative Excellence
- Inclusive Community
- Sustainability
- Partnerships

SUNY's Four Pillars

- Student Success
- Research and Scholarship
- Diversity, Equity, and Inclusion
- Economic Development and Upward Mobility

[Strategic Planning for 2020 and Beyond](#)
[Previous Plans, including the Tomorrow Plan 2014](#)
[SUNY Chancellor's State of the University Address 2023](#)

Ensuring Equitable Postsecondary Value: An Action Agenda

- Equalize Access to Increase Postsecondary Value
- Remove affordability as an Impediment to Postsecondary Value
- Eliminate Completion Gaps and Strengthen Post-College Outcomes to Ensure Postsecondary Value
- Improve Data to Expose and Address Inequitable Postsecondary Value
- Promote Social Justice by Providing Equitable Postsecondary Value

[Postsecondary Value Commission Reports](#)

Subcommittees/Strategic Anchors

1. Equity Informed Student Success
2. A Vibrant Faculty and Staff
3. Resourcing for Growth
4. A Regional Presence
5. Cultivating a Reputation for Excellence

Subcommittee work

- Drafting goals, strategies and metrics
- Working with facilitators
- Delivered their most impactful ideas to the SPSC by 3/31

Equity Informed Student Success

1. Support ALL students, including a range of special populations, identifying and minimizing barriers.
2. Provide an exceptional educational experience that is characterized by the integration of high-impact practices into the academic experience for all students.
3. Provide a supportive, challenging, exciting, and well-defined Oswego experience at entry for all students to provide a strong foundation for their future success at the institution and beyond.

A Vibrant Faculty and Staff

- Benchmarking organization culture (climate survey)
- Investment in professional development
- Recruitment and retention of faculty and staff to reflect the student body
- Implement requirements for the use of high-impact practices

Resourcing for Growth

1. Establish a resource map that connects present state to future state.
2. Establish a process for determining the viability of new programs.
3. Determine thresholds of viability for new programs.

A Regional Presence

1. Cultivate and amplify unique university traditions, introduce an iconic mascot, and craft a recognizable logo to bolster its brand presence and broaden its local and regional influence.
2. Enhance our relevancy, connection, and impact within the region through various avenues such as establishing distinctive gateways, forging partnerships, and facilitating initiatives.
3. Enhance our infrastructure, both in terms of personnel and systems, to accommodate a more comprehensive array of university, community, and professional events and conferences across both the Oswego and Syracuse campuses.

Cultivating a Reputation for Success

- 1. Branding:** It is time to put forth a concerted effort in establishing our brand and ensuring messaging and marketing about our campus that support the brand.
- 2. Unified digital experience:** Create a seamless digital environment for all stakeholders that is targeted to their needs and understanding of the campus.
- 3. Campus experience:** Infrastructure to support a healthy and vibrant experience on our campus is critical.

An Evolving Plan

- 3 Forward-looking Strategic Drivers
- Grow Enrollment and Retention (GROW)
- Expand Branding and Marketing (CONNECT)
- Enhance Support Structures (THRIVE)

■ SPSC are developing goals, strategies and metrics for these drivers, building on the work of the subcommittees

Vision 4040: Ensuring a More Educated Region

EVOLUTION OF OUR STRATEGIC PLAN

Strategic Anchors: Operational plans in these areas contribute to the institution's overall goals.



FOCUS GROUPS' MEETINGS

Strategic Drivers: What do we need to do? Set goals for each driver and develop strategies and metrics.

GROW ENROLLMENT AND RETENTION

- Invest, grow, and promote signature programs
- Launch school of Nursing and Health Professions
- Expand strategic programming growth areas
- Develop On-Line, Market-Driven Graduate Programs and Micro-Credentials
- Launch a School of Professional Studies (concept) in Syracuse
- Expansion of International enrollment and support
- Invest in Transfer Support and Programming
- Develop a plan for athletic expansion

EXPAND BRANDING AND MARKETING

- Leadership/Staffing/External Experts
- Website
- Digital
- Hometown University

ENHANCE SUPPORT STRUCTURES

- 5 Strategic Anchors: Be highly selective in prioritizing work to optimize impact and articulate in an operation plan

GROW
CONNECT
THRIVE



Mapping the Anchors to the Drivers: An Example (1)

- Strategic Anchor: Cultivating a Reputation for Excellence
- Ideas:
 1. **Branding:** It is time to put forth a concerted effort in establishing our brand and ensuring messaging and marketing about our campus that support the brand.
 2. **Unified digital experience:** Create a seamless digital environment for all stakeholders that is targeted to their needs and understanding of the campus.
 3. **Campus experience:** Infrastructure to support a healthy and vibrant experience on our campus is critical.

Mapping the Anchors to the Drivers: An Example (2)

- Strategic Anchor: Cultivating a Reputation for Excellence
- Strategic Driver: Expand Branding and Marketing (CONNECT)
- **Goal:** Increase the effectiveness of our digital environment
 - **Strategy:** Improvements to the digital platform for accessibility, content development
 - **Metrics:** Engagement rates, number of updates, internal/external feedback

AN EVOLUTION OF OUR STRATEGIC PLAN

Strategic Anchors: Operational plans in these areas contribute to the institution's overall goals.

CULTIVATING A REPUTATION FOR EXCELLENCE

GOAL: Unify our University's messaging and digital experiences.



Strategic Drivers: Looking forward, what do we need to do? Set goals for each driver and develop strategies and metrics.

Expand Branding and Marketing (CONNECT)

Integrated marketing plans that communicate who we are and all we do; Expanding our regional impact; Prioritize our visibility

GOAL: Increase the effectiveness of our digital environment.

STRATEGY: Improvements to the digital platform for accessibility, content development.

METRICS: Engagement rates, number of updates, internal/external feedback.

SUNY Oswego Strategic Planning 2023-2024

Updated Timeline

- March 2024
 - Reports from the subcommittees (3/31)
- April 2024
 - SPSC crafting goals, strategies and metrics
 - SPSC retreat with our external facilitators on April 24
 - President's Report to the General Faculty on April 29
- May-June 2024
 - Finalize our Strategic Plan

Questions/Comments?

Thank you!