



THE STATE UNIVERSITY *of* NEW YORK

## A PLAN FOR THE STATE UNIVERSITY

Over the past 18 months, more than 100 University administrators, presidents, faculty and student leaders have developed a plan under which the University will move to the front ranks of higher education. This effort was based on the Chancellor's State of the University speech in December, 2000, in which he called for the creation of \$5 billion of additional resources over five years. Recognizing that resources by themselves are not sufficient, the Chancellor directed a planning group to develop specific action plans and metrics for measuring progress. This document and the attached action plans summarize the work of the planning group. University leaders recognize that plans such as ours are living documents subject to constant change, further input, and adjustment. We are committed, however, to moving the agenda outlined here ahead even as we refine it. Accordingly, your comments and additional input are always welcome.



**April 11, 2003**

# SUNY Strategic Planning

## Who We Are, Vision, Mission, Core Values

### Who We Are:

The State University of New York is an intentionally integrated system of post-secondary institutions comprised of a continuum of learners and scholars that serves the educational, social, and economic needs of the state, the nation, and the world.

In today's knowledge-based economy, the State University of New York is one of the most effective tools to promote economic development in the state.

The State University of New York is unique, and each of its institutions distinguishes itself in the broader post-secondary marketplace; we undertake an active role in the generation of new knowledge through research; we serve diverse populations of learners; we provide a broad range of programs at different venues across the state and electronically; and the university is both financially and physically accessible through competitive tuition and its pervasive presence across the breadth of New York State.

*Teaching/Learning:* The State University of New York is committed to providing the highest quality undergraduate, certificate, professional, graduate, and life-long learning programs.

*Research/Scholarship:* Our faculty are leaders in an exciting global community of academicians and scholars that create and mould knowledge as well as teach it.

*Service:* The State University of New York disseminates knowledge for the public good and provides public services, enrichment, and cultural programs.

*International Dimension:* The State University of New York seeks to increase its international ties in order to prepare its students to face an array of increasingly complex global challenges and to support economic development in the State of New York.

### Vision:

The State University of New York will be recognized as the premier comprehensive system of public higher education in the world. Its distinctive institutions and learning environments will each be recognized as individual leaders in the creation, application, and dissemination of knowledge.

### Mission:

The Mission of the State University is to excel in teaching, learning, research, and service in order to serve New York, the nation, and the world. We will provide access to higher education for all New Yorkers.

### Core Values:

The State University of New York is committed to excellence, integrity, and accountability in all that it does.

*We believe:*

- that students/learners are the primary reason for our existence;
- in an atmosphere of mutual respect, responsibility, and collegiality;
- that a diversity of people and perspectives enriches the university community;
- that faculty and staff colleagues are fundamental to our success;
- in academic freedom; and
- that a spirit of collaboration across and within institutions provides seamless access to students/learners.

Finally, we embrace great expectations and a commitment to change.

# INITIATIVES

In addition to the day to day activity of the University, we will focus our energies in ten areas. Our progress in total will be evaluated based on the metrics on page 4.

## **1 - Focus on Student Success**

Improve student success and identify and implement ways of measuring its progress. Assure that students develop intellectually and personally in significant and meaningful ways.

## **2 - Enhance Campus Excellence and Distinctiveness**

Invest in strategies that enhance campus excellence and distinctiveness while minimizing intra-system competition and maximizing intra-system collaboration. Develop and maintain programs capable of garnering national recognition, as well as measurable improvements in the teaching and learning process, research and scholarly productivity, student achievement, and public service.

## **3 - Extend Access to Technology-Mediated Learning**

Increase student access to SUNY courses and degrees through the SUNY Learning Network and other effective technologies.

## **4 - Enhance International Activities**

Be a major force in promoting global competency in New York State. Increase student access to international experiences.

## **5 - Develop Predictable Streams of State, Local, Federal, and Private Support including Tuition Revenue**

Maximize revenues from all sources, with special emphasis on entrepreneurial business-related activities of the campuses.

## **6 - Optimize Investment in Capital Facilities, Infrastructure, and Technology**

Create a rolling multiyear plan for facilities, infrastructure, and technology. This will ensure an up-to-date physical plan, expanded as necessary, and the use of technology to support teaching, learning, research, and administration.

## **7 - Establish SUNY Leadership Initiative**

Upper management of State University Plaza and the State-operated and community colleges and will develop and implement their own leadership and development programs for faculty and staff in partnership with existing constituent groups including faculty governance and unions.

## **8 - Increase Business and Industry Collaboration**

Enhance, promote, facilitate, and stimulate the role of our educational services and of our alumni in New York's economic development.

## **9 - Optimize our Systemness**

Realize the full benefits of leadership, management, facilitation, and support possible within a highly diverse, multi-campus system, while respecting our long-established tradition of significant campus autonomy.

## **10 - Enhance Public Perception**

With the cooperation and support of our campuses, significantly enhance the public perception of SUNY and its leadership. Achieve positive recognition, at a level comparable to front rank public universities, by the news media and other opinion makers within the State and throughout the higher education industry. Become a magnet for students, SUNY alumni, and businesses to remain in New York.

# SUNY SYSTEMWIDE PERFORMANCE METRICS

The following metrics will be used to measure our progress in seven areas key to the overall mission of the State University. The individual goals of the campuses and the strategic initiatives we pursue contribute to our success in these areas.

## 1 - Access

The State University provides individuals of all racial, social, and economic strata access to affordable higher education.

*Market Share:* Proportional increases in numbers of New York State high school graduates enrolling in the State University.

*Affordable Tuition:* Net in-state tuition below the median tuition levels of comparable public colleges and universities in the Northeast and Mid-Atlantic States.

*Scholarships:* Annual increases in scholarship awards encouraging participation and continued enrollment of talented students that otherwise would not attend higher education.

*Student Diversity:* Student populations that reflect the social, economic, and geographic diversity of the markets served by the State University.

## 2 - Student Quality and Success

The State University attracts and enrolls students that succeed in higher education.

*Student Selectivity Profile:* Freshman classes that meet or exceed the five-group selectivity profile based on SAT/ACT score and high school average.

*SAT/ACT Profile:* SAT/ACT median scores and quartile ranges that exceed the median scores and quartile ranges of comparable public colleges and universities.

*Freshman Graduation Rates:* Six-year graduation rates of first-time, full-time students in the top decile of comparable public colleges and universities.

*Transfer Student Graduation Rates:* Six-year baccalaureate graduation rates of two-year degree recipients transferring into the State University in the top decile of comparable public colleges and universities.

## 3 - Research/Scholarship

The State University attracts a community of scholars who provide global leadership in the discovery and application of knowledge.

*Total Sponsored Research Revenues:* Increases in sponsored research revenues that exceed the increases in comparable public colleges and universities.

*Publications & Citations per Full-time Faculty:* Increases in the number of publications and citations per full-time faculty member that exceed the increases of faculty in comparable public colleges and universities.

*Programs of distinction:* Increases in the number of nationally ranked academic programs.

## 4 - Economic Impact

The State University is a major force in the New York State economy contributing to business development, workforce training, and job creation.

*Economic Impact:* Estimates of the aggregate economic impact of the State University on the regional and state economies of New York (updated every 3 years).

*Degrees Awarded in Key Disciplines:* The number of degrees awarded in disciplines key to the State's economy, e.g., science, engineering, business, education, nursing, etc., compared to levels in previous years.

*Business/Industry-Sponsored Expenditures:* Total business/industry-sponsored expenditures compared to levels in previous years.

## 5 - Distance Learning

The State University is a leader in the application of distance learning technologies.

*Distance Learning Course Registrations:* Total number of registrations in SUNY Learning Network (SLN) sponsored courses compared to levels in previous years.

*Number of Fulltime Faculty Teaching:* Total number of full-time faculty teaching one or more SLN courses compared to levels in previous years.

## 6 - International Emphasis

The State University prepares students to live and work in a global economy and is competitive in the global higher education market.

*Students Studying Abroad:* The number of students studying abroad compared to levels in previous years.

*International Student Enrollments:* The number of international students enrolling compared to levels in previous years.

## 7 - Philanthropy

The State University expands the financial resources available to support its programs and activities by building on a foundation of philanthropy.

*Annual Gifting:* Annual increases in the amount of financial philanthropy received by the State University.