

**Strategic Goals
2009-2011**

Arial = 2007-2009 Goals

Ital = Goals and Planning May 2009

Preamble: The Strategic Goals outlined in this document are the result of consultation on campus between the Leadership Council, Administrative Cabinet, and the Goals and Planning Committee of the Faculty Senate. By and large, these goals represent an incremental approach in that they continue many goals from previous biennial cycles and add goals for the current biennium. Clearly, many of these goals carry a significant price. As a result, several will need to be deferred until such time as the campus financial situation improves. Some have already been marked for deferral; others will be so designated depending on financial conditions. Nevertheless, merely because we are not currently able to afford to fund certain objectives does not diminish their importance to the campus as goals to which we aspire. Moreover, these goals, taken along with the objectives outlined in the Bicentennial Plan, will give us a template within which to evaluate the funding opportunities which we will confront in the coming years. Consequently, establishing these goals helps us by outlining a course of action which we should pursue in good times and in bad.

MARKETING

Goal	Status	Responsible Departments
Implement marketing plan (Publications, major media promotions, signage, press releases)	In progress	Advancement
Identify strengths	In progress	Advancement, Marketing
Define central image/brand	In progress	Advancement, Marketing
Increase publicity of faculty and staff endeavors	In progress	Academic Affairs, Marketing

FACILITIES

Goal	Status	Responsible Departments
Enhance student union/activities space	In progress	Student Affairs, Facilities, PACES
Library construction/addition	In progress	Administrative Cabinet
Co-generation plant	Under construction	Facilities
New facilities master plan	In progress	President, Facilities
Performing arts building	Design leading to construction	President, Advancement, Facilities
<i>Pursue sustainable practices</i>		<i>Campus-wide</i>

RESOURCE DEVELOPMENT		
Goal	Status	Responsible Departments
CLEAR (formerly RRCE)	In progress	Student Affairs
Increase grant activity	In progress	Academic Affairs, Advancement
<i>Foster collaboration to save resources</i>		<i>Campus wide</i>
<i>Develop incentive program to encourage resource savings</i>		
Initiate a Comprehensive Campaign	New	Advancement

ENROLLMENT MANAGEMENT – Retention		
Goal	Status	Responsible Departments
Reach diversity goals	In progress	Admissions, Graduate Admissions, Diversity in Action Coalition
<i>Reach Diversity Goals; Increase curricular offerings related to diversity, multiculturalism and social justice.</i>		<i>Academic Affairs, Faculty Senate</i>
Increase selectivity	In progress	Admissions, Institutional Effectiveness
<i>Enhance student support services through student involvement in small groups</i>		<i>Academic Affairs, Student Affairs</i>
Sophomore year programs	In progress	Academic Affairs, Student Affairs
<i>Develop comprehensive Scholarship program to assure best use of limited dollars:</i> <ol style="list-style-type: none"> <i>1. Freshmen</i> <i>2. Merit</i> <i>3. Out of state</i> <i>4. Retention</i> <i>5. Graduate financial aid</i> 		<i>Administrative Cabinet</i>
<i>Expand and enhance services for non-trad. / adult learners</i>		Academic Affairs, Student Affairs

ENROLLMENT MANAGEMENT - increase number of students

Goal	Status	Responsible Departments
Respond to graduate studies assessment	In progress	Academic Affairs, Institutional Effectiveness
Reach diversity goals	In progress	Admissions, Graduate Admissions, Diversity in Action Coalition
Increase selectivity	In progress	Admissions, Institutional Effectiveness
Admissions budget increase	In progress	Institutional Effectiveness
Freshman scholarships (<i>see Scholarships in Retention</i>)	In progress	Admissions, Financial Aid, Business Affairs, Academic Affairs, Institutional Effectiveness
Implement optional SAT/ACT	Approved on campus. Approved at SUNY	Administrative Cabinet
<i>Increase program offerings in Watertown</i>	<i>In progress</i>	<i>Academic Affairs</i>

FACULTY AND STAFF WORKLIFE

Goal	Status	Responsible Departments
Enhanced professional development	In progress	Administrative Cabinet
Sabbatical funding	Deferred	Academic Affairs, Business Affairs
Examine workload in administrative and academic areas/address shortcomings	In progress	Human Resources, Academic Affairs
Implement Diversity Task Force recommendations	In progress	Diversity in Action Coalition
Start up packages related to research	Deferred	Academic Affairs

STUDENT EXPERIENCE

Goal	Status	Responsible Departments
Opportunities for individualized instruction	In progress	Academic Affairs

FACULTY SALARY AND TEACHING LOAD - Salary

Goal	Status	Responsible Departments
Add to salary pool as resources allow	In progress	Academic Affairs, Business Affairs
Increase average starting salary for new faculty	In progress	Academic Affairs

FACULTY SALARY AND TEACHING LOAD – Teaching load

Goal	Status	Responsible Departments
Reduce teaching workload incrementally	In progress	Academic Affairs

TECHNOLOGY

Goal	Status	Responsible Departments
Provide appropriate levels of staffing in CTS	In progress	Academic Affairs, CTS
Increase resources to enhance technology	In progress	Administrative Cabinet
Increase # of projection classrooms	In progress	Academic Affairs
Strengthen and support TLTR	In progress	Academic Affairs
Provide incentives for professional development	In progress	Administrative Cabinet

ASSESSMENT

Goal	Status	Responsible Departments
Prepare for Middles States accreditation visit (2011-12)	New	Campus wide

Communication

Goal	Status	Responsible Departments
<i>Improve communication regarding facilities renovation</i>	<i>New</i>	<i>President</i>
<i>Improve communication regarding budget and how resources are being used</i>	<i>New</i>	<i>President</i>