Leadership Forum Strategic Planning Exercise
October 18, 2016

Campus Goals as of September 2016

We are a caring, diverse and inclusive community that values
• Student centeredness
• Academic excellence
• Liberal education
• Transformative self-discovery, creativity and scholarship
• Collaboration
• Integrity
• Public service
• The uniqueness of our history and place

Question: What value is most important to you? (10 minutes)

GENERAL FOCUS AREAS: (20 minutes)

• Enhancing academic excellence through opportunities for prospective students
• Enhancing academic excellence through opportunities for enrolled students
• Strengthen, support and provide growth opportunities for faculty and staff
• A pervasive commitment to diversity, inclusion and equity
• Effective engagement of shared governance throughout campus operations
• Support for technology serving the academic and operational needs of the campus
• Diverse sources of support and revenue for campus operation and initiatives

Questions:

1. Do these seven focus areas appropriately cover significant categories under which we need to establish strategic goals for accomplishment in the next 3-5 years.
2. Are any large, important categories missing, where we need to have strategic goals in place?
3. Do you see yourself and the activities of your area reflected in the focus statements? If not, how could the draft better reflect your work?

FOCUS AREAS WITH MORE DETAIL

Exercise:
Choose 1 or 2 of the focus areas that your group is most interested in.

As you examine the draft goal areas, do you feel they accurately encompass the important achievements that we must accomplish in the next 3-5 years?

Do you see the work you do and that your unit does reflected in these goal areas? If not, how could the draft better include the important strategic activities of your area?
FOCUS: Enhancing academic excellence through opportunities for prospective students

Serve increasing numbers of undergraduate students across many sectors and categories, as we enhance academic quality

Through:
- Sustainable growth in a variety of undergraduate student categories, including but not limited to transfer students, EOP students, out-of-state students, international students, non-traditional students, non-matriculated students
- Development of an undergraduate degree completion pathway
- Strategic deployment of selected new strong, well-supported undergraduate programs, developed through shared governance

Serve increasing numbers of graduate students across many sectors and categories, as we sustain academic quality

Through:
- Sustainable growth in a variety of graduate student categories, including but not limited to international students, out-of-state students, non-traditional students, non-matriculated students
- Strategic deployment of selected new strong, well-supported graduate programs developed through shared governance

FOCUS: Enhancing academic excellence through opportunities for enrolled students

Improve retention, persistence and completion rates

Through:
- Focused attention within a number of student categories, including but not limited to first-year students, special admission programs, and high-achieving students
- Effective analysis and assessment to determine areas needing attention, informing allocation of limited resources to produce positive results
- Improving tools, systems, and coordination across campus for effective support of student success. Areas for analysis and potential support include a broad range of student services, the Student Success Center, engagement of departments, faculty, and others in advisory roles, implementation of retention software, and effective communication across all units
- Reviewing and improving opportunities for high-achieving students including the Honors program, Presidential Scholars program, and others

Foster and support interdisciplinary opportunities for faculty and students

Through:
- Leveraging program strengths, facilities, and shared resources by pursuing closer integration of the arts at SUNY Potsdam through stakeholder conversations and implementation of emerging strategies
- Seeking to remove obstacles to the success of program initiatives or operations that cross departmental and/or school lines

Increase the number of applied learning experiences in which students are engaged

Through:
- Full implementation of the five-year SUNY Applied Learning grant
- Creation of a campus-wide “Maker Space”
- Fostering the availability of a broad range of applied learning opportunities, including opportunities with external business, industry and not-for-profit partners, international experiences, on-campus experiences, and others
- Leveraging applied learning as a central student experience at SUNY Potsdam and capitalizing on its potential to attract new students
- A campus discussion on offering vs. requiring students to have experiential opportunities.
FOCUS: Strengthen, support and provide growth opportunities for faculty and staff

Improve support and ease of access to support for faculty and staff development

Through:
- Creation of a streamlined and centralized process to serve those seeking support for professional development, including the identification of ongoing sources of funding to distribute centrally
- Making development opportunities available to faculty and staff to enhance their support of a diverse community of students
- Ensuring that both faculty and staff receive appropriate mentorship when newly hired or taking on new roles

Seek equity and fairness for all faculty and staff

Through:
- Review and evaluation of release time allocations and stipends, seeking equity in the implications these have for workloads
- Providing inclusive and welcoming support for all new and continuing faculty and staff
- Concern for retention of faculty and staff, using careful analysis, as with student retention, to focus on causes of attrition

Make academic approval processes streamlined and more effective for the faculty and staff who use them.

Through:
- A review of processes for program approval, clarifying and streamlining processes where possible
- Making clear information available in a central location
- Creation of an incubation process for the ongoing development of innovative programs

FOCUS: A pervasive commitment to diversity, equity, and inclusion

Make this commitment mindfully a part of all aspects of campus operation and strategic initiatives

Through:
- Appropriate support for campus units and groups engaged in efforts supportive of diversity and inclusion
- Attention to the needs of diverse groups of students, including students of color, students who identify as LGBTQ, students with disabilities, first generation college students, students with different learning styles, and resource-challenged students
- Attention to the needs of diverse faculty, staff and alumni.

Create and implement a Strategic Plan for Diversity, Equity, and Inclusion

Through:
- Completion of the draft strategic plan
- Adoption of the plan and implementation of its recommendations

FOCUS: Effective engagement of shared governance throughout campus operations

Through:
- A broadened focus on engagement of shared governance and campus stakeholders in all planning processes, including academic and technology planning
- Creation and implementation of an annual budget allocation process that is deliberative, engages shared governance, and connects to institutional assessment
- Implementation of user-friendly and efficient business practices in the Purchasing & Payables office and in other operational units as appropriate
- Creation and implementation of an effective campus communication plan
FOCUS: Support for technology serving the academic and operational needs of the campus

View campus technology through the lens of faculty/staff development, student enrollment, and student success

Through:
- Inclusion of technology in plans for faculty/staff professional development and enrichment, including implications for diversity, access, and intellectual property
- Ensuring appropriate levels of support for classroom technology and online teaching technology wherever and whenever needed

Keep campus technology current and sync to best practices

Through:
- Review and implement as appropriate recommendations from the summer 2016 external review of campus technology
- Inclusive process to evaluate and possibly carry out a transition from Moodle to Blackboard or another Learning Management System

FOCUS: Diverse sources of support and revenue for campus operation and initiatives

Cultivate and steward alumni and external donor support

Through:
- Concluding and finalizing “Take the Lead,” Potsdam’s successful third campaign
- Engaging the campus in making the case for Potsdam’s fourth campaign
- Beginning initial planning and early phases of the campaign as the case is made

Create new revenue streams for the campus

Through:
- More complete realization of the potential for an active twelve-month campus with increased and ongoing summer activity, drawing on campus resources such as the PAC and our arts facilities, townhouses, athletic facilities, and so forth
- Exploration of mutually beneficial partnerships with external entities
- Increased leverage of research and sponsored programs and grants.