Our Strategic Agenda

Provost Alexander N. Cartwright
University Faculty Senate • October 23, 2015
SUNY Excels Performance Framework

DIVERSITY AND INCLUSION

Access  Completion  Success  Inquiry  Engagement

COMPLETION AGENDA

IMPACT ON CHALLENGES
A broad Diversity, Equity, and Inclusion Policy was adopted by SUNY Trustees on 9/10/15.

Policy Goal: SUNY Aspires to be the Most Inclusive State University System in the Country
SUNY will grow the ways in which we address State and global challenges

GOALS

- $1.5B in annual research expenditures by 2025
- 50% increase in public service, public engagement programs and partnerships by 2025
- 50% increase in aggregate economic impact by 2025
- Expansion of workforce development programs and certificates
- Continue to ensure our overall programmatic mix supports the state’s high needs areas
- Expanded cultural and artistic scholarship
- Strengthen graduate and professional education
Two Searches Underway:

**Research Foundation President**
An operational leader to ensure continued efficiencies and effectiveness in support of SUNY’s research faculty

**SUNY Vice Chancellor for Research & Economic Development**
A champion dedicated to research excellence in all disciplines and the advancement of graduate education
Student Completion and Success
Big, Hairy, Audacious Goal

150,000 DEGREES

(up from 93,000)
According to the OECD (2015), the United States had the 12th highest rate of tertiary (postsecondary) educational attainment rate among young adults.
Core Principles:

- Enhance, not lessen quality
- Meet clear educational needs in the State
- Expand impact of institutions and System
- Prioritize completion of currently enrolled students
- Campuses should attempt to meet the standard of “best in sector” performance
- Campuses should explore multi-campus programs

“Degree” is defined as a degree, certificate, micro-degree, or other credential that is of high quality and responsive to clear educational needs
Increasing Completions can be accomplished by:

1) Increasing Retention Rates and Graduation Rates (Decreasing Attrition)
2) Increasing Credentialing (Certificates / Accelerated Degrees)
3) Increasing Enrollment (New and Transfers)
How can we reach 150,000?

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>Do Nothing</th>
<th>Optimize Current Enrollment</th>
<th>Strategically Increase Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected</td>
<td>93,710</td>
<td>93,000</td>
<td>114,000</td>
<td>137,000</td>
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<tr>
<td>Enrollment Decrease</td>
<td></td>
<td>21,000</td>
<td>126,000</td>
<td>Increased Enrollment Approaching Historic Max</td>
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<tr>
<td>Best in Class, Retention &amp; Grad Rates</td>
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<td></td>
<td>11,000</td>
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<tr>
<td>Increased Credentialing</td>
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<td></td>
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<td>Increased Enrollment Online</td>
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<td>Enrollment Growth: 116,000</td>
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<td></td>
<td></td>
<td>150,000</td>
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<td>36,000 + 80,000</td>
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Assumptions

1) Current Trajectory:
   • Campus enrollment projected to decrease over next few years
   • Assumes current (2009) completion rate of 23.1%
     (Completion rate = Completions / # Matriculated)

2) Optimize Retention and Graduation Rates (Time to Degree) on EXISTING ENROLLMENT
   • Increase completion rate from 23.1% to 31.1% in total by 2025.
   • RATIONALE: Achieve “Best in Sector” rates for retention and graduation

3) Increase Credentialing On EXISTING ENROLLMENT:
   • Increase per student credentials from 1.15 to 1.22 (~6000)
   • Increase percentage of certificates from 3.8% to 10% (~6000)
Assumptions

4) Increase Traditional Enrollment:
   • Enrollment growth completes with the “best in sector” rates (31.1%)
   • Campuses approach their historical highs
   • Enrollment must increase by ~36,000 by 2020

5) Increase Online Enrollment:
   • Enrollment growth completes with a rate 15.5% (accounting for part time, etc.)
   • Capacity exists in online programs
   • Online Enrollment must increase by ~80,000
Example scenario of completions vs. time

Current Trajectory
Optimize Grad Rates & Time to Degree
Increase Credentialing
Increase Traditional Enrollment
Increase Online Enrollment
At end of process we can reach 150,000 completions:

- **150,000**
  - **Strategic Enrollment of Online Students (13,000)**

- **137,000**
  - **Approaching Historical High Enrollments (11,000)**

- **126,000**
  - **Increasing Credentialing (12,000)**

- **114,000**
  - **Best in Class: Increasing Retention and Graduation Rates (21,000)**

Current Trajectory: 93,000

- **93,000**

**Implies ~570,000 enrollment!**

**Growth of ~116,000!**
SUNY Completion Agenda / Destination Graduation

**SUNY Ready**
1. Cradle to career partnerships
2. NYS Master Teacher
3. Teach NY
4. Early College High Schools
5. Improved advising in high schools
6. Universal Diagnostic
7. College readiness tool

**SUNY Retain**
1. Smart track
2. DegreeWorks
3. Improved advising in college
4. Open SUNY
5. Remedial pathways
6. Communities of Completion
7. Early Alert Tools
8. Finish in Two
9. Applied learning
10. Workforce development
11. Seamless transfer
12. Finish in Four

**SUNY Reward**
1. Badges / non-traditional credentialing
2. Certificates
3. Degrees
4. Career / Job
5. Economic Development
Funding Model
Turning Excellence into Impact

Diversity, Equity and Inclusion

Student Completion and Success

Impact State and Global Challenges

Questions?