VISION
SUNY Potsdam aspires to foster innovative programs that deliver truly transformational student experiences, in a collaborative and creative community environment, emphasizing inclusivity, sustainability, and leadership in scholarship and service.

We can, and we will.

MISSION
The State University of New York at Potsdam prepares students to act as engaged global citizens and to lead lives enriched by critical thought, creativity and discovery. As an inclusive scholarly community, rooted in our historic role in providing exemplary teacher and music education and our leadership in the fine and performing arts, we are committed to the liberal arts and sciences as an academic foundation for all students. With an abiding sense of responsibility to our region and to the world beyond, SUNY Potsdam fosters an appreciation of and respect for the variety of human experience.

VALUES
SUNY Potsdam is 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

OUR COMMITMENT

Academic Excellence
- We will challenge ourselves to foster innovative programs and cross-disciplinary partnerships that support our vision and enhance our reputation for academic excellence.

Opportunities
- We will support, recognize and reward faculty and staff efforts to enhance our reputation and provide opportunities for students within our region, New York State and beyond.

Collaboration
- We will provide meaningful opportunities for professional development and encourage collaboration in a lively culture of teaching, creative and scholarly endeavors, and service excellence.

Community
- We will provide transformational student experiences that prepare members of a diverse and eclectic student body to reach their full potential for productive and engaged lives. Our campus will continue to pride itself in our dedication to inclusion, a thriving campus life and a strong sense of community.

Sustainability
- We will embrace our unique responsibility as an institution of higher education to provide leadership for the transition toward a more resilient, sustainable society, and will foster a culture of sustainability, to prepare students to address the intertwining social, economic and ecological challenges of our increasingly complex and interdependent world.

Technology Solutions
- We will support our mission through technology solutions that enhance the effectiveness and efficiency of our academic programs and campus operations.

Cultivating Distinction
- We will leverage our programs of distinction, community and alumni partners, campus facilities and our location, to generate revenue, cultivate new areas of distinction and enhance our reputation.

Leadership & Stewardship
- We will achieve financial sustainability through shared governance, sound business practices, and effective communication.
This is not a traditional strategic plan—and it’s not intended to be one. It is a roadmap, based on a comprehensive review of the institution’s past planning efforts and campus feedback, with commitments and action items all created through the strength of shared governance and collaboration.

This strategic planning roadmap is a living document that we expect to evolve over time. The “we will” statements of commitment are stable, whereas the specific action items will continuously change with completion and prioritization. As requested by President Kristin G. Esterberg, this document has been specifically designed for constant reference and guidance—not to sit on a shelf. This document will be updated annually, as we review our progress toward our commitments, and ultimately toward our shared vision for the future of the College.

BACKGROUND

Beginning in Spring 2015, the SUNY Potsdam campus community began creatively envisioning what the next century might hold for the College, through the Looking to the Future Project, led by the Faculty Senate Goals and Planning Committee. Students, faculty, staff, alumni, emeriti, parents and community members were all invited to share their hopes and dreams for the future. This provided valuable input on the campus community’s shared values and aspirations, as SUNY Potsdam began preparing to celebrate its bicentennial.

As the College officially entered its third century in the Spring 2016, President Kristin G. Esterberg invited members of the teaching faculty and professional staff to join the President’s Council in beginning work on drafting a new strategic plan. During a series of full-day retreats facilitated by Crane School of Music Dean Dr. Michael Silton, expansion President’s Council team examined campus planning documents going back to 2003, to get a sense of the College’s evolving vision over time, and to analyze the action steps that were, or were not, taken.

Pivoting over self-study reports, envisioning documents, accreditation reviews, SUNY Performance Improvement Plan and the Bicentennial Plan, the strategic planning team examined the recommended actions that were completed and those that were not, among all of these past planning efforts. For the latter, the reasons for the lack of follow-through on each recommendation were researched and discussed. The absence of a champion for particular strategies or tactics to help usher through the College’s goals and objectives laid out in the plans was identified as the most common cause of failure.

Among the previously recommended actions that had been successfully adopted, the group saw common themes and threads, and sought to develop objectives and tactics in fruitful areas in the next strategic planning effort. Actions and ideas that still had value were prioritized, based upon current needs and the higher education environment, and a series of “we will” statements delineating the College’s commitment to complete specific goals was developed, based upon the items of highest priority.

The strategic planning group also examined the College’s value statements, to clarify and update the aspects of SUNY Potsdam’s educational mission and the campus’s strengths that we most highly prize and leverage for growth and success. The results included student centeredness, academic excellence, a liberal education, collaboration, integrity, public service, our unique history and plan, and the ability to offer transformative student experiences through self-discovery, creativity and scholarship.

Next, the strategic planning group also recommended members of the faculty and staff who could act as champions for each “we will” statement. In 2017, Marc Compeau, an alumna, local entrepreneur and strategic planning scholar, was asked to work with the champions to develop action items for each “we will” statement. The champions then invited other campus community members to work with them on their team during a full-day retreat in Fall 2017, as they created action items corresponding to each commitment. A member of the President’s Council joined each team. The results of that work follows, with a list of action items for each commitment.

During the development of this strategic planning roadmap, drafts were shared with, and recommendations sought from, both the Faculty Senate and the entire campus community. The President’s Council intends to review the plan each year with the champions and the Faculty Senate Executive Committee. As action items are completed and prioritized, the President’s Council will endorse and/or approve new items as needed, including the identification and allocation of necessary funds to meet the strategic priorities and commitments identified.

OVERVIEW

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COMMITMENTS & ACTION ITEMS

ACADEMIC EXCELLENCE

We will challenge ourselves to foster innovative programs and cross-disciplinary partnerships that support our vision and enhance our reputation for academic excellence.

We will support, recognize and reward faculty and staff efforts to enhance our reputation and provide opportunities for students within our region, New York State, and beyond.

- By Fall 2019, we will either offer, or have submitted to SUNY, five or more new academic programs that each have the potential to attract 50 or more new students per year.
- Review current programs to identify potential for growth and, through shared governance, develop a plan to support these areas of student and faculty interest.
- By Fall 2018, initiate an assessment for programming needs at our Jefferson Community College extension site, to ensure adequate resources are provided.
- By the start of the 2019-20 academic year, identify $15,000 annually, to:
  - Provide funding for recognition or start-up of innovative and/or cross-disciplinary initiatives that support academic excellence.
  - Reward faculty and staff for basic research, including scholarly and creative endeavors.

We can, and we will.
Commitments & Action Items

We can, and we will.

• By the end of the 2017-18 academic year, SUNY Potsdam will complete a comprehensive review of its Center for Creative Instruction, including the recommendation of a specific charge and budget, recommendations for completion of a successful search for CCI Director, and an ongoing assessment of the center’s programming (past and present) to ensure that it is meaningful, relevant and filling campus needs.

• By the end of the Spring 2018 semester, the College will develop a statement through our shared governance structure and the joint labor-management committee, detailing the importance of professional development activities in personnel decisions. This information must be included on academic faculty information forms, performance programs, and performance evaluations, as well as guidelines for reappraisal, continuing appointment, or promotion.

• By Fall 2018, the deans will identify, disseminate and support an educational program for department chairs.

• By Fall 2018, the Associate Deans of Student Affairs, along with the representatives from Human Resources, CCI, the Associate Provost and mentors for the new faculty and professional staff seminars will assess the new format for faculty and professional staff orientation and seminar series, to determine if the needs of both constituencies are being met, and revise if needed.

• By the end of the Fall 2018 semester, the Provost’s Cabinet will identify professional development opportunities available to faculty and staff from all sources, especially those other than the CCI, then together with College Communications and CTS, will develop a centralized location where all professional development and scholarly activities are posted.

• By the end of the Fall 2018 semester, Human Resources will assess the needs of staff for revision of the orientation program and to identify relevant professional development activities.

• By the end of the Fall 2018 semester, Research and Sponsored Programs will develop opportunities for faculty and staff to share the results of their research and scholarly endeavors. This is envisioned to be like the Research and Learning Fair, but with presentations by faculty and staff rather than students. It is suggested that this event place the day before the Research and Learning Fair, so the students and faculty can be encouraged to attend both events.

• By the beginning of the Spring 2019 semester, working with Human Resources, the CCI will develop an educational program for academic faculty, like the Rising Stars Program for professional staff, which is designed specifically for leadership development and succession planning. This may include existing programs through the Associated Colleges, the SUNY SAIL institute and/or the Education Advisory Board.

• By the end of the 2018-19 academic year, it is recommended that the Faculty Senate develop an educational mentoring program for department representatives, committee members and for leadership of Faculty Senate committees. The expectations for each of these positions should be clearly defined.

• By the end of the 2018-19 academic year, the CCI Advisory Board will plan a series of specific programs for faculty and staff to better understand the evolving needs of our changing student body. These changes include financial needs, generational differences, culture and diversity. The CCI Advisory Board will also work continuously with the Director of Diversity, Equity and Inclusion to identify topics that need to be addressed, and quickly put programming in place to guide faculty and staff when helping students handle difficult situations.

• By the end of the Spring 2020 semester, the Provost’s Cabinet will recommend to the President’s Council a variety of “sabbatical” options to support faculty scholarship that do not rely on full-year sabbaticals for funding.

opportunities
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Commitments & Action Items

COMMUNITY

We will provide transformational student experiences that prepare members of a diverse and eclectic student body to reach their full potential for productive and engaged lives. Our campus will continue to pride itself in our dedication to inclusion, a thriving campus life and a strong sense of community.

- Completion of a needs assessment:
  - By Spring 2018, in order to enhance the availability, equitability and accessibility of transformative educational experiences, we will collect available demographic data on students with diverse social identities involved in study abroad, tutorials, research and field experiences, assistantships, internships, service on campus, volunteerism off campus, service learning, and intentional experiences.
  - By Fall 2018, we will generate, collect and analyze the data that has not been collected so far by SUNY Potsdam concerning transformational educational experiences.
  - By Spring 2019, we will revise the following goals and specify concrete actionable items to further enhance transformative educational experiences in each category at SUNY Potsdam.

- Increase and diversify student and faculty participation in transformative educational experiences, by:
  - Ensuring affordability and availability of transformative educational experiences for the entire student population.
  - Institutionalizing transformative educational experiences into the advising, personnel decisions and program evaluation processes.
  - Enhancing our applied learning approach through specific campaigns with the Division of Advancement, to attract additional resources to allow for the implementation of faculty and staff incentive structures for participation in transformative educational experiences, among other things.
  - By end of the 2017-18 academic year, provide comprehensive administrative support, specifically working with off-campus partners, to ensure a productive experience for both parties, as well as restructuring an office for external funding opportunities.

- Enhance our sense of community on a thriving and inclusive campus, through:
  - Actively supporting the implementation of the Strategic Plan for Diversity, Equity and Inclusion, and working with SUNY, the community and campus partners, such as the Student Government Association, to encourage intentional experiences for students with diverse social identities.
  - Increasing support for programs like the Days of Reflection, Soliya Connect, the Faculty in Residence Program and Potsdam Diversity Ambassadors & Mentors (PDAM), as well as creating new programs through increased funding and administrative/faculty support.
SUSTAINABILITY
We will embrace our unique responsibility as an institution of higher education to provide leadership for the transition toward a more resilient, sustainable society, and will foster a culture of sustainability to prepare students to address the intertwining social, economic and ecological challenges of our increasingly complex and interdependent world.

- By Spring 2018, adopt a Campus Sustainability Plan in order to realize utility cost savings, promote energy security, reduce environmental impact, improve community well-being, enhance our reputation and facilitate recruitment and retention of high quality students, faculty and staff. The Campus Sustainability Plan will include:
  - Action steps for compliance with the following NYS Executive Orders:
    - Executive Order 88 – Must decrease energy consumption by 30% by 2020 (from base year 2011), SUNY system-wide. This involves tracking, managing and reporting energy use.
    - Executive Order 4 – Must reduce the College’s consumption of materials and energy, and reduce potential impacts on public health and the environment, through green procurement processes, paper reduction, toxic materials reduction, minimizing waste through extensive recycling, composting and reuse programs.
    - Executive Order 18 – Must eliminate purchase of bottled water.
  - Completion of the Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment and Rating System (STARS) report, to measure our sustainability performance and determine current rating by December 2018, then design Campus Sustainability Plan to advance to next higher STARS rating level by 2021.
  - Assessment of the feasibility of joining the Presidents’ Climate Leadership Network by May 2018.

- By Spring 2018, ensure appropriate infrastructure to support engagement of all campus constituencies to carry out Campus Sustainability Plan.

- By Spring 2018, create a campus sustainability award to recognize and promote efforts to transform our campus into a living laboratory for the environmental, economic and social dimensions of sustainability, including curricula, research, the arts, student life and all campus operations. The inaugural award will be announced at the 2018-19 Sustainability Day.
Commitments & Action Items

TECHNOLOGY SOLUTIONS
We will support our mission through technology solutions that enhance the effectiveness and efficiency of our academic programs and campus operations.

- By Fall 2018, establish an ongoing shared IT governance system through a representative campus group or groups consisting of teaching faculty, campus administrators, support staff and students, including representation from our Faculty Senate and the Center for Creative Instruction. This group will provide input and guidance for campus technology policies and priorities.
- By early Spring 2018, provide an inventory of teaching spaces with technology limitations and present a reasonable budget proposal to address the identified short-term needs.
- Provide ongoing monthly input regarding evolving technology needs, to inform technology planning as part of the College's regular meeting structure.
- By Fall 2019, attain appropriate levels of instructional technology leadership, staffing and resources, in order to support academic excellence.
- Engage in best practices related to data security that protect the College from theft or breaches of information, with the ultimate goal of ensuring no data loss and no misuse or alteration of data.
- Facilitate seamless access to appropriately filtered, task-specific campus information, including, but not limited to, academic course information, administrative information and student records.
- Provide feedback regarding the impact of any campus decision making process in which technology support and infrastructure is a component, including academic, staff, administrative and student initiatives.

CULTIVATING DISTINCTION
We will leverage our programs of distinction, community and alumni partners, campus facilities and our location, to generate revenue, cultivate new areas of distinction and enhance our reputation.

- During the 2017-18 academic year, we will identify our assets, obstacles and best practices looking to our location, community partners, alumni, facilities and current programs (including non-student, non-academic, revenue-generating and/or reputation-enhancing, Summer/Winterim programs, i.e., community summer enrichment programs).
- By end of the 2017-18 academic year, this information will be used to compile a list of current and potential programs and obstacles, and develop a plan for implementation of new programs.
- By Summer 2018, selected new programs will be offered on campus.
- In Fall 2019, new programs will be assessed with regard to their revenue generation and/or reputation enhancement potential.
Commitments & Action Items

We can, and we will.

LEADERSHIP & STEWARDSHIP
We will achieve financial sustainability through shared governance, sound business practices and effective communication.

• During the Spring 2018 semester, recommend that the new Chief Financial Officer invite members to join the Fiscal Affairs and Strategic Planning Committee that was approved by Faculty Senate in Spring 2017.

• In Spring 2018, develop a collaborative Strategic Enrollment Plan to explore options to increase enrollment and enhance retention.

• By the end of the 2017-18 academic year, the President’s Council will complete implementation of the transparent and inclusive campus budgeting process that has evolved over the past few years. The process will be evaluated on the principles of shared governance and its responsiveness to changes in expected enrollment revenue. Additionally, implement a system of checks and balances to prevent excess expenditure of available funds, campuswide.

• By Fall 2018, develop a plan, working through the shared governance process, to include campus input on the development of the annual campuswide budget plan and resource allocation. This plan will ensure that spending is directly linked to the College’s core mission, and will identify metrics for assessing realization of such priorities, while implementing appropriate internal controls to verify compliance.

• By Fall 2018, launch a new fundraising initiative that focuses on meeting the greatest needs of the campus, particularly in support of the recruitment and retention of students, faculty and staff. This initiative will also serve as part of the early leadership planning process for the eventual launch of the College’s next major comprehensive campaign (target launch date to be determined).

• Request that the new Chief Financial Officer deliver regular updates through shared governance of major budget issues, and afford suitable time for comments or suggestions by the greater campus community prior to implementation.

• By Fall 2018, update the Internal Controls website to allow for anonymous reporting of potential areas for increased efficacy and identification of campus inefficiencies.

• Provide budget updates to the Executive Committee of the Faculty Senate for new campus initiatives, reflecting complete operating costs, sources of funding and projected revenue. Implement internal controls to ensure new programs and initiatives are meeting stated goals.

• Establish reserve accounts as necessary for the long-term financial stability of the campus.

• Develop and implement a revised five-year financial plan, which includes the allocation of funds to creative ideas that enhance academic excellence.

• By January 2018, the Division of Business Affairs will provide bimonthly internal financial statements to the President’s Council, reflecting actual spending and revenues, compared to budget and forecasted data.

• By March 2018, the President’s Council will develop a plan of repayment on debt to SUNY System Administration.

• Continue to invest in and fund cost-effective software to enhance delivery of educational material through a learning management system, to mitigate risk and maximize revenue generated by the College’s infrastructure and physical assets, and collect and utilize critical information regarding student recruitment and retention.

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Acknowledgements

The following individuals assisted with the development of the current strategic plan:

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Champion(s): Walter J. Conley
President’s Council Member: Bette Bergeron
Action Item Team: Robin Callen
Sarah Maneely
Andre G. Mount
Kathy Valentine

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Champion(s): Cheryl Miller
President’s Council Member: Steve Marqusee
Action Item Team: Caron Collins
Caroline Downing
Philip Neisser
Jill Pearson
Oscar Sarmiento

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Champion(s): Michael Popovich
President’s Council Member: Bernadette Tiapo
Action Item Team: Dave Bugg
Matt LaVine

We will embrace our unique responsibility as an institution of higher education to provide leadership for the transition toward a more resilient, sustainable society and will foster a culture of sustainability to prepare students to address the interwinding social, economic, and ecological challenges of our increasingly complex and interdependent world.

Champion(s): Heather Sullivan-Catlin
President’s Council Member: Kristin Esterberg
Action Item Team: Bill Beauchamp
Ray Bowdish
Peter Brouwer
Kelly Carter
Caroline Downing
Pat Gray
Savita Hanspal
Michelle Martin-Atwood
Josh McClear
Julie Rapczynski
Dustin Smith
We will support our mission through technology solutions that enhance the effectiveness and efficiency of our academic programs and campus operations.

Champion(s): Anthony Betrus
President’s Council Member: Rick Miller
Action Item Team: Romeyn Prescott

We will create and build opportunities to establish and develop relationships, while leveraging our unique location and facilities, to promote areas of distinction and generate revenue.

Champion(s): Jason Ladouceur, Jay Pecora
President’s Council Members: Michael Sitton, Mindy Thompson
Action Item Team: Blair Madore, Jeff Francorn, Jan Trybula

We will achieve financial sustainability through shared governance, sound business practices, and effective communication.

President’s Council Member: John Homburger
Action Item Team: Karla Fennel, Andy Martin, Karen Miller, Barbara Montour, Clifford Rossiter (former co-champion), Judy Singh, Michael Sitton, Joe Timmerman (former co-champion), Gerhard Voggel

Acknowledgements