Our Strategic Agenda

Provost Alexander N. Cartwright
University Faculty Senate • October 23, 2015

SUNY Excels Performance Framework

DIVERSITY AND INCLUSION

A C S I E

Access   Completion   Success   Inquiry   Engagement

COMPLETION AGENDA

IMPACT ON CHALLENGES

SUNY | The State University of New York

Diversity, Equity and Inclusion

Following Broad Consultation:

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 The State University of New York

SUNY will grow the ways in which we address State and global challenges

Impact 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**

RF Administration & SUNY Research Leadership

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
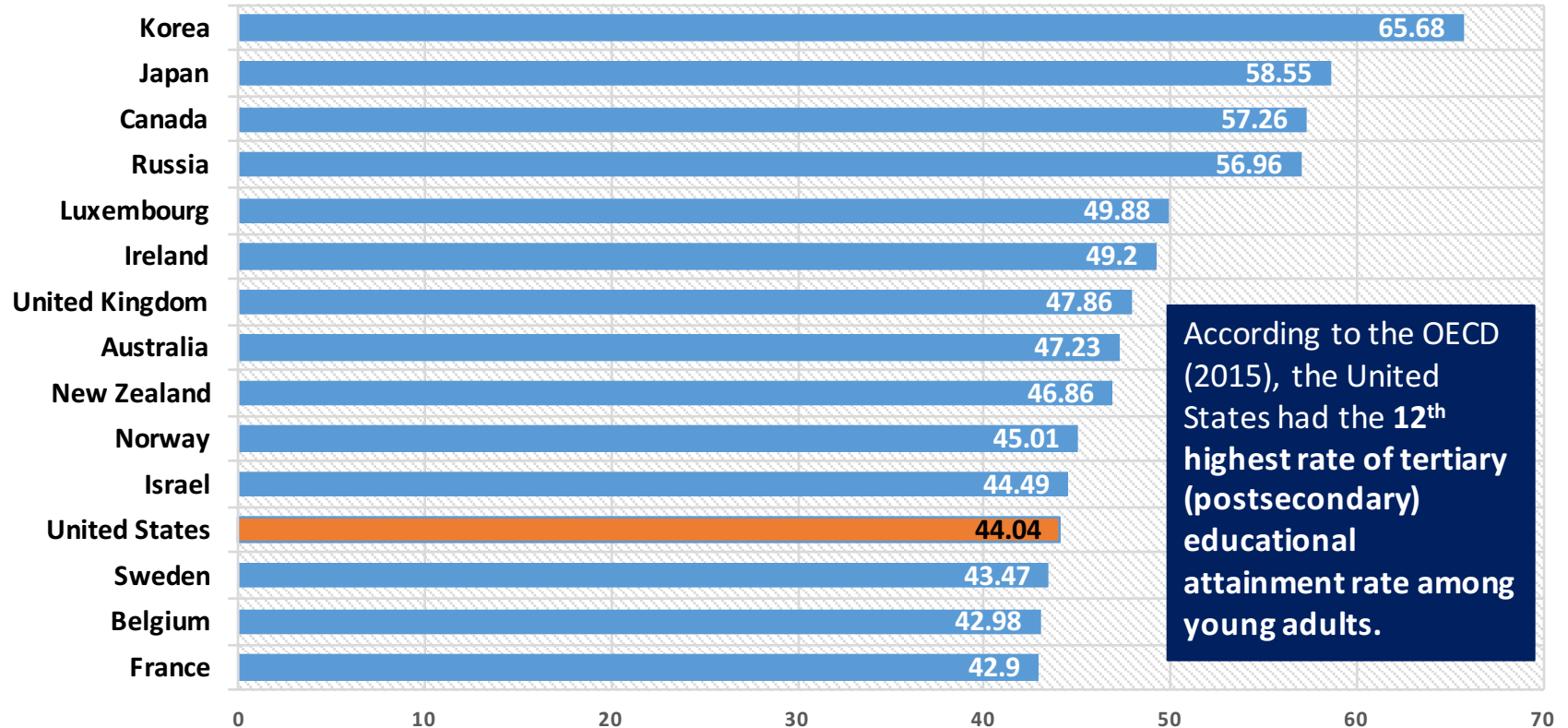
Student Completion
and Success

Big, Hairy, Audacious Goal

150,000 DEGREES

(up from 93,000)

Why Completion/Why 150,000?

Population with tertiary education, 25-34 year-olds, % in same age group

Country	Value
Korea	65.68
Japan	58.55
Canada	57.26
Russia	56.96
Luxembourg	49.88
Ireland	49.2
United Kingdom	47.86
Australia	47.23
New Zealand	46.86
Norway	45.01
Israel	44.49
United States	44.04
Sweden	43.47
Belgium	42.98
France	42.9

According to the OECD (2015), the United States had the **12th highest rate of tertiary (postsecondary) educational attainment rate among young adults.**
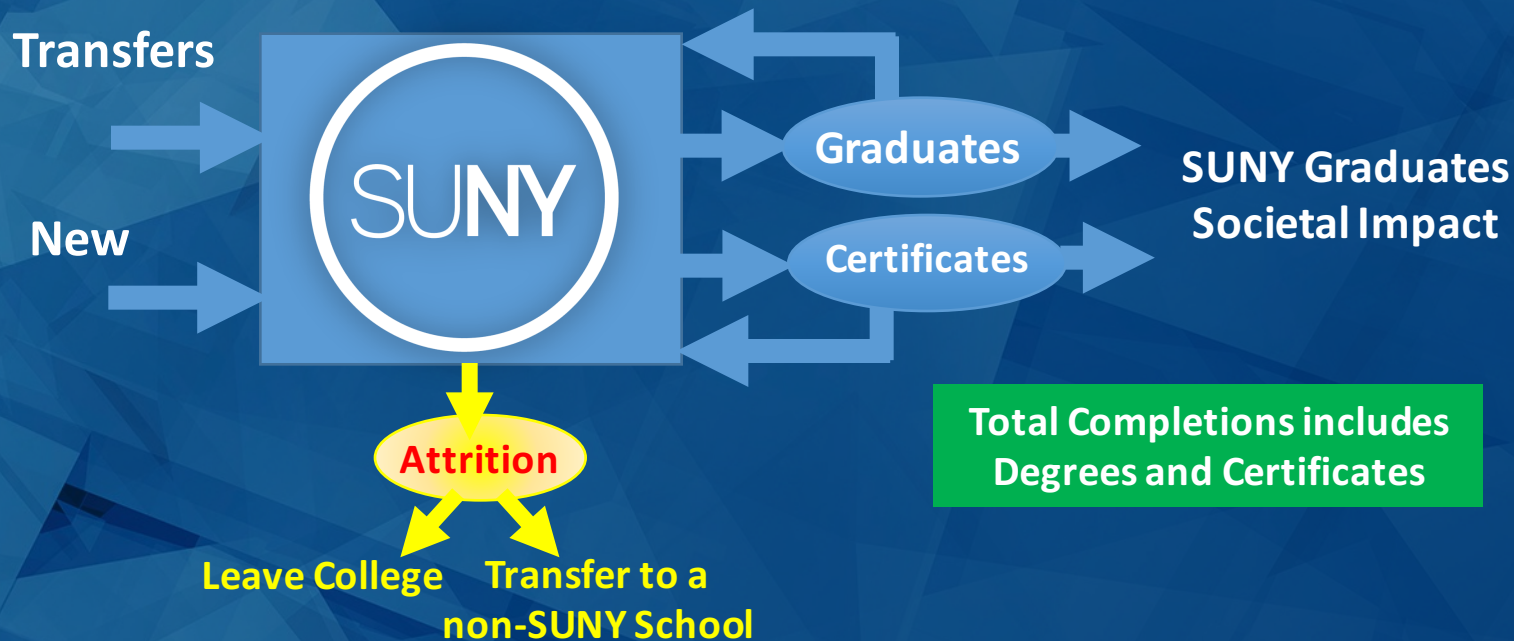
Building a Completion Model

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
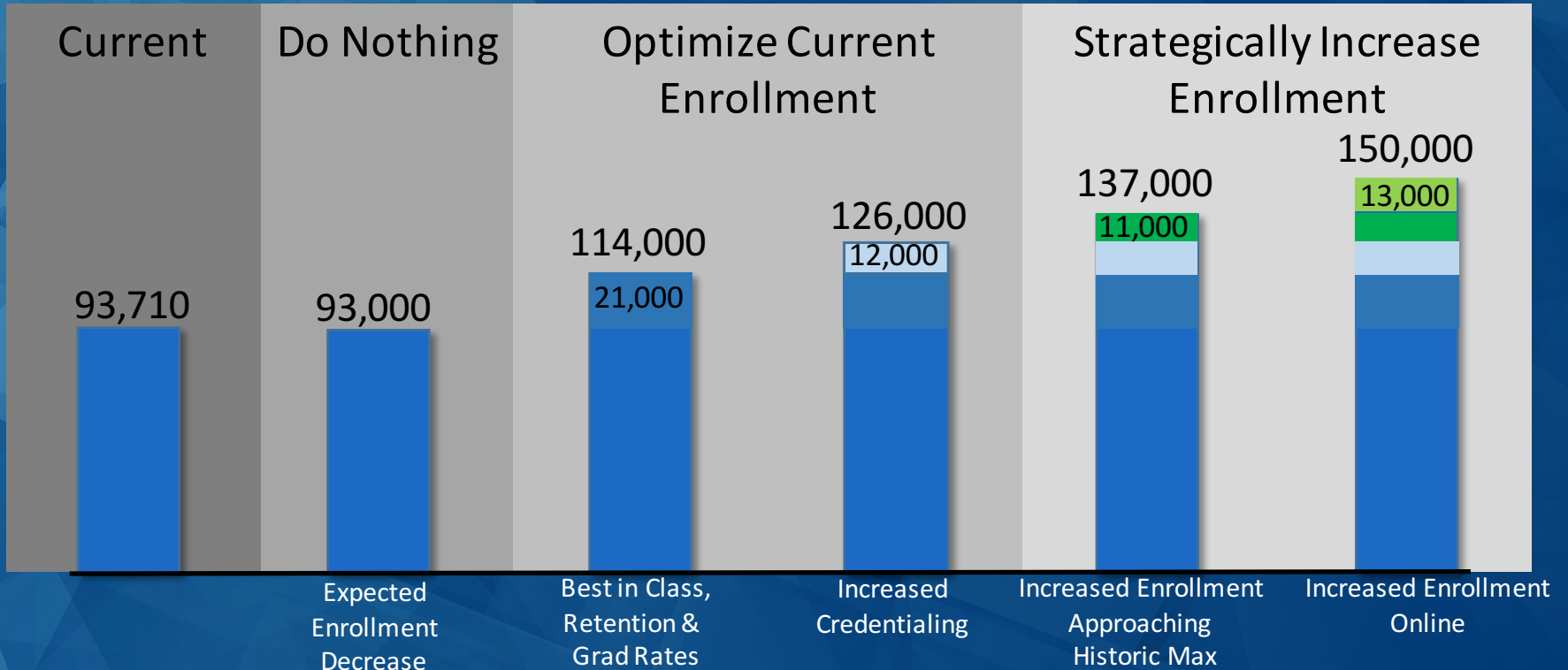
SUNY's Completion Agenda: The Problem Statement

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)

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)
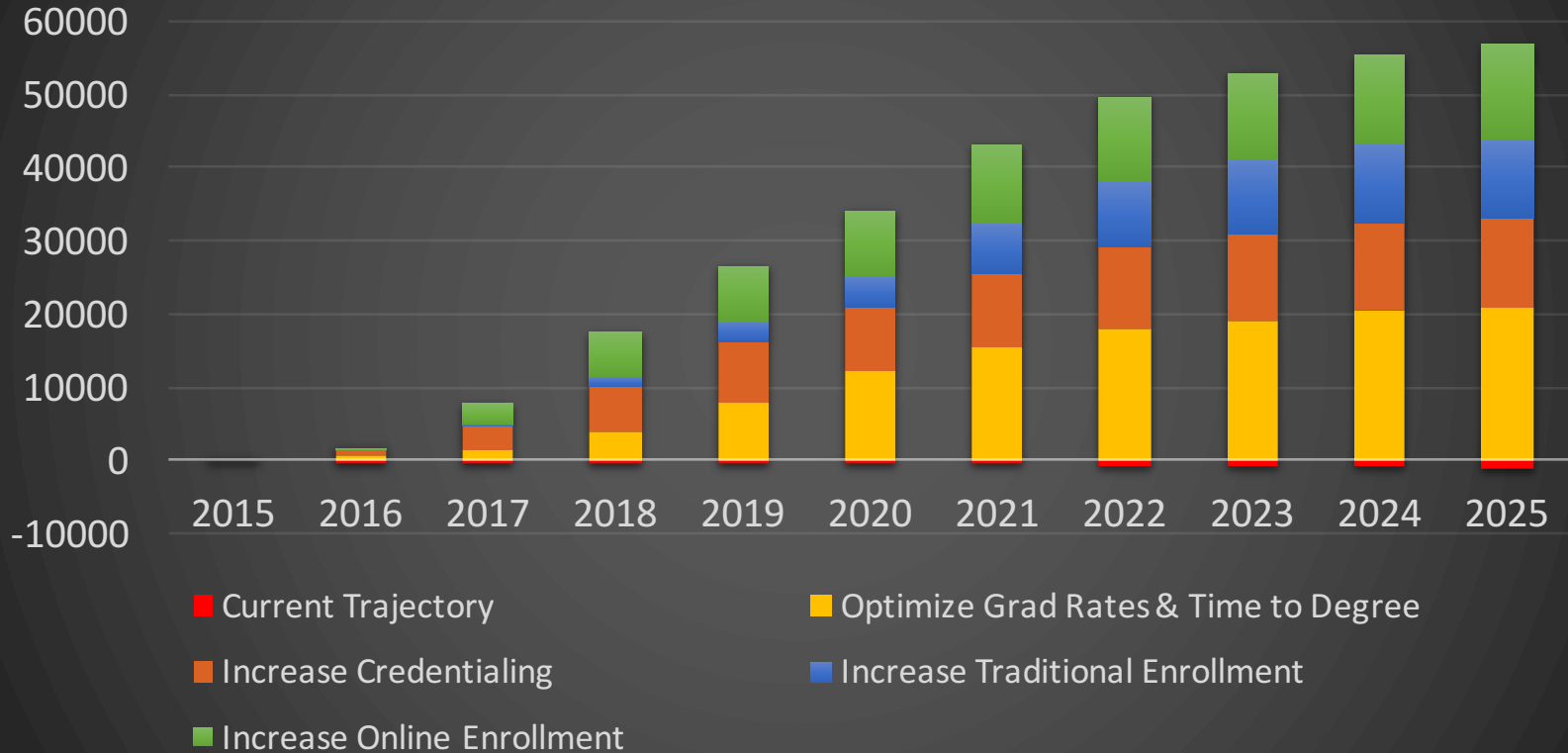- Increase percentage of certificates from 3.8% to 10% (~6000)

Assumptions

4) Increase Traditional Enrollment:

- **Enrollment growth completes with the "best in sector" rates (31.1%)**

- **Campuses approach their historical highs**

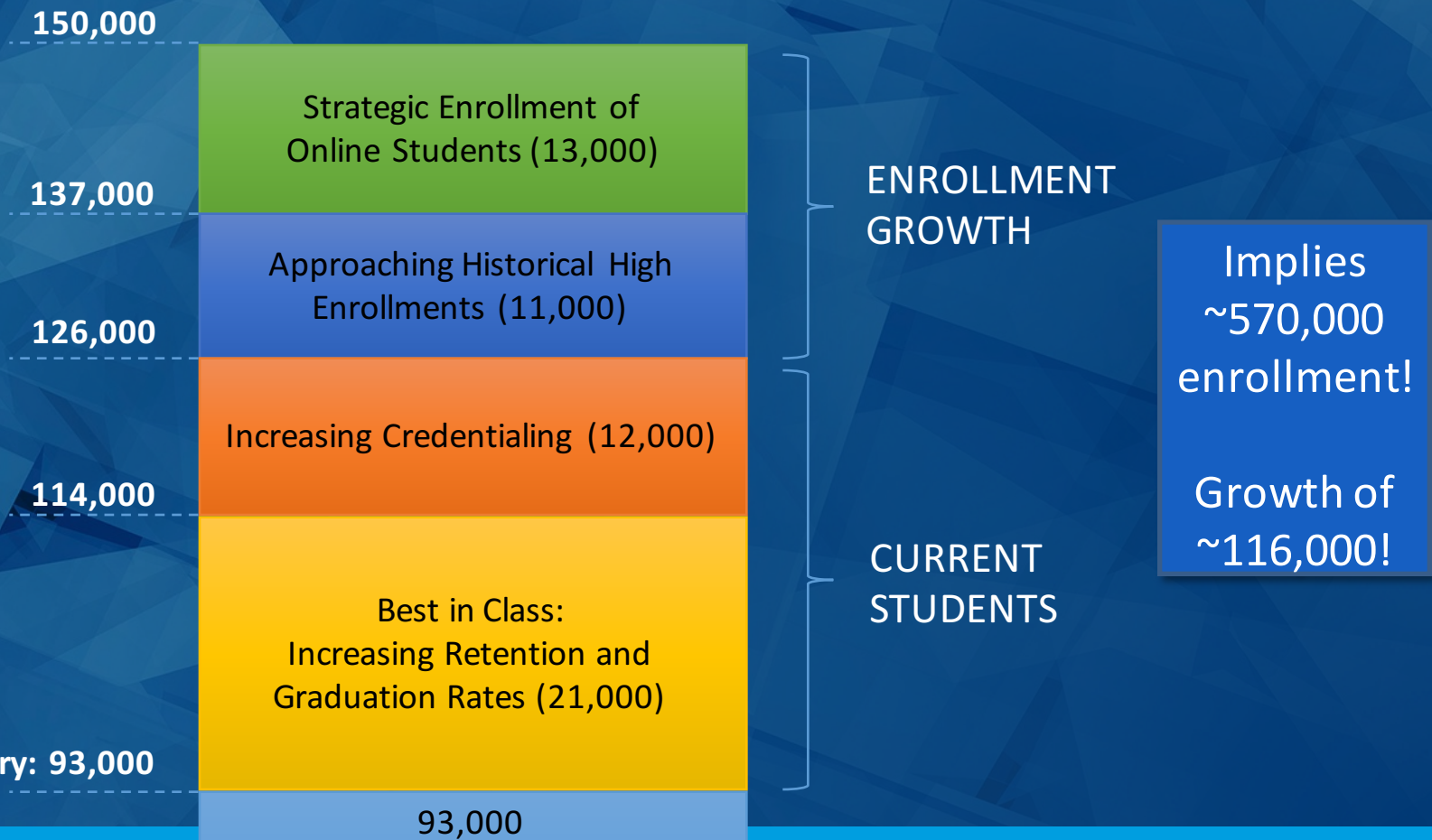- **Enrollment must increase by ~36,000 by 2020**

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

Legend:
- Current Trajectory (red)
- Optimize Grad Rates & Time to Degree (yellow)
- Increase Credentialing (orange)
- Increase Traditional Enrollment (blue)
- Increase Online Enrollment (green)

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

ENROLLMENT GROWTH

CURRENT STUDENTS

Implies ~570,000 enrollment!

Growth of ~116,000!

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SUNY Completion Agenda / Destination Graduation

1 → **2** → **3**

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?

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