



**EMPIRE STATE**  
UNIVERSITY

# Strategic Plan Elevate '28

## Phase II

Academic Affairs

Nathan Gonyea

April 10, 2023





# OAA Strategic Planning

- Context
  - Trends
  - Demographics
- Mission & Vision
- Values & DEI Action Plan
- Elevate '28 Structure
  - Strategic Priorities
  - Objectives
  - S.M.A.R.T. Goals
- OAA Strategic Planning Committee
- Next Steps and Timeline



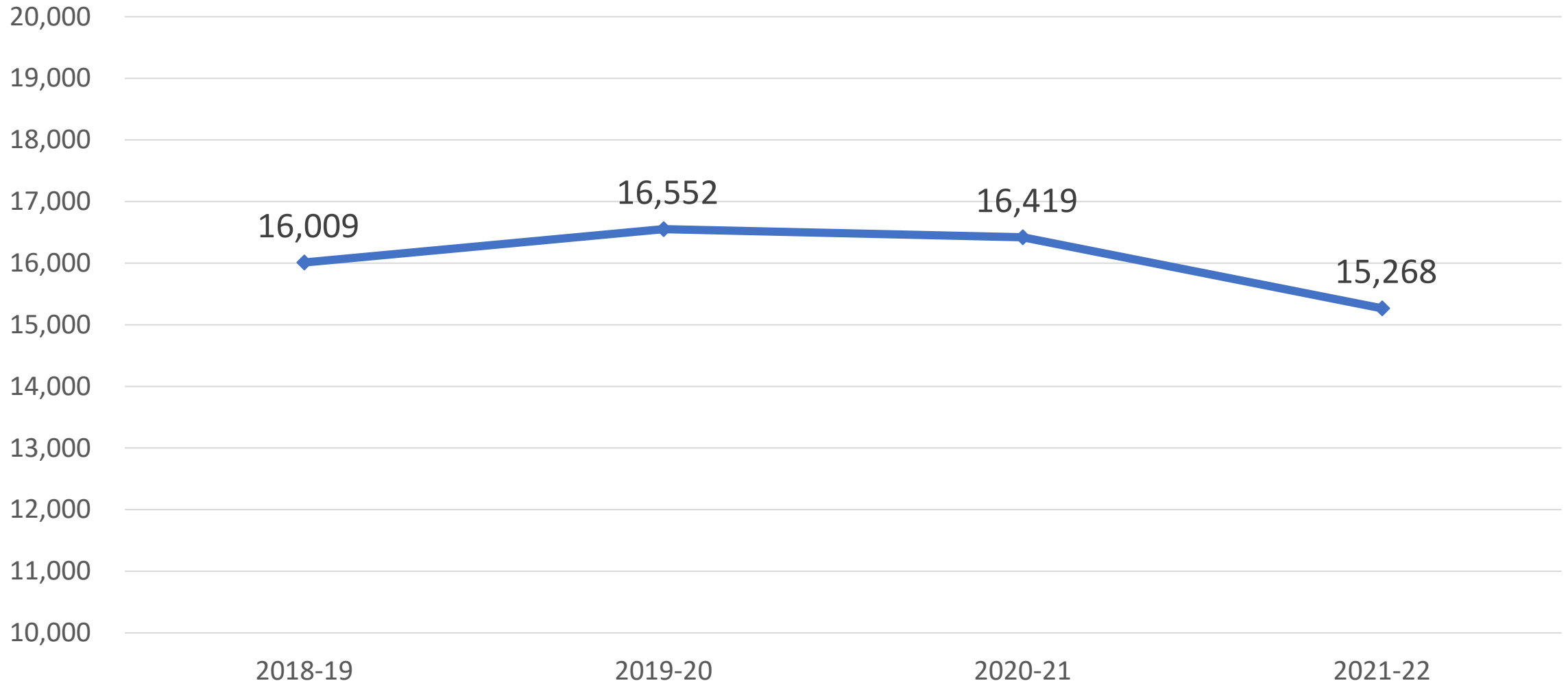
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# Context





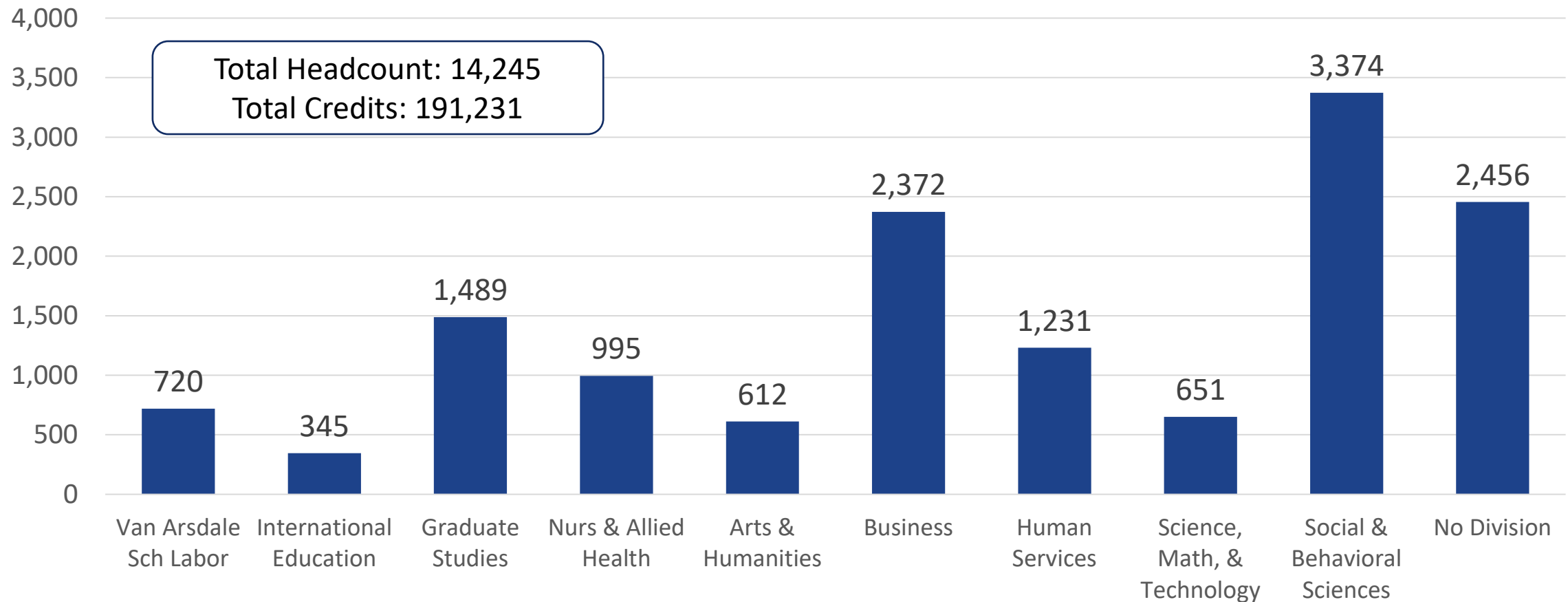
# Overall Annual Enrollment Trend





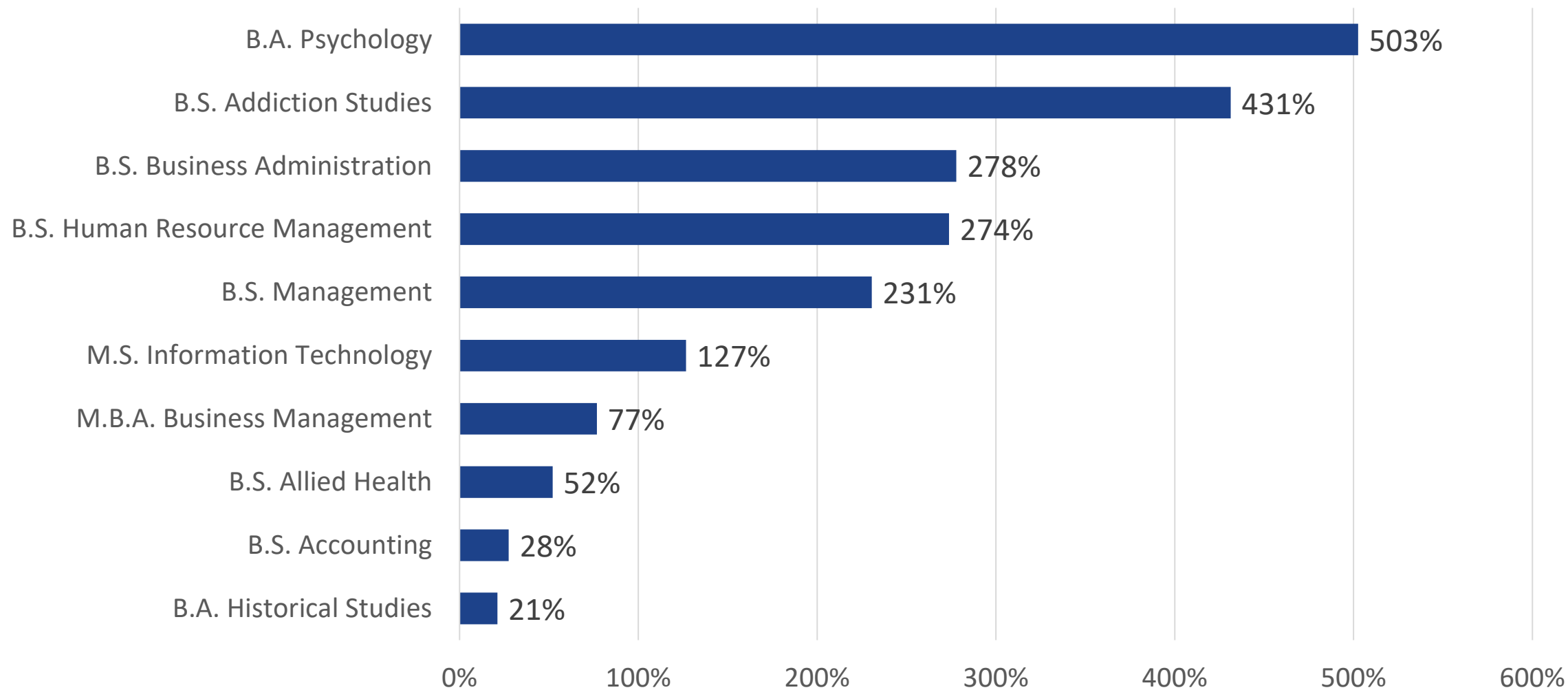
# 2022-23 Enrollment Thus Far

## Fall 2022, Spring 2023, and Summer 2023



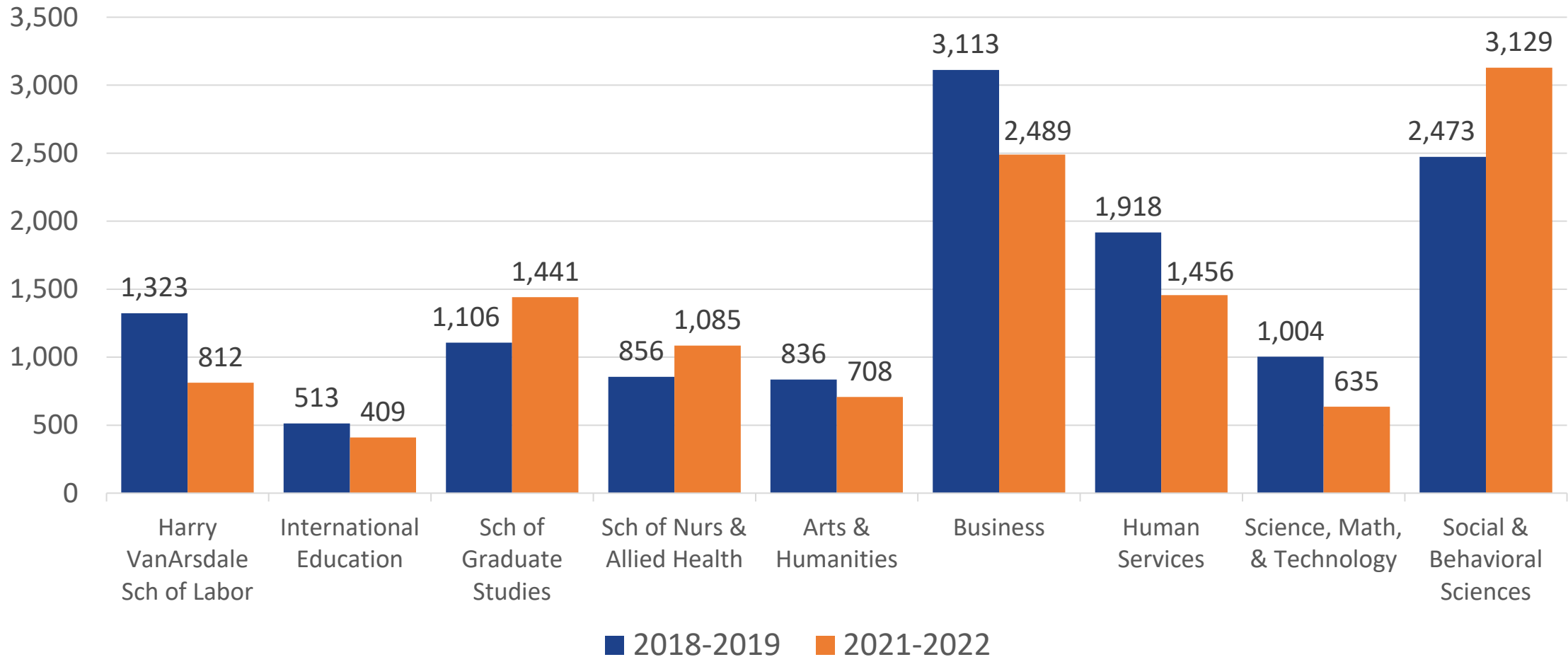


## Top 10 High Growth Programs: 2019-20 through 2021-22



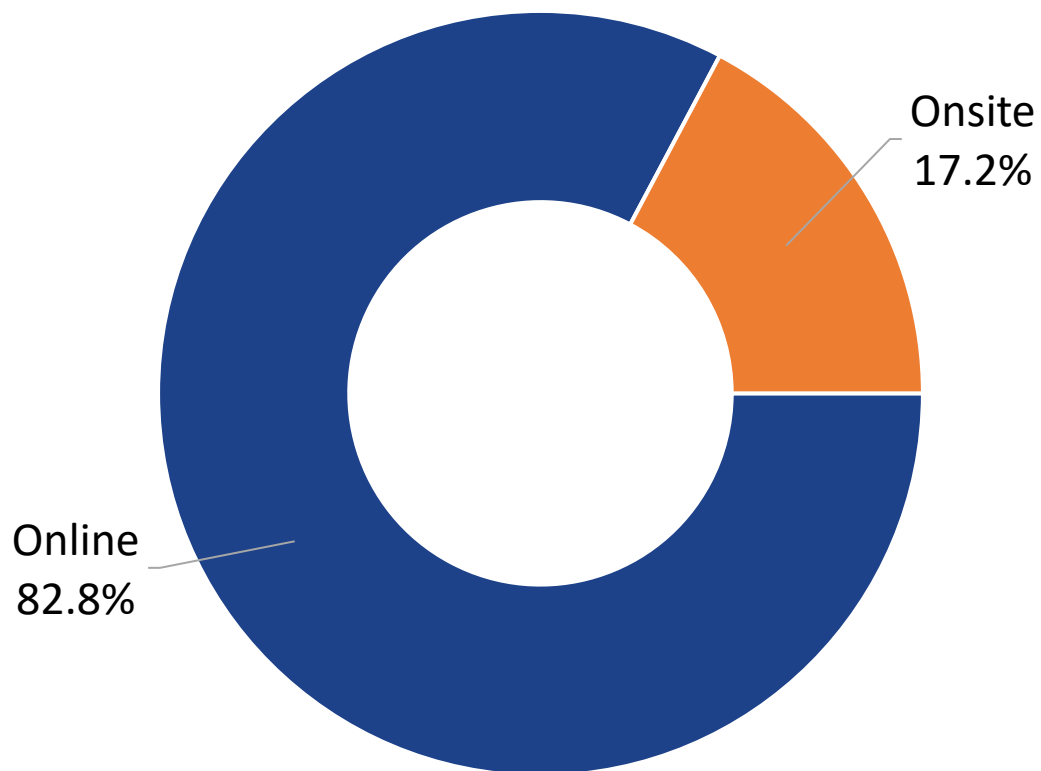


# Annual Headcount Trends by School: 2018-19 vs. 2021-22





# Instructional Delivery: Fall 2018 Credits vs. Fall 2022 Credits



Fall 2018

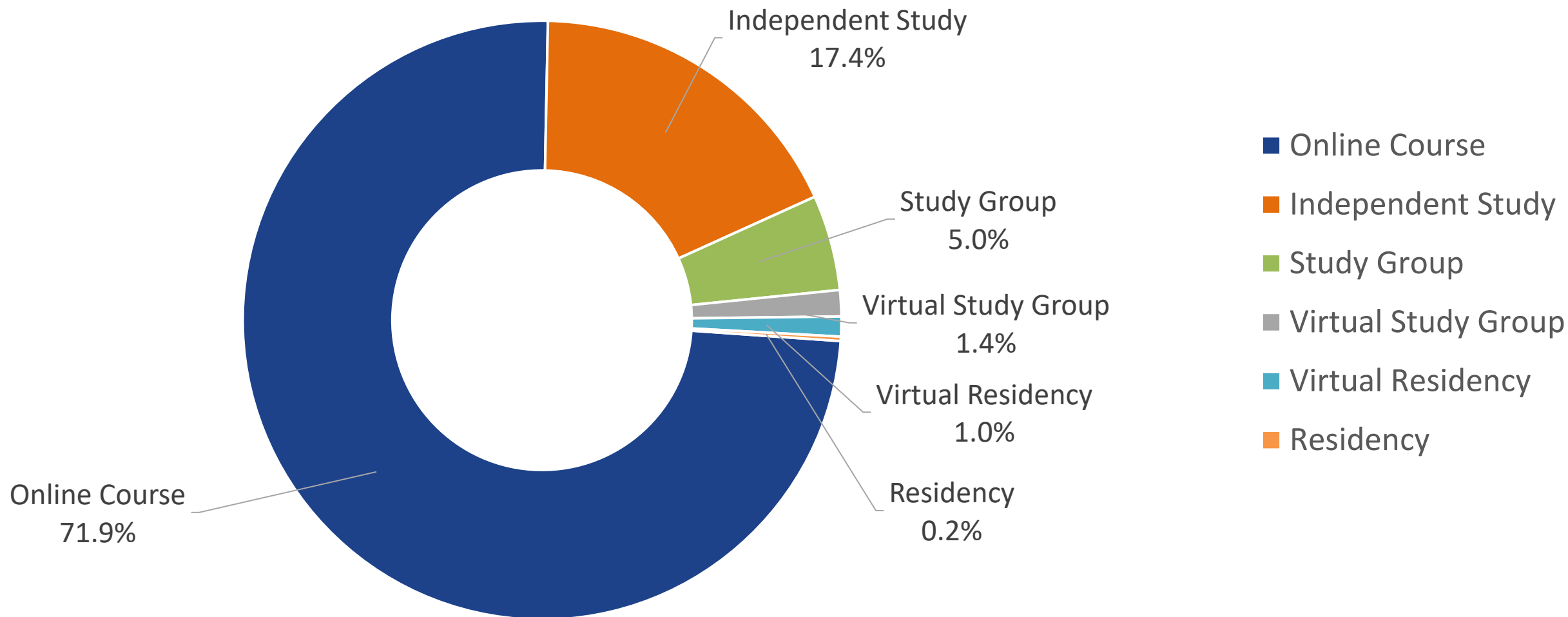


Fall 2022



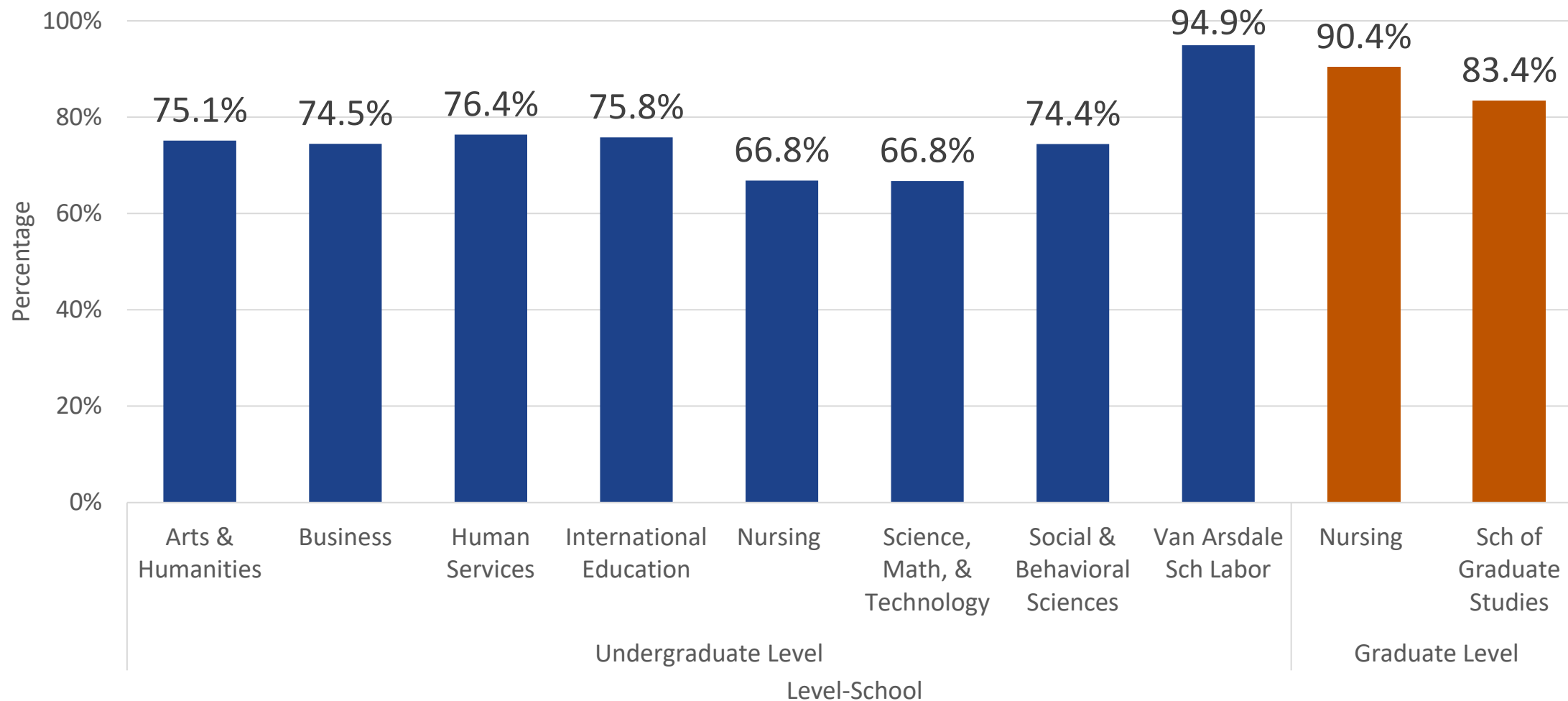


# Credits by Course Mode: Fall 2022



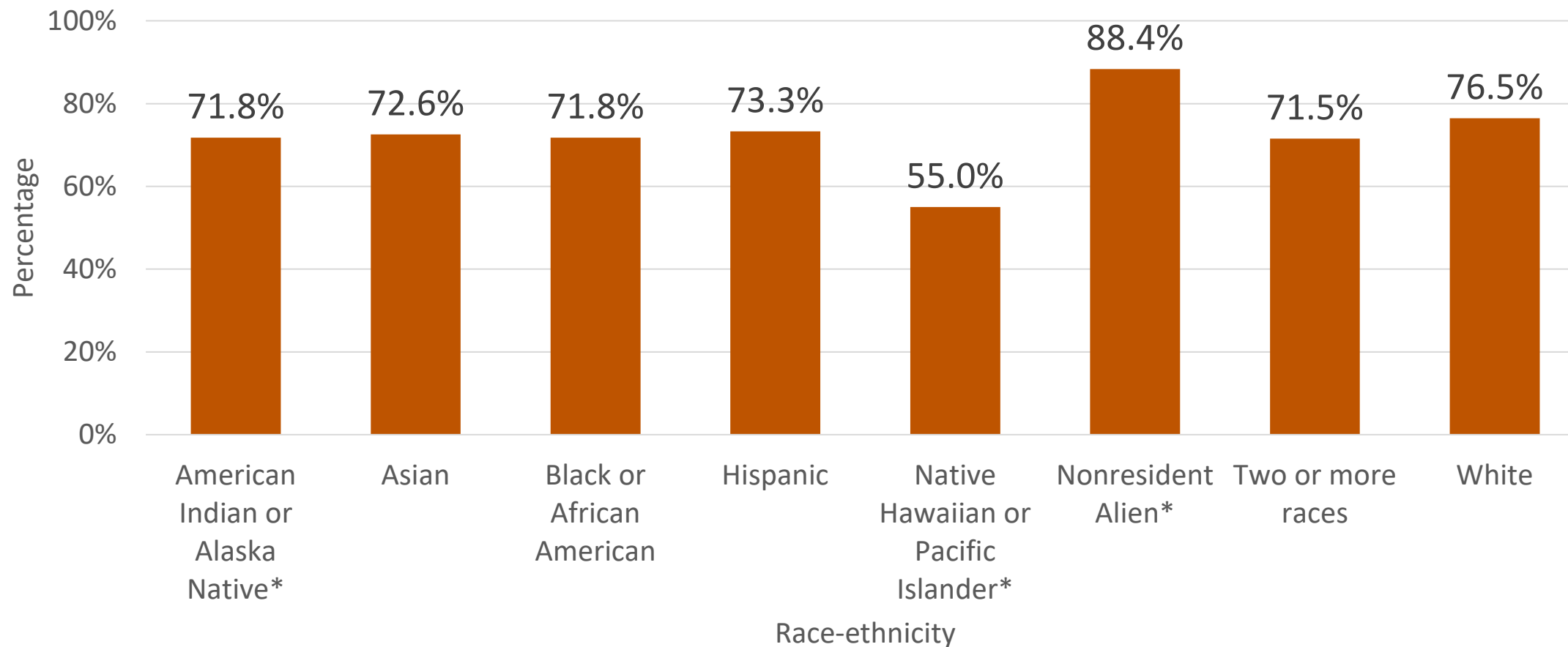


# Fall-to-Spring Retention for Matriculated Students by School, Fall 2017-2021 Cohorts





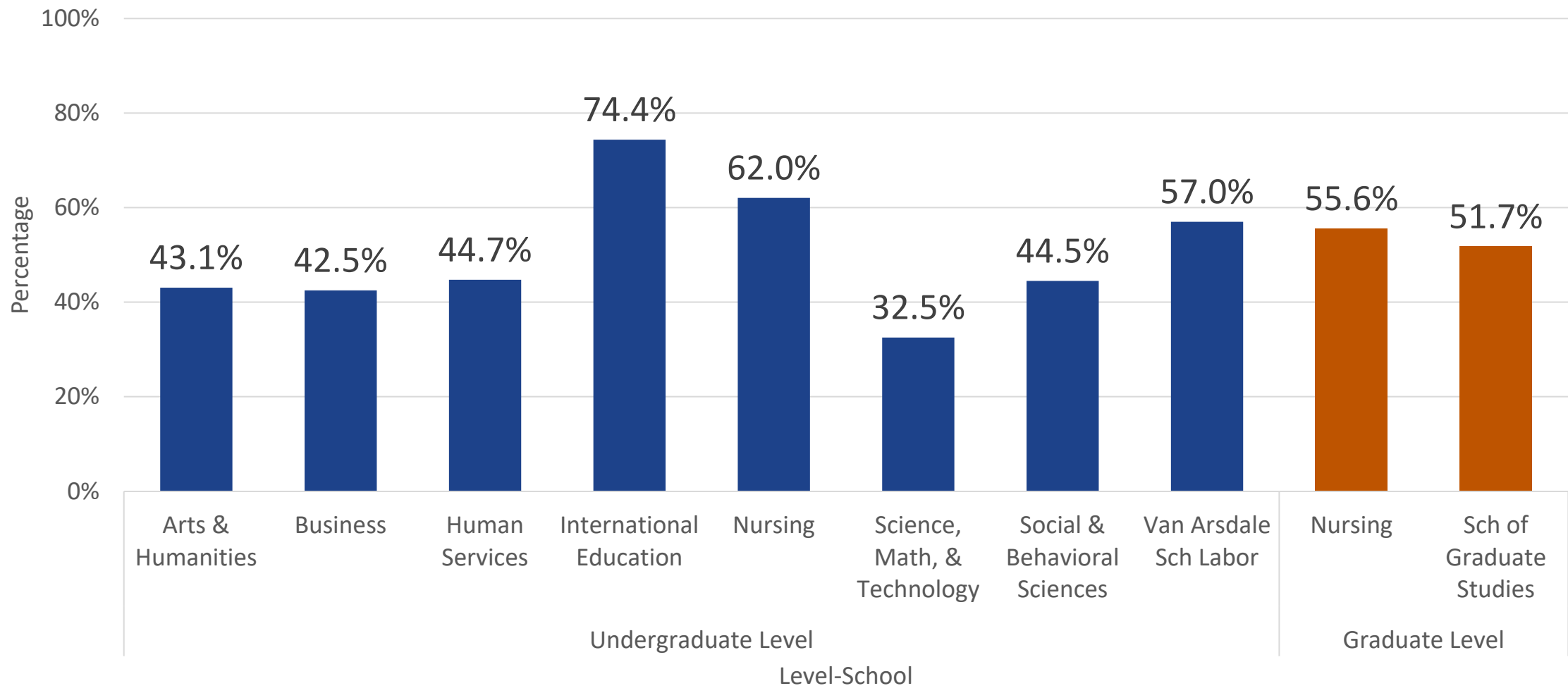
# Undergraduate Fall-to-Spring Retention for Matriculated Students by Race-ethnicity, Fall 2017-2021 Cohorts



\*Indicates that there were fewer than 100 students in each cohort group

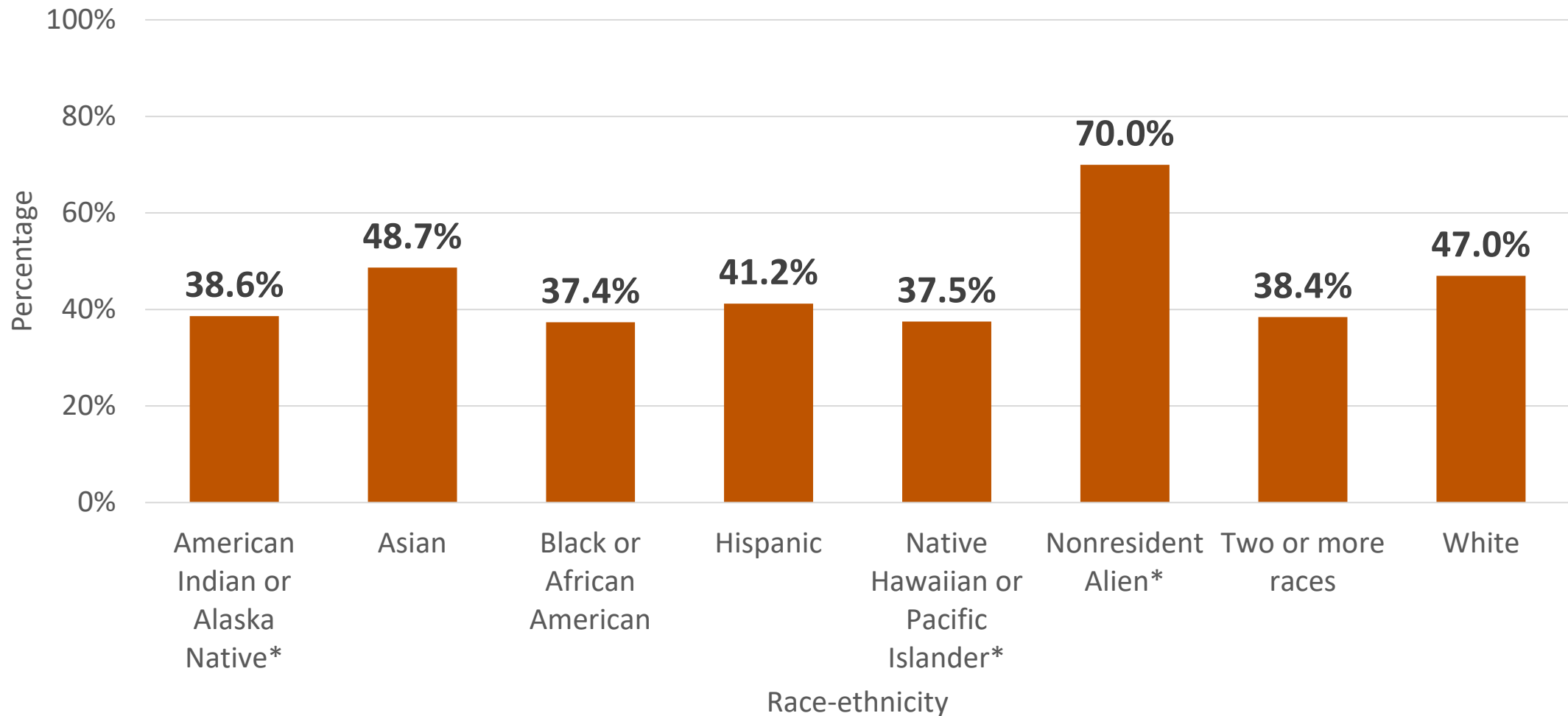


# Six-year Graduation Rates by School, Fall Cohorts 2012-2016





# Undergraduate Six-year Graduation Rates by Race-ethnicity, Fall Cohorts

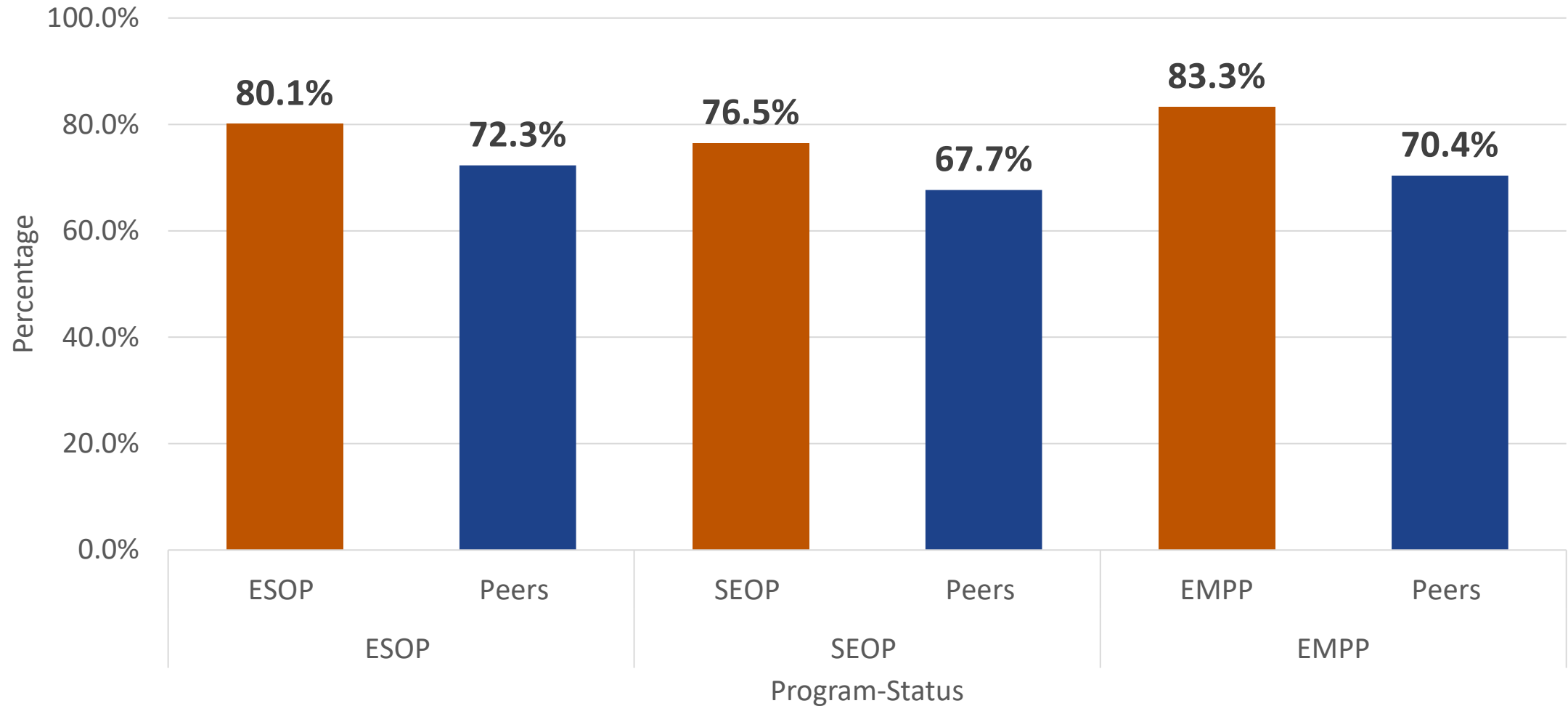


\*Indicates that there were fewer than 100 students in each cohort group

Related dashboard: [Diversity, Equity, and Inclusion Dashboards](#)

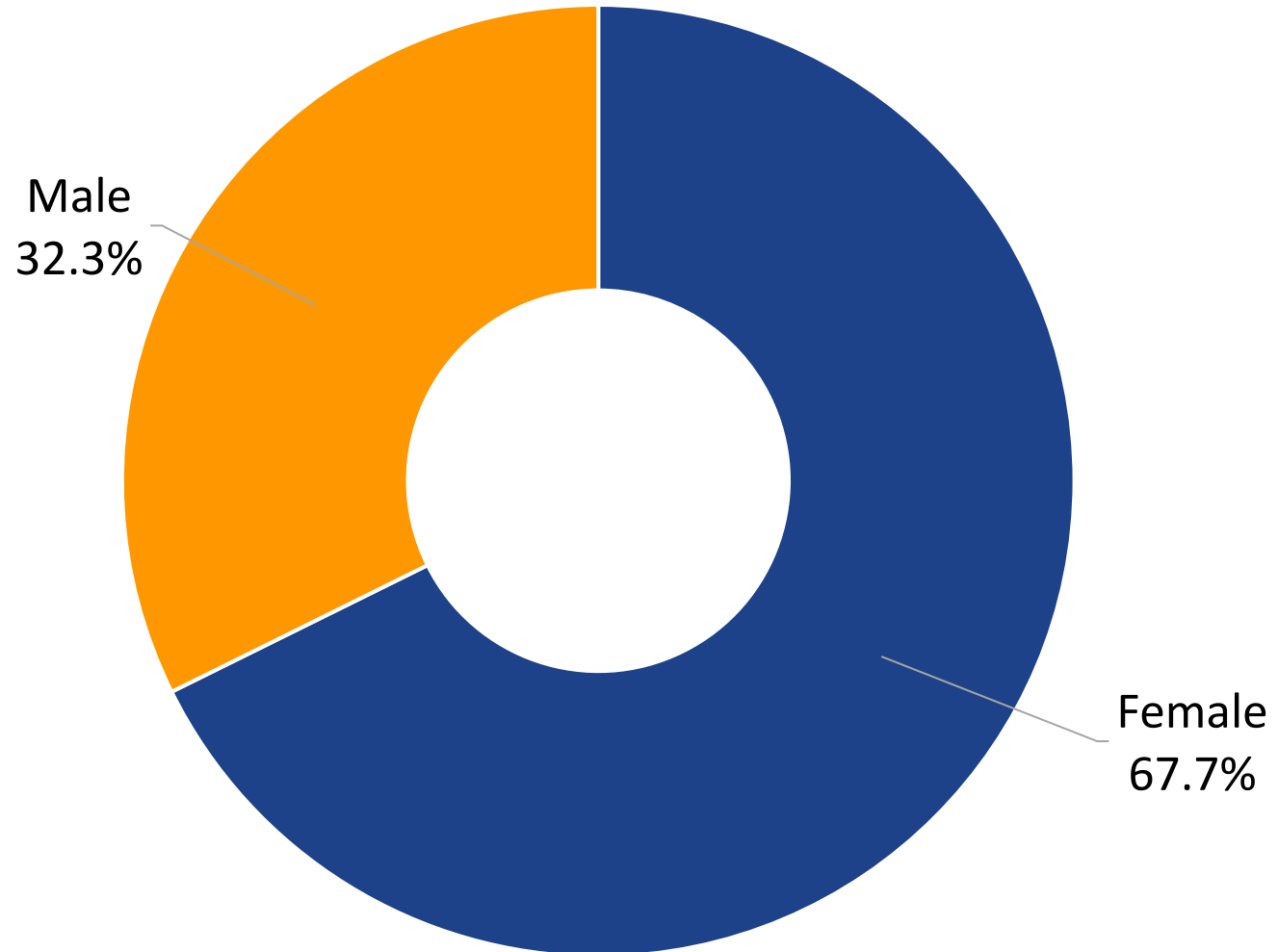


# Opportunity Programs First-to-Second Term Retention Rates



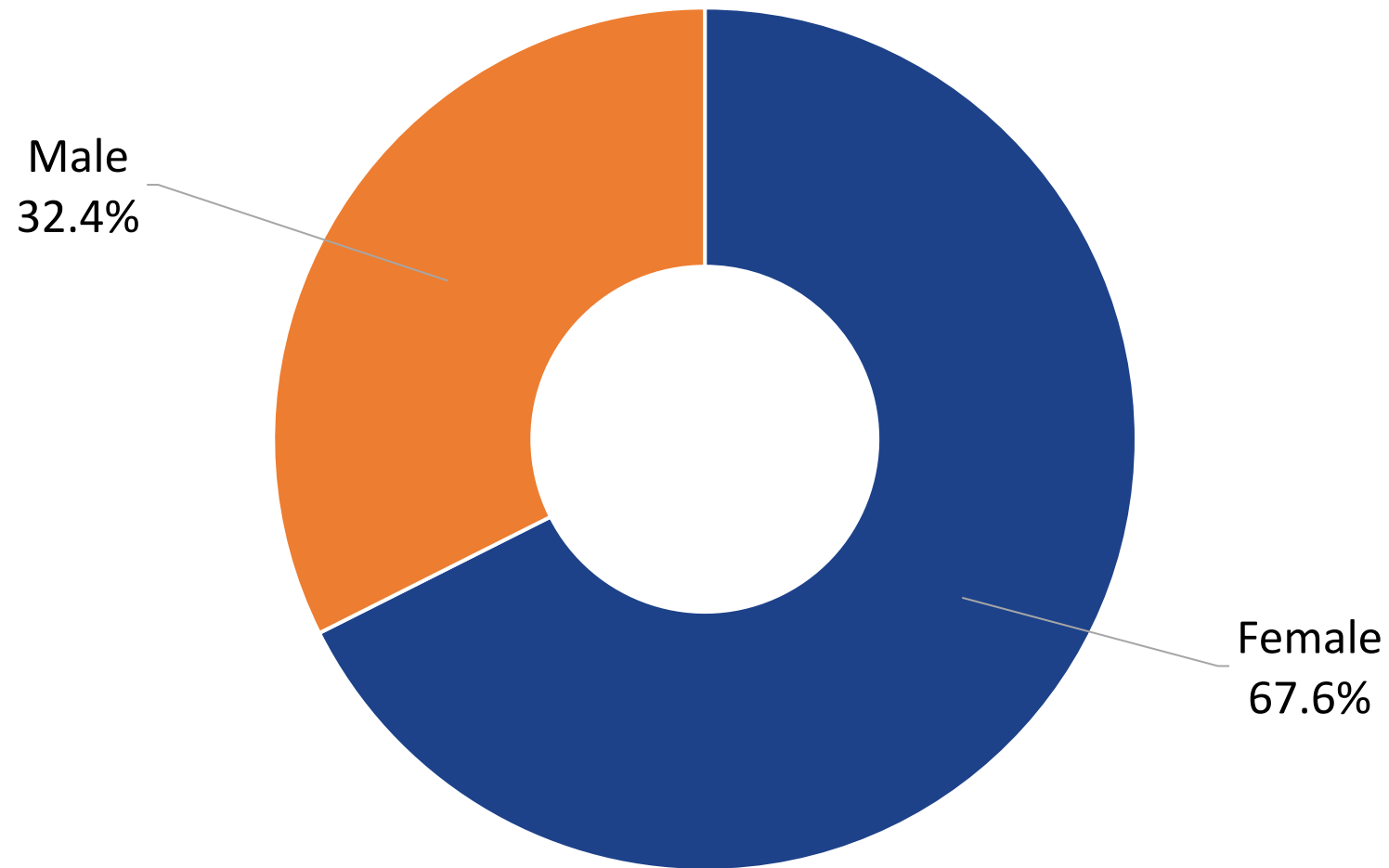


# Student Demographics: Legal Sex





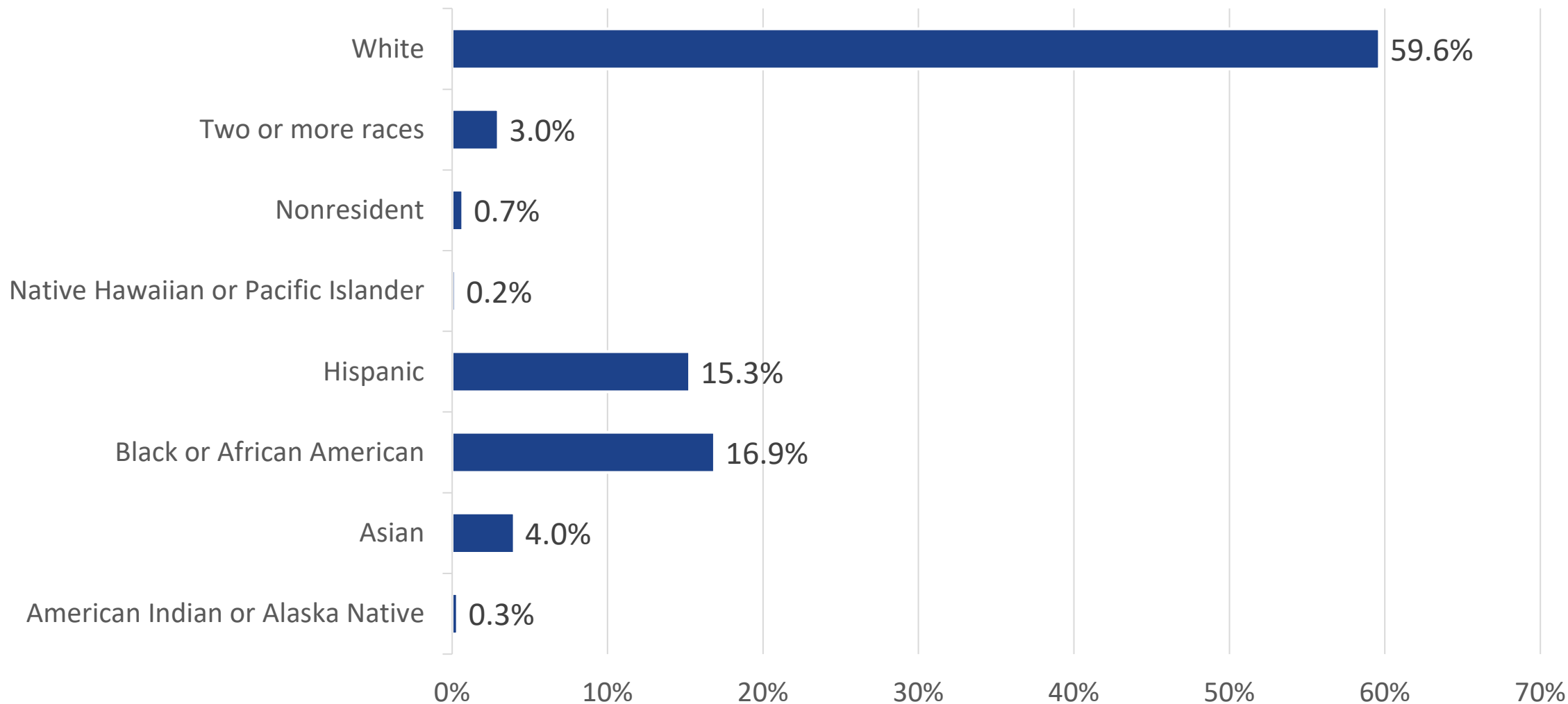
# Employee Demographics: Legal Sex







# Student Demographics: Race-Ethnicity

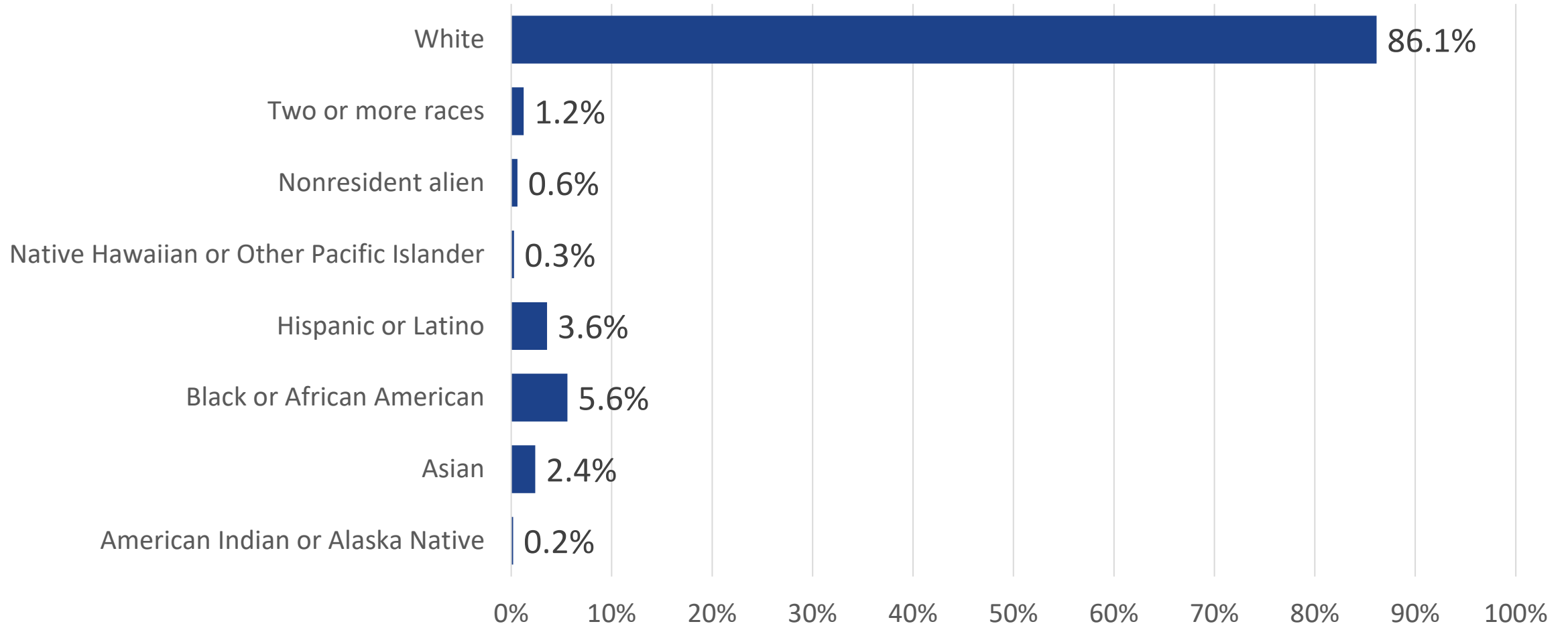


Students with "unknown" race-ethnicity excluded.

Related dashboard: [Fact Book Dashboard](#)

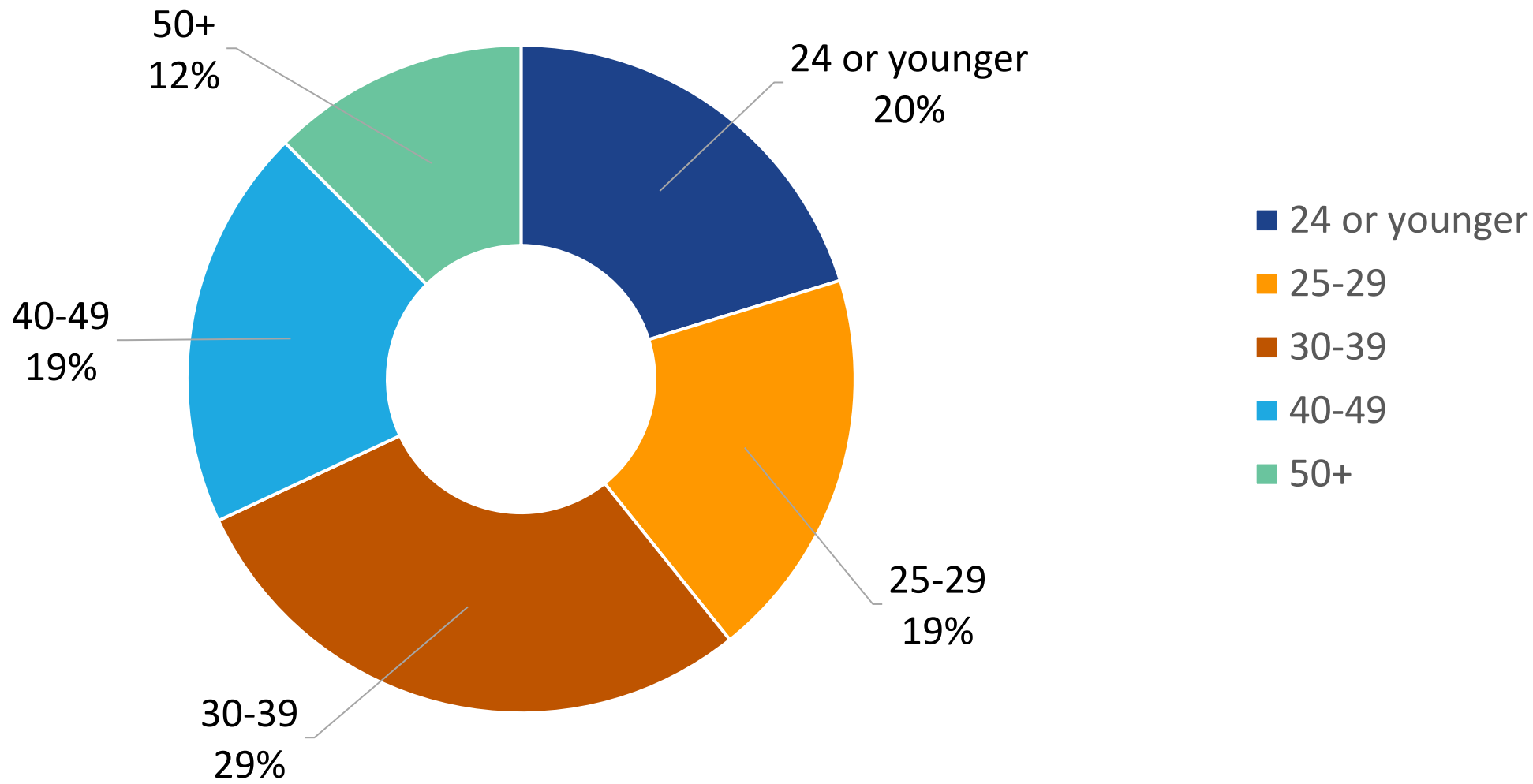


# Employee Demographics: Race-Ethnicity



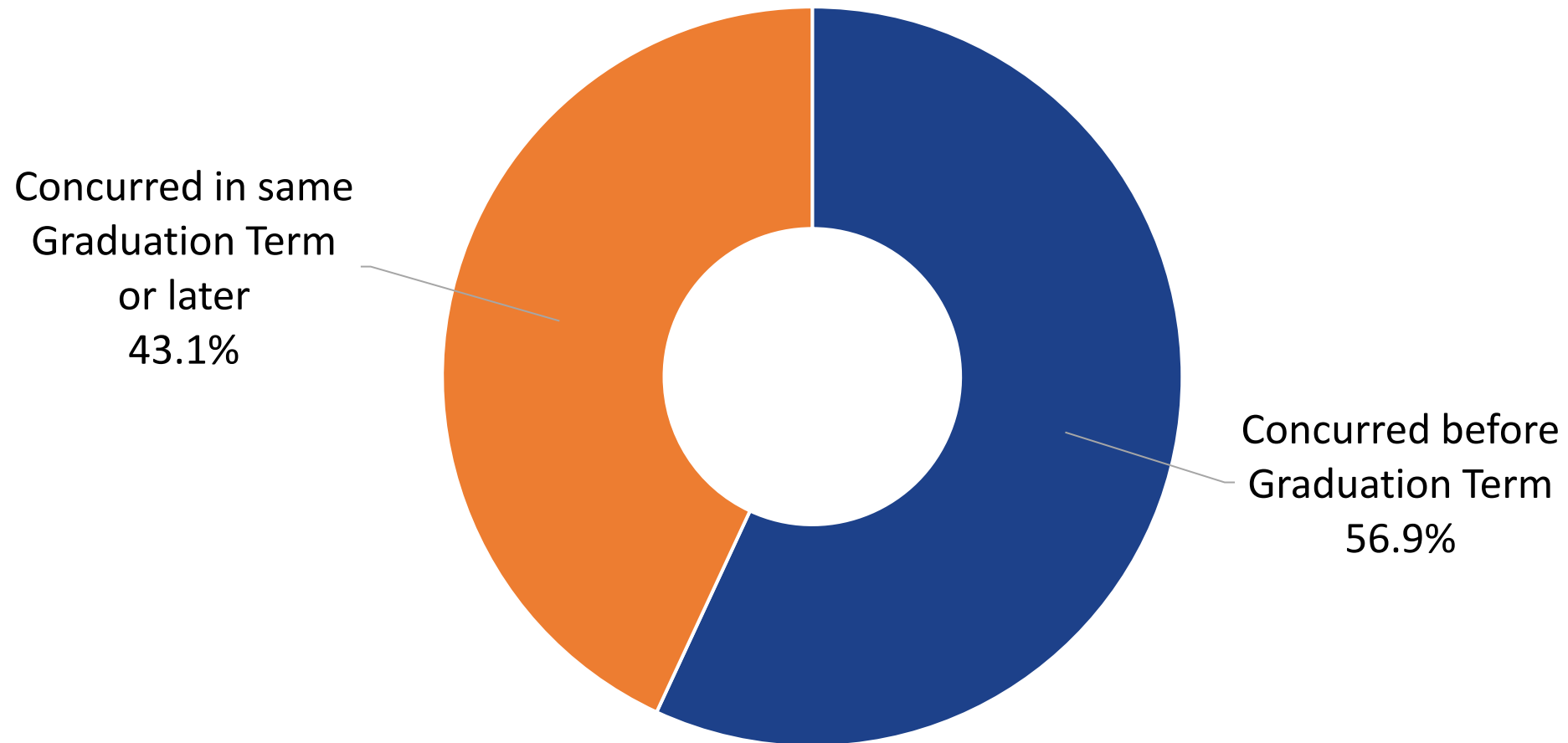


# Student Demographics: Age Groups





# Timing of Degree Concurrence





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**Elevate '28**





## Mission

Founded in 1971 as the innovative campus of the State University of New York, Empire State University empowers learners from diverse backgrounds to achieve their educational goals. We have decades of experience providing educational access through online teaching and learning, individualized instruction, mentoring, and prior learning assessment. We build on our students' experiences to promote their growth and drive upward mobility and economic development in New York state and beyond.

## Vision

Empire State University is a national leader for high-quality, flexible, and affordable education. We stand alone among public institutions nationwide in our ability to provide impactful academic experiences to learners of all ages.



# Values

Our values serve as a guiding force for everything we do in service to our students, their families, and their communities. Our values infuse all of our priorities, decisions, and actions.

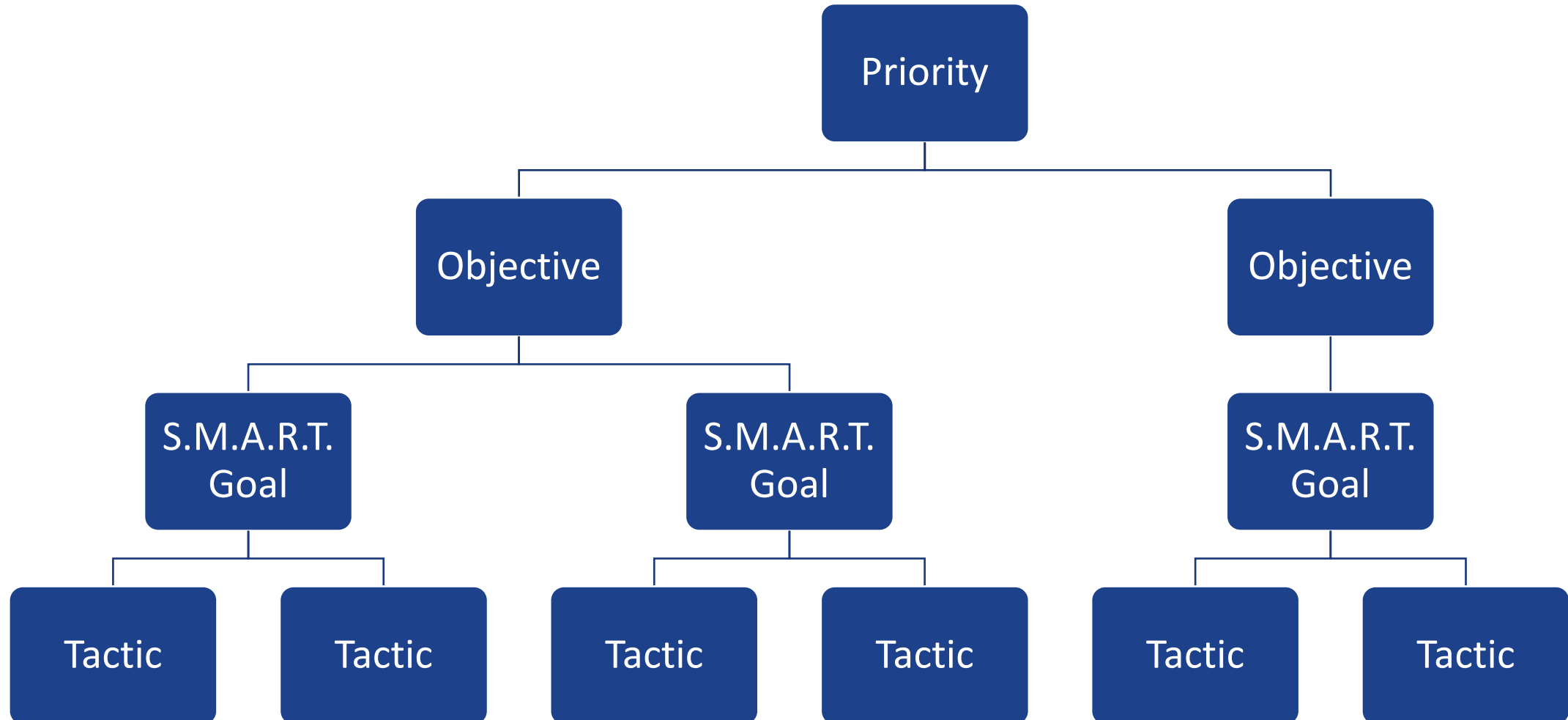
- Access
- Diversity, equity, and inclusion
- Flexibility
- Innovation

## DEI Action Plan

The DEI Action Plan is a framework for creating an inclusive campus and engaging the SUNY Empire community in this effort in the future.



# Strategic Plan Structure







# Strategic Priorities

- Student Success
- Academic and Inclusive Excellence
- Organizational Effectiveness
- Raising our Public Profile



# Strategic Priorities

## Student Success

Empire State University provides a positive student experience by valuing our students' diverse perspectives, respecting their goals and priorities, and connecting them to the institution and each other. Our high-quality academic programs, mentoring, and support services enable learners to meet their academic, professional, and personal goals.

### *Supporting Themes*

Every member of the university community is invested in student success. We share responsibility with our students for their success, proactively removing barriers and helping students build connections to the institution and to each other. We value students' knowledge and experience, deliver outstanding academic programs, and provide comprehensive mentoring, advising, and other support to increase retention and ensure timely degree completion.



# Strategic Priorities

## Academic and Inclusive Excellence

As stewards of SUNY's access institution, our students, faculty, staff, professional employees, and administrators must express our commitment to diversity, equity, and inclusion in all aspects of the organization for excellence to be achieved. We deliver on the interconnected priorities of academic and inclusive excellence through high-quality academic programs, student services, and employee support.

### *Supporting Themes*

We are committed to strong academic programs and excellence in teaching, service, research, scholarship, creative activity, and professional development. In support of academic and inclusive excellence, we recruit and develop employees from diverse backgrounds. In turn, by recruiting and educating a diverse student population, we expand educational access, enrich the learning experience, and prepare students to work and live in a global society.



# Strategic Priorities

## Organizational Effectiveness

All members of the Empire State University community help improve our organization, climate, and programs so we can best serve our students and each other. We engage in ongoing assessment to improve academically, operationally, fiscally, and organizationally.

### *Supporting Themes*

Hallmarks of our organizational effectiveness include fiscal responsibility, continuous improvement, and an inclusive campus climate. All of us contribute to the strength and effectiveness of the university by fostering a culture of inclusion, civility, communication, and support. We work together to ensure that our academic offerings, student services, operational infrastructure, financial resourcing, and campus climate align with our mission, vision, and values.



# Strategic Priorities

## Raising our Public Profile

As a leader in online teaching and learning, individualized instruction, and prior learning assessment, Empire State University strives to be recognized as a distinctive institution that offers high-quality, flexible, affordable education to diverse learners. Employees, students, alumni, community leaders, legislators, and supporters all play a role in elevating awareness of the institution.

### *Supporting Themes*

Through high-impact teaching, research, scholarship, creative activity, and public engagement, we support our access-driven mission and differentiate ourselves in an increasingly crowded field. We expand our reach by telling our story, leveraging our expertise, promoting program growth, connecting with students and alumni, and building our philanthropic base.



# Objectives

## **Strategic objectives\***

- Strategic objectives are broad statements of direction that create a bridge from your vision to the annual plan or goals.
- If the objective is achieved, you will have demonstrably supported the priority and moved the institution closer to achieving its vision.
- Objectives, therefore, should advance key components of the priority. They are the pillars on which the priority stands.



# Sample Objective

**Priority:** Academic and Inclusive Excellence

**Strategic objective:** Increase the diversity of faculty and staff to better reflect our student demographics



# S.M.A.R.T. Goals

## **S.M.A.R.T. Goals:**

- Specific, Measurable, Achievable, Relevant, Time-bound goals are the means by which we will concretely measure progress.
- Goals should be for the life of the plan (2023-2028).
- Goals will be broken into annual increments.
- Goals will be assessed and, if needed, adjusted (hopefully upwards!) annually.





# Sample S.M.A.R.T. Goal

**Priority:** Academic and Inclusive Excellence

**Strategic objective:** Increase the diversity of faculty and staff to better reflect our student demographics

**Strategic goal:** Increase the proportion of faculty and staff of color by 10 percentage points in 5-years.



# OAA Strategic Planning Committee

Eileen McDonnell (Co-Chair)

Jenny Mincin (Co-Chair)

Rick Savior

Dana Brown

Audra Buchanan

Carl Burkart

Lisa D'Adamo-Weinstein



## NEXT STEPS

- Phase II Timeline
  - April 1 to July 1, 2023
- Strategic Objective Survey
  - Return by Monday, April 17<sup>th</sup>