



STRATEGIC PRIORITY: STUDENT SUCCESS

Objective 1:

Increase student success by reducing or eliminating barriers to enrollment, retention, and completion.

- Goal 1:** Increase the three-year average of first-to-second-term re-enrollment rates by three percentage points in five years.
- Goal 2:** Increase overall undergraduate and graduate graduation rates by three percentage points for matriculated students within five years.
- Goal 3:** Increase reenrollment rates of students who have been inactive for less than three years by three percentage points in five years.

Objective 2:

Improve the student experience.

- Goal 1:** Increase and diversify opportunities for student engagement and university activities by an identified percentage annually, relative to the baseline metric.
- Goal 2:** Increase student satisfaction with student services and co-curricular engagement opportunities by designated percentage(s) on identified measure(s) of student satisfaction.
- Goal 3:** Achieve at least 90% of academic affairs units reaching at least 90% adherence to service standards in five years.

Objective 3:

Reduce or eliminate equity gaps on student success metrics for underrepresented and/or historically underserved students.

- Goal 1:** Reduce the equity gaps in overall course completion rates for historically underserved student populations by three percentage points relative to the baseline metric in five years.
- Goal 2:** Reduce the equity gaps in first-to-second-term retention rates for historically underserved student populations by three percentage points relative to the baseline metric in five years.
- Goal 3:** Reduce the equity gaps in graduation rates for historically underserved student populations relative to the baseline metric by three percentage points in five years.

STRATEGIC PRIORITY: ACADEMIC AND INCLUSIVE EXCELLENCE

Objective 1:

Strengthen the quality, breadth, and currency of degrees, certificates, and other learning opportunities to meet the needs of students, employers, and communities.

- Goal 1:** Increase the number of academic programs that align with high-need areas by 15 in five years.
- Goal 2:** Increase the number of programs that explicitly align program learning outcomes with external standards, requirements, expectations, and/or needs by the identified percentage relative to the baseline in five years.
- Goal 3:** Increase student satisfaction with academic offerings by the identified percentage relative to the baseline in five years.

**Objective 2:**

Expand and scale our approaches to effective, innovative, and inclusive teaching and online learning.

- Goal 1:** Ensure 100% of courses/course sections offered in the Learning Management System meet all course design standards in the established rubric in five years.
- Goal 2:** Achieve 75% of courses that include the use of inclusive pedagogical practices in five years.
- Goal 3:** Ensure at least 75% of line-based faculty and teaching professionals meet their annual professional development and pedagogical goals related to teaching and learning in five years.

Objective 3:

Promote the full range of possibilities for how and where students gain knowledge and provide avenues to evaluate and credential that learning.

- Goal 1:** Increase students' utilization of prior learning into their degree programs by the identified percentage relative to the baseline metric in five years.
- Goal 2:** Reduce the equity gaps in prior learning use by historically underserved students by the identified percentage relative to the baseline metric within five years.
- Goal 3:** Increase the number of students who engage in applied learning opportunities by the identified percentage relative to the baseline metric within five years.

STRATEGIC PRIORITY: ORGANIZATIONAL EFFECTIVENESS**Objective 1:**

Create a teaching and learning environment that fosters mutual respect, advances clear communication, and engenders a culture of belonging, trust, and inclusivity.

- Goal 1:** Increase OAA community satisfaction in each topic area of the SUNY Empire Workplace Climate Surveys by 4 percentage points or more (as applicable) within the next two survey cycles.
- Goal 2:** Reduce gaps in satisfaction between demographic groups among OAA community members in each topic area of the SUNY Empire Workplace Climate Surveys within the next two survey cycles.
- Goal 3:** Increase students' sense of belonging, trust, and inclusivity by the identified percentage on the selected measure in five years.

Objective 2:

Fully implement robust continuous improvement processes and effectiveness tracking across the division.

- Goal 1:** Achieve 100% of academic affairs' units completing annual continuous improvement processes/ reporting that includes closing the loop data in three years.
- Goal 2:** Reach 100% of academic affairs' units utilizing at least one data dashboard to track unit level key performance indicators in three years.
- Goal 3:** Ensure 100% of performance programs and annual plans include measurable goals or objectives aligned with the strategic plan within the next two years.



STRATEGIC PRIORITY: RAISING OUR PUBLIC PROFILE

Objective 1:

Position Empire State University as a SUNY leader in effective and innovative applied teaching and learning and student success.

- Goal 1:** Increase partnerships with external organizations that include opportunities for students to engage in applied learning with the partner organization by 20% relative to the baseline metric within five years.
- Goal 2:** Increase the number of grant- and contract-funded projects that support applied teaching and learning and student success activities the identified percentage relative to the baseline metric within five years.
- Goal 3:** Increase externally facing awards and presentations of Empire State University applied teaching and learning and student success activities by the identified percentage relative to the baseline metric within five years.

Objective 2:

Become a SUNY leader in applied scholarship and creative activities.

- Goal 1:** Increase external/externally facing applied scholarship, publications, presentations, and creative activities by the identified percentage relative to the baseline metric within five years.
- Goal 2:** Increase grant and contract funding for applied research and creative activities by the identified percentage relative to the baseline metric within five years.
- Goal 3:** Increase external awards for scholarship and creative activities by Empire State University faculty, staff, and students by the identified percentage relative to the baseline metric within five years.

Objective 3:

Establish and grow centers for distinction of SUNY, state, and national renown.

- Goal 1:** Double grants and contracts to centers of distinction relative to the baseline metric in five years.
- Goal 2:** Triple training and consulting engagements through centers of distinction relative to the baseline metric within five years.



STRATEGIC PRIORITY: STUDENT SUCCESS

Objective 1:

Develop a student-centered budgeting model and an ITS prioritization model that can be widely implemented and accurately assessed for perceived effectiveness throughout the campus structure.

- Goal 1:** In year one, create a budget rubric that prioritizes measurable student success, additional access, or inclusive opportunities for the student community by assigning a score as the request is evaluated, and then funding accordingly.
- Goal 2:** In year one, create an ITS project prioritization process and rubric in alignment with strategic priorities.
- Goal 3:** Beginning in year three and continuing through year five, assess the impact to the initiative metric by comparing the investment against increases in retention rates year over year to determine continuation of funding.

STRATEGIC PRIORITY: ACADEMIC AND INCLUSIVE EXCELLENCE

Objective 1:

Develop a SUNY Empire talent management plan that identifies and supports the recruitment, development, and retention of a diverse employee base.

- Goal 1:** Require compliance with meaningful implicit bias training for all faculty and staff that agree to serve on search committees so that 100% of search committee members complete training every two years.
- Goal 2:** Implement ongoing advertising and recruitment possibilities to a wider audience and increase underrepresented faculty and staff recruitment by 2% each year for five years.

STRATEGIC PRIORITY: ORGANIZATIONAL EFFECTIVENESS

Objective 1:

Create and maintain a service-oriented, compliant infrastructure within administration and finance and information technology services that is centered on strategic priorities in service to student, faculty, and staff success.

- Goal 1:** In year one, all operational units will create and communicate clear and accessible documentation to guide faculty and staff in relevant processes and procedures.
- Goal 2:** In year three, assess user satisfaction and establish a baseline to measure services throughout the division, inclusive of ITS. Increase overall user satisfaction by 10% (year over year). Utilize yearly surveys to assess effectiveness.
- Goal 3:** Annually review processes with working groups comprised of stakeholders across the university who can help guide improvements and future priorities.
- Goal 4:** In the first year, refine, communicate, and promote ITS project prioritization and the project management intranet dashboard with completion dates and timelines in alignment with strategic priorities.

**Objective 2:**

Strengthen the administrative foundation of the Empire State College Foundation (ESCF) with sound, compliant, and streamlined policies, processes, and reporting so the executive director and the board can focus on increasing their philanthropic engagement.

- Goal 1:** In year three, implement a relevant account management software program that can appropriately identify and report on the various program funds, budgets, and accounts managed by the ESCF.
- Goal 2:** In year two, develop and implement monthly reporting to all account holders 10 days after the end of each month.
- Goal 3:** In year one, draft and implement sound policies and processes in accordance with SUNY policy 9600.

STRATEGIC PRIORITY: RAISING OUR PUBLIC PROFILE**Objective 1:**

Strengthen and elevate awareness of the university by highlighting and promoting its physical footprint across the state and suggesting where and how to align our presence with our priorities in a fiscally responsible manner.

- Goal 1:** In year one, develop a baseline requirement for a physical presence and assess current location agreements across the state to evaluate the need for that presence.
- Goal 2:** Beginning in year one, develop relationships with community college facility colleagues across the state to create a catalogue of unused space at their locations. Assess where there might be mutual benefit for a SUNY Empire presence to be co-located among their student population.



STRATEGIC PRIORITY: STUDENT SUCCESS

Objective 1:

Broaden alumni engagement to help students build connections to the institution and each other.

Goal 1: Conduct an initial audit to establish a baseline of alumni engagement with departments across the university and create a collaborative group from those departments to strategize the most effective use of alumni to contribute to student success. Subsequent to the audit, expand alumni engagement to help students build connections to the institution and each other by an identified percentage annually, based on baseline.

Goal 2: In year one, work with the alumni board to clarify mission, priorities and short-term, measurable goals, as well as strategies for how best to achieve them. In years two through five, implement working groups focused on those short-term goals, and create mechanisms for goal tracking and membership review process.

Objective 2:

Grow support for university strategic priorities, with a focus on student success initiatives.

Goal 1: Establish annual revenue goals for individual programs in year one. Revisit annually to determine if additional funds are needed and to gauge success and sustainability of funding for programs for students and donor perspectives.

STRATEGIC PRIORITY: ACADEMIC AND INCLUSIVE EXCELLENCE

Objective 1:

Build university-wide awareness of SUNY Empire philanthropic opportunities to empower academic/program faculty and staff to participate in and support academic and inclusive excellence initiatives.

Goal 1: In year one, develop a leadership training program (cabinet, deans, and director levels) to build capacity for community and fundraising engagement that promotes SUNY Empire's academic and inclusive excellence. In years two through five, expand participation with a goal of training 100% of leadership by year five.

Goal 2: In year one, develop tools to educate faculty and program-level staff on seeking outside funding, and establish a schedule for presenting/engaging with each department on an annual basis in subsequent years, with a goal of at least one member of each department trained by year five.

Objective 2:

Engage the Office of Advancement as academic and inclusive excellence strategic goals are established by other divisions to support with funding opportunities.

Goal 1: As early as possible in the strategic plan and priority development process, identify programs and initiatives with the best potential for collaboration and fundability; implement the collaboration in years two through five through pursuit of outside funding; increase requests to outside funders, as well as funding by identified percentage annually relative to the baseline metric.



STRATEGIC PRIORITY: ORGANIZATIONAL EFFECTIVENESS

Objective 1:

Reinvigorate Foundation Board to increase contributions (time, talent, treasure) to institution.

- Goal 1:** In year one, work with the appropriate committee of the Foundation Board to holistically assess the current board. In years two through five, seek to add 5-7 new board members with skills and capacity that diversify the board membership and meet university needs.
- Goal 2:** Increase board giving by an identified percentage annually relative to the baseline metric. Baseline and annual goal percentage to be established in 2023.

Objective 2:

Review and restructure Office for Advancement operations to maximize effectiveness and grow staff engagement with other departments.

- Goal 1:** Align performance programs, resources, and professional development opportunities with strategic priorities, including the establishment of metrics for all team members.
- Goal 2:** In year one, review data systems and ease of reporting on measurables, streamline processes, and implement appropriate software solutions to enable accurate, timely reporting on relevant data. In years two through five, implement a continuous improvement, evidence- and accountability-driven advancement operation.

STRATEGIC PRIORITY: RAISING OUR PUBLIC PROFILE

Objective 1:

Increase contributed revenue to support strategic goals established by other departments.

- Goal 1:** Establish revenue goal increase by an identified percentage annually relative to the baseline metric to be established in year one.
- Goal 2:** Grow donor retention rate by an identified percentage annually relative to the baseline metric to be established in year one.
- Goal 3:** Reinvigorate employee giving by an identified percentage annually relative to the baseline metric to be established in year one.
- Goal 4:** Build corporate and foundation relations program with an executive director to be hired in year one, and goals established for years two through five after a baseline is determined.

Objective 2:

Position the Office for Advancement as an internal and external resource for the institution.

- Goal 1:** Plan and execute increased events across the state (both alumni and community) by an identified percentage annually based on baseline, as well as on surveys of audiences (to be established in year one).
- Goal 2:** Seek opportunities to work with other departments, such as partnerships and sponsored programs, to maximize revenue through the work of the executive director of corporate and foundation relations. Establish baseline in year one and determine goals and annual percentage increase from that baseline in years two through five.



STRATEGIC PRIORITY: STUDENT SUCCESS

Objective 1:

Continually increase participation and satisfaction levels of students at our commencement ceremonies.

- Goal 1: Increase student satisfaction with commencement webpages by 2% each of the next five years.
- Goal 2: Increase student satisfaction with student line-up by 1.5% each of the next five years.
- Goal 3: Increase student satisfaction with the regalia ordering/purchasing/rental experience by 1.5% each of the next five years.
- Goal 4: Increase student participation levels proportional to enrollments each year over five years.

STRATEGIC PRIORITY: ACADEMIC AND INCLUSIVE EXCELLENCE

Objective 1:

Increase visibility of academic and DEI efforts to help internal and external stakeholders understand our commitment to academic and inclusive excellence across all aspects of the organization.

- Goal 1: In year one, establish a baseline for quantity and placement of content that emphasizes our commitment to diversity, equity, and inclusion, with a goal of increasing quantity and placement of such content by 10% in each of the remaining four years.
- Goal 2: Promote a culture of recognition that celebrates outstanding academic achievements by students, faculty, staff and alumni across diverse disciplines by securing five external media placements in the first year, with a 10% increase in each of the following years.

STRATEGIC PRIORITY: ORGANIZATIONAL EFFECTIVENESS

Objective 1:

Improve internal communication to ensure that our internal audiences have consistent and reliable access to information in the normal course of business and in crisis situations.

- Goal 1: Develop a communication plan to increase Everbridge employee opt in from 33% to 65% and student opt in from 9% to 50% within one year.
- Goal 2: Facilitate regular cross-departmental "Storyteller Group" meetings to encourage collaboration and knowledge sharing, aiming for a minimum of two joint projects or initiatives per month.

Objective 2:

Align team performance programs with strategic plan.

- Goal 1: Ensure that 100% of communications and events performance programs include measurable personal goals or objectives aligned with the strategic plan within one year.

Objective 3:

Assemble and maintain a team of media-savvy experts.

- Goal 1: Increase the capacity of faculty, staff, and leadership to contribute to the strength and effectiveness of outreach efforts through media-training opportunities.
- Goal 2: Establish annual goals for re-training and expanding this team of experts.



STRATEGIC PRIORITY: RAISING OUR PUBLIC PROFILE

Objective 1:

Increase Empire State University brand awareness.

- Goal 1:** Expand reach into national markets by focusing content geographically and securing four news or op-ed placements or mentions per year in national higher-education publications.
- Goal 2:** Increase positive media mentions by an identified percentage annually relative to the baseline metric, to be established in year one.
- Goal 3:** Obtain and promote a minimum of one student, faculty, or alumni profile per month (12/year) that tells our story in a unique or interesting way.

Objective 2:

Increase Empire State University organic social media followers and engagement.

- Goal 1:** Enhance organic social media engagement by increasing engagement (likes, shares, comments, reposts) on our social channels by 10% within year one, indicating improved audience interaction and brand visibility. Continue to increase by 10% in each of the remaining four years.
- Goal 2:** Increase organic social media net follower growth on our primary social channels (Facebook, LinkedIn, Instagram) by 15% within the first year. Increase by 10-15% in each of the remaining four years.

Objective 3:

Establish President Vollendorf as a thought leader in public higher education.

- Goal 1:** Increase the president's Instagram followers by 40% each year over the next five years and LinkedIn by 20% each year over the next five years.
- Goal 2:** In concert with the offices of academic affairs, advancement, and government relations, secure four high-quality public speaking or broadcasting events for President Vollendorf per year (roughly one per quarter).



STRATEGIC PRIORITY: STUDENT SUCCESS

Objective 1:

Increase the number of completions from point of inquiry to first enrollment, creating a positive student experience and connecting potential students to the institution.

Goal 1: Increase conversion by 1% from inquiry to first enrollment annually for five years.

Goal 2: Increase completion of the FAFSA for incoming matriculated students who still have aid eligibility by 10% over five years.

Goal 3: Increase conversion from application to enrollment for our military-affiliated population by 5% over five years.

Objective 2:

Develop an enrollment and marketing model to increase degree completion across SUNY Empire and SUNY, enabling learners to meet their academic, personal, and professional goals.

Goal 1: Increase the number of returning matriculated students by 2% each year for five years.

Goal 2: Increase transfer enrollment from other four-year SUNY institutions by 1% each year for five years.

STRATEGIC PRIORITY: ACADEMIC AND INCLUSIVE EXCELLENCE

Objective 1:

Support excellence in workforce development, expanding educational access and upward mobility through enrollment in SUNY Empire's academic program offerings.

Goal 1: Increase non-matriculated enrollments to meet continuing education needs by 2% each year for five years.

Goal 2: Increase enrollment through strategic external partnerships by 2% each year for five years by offering PLA/E.

Objective 2:

Expand community college partnerships to support SUNY Empire's commitment to providing access, degree completion, and promoting diversity, equity, and inclusion.

Goal 1: Increase enrollment from community colleges across NYS and the country by 2% each year for five years.

Goal 2: Increase new BIPOC student enrollments by 1% from community colleges across NYS and the country each year for five years.



STRATEGIC PRIORITY: ORGANIZATIONAL EFFECTIVENESS

Objective 1:

Review and evaluate the Office of Enrollment Management and Marketing on a regular, timebound schedule to ensure superior student and university service and alignment with our mission, vision, and values.

- Goal 1:** Reduce number of abandoned calls to below the industry standard of 10% in 1Stop Student Services within five years.
- Goal 2:** Increase traffic to the chatbot, Blue, by 20% over the next five years, enhancing our self-service model.
- Goal 3:** Increase traffic to our financial aid webpages and portal by 2% each year for five years.
- Goal 4:** Implement structure and plan for staff succession, retention, and promotion by the end of 2024.
- Goal 5:** Implement the use of an incident management system to streamline student service resolutions between the 1Stop call center and 1Stop departments by the end of 2024.

Objective 2:

Streamline marketing operations, including project management, website development, and enrollment-driving email and text communications.

- Goal 1:** Assess and develop a structured plan to modify existing procedures for marketing project management, T4 website maintenance, and email/text communication outreach for prospective and returning students by the end of 2023.
- Goal 2:** Starting January 2024, follow restructuring plan to set responsive deadlines for enrollment-related projects, especially T4 website pages, digital advertising, and email/text messaging campaigns.
- Goal 3:** Incorporate the revised marketing operations plan into the development of the university's new website as it is being built in the Omni content management system, integrating streamlined landing pages, targeted content, and student-prospect communications into the structure beginning fall 2023.

STRATEGIC PRIORITY: RAISING OUR PUBLIC PROFILE

Objective 1:

Strengthen Empire State University's brand as SUNY's Leading Online University in New York state and beyond.

- Goal 1:** In year one, conduct a complete marketing assessment as part of strategic enrollment marketing planning and implement this marketing assessment over subsequent years.
- Goal 2:** Increase digital advertising impressions by 2% each year for five years.
- Goal 3:** Raise profile through strategic partnerships across New York state, and increase traffic to designated landing pages by 2% each year for five years.

Objective 2:

Strengthen the Empire State University website to reflect SUNY Empire's role as the leading online public university in New York state and beyond.

- Goal 1:** Optimize our existing website to better serve student prospects in year one by reducing the bounce rate on most frequented pages to 25% or below.
- Goal 2:** Focus on search engine optimization strategies to increase unique visitor web traffic from search sites by 2% each year for five years.
- Goal 3:** Launch our new website with a focus on student prospects by Summer 2025.