



**SUNY EMPIRE
STATE COLLEGE**

GOING FOR THE GOLD:

EMPIRE STATE COLLEGE AT 50, 2021 & BEYOND

Going for the Gold: Empire State College at 50, 2021 & Beyond

Herein is a roadmap forward for one of the boldest experiments undertaken in higher education, an experiment that has succeeded for nearly a half century. This document will help ensure that the college moves forward in a strategic and visionary way, while preserving our spirit of innovation and remaining centered on the life and learning of our students.

Our college began at a time of significant change in higher education. With the creation of SUNY Empire State College, New York State Gov. Nelson A. Rockefeller and SUNY Chancellor Ernest L. Boyer conceived a new vision for public higher education in New York. It was a vision that would enable adult New Yorkers to advance their careers through the pursuit of a college degree, while also contributing to the economy by answering a growing need for skilled, college-educated workers.

At our inception, our focus was on how we could best meet the individual personal and professional needs of our learners. Five decades later, while the world has changed significantly, our focus has not. We have tools today that were not even on the horizon when “an institution which transcends constraints of space, place, and time¹” was proposed. However, our founders had the forethought to build a college with permeable structures such that we can change with student, market and state demands, growth, innovation and regulatory expectations.

Today, we boast a student body of nearly 18,000 and more than 81,000 alumni, with sites that span New York. Our distance learning program reaches every corner of New York, every state of our nation and countless countries around the world. We also have sites in more than half a dozen countries. SUNY Empire’s graduate programs grow each year, elevating the knowledge and skills of our communities.

SUNY Empire has been at the forefront of change in higher education and we will continue to do this by questioning educational and service norms, including our own, and improving on our practices, offerings and pedagogy.

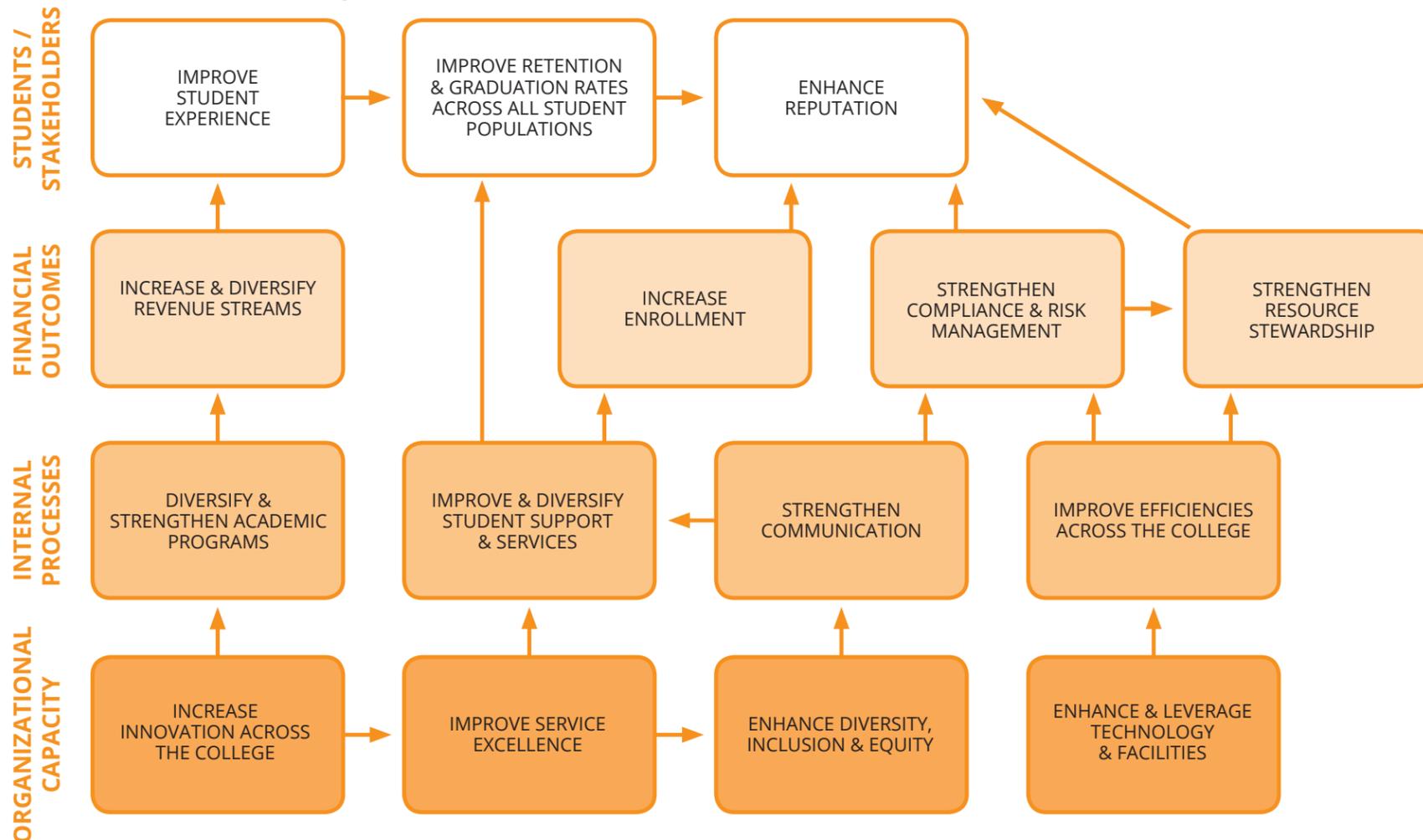
Our work today, and what this Strategic Plan calls for, is a cohesive and comprehensive step into the future. As a member of the college community, your work is paramount in achieving our themes, objectives and initiatives.

Our vision for the future is as bold as our founders’ vision in 1971. Be bold with us and help us bring the future into our present.

¹ *“Prospectus for a New University College” February 8, 1971*

VISION:	SUNY Empire State College will be the leading public college for students across New York State and around the world seeking affordable and flexible, quality degrees. We will be distinguished by our outstanding faculty and staff, our record of student success, our innovative programs and personalized learning opportunities, our rich continuum of student support services, our social and economic impact, and our commitment to a diverse and engaged academic community.			
MISSION:	SUNY Empire State College provides motivated adult learners with access to innovative, flexible and quality academic programs that empower people and strengthen communities. We build on the diversity of our students, their work and life experiences and their individual personal and professional goals as the cornerstone for each academic program.			
STRATEGIC THEMES:	STUDENT SUCCESS	ACADEMIC ENGAGEMENT & INNOVATION	EXPANDING IMPACT & RECOGNITION	OPERATIONAL EXCELLENCE & SUSTAINABILITY
STRATEGIC RESULTS:	Students will leave our institution having had a valuable academic experience through the achievement of college and individualized learning goals.	Engagement activities and innovative projects will be developed, continuously assessed, and scaled to support academic excellence, reflecting the dynamic higher education environment.	We will be broadly recognized across New York State and around the world as the leading public college for students seeking affordable and flexible, quality degrees.	We will have a culture of continuous improvement and growth that supports operational efficiency, excellent service to all stakeholders, and organizational sustainability.

STRATEGIC OBJECTIVES AND STRATEGY MAP



MEASURES

- Headcount and credit count
- Term-to-term retention (disaggregated)
- Application counts
- Financial metrics
- Headcount and credit count
- % faculty/staff completing compliance-related trainings
- Reserve % of annual budget
- Headcount and credit count
- Course completion of high-risk courses
- Relevant survey results
- Ratios of expenses to revenue, by location, by modality
- Relevant survey results
- % of performance programs/annual plans in place
- Retention, graduation, course completion rates across populations
- Facilities usage
- Professional development and training offered, attendance

INITIATIVES

- Prioritized Strategic Planning Initiatives**
- Expand learning communities
 - Identify barriers and expand academic/student support to address gaps in student lifecycle
 - Strengthen partnerships with community colleges
 - Develop grant infrastructure
 - Develop cohort programming
 - Implement mandatory, interactive training programs for faculty/staff on compliance and risk management
 - Develop a multi-year budget plan
 - Assess quality of academic experience
 - Implement student early alert system
 - Evaluate and improve website architecture
 - ERP/CRM implementation and adoption
 - Develop innovation infrastructure
 - Develop collegewide service standards supported by comprehensive professional development
 - Provide diversity training to faculty and staff
 - Implement comprehensive professional development and training to build capacity in enterprise applications

Mission

SUNY Empire State College provides motivated adult learners with access to innovative, flexible and quality academic programs that empower people and strengthen communities. We build on the diversity of our students, their work and life experiences and their individual personal and professional goals as the cornerstone for each academic program.

Vision

SUNY Empire State College will be the leading public college for students across the state of New York and around the world seeking affordable and flexible, quality degrees. We will be distinguished by our outstanding faculty and staff, our record of student success, our innovative programs and personalized learning opportunities, our rich continuum of student support services, our social and economic impact, and our commitment to a diverse and engaged academic community.

Values/Commitments

As a community of learners at a public institution, SUNY Empire is committed to:

- Critical reflective inquiry that encourages active engagement in the local and global community
- Promoting social justice and a sustainable world through responsiveness to human and social circumstances
- Ensuring a healthy democracy that recognizes and respects diversity in all its forms
- Supporting the individual goals of our students in a collaborative mentoring environment
- Acknowledging multiple avenues of learning and prior college-level learning through rigorous evaluation
- Developing, implementing and assessing new approaches to learning that recognize and adapt to the diverse needs of our learners
- Fostering respectful, creative and vibrant learning environments for students, faculty and staff
- Supporting the scholarly, creative and professional goals of the college community
- Serving students and the public with a high level of courtesy and effectiveness, advocating at the regional, state and national levels for the needs of our students and of higher education
- Expanding access to affordable, high-quality educational opportunities through partnerships with employers, unions, government agencies, the armed forces, community organizations and other educational institutions

The Strategic Planning Process and the Balanced Scorecard (BSC)

SUNY Empire State College is utilizing the Balanced Scorecard method in the development of the strategic plan. This highly participatory process draws upon the broad expertise of the college community and uses cross-functional teams that reflect the many voices from across the college. The goal of the Balanced Scorecard is to help connect the dots between the college's mission and values, our desired outcomes and our day-to-day projects. This method emphasizes engagement with the entire college community to support continuous improvement of the institution. A glossary of BSC terminology is included in Appendix I.

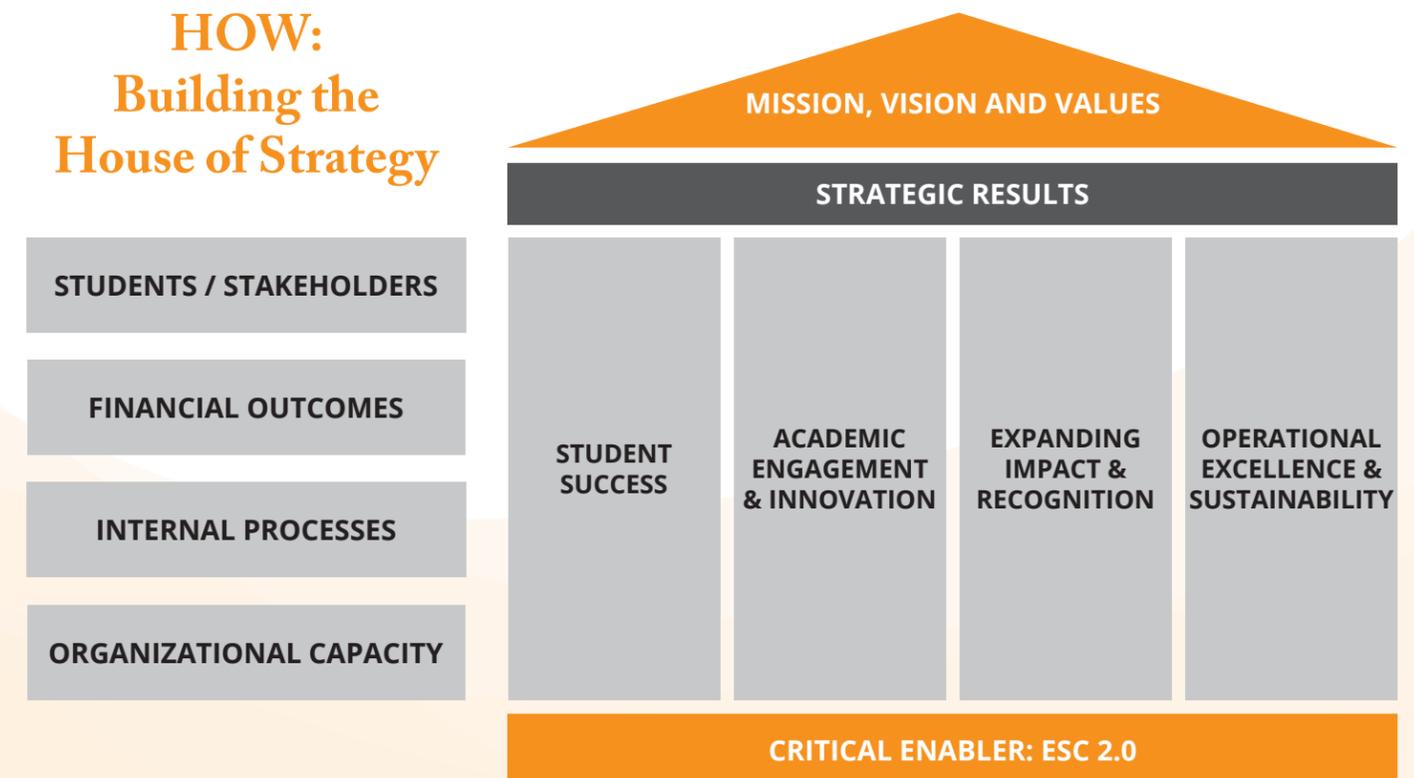
Balanced Scorecard Development Teams

There are four different teams at the core of the Balanced Scorecard method – the Strategic Management Team, the Strategic Theme Teams, the Objective Owner Teams, and the Communications Team (see Appendix II for a list of participants). The Strategic Management Team is composed of senior leadership and sets the strategic direction of the institution. This team approves strategic elements developed by the other teams and integrates this work into the tier 1 collegewide strategy map. This team also developed the four strategic themes, or focus areas, that form the framework of the strategic plan. The Strategic Theme Teams are cross-functional teams that represent a diversity of functions, locations and employee roles from across the college. These teams identified strategic objectives and developed strategy maps for each of the four strategic themes, which informed the development of the tier 1 collegewide strategy map. Once the management team approved the final strategic objectives, the Objective Owner Teams developed performance measures and potential initiatives for each objective. These final elements populate the rest of the tier 1 collegewide strategy map. The Communications Team is responsible for message development and outreach to the college community throughout the strategic planning process.

Balancing Our Strategy across Perspectives

One of the main elements of the Balanced Scorecard method is the use of four perspectives to create a comprehensive plan. These perspectives help us understand how our college works as a system and provide the scaffolding for building strategy. Building upward, the first perspective is Organizational Capacity – this includes the human capital, tools and technology, and infrastructure that supports all of the other perspectives. The next perspective is Internal Processes – how we deliver services to our students and how we get things done at the college. This includes efficiency, communications, program and services development and quality of processes. The next perspective is Financial Outcomes – this includes risk management, revenue generation and fiscal stewardship. The top perspective is Students/Stakeholders – this is where we focus on the value we provide to our students.

HOW: Building the House of Strategy



Strategic Themes

These four high-level themes translate our mission and vision into actionable focus areas. The themes were developed based on discussions about the desired strategic direction the college should take, and were designed to cover broad areas, not just a single concern. They were refined through a collaborative process that sought input from a wide variety of college constituents, ultimately leading to approval by the strategic management team.

Student Success

How will we know we've achieved it?

Students will leave our institution having had a valuable academic experience through the achievement of college and individualized learning goals.

Academic Engagement and Innovation

How will we know we've achieved it?

Engagement activities and innovative projects will be developed, continuously assessed, and scaled to support academic excellence, reflecting the dynamic higher education environment.

Expanding Impact and Recognition

How will we know we've achieved it?

We will be broadly recognized across the state of New York and around the world as the leading public college for students seeking affordable and flexible, quality degrees.

Operational Excellence and Sustainability

How will we know we've achieved it?

We will have a culture of continuous improvement and growth that supports operational efficiency, excellent service to all stakeholders, and organizational sustainability.

The Critical Enabler

ESC 2.0 is identified as the "critical enabler" in the previous graphic because this reorganization of the college, based on a statewide coordination of our academics and student services rather than a regionally based coordination, was necessary to ensure that all parts of the college were in alignment with our mission, goals and strategic plan.

Our 15 Objectives

These continuous-improvement activities are balanced across the four perspectives, student/stakeholders, financial outcomes, internal processes and organizational capacity and help us operationalize our strategic college goals. The measurements listed beneath each objective will help us track our performance and provide an analytical basis for decision making. Our strategic initiatives are specific strategic projects that will help us improve our performance and make progress on our objectives. The college's prioritized strategic initiatives are listed on page 13, and other related initiatives can be found underneath each objective.

1. Increase innovation across the college

The college was formed to provide innovative delivery of education to students. In order to build on that heritage, the college needs to foster an environment that leads to innovation in teaching, delivery, scholarship and administrative processes, all in service to students.

Our objective will be realized when:

- Grant opportunities increase
- The culture of inquiry and risk taking increases at the college
- Overall organizational effectiveness increases
- Employees participate in professional development and training opportunities

We will measure the objective through:

- Number of grants proposed/received by the college; dollars received
- Relevant survey results
- Number of innovative ideas/projects proposed and piloted
- Number of internal presentations/communications, tagged
- Number of applications for professional development funds
- Number of training opportunities/enrichment activities, attendance, assessment of satisfaction with training

Related Initiatives

- Develop grant infrastructure
- Supervisory training for cost/benefit analysis for risk taking
- Develop procedures for all faculty and staff who receive professional development funds to share outcomes broadly
- Develop centralized information about professional development opportunities at the college and archive centrally
- Identify and deliver training for professional development needs for professional employees and support staff
- Conduct an environmental scan to measure college innovation
- Develop innovation infrastructure

2. Improve service excellence

Enhance a shared culture of service to students by responding to students in a timely, respectful and effective manner. Through training and increased communication, provide employees with clarity of responsibility and accountability.

Our objective will be realized when:

- Satisfaction among stakeholders increases
- Service excellence is adopted by all employees
- Persistence rates increase
- Academic support and service to students is consistent, effective and timely

We will measure the objective through:

- Relevant survey results
- Percent of performance programs and annual plans in place
- Course completion, term-to-term retention, and 6-year graduation rates
- Functional office/department service standard measurements

Related Initiatives

- Develop supervisor training and support
- Develop collegewide service standards supported by comprehensive professional development
- Offer training programs that are regular and consistent; differentiate for specific groups, beginning with onboarding and including workshops geared toward understanding college systems; connecting new employees with experienced employees

3. Enhance diversity, inclusion and equity

SUNY Empire State College supports the development, promotion and implementation of diversity, equity and inclusion policies, practices and structured programs for all members of the college community and with respect to all aspects of human difference, including but not limited to age, disability, race, ethnicity, gender, gender expression and identity, language heritage, learning style, national origin, sexual orientation, religion, socio-economic status, status as a veteran and worldview.

Our objective will be realized when:

- The gap in course completion rates, retention rates, and satisfaction between student populations (gender, race, ethnicity, and other populations) is eliminated
- A diverse body of students, faculty and staff is attracted and retained
- Our efforts to promote and further social empowerment are expanded
- An inclusive environment that reflects awareness and an appreciation of diverse perspectives is fostered

We will measure the objective through:

- Retention rates, graduation rates, course completion rates across populations, and for BMI and other structured programs
- Relevant survey results, disaggregated by student populations
- Percent of students, faculty and staff from underrepresented communities; comparison to NYS demographics; retention rate of students, faculty and staff from these communities
- Number of social justice initiatives in which students, faculty and staff are engaged
- Dollars committed to diversity initiatives

Related Initiatives

- Develop cohort programming (by mode and student population; i.e., online, first-year students, underrepresented students)
- Review and refine search process and procedures to ensure that candidate pools reflect the demographics of New York state
- Conduct a study (focus groups/interviews) that looks at factors related to underserved student success at Empire State College
- Provide diversity training to faculty and staff

4. Enhance and leverage technology and facilities

Improve technology, tools, and facilities to align with academic and non-academic needs of the institution and enhance utilization of technology and facilities.

Our objective will be realized when:

- Technology and facilities align and partner with academic and operational needs of the college
- Resources for all constituents (faculty, staff, and students) are easily accessible and leveraged
- Digital literacy increases across the college

We will measure the objective through:

- Facilities review rubric (ROI and other factors)
- System uptime
- Relevant survey results; satisfaction level with technology and facilities
- Facilities usage (percent scheduled in registration system, usage study results)
- Number of technology and facilities service requests, and repeated incidents
- Results of usability studies of applications
- Professional development and training offered/attendance; dollars spent on tech. training

Related Initiatives

- Implement comprehensive professional development and training to build capacity in enterprise applications
- Conduct student needs assessment (e.g., student space, labs)
- Develop usability studies of applications
- Build out facilities review rubric
- Assess learning management system
- Implement and build capacity in enterprise applications

5. Diversify and strengthen academic programs

Diversify and strengthen academic programs by enhancing educational models and learning modalities, and by improving the connectivity of academic programs to state and economic development.

Our objective will be realized when:

- Enrollment increases
- Retention increases
- Existing and new program/curriculum and credentials meet changing New York state and higher education degree needs
- Educational delivery is designed to meet the needs of the current and changing student population

We will measure the objective through:

- Headcount and credit count
- Course completion, first term completion, term-to-term retention disaggregated by student population
- Number of new programs proposed and approved
- Enrollment in existing/new programs
- Completion rates of existing/new programs

Related Initiatives

- Assess quality of academic experience
- Develop and implement a collegewide standard for program development and re-evaluation that includes occupational outlook projections and course/degree offerings statewide and nationally
- Build on shared best practices in program assessment and renewal

6. Improve and diversify student support and services

Provide equitable, ongoing and differentiated student support through a student-centered culture. Strengthen faculty, staff and student communication and engagement across the college.

Our objective will be realized when:

- Persistence rates increase across all student populations
- Students are satisfied with holistic student support and services
- Student support and services are accessible across modes and locations
- Student support and services are targeted for student needs across their education lifecycle

We will measure the objective through:

- Course completion, term-to-term retention, and 6-year graduation rate disaggregated by student population
- Number of structured student service programs (e.g., BMI)
- Relevant survey results
- Utilization of support and services across modes and locations
- Course completion of high-risk/gateway courses

Related Initiatives

- Create comprehensive student affairs division
- Implement student early alert system
- Ongoing usability tests of materials and website that includes making virtual and physical materials accessible to people with disabilities
- Expansion of services for students, including those with diverse needs
- Develop cohort programs (by mode and student group; i.e., online, first-year students, underrepresented students)

7. Strengthen communication

Members of the college community understand the strategic direction of the college. In addition, there is a common interpretation of terminology, and a shared understanding of processes and data usage, as well as a transparent decision-making process.

Our objective will be realized when:

- Student, faculty and staff satisfaction increases
- Faculty and staff know how to answer stakeholder questions
- Responsibility for and understanding of data governance is broadly shared
- Employees understand their role in advancing the strategic direction of the college

We will measure the objective through:

- Relevant survey results
- Calls to Student Information Center and other SIC measures
- Google analytics on internal website; Number of hits to FAQ/SharePoint
- Number of trainings offered, attendance
- Audit report results

Related Initiatives

- Evaluate and improve website architecture
- Align and document common terminology across the college
- Conduct customer service surveys
- Share and utilize data that supports decision making with faculty, staff and students (e.g., student early alert project, academic support)
- Develop data dashboards
- Create internal communication committees

8. Improve efficiencies across the college

As a public college, we have limited resources. In realizing resource efficiencies, we can free up human and fiscal resources to enable us to best serve students and fulfill the mission of the institution.

Our objective will be realized when:

- Policies, processes and systems improve
- Student, faculty and staff retention and satisfaction improves
- Properties/physical locations are optimized
- Instruction is optimized

We will measure the objective through:

- Service Now incident/request intelligence
- Ratios of expenses to revenue, by location, by modality
- Student retention; Faculty/staff turnover
- Relevant survey results
- Facilities use and location studies – percent of facilities that are utilized on a regular basis and in the right locations
- Professional obligation measures

Related Initiatives

- Implement and adopt ERP/CRM
- Create workshops (Moodle/Skype for business) that illustrate roles, responsibilities, work and communication flow
- Provide training program that is regular and consistent – differentiate for specific groups, beginning with onboarding and including workshops geared toward understanding college systems; connecting new employees with experienced employees
- Build out facilities review rubric
- Identify tasks and processes that can be automated, centralized and digitized

9. Increase and diversify revenue streams

Increase and diversify revenue streams to support the overall operations of the college and provide increased opportunities for strategic investments. The increase and diversification can come from a variety of sources, including external grants, targeted national/state/SUNY support/investment and philanthropy.

Our objective will be realized when:

- The college has a balanced financial portfolio
- Tuition revenue increases

We will measure the objective through:

- Financial index – portfolio distribution including state funding, auxiliary/events, foundation support and alumni giving, capital campaign
- Percent of grant applications, percent of new grant sources
- Dollars and percent increase in tuition revenue, disaggregated by population/program

Related Initiatives

- Develop grant infrastructure
- Engage in academic and organizational partnership development, maintenance, and renewal (leverage local resources, what is the process that needs to be followed, outreach to them, what is the criteria that is necessary, outreach once partnership is created, create PLE/PLA, etc.)

10. Increase enrollment

To fulfill Empire State College's public mission of degree attainment and educational access, we will reach more students within New York and beyond.

Our objective will be realized when:

- Enrollment increases
- Applications increase; conversion rates of inquiry to first enrollment increase
- Term-to-term retention in the first year increases

We will measure the objective through:

- Headcount and credit count
- Enrollment in new programs/partnerships
- Number of applications received
- Conversion rates
- Course completion, first term completion, term-to-term retention

Related Initiatives

- Engage in academic and organizational partnership development, maintenance, and renewal (leverage local resources, what is the process that needs to be followed, outreach to them, what is the criteria that is necessary, outreach once partnership is created, create PLE/PLA, etc.)
- Implement a front-end assessment program on academic skills/preparedness, goals, work/family commitments and motivation (e.g., writing, math, digital literacy and self-directed learning)
- Develop cohort programming (by mode and student group; i.e., online, first-year students, underrepresented students)
- Implement student early alert system
- Engage in institutional capacity development to support student success throughout lifecycle
- Develop high-demand, high-impact academic and non-academic programs that serve students

11. Strengthen compliance and risk management

Compliance and risk management are key factors for the health and stability of any organization. At an educational institution, compliance is complex and nuanced, which requires an even greater attention to details and regulations.

Our objective will be realized when:

- There is shared responsibility on compliance needs across the college
- Single points of failure are identified and mitigated
- Risk management is incorporated into the resource-allocation process

We will measure the objective through:

- Percent of faculty/staff that successfully complete trainings related to compliance
- Number of policies/procedures outdated/absent
- Penalties from non-compliance (e.g., Payment Card Industry data security)
- Audit and verification results
- Percent of budget requests including risk management analysis

Related Initiatives

- Provide mandatory, interactive training programs for all faculty and staff on compliance and risk management topics based on collegewide skills-gap analysis
- Charge and leverage a collegewide compliance team to evaluate current data and processes to ensure compliance and design an approved risk-management, risk-mitigation plan
- Develop and utilize a dashboard to document risk-management activities and monitor progress towards mitigation strategies
- Maintain risk and compliance inventories and develop work plans for mitigating identified “high risk” areas

12. Strengthen resource stewardship

Through sound stewardship of its human, monetary, technological and physical resources, the college can invest in initiatives supporting its mission.

Our objective will be realized when:

- Liquidity and flexibility are maximized
- Annual margins are positive
- Net assets grow

We will measure the objective through:

- Reserve percentage of annual budget
- Margins
- Annual growth in net assets

Related Initiatives

- Develop a multi-year budget plan
- Create an annual one-percent contingency fund (e.g., one percent of the college operating budget)
- Base enrollment projections and college budget on application and enrollment trend data
- Tightly manage leased and owned facilities
- Engage in process mapping and process improvement

13. Improve student experience

Empire State College has a history of high student satisfaction based on SUNY Student Opinion Survey results; however, retention over the years has been low but steady. Given this, a focus on the overall student experience, from entry to graduation, will assist in the overall retention efforts.

Our objective will be realized when:

- Enrollment increases
- Completion rates increase
- Student satisfaction increases

We will measure the objective through:

- Headcount and credit count
- Course completion, term-to-term retention, and 6-year graduation rate
- Relevant survey results

Related Initiatives

- Identify barriers and expand academic and student support to address gap areas in the student lifecycle (e.g., first to second term retention)
- Expand learning communities (e.g., First-Year Learning Community, discipline-specific interest, etc.)
- Implement a front-end assessment program on academic skills/preparedness, goals, work/family commitments and motivation (e.g., writing, math, digital literacy, self-directed learning)

14. Improve retention and graduation rates across all populations

The college will improve retention and graduation rates, focusing on closing achievement gaps while continuing to be an open-admissions institution.

Our objective will be realized when:

- Enrollment increases
- Persistence increases across all populations
- Disparity gaps decrease among populations

We will measure the objective through:

- Changes in enrollment term by term and across academic years, disaggregated by student population
- Course completion, term-to-term retention, and 6-year graduation rate, disaggregated by student population, percent difference between groups
- Time to concurrence

Related Initiatives

- Expand learning communities (e.g., First Year Learning Community, Discipline specific interest, etc.)
- Identify barriers and expand academic and student support to address gap areas in student lifecycle (e.g., first-to-second term retention)
- Implement a front-end assessment program on academic skills/preparedness, goals, work/family commitments and motivation (e.g., writing, math, digital literacy, and self-directed learning)
- Identify and remove barriers to immediate transfer credit placement, iPLA, and first-year degree concurrence

15. Enhance reputation

Empire State College is often referred to as the best-kept secret in higher education and across New York. We want to increase name recognition of and respect for the college.

Our objective will be realized when:

- Applications and enrollment increases
- External recognition of institution, students, alumni and faculty/staff increases
- Post-graduation results improve

We will measure the objective through:

- Application counts; number of enrolled students per term and annually
- Number of grants received by the college; number of grants for which the college is invited to apply
- Institutional impact score
- Post-graduation Index

Related Initiatives

- Strengthen partnerships with community colleges
- Engage in academic and organizational partnership development, maintenance, and renewal (leverage local resources, what is the process that needs to be followed, outreach to them, what is the criteria that is necessary, outreach once partnership is created, create PLE/PLA, etc.)
- Development of innovative academic programs and services
- Develop innovation infrastructure

Prioritized Strategic Planning Initiatives

- Expand learning communities
 - Initiative owner: Provost/Executive Vice President for Academic Affairs
- Identify barriers and expand academic/student support to address gaps in student lifecycle
 - Initiative owners: Provost/Executive Vice President for Academic Affairs, Dean of Student Affairs
- Strengthen partnerships with community colleges
 - Initiative owners: Provost/Executive Vice President for Academic Affairs, Assistant Vice President for Programs and Partnerships
- Develop grant infrastructure
 - Initiative owners: Grants Council of Directors (Provost/Executive Vice President for Academic Affairs, Vice President of Advancement, Executive Vice President for Administration)
- Develop cohort programming
 - Initiative owners: Provost/Executive Vice President for Academic Affairs, Associate Deans
- Implement mandatory, interactive training programs for faculty/staff on compliance and risk management
 - Initiative owners: Executive Vice President for Administration, Director of Compliance
- Develop a multi-year budget plan
 - Initiative owners: President, Executive Vice President for Administration
- Assess quality of academic experience
 - Initiative owners: Provost/Executive Vice President for Academic Affairs, Deans, Associate Deans
- Implement student early alert system
 - Initiative owners: Provost/Executive Vice President for Academic Affairs, Dean of Student Affairs
- Evaluate and improve website architecture
 - Initiative owner: Vice President for Enrollment Management
- ERP/CRM implementation and adoption
 - Initiative owners: Provost/Executive Vice President for Academic Affairs, Executive Vice President for Administration
- Develop innovation infrastructure
 - Initiative owners: Provost/Executive Vice President for Academic Affairs, Executive Vice President for Administration
- Develop collegewide service standards supported by comprehensive professional development
 - Initiative owners: Office of the President/Chief of Staff
- Provide diversity training to faculty and staff
 - Initiative owners: President, Chief Diversity Officer, Executive Vice President for Administration, Provost/Executive Vice President for Academic Affairs
- Implement comprehensive professional development and training to build capacity in enterprise applications
 - Initiative owners: Associate Vice President of Information Technology/Deputy Chief Technology Officer, Provost/Executive Vice President for Academic Affairs, Vice President for Administration

Appendix I

Glossary of Balanced Scorecard Terms

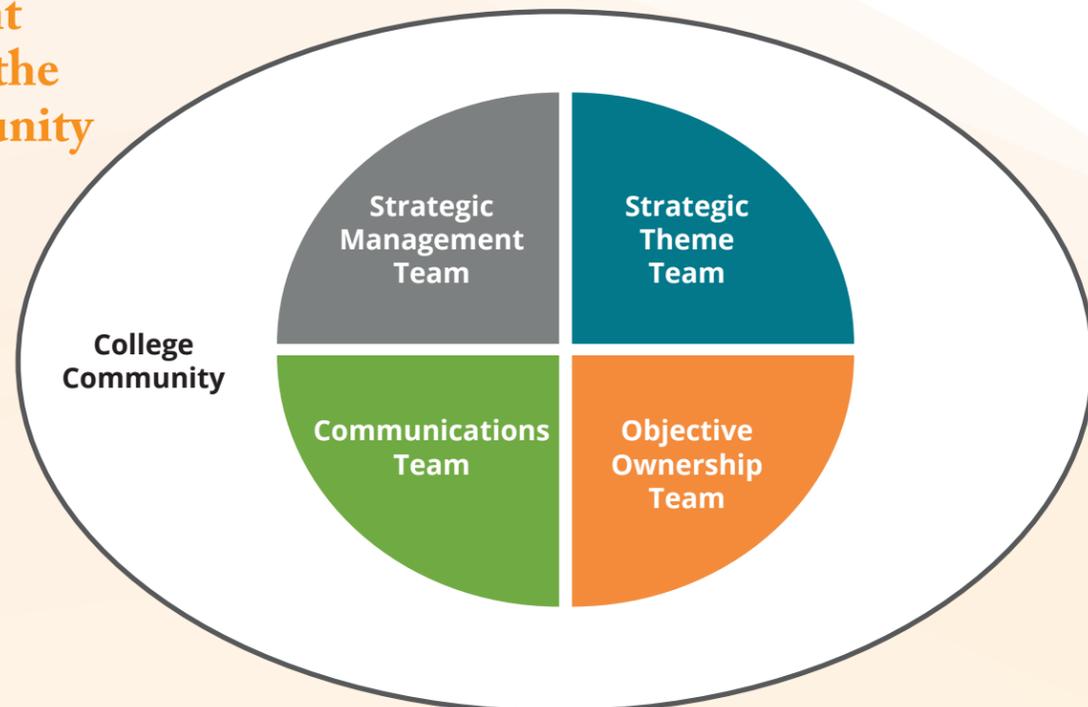
from: Balanced Scorecard Institute, Wilsey, D., Perry, G. S., Montgomery, D., & Rohm, H. (2013). The institute way: simplify strategic planning and management with the balanced scorecard.

Term	Definition
Balanced Scorecard	An integrated strategic planning and performance management system that communicates with clarity an organization's vision, mission and strategy to employees and other stakeholders; aligns day-to-day work to vision and strategy; provides a framework for prioritizing programs and projects; and uses strategic performance measures and targets over four perspectives to measure progress.
Benchmark	Comparison of one organization's performance to an industry standard or "best in class" performance.
Cascade	To translate the organization-wide strategic plan (referred to as Tier 1) down to first business units, support units or departments (Tier 2) and then teams or individuals (Tier 3). The end result should be focused across all levels of the organization that is consistently aligned with the organization's strategy.
Intended Result	Desired outcome associated with an objective - a "plain English" description of what successful performance looks like.
Lagging Measure	An indicator of past performance that shows how successful an organization was in achieving results.
Leading Measure	An indicator of performance that is a precursor of future success.
Mission	The organization's purpose described in the language of the business, including who is served and what programs and services are provided to students and stakeholders.
Organizational Alignment	The existence of a consistently clear understanding of the organization's mission, vision and strategy throughout an entire organization. An aligned organization is one where everyone understands how what they do contributes to the aspirations of the organization and it is clear how business units, support units and employees interact to create value for the organization's customers and connect to the organization's vision.
Outcome Measure	A <i>results measure</i> that captures impact, accomplishment or resulting changes in state. (End Outcome = final accomplishment; Intermediate Outcome = intermediate accomplishment)
Output Measure	A <i>results measure</i> that defines what is produced by a process and can usually be counted. Outputs that are effective lead to outcomes.
Parking Lot	A method used by facilitators to save ideas that will be used later, such as items that will be used in later steps in the process or issues that are not on the agenda but need to be addressed at some point.
Performance Measure	Measurement is the description, often quantification, of a property of an object, activity, process, or result that enables comparisons across items being compared or across time. Performance measures provide objective evidence of progress towards a strategic goal and are an analytical basis for decision making.
Performance Measure Description	A field on the performance measurement data definition form that captures what the measurement is about, including its intent, why it matters and what it includes and excludes.

Term	Definition
Performance Measure Owner	Individual responsible for the measure and associated data, and who completes the data definition table, verifies data, assists with visualization reporting and recommends measurement changes as needed.
Performance Measure Location	A field on the performance measurement data definition form that captures where data resides (e.g., HR department, sales department).
Performance Measure Type	A field on the performance measurement data definition form that captures whether the measure is an input, process, output, project, intermediate outcome or end outcome.
Perspective	A view of organizational strategic performance viewed through a particular "lens." Four basic perspectives are traditionally used to encompass an organization's activities. The organization's business model or sector determine the appropriate perspective names. For the higher education/public sector, we are using: student, financial, internal process, and organizational capacity.
Stakeholders	The universe of entities, either as individuals or groups, that have an interest in the organization. Examples may include customers, employees, vendors, regulators, directors, suppliers and community groups.
Strategic Initiative	New or continuing projects and actions designed to improve performance of one or more strategic objectives.
Strategic Initiative Owner	Individual responsible for managing the initiative.
Strategic Objectives	The specific continuous improvement activities, balanced across the perspectives, that break down strategy into smaller components and make strategy actionable by involving all employees in operationalizing the organization's goals.
Strategic Objective Commentary	The documentation that captures the essence of the team's discussion about strategic objectives. It addresses what each objective means, what it includes and does not include or why it was selected over other options. It includes a basic description, the intended result of the objective, candidate performance measures and candidate strategic initiatives.
Strategic Objective Owner	Individual assigned to be responsible for a strategic objective.
Strategic Management	The comprehensive collection of ongoing activities and processes that organizations use to systematically coordinate and align resources and actions with mission, vision and strategy throughout an organization. Strategic management activities transform a static plan into a system that provides strategic performance feedback to decision making and enables the plan to evolve and grow as requirements and other circumstances change.
Strategic Plan	The document used to communicate with an organization the organizational goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise.
Strategic Planning	An organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/ results and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful. The result of the planning process is a strategic plan.
Strategic Results	End outcomes from successfully executing the organization's strategy.

Term	Definition
Strategic Theme	The three or four strategic focus areas that build on the customer value proposition to define the organization's high-level business strategy, break down the vision and mission into action and focus energy on desired strategic results.
Strategic Thinking	A process of thinking about all the elements of an organization's approach to doing business, starting with the elements with the broadest impact, such as regulations, environment, policy, values and culture.
Strategy	The positioning choices made and the actions taken, from many choices and actions that are potentially available, to move the organization from its current state to some desirable future state. How an organization intends to accomplish its vision; an approach or "game plan."
Strategy Map	A graphic that shows the cause-and-effect relationships between objectives in four perspectives. Linked objectives show how value is created by the organization.
Target	The desired level of performance for the reporting period in question.
Threshold	The upper and lower limits of desired or intended performance around a target value (e.g., the exact point an indicator should display green to indicate good performance, yellow to indicate satisfactory performance or red to indicate poor performance).
Tiers	Tiers are different levels of scorecards created during the cascading process in the Alignment Step. Tier 1 refers to the top level of organization activities and is an organization-wide scorecard. Tier 2 refers to business and support unit scorecards and activities (e.g., departments, regions, offices - one level below the top level). Tier 3 refers to scorecards and activities for individual employees or groups of employees acting as a team performing similar jobs.
Vision	A vivid, emotionally inspiring, time-specific picture of a future to which the organization aspires.
Vision Result (Goal)	An achievable stretch target identified in order to measure the success of an organization's vision statement. Also referred to as an <i>Overarching Strategic Result</i> or a <i>Strategic Destination</i> , a vision result or vision goal is sometimes used in conjunction with a vision statement so that the organization has a specific and measurable high-level organizational target.

Balanced Scorecard Development Teams within the College Community



Appendix II Strategic Development Team Participant list

Alan Belasen	Kelly DeMichele
Alison Brust	Khimberle Guy
Allison Moreland	Kirstie Szlasa
Amanda Treadwell	Kristina Brousseau
Ashley Mason	Leslie Ellis
Bernard Smith	Linda Lawrence
Bob Carey	Lisa D'Adamo-Weinstein
Carolyn Hunt	Lisa Johnson
Chris Whann	Lynette Nickleberry
Christine Paige	Mary Caroline Powers
Christopher Markham	Mary Mawn
Cindy Conaway	Merodie Hancock
Clayton Steen	Michael Mancini
Constance Rodriguez	Michelle Fontaine
Cory Kallet	Michelle Paine
Dan Rabideau	Mitch Nesler
David Henahan	Nadine Wedderburn
David Puskas	Nan Travers
Deborah Usas	Nikki Shrimpton
Debra Kram-Fernandez	Patricia Isaac
Donna Mahar	Renelle Champeny
Duncan RyanMann	Rick Barthelmas
Elliott Dawes	Roopa Kunapuram
Frances Boyce	Sadie Ross
Heidi Lazare	Sandra Winn
Hope Sun	Sara Farmer
James Lytle	Sarah Morehouse
Jane Cudmore	Seana Logsdon
Jane Greiner	Sophia Mavrogiannis
Janet Aiello-Cerio	Stephanie Corp
Jeff Lambe	Susan Fox
JoAnn Kingsley	Suzanne Orrell
Joseph King	Sylwia Starnawska
Josh Gaul	Tai Arnold
Karen Tanski Hewison	Thalia MacMillan
Kate Dorsey	Tom Mackey
	Tom McElroy

Middle States Commission Standards

The Middle States Commission on Higher Education requires that the college's strategic plan supports and furthers the college's mission and guides college budgetary decisions. As part of the reaccreditation process, the college must show how it is meeting the requirements of the seven Middle States standards listed below. The themes, objectives and initiatives detailed in our Strategic Plan position the college to effectively do that.

Standard I: Mission and Goals

The institution's mission defines its purpose within the context of higher education, the students it serves, and what it intends to accomplish. The institution's stated goals are clearly linked to its mission and specify how the institution fulfills its mission.

Standard II: Ethics and Integrity

Ethics and integrity are central, indispensable, and defining hallmarks of effective higher education institutions. In all activities, whether internal or external, an institution must be faithful to its mission, honor its contracts and commitments, adhere to its policies, and represent itself truthfully.

Standard III: Design and Delivery of the Student Learning Experience

An institution provides students with learning experiences that are characterized by rigor and coherence at all program, certificate, and degree levels, regardless of instructional modality. All learning experiences, regardless of modality, program pace/schedule, level, and setting are consistent with higher education expectations.

Standard IV: Support of the Student Experience

Across all educational experiences, settings, levels, and instructional modalities, the institution recruits and admits students whose interests, abilities, experiences, and goals are congruent with its mission and educational offerings. The institution commits to student retention, persistence, completion, and success through a coherent and effective support system sustained by qualified professionals, which enhances the quality of the learning environment, contributes to the educational experience, and fosters student success.

Standard V: Educational Effectiveness Assessment

Assessment of student learning and achievement demonstrates that the institution's students have accomplished educational goals consistent with their program of study, degree level, the institution's mission, and appropriate expectations for institutions of higher education.

Standard VI: Planning, Resources, and Institutional Improvement

The institution's planning processes, resources, and structures are aligned with each other and are sufficient to fulfill its mission and goals, to continuously assess and improve its programs and services, and to respond effectively to opportunities and challenges.

Standard VII: Governance, Leadership, and Administration

The institution is governed and administered in a manner that allows it to realize its stated mission and goals in a way that effectively benefits the institution, its students, and the other constituencies it serves. Even when supported by or affiliated with governmental, corporate, religious, educational system, or other unaccredited organizations, the institution has education as its primary purpose, and it operates as an academic institution with appropriate autonomy.