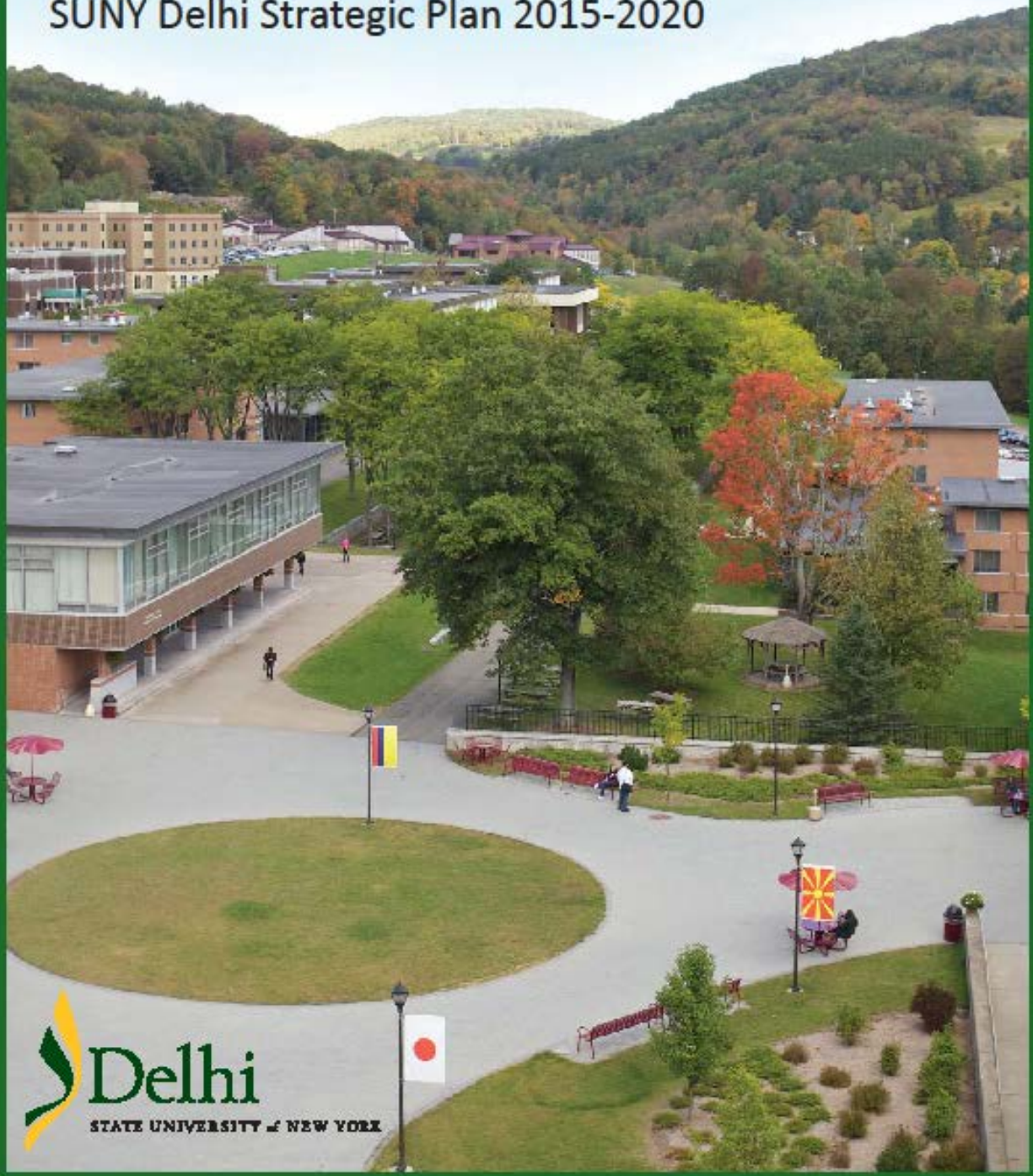


Seizing Opportunity, Delivering Excellence

SUNY Delhi Strategic Plan 2015-2020



 **Delhi**
STATE UNIVERSITY OF NEW YORK

*Seizing Opportunity, Delivering Excellence**SUNY Delhi Strategic Plan: 2015 – 2020*

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Letter from the President



I am pleased to share with you “Seizing Opportunity, Delivering Excellence,” SUNY Delhi’s strategic plan for 2015-2020. It captures the college’s commitment to providing students with an exceptional educational experience and provides a clear path for the future.

The strength of the document reflects the inclusive approach designed by the Strategic Planning Workgroup. Faculty and staff had multiple opportunities to provide input and the result is a plan that reflects a keen understanding of the qualities that make a SUNY Delhi education unique. It also ties directly to key measures for delivering educational excellence, including the State University of New York’s strategic goals and the Middle States Commission on Higher Education’s standards.

On behalf of the entire campus community, I want to recognize the Strategic Planning Workgroup for its dedicated and thoughtful efforts. They have provided a bold vision for success as SUNY Delhi enters its Second Century.

Sincerely,

A handwritten signature in black ink that reads "Candace S. Vancko". The signature is written in a cursive, flowing style.

Candace S. Vancko, Ph.D.
President

Executive Summary

SUNY Delhi is a vibrant, student-centered community dedicated to innovative pedagogy and committed to providing an excellent, accessible, and affordable education. Our college is at a vital point in our history: we celebrated our centennial last year, have just begun offering our first graduate degree, and are about to experience a change in leadership after a long period of stability. The time is right to reconsider our strategic priorities as we launch into the next five years. This strategic plan was developed to build upon our institution's strengths as well as to prepare ourselves to address future challenges.

Our strategic planning process was a collaborative effort and provided many opportunities for input from across our campus. The Strategic Planning Workgroup was assembled in late Spring 2014; this group was made up of both appointed and elected members. The Strategic Planning Workgroup conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis in Fall 2014, providing all members of the campus community the chance to contribute their ideas. The Workgroup met bi-weekly throughout the Fall 2014 semester to develop our strategic goals, based upon the SWOT analysis and in consultation with the President's Cabinet. We presented our draft goals to the campus via a charrette and open meetings. We then incorporated suggestions for revision to create the final document.

The Workgroup decided to focus on four main areas we believe are directly and significantly related to the achievement of SUNY Delhi's mission as well as to our vision of SUNY Delhi as a provider of outstanding educational opportunities. These areas include student opportunity, faculty and staff excellence, community connections, and resource development.

As we look forward to the next five years, we are confident that pursuing these goals will further enhance our reputation as an institution of excellence.

Mission and Values

Awarding associate, baccalaureate, and master degrees, SUNY Delhi combines strengths in technology with dynamic curricula in arts, sciences, and selected professions. Our vibrant and diverse campus community provides an environment where living and learning flourish. Online and off-site programs provide expanding educational opportunities.

Mission Statement

The mission of SUNY Delhi is:

To prepare students for lifelong success through academic programs, experiential learning, cultural activities, and civic engagement.

Institutional Values

The SUNY Delhi experience is defined by the campus community's commitment to creating opportunities for student success. SUNY Delhi is a student-centered community that values:

- Freedom, openness, and excellence in academic inquiry, expression, and achievement;
- Diversity, inclusiveness, dignity, and respect in our relationships;
- Honesty, integrity, and responsibility;
- Innovation and stewardship with regard to our resources; and
- Engagement, service, collaboration, and compassion, both within and outside our campus community.

Institutional Culture

Therefore, based on our values, SUNY Delhi:

- Is a student-centered campus community that values all individuals, practices inclusiveness, and embraces diversity;
- Emphasizes hands-on, experiential, and applied education in small classes;
- Develops and expands internship and service learning opportunities;
- Provides opportunities in classrooms, residence halls, and campus activities for students to realize their personal, intellectual and professional goals;
- Delivers programs that overcome geographic barriers and provide students substantial flexibility in pursuing their degrees through technology and inter-campus collaboration;
- Practices rigorous academic and professional standards of learning and assesses the extent to which programs and students meet or exceed these standards;
- Supports scholarship and intellectual creativity;
- Supports faculty and staff not only in scholarly and creative activities, but also in continuous professional development;

- Assists with local and state economic development efforts by forging stronger, extensive ties with the private and non-profit sectors;
- Reduces the campus' carbon footprint through alternative energy options wherever practical;
- Teaches and promotes sustainable practices across the campus community;
- Continuously improves the quality and application of technology to academic, administrative, and support services through a focus on student needs; and
- Nurtures a culture of philanthropy that motivates faculty, staff, alumni, and friends of the college to create and build lasting relationships that provide the resources to support SUNY Delhi's strategic priorities.

Our Five-Year Vision

In the year 2020, SUNY Delhi is a thriving, dynamic, and growing educational hub providing students opportunities, achieving faculty and staff excellence, connecting with its communities, and strategic investing of its resources.

Student Opportunity

SUNY Delhi fosters a campus community of engaged learning in which students share a common identity as a member of SUNY Delhi, attain and apply theoretical and technical knowledge, and receive support in their intellectual, social, civic, and personal development.

Faculty and Staff Excellence

SUNY Delhi is a “workplace of choice” with a collaborative environment that empowers all faculty and staff through inclusiveness in decision-making processes and commitment to professional development. SUNY Delhi promotes the recruitment and retention of a diverse campus community committed to excellence in education.

Community Connections

SUNY Delhi is a cohesive community of caring individuals who have the utmost respect for each other’s diverse contributions. As a campus, we connect locally, nationally, and globally with our alumni, colleagues throughout higher education, industry partners, and community stakeholders.

Resource Development

SUNY Delhi nurtures a culture of philanthropy, leverages external partnerships, and manages physical resources to support the college’s strategic priorities.

Student Opportunity

1. Vision

To foster a campus community of engaged learning in which students share a common identity as a member of SUNY Delhi, attain and apply theoretical and technical knowledge, and receive support in their intellectual, social, civic, and personal development.

2. Rationale

SUNY Delhi offers both technical and liberal arts-oriented programs, but the experience of every student in the college should prepare them for work and for the way that career opportunities will evolve over their lives. A SUNY Delhi education transcends the distinction between technical and liberal education, providing everyone with the opportunity to engage in processes of creativity and discovery. The college offers residential and online learning opportunities, but the emphasis remains on person-to-person relationships as students find mentors, learn from experts, and build lasting friendships.

3. 5-Year Goals

1. Expand full-time enrollment to 4,200 students, especially through online enrollment and transfers from the college's associate programs to its baccalaureate and master programs.
2. Institute a comprehensive freshman seminar course for all incoming freshman students during their first semester that builds a SUNY Delhi identity, orients students for success at college, and exposes students to college resources.
3. Complete an integrated program review and plan to facilitate curriculum change as well as transfer from the college's associate programs to its baccalaureate programs.
4. Institute a series of Student Choice Awards through the Student Senate, nominated by and voted on exclusively by students, to recognize outstanding teaching (both in person and online), mentorship, and service of faculty and staff.
5. Attain campus-wide residential student gender balance.

4. Aspirations

- a. Pursue additional academic majors that fit with our institution's mission and culture.
- b. Raise the profile of and resources dedicated to career development and advanced degree opportunities.
- c. Increase the number of academically talented students who are well-suited to SUNY Delhi's distinctive programs.
- d. Offer newly enrolled students a common civic engagement or service learning opportunity through a structured, campus-wide first-year experience program that builds upon and utilizes the freshman seminar course (see number 2 above).

Faculty and Staff Excellence

1. Vision

To create a “workplace of choice” by designing a collaborative environment that empowers all faculty and staff through inclusiveness in decision-making processes, commitment to professional development, and promoting the recruitment and retention of a diverse campus community committed to excellence in education.

2. Rationale

SUNY Delhi’s faculty and staff are crucial to the college’s fulfillment of its mission to prepare students for lifelong success through academic programs, experiential learning, cultural activities, and civic engagement. A diverse faculty and staff who actively pursue professional development and interdisciplinary engagement serve as role models for students, as well as provide them with multiple opportunities for and modes of learning.

3. 5-Year Goals

6. Encourage and support intradisciplinary team-taught courses and expand interdisciplinary team-taught courses on campus by providing funding to develop and incorporate five such courses collaboratively taught by at least two faculty members, each of whom is from a different college department; ideally at least one should include distance or online faculty.
7. Increase and maintain faculty and staff diversity (including gender in non-traditional fields, abilities, ethnicities, nationalities, sexual orientations/identities, and race) by 25% of our current percentage through a redesigned, proactive recruiting, hiring, and mentorship program that considers and balances gender, college role, and other diverse characteristics of those participating in recruitment, hiring, and mentorship activities.
8. Determine the faculty and staff annual participation rate in professional development opportunities and increase this participation rate through the development of funding to support attendance, through release time policies, and through resources to identify and catalog professional development opportunities.

4. Aspirations

- e. Create a workplace of choice by developing an action plan based upon responses to the *Chronicle of Higher Education’s* “Great Colleges to Work For” survey.
- f. Provide inclusiveness in decision-making processes for all faculty and staff, empowering faculty and staff to be active participants in the campus community, by conducting a systematic examination of current processes for all campus committees and governance organizations and communicating those findings to all employees.
- g. Support and celebrate collaborative teaching through guest speakers, team teaching, and linking classes (worth 6 credits) across and within programs with common texts and discussions.

Community Connections

1. Vision

To create a cohesive community of caring individuals who have the utmost respect for each other's diverse contributions. As a campus, to connect locally, nationally, and globally with our alumni, colleagues throughout higher education, industry partners, and community stakeholders.

2. Rationale

Developing and strengthening SUNY Delhi's connections, on campus as well as off, will ensure our ability to fulfill our mission: to prepare students for lifelong success through academic programs, experiential learning, cultural activities, and civic engagement.

3. 5-Year Goals

9. Establish a positive space that encourages both formal and informal meetings in each major academic building on the main campus (Alumni Hall, Evenden Tower, the Applied Technologies Complex, Farnsworth Hall, Sanford Hall, and Smith Hall), one of which should be a Skype Lounge in order to include our off-campus students, faculty, and staff.
10. Develop and promote pathways for students to advanced educational opportunities such as baccalaureate, graduate, and study abroad programs, along with other possibilities. Ensure all applicable programs conform to SUNY's Transfer Paths.
11. Perform a needs assessment of the Delhi community using the comprehensive plan for the Town and Village of Delhi and develop programming in response to it.
12. Identify and build relationships with alumni and industry champions for each college program area or division to assist in strengthening program outcomes, identifying internship and employment opportunities for students, and underwriting operational and equipment requirements.

4. Aspirations

- h. Establish a positive space that encourages both formal and informal meetings in each academic building on the lower campus (the farm, the auto lab, etc.).
- i. Maximize existing connections with local and regional governments and work toward additional co-sponsored events with outside organizations.
- j. Create a resource list that includes both college and community resources, hosted on the college's website, that can be utilized by the public.

Resource Development

1. Vision

To nurture a culture of philanthropy, leverage external partnerships, and manage physical resources to support the college's strategic priorities.

2. Rationale

A SUNY Delhi education must remain affordable, accessible, and excellent. Yet New York State support provides only about 20% of SUNY Delhi's operating budget; private support is increasingly necessary to support our mission. Moreover, the debt load students are incurring is not sustainable. Therefore, increasing our physical and financial resources will support the college's commitment to provide an excellent and affordable education.

3. 5-Year Goals

13. Secure private gifts that will increase annual scholarships to qualified students to \$750,000.
14. Ensure all College Foundation operations (Riverview Townhouses, the College Golf Course, and the College Foundation) will be financially self-sufficient, not only in relation to current operations, but also for ongoing maintenance, renovation, preservation, and planned or possible replacement.
15. Continue to maintain an updated master facilities plan for the college, using smart growth and sustainability principles, that address classrooms and labs, student housing, athletic facilities, and technology infrastructure that will be needed over the next ten years, including project prioritization to speed implementation once funding is identified.
16. Provide the institutional support and resources required to increase total annual giving (robust online giving system, prospect research analysis, and planned giving system) by alumni, parents, students, and friends of the college by 15% for student scholarships, academic program enhancements, and capital improvements.

4. Aspirations

- k. Continue to beautify our college campus through building renovation, landscape design, and maintenance.
- l. Increase the focus on sustainability as a priority on campus.
- m. Achieve the SUNY average for percentage of alumni giving.
- n. Consistently rank among the top tier of SUNY Colleges of Technology in fundraising.

Supporting Resources

SWOT Analysis

A SWOT Analysis was completed by college faculty, staff, students, and administrators in the Fall 2014 semester. The SWOT included feedback on Strengths (qualities and attributes of the college that enable us to accomplish our mission, including beneficial aspects or capabilities); Weaknesses (qualities and attributes that prevent us from accomplishing our mission, factors that prevent us from achieving our full potential); Opportunities (presented by the environment within which we operate and that may arise from market competition, industry/government, and/or technology); and Threats (uncontrollable conditions in the external environment that jeopardize the reliability and success of the college).

SWOT Analysis forms were provided to faculty, staff, and administrators at the President's Open Forum in late August of 2014. Several requests, along with a link to the form, were also subsequently made on the Delhi Today email. Ultimately, over 100 comments were collected under each of the four categories. On November 12, 2014, two members of the Strategic Planning Workgroup attended the Student Senate meeting and collected feedback from student senators, utilizing the SWOT Analysis format. In addition, an open forum for the entire campus community was held on November 13, 2014, and the Cabinet shared dreaming/visioning notes with the Workgroup.

SWOT Analysis feedback can be broadly summarized as follows:

STRENGTHS –Size of the institution; experiential programs; academic reputation and opportunities; faculty and staff; unique programs; small class size; rates of student participation in activities and community service; strong mission-focused leadership; and a student-centered campus.

WEAKNESSES –Financial challenges, including scholarship funding and resources to stay technologically current and to maintain the physical plant; underprepared students; enrollment mix; risk of stagnation; unification and communication challenges in some areas; and ensuring ample opportunities for faculty and staff input into decision-making.

OPPORTUNITIES – New academic programs; online programs; master degree programs; economic impact in the region; continued strong emphasis on retention; increase in faculty/staff diversity; development of internships; new leadership in coming years; and the transition to four-year athletics.

THREATS – Lack of capital funds and state support; student debt load; enrollment challenges; unfunded mandates; resource challenges in a rural area; and attracting and retaining highly qualified faculty and staff.

In totality, the SWOT Analysis comments point to four primary areas of focus:

- 1-Academic program development
- 2-Money and resources
- 3-Enrollment and demographic challenges
- 4-Developing the “whole” student

SUNY Performance Management Guide (Current at Time of Discussion)

System-wide Outcomes:

1. Increase college readiness;
2. Increase degrees/credentials conferred;
3. Strengthen the value of a SUNY degree;
4. Increase external investment/research.

Middle States Association of Colleges and Schools Recommendations**Conclusion**

The recommendations cited in this Self-Study can be categorized broadly as:

- Maximizing student success;
- Standardization of best practices across campus;
- Strengthening academic programs;
- Improving collaboration, coordination, and communication across the campus.

A revitalization of the campus retention effort via a new “student success work group,” which will study and assess issues including the freshman experience, information literacy, learning support, advisement, probation and academic jeopardy, would help maximize student success. Also, a comprehensive enrollment plan that evaluates program mix, implements targeted recruitment with increased selectivity, ensures more scholarship opportunities, and helps “close the loop” through internship and employer data utilization would also enhance student success. In addition, we need to continue to improve the services and opportunities necessary to include our growing number of off-site students and faculty/staff into the campus community.

Table of Corresponding SUNY Delhi Strategic Goals and SUNY Performance Management Guide Outcomes (Current at Time of Discussion, Fall 2014)

Delhi Strategic Goal	Increase College Readiness	Increase Degrees/Credentials Conferred	Strengthen the Value of a SUNY Degree	Increase External Investment/Research
1		√	√	
2	√	√		
3		√	√	
4			√	
5		√		
6			√	
7			√	√
8			√	√
9		√	√	
10		√	√	√
11	√			√
12		√	√	√
13		√		√
14		√		√
15		√	√	√
16		√		√
17		√		

Table of Corresponding SUNY Delhi Strategic Goals and Middle States Recommendations

Delhi Strategic Goal	Maximizing Student Success	Standardization of Best Practices Across Campus	Strengthening Academic Programs	Improving Collaboration, Coordination, and Communication across Campus
1			√	
2	√	√	√	√
3	√		√	
4		√	√	√
5	√		√	√
6		√	√	√
7	√	√	√	√
8			√	√
9	√	√	√	√
10	√	√	√	√
11		√		
12	√	√	√	
13	√			√
14	√		√	
15	√		√	
16	√		√	
17		√		√

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