



EMPIRE STATE
UNIVERSITY

OAA Strategic Planning Committee Community Update II

June 12, 2023





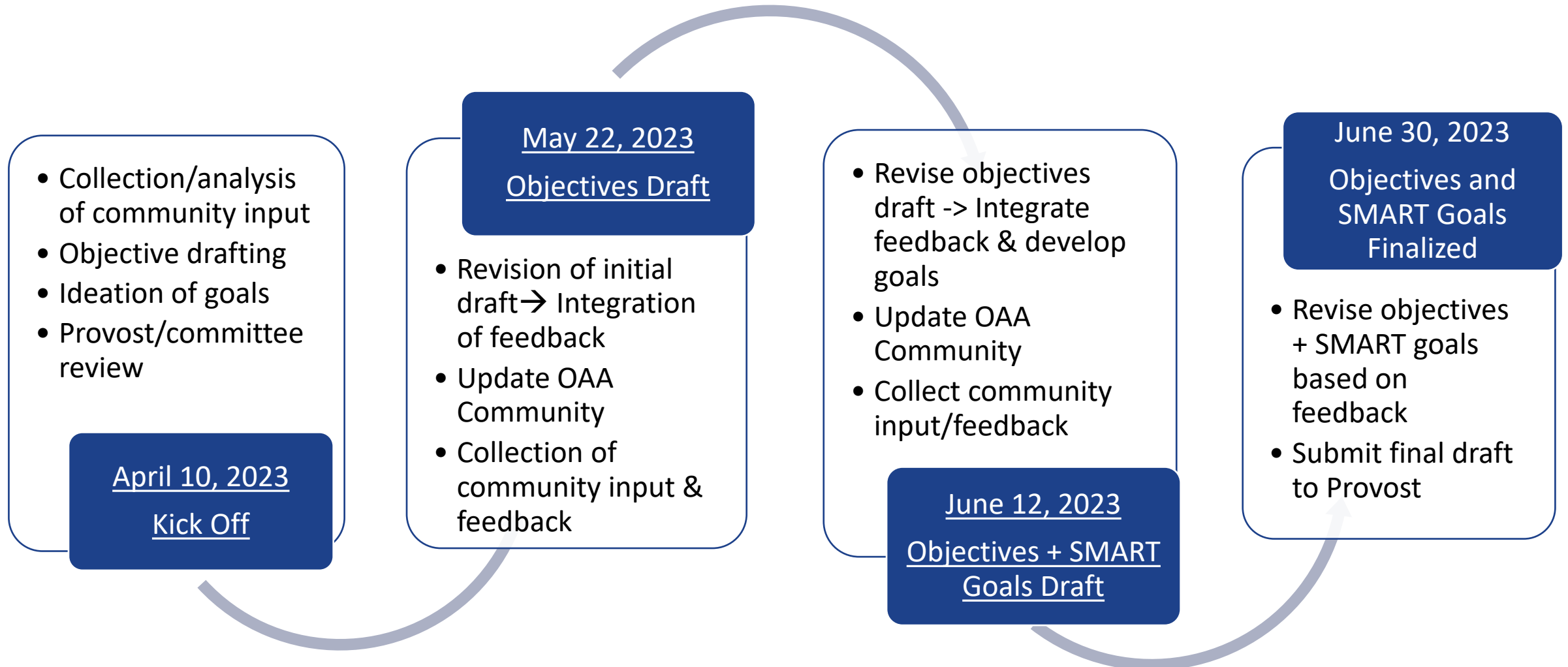
OAA Strategic Planning Committee

The Office of Academic Affairs (OAA) Strategic Planning committee's role is to solicit input from the OAA community on the objectives and goals Academic Affairs should set in alignment with the university's Elevate '28 strategic priorities and draft potential objectives and goals for community input and Provost Council review.

Committee Members: Rick Savior, Dana Brown, Audra Buchanan, Carl Burkart, and Jenny Mincin with Lisa D'Adamo-Weinstein & Eileen McDonnell (co-chairs)

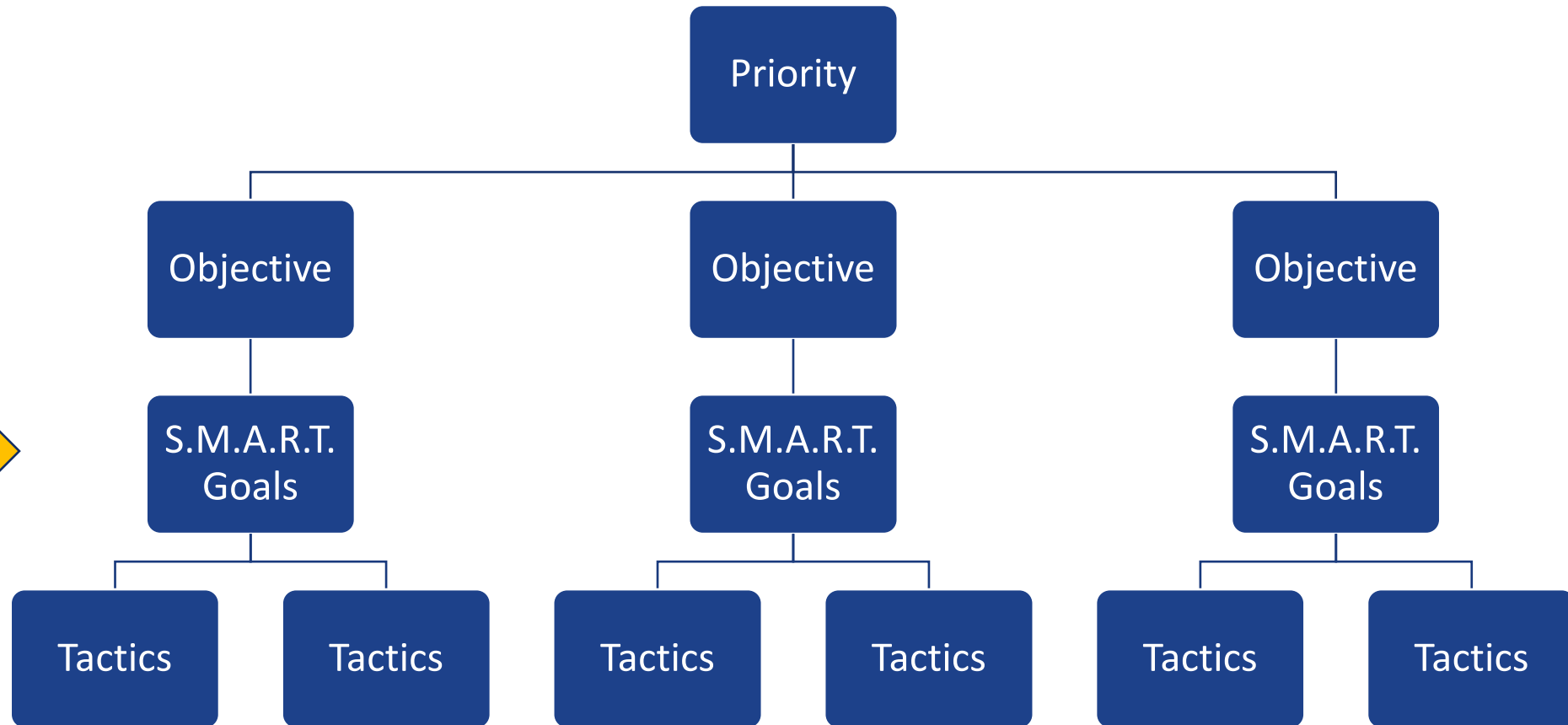


Process and Timeline





Strategic Plan Structure



We are here



Our Analysis Approach

- Multiple inputs
 - [Survey results](#) informed initial drafting of strategic objectives (following April 10 Phase II Kick Off)
 - Qualitative analysis
 - Alignment to strategic priorities and themes
 - [Survey results](#) informed refinement of strategic objectives and drafting of S.M.A.R.T goals (following May 24 Community Meeting)
 - Narrowed down number of objectives
 - Refinement of language
- Review and consultation with Provost's Council with each iteration



Revised Objectives

Student Success

SS1 - Increase student success by reducing and eliminating barriers to enrollment, retention, and completion.

SS2 - Improve the student experience.

SS3 - Reduce or eliminate equity gaps for underrepresented and/or historically underserved students.

Academic and Inclusive Excellence

AIE1 - Strengthen the breadth and currency of degrees, certificates, and other learning opportunities to meet the needs of students, employers, and communities.

AIE2 - Become a national model for effective, innovative, and inclusive teaching and online learning.

Organizational Effectiveness

OE1 - Advance a teaching and learning environment that fosters mutual respect, clear communication, and engenders a culture of belonging, trust, and inclusivity.

OE2 - Improve and develop systems, structures, and processes that support efficient and effective operations across the division.

OE3 - Fully implement and embrace robust continuous improvement processes and effectiveness tracking across the division.

Raising Our Public Profile

RPP1 - Position Empire State University as a SUNY leader in effective and innovative applied teaching and learning and student success activities that directly impact communities.

RPP2 - Become a SUNY leader in scholarship and creative activities that directly impact people's lives and their communities.

RPP3 - Establish and grow centers for excellence of SUNY, state, and national renown.



Questions to Consider

1. From your perspective, do these S.M.A.R.T. goals provide appropriate measurements for each strategic objective?
2. If you have suggestions for improving these S.M.A.R.T. goals as written, or ideas for alternative S.M.A.R.T. goals, please share them.



Student Success

Revised Objectives and Draft S.M.A.R.T. Goals

SS1 - Increase student success by reducing or eliminating barriers to enrollment, retention, and completion.

- a. Increase the 3-year average of first to second term re-enrollment rates by 5% in five years.
- b. Increase graduation rates (decrease time to completion) for all students by 5% in five years.
- c. Increase reenrollment rates of students who have been inactive for less than three years by 5% in five years.



Student Success

Revised Objectives and Draft S.M.A.R.T. Goals

SS2 - Improve the student experience.

- a. Increase number of students participating in co-curricular engagement and school-based networking opportunities by [TBD]% annually.
- b. Increase student satisfaction with academic offerings, student services, and cocurricular engagement opportunities annually by [TBD] within five years.



Student Success

Revised Objectives and Draft S.M.A.R.T. Goals

SS3 - Reduce or eliminate equity gaps for underrepresented and/or historically underserved students.

- a. Reduce the equity gap in overall course completion rates by 5% in five years.
- b. Reduce the equity gap in first to second term retention rates by 5% in five years.
- c. Reduce the equity gap in graduation rates by 5% in five years.



Academic and Inclusive Excellence

Revised Objectives and Draft S.M.A.R.T. Goals

AIE1- Strengthen the breadth and currency of degrees, certificates, and other learning opportunities to meet the needs of students, employers, and communities

- a. Increase the number of academic programs that align with high needs areas by fifteen in five years.
- b. Increase the percentage of programs that align program learning outcomes with external standards/requirements/expectations by 15% in five years.
- c. Ensure assessment and review of 100% of academic programs annually, including program outcomes/guidelines, content, and pedagogy.



Academic and Inclusive Excellence

Revised Objectives and Draft S.M.A.R.T. Goals

AIE2- Become a national model for effective, innovative, and inclusive teaching and online learning.

- a. One hundred percent of courses offered in the LMS meet all course design standards in the established rubric within five years.
- b. Ensure 100% of high enrollment courses achieved a score of [TBD] or higher on the [Measure TBD] in 5 years.
- c. Have 100% of line-based faculty and teaching professionals meet annual and cumulative teaching and learning professional development goals in five years.



Organizational Effectiveness

Revised Objectives and Draft S.M.A.R.T. Goals

OE1 - Advance a teaching and learning environment that fosters mutual respect, clear communication, and engenders a culture of belonging, trust, and inclusivity.

- a. Increase overall satisfaction for OAA faculty, professionals, staff, and MCs in each topic area of Climate Surveys by 3% or more within 5 years.
- b. Reduce demographic differences in satisfaction for OAA faculty, professionals, staff, and MCs in each topic area of the Faculty and Staff Workplace Climate Surveys by half within 5 years.
- c. Establish baseline metrics to assess employee engagement which include results of performance management evaluations, attendance and participation in professional development/training programs, participation in policy and governance initiatives related to OAA in 1 year (by end of 2023-24); increase or sustain relative to baseline in each subsequent year.



Organizational Effectiveness

Revised Objectives and Draft S.M.A.R.T. Goals

OE2 - Improve and develop systems, structures, and processes that support efficient and effective operations across the division.

- a. One hundred percent of Academic Affairs offices complete a comprehensive needs analysis and systems audit to identify barriers to efficient and effective achievement of unit-level and OAA strategic goals in the next two years.
- b. Achieve 100% completion of projects on the academic affairs IT priorities list as of July 2023 in 4 years.



Organizational Effectiveness

Revised Objectives and Draft S.M.A.R.T. Goals

OE3 - Fully implement and embrace robust continuous improvement processes and effectiveness tracking across the division.

- a. Achieve 100% of Academic Affairs' units completing annual continuous improvement processes/reporting that includes closing the loop data in 3 years.
- b. Reach 100% of Academic Affairs' units utilizing at least 1 data dashboard to track unit level key performance indicators in 3 years.
- c. One hundred percent of performance programs and annual plans include measurable goals or objectives aligned with the strategic plan within the next 2 years



Raising Our Public Profile

Revised Objectives and Draft S.M.A.R.T. Goals

RPP1 - Position Empire State University as a SUNY leader in effective and innovative applied teaching and learning and student success activities that directly impact communities.

- a. Increase partnerships with external organizations that include the opportunities for students to engage in applied learning at the partner organization by 20% in five years.
- b. Increase number of grant and contract funded projects that support applied teaching and learning and student success activities to 20% in five years.
- c. Increase externally facing publications and presentations of Empire State University by 30% in five years.



Raising Our Public Profile

RPP2 - Become a SUNY leader in scholarship and creative activities that directly impact people's lives and their communities.

- a. Increase external/externally facing applied scholarship publications and presentations and creative activities by 20% in five years.
- b. Increase grant and contract -funding for applied research and creative activities by 15% in five years.
- a. Increase external awards for scholarship and creative activities by Empire State University faculty, staff, and students by 20% in five years.



Raising Our Public Profile

RPP3 - Establish and grow centers for excellence of SUNY, state, and national renown.

- a. Quadruple grants and contracts to centers of excellence in five years.
- a. Quadruple training and consulting engagements through centers of excellence in five years.



Next Steps

- Committee updates and documents are available on the [OAA Strategic Plan website](#)
- Community complete survey to help our committee refine draft goals
- Survey will remain available until 5:00 PM on Tuesday, June 20
- Final draft due to Provost on June 30 and then will be shared with the community