I am very pleased to present Tomorrow: SUNY Oswego’s strategic plan. Consonant with the bold vision of the Power of SUNY initiative, the plan lays out a compelling path for our college to build on our success and to serve and thrive long into the future. This print version of the plan introduces you to the Performance Drivers, Key Indicators and Impacts that will drive our institution forward and further demonstrate our relevance and value for our students and our world. In addition to reading this document, I invite you to visit oswego.edu/tomorrow to remain engaged with us and this plan as we track and update our continuing progress and tell the story of our college’s impact.

SUNY Oswego has never been as strong as it is today. We foster intentional learning and ethical development that prepare our students and graduates to contribute intellectual capital, skills and understanding to the world in their personal, professional and civic lives. Our faculty, staff and students collaborate with each other and external partners to explore the frontiers of knowledge, producing new insights and productive applications. In partnership with communities near and far, we participate in concerted initiatives for sustainability, humanitarian service, and positive economic and social change. We build institutional strength through our commitment to access and growing diversity, our intellectual curiosity and technological adaptability, our stewardship of abundant and stable resources and our well-conceived and maintained academic facilities and residential community along the inspiring shore of Lake Ontario.

At Oswego, we have a firm grasp of our purpose and promise and have demonstrated great resilience and optimism. We have doubled down during hard times, scrupulously building responsive new programs, creatively finding new and replacement revenues and nimbly responding to intellectual and social shifts and public mandates. Our record shows that SUNY Oswego is still a rising star, whose radiance guides those seeking a clear direction and heralds an even brighter tomorrow.

Debra L. Stanley
In the late 1990s and early 2000s, the first two of our three previous strategic plans, Engaging Learning and Engagement 2000, shifted the paradigm of our institution away from one tied to measures of teaching inputs to a new pervasive theme of learning-centeredness. We have accomplished a near complete overhaul of almost every facet of our work. Learning-centeredness has become our organizing principle for decisions about responsibilities, activities, resources, and academic and physical environments. Then, our third plan, Engaging Challenge: The Sesquicentennial Plan, further expanded the reach of our work. We designed the plan to build on our expertise in learning-centeredness and inquiry-based learning by directing our efforts into the widening missions of public higher education in the 21st century—including discovery, outreach, economic development, and global and environmental realms.

The legacy of Edward Austin Sheldon

Dr. Sheldon founded this institution more than 153 years ago. His legacy still underpins our identity and invigorates what we do. He built a powerful public asset to meet the broad needs of rising populations. He was one of the original adopters of object learning, a precursor to today’s inquiry-based learning, as a compelling pedagogy.
Each strategic plan had its own integrity and added valuable components to our strength and quality. Viewed together they have been building forward as well as up—with a discernible thread leading one plan to another. That is the circumstance now as well. Tomorrow gives us a clear sense of leading onward. It directs our focus toward the future yet relies on current reality.

Our new plan springs from months of concentrated thought and analysis by more than 250 members of our college community, alumni and other stakeholders. Together, we were dedicated to reviewing our last plan, defining our current position and envisioning the future for SUNY Oswego.

Throughout our strategic planning meetings and focus groups, our stakeholders expressed their commitment to our college's mission and vision statements and the five strategic directions articulated in Engaging Challenge: Sesquicentennial Plan. Vitality, Intellectual Rigor, Engagement, World Awareness and Solutions focused our energies and activities in learning, research and global perspectives. These strategic directions provided a roadmap to coordinate our efforts to attain a pervasive learning-centered culture and respond to the ever-changing environment of higher education.

MISSION STATEMENT

Our mission is to contribute to the common good by lighting the path to wisdom and empowering women and men to pursue meaningful lives as productive, responsible citizens.
Inspired by a shared commitment to excellence and the desire to transcend traditional higher-education boundaries, SUNY Oswego will be a premier institution that provides a transformative experience to a diverse body of students, empowering them to live ethical and meaningful lives and build a better world.

Tomorrow

The people who infused this new plan with their insight and experience have inspired its theme and encouraged our next steps—to see beyond the necessarily transactional portions of our work and toward our profound power to improve the world. Tomorrow will lead us to integrate our actions, assess our results and demonstrate our relevance.

At a time when some question the return on investment in traditional higher education, SUNY Oswego remains a strong, effective and best-value college.

In fall 2014, the semester marking the launch of this plan, the college enjoyed the highest number of first-year student applicants in nearly fifty years, and we also welcomed our most diverse first-year class and highest number of students living on campus. Students, families and alumni frequently report that the transformation students experience during their time at SUNY Oswego is well worth the investment.

Still, we are acutely aware that for SUNY Oswego to continue to thrive in the long run as a residential campus and to operate in the evolving enterprise of higher education, we must provide clear evidence of our enduring value. Going forward, we will directly tie our actions and results—the drivers and indicators referenced in Tomorrow—to the impacts derived from our work. Strategically, Tomorrow will lead to a better understanding of the way SUNY Oswego pursues its mission and values. We will assess our activities and refine our actions accordingly to meet desirable outcomes tied to the public good. And, in doing so, we will have a new story of success to tell in this age of challenge. We will demonstrate our value not simply through the accounts of our students’ and graduates’ compelling experiences but also more irrefutably through empirical data.
Tomorrow will lead the way to greater educational excellence and success, firmer identity and reputation, increased institutional effectiveness and assured sustainability for SUNY Oswego for generations to come. No longer assuming beneficial impacts to the greater good—now, through Performance Drivers, Key Indicators and Impacts, we will connect the dots.
PERFORMANCE DRIVERS are calculated actions that interact with the larger academic environment to produce success. Performance Drivers are SUNY Oswego’s learning-centered culture in action. They are our work—the programs, activities, focus and commitments we plan and produce in order to attain five strategic Impacts. We design Performance Drivers to be adaptable and to respond to assessment.

KEY INDICATORS are measurements that reflect the progress of our Performance Drivers, our actions. The goals for a particular Key Indicator may change as our understanding, experience and capacity to provide evidence grows. Key Indicators are produced in a deliberate, evidence-based format. They capture the status of SUNY Oswego’s performance and thus demonstrate the college’s movement toward achieving the five strategic impacts.

IMPACTS structuring this plan are the foundation of what our work ultimately means:

- **Impact 1**: Our students and graduates thrive and succeed.
- **Impact 2**: Our education ecosystem is highly collaborative and engaged.
- **Impact 3**: Our communities and partnerships are enriched and supported.
- **Impact 4**: Our institution is highly effective and sustainable.
- **Impact 5**: Our faculty, staff and students move the dial on grand challenges of our time.
Our students and graduates thrive through knowledge, experience, perspectives and discovery gained here that animates and informs their work, their communities and their personal lives.

SUNY Oswego graduates are nimble, resilient, resourceful and inventive. They become active and loyal alumni with high levels of personal fulfillment and economic security. SUNY Oswego students and graduates provide their communities with intellectual capital, professional expertise and ethical service.
PERFORMANCE DRIVER 1 OF 4

Foster a college-wide culture of caring that provides supportive, effective advisement and personalized mentoring.

**KEY INDICATORS**

*Retention*
- Retention of undergraduates including transfer students
- Residence hall occupancy
- Average class size
- Student:Faculty Ratio
- Technology utilized to increase retention
- Tutoring and mentoring participation
- Writing center participation

*Graduation*
- Bachelor’s degrees granted by school
- Graduate degrees granted by school
- Graduation rates

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PERFORMANCE DRIVER 2 OF 4

Provide diversified outreach programs to increase alumni engagement and lifelong affiliation with the institution.

**KEY INDICATORS**

*Alumni Participation*
- Alumni attendance at on-campus and off-campus events
- Alumni giving rate

*Student Engagement with Alumni*
- Alumni Sharing Knowledge (ASK)
- Alumni-In-Residence (AIR)
- NYC Career Connections (NYCCC)
Impact One: (cont.)

PERFORMANCE DRIVER 3 OF 4

Plan for, recruit and retain a highly diverse, prepared and talented student body.

KEY INDICATORS

Access
- 2+2 Partnerships
- K-12 Partnerships
- Tuition and fees
- Student loan default rate
- Per credit hour tuition
- Institutional scholarships

Selectivity
- Students in top selectivity groups

Enrollment
- Full-time graduate and undergraduate student enrollment

Diversity
- Declared majors of undergraduates by discipline
- Gender and ethnicity/race of students
- Permanent residence of students
- Women and underrepresented students of color in STEM majors
- International student enrollment

PERFORMANCE DRIVER 4 OF 4

Encourage critical thinking, leadership, synthesis of knowledge and motivation to live active, engaged lives.

KEY INDICATORS

Campus Engagement
- Student involvement in college and student life

Community Engagement
- Students enrolled in service-learning courses
- Student participation in community service
- Student participation in civic engagement

Intellectual Engagement
- Research/entrepreneurship/field study
- Leadership

Global Engagement
- Study abroad and exchange programs
- Collaborative Online International Learning

Career Engagement
- Student participation in internships, co-ops and practicums
- Post-graduate employment and job satisfaction
Impact Two

OUR EDUCATION ECOSYSTEM

Our academic quality is demonstrated, extended, recognized, sought-after and heralded.

SUNY Oswego’s unique education ecosystem is driven by devoted, passionate, diverse and talented faculty and staff who work collaboratively, resourcefully, and creatively to enhance our dynamic course offerings, programs, and research as well as the applied learning experiences we provide. They volunteer and contribute in the community and around the globe.
**PERFORMANCE DRIVER 1 OF 6**

Create and deliver innovative, rigorous academic programs that match society and student need and maintain existing programs that have proven effective.

**KEY INDICATORS**

**Support for High-Need Programs**
- New faculty and staff to support high-need programs
- Hybrid and online courses

**Extended Learning**
- Winter and summer session courses
- Opportunities and programs for adult and alternative learners
- Open SUNY+

**PERFORMANCE DRIVER 2 OF 6**

Provide high-impact, inspiring and transformative learning experiences.

**KEY INDICATORS**

**Experiential Learning**
- Geographically diverse clinical placement and practicum partners
- Cooperative education partners
- Formal (for credit) internship opportunities
- Work-study opportunities
- Co-curricular transcript

**Research**
- Student grant funding opportunities

**Service-Learning**
- Courses and projects available

**International Opportunities**
- Study abroad and exchange
- International research partnerships

**Residence Life**
- Programming
PERFORMANCE DRIVER 3 OF 6

Hire and maintain diverse and accomplished faculty and staff and ensure that equitable employment policies and practices are in place across the institution.

KEY INDICATORS

Talent
- Number of faculty (full-time and part-time)
- Faculty with terminal degrees
- Equitable job search process
- Endowed faculty positions and awards

Diversity
- Gender of full-time faculty and staff
- Race/ethnicity of full-time faculty and staff

Orientation
- Employee on-boarding presentations that cover history of the college, the hallmarks of an Oswego education, signature programs, strategic plan priorities and college traditions

PERFORMANCE DRIVER 4 OF 6

Incorporate and infuse dynamic and effective teaching practices in curriculum across the college.

KEY INDICATORS

Innovative Instruction
- Instructional designers
- Center for Excellence in Learning and Teaching (CELT)
- SUNY Innovative Instruction Technology Grants (IITG)
- Curriculum innovation grants

PERFORMANCE DRIVER 5 OF 6

Implement robust and creative professional development activities readily accessible to all faculty and staff.

KEY INDICATORS

Professional Development
- Number of programs
- Diversity of programs
- Participation in programs
- Resources available (funds, handbooks, manuals, online tools, etc.)

PERFORMANCE DRIVER 6 OF 6

Empower and recognize faculty and staff participation in collaborative and cross-cutting research and creative work.

KEY INDICATORS

Scholarly and Creative Activity
- Scholarly publications
- Conference presentations
- Exhibitions, performances and shows
- Funded research projects
- Faculty grant and fellowship opportunities
- Faculty scholarly and creative recognition opportunities

Impact Two:
(cont.)
Communities we touch experience increased prosperity, social equity, sustainability, self-sufficiency and greater educational attainment.

SUNY Oswego faculty and staff engage and partner with local, national and international communities and make an impact through research, community service and economic development for collective prosperity, equity, resilience and success. These efforts are in addition to the mutually beneficial partnerships between our students and external partners in service-learning, internships, cooperative education and community service initiatives.
Impact Three:

**PERFORMANCE DRIVER 1 OF 3**

Elevate and support productive external partnerships.

**KEY INDICATORS**

*Business Partnerships*
- Research projects and applied work with industry partners
- Mutually beneficial agreements and commitments with external educational, civic and business partners.
- Corporate-sponsored on-campus speaker series, networking events and internship and career fairs

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**PERFORMANCE DRIVER 2 OF 3**

Integrate and embed arts, athletics and recreation offerings in the community.

**KEY INDICATORS**

*Arts, Athletics and Recreation Programming*
- Arts programs offered to the public
- Attendance at arts programs, athletic events and recreation programs
- Programming in a variety of locations (on and off campus)

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**PERFORMANCE DRIVER 3 OF 3**

Widen and deepen college programming that serves the social needs of the community and clearly communicate the presence and value of these programs.

**KEY INDICATORS**

*Community Partnerships*
- Community events hosted on main campus and Phoenix and Metro centers
- Presentations by Oswego faculty and staff scholars at community events and meetings
- Programs such as Mentor-Scholar Program, RSVP, Team Sheldon, Oswego Renaissance Association, WRVO and Graduate STEM Mentoring Initiative
Impact Four

OUR INSTITUTION

Our proven institutional effectiveness results in increased resources, flexibility, academic capacity and institutional success.
PERFORMANCE DRIVER 1 OF 5

Expect and support a college-wide culture of program review and data-rich assessment to provide a systematic feedback loop in all operational endeavors and foster excellence, abundance and student success.

KEY INDICATORS

Data-Directed Decisions
- Rich caches of pertinent data infuse most decisions
- Use transparent procedures to manage financial resources with maximum efficiency; budget process discussed and shared with key stakeholders.

PERFORMANCE DRIVER 2 OF 5

Solicit and obtain robust private support.

KEY INDICATORS

Gifts Received
- With Passion and Purpose: The Campaign for SUNY Oswego

Endowment Assets
- Oswego College Foundation endowment assets
Impact Four: (cont.)

PERFORMANCE DRIVER 3 OF 5

Solicit and obtain extramural funding for sponsored projects.

KEY INDICATORS

Sponsored Projects

- Total funding for sponsored research and programs
- Grant applications
- Grants received

PERFORMANCE DRIVER 4 OF 5

Put physical resources, capital assets, and technological capabilities to their highest usefulness and ensure they are protected against waste and deterioration and are renewed and strengthened to advance continuous improvement.

KEY INDICATORS

Facilities and Technology

- Excellent facilities and appropriate academic equipment are available and employed
- College Facilities Master Plan is updated and referenced to help prioritize and secure funding for projects
- Philanthropic support helps maintain equipment, technology and spaces

PERFORMANCE DRIVER 5 OF 5

Conduct practices that enable natural resources and the environment to be responsibly and proactively stewarded and protected.

KEY INDICATORS

Environmental Sustainability

- LEED certifications on new and renovated buildings
- Reduce college’s carbon footprint
- Academic and community educational programs promote sound environmental practices
OUR GRAND CHALLENGES

Impact Five:

Our work contributes to finding solutions for the grand challenges of our time.
PERFORMANCE DRIVER 1 OF 3

Instill the belief that SUNY Oswego can contribute at the highest levels of theory and application to provide solutions to critical challenges.

KEY INDICATORS

Heritage and Confidence
Recognize scholarly and other accomplishments
Preserve, transmit and celebrate the college’s relevance through history

PERFORMANCE DRIVER 2 OF 3

Vibrant, engaged and curious faculty, staff and students delve into multidisciplinary investigation of problematic social and global issues.

KEY INDICATORS

Social and Global Programs Addressing:
- Public health
- Climate change
- Poverty and hunger
- Community economic development
- Violence
- Discrimination
- Other critical issues

PERFORMANCE DRIVER 3 OF 3

Promote learning and knowledge to advance the common good and lay the foundation for a better world.

KEY INDICATORS

Education Programs Addressing:
- The education pipeline
- Equity and access
- Literacy of all kinds
Directed by Tomorrow, we will focus on our work as a sustainable asset that provides profound returns for society in our quality and our reach.

This plan charts a course for SUNY Oswego to sail toward the horizons of tomorrow—a future where our impact will be more deliberate and evident. We inhabit a world full of promise and challenge, desire and need, peace and crisis, a world waiting to have its natural and human bounty replenished, nourished and enriched to remain viable and beneficial to the future. In this world, SUNY Oswego’s mission and impact are more relevant and necessary than ever.

Our Team

Our Strategic Planning Advisory Board draws from the campus and the community with 41 individuals reflecting faculty, staff, alumni and community members including six current SUNY Oswego students who provide input on the direction of our institution.

**Strategic Planning Advisory Board 2013-2014 members:**

**Student members:**
Tia Collier, Daichi Mae, Oluwakemi Mogaji, Kiersten Riordan, David Titanic and Eyub Yegen.

**Staff to the board:**
Julie Harrison Blissett, Pam Caraccioli, Kristi Eck, Howard Gordon, Jeff Grimshaw and Mehran Nojan.
The institutional planning initiative that resulted in SUNY Oswego’s 2014 strategic plan Tomorrow began the previous year when President Stanley assembled the Strategic Planning Advisory Board. Its 41 members and staff comprised representatives of all segments of the college community, including six students, as well as representatives of the Oswego County community.

From fall 2013 to early 2014, the board reviewed the college’s success and progress under the previous, sesquicentennial planning document and analyzed changes internal and external to the institution that had bearing on the college’s purpose and direction. Our planning team reaffirmed the college’s commitment to the established mission and vision statements and agreed to carry them forward into the next plan.

Board members engaged in thoughtful dialogue and careful analysis of the college’s recognized and unrecognized opportunities and strengths and shaped their findings into nine themes representative of broad goals. The themes embraced the strategic directions from the previous strategic plan — Vitality, Intellectual Rigor, Engagement, World Awareness and Solutions — and added 21st Century Learning, Teaching and Living; Data-Directed, Mission-Driven Insights; Opportunities in New Research, Revenue and Partnerships; and Greater Impact Upon the Community.

We shared and discussed these preliminary themes in 21 focus groups that involved more than 250 students, faculty, staff, community and external partners, alumni, College Council members and Oswego College Foundation board members.

At the conclusion of the focus groups in early spring 2014, members of the Strategic Planning Advisory Board and the college’s Priorities and Planning Council reviewed input from the focus groups along with current and historical institutional data to integrate and refine the themes into five new strategic directions for the 2014 plan. We devoted the following months to drafting, collecting feedback online and in person, and revising the draft plan to arrive at Tomorrow.

This plan raises our sights as never before from the daily duties of teaching and learning to our college’s profound relevance to the wider community and the greater good. Starting in 2015, this plan will serve as a guide for every unit of the institution to comprehend and take charge of the college’s power to improve the world. It delineates metrics to assess progress on the strategic directions we have set forth and to give evidence of SUNY Oswego’s enduring value, our purpose and promise to the future. We believe Tomorrow will be instrumental in advancing the institution from a healthy and well-regarded comprehensive college to a model for higher education nationally and internationally.
Tomorrow was designed to be a living record of SUNY Oswego’s performance and impact. The plan’s Performance Drivers and Key Indicators will change as we implement the plan based on the college’s needs and the results of our actions. Our impacts will be documented in the college’s annual reports and other institutional data and assessment documents. Therefore, please visit oswego.edu/tomorrow to view these documents and to engage in our progress. We want you to remain a part of our story.

Thank you for your interest in and support of SUNY Oswego.