

THE STATE UNIVERSITY *of* NEW YORK

## **A PLAN FOR THE STATE UNIVERSITY**

In the spring of 2001, Chancellor King convened a group, including senior leadership of the State University Plaza, college presidents, and representatives of the faculty, to discuss the strategy by which the University would move to the front ranks of higher education. This effort was founded in his State of the University speech in December, 2000, in which he called for the creation of \$5 billion of additional resources over five years. The planning group has met three times, with professional facilitation, and deliberations have included discussions with outside experts on the future of the economy, technology, and higher education. The preliminary results of this planning initiative are presented in this document for further discussion and deliberation. While that discussion continues, SUNY leadership will be operationalizing the 10 initiatives identified, as they seem obviously critical to the future, despite the final outcome of the strategic planning initiative. Your comments and additional input are solicited.

**Version 2**

1-28-02



# SUNY Strategic Planning

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*Who We Are, Vision, Mission, Core Values, and Initiatives*

## **Who We Are:**

The State University of New York is an intentionally integrated system of post-secondary institutions comprised of a continuum of learners and scholars that serves the educational, social and economic needs of the state, the nation, and the world.

In today's knowledge-based economy, the State University of New York is one of the most effective tools to promote the economic development in the state.

The State University of New York is unique and each of its institutions distinguishes itself in the broader post-secondary marketplace; undertakes an active role in the generation of new knowledge through research; serves diverse populations of learners; provides a broad range of programs at different venues across the state and electronically; is both financially and physically accessible through competitive tuition, and its pervasive presence across the breadth of New York State.

*Teaching/Learning:* The State University of New York is committed to providing the highest quality undergraduate, certificate, professional, graduate, and life-long learning programs.

*Research/Scholarship:* Our faculty are leaders in an exciting global community of academicians and scholars that create and mould knowledge as well as teach it.

*Service:* The State University of New York disseminates knowledge for the public good and provides public enrichment and cultural programs.

*International Dimension:* The State University of New York seeks to increase its international ties in order to prepare its students to face an array of increasingly complex global challenges and to support economic development in the State of New York.



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## **Vision:**

The State University of New York will be recognized as the premier comprehensive system of public higher education in the world. Its distinctive institutions and learning environments will each be recognized as individual leaders in the creation, application and dissemination of knowledge.

## **Mission:**

The Mission of the State University is to excel in teaching, learning, research, and service in order to serve New York, the nation and the world.

## **Core Values:**

The State University of New York is committed to excellence and accountability in all that it does.

### *We believe*

- in an atmosphere of mutual respect, responsibility and collegiality;
- that a diversity of people and perspectives enriches the university community;
- that students/learners are the primary reason for our existence;
- that faculty and their staff colleagues are fundamental to our success;
- in academic freedom; and
- that a spirit of collaboration across institutions and within provides seamless access to students/learners.

Finally, we embrace great expectations and a commitment to change.

## **Initiatives:**

1. Selectively take advantage of opportunities presented to us as a "system."
2. Develop competitive, diverse, and predictable streams of state and local support, including an additional \$5 billion in federal and private resources, and tuition revenue.
3. Invest in facilities, technology, and infrastructure.
4. Realize full potential of SUNY Learning Network and distance learning opportunities to address needs of non-traditional learners, globalization, enhancement to on-campus learning, expansion of degrees and course integration, and incremental revenue.
5. Concentrate resources to improve student success, including learning outcomes and retention.
6. Invest in programs that enhance campus excellence and distinctiveness, including improvements in research and scholarly productivity and increased focus on nationally recognized programs.
7. Increase business and industry collaboration.
8. Invest in SUNY leadership, professionalism and diversity of presidential, staff, and faculty positions.
9. Expand international engagements, including increased opportunities for students and faculty, joint programs, and business engagements.
10. Establish a highly positive public image.

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## The following Performance Metrics will be used to measure our progress...

### No. 1 Access

The State University provides individuals of all racial, social and economic strata access to higher education services of the highest quality at affordable levels.

**Market Share:** Proportional increases in numbers of New York State high school graduates enrolled at the State University.

**Affordable Tuition:** In-state tuition and fee levels near or below the median tuition and fee levels of public higher education systems in the Northeast and Mid-Atlantic States.

**Student Diversity:** Student populations that appropriately reflect the social, economic, and geographic diversity of the New York.

### No. 2 Research/Scholarship

The State University fosters a community of academicians and scholars that are global leaders in the discovery and application of knowledge.

**Total Sponsored Research Revenues:** Increases in sponsored research revenues that exceed the increases of comparable public higher education systems.

**Publications per Full-time Faculty:** Increases in the number of publications per full-time faculty member that exceed the increases in the publication rates of comparable public higher education systems.

### No. 3 Student Selectivity

The State University attracts and enrolls students of superior quality.

**Student Selectivity Profile:** Freshman classes that meet or exceed the five-group selectivity profile based on SAT/ACT score and high school average.

**SAT/ACT Profile:** SAT/ACT median scores and quartile ranges that exceed the median scores and quartile ranges of comparable public higher education systems.

### No. 4 Economic Development

The State University is a major force in the New York State economy contributing to business development, workforce training, and job creation.

**Economic Impact:** Estimates of the aggregate economic impact of the State University on the state and regional economies of New York (updated every 3 to 5 years).

**Degrees Awarded in Key Disciplines:** The number of degrees awarded in disciplines critical to the State economy compared to levels in previous years, e.g., science, engineering, business, education, nursing, etc.

**Business/Industry Sponsored Expenditures:** Total business and industry sponsored expenditures compared to levels in previous years.

### No. 5 International Focus

The State University prepares students to live and work in a global economy, and is competitive in the global higher education market.

**Students Studying Abroad:** The number of students studying abroad compared to levels in previous years.

**International Student Enrollments:** The number of international students enrolling compared to levels in previous years.

### No. 6 Distance Learning

The State University is a leader in the application of distance learning technologies.

**Distance Learning Course Registrations:** Total number of registrations in SLN sponsored courses compared to levels in previous years.

**Number of Fulltime Faculty Teaching:** Total number of full-time faculty teaching one or more SLN course compared to levels in previous years.

### No. 7 Innovation

The State University is an innovator in addressing key higher education issues, such as academic preparedness; performance funding; teacher education; science, math, engineering, and technology education; access and affordability; and student transfer and success.

**Research Studies:** The State University uses its diversity and uniqueness to study key issues and communicate innovative solutions to the higher education community.



# The ~~Top~~ reasons...

## SUNY faculty should know about EmpireLink, SCRLC, and SUNYConnect



#10

EmpireLink is a pilot project initiated by the New York State Library to provide New York residents with free access to full-text, online, commercial databases. It is funded through the federal LSTA (Library Services and Technology Act) grant program and provides our library with access to the Gale Group's **Health Reference Center-Academic** and **Business & Company Resource Center**, the **Dialog@Carl** Basic Collection of over 200 databases and newspapers, and **EbscoHost**, an online database of general interest periodicals.

#9

The **South Central Regional Library Council (SCRLC)** is one of the state's nine Reference and Regional Library Resources Systems, known as the "3 R's Councils." The Council encourages collaboration and resource sharing, providing the Library with access to the full-text index, **WilsonSelectPlus**. In addition, in collaboration with the WALDO library consortium, SCRLC enables our library to have preferential pricing for **ProQuest**, another full-text index. The Library has also been the recipient of a "Coordinated Collection Development Grant" funded by the State Library and administered by **SCRLC**.

#8

**SUNYConnect** is a multi-year, university-wide initiative that upon completion will allow students, faculty, and staff on any campus or at any location and at any time of the day, access to a set of core digital library services. The brainchild of SCLD (the SUNY Council of Library Directors), the program is presently coordinated by a very talented group of librarians and professionals through the SUNY Office of Library and Information Services (OLIS).

#7

**SUNY Connect** provides access to **InfoTrac OneFile**, a full-text index to more than 3,000 periodicals.

#6

**SUNYConnect** provides access to the following FirstSearch databases: **WorldCat**; **ArticleFirst**; **GPO**; **Medline**; **UnionList**; **Proceedings**; **PapersFirst**; **NetFirst**; **ERIC** and **World Almanac**.

**#5**

SUNYConnect provides access to **Ingenta** (formerly Carl Uncover)


**#4**

SUNYConnect provides access to the **Literature Resource Center**, **Associations Unlimited U.S. National** and to the **NetLibrary** collection of e-books.

**#3**

SUNYConnect provides access to **HarpWeek** (full-text and page images of Harpers Weekly during the Civil War years), **Multimedia Archives** (images of famous people and things), and **ScienceDirect** (Elsevier scientific and technical journals online)

**#2**

In addition to providing access to the above databases, **SUNYConnect** has begun implementation of a common library management system (the  **Ex Libris ALEPH500**) for all SUNY institutions. This system will make it much easier for users to identify and borrow library materials from any SUNY library, but it will happen *only if there is adequate funding with which to implement the project!*

## and the #1 reason

**SUNY faculty should know about EmpireLink, SCRLC, and SUNYConnect...**

Through the economic power of consortial purchasing, ***SUNYConnect, EmpireLink, and SCRLC provide all these services to your SUNY library at no direct cost or at a fraction of the actual cost.*** This has enabled even small SUNY libraries to have access to materials and services that, until recently, were only available in the biggest institutions.

These tax-supported programs deserve your praise and support! **Please contact your state and federal representatives and tell them what quality library service means to you!**