



STRATEGIC PLAN 2010

State University of New York at CANTON

Committed to Student Success

TABLE OF CONTENTS

3 PRESIDENTIAL MESSAGE

5 THE STRATEGIC PLANNING PROCESS

5 GUIDING PRINCIPLES

- 5..... MISSION STATEMENT
- 5..... VISION STATEMENT
- 6..... VALUES STATEMENT/DISTINCTIVE IDENTITY

6 STRATEGIC THEMES

7 GOALS AND OBJECTIVES

- 7..... PROMOTE ACADEMIC EXCELLENCE
- 9..... IMPROVE OPERATIONAL EFFECTIVENESS
- 10..... OPTIMIZE ENROLLMENT
- 11 DRIVE DECISIONS WITH RELEVANT INFORMATION
- 12..... FOCUS ON SUSTAINABILITY
- 12..... CREATE AN ACTIVE AND ENRICHING CAMPUS LIFE
- 13..... BUILD GREATER AWARENESS OF SUNY CANTON

13 IMPLEMENTING THE PLAN

15 ACKNOWLEDGEMENTS



PRESIDENTIAL MESSAGE

Over the last several months, the SUNY Canton community has been engaged in a Strategic Planning process to help us reaffirm who we are as an institution, and determine what we want the College to look like in the year 2020. The process has also established a roadmap for how we can get to where we want to be in 2020 and helped define the fundamental principles that will guide us along the way.

The Council on University Strategic Planning (CUSP) has gathered input from all campus constituencies. Through Town Hall Meetings, Working Groups, and countless hours of collaboration, CUSP has created a new mission and vision statement, affirmed the College's core values, and set seven strategic goals with underlying objectives and action items that will carry SUNY Canton forward through 2020.

SUNY Canton's resulting ten-year Strategic Plan charts the future direction for the campus in terms of making critical decisions, implementing change, reducing risk, and reaching consensus on issues that affect the College. The Strategic Plan also helps us to align our priorities with those of the SUNY system. I am confident that the Strategic Plan will serve the institution well as we move forward during the next decade.

Our challenge as an institution is to make this plan a reality to assure that we become the College we want to be in 2020. To that end, the Strategic Plan is a starting point in an ongoing process of change, adaptation, and continuous improvement. With the Strategic Plan as a roadmap, we must work together to implement key strategies, measure our progress, and continually adapt to the unforeseen realities that will impact us between now and 2020.

I want to take this opportunity to thank all of you who devoted your time, energy, input, and enthusiasm to this process. Your participation has made SUNY Canton a stronger institution as we collectively set our course for the future.


JOSEPH L. KENNEDY
PRESIDENT



SUNY Canton is dedicated to providing a progression of accessible, affordable, high-quality applied programs that enable students in the North Country, New York State, and beyond to achieve their highest potential both personally and professionally.

SUNY CANTON STRATEGIC PLAN 2020

THE STRATEGIC PLANNING PROCESS

The SUNY Canton community has been actively engaged in Strategic Planning since the fall of 2009. The process has included several town hall meetings, retreats off-site, on-campus discussions within functional areas, website input, and extensive coordination with the SUNY statewide strategic planning effort.

It has also included extensive collaboration among the College Strategic Planning Leadership Team and the efforts of area-specific and operational unit work teams.

- Academic Assessment
- Athletics, Student Life, Wellness
- Data and Institutional Analysis
- Employers, Alumni, Key External Stakeholders
- Facilities
- Faculty
- Human Resources
- Marketing and Enrollment
- Non-Academic Assessment, Technology and Information Management Planning
- Student Perspectives

GUIDING PRINCIPLES

As part of the Strategic Planning process, members of the SUNY Canton community have created a set of principles to inform and guide our educational mission and align that



mission with the strategic direction of SUNY statewide as we move toward our goals for 2020. These principles articulate the purpose of our collective educational endeavor, our vision for a SUNY Canton education, and key values that will guide us in our efforts.

MISSION STATEMENT

SUNY Canton is dedicated to providing a progression of accessible, affordable, high-quality applied programs that enable students in the North Country, New York State, and beyond to achieve their highest potential both personally and professionally.

VISION STATEMENT

Educating the leaders of tomorrow for careers in the global technological economy.



VALUES STATEMENT/ DISTINCTIVE IDENTITY

We Value...

- **A Student-Centered Philosophy...** by keeping students' best interests at the center of everything that we do.
- **Excellence...** by challenging everyone to perform at a consistently high level through continuous quality improvement.
- **Integrity...** by treating others with honesty and respect during every interaction.
- **Success...** by creating an environment that encourages maximum personal and professional growth and helps students translate that growth into meaningful action.
- **Diversity...** by fostering a culture of inclusiveness that values individual differences, gives voice to all in the campus community, promotes the free exchange of ideas based on merit, and encourages a global perspective.

- **Access...** by offering affordable career-oriented public higher education to motivated, mature and disciplined students through innovative delivery methods.
- **Sustainability...** by implementing viable long-term options for resource usage, disaster management, transportation, and waste management in connection with all campus activities and weaving sustainability concepts throughout the curriculum.
- **Flexibility...** by embracing change to better address the needs of the college community and society at large.

STRATEGIC THEMES

Several key themes running through all goals, objectives, and action items emerged during the Strategic Planning process both locally and for the SUNY system as a whole.

- **Student Success:** All institutional activities should ultimately focus on assuring that SUNY Canton students have the tools and skills required to thrive in every aspect of college life, work, and beyond.
- **Applied Learning:** Integrate technological literacy with a strong foundation in the arts and sciences to shape graduates who can think critically, lead others, and innovate in their respective areas of expertise.
- **Vibrant Community:** Encourage campus and cross-campus collaboration in ways that strengthen intellectual and social connections among students, faculty, staff, and the larger local and global community.



- **Organizational Effectiveness:** Achieve outcomes in all areas of College operations that are efficient and provide exceptional value to the constituencies served.
- **Expert Assessment and Planning:** Ensure comprehensive evaluation, forecasting, and decision making at all levels of the institution based upon current, relevant, and necessary information.

GOALS AND OBJECTIVES

As the College moves toward 2020, there are seven key goals critical to educating students and assuring that the institution thrives.

1. Promote Academic Excellence
2. Improve Operational Effectiveness
3. Optimize Enrollment

4. Drive Decisions with Relevant Information
5. Focus on Sustainability
6. Create a Robust, Active and Enriching Campus Life
7. Build Greater Awareness of SUNY Canton

Each of these goals has multiple underlying objectives, supporting initiatives, and action items that must be accomplished. In some cases, a goal represents a reaffirmation of what the institution has already achieved. In other instances, the goal, or some of the underlying objectives and action items are aspirational and/or chart a new direction for the College.

PROMOTE ACADEMIC EXCELLENCE

The College will continue to promote academic excellence as we complete the ongoing transition to a Baccalaureate institution with a greater selection of four-year and Master's programs. Simultaneously, SUNY Canton will retain unique two-year and certificate programs to serve the educational needs of the larger community and to serve as access points for students preparing to enter a growing array of Baccalaureate programs. This part of the educational pipeline will offer unique connections to traditional age students entering college for the first time and will simultaneously serve adults looking for career-oriented and other lifelong learning opportunities.

The College will focus at all instructional levels on applied learning that integrates technologi-



courage, recognize, and reward faculty excellence based upon performance and innovation in teaching, scholarship, and service both for the success of the College and SUNY as a whole. As part of this initiative, the institution will create a stronger peer review process to evaluate faculty teaching and will standardize the content of identical courses taught across multiple sections and delivery channels—in the classroom, through distance learning, and online.

An equally important part of promoting academic excellence at SUNY Canton involves improving student learning outcomes. In addition to focusing on the quality of instruction, the College will implement a series of strategies to assure that more students finish what they start at SUNY Canton. These strategies include optimizing the use of assessment data to improve program quality, establishing appropriate class sizes by discipline to further learning, restructuring existing systems to identify and assist students who are struggling academically, making innovative use of academic support services, and refining student academic advising. These strategies are designed to help students develop critical thinking, innovation, and leadership skills, through exposure to a broad range of knowledge in the arts and sciences plus applied knowledge in professional and technical fields.

Finally, the College will achieve the goal of promoting academic excellence by developing new courses and degree programs. This development will focus on Baccalaureate and Master's programs that appeal to students in terms of content, delivery format, and career prospects. The new programs will be designed

cal literacy with a strong foundation in the arts and sciences. Our goal is to shape graduates who can think critically, lead others, and innovate in their respective areas of expertise. The entire SUNY Canton experience will focus on developing graduates who not only understand technical fields, but who also have the broader intellectual capacity and global perspective required to assume leadership roles and drive productive change through innovation in those fields.

Faculty teaching and scholarship that serve students well must form the basis of any plan to assure academic excellence. To that end, the College will strive to increase both the total number and percentage of full-time faculty teaching students while continuing to strategically employ adjunct faculty with specific professional and technical expertise. The College will implement a specific plan to attract and retain exceptional new faculty with a global perspective. We will create procedures to en-

to attract talented students from around the world and simultaneously enhance the overall academic profile of SUNY Canton.

IMPROVE OPERATIONAL EFFECTIVENESS

In looking toward 2020, the College will focus on key areas of operational effectiveness to assure financial strength and vitality, improve campus infrastructure both in terms of physical plant and technology, inside and outside the classroom, and undertake several key human resources initiatives.

The strategic planning process has taken place in the midst of one of the most difficult economic climates for higher education in more than a generation. This reality has compelled the College to focus even more time and energy on mission critical tasks related to preserving and enhancing short-term financial security. While the College has taken appropriate steps to manage its finances in a time of economic uncertainty, it is an equally important cornerstone of the Strategic Plan to chart a course for the future financial strength of SUNY Canton and the SUNY system as a whole.

As part of our long-term financial plan, the College will create and use a multi-year budget process that emphasizes greater transparency. In addition, the College will launch several institutional advancement initiatives to grow the foundation endowment and increase alumni giving both in terms of actual dollars and total participation. The institution, both independently and with the assistance of the SUNY system, will develop initiatives to seek other



significant, independent, and unique sources of revenue to fund faculty research, teaching and campus operations.

Over the coming decade, the College will continue to invest in state of the art technology to enhance student learning outcomes, aid in curriculum development, and augment course offerings. This investment in technology will permit SUNY Canton to blend online, distance learning, and classroom course offerings. It will also help us to expand offerings to geographically dispersed students, optimize the use of faculty resources, give students exposure to cutting edge technologies in all academic disciplines, and become an operating system neutral campus.

Streamlining and reengineering back office



with a global perspective, adjust faculty and professional staffing levels to support priority campus initiatives, address rising health care costs, and enhance the work environment for all who serve the institution in a professional capacity.

OPTIMIZE ENROLLMENT

A fundamental component of SUNY Canton's ten-year plan involves establishing realistic targets for the number of students attending the College each year through 2020. Planning for the right number of students will drive decision making across the campus. In 2020, the College will plan to serve between 4000-5000 full-time domestic (including online) and 1000 international students each semester. Of these students, 1500 will reside in housing on campus. The College will reach these enrollment numbers through traditional and new recruiting methods focused on students interested in starting, or transferring into, four-year programs. These will include streamlining the process for establishing articulation agreements with other institutions, increasing online course offerings, and establishing greater visibility for the College's online course offerings on the Internet. Recruiting efforts will also seek to increase the number of students from outside New York State, attract former and current members of the military and their families, and enroll lifelong learners. In addition to traditional semester enrollments, the College will employ strategies to dramatically increase the number of students enrolled in online and distance learning courses during Winterterm and Summer Sessions by 2020.

SUNY Canton will also undertake aggressive

processes using cutting edge technology to create efficiencies and cost savings will be a key element of improving operational effectiveness. The College will implement plans to rationalize and simplify inefficient administrative processes, eliminate the unnecessary use of paper, take advantage of SUNY centralized purchasing opportunities, and collect and maintain electronic records.

The College will also utilize the State University Construction Fund to make targeted improvements to campus facilities pursuant to the campus master plan. This will include upgrading classroom space and other common areas and expanding student residential facilities.

Finally, as SUNY Canton looks forward to 2020, the College will undertake key human resource initiatives. We will develop an institutional leadership succession plan, implement new strategies for recruiting faculty and staff

efforts to retain enrolled students. This work should culminate in significantly increased graduation and retention rates by 2020. To retain and graduate more students, the College will reassess its current probation and suspension process, evaluate the effectiveness of existing student support and academic improvement programs, and start new initiatives to improve student learning outcomes. The faculty will identify those courses and programs that require remedial attention or delivery format changes to better serve students.

In addition to increasing both enrollment and retention, the College will work to improve the academic qualifications of incoming students while maintaining campus accessibility to selected groups of students who demonstrate non-academic characteristics that indicate a likelihood of success in post-secondary education. To be more selective in admissions without sacrificing access to qualified applicants, the College will work aggressively to attract a larger pool of students with a demonstrated aptitude for Baccalaureate study. This will require development of more sophisticated qualitative and quantitative tools to evaluate both the academic and non-academic qualifications of prospective students.

DRIVE DECISIONS WITH RELEVANT INFORMATION

SUNY Canton will implement a wide-ranging initiative to make timely, accurate, relevant, and complete information readily available to all campus constituencies for the purpose of better planning, decision making, and measurement of progress. Collection, analysis and dissemination of data for all types of cam-



pus decision making will become part of the SUNY Canton culture. By 2012, we will make an annual fact book, on-demand customized reports, course audits and other tools routinely available to appropriate campus groups and individuals.

Information collected and reported will include data on campus performance, demographics, student achievement, financial metrics, plus assessment and institutional effectiveness. Data from external sources will include competitive information regarding peer, aspirational, and other academic institutions, along with information about market segmentation, market share, and market trends.

Information will be available to measure and compare, to inform relevant campus and external constituencies, and to allocate resources in ways that improve the quality of campus programs and services.



CREATE AN ACTIVE AND ENRICHING CAMPUS LIFE

Recognizing the need to support students' personal as well as academic growth, and to promote integration of all aspects of college life, SUNY Canton will undertake several important campus initiatives to be completed by 2020. Many of these initiatives will leverage the newly constructed Convocation, Athletic, and Recreation Center (CARC) scheduled to be completed in 2011. These projects will enhance the overall college experience for SUNY Canton students.

In keeping with the SUNY strategic focus on health and wellbeing, the College will establish a campus wellness center that integrates counseling services, the campus health center, fitness center, and campus ministries. This will provide a more seamless mix of physical and mental wellness counseling, fitness programs, medical treatment, and exploration of spirituality for all interested students.

SUNY Canton will implement a plan to have all athletic programs compete at the NCAA Division III level by 2016. This will require coordination and collaboration between athletics and admissions to recruit more athletes to field an increased number of sports teams. The College will also implement a series of programs aimed at increasing game attendance and creating a culture where athletics serve as a focal point for campus spirit and pride.

Recognizing the power diversity brings to SUNY, the College will develop initiatives to increase the number of students from different socio-economic and ethnic backgrounds. This will include attracting more international students to SUNY Canton and building upon

FOCUS ON SUSTAINABILITY

The SUNY Canton community will collaborate with the SUNY system statewide to make sustainability a top priority as the institution looks toward 2020. Initiatives will include a plan to implement sustainable options to power the campus while reducing overall energy consumption. Recycling programs will be integrated into the fabric of campus life. Programs and course offerings will be expanded to include a strong focus on green initiatives. These offerings and the other capabilities of the College will be used to educate students, faculty, staff, plus the local and global community about the nexus between energy and the environment.

In operational terms, the College will establish a center to coordinate activities related to sustainability. The focus will be on a broad range of best practices as they relate to all aspects of campus life. This will include development of detailed plans for continued operations in the face of major disruptions including natural disasters, large scale medical emergencies, and utility disruptions.

a tradition of providing access to a broad cohort of domestic students. Plans to promote social integration of students, renovate and modernize the campus dining facilities to offer contemporary food options, and increase the size of the College police force by 2020 to keep pace with the increase in enrollment will also be put in place.

BUILD GREATER AWARENESS OF SUNY CANTON

In an effort to enhance the profile of SUNY Canton and the SUNY system across a full range of both internal and external constituencies, the College will execute several essential promotional projects over the coming decade.

The first project will focus on evolving the SUNY Canton brand. The branding initiative will position SUNY Canton as a Baccalaureate granting, career-oriented, applied learning institution with a strong cohort of four-year and graduate degree programs growing out of unique two-year and certificate foundational programs. Constituent groups will come to think of SUNY Canton in terms of our ability to integrate technological literacy with a strong foundation in the arts and sciences to shape leaders who can think critically and drive innovation. Students will associate SUNY Canton with a variety of delivery formats including online and other distance learning technologies. To accomplish this goal, the College will couple the existing power of the SUNY brand with a broad range of marketing activities.

With a refined message, the College will undertake a comprehensive marketing initiative to highlight both online and classroom programs. We will leverage our geographic



proximity to higher cost markets, target community colleges to reach students seeking to build on two-year degrees, and work with a consortium of other schools to create greater name recognition.

The College will also expand enrollment marketing, develop a comprehensive plan to communicate to all campus stakeholders, and promote internal recognition events to a wider audience.

IMPLEMENTING THE PLAN

The next challenge for SUNY Canton is to bring about the changes represented in the Strategic Plan that will transform the College during the coming decade. The plan helps define and facilitate our ongoing process of change, adaptation, and continuous improvement. With the direction provided by our own Strategic Plan and the SUNY strategic planning effort, the College is well positioned to implement key strategies, measure our progress, and continually adapt to the unforeseen realities that will impact SUNY Canton between now and 2020.

Educating the leaders of
tomorrow for careers in
the global technological
economy

ACKNOWLEDGEMENTS

SUNY Canton would like to acknowledge all members of the campus and wider community who shared their ideas, perspectives, and time to make the planning process a success. Particular thanks go to members of the Strategic Planning Leadership Team and the Strategic Plan Work Teams.

STRATEGIC PLAN LEADERSHIP TEAM

President Joseph Kennedy

David Butler
Cindy Daniels
Jondavid DeLong
Ryan Deuel
Kenneth Erickson
Charles Fenner
David Gerlach
Christine Gray

Linda Heilman
Sandra Livernois
Molly Mott
Linda Pellett
Raghuraman Ramanathan
Daniel Sweeney
William Trumble
David Wells

STRATEGIC PLAN WORK TEAM LEADERS

Elizabeth Connolly
Jondavid DeLong
Ryan Deuel
Charles Fenner
Sandra Livernois
Michael McCormick
Molly Mott
David Norenberg
Diane Para
Linda Pellett
Randy Sieminski
Judith Singh

STRATEGIC PLAN PUBLICATION TEAM

Gregory Kie
Travis Smith
Joanne Thornhill





State University of New York at Canton
34 Cornell Drive • Canton, NY 13617 • www.canton.edu