To: All Campus Members  
From: John Schaumloffel & Todd Foreman, Co-Chairs Strategic Planning Council  
Date: February 4, 2015  
Subject: Goals and Objectives for the next Strategic Plan

The Strategic Planning Council (SPC) is pleased to share the first draft of Goals and Objectives for our College’s next strategic plan. We believe they reflect the aspirations of the campus community and will move the College forward in an intentional and progressive direction.

**SP2015 Process**

The process of developing Strategic Plan 2015 began in the summer of 2014 with a cross-section of campus members participating in formal planning training. From this, we recognized that our objectives and initiatives have to be SMART: Specific, Measurable, Attainable, Realistic and Timely. The SPC evaluated internal and external data sources in our environmental scan, and then asked campus members to participate in providing feedback, including what their critical issues and aspirational ideas were. Over the semester break, the co-chairs and President Kleniewski met to examine the feedback we received, and then prepared a summary of initial goals and objectives which were clarified and defined by the President’s Cabinet. Since then, the College Foundation Board has had a chance to provide feedback. We’re now at the point of presenting the first draft of our Goals and Objectives to the entire campus community. Over the next month, we would like to engage the campus in discussions, refinements and possibly additions to these. We will be presenting them to the Student Association, College Senate, Council of Chairs, College Council and are specifically asking you to provide your individual and/or unit feedback to us.

We invite and encourage you to send your feedback to us at spc@oneonta.edu by 2/25/2015. Based on campus feedback we anticipate a revised set of goals and objectives to be distributed in March for further refinement.

**SP2015 Vision Statement**

SUNY Oneonta will be recognized as a leader in challenging and empowering students to identify and achieve ambitious goals. We will ensure a quality and affordable education emphasizing ethical, critical, and creative thinking for our graduates to succeed in a diverse and changing world.
SP2015: Goals and Objectives

Goal #1: Increase student engagement throughout their collegiate experience.

Objectives
a) Improve first year student academic engagement.
b) Increase opportunities for students to be mentored.
c) Develop the Oneonta “Degree of Distinction” that recognizes and rewards students for Leadership, Engagement, and Independent Learning.
d) Formalize a Center for Teaching Excellence in the Milne Library to serve as the focal point of activity for advancing teaching, learning, and engagement.
e) Recognize faculty for exceptional advising and mentoring.

Goal #2  Make SUNY Oneonta more accessible and affordable.

Objectives
a) Decrease the average student loan debt at graduation to be in the bottom 10% of the nation.
b) Increase 4-year graduation rates to meet the Chancellor’s goal of 60%.
c) Implement the Strategic Enrollment Plan in order to address sustainable enrollment growth as well as continuing to diversify the racial, ethnic, and economic make-up of the student body.
d) Develop a robust advising system beyond course planning that enhances student completion and success through faculty-student interactions.
e) Strengthen SUNY Oneonta as a safe and welcoming learning and living environment where everyone is valued.

Goal #3  Promote inquiry and scholarship.

Objectives
a) Strengthen and grow student faculty research and creative activity.
b) Expand community engagement and service in the curriculum.
c) Enhance and broaden communications that highlight faculty and student academic accomplishments.
d) Develop a SUNY Oneonta brand.
e) Develop Essential Learning Outcomes including creative and ethical thinking for SUNY Oneonta students.

Goal #4  Strengthen our financial sustainability.

Objectives
a) Restore annual operating reserve to 15% of State support through a combination of increased and diversified revenue streams plus savings generated through efficiencies.
b) Reallocate 5% of expenditures from administrative functions to academic and student services.
c) Align academic and student services spending with the needs of current and future students.