SUNY Morrisville Strategic Plan: 2030

Our Mission:
We cultivate a community of learners rooted in experiential education.

Our Vision:
We deliver world-class experiential learning that is dynamic, career-oriented and sustainability focused.

Our Core Values and Beliefs:

Student-Centered
We believe student safety, physical and mental health, academic achievement, and personal and professional growth are central to the mission of SUNY Morrisville.

Sustainability
We believe in the advancement of all elements of sustainability, including environmental, social and economic well-being and balance.

Community
We believe that our greatest asset is the people we serve and strive to build an environment that is trusting, inclusive and accepting of ideas and beliefs.

Hands-On Learning
We believe experience-based learning is the most effective means to educate and prepare our students for strong careers and meaningful citizenship.

Diversity
We believe that diversity, in all of its tenets, is the primary driver of innovation, understanding and performance.

Our Goals and Objectives

Goal 1: To embrace and cultivate a sustainability mindset

We will optimize our college operations in a way that advances environmental, social and economic sustainability.

Objective 1.1: Advance environmental sustainability

We are committed to protecting the environment by reducing risks, fostering awareness of sustainability benefits, and assessing the environmental impacts of Morrisville's operations.

Objective 1.2: Advance social sustainability

We engage in practices that combat social exclusion, promote upward mobility, and contribute to the well-being of our stakeholders.

Objective 1.3: Advance economic sustainability

We contribute to the economic development and growth of New York State, the Central New York region, and the State University of New York at Morrisville.

Goal 2: To enhance and expand access to experiential education (traditional, nontraditional, matriculated, non-credit bearing; workforce development, graduate, technical).

We will optimize and enhance access to experiential learning to include nontraditional student populations.

Objective 2.1: Enhance and expand residential student experiential learning

We will integrate experiential learning across all aspects of the full-time residential student experience. This will include applications in areas of curriculum development, co-curricular programming, and the broader residential student environments.

Objective 2.2: Enhance and expand the nontraditional student college enterprise

We will develop programming and services that align our experiential education mission with growing non-traditional student demand.

Objective 2.3: Enhance teaching and learning through innovation and scholarship

We will advance world-class education to enable our graduates to be agile in the market, whether seeking employment or further education.

Goal 3: To strengthen and advance the institutional reputation

We will advance a world-class education to enable our graduates to be agile in the market, whether seeking employment or further education.

Objective 3.1: Be a recognized college for student placement outcomes

We see placement as the pinnacle measure of Morrisville's success and strive to provide our graduates the best value for the effort, time and resources they invest.

Objective 3.2: Be a recognized college for sustainability

We believe sustainability, in all its facets, is paramount to SUNY Morrisville's future and strive to be recognized leaders in areas of environmental, economic, and social sustainability.

SWOT Analysis

Strengths

- Unique and relevant program offerings
- Recent progress with program development
- Athletics
- Faculty rank and experience
- Student-focused learning experience
- Applied learning model
- Updated college infrastructure
- Recent and planned facility investments
- Institutional commitment to sustainability
- SUNY budget and state construction fund

Weaknesses

- Current market position
- Student persistence
- Main campus location
- High operational costs
- Underdeveloped online learning infrastructure
- Local village appearance and services
- Junior college reputation
- Financial position
- Student living environment
- Faculty and staff diversity

Opportunities

- Select undergraduate program areas
- Graduate programming
- Adult learner market
- Sustainability identity
- Town and gown relations
- Hybrid learning with flexible student residency requirements (low residency programming)

Threats

- High school graduate trajectory and the "cascade effect"
- Market position and perceived value
- Declining demand for associate degrees
- Test optional admission
- Growing availability of free and/or less expensive college education alternatives
- Strong job market and economy
- Inflation
- Rising cost of attendance for residential students

Unique Value Propositions

Full time traditional residential students:

- Stackable credentials
- Paid internships and direct to employment partnerships
- High placement
- Small college experience
- Uncompromising commitment to sustainability practices
- Cutting-edge labs and real-world lab experiences

Non-residential students:

- HyFlex / low residency programs
- Programmatic residency requirement
- Short-term, non-traditional housing
- Accessible graduate degree programs and workforce credentials
- Stackable credentials
- Credit for prior learning

Strategic Issues

Pressing Problems

- Shrinking traditional student market
- Diminishing affordability
- Regressing market position
- Rural location
- Declining demand for transitional associate degree programs
- Increasing volume of more affordable and more accessible college options
- Low unemployment rates

Unique Opportunities

- Projected growth of nontraditional and adult learner students
- Projected growth of entry-level jobs requiring a graduate level credential
- Growing interest in areas of sustainability and renewable energy practices. Gen Z is emerging as the "sustainability" generation

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