

SUNY MORRISVILLE STRATEGIC PLAN: 2030



MORRISVILLE

STATE UNIVERSITY
OF NEW YORK

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FROM THE PRESIDENT



I am pleased to present the SUNY Morrisville Strategic Plan: 2030. This new plan, which has been nearly two-years in the making, advances a collaboratively built data-driven blueprint that affirms our mission and core values of student-centeredness, community, diversity, sustainability and hands-on learning.

This ambitious strategic plan emerged from the work of the SUNY Morrisville Strategic Planning Steering Committee and Strategic Planning Council. These two bodies worked tirelessly to solicit campus stakeholder feedback, understand community needs and evaluate SUNY Morrisville's competitive position. Indeed, these groups made certain that our culture, processes, performance, systems, services and programs were considered throughout the numerous phases of development.

The plan advances strategic goals and objectives that leverage the college's strengths, addresses weaknesses and seizes upon known opportunities. Our goals are clear: to embrace a sustainability mindset, expand access to experiential education and to be recognized leaders for career-focused education. These strategic goals and objectives are in alignment with Chancellor King's State University of New York priorities as well as the key themes rooted within the 2024 SUNY Report on Long-Term Enrollment and Financial Sustainability. Each goal contains narrower objectives with linked strategies, all of which are measured by a dynamic set of key performance measures designed to continuously monitor progress. The strategic plan also calls for midpoint reviews in 2026 and 2028 to assess progress and reallocate resources as needed.

Early in the process, the Strategic Planning Council engaged stakeholders in reviewing and updating the college's vision and mission statements. The council also agreed that a full expression of the college's core values and beliefs would set the stage for establishing goals and objectives that align with SUNY Morrisville's identity. The new vision statement, mission statement and core values and beliefs convey our greatest aspirations for the college, our commitment to students and the guidance we have set for ourselves as we perform our important work.

Again, I am proud to present the SUNY Morrisville Strategic Plan: 2030. Together we have crafted a bold vision for SUNY Morrisville's future at a time that requires equally bold action. This plan outlines such a shared vision and a pathway for such collective action.

A handwritten signature in blue ink that reads "David E. Rogers".

David E. Rogers, Ph.D.
President

SWOT ANALYSIS AND STRATEGIC ISSUES

SWOT ANALYSIS

STRENGTHS

Strengths are internal, positive attributes of SUNY Morrisville.

UNIQUE AND RELEVANT PROGRAM OFFERINGS

SUNY Morrisville's recent facility upgrades have attracted highly talented research-oriented faculty in a range of unique and relevant program offerings. These enhancements to our academic enterprise fortuitously align with greater demand for investment in New York State and nationally in green energy infrastructure.

PROGRAM DEVELOPMENT

Over the past five years, SUNY Morrisville has developed a systemized and calculated program development model. The findings of a 2019 strategic enrollment assessment instigated a broader transition to SUNY Morrisville's academic enterprise toward higher demand bachelor's degree programs, certificates and, more recently, graduate degree programs. Since the Program Development Committee's inception, SUNY Morrisville has undergone significant program deactivations and activations using a calculated method that considers market trends and available assets. This transformational program development process has been an underlying catalyst for some of SUNY Morrisville's recent accomplishments.

ATHLETICS

SUNY Morrisville's NCAA Division III athletics program offers attractive facilities, strong recruitment value and clear college identity. The variety of intercollegiate offerings attract academically prepared students from a variety of backgrounds which currently account for 30% of SUNY Morrisville's residential enrollments.



FACULTY RANK AND EXPERIENCE

The majority of SUNY Morrisville's faculty are above the rank of Assistant Professor and have more experience teaching and researching within their chosen fields.

STUDENT FOCUSED LEARNING EXPERIENCE

The strategic planning canvas revealed a range of evidence supporting SUNY Morrisville's strong student focused orientation. In a marketing survey conducted as part of a rebranding campaign, we learned that constituents from external and internal communities positively describe SUNY Morrisville as friendly, supportive, dedicated and collaborative (Dartlet, 2017). Similarly, in a survey sent to SUNY Morrisville students, students showed high levels of satisfaction in areas of class size, engagement with professors

and academic advising and coaching (Student Satisfaction Survey, 2021). More recently, as part of the strategic planning student focus session series, student participants from each of the four prescribed educational experience (Student Focus Group Summary, 2022). Each of these artifacts suggest that SUNY Morrisville, as a community, has a reputation for offering an intimate and student-oriented learning environment.

APPLIED LEARNING MODEL



College and university experience-based learning opportunities are now an expectation for students and future employers alike. Experiential learning offers superior workforce readiness that exposes students to the environment, expectations and cultural nuances embedded within the desired work environment. Indeed, SUNY Morrisville's agriculture and technology heritage plays well to growing demand for experienced based learning and continues to be one of the college's greatest institutional strengths. Unfortunately, as the demand for experience learning has grown, competing

colleges and universities with little understanding of integrated applied learning have loosely adjusted their academic enterprises to align with growing demand. Today, the concept of applied learning has become watered down and over advertised across higher education. As a result, SUNY Morrisville's superior applied learning model no longer offers the high degree of market strength it once had.

UPDATED COLLEGE INFRASTRUCTURE

In 2018, SUNY Morrisville underwent a comprehensive critical infrastructure upgrade that vastly enhanced the college's fiber optic network, electric grid, water lines, heating systems and, more recently, mobile phone service. These upgrades will allow SUNY Morrisville to more easily adapt new technologies and facility needs over the next 20 years.

RECENT AND PLANNED FACILITY INVESTMENTS

SUNY Morrisville has recently made significant structural investments to the campus appearance as well as designated academic and student spaces. Over the next five years, SUNY Morrisville will continue to improve existing infrastructure with planned renovations to the library, athletic stadium, Crawford Hall labs, the Sheila Johnson Design Center and the Syracuse Educational Opportunity Center (EOC). These continuous improvements should improve SUNY Morrisville's ability to recruit strong faculty and students.

INSTITUTIONAL COMMITMENT TO SUSTAINABILITY

While not fully authored by SUNY Morrisville, the campus is enacting an ambitious New York State plan to reduce carbon emissions. This plan makes clear SUNY Morrisville's commitment to sustainability and, when coupled with the college's advancements in relevant academic and co-curricular programs, we are positioned to develop an attractive environmental and food sustainability identity. This strength plays well in current traditional student market spaces as many Generation Z students have shared concerns about sustainability practices.



SUNY BUDGET AND STATE CONSTRUCTION FUND

SUNY Morrisville's strong relationship with SUNY Budget and State Construction Fund have enabled the college to maximize funding opportunities for facility improvements.

WEAKNESSES

Weaknesses stop an institution from performing at its optimum level. They are areas where SUNY Morrisville needs to improve to remain competitive.

MARKET POSITION

Compared to our US News and World Report Regional North competitors, SUNY Morrisville has a higher average net price point and a lower ranking. Today's prospective student is exceptionally cost sensitive and much less likely to attend a college that has a weak value proposition – especially when there are increasingly more college options available. This dynamic reduces the effectiveness of SUNY Morrisville's marketing efforts and makes recruiting new students more challenging and costly.

STUDENT PERSISTENCE

SUNY Morrisville has historically had lower retention and graduation rates than top competitors. A primary reason for this pattern could be attributed to the ongoing commitment to access and willingness to enroll high volumes of underprepared first-year students. There is a body of supporting scholarly research that suggests that past performance is the best predictor of future college performance and persistence. Thus, on average, students who enroll in college with low high school GPAs and weaker high school preparatory programs persist at lower rates than students with higher GPAs and stronger high school preparatory programs. In addition, SUNY Morrisville has comparatively lower retention rates for incoming students with high school averages ranging from 80 to 84.9. This suggests that SUNY Morrisville's low retention issues are not strictly related to incoming student quality but could also be related to program quality and performance.

LOCATION

SUNY Morrisville’s geographically central New York main campus location has historically been an institutional strength. However, over the past 10 years, market conditions have worked against rural residential regional colleges. Fewer traditional age prospective students and a growing number of low-cost college options are cutting into the demand for a residential college experience. Like many rural colleges, SUNY Morrisville does not have a local urban center to draw commuter enrollments and requires a residential student population to keep campus operations functioning.

HIGH OPERATIONAL COSTS

As a technology college, SUNY Morrisville prides itself on having unique facilities and learning environments that provide a high-quality, experiential learning experience for students. Unfortunately, the cost to run these premier facilities is high and, in many cases, exceeds the program enrollment tuition revenue available to support ongoing operations.

FACULTY RANKINGS

The current mix of faculty ranks, and proportionately high percentage of tenured and/or permanent appointment faculty and staff is an institutional weakness. Most colleges and universities have a healthy mix of tenured, tenure track and non-tenure track faculty, but SUNY Morrisville has a proportionately higher mix of tenured staff. This limits the college’s ability to shift resources and could present a significant cultural challenge that slows efforts to evolve the organizational structure and academic enterprise to meet fast changing market demands.

UNDERDEVELOPED ONLINE LEARNING INFRASTRUCTURE

SUNY Morrisville has made recent progress; however, the college does not currently have an adequate infrastructure to support the growing hybrid and online market demand.

LOCAL VILLAGE APPEARANCE AND LACK OF RESOURCES

The state and appearance of SUNY Morrisville’s surrounding community is an ongoing weakness. At one time, most of our students were homogeneously central New York residents with interests in agriculture and food production. The small village and limited access to shopping and other resources was familiar and broadly seen as acceptable by SUNY Morrisville’s primary student population. However, over the last 30 years, SUNY Morrisville has needed to transition academic and extracurricular programming to attract a diversity of student types from rural, suburban and urban areas. The student population has and will continue to become more diverse. As the population diversifies, so do the expectations of local services and commerce. The student group sessions that were held clearly demonstrated a high level of student dissatisfaction with the availability of shopping and things to do in the local village.

JUNIOR COLLEGE REPUTATION

Traditional age student market declines, pandemic effects on standardized admissions testing and cascading college competition effects have made the two-year junior college obsolete. Lower parameter high school graduates, who once needed a transitory junior college experience before transferring to a

four-year college, are now being admitted and enrolled directly into regional four-year colleges. As a result, the two-year liberal arts junior college experience is no longer a necessary step toward earning a bachelor's degree. Unfortunately, until recently, SUNY Morrisville's primary source of enrollment was a market of junior college students in programs such as Individual Studies, Liberal Arts and Sciences and Exploratory Studies. Over the course of 10 years, as the junior college market phased out, so did approximately 40% of SUNY Morrisville's enrollment headcount. Today, many of SUNY Morrisville's enrollments are still in associate degree programs. This lingering attachment to two-year nontechnical programming will continue to slow SUNY Morrisville's transition – especially as the college looks to stake claim in the sustainability and graduate market space.

FINANCIAL POSITION

While SUNY Morrisville has made progress, the college's operating costs still exceed the sum of revenue that we receive annually. This financial dynamic has forced SUNY Morrisville into receivership requiring SUNY system approvals for moderately sized expenses and to fill new positions. The situation has dramatically reduced SUNY Morrisville's influence over purchasing and broader financial decisions.

STUDENT LIVING ENVIRONMENT

Apart from Commons I and II apartments, the results from the student group focus sessions showed dissatisfaction with the state of the current living communities. Students shared unhappiness with the condition of the residence halls, lack of transportation services and the limited availability of space to hangout and things to do. Student services, including food options, do not meet the expectations of today's college-going student population.

FACULTY AND STAFF DIVERSITY

The diversity of SUNY Morrisville's student body is significantly greater than that of the faculty and staff.

LOW FACULTY-TO-STUDENT RATIO

While also an institutional strength, SUNY Morrisville's low faculty-to-student ratio underscores significant disadvantages. Based on data from SUNY, the college's student FTE to full-time faculty ratio is 18.2 while our peers operate at a 24.2 FTE student to full-time faculty ratio. The lower ratio disqualifies the college from additional SUNY grant funding and leads to a higher cost for salaries compared to peers, thus limiting available funding for other investments.

OPPORTUNITIES

Opportunities are openings or chances for something positive to happen that are within our control. They usually arise from situations outside the institution and require the ability to envision what might happen in the future.

SELECT UNDERGRADUATE PROGRAM AREAS

According to New York State's Department of Labor and the Encoura traditional prospective student interest analysis, program areas in renewable energy, environmental conservation, health and human

development, computer sciences and information technology and business management are projecting growth in student and labor market demand.



GRADUATE PROGRAMMING

SUNY Morrisville is one of the first technology sector colleges in SUNY to offer a graduate-level program. This lengthy step has diversified SUNY Morrisville's market portfolio, opening the door to a fast-growing graduate education market space. In addition, SUNY Morrisville's academic reputation is also likely to improve. Graduate programs often yield more research grants and opportunities for both, students and faculty. The international market for graduate level programs is strong and student graduates often find higher paying jobs in relevant fields.

ADULT LEARNERS

Post-undergraduate degree demand is projected to grow as the sizable millennial generation (echo-boom) market seeks career advancement and as the New York State Department of Labor projects job growth in areas requiring an advanced degree. There is also projected market growth in undergraduate program areas of healthcare and, more broadly, program areas that offer low-residency options (hybrid, online, reduced term, etc.). Prior learning opportunities including credit by examination, armed forces experience and educational experience in non-collegiate organizations is a viable strategy to enhance SUNY Morrisville's market presence for adult learners.

SUSTAINABILITY IDENTITY

SUNY Morrisville is positioned well to claim the renewable energy and sustainability space. Facilities Management is enacting an ambitious New York State plan to reduce carbon emissions. This plan makes clear SUNY Morrisville's commitment to sustainability and, when coupled with the college's advancements in renewable energy and agricultural sustainability academic programming, there is a clear opportunity for SUNY Morrisville to become leaders in renewable energy and broader areas of sustainability.

TOWN AND GOWN RELATIONS

SUNY Morrisville's lackluster relationship with the Village of Morrisville should be seen as an opportunity. The campus environment and surrounding village is a documented weakness. Throughout the student group sessions, participating students described their campus experience as bland, citing that there is not enough to do within the Morrisville community. Further, during the Campus and Community Growth focus session, we learned that the village's lack of access to food and groceries

qualifies the area as a food desert. As a college specializing in agriculture and agribusiness, there is opportunity for SUNY Morrisville to demonstrate its commitment to food sustainability through already developed programs and partnerships.

HYBRID LEARNING WITH FLEXIBLE STUDENT RESIDENCY REQUIREMENTS

SUNY has instituted a series of grant opportunities to help campuses enhance online learning infrastructure. SUNY Morrisville has an opportunity to leverage this funding to grow high demand programs and modernize the online learning experience.

THREATS

Threats are areas with the potential to cause problems. Different from weaknesses, threats are external and out of our control.

HIGH SCHOOL GRADUATE TRAJECTORY AND THE CASCADE EFFECT

According to the National Center for Educational Statistics, the volume of traditional aged high school graduates in the northeast corridor of the United States will decrease sharply beginning in the 2025-26 enrollment cycle and continue to decline through 2031. This trend, coined “the cliff” by enrollment experts, is the product of national fertility rate declines instigated by the economic fallout of the Great Recession. This looming decline will have cascading effects across higher education. Highly competitive elite and national colleges and universities may need to make minor adjustments. Regional and community colleges, particularly rural regional colleges like SUNY Morrisville, will likely be forced to make major changes to their strategic plans and diversify revenue sources.

MARKET POSITION AND PERCEIVED VALUE

According to a 2022 National Admitted Student Survey conducted by Hanover Research, financial aid, academic quality and overall value for the cost were the three most important factors in determining where prospective students apply to colleges and universities. Compared to top competitors as listed in the 2022 Clearinghouse Report, SUNY Morrisville is among the lowest US News and World Report regionally ranked colleges with the highest net price calculated costs. This market position will take time to change and could compound enrollment losses caused by the impending enrollment cliff.

DECLINING DEMAND FOR ASSOCIATE DEGREES

Until SUNY Morrisville can successfully diversify its academic enterprise, the college’s heavy reliance on residential, associate degree seeking students will continue to present major fiduciary challenges.

TEST OPTIONAL ADMISSION

Throughout the past 10 years, the test optional admissions movement has drastically altered the enrollment landscape. Standardized tests, once a staple requirement for admission into a four-year college, are no longer required at most national and regional universities and colleges. As a result, four-year colleges and universities have more discretion over their admission practices and may enroll larger swaths of students who historically would have needed to attend a two-year college before pursuing

their preferred four-year college or university. In a time of market retraction, the test optional movement has indirectly harmed two-year college enrollments and has contributed to a 43% decline in associate degree seeking student enrollments in SUNY since fall 2012.

GROWING AVAILABILITY OF FREE AND LESS EXPENSIVE COLLEGE/UNIVERSITY ALTERNATIVES

External market forces have created multiple cost-effective alternatives to the traditional residential college experience. The residential four-year college experience, once perceived to be the sole path to economic and social prosperity, has devolved as online and non-credit bearing credential options have become more prevalent and widely accepted. Online programs have multiplied and become more widely accepted (especially post-pandemic), free corporate training options are becoming more prevalent and workforce development options are more widely available.

STRONG LABOR MARKET AND ECONOMY

A healthy employment rate is broadly seen as positive, but it often has negative implications for community and access-oriented colleges. In October of 2022, New York State's unemployment rate was 2.2%; much lower than 5%, a percentage seen as ideal and balanced by most economists. In addition to influencing broader inflation, a low unemployment rate can also implicitly decrease the market value of a college degree. During times of low unemployment, college is more often perceived as an unnecessary cost rather than a strong investment. The strong labor market has directly impacted SUNY Morrisville's enrollment output. According to the latest Clearinghouse Report, over 30% of admission applicants who were accepted to SUNY Morrisville ultimately decided not to attend a college or university. This number has grown by over 5% since fall 2019. The economy and unemployment rate will most certainly fluctuate but sustained low unemployment, as seen in recent years, will continue to contribute to external market threats.

INFLATION

While not covered throughout the fall 2022 canvas, it should be assumed that inflation is exasperating the college's fiscal position and negatively impacting college operations and recruitment. Cost of energy supplies and maintenance will further pinch SUNY Morrisville as prospective students continue to look for cost-effective college options.

RISING DIRECT COST OF ATTENDANCE FOR RESIDENTIAL STUDENTS

Throughout the fall canvas, we learned that the amount of financial aid has not kept up with the cost for a residential student to attend SUNY Morrisville. In fall of 2012, SUNY Morrisville could offer our most needy students enough grants and student loans to cover the cost of room, board, tuition and fees. Today, for these same students, the maximum financial aid packages leave a gap of approximately \$5,000 that students must cover through alternative loans, Parent Plus loans or out-of-pocket funding. In many cases, students and parents do not have the adequate financial credit to qualify for these loans forcing these students to explore less expensive options to meet their college goals.



UNIQUE VALUE PROPOSITIONS

FULL-TIME, TRADITIONAL RESIDENTIAL STUDENTS

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

NON-RESIDENTIAL STUDENTS

- HyFlex and low-residency program offerings
- Programmatic residency options
- Short-term, non-traditional student housing
- Accessible graduate degree programs and workforce credentials
- Stackable credentials
- Credit for prior learning

SUMMARY OF STRATEGIC ISSUES

PRESSING PROBLEMS

- Shrinking traditional student market. The volume of high school graduates in SUNY Morrisville's geographic region will decline.
- Diminishing affordability. SUNY Morrisville will become less affordable for high needs residential students. The gap between the direct cost of attendance for residential students and maximum federal and state financial aid awards is growing.
- Compromised market position. SUNY Morrisville's current market position, as defined by national rankings, is lower than most direct competitors and the average net cost of attendance is higher.

- Rural location. SUNY Morrisville's distance from urban centers requires the majority of attending students to pay the additional expenses of room and board and suppresses the availability of offsetting commuter student enrollments.
- Transitional associate degrees will continue to lose market value. Since 2012, associate degree enrollment has declined by 44% across SUNY and 45% at SUNY Morrisville. Broad policy changes, including test optional admission, have become standardized and have further reduced market demand for access-oriented, transitional two-year colleges.
- More affordable and more flexible online and low-residency college options will grow in popularity and availability.
- Low unemployment rates are likely to persist. More high school graduates and prospective adult learners will choose to work instead of attend college.

SIGNIFICANT OPPORTUNITIES

- The adult learner market will grow. The sizable millennial generation will be looking for ways to advance or transition their careers in the coming years.
- Entry level jobs requiring a graduate level credential will grow.
- Sustainability and renewable energy practice will socially and politically grow in necessity and popularity. Gen Z is emerging as the sustainability generation.

OUR MISSION



We cultivate a community of learners rooted in experiential education.

OUR CORE VALUES AND BELIEFS

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

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

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

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

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.



OUR VISION, STRATEGIC GOALS, OBJECTIVES AND STRATEGIES

OUR VISION

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

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 SUNY Morrisville's operations.

STRATEGIES

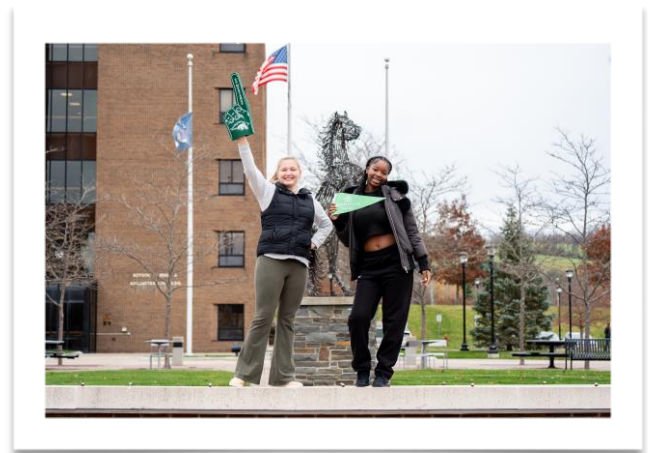
- 1.1.1 Achieve green building certifications.
- 1.1.2 Improve campus conservation practices.
- 1.1.3 Finalize and begin implementing the campus Clean Energy Master Plan (CEMP).
- 1.1.4 Increase student involvement in green initiatives.
- 1.1.5 Achieve recognition as a top college in sustainability programs and practice.

OBJECTIVE 1.2: ADVANCE SOCIAL SUSTAINABILITY

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

STRATEGIES

- 1.2.1 Improve student satisfaction.
- 1.2.2 Improve institutional focus on student needs.
- 1.2.3 Improve student sense of belonging.
- 1.2.4 Improve faculty and staff sense of belonging.
- 1.2.4 Improve community "town and gown" relations.
- 1.2.5 Improve the economic impact from college enterprises on the community.
- 1.2.7 Improve community engagement in DEI-B initiatives.
- 1.2.8 Improve social mobility outcomes.



OBJECTIVE 1.3: ADVANCE ECONOMIC SUSTAINABILITY

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

STRATEGIES

- 1.3.1 Stabilize cost-to-revenue ratios.
- 1.3.2 Increase student enrollment.
- 1.3.3 Improve student persistence to graduation.
- 1.3.4 Increase revenue earned from fundraising.
- 1.3.5 Increase revenue earned from competitively funded academic grants.

GOAL 2: TO ENHANCE AND EXPAND ACCESS TO EXPERIENTIAL EDUCATION

We will enhance access to experiential learning to include traditional and non-traditional 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.

STRATEGIES

- 2.1.1 Increase community engagement.
- 2.1.2 Enhance cross-divisional and co-curricular pathways.
- 2.1.3 Expand the college catalog of high demand bachelor's degree offerings.
- 2.1.4 Expand the college catalog of high demand micro-credentials and stackable certificates.
- 2.1.5 Enhance student volunteerism.

OBJECTIVE 2.2: ENHANCE AND EXPAND THE NON-TRADITIONAL STUDENT COLLEGE ENTERPRISE

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

STRATEGIES

- 2.2.1 Enhance the online learning infrastructure.
- 2.2.2 Expand the college catalog of stackable credential pathways.
- 2.2.3 Expand the college catalog of high demand low-residency credit bearing program offerings.
- 2.2.4 Expand the college catalog of graduate degree offerings.
- 2.2.5 Expand the college catalog of non-credit bearing workforce-oriented program offerings.
- 2.2.6 Design and develop credit for prior learning policies and practices.
- 2.2.7 Design and develop a non-traditional brand segment.

OBJECTIVE 2.3: ENHANCE TEACHING AND LEARNING THROUGH INNOVATION AND SCHOLARSHIP

We will create, advance and share knowledge in a way that enhances learning and cultivates new and innovative perspectives.

STRATEGIES

- 2.3.1 Develop and update policies and practices conducive to innovation and scholarship.
- 2.3.2 Develop research institutes and centers.
- 2.3.3 Modernize information systems to improve user experiences and leverage next generation technologies.
- 2.3.4 Enhance college planning and assessment practices.

GOAL 3: TO STRENGTHEN AND ADVANCE THE INSTITUTIONAL REPUTATION

We will provide a world-class educational experience that is recognized for applied education, student placement outcomes and sustainability practices.

OBJECTIVE 3.1: BE A RECOGNIZED COLLEGE FOR STUDENT PLACEMENT OUTCOMES

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

STRATEGIES

- 3.1.1 Achieve a 100% internship placement rate (or other real-world experiential component) for bachelor's degree graduates.
- 3.1.2 Achieve sector leading student placement outcomes.
- 3.1.3 Achieve recognition from peers, accreditors and public and private partners for applied learning.
- 3.1.4 Achieve recognition through public media for applied education.

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.

STRATEGIES

- 3.2.1 Achieve recognition as a top performing college for sustainability.
- 3.2.2 Achieve recognition as a top performing college for environmental conservation.
- 3.2.3 Achieve recognition as a top performing college for social mobility.
- 3.2.4 Achieve recognition as a top performing college for community engagement.
- 3.2.5 Achieve recognition as a top performing regional college.

ACKNOWLEDGEMENTS

STRATEGIC PLANNING STEERING COMMITTEE

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