A Day of Conversation: **The Academic Strategic Plan**

A Day of Conversation: Academic Strategic Plan

Purpose of the Strategic Plan

- "..to serve as a framework for the significant advancement of the University over the next decade in **QUALITY, EXCELLENCE, REPUTATION,** and **RELEVANCE**."

- "… to have the **academic mission** – inclusive of **teaching**, **learning**, and **research** – with the **Undergraduate & Graduate** student experience at its core."

A Day of Conversation: Academic Strategic Plan

GOAL: Develop a vision and framework that enables the University to achieve our shared goals of excellence and relevance.

WHY: Higher Education environment is challenging

- College-age population is declining
- Competition for students is tough
- College is becoming less affordable for many families
- Research funding is more competitive

HOW: Must be strategic in how we plan for the future

- Define our academic priorities
- Build on our strengths & differentiators
- Prioritize the University as a whole—so we can be greater than the sum of our parts

WHO: **ALL of You**

A Day of Conversation: Academic Strategic Plan

Your voice is important…

Already – terrific campus participation:

- 132 faculty, students & staff on Steering Committee & Work Groups
- Interviews, surveys, web & email responses, focus groups, class room visits
- Open forums with more than 200 attendees
- Two-day retreat on Undergraduate Excellence
- Equals more than 1,000 unique inputs
- Undergrad & grad students, faculty, deans, administrators, staff, parents, alumni & employers

A Day of Conversation: Academic Strategic Plan

We're here today to continue the campus conversation……

A Day of Conversation: Academic Strategic Plan

WORKING GROUPS

1. Undergraduate Excellence
2. Strategically Focused Research & Doctoral Programs
3. Leadership in Veterans & Military Affairs
4. Enhancing Internationalization
5. Change: Innovation & Institutional Renewal
6. Student- & Faculty-Centered Operations
7. Professional Program Excellence

A Day of Conversation: Academic Strategic Plan

Timeline:

Today:	A Day of Conversation
Thru March 6:	Review of your feedback
March:	Writing Group working
Early April:	SU Community comment period on Draft Plan
Late April:	Draft Plan to Chancellor Syverud
May:	Draft Plan to Board of Trustees


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Working Group 1: **Undergraduate Excellence**

Charge:

"Providing a world-class undergraduate experience inside and outside the classroom and achieving strong outcomes"

Working Group Co-Chairs

- Rebecca Dayton
  Associate Vice President for Student Affairs/Health and Wellness
- Ralph Zito
  Professor and Chair, Department of Drama

Undergraduate Excellence: **Key Findings**

- Existing centers or pockets of excellence — activities, services, processes, spaces — can be better connected and coordinated.
- Support for student well-being — emotional, social, financial — can be increased and improved.
- Access to information and resources for all students across schools and colleges can be more uniform.
- Advising — career and academic — can be improved and made more consistent.
- Curricular innovation and teaching excellence at all levels can be better supported and encouraged.

Undergraduate Excellence: **Preliminary Recommendations**

Goal #1:
Clearly define and boldly instill a set of distinctive Syracuse University competencies, skills, experiences and values for all undergraduate students, to be collaboratively developed and consistently applied and acted upon at both the curricular and co-curricular levels across all schools and colleges.

Goal #2:
Define, create, and sustain the processes and procedures necessary to support student success.

Goal #3:
Create and nurture a University-wide culture of teaching excellence.


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Working Group 2: **Strategically Focused Research and Doctoral Programs**

Charge:

"Targeted investment to achieve excellence and impact in areas of great opportunity"

Working Group Co-Chairs:

- M. Cristina Marchetti
  William R. Kenan Professor, Physics Department,
  College of Arts and Sciences
- Ben Ware
  Professor and Dean, Graduate School

Strategically Focused Research and Doctoral Programs: **Key Findings**

- Research, scholarly activity, and doctoral education are key to success in our mission as a research University
- Many individuals/groups with national and international reputation
- Research infrastructure requires immediate & sustained investment
- Need for direct investments in doctoral training and recognition of its important role for faculty and students

Preliminary recommendations – Improving Mechanisms for the Conduct of Research → **a benefit for all researchers at SU**

- Restructure the scope of the office of the Vice President for Research
- New Undergraduate Research & Scholarship Office.
- Research infrastructure: computational & laboratory facilities, library.
- Improve services for proposal development and grant administration.

- Create more incentives for and recognition of research activity.
- Focus advancement efforts on research and innovation.
- Exploit research collaborations to extend SU's global presence and impact.
- Promote translational research and intellectual property (IP) development

Preliminary recommendations – Doctoral programs:

- Nationally competitive GA stipends
- Effective doctoral mentoring as part of faculty's teaching load
- Integration of traditional graduate training with professional development

Exploring focus areas for investment opportunities:

- Criteria:
  - Existing strength
  - External funding opportunities
  - Societal need
  - Distinctive signature for SU
- Some possible areas:
  - Aging studies
  - Big data
  - Cybersecurity
  - Digital humanities
  - Smart and living matter
  - Water

Continued support and recognition needed for existing strong disciplinary research efforts


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Working Group 3: **Leadership in Veterans and Military Affairs**

Charge:

"Building on history and opportunity to achieve national leadership in research, teaching, and support"

Working Group Co-Chairs

- J. Michael Haynie
  Vice Chancellor for Veterans and Military Affairs
- Laura J. Steinberg
  Professor, College of Engineering and Computer Science

Leadership in Veterans & Military Affairs: **Key Findings**

Conditions for elevating SU as the nation's leading University in veterans & military affairs:

- Governance and Administration
  - Coordinated model of governance
  - Internal and external advisory support
- Programs
  - Means and resources to cultivate a "veteran-friendly" campus culture
    - One-stop shopping, housing, dedicated academic counselors
  - Recruit prospective student-veterans and position SU as a model employer of the nation's veterans

Leadership in Veterans & Military Affairs: **Key Findings**

- Programs (continued)
  - Leverage and strengthen research expertise throughout the University in veterans, military, and national security (VMNS) research topics
    - Cluster hires across colleges; seed grant funding; support from Office of Research and Corporate Relations
  - Provide academic programming that addresses VMNS topics
    - Evaluate the feasibility of an interdisciplinary College of National/Homeland Security
  - Develop a strategic communications strategy to advance SU's brand identity in VMNS
  - SU prioritization of VMNS-connected fundraising

Leadership in Veterans & Military Affairs: **Preliminary Recommendations**

- Institutionalize support for and harness contributions by military veteran SU employees
  - Implement a veterans hiring initiative; establish an office to look after veteran employees; peer to peer mentoring
- Develop and implement a robust and nationally-focused strategy to recruit prospective student veterans and military affiliated students
- Improve and enhance existing services and support policies for our veteran students
  - One-stop shopping, housing, dedicated academic counselors
- Enhance the portfolio of new and existing academic programs of interest to veterans and DoD-related funders
  - An interdisciplinary College of National/Homeland Security

Leadership in Veterans & Military Affairs: **Preliminary Recommendations**

- Grow and enhance research strength in veterans, military, and national security
  - Expertise in veteran employment models, veteran health, implications of service for family members; forensics, cybersecurity, national security legal issues, biomedical applications
  - Cluster hires across colleges; seed grant funding; support from Office of Research and Corporate Relations


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Working Group 4: **Enhancing Internationalization**

Charge:

"To ensure that SU prepares its graduates for success in a globally interconnected world."

Working Group Co-Chairs

- Mehrzad Boroujerdi
  Professor and Chair, Political Science, Maxwell School
- Margaret Himley
  Associate Provost for International Education and Engagement

Enhancing Internationalization: **Key Findings**

- Syracuse University has:
  - A robust roster of international experiences and expertise across campus
  - Faculty with international teaching and research interests
  - A strong study abroad tradition and brand identity
- Syracuse University can build on this by:
  - Making internationalization an institutional imperative
  - Becoming more strategic (partnerships, regional areas, resources, recruitment)
  - Focusing on student experiences on campus and abroad

Enhancing Internationalization: **Preliminary Recommendations**

- Internationalize the **curriculum**
- Establish key University-wide **regional studies** centers and programs
- Make **education abroad** opportunities more substantive and more affordable
- Improve support services for **international students and scholars**
- Create a University-wide **administrative support structure** for international teaching and research


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Working Group 5: **Change: Innovation and Institutional Renewal**

Charge:

"Establishing the culture, structures, and mechanisms to ensure that SU undergoes productive change"

Working Group Co-Chairs

- Shere Abbott
  University Professor and Vice President for Sustainability Initiatives
- Ian MacInnes
  Associate Professor, School of Information Studies

Change: Innovation and Institutional Renewal: **Key Findings**

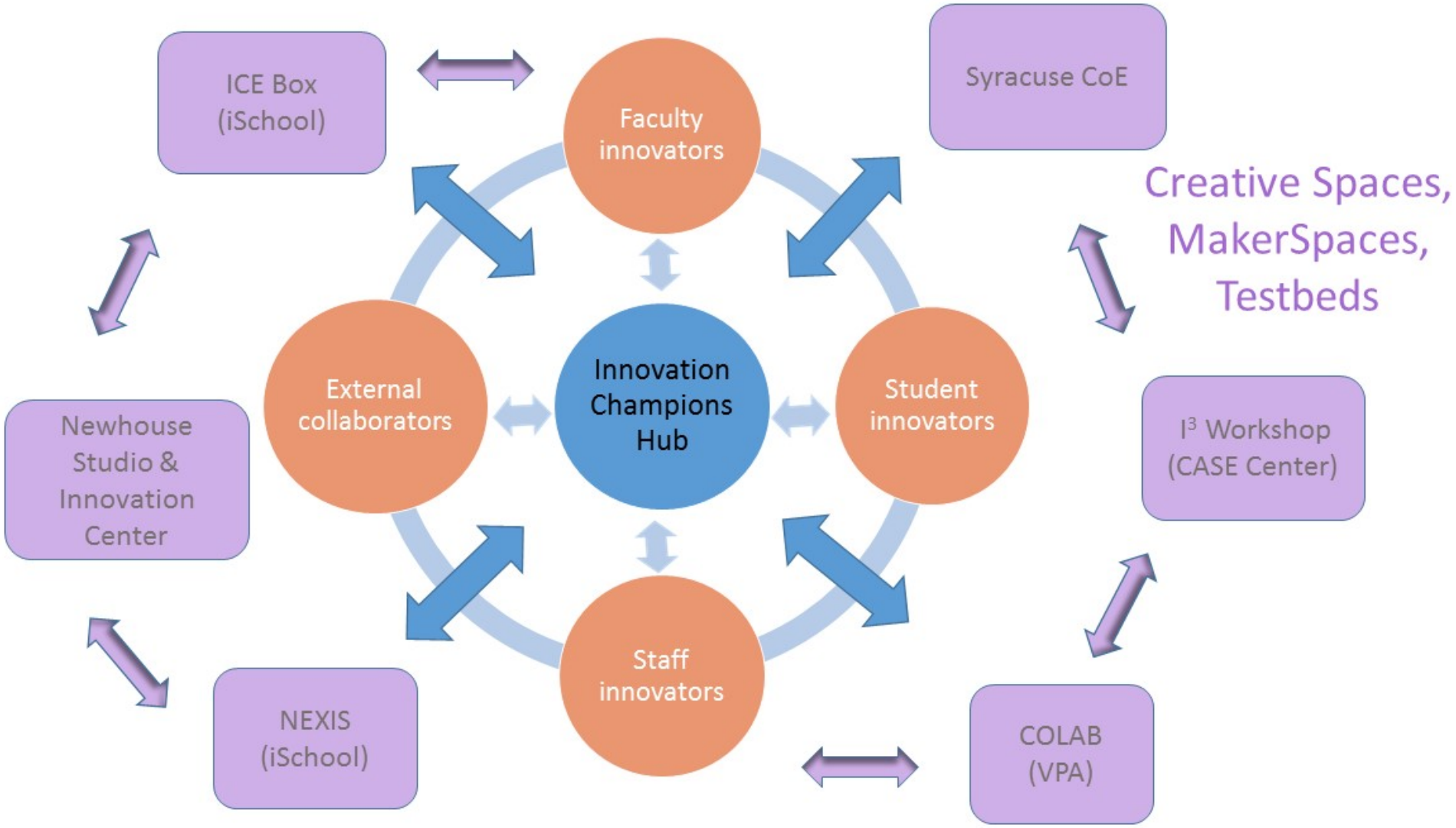
- Long history of “firsts”
- Occurs in “pockets”
- Incomplete communication
- Coordination of human capital needed
- Perception of administrative impediments
- External pressures provide context

Innovation and Institutional Renewal: **Preliminary Recommendations**

➢ Cultivate strengths and take risks

- Thinking and working “Inside the Box”
  - Select 6-8 “champions” of innovation
  - Compete “Innovation Fellows”
  - Reimagine spaces as “portals to innovation”
  - Integrate innovators with spaces
  - Create student opportunities
- Encouraging culture of innovation, risk-taking, and boldness
  - Establish innovation “seed fund”
  - Provide faculty innovation “time”
  - Build one-faculty: “staybatical”
  - Celebrate success
  - De-stigmatize failure

Suggested Framework for SU Innovation




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Working Group 6: **Student- and Faculty-Centered Operations**

Charge:

“Ensuring that University units and operations prioritize the student experience and faculty productivity”

Working Group Co-Chairs

- Patrick Neary
  Graduate Student, President, Graduate Student Organization
- Colleen O’Connor Bench
  Assistant Vice President, Student Affairs

Student- & Faculty-Centered Operations: **Key Findings**

- Need to co-locate similar services to improve efficiency of student services
- Many paper-based processes alongside co-existing data systems
- Opportunities to reposition virtual spaces
- Increase training, incentives, feedback mechanisms, and support structure for faculty
- Good staff retention, and a desire to improve, adapt, and grow to meet evolving needs

Student- & Faculty-Centered Operations: **Preliminary Recommendations**

- Create a One-Stop Student Services Center and customer relations management system
- Examine where central support offices are located (physically and virtually) & re-locate to improve service and efficiency
  - Move current paperwork-based processes online
- Implement comprehensive degree audit and advising systems

Student- & Faculty-Centered Operations: **Preliminary Recommendations**

- Improve faculty productivity through more efficient support processes
  - Streamline grant processes
  - Streamline curriculum changes, and interdisciplinary courses
  - Increase and standardize training for faculty administrators
- Improve faculty quality of life, morale, and campus climate
  - Better align salaries, teaching loads, and leaves
  - Create an ombudsman office, hire additional counselors
  - Create more informal spaces for both faculty and students
  - Improve feedback mechanisms


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Working Group 7: **Professional Program Excellence**

Charge:

"Providing distinctive professional programs, including master's programs, online programs, executive education, certificate programs, and other initiatives that prepare students and professionals to become leaders"

Working Group Co-Chairs

- Jean-François Bédard
  Chair of Graduate Programs, School of Architecture
- Ross Rubenstein
  Chair and Associate Dean, Maxwell School

Professional Program Excellence: **Key Findings**

- Many SU Professional Programs are nationally ranked and highly regarded academically and professionally
- They maintain strong working connections to the industry
- They are largely taught by full-time, student-focused faculty
- They constitute a strong potential for growth and for interdisciplinary offerings within “One University”

Professional Program Excellence: **Key Findings**

- Need for centralized leadership and coordination, such as market research, to respond and anticipate professional needs
- Need for effective program marketing, communication, and brand direction
- Need to alleviate challenges posed by the University's location away from major employment and governmental hubs

Professional Program Excellence: **Preliminary Recommendations**

1. Improve Institutional Support Structures for Professional Education

a) Improve University support for program marketing and communications
b) Assess the educational needs of the professional community
c) Develop specific infrastructure for Executive Education
d) Develop criteria and guidance for pursuing online and off-campus programs

Professional Program Excellence: **Preliminary Recommendations**

2. Improve Financial Structures Supporting Professional Education

a) Develop incentives in RCM (Responsibility Centered Management) to promote collaboration between units resulting in program-building and program expansion
b) Develop incentives for faculty to participate in executive programs such as teaching relief or financial incentives

Professional Program Excellence: **Preliminary Recommendations**

3. Engage in Continuous Program Improvement and Evaluation

a) Require regular program assessments

b) Determine an organizational structure to reimagine how the University leads and manages professional programs

Give us your feedback

http://fastforward.syr.edu/feedback

- iPad Volunteers
- Feedback Stations near exits
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