



## **Elevating Impact**

### **Strategic Plan for SUNY Polytechnic Institute**

DRAFT of January 03, 2024

#### **Introduction**

We are proud to present the penultimate draft of SUNY Poly's Strategic Plan that will guide our campus for the next five years. Through an iterative and consultative process, we have defined four pillars that showcase our commitments to student success, external partnerships, world-class infrastructure, and academic excellence. The sections below describe the four pillars, each of which has three distinct goals. We also include some brief highlights of actions that will help us achieve our goals and measures of success to evaluate our progress.

We look forward to a broad and robust discussion of this plan on **Friday, January 12, 2024**, when the SUNY Poly campus community, advisory boards, and external partners are invited for an interactive program on our beautiful campus. For details, including an RSVP form, please visit [www.sunypoly.edu/strategicplan](http://www.sunypoly.edu/strategicplan). We also invite comments and suggestions, which can be submitted by email to [strategicplan@sunypoly.edu](mailto:strategicplan@sunypoly.edu).

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### ***The Four Pillars of SUNY Poly's Strategic Plan, 2024-2029***

#### **Pillar 1: Support Our Students and Their Success**

#### **Pillar 2: Grow Our Brand and External Partnerships**

#### **Pillar 3: Improve Our Campus Infrastructure**

#### **Pillar 4: Invest in Academic Excellence**

##### **Pillar 1: Support Our Students and Their Success**

Our students are our north star, and their success depends on our ability to respond to their suggestions and to continually improve the social and environmental foundations that enable them to thrive.

- 1A.** Enhance student services, including academic support and advising; diversity, equity, inclusion, and belonging; and quality of student life.
- 1B.** Improve the student experience, from pre-collegiate to current students to alumni, including major exploration, job placement, and career growth.
- 1C.** Offer professional development for faculty and staff to better support our students.

Some actions to help us achieve these goals include:

- Prepare all faculty and staff who serve in advising roles with students with the knowledge and skills to identify each student's unique need for integrated and holistic academic and non-academic support.
- Revitalize and embolden the "You Belong" team to program for and partner with students, ensuring that the team represents the interests of a diverse array of students.
- Commence a residential master plan that renews SUNY Poly's commitment to providing a warm and vibrant home for a growing population of residents.



- Expand faculty and staff cultural competency and college student development expertise via training and discussions, supported by a culture of recognition and reward for individuals who participate.

Some measures of success that we will use include:

- Increases in retention and graduation rates;
- Increases in participation in programming that enhances diversity, equity, inclusion, and belonging;
- Progress toward improved athletics infrastructure and social and affinity spaces on campus
- Improvements in key indicators in community feedback, including surveys of campus climate and student advising.

## **Pillar 2: Grow Our Brand and External Partnerships**

Our investment in relationships with our community and industry partners will enhance the quality of our education and research, and solidify SUNY Poly's position as a driver of the technological and economic revitalization of the Mohawk Valley.

- 2A.** Build community and formalize external partnerships to develop and invest in student projects, internships and co-ops, translational and applied research, training and education.
- 2B.** Engage with our community to develop and position SUNY Poly and the Mohawk Valley as a premier destination for education, research and workforce development in semiconductors and advanced applications of digital and advanced wireless technologies.
- 2C.** Refine SUNY Poly's identity and raise the visibility and reputation of SUNY Poly as the State's and nation's premier public polytechnic.

Some actions to help us achieve these goals include:

- Events on campus that create opportunities for K-12 students to visit our campus and cultivate their sense of wonder in science and technology;
- Formal arrangements with industry and community partners that provide research and applied learning opportunities for SUNY Poly students;
- Collaborations that enable SUNY Poly and our partners to attack grand challenges in society using science, technology, and innovation;
- An integrated branding, storytelling, and marketing plan to share the SUNY Poly story with local, regional, national, and global audiences.

Some measures of success that we will use include:

- Gains in the quantity and quality of local, regional, national, and international partnerships for research and education;
- Increased number of visitors to campus for community outreach events;
- Post-graduation metrics such as surveys of alumni and local employers;
- Impact of industry advisory groups on research, education, and workforce development.

## **Pillar 3: Improve Our Campus Infrastructure**

Thanks to the steadfast support of SUNY and our elected officials, SUNY Poly has a demonstrated commitment to world-class facilities that will benefit research, education, and workforce development activities.

- 3A.** Expand multidisciplinary STEM and healthcare research, innovation and educational facilities.
- 3B.** Prioritize facilities for workforce training in semiconductors, advanced manufacturing & robotics; healthcare; and digital technologies.



**3C.** Enhance, maintain, reconfigure, and repair existing campus spaces and infrastructure to include academic and student co-curricular space, as well as larger flexible community space.

Some actions to help us achieve these goals include:

- Update of our campus facilities master plan to reflect recent investments from New York State;
- Collaborations with partners in industry and government to expand the labs in the Center for Global Advanced Manufacturing;
- Initiate a Capital Campaign for SUNY Poly to engage alumni and community supporters;
- Preventive maintenance plan for the campus to provide a clear and transparent process for repair and update projects.

Some measures of success that we will use include:

- A substantial increase in SUNY Poly's endowment;
- Effective utilization of existing buildings on campus (such as Cayan Library);
- The completion of planned construction projects in conjunction with a new facilities master plan.

#### **Pillar 4: Invest in Academic Excellence**

Sustained attention to academic programs, collaborative research and scholarship, and faculty development will ensure that SUNY Poly's students and partners will continue our rapid evolution into the state and nation's premier public polytechnic.

**4A.** Strengthen our core by developing and scaling distinctive undergraduate and graduate programs in all colleges, as well as impactful workforce development programs.

**4B.** Extend the funding and impact of interdisciplinary collaborations with industry, government, and academia in five project areas: 1) Materials, Robotics, & Advanced Manufacturing; 2) Artificial Intelligence; 3) Smart Infrastructure & Sustainability; 4) Bioinnovation & Healthcare; 5) Humanitarian Engineering.

**4C.** Support the growth and professional development of all faculty and staff.

Some actions to help us achieve these goals include:

- New, demand-driven programs at the bachelor's, master's, and doctoral levels;
- Establish a seed funding program to accelerate faculty collaborations in research, scholarship, and innovation;
- Create a faculty resource center to support and enable pedagogical innovation and professional development that strengthens distinctive approaches to applied learning, e.g. project or service based learning, internships, and co-ops;
- Prioritize the recruitment and retention of faculty, staff, and students from historically underrepresented groups.

Some measures of success that we will use include:

- Enrollment gains in undergraduate, graduate, and non-matriculated student populations;
- Strong growth in proposal submissions and research expenditures;
- Increased percentage of faculty, staff, and students from historically underrepresented groups;
- Funding and impact of interdisciplinary centers and group projects;
- Hiring of SUNY Poly graduates by industry, government, and academia.



## ***Background & Timeline***

- December 2022: [SUNY Board of Trustees charge](#)
- January 2023: [Formation of Strategic Plan Steering Committee](#)
- February 10, 2023: Campus Community Co-Design Day
- March 2023: [Campus Update and Town Hall](#)
- October 2023: [Appointment of President Soboyejo](#)
- November-December 2023: Formation of Work Groups, consultations to refine Plan
- December 2023: Submit penultimate draft of Strategic Plan to Chancellor King and post on SUNY Poly's website
- January 12, 2024: Community Town Hall
- March 2024: Final Plan posted and implementation committee formed