

PHASE IV: IMPLEMENTATION OF *THE POWER OF SUNY*

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I. INTRODUCTION: A CONCEPTUAL FRAMEWORK

Implementation of the State University of New York's strategic plan, *The Power of SUNY*, will be a comprehensive process, expanding over the entire life of the plan. While there is no exact science about the shelf life of strategic plans, *The Power of SUNY* was designed to frame the next five years of SUNY activity and therefore be our guide for academic years 2010 through 2015. An extensive review of the plan in the academic year 2015 may expand the plan's imprint for the next five years as well.

Implementation of *The Power of SUNY* will be driven by four fundamental concepts:

- The implementation process will be defined by sound academic and intellectual principles.
- Implementation must embody SUNY's ongoing commitment to a participatory, iterative and transparent planning process.
- Using objective and readily understandable metrics, implementation will be targeted to reaching the central goal of the plan: that SUNY will be a key engine of revitalization for New York State's economy, and that it will enhance the quality of life for the state's citizens.
- Implementation must be integrated with the strategic plans developed by each of SUNY's 64 campuses.

II. IMPLEMENTATION PRINCIPLES

A blueprint for the next decade of work for SUNY is embedded in the actions proposed in this document. Several principles will guide our strategic activities:

SUNY's History in Focus

We will constantly reflect on and incorporate lessons learned from SUNY's 60-year history, the legacy of Governor Nelson Rockefeller, the historical reviews and commission reports available to us, including *SUNY at 60*, published this year by SUNY Press, to provide context and focus for our work going forward.

A New Land Grant Model

We must continue to develop the concept of a SUNY that reflects the values and propositions of the 1862 Land Grant Act – most notably the commitment to creating educational and economic opportunities to a broad cross-section of the population – while serving as a model for a 21st-century

land grant system. The development of this model will reflect a knowledge of the nation’s changing demographics and the shifting economic environment, ensuring that much of our research remains focused on application, and that our outreach is focused on the communities in which SUNY campuses reside.

Mission-Driven

Our plans are built on a strong mission and our collective commitment to the charge embossed on our SUNY seal: To Learn, To Search, To Serve. This mission not only frames our work, but is also the mechanism for delivering on the promises put forward in *The Power of SUNY*.

Core Values

Implementation and all measures of accomplishment will also reflect the core values articulated in the SUNY plan: student-centeredness, community engagement, diversity, integrity and collaboration. We are also mindful that our commitment to diversity is a hallmark of *The Power of SUNY* and will be integrated into every action proposed.

A Living, Breathing Process

The strategic plan focuses on the six Big Ideas described in *The Power of SUNY*. However, context may change in significant ways that will require shifts in the plan as we respond to circumstances and events, and the timeframe of a decade of execution. Remaining flexible will be a critical feature of our implementation process.

Building a Better SUNY

Alongside our Big Ideas is our commitment to ***Building a Better SUNY***: We must remain action-oriented, inclusive, and transparent; data-driven in our decision making; and accountable to our stakeholders. We are committed to the articulation of metrics that will “move the dial” toward solving some of New York’s and SUNY’s greatest challenges.

Shared Governance

We embrace and leverage the system-wide history of shared governance, which will be reflected in the ongoing work of the implementation process.

III. ORGANIZATIONAL STRUCTURE AND PROCESS

Implementation Governance Groups

- **The Strategic Planning Steering Committee**
- **SUNY Board of Trustees**
- **Presidents’ Council**
- **Chancellor’s Executive Committee and Cabinet**

The Strategic Planning Steering Committee convened during Phase II of the planning process will be reconstituted for Phase IV, continuing to serve as the primary advise-and-consent body for the strategic plan, and reviewing and making recommendations on major events, publications, and policy decisions associated with *The Power of SUNY*.

Implementation will follow the same approach to inclusivity and shared governance that characterized Phases II and III of the planning process through the continued involvement of the **Board of Trustees**, the **Presidents' Council**, and the **Chancellor's Executive Committee and Cabinet**.

Through the Presidents' Council we will document the alignment of *The Power of SUNY* with **existing campus strategic plans**, aspirations and community needs. Mechanisms will be developed to track the impact of that integration.

Implementation Teams

- **The Research and Data Advisory Group**
- **Innovation Teams**
- **Transformation Teams**

The Research, Policy and Data Advisory Group

We will convene a team of researchers with expertise in methodology, program evaluation and data analysis to advise SUNY on the selection and development of metrics and other means of measuring our progress toward our goals. The group will also reflect upon how our implementation efforts reflect and advance higher education policy. This committee will meet at the outset of implementation to review and advise on the selection of metrics and serve as a consulting team throughout the process.

Innovation Teams

Similar to the working groups assembled during Phase II of the plan, we will appoint **groups of knowledgeable stakeholders** organized around the six Big Ideas:

SUNY and the Entrepreneurial Century
SUNY and the Seamless Education Pipeline
SUNY and a Healthier New York
SUNY and an Energy-Smart New York
SUNY and the Vibrant Community
SUNY and the World

These teams will interpret and carry out the promises laid out in the strategic plan, crafting a blueprint for idea implementation on behalf of the entire system.

Each of the six Innovation Teams (IT) will be led by three co-chairs chosen for their expertise and representing a range of sectors, disciplines, and geographic regions. A staff person will also be assigned to each IT. Within these teams, subcommittees will take up new work or continue ongoing work on the initiatives that flow from the Big Ideas. Each team will also include representation by students, faculty, staff, and where appropriate, external stakeholders. Furthermore, and critically important to plan implementation, each team will include one or more members committed to advancing diversity who will help assure that efforts and opportunities around diversity, as described in our strategic plan, are incorporated into the team's work.. The work of these teams will provide much of the basis for the Spring 2011 Report Card and an annual conference.

The Innovation Teams will be charged with the solicitation, vetting, and recommendation of specific program proposals that will advance the initiatives as described in *The Power of SUNY*. This process will mirror the RFP process familiar to the academic community, with requests for budgets, timelines, and a narrative justifying how the proposal will help SUNY reach its strategic goals.

Transformation Teams

The work of the Innovation Teams will be complemented by action steps on **core infrastructure issues** identified during the planning process. Implementation on these issues will be led by **Transformation Teams** supported by a combination of existing, reconstituted, and new working groups.

The Transformation Teams will continue the work of developing and implementing plans for improving the delivery of research, teaching, and service through improved infrastructure while facilitating the execution of proposals developed by the Innovation Teams, as approved by the Steering Committee.

These teams will be tasked with the same commitment to definition, existing capacity, and metrics to measure progress on implementation and impact. Their work will be an integral part of the continuous improvement models developed by the Innovation Teams.

The seven Transformation Teams, which will be supported by Monica Rimai and David Lavallee, include:

Academic Excellence

The Academic Excellence Team (AET) will ensure that the plan implementation will be informed and enhanced by SUNY's commitment to the core educational mission of the university and academic quality, particularly in the areas of scholarship and teaching that best serve the needs of our students and faculty. To this end, the AET will serve as a resource for all of the innovation teams, incorporating learning outcomes and scholarship opportunities in their work, and will be charged with developing proposals to advance teaching, research and scholarship throughout the implementation process. This team will develop a system of peer benchmarking in order to formulate goals, standards and measures to enhance quality of instruction and instructional support, ensure that access is coupled with successful accomplishment and foster the communication and adoption of best practices in undergraduate, graduate and professional programs throughout the university. Accordingly, the AET will work closely with those planning our annual conference and working on publications (see below).

Strategic Enrollment Management

The Strategic Enrollment Management Team (SEM) will be reconstituted and focus its efforts on enrollment capacity, program distribution and the integration of enrollment planning and revenue forecasting. Because enrollment and the revenue it produces represents SUNY's most significant financial resource, SEM will work closely with the Budget Task Force.

Budget Task Force

This group, which is comprised of campus presidents, business officers, and other administrative leaders from across SUNY, was brought together to advise on, review, and develop budget policy systemwide, such as the development of a new budget-allocation model. Their work will continue.

Leadership Development

This Transformation Team, which will be chaired by Chancellor Nancy Zimpher and Chairman Carl Hayden, takes existing professional development initiatives and expands them in multiple directions, including development of department chairs, opportunities for career growth within and outside SUNY, participation of SUNY colleagues in internal and external leadership institutes, and succession planning for the system.

Innovative Instruction

This Transformation Team will have four components, all coordinated through the Provost's Office. An "umbrella" group will coordinate all aspects of endeavors such as "Open SUNY," with a particular focus on new methods to remove barriers to degree completion. The Student Mobility Group will continue to expand opportunities for individual students to take advantage of programs at more than one campus through smooth transfer; new multi-campus degree options (SUNY BA/BS/Btech) and improved cross-registration. The faculty advisory committee on teaching and technology (FACTT) will focus on the educational applications of technology, advising the Provost on how to best integrate technology and teaching through research, providing clearinghouses for information, forums for discussion, the means to apply knowledge about learning spaces to the SUNY construction program, and related initiatives. The "SUNY Experience Plus" group will work to coordinate and enhance experiences that augment the curriculum: honors programs, study abroad, internships, co-op, undergraduate research and service learning. This aspect will be closely coordinated with the Innovation Team "SUNY and the Seamless Education Pipeline."

Information Technology

The IT Transformation Team, to be populated with information technology leaders from System and campuses, will develop a systemwide IT collaboration platform for SUNY, align IT initiatives and outcomes to the goals of *The Power of SUNY*, and establish standards and practices that facilitate collaboration and communication on IT issues across SUNY.

Shared Governance

The Shared Governance Transformation Team, which will include representation from the Student Assembly, University Faculty Senate and the Faculty Council of Community Colleges, will lead the effort to develop enhanced guidelines for shared governance and ensure the implementation process reflects SUNY's commitment to these practices.

IV. DELIVERABLES

Data System

We will develop a **transparent a data system** that

- determines SUNY's current capacity in a wide range of areas;
- assists in setting measurable metrics to track the progress of our work;
- frames progress through an annual SUNY report card and dashboard; and
- serves as a continuous improvement model that moves the system forward.

Communications Network

The *Power of SUNY* communications plan will include a blueprint for a **comprehensive communications network** that will allow stakeholders to be informed of our progress and to advise us throughout the process. We will use web-based tools to meet this expectation, including an expansion of **Generation SUNY**. We will need to identify and ensure communication with all key constituent groups, including students, faculty, staff, alumni, boards, and councils as well as key community, state, national, and international constituents.

Annual Report Card

Starting in spring 2011, we will be reporting to our constituents and the public on our progress with *The Power of SUNY*. The first such report card will provide an update of the implementation activities and lay out our baselines and the metrics that have been selected to measure our progress toward our goals; in subsequent years these reports will chart that progress.

Annual Conference

We will plan an annual *Universities as Economic Engines* [working title] conference, which will analyze the most important topics national topics impacting Higher Education through the lense of *The Power of SUNY*. *Universities as Economic Engines* will be organized as a traditional academic conference, featuring the best work nationally in each of the six Big Ideas for New York and plenary speakers will share national best practices. Each year will advance a particular area of focus – 2011's theme will be *Measuring Success*. This will be an opportunity for the exchange of information about these key policy areas, and a venue to showcase SUNY and progress made toward our goals.

Publications

We plan to produce a **written record of the process** of strategic planning, implementation and economic development at SUNY. This will require a substantial and ongoing documentation process, the desired outcome of which will be consistent presence in the higher education literature (through conferences, web-based communication, journals and other vehicles). As many as three written products are envisioned:

- 1) *Universities in Economic Development* [working title] – an exploration of efforts, both successful and unsuccessful, by Universities to enhance the economic conditions of their neighborhoods, towns, cities, states etc.
- 2) A journal publication resulting from each annual conference.
- 3) A SUNY Magazine.

V. CONCLUSION

The SUNY Strategic Planning process is unique in its comprehensiveness and complexity. We are not only growing a new State University, we are simultaneously increasing our productivity, and changing our culture. We are poised to expand our reach to traditional and non-traditional students; organizing our program array to meet the important sector demands of our state; streamlining, reducing redundancies, and amalgamating functions through innovative use of information and instructional technologies; extending our massive communications network; and leveraging the talents and resources of every member of the SUNY family.

This major culture shift will be only be possible if we are able to augment existing rewards structures and cultivate commitment and collaboration. For SUNY, the whole is far greater than the sum of its parts – there are activities and efforts that only a system can realize, far beyond the capacities of any single campus. The extraordinary potential of SUNY lies in its diversity of institutional type and the diversity of its people; the breadth of impact on the lives of our state’s citizens; its credibility as a convener; and its willingness to experiment. This unparalleled “systemness” is our stock-in-trade as we put this very ambitious strategic plan into action, and it will be the key to our success as we work toward our goals of revitalizing the state’s economy and creating a better future for all of New York’s citizens.