Leveraging Systemness in Times of Crisis

System-wide resource team(s)

Experienced VPSAs/Counselors
Leveraging faculty expertise
Temporary loan of police officers

Advancing System CDO to Vice Chancellor & CDO

Expedited Implementation of Diversity Plan
Guidance / Related Campus Support
SUNY Excels Performance Framework

DIVERSITY AND INCLUSION

Access  Completion  Success  Inquiry  Engagement

COMPLETION AGENDA

IMPACT ON STATE AND NATIONAL CHALLENGES
SUNY Excels Metrics

Extensive Consultation Over Two-Year Period
System-wide Steering Committee Narrows 200+ Metrics to 17

**ACCESS**
1. Full Enrollment Picture
2. NYS Residents Served by SUNY
3. Diversity
4. Capacity - programs and courses

**COMPLETION**
5. Completions
6. Student Achievement / Success (SAM)
7. Graduation Rates
8. Time to Degree

**SUCCESS**
9. SUNY Advantage (Applied Learning, Multi-Cultural Experiences, Student Supports)
10. Financial Literacy

**INQUIRY**
11. Total Sponsored Activity
12. Courses in SIRIS that include hands-on research, entrepreneurship, etc.
13. Scholarship, Discovery and Innovation

**ENGAGEMENT**
14. START-UP New York and beyond (businesses started / jobs created)
15. Alumni / Philanthropic Support
16. Civic and Community Engagement
17. Economic Impact
Performance Improvement Plans

SUNY Excels: Data Graphics with National Benchmarks

- Access: Total Student Headcount
- Access: Percent Student Headcount Minority
- Access: EOP Enrollment

- Completion: Total Degrees Awarded
- Completion: 3-year Associate Graduation Rate
- Completion: 6-year Baccalaureate Graduation Rate
Sector Plan Goals for 2020-21

• Outpace national benchmark for first-year retention at 92% (compared to 85% nationally)
• Improve six-year graduation rates to 78% (compared to 64% nationally)
• Reduce student default rates to 3%—less than half of the national benchmark (7.6%)
• Grow research volume by 27%
• Increase alumni giving rates by 41%
Sector Plan Goals for 2020-21

• Achieve 86% first-year retention (compared to 77% nationally)
• Set a six-year graduation rate to exceed the national benchmark by 20 percentage points (67% vs. 47%)
• Reduce student default rates to no more than 4.3% (compared to the national figure of 7.6%)
• Strategic marketing goals to address enrollment challenges: online growth, increased certificates
Sector Plan Goals for 2020-21

• Increase the three-year associate graduation rate to 40%, exceeding the rate for similar institutions by more than 10 percentage points

• Reduce student default to 6.9% as compared to the national rate for similar institutions (11.7%)

• Increase alumni giving to 64% participation
Sector Plan Goals for 2020-21

• Setting ambitious targets for retention (67%, compared to 60% nationally)
• Achieving a three-year graduation rate of 28% (as compared to the national benchmark of 19%)
• Attracting external dollars with a combined goal of nearly $150 million in sponsored activity and philanthropic support
• Strengthening and expanding EOP
• Strategic marketing goals to address enrollment challenges: online growth, increased certificates
PIP Next Steps:
Leveraging Systemness to Support Student Success
# Investment and Performance Fund

<table>
<thead>
<tr>
<th>Amount</th>
<th>Program Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$55.0M</td>
<td>NY-SUNY 2020</td>
<td>• Bonded Capital</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Would support physical infrastructure needs</td>
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<tr>
<td>$18.0M</td>
<td>Investment and Performance Funding</td>
<td>• Would support new program development or adjustments to existing programs</td>
</tr>
<tr>
<td>$9.5M</td>
<td>Empire Innovation Program</td>
<td>• Strategic repurposing of existing funding</td>
</tr>
<tr>
<td>$9.0M</td>
<td>Enabling Support</td>
<td>• Guided and limited investment through cash investment or cost avoidance</td>
</tr>
<tr>
<td>$4.4M</td>
<td>EOP Add</td>
<td>• Would be used for innovative or expanded opportunity programs</td>
</tr>
<tr>
<td>$4.1M</td>
<td>Open SUNY Loans</td>
<td>• Strategic and expanded use of existing SUNY loan program</td>
</tr>
</tbody>
</table>
A System/Campus Implementation Team for Each Area of Focus:

- Diversity, Equity and Inclusion
- Student Completion and Success
- Impact State and Global Challenges
We must leverage our strengths as a System.

There are real successes to build upon.

There are challenges to be addressed.

We must leverage our strengths as a System.

In some cases, we must change our thinking.

We have to move beyond competing with one another.

We have to compete at the level or beyond that of our aspirational peers.
• Engage campuses to reach a shared understanding about participation in each priority area
  - Built on commitments made in PIPS, Investment Fund awards, and participation in existing System initiatives
  - Priority focus on reaching 150,000 degrees granted by 2025/26

• Provide tools and best practices to assist with implementation

• Conversations by sector and region to identify opportunities for support/collaboration
<table>
<thead>
<tr>
<th>SUNY Ready</th>
<th>SUNY Retain</th>
<th>SUNY Reward</th>
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</thead>
<tbody>
<tr>
<td>1. Cradle to career partnerships</td>
<td>1. SmartTrack</td>
<td>1. Badges / non-traditional credentialing</td>
</tr>
<tr>
<td>2. NYS Master Teacher</td>
<td>2. DegreeWorks</td>
<td>2. Certificates</td>
</tr>
<tr>
<td>3. Teach NY</td>
<td>3. Improved college advising</td>
<td>3. Degrees</td>
</tr>
<tr>
<td>4. Early College High Schools</td>
<td>Open SUNY</td>
<td>4. Career / Job</td>
</tr>
<tr>
<td>5. Improved advising in high schools</td>
<td>4. Remedial pathways</td>
<td>5. Economic Development</td>
</tr>
<tr>
<td>6. Universal Diagnostic</td>
<td>5. Communities of Completion</td>
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<tr>
<td></td>
<td>7. Finish in Two</td>
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<td></td>
<td>8. Applied learning</td>
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<td></td>
<td>9. Workforce development</td>
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<td></td>
<td>10. Seamless transfer</td>
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<td></td>
<td>11. Finish in Four</td>
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</table>
Micro-Credentialing Task Force

• There are many definitions for micro-credential; is adopting a common nomenclature at SUNY possible?

• How do we ensure quality, that the credential (credit, digital badge, certificate) is meaningful?

• How do we leverage SUNY expertise to offer these in-demand, innovative, learning models?

• What are the relevant State and Federal regulations to consider?
Open SUNY 2.0

Redefining what the “open” in Open SUNY means

Optimized
Personalized
Education
Network
World Class Infrastructure

“Data SUNY” Extends U Center Data Access/Analytic Capability to:

64 SUNY Campuses

SUNY WIDE PREDICTIVE ANALYTICS

SUNY-Wide Intellectual Capability

Faculty Researchers
Information Technologists
Institutional Researchers

SUNY PATH
Predictive
Analytics
Transforming
Higher Education