SUNY College at Old Westbury
Strategic Plan 2010-2015

Old Westbury, NY
February 18, 2010

This document is confidential and is intended solely for the use and
information of the client to whom it is addressed.
The vision, mission and the goals, objectives, and strategies, position Old Westbury to surmount its challenges and successfully grow into the future.

**Vision**

“To become a competitive, comprehensive college offering quality undergraduate and graduate degrees in the arts and sciences and professional areas to 4500 students on an attractive campus conducive to the needs of a growing residential and commuter student body.”

**Mission**

SUNY College at Old Westbury is a dynamic and diverse public liberal arts college that fosters academic excellence through close interaction among students, faculty and staff. Old Westbury weaves the values of integrity, community engagement, and global citizenship into the fabric of its academic programs and campus life. In an environment that cultivates critical thinking, empathy, creativity and intercultural understanding, we endeavor to stimulate a passion for learning and a commitment to building a more just and sustainable world. The College is a community of students, teachers, staff, and alumni bound together in mutual support, respect, and dedication to the Mission.

The Goals, Objectives, and Strategies are guided by the Vision and Mission and will be implemented in accordance with the bylaws and governance structures of the College.
A set of guiding principles accompanies and supports the statement of Mission

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<thead>
<tr>
<th>Guiding Principles</th>
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<tr>
<td>We are guided by these concepts and principles:</td>
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<td><strong>Liberal Education.</strong> Old Westbury promotes rigorous intellectual inquiry, grounded in ethical and civic values, that connects learning in the classroom with engagement in the community. Through an integrative curriculum, innovative pedagogy, and small classes we provide a transformative educational experience that fosters the capacity for life-long intellectual and personal growth.</td>
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<td><strong>Integrity.</strong> Because all human relationships, as well as a just society, rely on the principles of truth, trust and fairness, Old Westbury is committed to the highest ethical standards in academic, institutional and community life.</td>
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<td><strong>Participatory Governance.</strong> To exemplify in all College policies the values we espouse, Old Westbury upholds the principles of transparency, accountability and democracy in every aspect of governance and planning conducted by students, staff, faculty, administration, trustees and friends of the College alike.</td>
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<td><strong>Intercultural Understanding.</strong> Old Westbury promotes an inclusive environment and critical awareness of the multiplicity and range of human perspectives and identities (including race, ethnicity, religion, gender, class, sexuality, age, and (dis)ability, among others) through the interactions of students, faculty and staff within its diverse learning community.</td>
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<td><strong>Sustainability.</strong> The campus community is dedicated to the stewardship of our environment and fragile ecosystem and to equity in the allocation and preservation of shared resources—such as air, water, and land—on campus, on Long Island, and in the larger world.</td>
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<td><strong>Social Justice.</strong> Old Westbury promotes social justice and equality in living and learning through its historic commitment to educational empowerment, diversity, access, equity, self-determination, community activism and responsible global citizenship.</td>
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## ACADEMIC GOAL

**Expand academic programs and academic support**

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<td>Add resources to improve the overall academic experience for students</td>
<td>Add new academic initiatives</td>
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### Strategies

**Add resources to improve the overall academic experience for students**
- Hire additional full-time faculty in targeted growth disciplines
- Enhance Faculty Development in scholarship and teaching
- Attain and maintain digital resources for the library
- Sustain and strengthen First Year Experience and CEPC programs
- Expand Honors College up to 150 students

**Add new academic initiatives**
- Create Center for Social Justice & Sustainability
- Develop new interdisciplinary BA programs
- Develop 5 year Bachelors/Masters
- Create Advanced Certificate Programs
- Develop and offer more distance and hybrid education courses

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<td>Improve academic support services</td>
<td>Strengthen lower division advising services to promote early declaration of majors and consistent progress to degree completion</td>
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### Strategies

**Improve academic support services**
- Strengthen student basic development skills by providing additional resources to the math and writing centers
- Rationalize staffing and courses for summer and winter sessions to better manage costs and increase revenue
- Hire dedicated IT staff responsible for Distance Education and Smart Classrooms

**Strengthen lower division advising services to promote early declaration of majors and consistent progress to degree completion**
- Relocate lower division advising services to central location
- Expand role of professional advisors to include early intervention activities
- Develop sample 4-year curriculum map for each undergraduate major
- Provide students with simple instructions for accessing portals, Angel, CAPP
- Strengthen the link between lower division advisement and upper division advisement in the declared major

### Strategies

**Improve course sequencing and scheduling to ensure that courses are offered in a manner that ensures reasonable and timely progress to degree completion**
- Conduct full review of current course sequencing and scheduling processes to determine strengths and weaknesses of the process
- Research student demand for courses by student group: by major, by undergraduate degree, by graduate degree, by four-year students and by transfer students
- Develop recommendations for changes in course sequencing and scheduling processes to ensure better alignment of courses with demand
- Investigate software tools to develop course sequencing and scheduling patterns in line with demand for courses

*Source: Academic Directions and Opportunities Subcommittee*
**ENROLLMENT GOAL**

**Grow enrollment to 4500**

**Objective**
- Expand freshman class to a minimum of 600

**Strategies**
- Develop action items for increasing freshman class

**Objective**
- Increase residential students to a minimum of 1200

**Strategies**
- Conduct study to identify NY state, out-of-state and international areas to target students most likely to attend OW as a residential student
- Recruit more upstate, out-of-state and international students
- Expand promotion of College in targeted upstate, out-of-state and international markets

**Objective**
- Increase geographical and ethnic diversity of students

**Strategies**
- Define local and regional recruitment and seek similar student populations in upstate and out of state communities
- Expand local and regional recruitment zones
- Target advertising to upstate and out-of-state students
- Increase the number of out-of-state recruitment visits
- Consider hiring agents to recruit international students

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**RETENTION GOAL**

**By 2015, increase the overall 6 year graduation rate to 44%**

**Objective**
- Facilitate the transfer process

**Strategies**
- Hire a part-time transfer liaison to community colleges
- Improve linkages to community colleges to promote student mobility
- Develop transfer orientation program

**Objective**
- Create customer-friendly services for constituent ease-of-use

**Strategies**
- Improve workflow and efficiencies by redesigning 5-8 key work processes including moving to a paperless environment
- Locate student support services departments adjacent to each other
- Study use of A Wing as potential site for classroom surge space, communal activities, day care operations or other services to the college community

**Objective**
- Expand student support services

**Strategies**
- Improve campus network and automated services to students, faculty and staff
- Provide bridge to the sophomore year by establishing a sophomore orientation program

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Sources: Campus Operations & Efficiency and Student Growth & Success Subcommittees
## BRAND GOAL

### Enhance Image and Outreach

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| Strengthen identity of Old Westbury as a college of quality | • Conduct a brand study and build the Old Westbury brand  
• Expand marketing and information campaign for targeted stakeholders  
• Complete Campus Center Envelop and Bridge Renovations  
• Redesign College website in appearance and functionality to maximize reach and effectiveness |

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| Improve and expand relations with partners | • Promote activities which get more campus personnel involved in targeted business/civic associations  
• Increase advertising expenditures to improve public awareness of College’s programs, accomplishments and achievements of its students, faculty, staff and alumni  
• Hire necessary staff and provide support to strengthen the Office of Public & Media relations |

## FINANCE GOAL

### By 2015, achieve financial stability by pursuing a sustainable resource base through expanded and diversified funding partnerships and increased efficiency of operations

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| Modify and expand efforts to supplement the operating budget in order to: 1) minimize reduction in services and 2) increase transparency in resource planning | • Create a campus committee to advise the President on matters related to resource planning  
• Identify 3-5 steps for increasing revenue from use of College facilities and property  
• Identify strategic opportunities for energy savings and increase revenue from load shedding (selling excess electricity we produce)  
• Install Energy-efficient Satellite Heat/Chill Units: Phase I and II |

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| Fund priority strategic plan initiatives from sources other than operating budget | • Obtain annual contributions from the Old Westbury Foundation, Auxiliary Service Corporation and Alumni Association  
• Identify a core set of courses that would be reconfigured for Distance education |

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| Increase receipts from gifts, fundraising activities and alumni | • Hire fundraising director to develop program, solicit and obtain major gifts  
• Add staff to expand alumni relations and solicitations  
• Determine feasibility of launching a capital campaign |

Sources: Outreach & Image and Resource Planning & Development Subcommittees