



STRATEGIC PRIORITY: STUDENT SUCCESS

Objective 1:

Increase student success by reducing or eliminating barriers to enrollment, retention, and completion.

Goal 1: Increase the three-year average of first-to-second-term retention rates for matriculated students by 3% by the conclusion of the plan.

Goal 2: Increase overall undergraduate and graduate graduation rates by 3% for matriculated students by the conclusion of the plan.

Goal 3: Increase re-enrollment rates of students who have been inactive for less than three years by 3% by the conclusion of the plan.

Objective 2:

Improve the student experience.

Goal 1: Enhance and expand opportunities for student engagement and university activities by 1% annually.

Goal 2: Boost student satisfaction with student services and co-curricular engagement opportunities by 5% by the conclusion of the plan.

Goal 3: Ensure 90% of academic affairs units meet 90% of performance benchmarks by the conclusion of the plan.

Objective 3:

Reduce or eliminate equity gaps on student success metrics for underrepresented and/or historically underserved students.

Goal 1: Reduce the equity gaps in overall course completion rates for historically underserved student populations by 3% (8.3% to 5.3% for undergraduate students; 4.7 to 1.7% for graduate students) by the conclusion of the plan.

Goal 2: Reduce the equity gaps in first-to-second-term retention rates for historically underserved student populations by 3% by the conclusion of the plan.

Goal 3: Reduce the equity gaps in graduation rates for historically underserved student populations by 3% by the conclusion of the plan.

STRATEGIC PRIORITY: ACADEMIC AND INCLUSIVE EXCELLENCE

Objective 1:

Strengthen the quality, breadth, and currency of degrees, certificates, and other learning opportunities to meet the needs of students, employers, and communities.

Goal 1: Increase the number of academic programs that align with high-need areas by 15 credentials by the conclusion of the plan.

Goal 2: Increase the number of programs that explicitly align program learning outcomes with external standards, requirements, expectations, and/or needs by 3% by the conclusion of the plan.

Goal 3: Increase student satisfaction with academic offerings by 5% by the conclusion of the plan.

**Objective 2:**

Expand and scale our approaches to effective, innovative, and inclusive teaching and online learning.

- Goal 1:** Ensure 99% of courses/course sections offered in the Learning Management System meet all course design standards in the established rubric by the conclusion of the plan.
- Goal 2:** Ensure that at least 75% of courses utilize inclusive pedagogical practices by the conclusion of the plan.
- Goal 3:** Ensure at least 75% of line-based faculty and teaching professionals meet their annual professional development and pedagogical goals related to teaching and learning by the conclusion of the plan.

Objective 3:

Promote the full range of possibilities for how and where students gain knowledge and provide avenues to evaluate and credential that learning.

- Goal 1:** Increase students' utilization of prior learning into their degree programs by 4% (52% to 56%) by the conclusion of the plan.
- Goal 2:** Reduce the equity gaps in prior learning use by historically undeserved students by half (4% to 2%) by the conclusion of the plan.
- Goal 3:** Increase the number of students who engage in applied learning opportunities by 10% (777 to 854) by the conclusion of the plan.

STRATEGIC PRIORITY: ORGANIZATIONAL EFFECTIVENESS**Objective 1:**

Create a teaching and learning environment that promotes mutual respect, advances clear communication, and engenders a culture of belonging, trust, and inclusivity.

- Goal 1:** Increase satisfaction within the OAA community of faculty and staff based on aggregate satisfaction measures from the SUNY Empire Workplace Climate Survey by at least 4% within the next two survey administration cycles.
- Goal 2:** Reduce gaps in satisfaction between demographic subsets of the OAA community based on aggregate satisfaction measures from the SUNY Empire Workplace Climate Survey by half within the next two survey cycles.
- Goal 3:** Increase students' sense of belonging, trust, and inclusivity by 3% by the conclusion of the plan.

Objective 2:

Fully implement robust continuous improvement processes and effectiveness tracking across the division.

- Goal 1:** Achieve 100% of academic affairs' units completing annual continuous improvement processes/ reporting that includes closing the loop data in three years.
- Goal 2:** Reach 100% of academic affairs' units utilizing at least one data dashboard to track unit level key performance indicators in three years.
- Goal 3:** Ensure 100% of performance programs and annual plans include measurable goals or objectives aligned with the strategic plan by 2025-26.



STRATEGIC PRIORITY: RAISING OUR PUBLIC PROFILE

Objective 1:

Position Empire State University as a SUNY leader in effective and innovative applied teaching and learning and student success.

- Goal 1:** Increase partnerships with external organizations that include opportunities for students to engage in applied learning with the partner organization by 20% (from 391 to 469) by the conclusion of the plan.
- Goal 2:** Increase funding dollars generated through grant- and contract-funded projects that support applied teaching and learning and student success activities by 10% each year (from \$3,590,342 to \$5,256,620) by the conclusion of the plan.
- Goal 3:** Increase externally facing awards and presentations of Empire State University applied teaching, learning and student success activities by 2% annually by the conclusion of the plan.

Objective 2:

Become a SUNY leader in applied scholarship and creative activities.

- Goal 1:** Increase external/externally facing applied scholarship, publications, presentations, and creative activities by 5% each year (from 452 to 549) by the conclusion of the plan.
- Goal 2:** Increase grant and contract funding for applied research and creative activities by 10% each year (from \$3,083,037 to \$4,513,874) by the conclusion of the plan.
- Goal 3:** Increase external awards for scholarships and creative activities by Empire State University faculty, staff, and students by 5% each year (from 13 to 16) by the conclusion of the plan.

Objective 3:

Establish and grow centers for distinction of SUNY, state, and national renown.

- Goal 1:** Establish three new centers for distinction by the conclusion of the plan.
- Goal 2:** Raise at least \$1M from external awards to fund centers for distinction by the conclusion of the plan.
- Goal 3:** Targeted outreach and training for at least 300 faculty, staff, community members through these centers of distinction by the conclusion of the plan.



STRATEGIC PRIORITY: STUDENT SUCCESS

Objective 1:

Develop a strategic-plan-centered budgeting model that can be widely implemented and assessed for effectiveness throughout the university structure.

Goal 1: Create a budget rubric that prioritizes budgeting in support of strategic plan initiatives and measures initiative success year over year.

Goal 2: Beginning in year three and continuing through year five, assess the impact to the initiative metric by comparing the investment against increases in retention rates year over year to determine continuation of funding.

STRATEGIC PRIORITY: ACADEMIC AND INCLUSIVE EXCELLENCE

Objective 1:

Develop a SUNY Empire talent management plan that identifies and supports the recruitment, development, and retention of a diverse employee base.

Goal 1: Require compliance with meaningful implicit bias training for all faculty and staff that agree to serve on search committees so that 100% of search committee members complete training every two years.

Goal 2: Implement ongoing advertising and recruitment possibilities to a wider audience and increase underrepresented faculty and staff recruitment by 2% each year for five years.

STRATEGIC PRIORITY: ORGANIZATIONAL EFFECTIVENESS

Objective 1:

Create and maintain a service-oriented, compliant infrastructure within administration and finance that is centered on strategic priorities in service to student, faculty, and staff success.

Goal 1: In year one, all operational units will create and communicate clear and accessible documentation to guide faculty and staff in relevant processes and procedures.

Goal 2: In year three, assess user satisfaction and establish a baseline to measure services throughout the division. Increase overall user satisfaction by 10% (year over year). Utilize yearly surveys to assess effectiveness.

Goal 3: Annually review processes with working groups comprised of stakeholders across the university who can help guide improvements and future priorities.

**Objective 2:**

Strengthen the administrative foundation of the Empire State University Foundation with sound, compliant, and streamlined policies, processes, and reporting so the executive director and the board can focus on increasing their philanthropic engagement.

- Goal 1:** In year three, implement a relevant account management software program that can appropriately identify and report on the various program funds, budgets, and accounts managed by the Empire State University Foundation.
- Goal 2:** In year two, develop monthly reporting and send it to all account holders 10 days after the end of each month.
- Goal 3:** In year one, draft and implement sound policies and processes in accordance with [SUNY policy 9600](#).

STRATEGIC PRIORITY: RAISING OUR PUBLIC PROFILE**Objective 1:**

Strengthen and elevate awareness of the university by highlighting and promoting its physical footprint across the state and suggesting where and how to align our presence with our priorities in a fiscally responsible manner.

- Goal 1:** In year one, develop a baseline requirement for a physical presence and assess current location agreements across the state to evaluate the need for that presence.
- Goal 2:** Beginning in year one, develop relationships with community college facility colleagues across the state to create a catalogue of unused space at their locations. Assess where there might be mutual benefit for a SUNY Empire presence to be co-located among their student population.



STRATEGIC PRIORITY: STUDENT SUCCESS

Objective 1:

Broaden alumni engagement to help students build connections to the institution and each other.

Goal 1: Conduct an initial audit to establish a baseline of alumni engagement with departments across the university and create a collaborative group from those departments to strategize the most effective use of alumni to contribute to student success. After the audit, expand alumni engagement to help students build connections to the institution and each other by an identified percentage annually, based on baseline.

Goal 2: In year one, work with the alumni board to clarify mission, priorities, and short-term, measurable goals, and strategies for achieving them. In years two through five, implement working groups focused on those short-term goals, and create mechanisms for goal tracking and membership review process.

Objective 2:

Grow support for university strategic priorities, with a focus on student success initiatives.

Goal 1: Establish annual revenue goals for individual programs in year one. Revisit annually to determine if additional funds are needed and to gauge success and sustainability of funding for programs for students and donor perspectives.

STRATEGIC PRIORITY: ACADEMIC AND INCLUSIVE EXCELLENCE

Objective 1:

Build university-wide awareness of SUNY Empire philanthropic opportunities to empower academic/program faculty and staff to participate in and support academic and inclusive excellence initiatives.

Goal 1: In year one, develop a leadership training program (cabinet, deans, and director levels) to build capacity for community and fundraising engagement that promotes SUNY Empire's academic and inclusive excellence. In years two through five, expand participation with a goal of training 100% of leadership by the conclusion of the plan.

Goal 2: In year one, develop tools to educate faculty and program-level staff on seeking outside funding, and establish a schedule for presenting/engaging with each department on an annual basis in subsequent years, with a goal of at least one member of each department trained by the conclusion of the plan.

Objective 2:

Engage the Office of Advancement as academic and inclusive excellence strategic goals are established by other divisions to support funding opportunities.

Goal 1: As early as possible in the strategic plan and priority development process, identify programs and initiatives with the best potential for collaboration and fundability; implement the collaboration in years two through five through pursuit of outside funding; increase requests to outside funders, as well as funding by identified percentage annually relative to the baseline metric.



STRATEGIC PRIORITY: ORGANIZATIONAL EFFECTIVENESS

Objective 1:

Reinvigorate Foundation Board to increase contributions (time, talent, treasure) to institution.

Goal 1: In year one, work with the appropriate committee of the Foundation Board to holistically assess the current board. In years two through five, seek to add 5-7 new board members with skills and capacity that diversify the board membership and meet University needs.

Goal 2: Increase board giving by 2% annually, with \$250,000 set as the baseline.

Objective 2:

Review and restructure Office for Advancement operations to maximize effectiveness and grow staff engagement with other departments.

Goal 1: Align performance programs, resources, and professional development opportunities with strategic priorities, including the establishment of metrics for all team members.

Goal 2: In year one, review data systems and ease of reporting measurables, streamline processes, and implement appropriate software solutions to enable accurate, timely reporting on relevant data. In years two through five, implement a continuous improvement, evidence- and accountability-driven advancement operation.

STRATEGIC PRIORITY: RAISING OUR PUBLIC PROFILE

Objective 1:

Increase contributed revenue to support strategic goals established by other departments.

Goal 1: Increase revenue (total philanthropic commitments) by 2% annually from a baseline set at \$1,000,000 in 2023-24.

Goal 2: Grow donor retention rate by 1% annually from a baseline set at 51% in 2023-24.

Goal 3: Reinvigorate employee giving by 1% annually from a baseline set at 13% in 2023-24.

Goal 4: Build out the Corporate and Foundation Relations program with the following goal:
- In year two, submit at least 12 funding proposals totaling \$500,000 in funding requests; and achieve a funding yield rate of at least 38% (\$190,000)

Objective 2:

Position the Office for Advancement as an internal and external resource for the institution.

Goal 1: Plan and execute increased events across the state (both alumni and community) by an identified percentage annually based on baseline, as well as on surveys of audiences (to be established in year one).

Goal 2: Seek opportunities to work with other departments, such as partnerships and sponsored programs, to maximize revenue through the work of the executive director of corporate and foundation relations. Establish baseline in year one and determine goals and annual percentage increase from that baseline in years two through five.



STRATEGIC PRIORITY: STUDENT SUCCESS

Objective 1:

Continually increase participation and satisfaction levels of students at our commencement ceremonies.

- Goal 1:** Increase student satisfaction with commencement webpages by 2% each year by the conclusion of plan.
- Goal 2:** Increase student satisfaction with student line-up by 1.5% each year by the conclusion of plan.
- Goal 3:** Increase student satisfaction with the regalia ordering/purchasing/rental experience by 1.5% each year by the conclusion of plan.
- Goal 4:** Increase student participation levels proportional to enrollments each year by the conclusion of plan.

STRATEGIC PRIORITY: ACADEMIC AND INCLUSIVE EXCELLENCE

Objective 1:

Increase visibility of academic and DEI efforts to help internal and external stakeholders understand our commitment to academic and inclusive excellence across all aspects of the organization.

- Goal 1:** Increase visibility of academic excellence related content by 10% annually from the 2023 baseline of 10 media hits per calendar year.
- Goal 2:** Promote a culture of recognition that celebrates outstanding academic achievements by students, faculty, staff, and alumni across diverse disciplines by securing a 10% increase in media hits on this content annually from the 2023 baseline of 15 media hits per calendar year.

STRATEGIC PRIORITY: ORGANIZATIONAL EFFECTIVENESS

Objective 1:

Improve internal communication to ensure that our internal audiences have consistent and reliable access to information.

- Goal 1:** Develop a communication plan to increase Everbridge employee opt in from 33% to 65% and student opt in from 9% to 50% by year 5.
- Goal 2:** Facilitate regular cross-departmental “Storyteller” meetings to encourage collaboration and knowledge sharing, aiming for a minimum of two joint projects or initiatives per month.

Objective 2:

Align team performance programs with the strategic plan.

- Goal 1:** Ensure that 100% of communications and events performance programs include measurable personal goals or objectives aligned with the strategic plan within one year.

Objective 3:

Assemble and maintain a group of media-savvy experts.

- Goal 1:** Maintain the capacity of faculty, staff, and leadership to contribute to the strength and effectiveness of outreach efforts through at least one media training refresher each year.



STRATEGIC PRIORITY: RAISING OUR PUBLIC PROFILE

Objective 1:

Increase awareness of Empire State University's brand.

- Goal 1:** Expand reach into national markets by focusing content geographically and securing four news or op-ed placements or mentions per year in national higher-education publications.
- Goal 2:** Increase media mentions by 20% annually through the 2028 calendar year.
- Goal 3:** Obtain and promote a minimum of one student, faculty, or alumni profile per month (12/year) that tells our story in a unique or interesting way.

Objective 2:

Increase Empire State University's organic social media followers and engagement.

- Goal 1:** Increase organic social media engagement rates (likes, shares, comments, reposts) on our social channels by 10% annually through the 2028 calendar year.
- Goal 2:** Increase organic social media net follower growth on our primary social channels (LinkedIn, Facebook, Instagram, TikTok) by 10% through the 2028 calendar year.

Objective 3:

Establish President Vollendorf as a thought leader in public higher education.

- Goal 1:** Increase the president's Instagram followers by 40% each year over the next five years and LinkedIn followers by 20% each year over the duration of the plan.
- Goal 2:** In concert with the offices of academic affairs, advancement, and government relations, secure four high-quality public speaking or broadcasting events for President Vollendorf per year (roughly one per quarter).



STRATEGIC PRIORITY: STUDENT SUCCESS

Objective 1:

Engage with Academic Affairs departmental and student service units to integrate diversity, equity, inclusion, and accessibility principles across the university, enhancing student success through inclusive practices.

Goal 1: Support Academic Affairs faculty and staff in efforts to reduce or eliminate equity gaps on student success metrics for underrepresented and/or historically underserved students by the percentages stated in OAA Student Success, Objective 3.

Objective 2:

Foster a sense of belonging and connection among diverse student populations.

Goal 1: Support Academic Affairs in their efforts to improve the student experience (OAA Student Success, Objective 2) and increase levels of student satisfaction with student services and inclusive engagement opportunities by 5% by the conclusion of the plan.

STRATEGIC PRIORITY: ACADEMIC AND INCLUSIVE EXCELLENCE

Objective 1:

Support Academic Affairs' objective to expand and scale our approaches to effective, innovative, and inclusive teaching and online learning.

Goal 1: In collaboration with Academic Affairs, achieve 75% of courses that include the use of inclusive pedagogical practices by 2028. (OAA Academic and Inclusive Excellence, Objective 2 Goal 2).

Objective 2:

Support Academic Affairs and Administration and Finance to further diversify the population of new faculty and staff within the university community through effective recruitment and retention strategies.

Goal 1: Support Administration and Finance in its goal to require compliance with meaningful implicit bias training for all faculty and staff that agree to serve on search committees so that 100% of search committee members complete training every two years. (OAF Academic and Inclusive Excellence, Objective 1 Goal 1).

Goal 2: In collaboration with OAA and Administration and Finance (Human Resources), increase the diversity of SUNY Empire's community of faculty and staff by 2% each year through 2027-28. (OAF Academic and Inclusive Excellence, Objective 1 Goal 2).



STRATEGIC PRIORITY: ORGANIZATIONAL EFFECTIVENESS

Objective 1:

In collaboration with Academic Affairs, Human Resources, and other stakeholders, foster an environment that promotes mutual respect, advances clear communication, and engenders a culture of belonging, trust, and inclusivity.

- Goal 1:** Support OAA and broader university efforts to increase satisfaction based on aggregate satisfaction measures from the Empire State Workplace Climate Survey by at least 4% within the next two survey administration cycles. (OAA Organizational Effectiveness, Objective 1 Goal 1).
- Goal 2:** Support OAA and broader university efforts to reduce gaps in satisfaction between demographic subsets in each topic area of the SUNY Empire Workplace Climate Survey by 50% within the next two survey cycles. (OAA Organizational Effectiveness, Objective 1 Goal 2).

STRATEGIC PRIORITY: RAISING OUR PUBLIC PROFILE

Objective 1:

In collaboration with offices and groups across the university, support efforts to enhance institutional recognition through the infusion and demonstration of nationally recognized best practices.

- Goal 1:** In collaboration with offices and groups across the university, increase participation in events on topics related to diversity, equity, inclusion, social justice and belonging to infuse best practices into institutional culture and raise profile, with the goal of achieving a 15% participation by 2028.
- Goal 2:** Support the Office of Communications to promote a culture of recognition that celebrates outstanding academic achievements by students, faculty, staff, and alumni across diverse disciplines by securing five external media placements in the first year, 10% increase in each of the following years. (OOC Academic and Inclusive Excellence, Objective 1 Goal 2)

Objective 2:

Support SUNY Empire's burgeoning internship and career services efforts by promoting, in collaboration with Academic Affairs and the Office of Enrollment Management and Marketing, the university's innovative educational model to establish and nurture partnerships with organizations and businesses.

- Goal 1:** Beginning in the 2024-25 academic year, support efforts across the institution to establish 3 or more new enrollment, internship, or career placement opportunities with NYS organizations and/or businesses annually. (OAA Student Success Objective 2 Goal 2; OEMM Raising our Public Profile, Objective 1 Goal 3)



STRATEGIC PRIORITY: STUDENT SUCCESS

Objective 1:

Increase number of completions from application to first enrollment, creating a positive student experience and connecting potential students to the institution.

Goal 1: Increase conversion by 1% (application to first enrollment) annually through 2028.

Goal 2: Increase completion of FAFSA for incoming matriculated students who still have aid eligibility by 30% through 2028.

Goal 3: Increase conversion (application to first enrollment) for our military affiliated population by 5% annually through 2028.

Objective 2:

Develop enrollment and marketing model to increase degree completion across Empire State and SUNY, enabling learners to meet their academic, personal, and professional goals.

Goal 1: Increase the number of Empire State University returning matriculated students by 2% each year through 2028.

Goal 2: Increase transfer enrollment from other 4-year SUNY institutions by 1% each year through 2028.

STRATEGIC PRIORITY: ACADEMIC AND INCLUSIVE EXCELLENCE

Objective 1:

Support excellence in workforce development, expanding educational access and upward mobility through enrollment in SUNY Empire's academic program offerings.

Goal 1: Increase non-matriculated enrollments to meet continuing education needs by 30% above the 2022-23 baseline by 2028.

Goal 2: Increase enrollment through strategic external partnerships by 30% from the 2022-23 baseline over the duration of the plan by offering PLA/E in collaboration with OAA.

Objective 2:

Expand community college partnerships to support SUNY Empire's commitment to providing access, degree completion, and promoting diversity, equity, and inclusion.

Goal 1: Increase enrollment from community colleges across NYS and the country by 2% each year through 2028.

Goal 2: Increase new BIPOC student enrollments by 1% from community colleges across NYS and the country each year in coordination with opportunity programs and VMRC.

STRATEGIC PRIORITY: ORGANIZATIONAL EFFECTIVENESS

Objective 1:

Review and evaluate the Office of Enrollment Management and Marketing on a regular, timebound schedule to ensure operational alignment with our mission, vision, and values.



- Goal 1:** Reduce number of abandoned calls to below the industry standard of 10% in 1Stop Student Services over the duration of the plan.
- Goal 2:** Increase traffic to the chatbot, Blue, by 20% over the duration of the plan, enhancing our self-service model.
- Goal 3:** Increase traffic to financial aid webpages and portal by 2% annually over the duration of the plan.
- Goal 4:** Implement structure and plan for staff succession, retention, and promotion by the end of 2024 in collaboration with human resources.
- Goal 5:** Implement the use of an incident management system to streamline student service resolutions between the 1Stop call center and 1Stop departments by the end of 2024.

Objective 2:

Streamline marketing operations, including project management, website development, and email and text communications that enhance support for enrollment initiatives.

- Goal 1:** Assess and develop a structured plan to modify existing procedures for marketing project management, T4 website maintenance, and e-mail/text communication outreach for prospective and returning students by the end of 2023.
- Goal 2:** Starting January 2024, follow restructuring plan to set responsive deadlines for enrollment related projects, especially T4 website pages, digital advertising, and e-mail/text messaging campaigns.
- Goal 3:** Incorporate the revised marketing operations plan into the development of the University's new website as it is being built in the Omni content management system, integrating streamlined landing pages, targeted content, and student-prospect communications into the structure beginning fall 2023.

STRATEGIC PRIORITY: RAISING OUR PUBLIC PROFILE

Objective 1:

Strengthen Empire State University's brand as SUNY's Leading Online University in New York state and beyond.

- Goal 1:** In year one, conduct a complete marketing assessment and implement the findings of this marketing assessment over the following year.
- Goal 2:** Increase digital advertising impressions by 2% each year for five years.
- Goal 3:** Raise profile through strategic partnerships across New York state, and increase traffic to designated landing pages by 2% each year for five years.

Objective 2:

Strengthen the Empire State University website to reflect SUNY Empire's role as the leading online public university in New York state and beyond.

- Goal 1:** Optimize existing website to better serve student prospects in year one by reducing the bounce rate on most frequented pages to 25% or below.
- Goal 2:** Focus on search engine optimization strategies to increase unique visitor web traffic from search sites by 30% by 2028, relative to the 2022-23 baseline.
- Goal 3:** Launch a new website with a focus on student prospects by Summer 2025.



STRATEGIC PRIORITY: STUDENT SUCCESS

Objective 1:

Enhance the digital learning environment and increase support for online education.

Goal 1: Leverage technology to enrich the learning experience, enable flexible and personalized learning, and support online education as SUNY Empire's core delivery model.

STRATEGIC PRIORITY: ACADEMIC AND INCLUSIVE EXCELLENCE

Objective 1:

Foster a culture of collaboration, innovation, and professional development within ITS and across the university.

Goal 1: Ensure alignment of technology tools, systems, services, and training to provide the support needed to achieve this strategic priority.

STRATEGIC PRIORITY: ORGANIZATIONAL EFFECTIVENESS

Objective 1:

Accelerate the digital transformation and modernization of business processes and systems.

Goal 1: Embrace digital transformation, improvement, and modernization of business processes and systems by leveraging the latest technologies, including cloud computing, artificial intelligence, automation, and analytics.

Objective 2:

Strengthen the IT security posture and resilience against cyber threats.

Goal 1: Protect and ensure the integrity and accuracy of the university's data, systems, and services.

STRATEGIC PRIORITY: RAISING OUR PUBLIC PROFILE

Objective 1:

Optimize IT service delivery and customer experience.

Goal 1: This objective will help build and strengthen relationships with all constituencies. Excellent customer service is a high priority that affects SUNY Empire's reputation and influences the recruitment and retention of students, faculty, staff, and partners.