INSTITUTIONAL EFFECTIVENESS PLAN 2024-2025

UTICA UNIVERSITY

WHAT IS AN INSTITUTIONAL EFFECTIVENESS PLAN?

Utica University's 2024-2025 Institutional Effectiveness Plan supports not only the institutional mission, but also the President's vision to create a sustainable institution. This plan identifies the goals, tactics, and expected deliverables for the 2024-2025 academic year.

WHAT ARE ITS COMPONENTS?

Deliverables: The evidence indicating an operational goal has been achieved.
Objectives: The measurable tactics used to achieve the operational goal.
Operational goals: What the institution will achieve during the plan year.
Responsible parties: The person(s) ultimately accountable for producing the deliverables.

THE PRESIDENT'S VISION

The President's vision to create a sustainable institution will require comprehensive structural changes in three key areas:
- Academic profile and planning (APP)
- Strategic enrollment and marketing (SEM)
- Institutional financial structure (IFS)

OPERATIONAL GOALS 2024-2025

1. All operations will develop a student success-focused approach to service. (APP & SEM)
2. Develop a strategic academic plan focused on educational offerings and academic footprint. (APP, SEM, IFS)
3. Develop a strategic enrollment and marketing plan to support the academic plan. (APP, SEM, IFS)
4. Achieve a sustainable financial model that supports institutional growth. (IFS)

OBJECTIVES, DELIVERABLES, AND RESPONSIBLE PARTIES

The following table identifies the objectives aligned with each operational goal, the expected deliverables, and the person(s) responsible for producing these deliverables. The teams assisting and supporting the responsible parties for each objective are identified in Addendum A attached to this plan.

OPERATIONAL GOAL	OBJECTIVE	DELIVERABLE(S)	RESPONSIBLE PARTY
1(a)	Ensure all divisions and departments rewrite their mission statements to reflect their commitment to student success as defined by the institution's adopted definition of student success (2019).	Revised mission statements	**All division and department heads**
1(b)	Develop an action plan to address the Provost's Retention Committee recommendations.	Action plan with identified necessary resources	**Jason Denman and Bethany Samuels**
1(c)	Improve students' access to current and accurate information and resources.	Updated webpages, catalogs, program handbooks, online forms and improved processes for academic appeals	**Ann Damiano**, Mike Roberts and School Deans
1(d)	Develop an action plan to address documented inequities impacting student success for undergraduate and graduate students at traditional, additional locations and distance campuses.	Action plan with identified necessary resources	**Ann Damiano**, Rich Racioppa, Anthony Baird
2(a)	Assess the viability of the additional locations in St. Petersburg, FL, Latham, NY, and Liverpool, NY.	Cost analysis of additional locations	**Kristin Haag**
2(b)	Assess the performance of third-party providers to determine if their services meet our students' needs and if the institution is achieving an adequate return on its investment.	Report on ROI and Identify alternate business models	**Stephanie Nesbitt,** Eric Sykes and Polly Smith
2(c)	Identify opportunities to partner with other institutions that will improve the student experience and/or the institution's financial health.	Report to the Board of Trustees	**Todd Pfannestiel,** Stephanie Nesbitt, Eric Sykes
2(d)	Evaluate the compatibility and currency of academic offerings with regional market demands.	Environmental scan based on NYS job forecasting	**Stephanie Nesbitt and Eric Sykes**

OPERATIONAL GOAL	OBJECTIVE	DELIVERABLE(S)	RESPONSIBLE PARTY
3(a)	Evaluate the effectiveness of internal marketing processes.	Updated brand standards; Website updates and improvements	**Eric Sykes and Kelly Adams**
3(b)	Evaluate the effectiveness and return on investment of the institution's third-party marketing partners and external Marketing processes.	Report on ROI and Identify alternate business models	**Eric Sykes and Kelly Adams**
3(c)	Analyze the data to identify enrollment opportunities and recruitment strategies.	Enrollment management plan	**Eric Sykes**
4(a)	Evaluate the return on investment of athletic programs.	Environmental scan of the Empire 8 conference members and comparable regional institutions. Completed analysis of cost benefit. Creation of an athletic strategic plan to include, revenue generation, effective expense management, reasonable and equitable booster support, and academic and athletic excellence.	**Todd Pfannestiel, Kristin Haag** and Dave Fontaine
4(b)	Implement best practices for daily financial management and annual departmental budget allocation.	Updated financial policies and procedures; revised web pages. Create a process by which division and cost center budgets are intentionally developed to reflect institutional priorities.	**Kristin Haag**
4(c)	Maximize the functionality of key information technology systems and develop a plan to identify and eliminate redundant or niche systems.	Full optimization of Slate and Banner; clear plan that identifies redundant or niche systems.	**Eric Sykes, Stephanie Nesbitt, Kristin Haag, and Mike Roberts**
4(d)	Revise capital expense policy and budget process to include approval by the Board of Trusteess and outline ROI.	Revised policy implemented	**Kristin Haag**
4(e)	Evaluate and identify optimal staffing levels given expected enrollments.	Adopt the model developed by Kristin Haag	**Todd Pfannestiel**
4(f)	Evaluate the sustainability and current use of physical facilities.	Cost analysis and utilization study	**Kristin Haag and Shad Crowe**

CONCLUSION AND TIMELINE

The institutional effectiveness plan will be in effect from August 2024 through April 2025. Responsible parties will be required to document the action steps taken to accomplish the objectives to which they have been assigned and to report on progress using the "Institutional Effectiveness Plan Project Tracker."

The following timeline indicates when progress on the deliverables is expected.

August 2024	At the President's Planning Retreat • Present institutional effectiveness plan • Identify recommended action steps required to achieve the plan's objectives • Finalize and document the action steps on the project management plan template. Include all information relevant to each individual action item: status, owner, assigned to, anticipated start & completion date.
September 2024	• Present institutional effectiveness plan to the Board of Trustees.
September 15 – November 15, 2024	• Report updates at President's and Joint Cabinets. • Continuously update Institutional Effectiveness Plan Project Tracker.
November 29, 2024	• Submit progress report and/or deliverables (if available) to Todd Pfannestiel. • Identify next steps on the Institutional Effectiveness Plan Project Tracker.
December 2024	At the President's Planning Retreat • Identify challenges that have impacted progress thus far • Collaborate on strategies to address these challenges while remaining budget neutral. • Revise action steps and update Institutional Effectiveness Plan Project Tracker.
January 15 – March 15, 2024	• Report updates at President's and Joint Cabinets. • Finalize action steps and produce deliverables.
February 2025	• Present updates to the Board of Trustees.
April 2025	• All deliverables submitted to Todd Pfannestiel.
May 2025	• Present to the Board of Trustees.
June 2025	• Draft institutional effectiveness plan for 2025-2026.

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