



To: The SUNY Polytechnic Institute Campus Community  
From: Andrew L. Russell, Ph.D.  
Date: March 20, 2023  
Re: SUNY Poly Strategic Plan Update: Current Status, and Sharing Next Steps

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SUNY Poly is in a strong position to continue our emergence as the state and nation's premier polytechnic. Our momentum builds on our legacy of high-quality programs, impactful research and scholarship, and human and physical infrastructure that is especially strong in science, technology, engineering, and the health sciences. Where there are research or workforce challenges, SUNY Poly has a record of providing experiential learning opportunities to meet them. For example, SUNY Poly's faculty and programs are well aligned with:

- New York State's growing semiconductor corridor and its workforce development needs, including those of Wolfspeed and Micron, both of which are establishing fabs near our campus;
- Opportunities to support the mission of the Air Force Research Lab in Rome, including research and development related to Command, Control, Communications, Computers and Intelligence (C4I) and Cyber Technology areas; and
- Ever-increasing healthcare workforce demands to deliver quality care to our communities, including holistic approaches to mental and physical well-being.

It is therefore no surprise that SUNY Poly continues to see sustained student interest in our campus where students find plentiful opportunities for personalized growth and experiential learning, all in a comfortable and beautiful space that is an appealing alternative to a large university.

In support of a strong future for SUNY Polytechnic Institute that harnesses our strengths and leverages the regional and state-wide opportunities that are before us, the SUNY Board of Trustees approved a resolution on December 13, 2022, authorizing and directing me to "begin the process of creating a robust strategic plan along with local stakeholders strengthening the future of SUNY Poly Utica as the premier public Polytech school in the state and nation." Our campus and partners are fully committed to this vision and are working diligently to bring it to fruition. We are profoundly grateful for the support of our local elected officials as well as our colleagues at SUNY and in New York State government, which will help us reach our full potential.

A. As this critical process continues, milestones so far include:

- January 27: The appointment and charge of a [Steering Committee](#), to develop a process for recommendations in four strategic priorities:
  - o **Academic programs and educational experiences** that are accessible and support regional needs;
  - o **Dynamic external partnerships** that serve the Mohawk Valley and New York State;



- **Research and scholarship** at the leading edge of science, technology, engineering, and health sciences; and
- **Student success**, driven by an inclusive, all-campus approach.
- February 10: The inclusion of approximately 150 students, staff, faculty, and community partners in SUNY Poly's [Community Co-Design Day](#).
- February 27: Officer-in-Charge listening session with Staff Assembly.

B. From the activities described above, we have identified five themes that are central to our mission and strategic direction. These include:

## 1. **Human capital to nurture community and enable growth**

- a. Student services, including academic support and advising; accessibility, equity, and inclusion; and quality of student life.
- b. Faculty hires with an eye toward “catalysts” that advance synergistic, high-impact, interdisciplinary scholarship, teaching, and resident expertise.
- c. Renewed attention to professional development and empowerment so that all employees feel seen, heard, and valued.

## 2. **Robust external partnerships**

- a. Reinvestment in capacity to support community outreach and external partnerships.
- b. Closer attention to SUNY Poly's position in and support of the pipeline of talent from K-12 educational opportunities to in-demand careers.
- c. Formalization of partnerships for support for student projects; internships and co-ops; translational research; and training and education.

## 3. **Campus infrastructure**

- a. Advocacy for purpose-built, multidisciplinary STEM research facilities.
- b. Prioritizing the construction of facilities for workforce training in semiconductor research, development, and commercialization.
- c. Attention to maintenance, care, and repair of existing spaces.

## 4. **Academic programs, research, and scholarship**

- a. Establish Centers of Excellence in STEM fields to build reputation.
- b. Pursue distinctiveness in multidisciplinary, applied learning, in part through the development of new graduate programs.
- c. Develop microcredentials, summer programs, and training that increase community engagement.

## 5. **Renewal of SUNY Poly's identity**

- a. Revisit and refine SUNY Poly's identity during and after the transfer of CNSE to UAlbany, including an inclusive process to re-affirm our core values.
- b. Establish greater visibility in Central New York and throughout New York State through marketing and outreach.



- c. Continue to engage with community partners to ensure we are responsive to their aspirations.
- C. Our next steps in this process include:
- Ongoing discussions with Chancellor King and SUNY senior staff.
  - Officer-in-Charge listening sessions with students (March 21) and community partners (March TBD).
  - Community-driven process to articulate SUNY Poly's Core Values (March and April).
  - Officer-in-Charge town hall with campus community on progress so far (March 31).
  - Co-Chairs and Officer-in-Charge continue refinement of strategic themes, implementation plan, and metrics to evaluate progress toward strategic goals (April and May 2023).