MARITIME COLLEGE
STATE UNIVERSITY OF NEW YORK

CHARTING A NEW COURSE

SUNY Maritime College

STRATEGIC PLAN, 2018-2024

TABLE OF CONTENTS

SUNY Maritime College
STRATEGIC PLAN, 2018-2024

MESSAGE FROM THE PRESIDENT

From its roots as a nautical school licensing mariners for the commercial industry, SUNY Maritime College has educated students to meet the demands of the world's maritime transportation infrastructure. Over this time, we have evolved constantly in response to changes in the maritime world, the industries we serve and higher education.

We have transformed ourselves from a training institute for a single industry into an academic institution dedicated to higher education—part of the State University of New York system of colleges and universities. We provide students strong and rigorous academic programs, robust applied learning opportunities and leadership development. These three pillars prepare students for careers in marine transportation, the business of shipping, engineering, energy, facilities management, finance, the U.S. Armed Forces and public service, as well as for future graduate studies. Maritime is our mission but our reach is much broader.

As we approach the 2024 sesquicentennial of Maritime College's founding, we see changes accelerating exponentially in the world our graduates will enter. Technological advances such as digitization, integr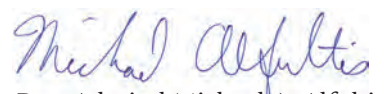ated systems, automation, and e-commerce are impacting all industries. These technologies will increase the security risks from cyber-threats. Environmental concerns will drive regulations, which in turn will drive new, innovative technologies.

Changes in technology, the environment, the regulatory picture and globalization represent a more complex array of challenges for our students than ever before. Students can no longer assume that the skills they learn in college will serve the demands of their rapidly evolving workplaces. More than ever, students need to learn the flexibility, adaptability and entrepreneurship that will prepare them for changes to the industries in which they will work. As a result, Maritime College must elevate its academic programs to enable students to acquire these vital lifelong skills.

Against this backdrop, we have prepared our strategic plan, *Charting a New Course*. Through an inclusive, transparent planning process that has engaged the entire Maritime College community, we have systematically examined our strengths and vulnerabilities and crafted bold yet achievable strategies to realize our vision for the College's future.

I thank all the members of the Strategic Planning Committee and Maritime College community who have contributed to the development of this plan. It is designed to be a living document, flexible enough to anticipate changing circumstances and to take advantage of new opportunities. We will rigorously and regularly monitor our progress and request continued support to implement the plan from our many constituencies.

Rear Admiral Michael A. Alfultis,
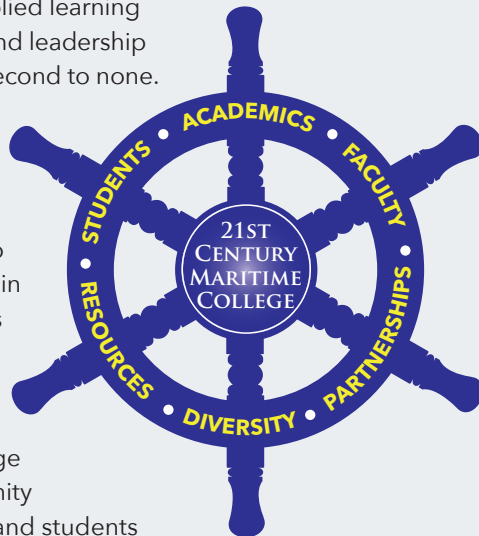USMS, Ph.D.
President

EXECUTIVE SUMMARY

LEADING 21ST CENTURY LEARNING

Maritime College seeks to be the leading 21st century maritime-focused college that embodies a rigorous, well-rounded academic education, a strong technical foundation, applied learning opportunities and leadership development second to none. We prepare students for lifelong learning that enables them to meet the future in leadership roles that positively impact society.

Maritime College and its community of faculty, staff and students are committed to the following goals:

ACHIEVE NEW HEIGHTS OF ACADEMIC EXCELLENCE

EMPOWER A MARITIME COLLEGE FACULTY FOR THE FUTURE

CULTIVATE STRONG EXTERNAL PARTNERSHIPS

CHAMPION DIVERSITY AND INCLUSION

FOSTER A VIBRANT STUDENT LIFE EXPERIENCE

REALIZE OUR FUTURE

MEETING 21ST CENTURY CHALLENGES

Maritime College is well positioned to anticipate and respond imaginatively to the challenges of the 21st century. Forces such as technology and globalization have caused the greatest maritime industry disruption since the shift from sails to steam over 150 years ago. Progress will continue to impact the industries into which our graduates embark, and Maritime College will be positioned for transformations to come because of our institutional strengths:

- A mission that is clearly defined and distinctive;
- Education that thoroughly integrates academic mastery and professional proficiency;

- Hands-on student learning experiences onboard the training ship Empire State VI, as well as through internships and study abroad programs;
- Extensive interaction among students, faculty and industry professionals, both on and off campus;
- Leadership preparation that is instilled through the Regiment of Cadets, athletics, student government and other student experiences;
- Leaders and successful entrepreneurs among our alumni, who work at the highest levels of the industries Maritime College serves, many of them in fields that did not exist when they were students;
- A location that provides ready access to diverse industry and educational partners.

THE BOLDNESS OF STRATEGIC THINKING

Our six strategic priorities are bold and form the foundation of Maritime College's shared vision of excellence. They are interdependent and of equal importance.

Achieve New Heights of Academic Excellence

Maritime College will prepare students to succeed in the 21st century through programs that integrate knowledge in a discipline, hands-on learning experiences and adaptive skills from across-programs of studies in liberal arts and STEM. As a result, we will distinguish the College and foster in our graduates the competency, character, adaptability, and ingenuity to succeed personally and professionally throughout their careers. Accordingly, we will:

A. Provide rigorous, high-quality and relevant academic programs across the College

B. Develop programs of national and international distinction

C. Elevate applied-learning experiences to new levels

Empower a Maritime College Faculty for the Future

Maritime College will draw on the knowledge and experiences of faculty gained through engagement in their disciplines, scholarly activities and interactions with industry. As a result, faculty will enhance students' learning environment and further the College's focus

on student-centered learning in and outside of the classroom. Accordingly, we will:

A. Develop a diverse and consistently high-quality faculty, deeply engaged in and across their disciplines

B. Cultivate a faculty of scholar-teachers for whom research and teaching are mutually reinforcing

C. Empower active, multifaceted faculty engagement with the maritime and other industries

Cultivate Strong External Partnerships

Maritime College will deepen robust partnerships with industry, alumni and educational institutions locally, regionally and globally. As a result, the College will greatly increase the knowledge, expertise and opportunities available to students, faculty and staff. Accordingly, we will:

A. Deepen and enrich the College's relationship with industry and government partners

B. Strengthen alumni engagement

C. Build strong and mutually beneficial relationships with educational partners

Champion Diversity and Inclusion

Maritime College is committed to further strengthening its inclusive campus community, one that comprises diverse faculty, students and staff. As a result, we will create a richer educational environment and ensure that our graduates possess the understanding, empathy and cultural fluency to thrive in our increasingly diverse society. Accordingly, we will:

A. Cultivate a visible culture of respect, civility and inclusion among students, faculty and staff

B. Build a diverse faculty and staff

C. Attract and retain highly qualified students of diverse races, ethnicities, genders and socioeconomic backgrounds

Foster a Vibrant Student Life Experience

Maritime College will identify and shape co-curricular experiences that encourage students to live and work effectively with those of similar, as well as vastly different backgrounds, perspectives, ideas and experiences. As a result, our students will develop the skills they require to

succeed at Maritime; plus the character and social fluency they will need throughout their careers after graduation. Accordingly, we will:

A. Embrace a holistic approach to student development

B. Enable the highest levels of student success at Maritime College and beyond

Realize Our Future

To accomplish our goal, we will strengthen the College's educational infrastructure, enhance our visibility and reputation and build a larger and more stable resource base. Accordingly, we will:

A. Enhance our learning platforms

B. Build and promote an identity that increases the College's visibility, recognition and reputation

C. Strengthen the College's financial foundation

A WELL-PLANNED FUTURE

Each of our six goals is important by itself for shaping a critical aspect of the Maritime College we envision. Each also contributes to the success of the others. Collectively, they will move the College to a new level of achievement and recognition. To realize this future, we commit to:

- Connecting Maritime College's resource allocation process systematically to the objectives and initiatives of the strategic plan to better drive institutional effectiveness; and

- Communicating our vision and plans to achieve our future goals and aspirations to stakeholders inside the College, to our alumni and to industry and education partners.

Pursuing these goals requires dedicating ourselves to an ongoing review of our journey. We will take measure of how we implement our strategic initiatives over time. We will identify opportunities and altered circumstances and outline steps to respond to such changes. We will annually celebrate and recognize our achievements as we progress along the new course we have charted. As we approach the 2024 sesquicentennial of Maritime College's founding, our 2018-2024 strategic plan, *Charting a New Course*, will help the College continue to strengthen our academic excellence, our value to industry and our societal impact.

INTRODUCTION

Today, technology and globalization are driving the greatest changes in the maritime industry since the shift from sails to steam over 150 years ago. Disruptors include digitization, systems integration and automation, e-commerce, new technologies, and environmental regulations. These forces are affecting every industry for which we prepare students, as well as the world of higher education. Maritime College is dedicated to anticipating and responding imaginatively to this transformation. We will graduate students who have the adaptive skills necessary to succeed in the industries of today and the future. Our challenges are great, but our opportunities are unparalleled.

As we face change, numerous institutional strengths will continue to ensure our academic excellence, our value to industry and our societal impact. These include:

- A mission that is clearly defined and distinctive;
- Education that thoroughly integrates academic mastery and professional proficiency;
- Hands-on student learning experiences onboard the training ship Empire State VI, as well as through internships and study abroad programs;
- Extensive interaction among students, faculty and industry professionals, both on and off campus;
- Leadership preparation that is instilled through the Regiment of Cadets, athletics, student government and other student experiences;
- Leaders and successful entrepreneurs among our alumni, who work at the highest levels of the industries Maritime College serves, many of them in fields that did not exist when they were students;
- A location that provides ready access to diverse industry and educational partners.

We have identified the key challenges and opportunities facing Maritime College. By systematically examining our strengths and vulnerabilities, we have crafted six bold yet achievable strategic goals. These goals are highly interrelated and equally essential to achieving our shared vision:

ACHIEVE NEW HEIGHTS OF ACADEMIC EXCELLENCE

EMPOWER A MARITIME COLLEGE FACULTY FOR THE FUTURE

CULTIVATE STRONG EXTERNAL PARTNERSHIPS

CHAMPION DIVERSITY AND INCLUSION

FOSTER A VIBRANT STUDENT LIFE EXPERIENCE

REALIZE OUR FUTURE

> *"SUNY Maritime consistently ranks very high on national surveys that measure annual incomes of recent and mid-career graduates. I don't know of another college that prepares students for career success like Maritime College does. I am thrilled that the strategic plan emphasizes the need to keep pace with the current trends and is committed to graduating students that have the skill sets to succeed in the industries of today and the tools to succeed in the industries of the future.*

Robert Johnston '69
Chairman, SUNY Maritime Foundation and Former President and CEO, Overseas Shipholding Group, Inc.

For each strategic goal, our plan delineates ambitious objectives toward which we will make demonstrable progress through a set of detailed strategic actions.

There are four appendices to this strategic plan that provide context for our goals, objectives and actions:

APPENDIX1:
Supplemental Strategic Actions in Support of Objectives lists a range of actions under consideration as we transition to the implementation of the strategic plan that will enable us to achieve our objectives.

APPENDIX 2:
SUNY Maritime College Performance Improvement Plan Metrics contains a list of standard metrics used across the SUNY System and will be used to measure our success.

APPENDIX 3:
Environmental Scan 2018-2024…and Beyond is a summary of the environmental scan the College undertook to identify relevant external factors and trends and their implications for the College.

APPENDIX 4:
The Strategic Planning Process provides an overview of the inclusive and transparent process used in developing this plan.

In my experience, an education focused on the maritime industry applies to a wide-range of businesses. The future of SUNY Maritime College, as demonstrated by this strategic plan, must include the goal of being the 'supplier of choice' for young people within the industry.

Kevin Graney '86
President, General Dynamics NASSCO

MISSION, VISION, AND CORE VALUES

MISSION

First and foremost, Maritime College educates dynamic leaders for the global maritime industry.

Our focus is the maritime industry, but the knowledge and experience our students gain are applicable to a wide range of careers in business, transportation, and engineering. We prepare our graduates to be leaders who have competency, character and the ability to anticipate and successfully adapt to a changing environment.

VISION

Maritime College will be the leading maritime educational institution.

Maritime College will be a 21st century-college that embodies a rigorous, well-rounded academic education, a strong technical foundation, applied-learning opportunities and an emphasis on leadership development second to none. We prepare students for lifelong learning that enables them to meet future challenges and for leadership roles in which they positively impact society.

CORE VALUES

Seven core values underlie all that Maritime College does:

Academic Excellence ➤ the pursuit of excellence in teaching, scholarship and research

Student-Centeredness ➤ an environment that values student success, development and personal growth

Integrity ➤ principles of integrity and ethics in all aspects of our operations

Respect ➤ embracing diversity & inclusion, and celebrating the unique contributions of all

Leadership ➤ providing multiple leadership development opportunities for all students

Applied Learning ➤ programs and majors are infused with hands-on, experiential-learning opportunities

Relevance ➤ an adaptive curriculum that responds to the complex and evolving needs of the maritime industry

"A highly educated and trained workforce is a necessity for maintaining a safe environment onboard today's very sophisticated tugs and barges. Safety is the number-one priority at Bouchard, and our shared passion for teaching the importance of safety has built a very valued relationship between Bouchard and the College. Close relationships with industry partners ensure that the academic programs at Maritime College remain relevant and benefit the students and faculty alike."

Morton S. Bouchard III
President and CEO,
Bouchard Transportation Co., Inc.

STRATEGIC GOALS

This strategic plan outlines six bold and highly interrelated goals. They are of equal importance and accomplishing all of them is essential to achieve our shared vision of becoming a 21st century-college that embodies a rigorous, well-rounded academic education, a strong technical foundation, applied-learning opportunities, and an emphasis on leadership development second to none.

Each goal has a set of objectives that advance the goal. Each objective has a corresponding action representative of the full list of supplemental strategic actions listed in Appendix 1.

The maritime industry is undergoing a sea of change that will require mariners and individuals working in all sectors to acquire the education and skills necessary to navigate effectively. In planning for future challenges and change, ABS is proud to partner with SUNY Maritime College and ensure that future graduates acquire important skills while in college, like data analysis and data-driven decision making, technological and numerical expertise, and oral and written communication fluency. It is these skills that will differentiate a Maritime College graduate from the rest of the pack.

Christopher J. Wiernicki
Chairman, President and CEO,
American Bureau of Shipping

Achieve New Heights of Academic Excellence

We will prepare students to succeed in the 21st century through programs that integrate knowledge through disciplined, hands-on learning experiences and adaptive skills from across their program of studies in liberal arts and STEM. In this way, we will distinguish the College and provide our graduates with immediate employability in a competitive career environment plus the competency, character, adaptability and ingenuity to succeed personally and professionally throughout their careers.

We will build and sustain new levels of academic excellence through a powerful culture of assessment that establishes clear measures of academic quality across programs and provides regular evaluation of progress toward established targets.

A

OBJECTIVE:

Provide rigorous, high-quality, and relevant academic programs across the College

Every academic program will be distinguished by a demanding academic core that emphasizes discipline-specific knowledge and important skills such as critical thinking, oral and written communication and numerical and technological fluency. Robust, faculty-driven assessment processes, that include program-level accreditation where appropriate, will ensure the rigor, quality, and relevance of our academic programs. Elevating the academic core will also elevate the quality of Maritime College's license programs.

ACTION:

Conduct a comprehensive review of Maritime College's academic portfolio

- Ensure that all programs provide an appropriate balance of subject-area knowledge, skills and experiential learning opportunities.
- Identify contemporary topics and competencies by working with industry, and infuse them across the curricula and course levels of every program. Essential competencies include technology/digitization, information literacy, leadership, teamwork, ethics, communication, multicultural awareness and critical thinking.

B

OBJECTIVE:

Develop programs of national and international distinction

We will expand and strengthen our undergraduate and graduate degrees into premier programs that enhance the College's prominence and support our expansion into new markets.

ACTION:

Create relevant and innovative new graduate and undergraduate offerings in formats that allow rapid implementation

- Anticipate and respond nimbly to the changing needs of industry partners and the goals of our students by establishing new programs, minors, certificates, licenses, tracks and micro-credentials that can be introduced and modified quickly.
- Explore how best to deliver our programs in a variety of formats including online and hybrid and with flexible schedules such as evenings, weekends, and summer terms.

C

OBJECTIVE:

Elevate applied-learning experiences to new levels

Experiential learning is a distinctive and historical component of Maritime College. We will ensure that our iconic Summer Sea Term on the training ship Empire State VI continues to be a uniquely rewarding experience. We will take greater advantage of our proximity to New York City's dynamic financial, technology, transportation, energy and information technology industries, as well as its lively ports and waterways, to provide a greater variety of innovative shore-side internship opportunities for all students regardless of program.

ACTION:

Provide more varied and in-depth professional experiential learning opportunities

- Expand the number and quality of internships for students in both regimental and civilian programs.
- Encourage and support meaningful student research opportunities with faculty.
- Increase the impact of community service and civic engagement experiences and link them to classroom teaching and learning.

Empower a Maritime College Faculty for the Future

Drawing on the knowledge and experiences faculty members gain through engagement in their disciplines, scholarly activities, and interactions with industry, they will enhance our students' learning environment, and continue our focus on student-centered learning in and outside of the classroom. Maritime College will monitor the incentives and rewards it offers faculty and provide the administrative support necessary for faculty to focus on their primary roles as teachers, mentors and scholars. The College will facilitate faculty connections with industry and will support professional development to advance faculty careers.

A OBJECTIVE:

Develop a diverse and consistently high-quality faculty, deeply engaged in and across their disciplines

We will build a faculty for the future by examining the ways in which disciplines are changing and by identifying what these changes mean for our faculty and our academic programming. We will sustain and develop our faculty by making investments to ensure their advancement, strengthening their teaching and research, and broadening the interdisciplinary nature of the academic programs.

ACTION:

Strategically recruit, develop and retain talented faculty

- Create and implement a strategic faculty recruitment and development plan that defines clearly desired faculty characteristics, along with strategies for attracting talented faculty who are accomplished in their disciplines and who will also help infuse technology throughout the curriculum.
- Invest in support and mentorship for new faculty, including training to help develop potential mentors.
- Maintain consistent, pertinent and predictable expectations for promotion and tenure and a structured process for documenting successes.
- Increase opportunities for ongoing faculty development, including those for non-tenured faculty.

B OBJECTIVE:

Cultivate a faculty of scholar-teachers for whom research and teaching are mutually reinforcing

Students benefit from faculty who are actively pursuing their own scholarship and use the results of their scholarly activities to directly impact students in the classroom and lab. We will define the forms of research and scholarship that are most relevant to the College's mission, including discovery, integration, application and teaching and learning processes. We will identify the processes and resources that are necessary catalysts for such work. By encouraging the combined pursuit of scholarship and teaching, we will bring faculty research into the classroom, encouraging faculty to hone their scholarship in dialogue with undergraduate and graduate students and engaging students in the process of knowledge production in ways that complement their classroom experiences.

ACTION:

Incentivize and facilitate faculty scholarship, creativity, innovation and entrepreneurship

- Support our faculty's creative, intellectual spirit in ways that build interdisciplinary approaches to teaching and scholarship.
- Catalyze innovative research and scholarship through greater grant support.
- Extend the impact of Maritime College by identifying external commercial, public and nonprofit partners that are interested in helping faculty translate their research into applications.
- Facilitate ways in which faculty introduce their scholarship to students as active and engaged participants both inside and outside the classroom.

C OBJECTIVE:

Empower active, multifaceted faculty engagement with the maritime and other industries

We will enhance the interaction of Maritime College faculty with the industries that hire our graduates. Doing so will allow our faculty to keep abreast of the challenges confronting these industries and bring this knowledge into their classrooms. This interaction will also benefit maritime and other industries through access to faculty expertise and research as well as to a pipeline of well-prepared students and alumni.

ACTION:

Encourage and support faculty-industry interactions

- Establish incentives and opportunities—such as a well-articulated faculty sabbatical policy—that will encourage significant faculty participation with industry.
- Identify other ways to help faculty keep current with challenges facing the maritime industry, such as creating observer roles on commercial ships for licensed faculty.
- Promote faculty expertise that is relevant to industry needs and challenges.

Cultivate Strong External Partnerships

Robust partnerships with industry, alumni, and educational institutions are vital to achieving our strategic goals and vision. We will expand and deepen relationships locally, regionally, and globally. This will increase greatly the knowledge, expertise, and opportunities available to students, faculty and staff.

A

OBJECTIVE:

Deepen and enrich the College's relationship with industry and government partners

Relationships with the industries we serve are key to ensuring that our academic programs are strong and relevant, that faculty and students are able to take advantage of meaningful research and scholarship, and that students have quality internships that prepare them to enter the workforce successfully. We will expand and re-invigorate our industry advisory boards, and utilize them to their fullest to build strong connections between industry and our academic programs. We will strengthen this engagement further by connecting alumni and industry partners with students and faculty.

ACTION:

Be the maritime industry's go-to resource for research, analysis and new thinking

- Utilize Maritime College's proximity to the New York metropolitan area and its array of maritime, transportation, financial, technology and energy industries.
- Increase our reach to other domestic and international maritime industry hubs and explore new joint program and experiential learning possibilities.
- Engage visiting industry experts as instructors, as panelists for industry discussions, as sources of career counseling and networking for students, and as sounding boards for faculty members.
- Create structures such as centers, institutes and programs and convene conferences and symposia to ensure ongoing collaboration between industry and faculty.

B

OBJECTIVE:

Strengthen alumni engagement

Active involvement of Maritime College alumni in the life of the College is crucial to becoming a more innovative institution. Alumni are a key link to the industries in which they work. They help us anticipate important changes in their professional worlds and understand the implications for how we educate our students. We will redouble our efforts to deeply engage our alumni with the College, strengthening their bonds with Maritime College in ways that ensure that their generous philanthropic and volunteer support help us to achieve our vision.

ACTION:

Expand the number and variety of opportunities for alumni engagement in the life of the College

- Develop a robust menu of ways in which alumni of various ages and stages of life can engage with the College, including participation in activities such as industry advisory boards, student recruitment, career mentoring, guest lecturing and philanthropic support.

C

OBJECTIVE:

Build strong and mutually beneficial relationships with educational partners

We will build strong partnerships with other U.S. and international educational institutions as well as with libraries, museums and other cultural centers to expand the academic, research, co-curricular and career opportunities for our faculty, staff and students. We will build a pipeline of students from diverse backgrounds by expanding our outreach to secondary schools and youth organizations and developing programs that increase awareness of Maritime College and career opportunities in the maritime and other industries.

ACTION:

Increase joint programs and other collaborations with SUNY institutions, other colleges and universities, and secondary schools

- Partner with U.S. and international institutions of higher education to expand academic, research and co-curricular opportunities for faculty and students.
- Work with the growing number of maritime-focused secondary schools across the nation, as well as selected New York metropolitan area schools, to broaden interest in maritime and related careers and attract well-prepared students with an affinity for the College's distinctive educational programs.

Champion Diversity and Inclusion

We are committed to a Maritime College community that welcomes the full range of human differences and draws on the varied perspectives, experiences and backgrounds in our community to inform teaching, research and decision-making. We will build an even more inclusive campus community, one that comprises diverse faculty, students and staff in order to create a richer educational environment and ensure that our graduates possess the understanding, empathy and cultural fluency to thrive in an increasingly diverse society.

A | OBJECTIVE:
Cultivate a visible culture of respect, civility and inclusion among students, faculty and staff
We will ensure that Maritime College understands, values, and respects the varied capacities, experiences and backgrounds of all members of its community. Such a culture of inclusion is fundamental to the College's ability to attract diverse students, faculty and staff. Our goal is nothing less than for every member of our community to recognize diversity not as a demographic target but as an imperative for professional development and personal growth and, by extension the betterment of society.

ACTION:
Ensure our campus is inclusive of all

- Instill diversity and inclusion into our curricular and co-curricular activities.
- Examine all facets of the College—policies, communications, activities—to ensure that they convey the value we place on diversity.

B | OBJECTIVE:
Build a diverse faculty and staff
We will build a faculty and staff that represent the diversity of contemporary society, and are eager to explore and understand the differences among members of our community and the significance of those differences to their work, professional development and personal lives.

ACTION:
Actively recruit and retain a diverse faculty and staff

- Increase the diversity of applicant pools for faculty and staff searches.
- Develop mentorship programs that provide support for new faculty and staff.
- Strengthen orientation and professional development for faculty and staff to improve their retention and enhance the inclusiveness of our community.

C | OBJECTIVE:
Attract and retain highly qualified students of diverse races, ethnicities, genders and socioeconomic backgrounds
We will recruit, enroll and retain a student body that represents a rich diversity of backgrounds, experiences and perspectives. However, diversity is about more than a head count: it must reflect the quality of interactions. We will be highly intentional in our efforts to create a sense of belonging and community that stimulates deep and meaningful connections among all members of our community.

ACTION:
Establish support programs to improve retention of students from traditionally underrepresented and under-served groups

- Provide an environment in which students feel well supported through meaningful relationships with mentors, advisors, peers, faculty and staff.
- Assist students in addressing individual challenges through personalized interventions and guidance.
- Ensure that underrepresented and under-served students benefit from high-impact academic and co-curricular campus programs.
- Bring community organizations on campus to provide support services and programs.

Foster a Vibrant Student Life Experience

We are dedicated to ensuring that Maritime College students develop the skills, character and social fluency that they need in college and beyond. We will identify and shape co-curricular experiences that encourage students to live and work effectively with those having similar backgrounds and perspectives as well as with those having vastly different ideas and experiences.

A

OBJECTIVE:

Embrace a holistic approach to student development

We will enhance student development by supporting meaningful experiences inside and outside the classroom and connecting the two. Doing so will enhance educational and personal development as students apply what they learn to work and social settings. Conversely, this holistic approach will enrich classroom curricula through extracurricular and community experiences.

ACTION:

Create a more student-centered campus environment

- Construct a student center that provides a welcoming space for students to engage with one another.
- Develop a set of desired outcomes and an assessment plan for administrative, educational and student support programs.
- Assess the current service levels of all administrative, educational and student support programs.
- Revise the policies and processes to provide a higher level of student service and satisfaction.

B

OBJECTIVE:

Enable the highest levels of student success at Maritime College and beyond

We will provide every student with the full range of academic support services necessary for their steady progress toward graduation. We will prepare students for success on campus and in their future careers, including graduate studies, by immersing them in a rigorous academic environment as well as in settings that introduce such soft skills as leadership, teamwork, ethical awareness, communication, information literacy, multicultural understanding, and critical thinking. These abilities are essential components of the adaptability that allows our graduates to thrive in rapidly changing circumstances and uncertain times.

ACTION:

Develop comprehensive leadership programs for all students to enhance their preparation for successful careers and service in their communities

- Expand leadership development opportunities well beyond those currently available in the regiment and promote their benefits to all students, regardless of their programs or career plans.
- Support faculty and staff in incorporating soft skills into students' academic programs and co-curricular experiences, including athletics, student government, clubs and residential life.

Realize Our Future

To accomplish the strategic goals in this plan, we will strengthen the College's educational infrastructure, enhance our visibility and reputation, and build a larger and more stable resource base. Moreover, we will systematically apply resource allocations to the priorities of this strategic plan and the activities that we believe will drive our institutional effectiveness.

A | OBJECTIVE:
Enhance our learning platforms

We will build a strong and adaptable infrastructure that increases our ability to anticipate and respond nimbly to industry changes, new modes of teaching and scholarship and the evolving needs and interests of our students and faculty.

ACTION:
Update and expand our training vessels and strengthen our technology infrastructure

- Continue to advocate strenuously for the replacement of the training ship Empire State VI.
- Acquire a second small vessel to provide applied learning and research opportunities for students in the Marine Environmental Science program and to give additional small-boat-handling opportunities for deck-license students.
- Strengthen the College's technology capabilities to support changing approaches to teaching and learning, enhanced scholarship and research and new instructional applications.

B | OBJECTIVE:
Build and promote an identity that increases the College's visibility, recognition and reputation

Strengthen the College's reputation by defining a clear identity that accurately reflects its history and continuing contributions, academic strengths, connections to industry and its commitment to all stakeholders.

ACTION:
Develop a comprehensive and coordinated marketing and communications plan

- Promote Maritime College's reputation and distinctive educational programs through a thoughtful, sophisticated communications plan.
- Communicate our achievements more effectively to the public and alumni and deepen their connection with the College.
- Increase public understanding of Maritime College's role in preparing students for careers that strengthen the nation's transportation infrastructure, industries and economy.

C | OBJECTIVE:
Strengthen the College's financial foundation

The changing economic circumstances of public higher education require the College to significantly increase its fundraising. We will do so by strengthening our development capabilities, increasing our grant activity and by deepening the engagement of alumni, business partners and others interested in ensuring a continuing pipeline of industry leaders. In this effort, we will fully leverage the relationships faculty build with alumni and industry partners.

ACTION:
Substantially increase philanthropic support

- Establish a SUNY Maritime College Foundation to substantially increase philanthropic support of the College.
- Involve students, faculty, alumni and staff more actively in engaging alumni and donors.
- Develop a structure that clarifies faculty's important role, and leverages the relationships they build with alumni and industry partners to enhance fundraising.
- Develop and execute an ambitious 150th anniversary major gift campaign.

CONCLUSION AND NEXT STEPS

W ith the conclusion of this phase of our strategic planning process, we will move steadily forward to realize Maritime College's vision. Thus, we commit to achieving new heights of academic excellence, empowering a faculty for the future, cultivating strong external partnerships, championing diversity and inclusion, fostering a vibrant student life experience, and strengthening our resource base to realize our future.

These strategic goals are interrelated. Each is important by itself in order to shape a critical aspect of the Maritime College we envision. However, each will also contribute to the achievement of the others, and collectively they will move the College to an extraordinary new level of achievement and recognition.

Key to achieving our strategic goals and underlying objectives is the development of an implementation plan that identifies and prioritizes specific action items; links action items to performance based metrics that measure our progress; and assigns responsibilities for each action item.

As we implement this plan, other critical next steps include:

- Connecting Maritime College's resource allocation process systematically to the objectives and initiatives of the strategic plan to better drive institutional effectiveness;
- Communicating our vision and plan's progress to stakeholders;
- Asking each department to develop or revisit its own strategic plan in light of the directions set by the College's strategic plan;
- Reviewing and updating our Performance Improvement Plan metrics, Diversity Plan, Applied Learning Plan and Facilities Master Plan to ensure their alignment with this strategic plan.

Strategic planning is an ongoing process. We are dedicated to reviewing our progress regularly. We will prepare an annual status report noting our progress on strategic initiatives, identifying new opportunities and changed circumstances, and outlining steps to respond to such changes. We will annually celebrate and recognize our achievements as we progress along the new course we have charted.

> "Given the rapid rate of change taking place throughout the shipping industry, including greater reliance on technology, the ever-increasing regulatory oversight, and environmental compliance, Maritime College's commitment to educating adaptable graduates with broad-based and high quality skills is extremely important. U.S. mariners, both onboard ships and working shore-side, are employed in a global industry and must keep pace with the rapid pace of growth and anticipated change."
>
> Lois Zabrocky
> *President & CEO, International Seaways, Inc.*

THE STRATEGIC PLANNING COMMITTEE

The dedicated work of the following members of the Maritime College community drove the development of this strategic plan.

. . . .

CHAIR

- **Rear Admiral Michael Alfulti**s, President

. . . .

MEMBERS

- **Ms. Keisha Brown**, Director of Information Technology
- **Professor Richard Burke '72**, ABS Chair, Naval Architecture and Marine Engineering
- **Professor Christopher Clott**, ABS Chair of Marine Transportation and Logistics
- **Professor Danielle Cole**, Mathematics
- **Cadet Chris Deddo '18**, Student Government Association President
- **Professor Elissa DeFalco**, Humanities
- **Mr. Scott Dieterich**, Vice President of Finance and Administration
- **Professor Virginia Ferritto**, Global Business and Transportation
- **Professor Daniel Fridline**, Engineering
- **Captain Catie Hanft '85**, Deputy Commandant of Cadets
- **Professor Joseph Hoffman '75**, Provost and Vice President for Academic Affairs
- **Mr. Rohan Howell**, Dean of Admissions
- **Mr. William Imbriale**, Dean of Student Affairs
- **Captain Walter Nadolny '78**, Marine Transportation and Presiding Office of the Faculty
- **Professor Francis Pelkowski '84**, Global Business and Transportation and At-Large Faculty Representative
- **Mate James Rogin '06**, Professional Education and Training
- **Professor Peter Vecchio '92**, Marine Transportation; Head Coach, Men's and Women's Swimming and Diving

. . . .

STAFF

- **Ms. Aimee Bernstein, Esq.**, Vice President for University Relations
- **Captain Mark Woolley**, Chief of Staff and Director of Institutional Research and Assessment

. . . .

CONSULTING ASSISTANCE, AKA Strategy

- **Dr. Anthony Knerr**, Managing Director
- **Mr. John Braunstein**, Director

> *" Strong partnerships within the maritime, related industries and governmental bodies continue to ensure the growth of the college. These relationships benefit our students directly through the knowledge and support they gain that helps them achieve their professional and academic goals at the college and after graduation. By continuing to strengthen and build these relationships, Maritime College will be at the forefront to identify and address the challenges of the future. "*
>
> James Rogin '06
> *Director of Professional Education and Training*

Appendix 1

SUPPLEMENTAL STRATEGIC ACTIONS IN SUPPORT OF THE STRATEGIC OBJECTIVES

Six subcommittees of the Strategic Planning Committee (SPC) were established to develop specific actions that Maritime College might undertake to achieve each of the objectives identified for each goal. A steering committee of the SPC was also established to review all of the actions developed by the six subcommittees, identify overlaps and narrow down the number of actions to the three to five they felt were most important for each objective. This resulted in over 50 actions that the plan would commit the College to undertake.

In subsequent discussions, the SPC agreed that it would be preferable to examine the actions further and identify one action for each objective, combining where necessary the elements of several actions. The steering committee took this step to create the draft that is now the College strategic plan. However, the SPC also agreed that it would be important to retain the full list of prioritized actions developed by the subcommittees as a resource for those individuals and groups who would be involved in implementing the strategic plan.
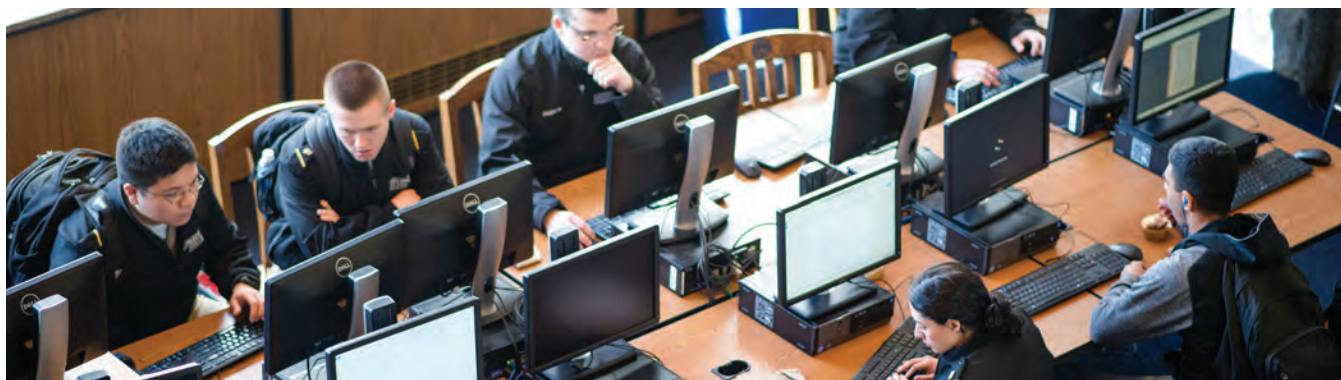
This supplement represents that archive. It is organized, like the strategic plan, into strategic goals and objectives. The three to five actions selected by the steering committee for each objective are provided in full.

> "*A three-legged stool is the best engineered stool, and a Maritime education is like such a stool. Each leg represents one of the tenants of this education: strong academic programs, hands-on professional experiences and leadership opportunities. I feel this plan speaks to who we are, who we were, and who we need to become as an institution.*"
>
> Joseph Hoffman '75
> *Provost and Vice President for Academic Affairs*
> *State University of New York Distinguished Teaching Professor*

Achieve New Heights of Academic Excellence

OBJECTIVE	ACTIONS

A Provide rigorous, high-quality, and relevant curricula and academic programs across the College

1. Enhance and support faculty driven assessment processes

Conduct a comprehensive review of the College Assessment Plan, and create a structured and sustained assessment process to evaluate student learning using multiple, evidence-based measures.

2. Identify competencies that can be applied across the curricula and course levels of every program

Such competencies may include: leadership, teamwork, ethics, communication, information literacy, technology/digitization, multicultural awareness, and critical thinking. These skills will ensure our students develop the adaptability they will need for postgraduate study, career advancement, and to confront future workplace changes.

3. Conduct a comprehensive review of each academic program

Ensure that all programs provide an appropriate balance of subject-area knowledge, skills, and experiential learning opportunities. Exposure to these three elements will prepare our students for rigorous postgraduate study and a broad range of potential careers, and will help them develop a desire for lifelong learning.

4. Enhance the roles and activities of our industry advisory boards

Develop a consistent structure for the boards and a clear articulation of their expected roles in order to take best advantage of the professional expertise of board members and thereby ensure that our curricula remain cutting edge and relevant.

5. Promote a climate of critical inquiry and intellectual discourse

Supplement traditional classroom learning with a rich menu of conferences, symposia, lecture series, and workshops that allow students to engage, in classrooms and co-curricular activities, with diverse public figures, intellectuals, and industry thought leaders.

B Develop programs of national and international distinction

1. Expand and strengthen undergraduate and graduate degrees into premier programs

Conduct a comprehensive review of our academic portfolio to identify existing programs of distinction and develop new programs that have the potential for national and international recognition.

2. Create relevant and innovative new graduate and undergraduate programs in a manner that allows them to be implemented quickly

Create new minors, certificates, licenses, tracks, and micro-credentials that can be introduced and modified quickly and have the potential to become premier programs. Such programs will allow us to enrich the options for students and the professional community.

3. Expand Maritime College's unique educational programs to a wider audience of students

Deliver programs in a variety of formats (e.g., online, hybrid, etc.) and schedules (e.g., evening/weekend; intensives; summer terms, and the like) in order to attract new students.

Achieve New Heights of Academic Excellence

OBJECTIVE	ACTIONS

C | **Elevate applied-learning experiences to new levels**

1. Provide more varied and in-depth professional experiential learning opportunities

Expand the number and quality of professional development options for students in both regimental and civilian programs by:

- Increasing the size of our Cadet Shipping Program
- Creating the position of internship coordinator to work with companies, faculty and students to both grow the number of internship opportunities and make them more accessible for students
- Increase opportunities for students to participate in international student exchange and study abroad programs
- Conduct a thorough and fundamental review of the license programming, both on campus and on board the training ship to ensure the maximum effectiveness of these programs

2. Encourage and support meaningful student research opportunities

Increase student exposure to cutting-edge scholarship and research by creating incentives for faculty to engage students in faculty research projects and/ or oversee independent student research. One such incentive would be the provision to faculty of greater research support for projects that involve students.

3. Increase the impact of community service and civic engagement by linking these experiences to classroom teaching and learning

Increase, document and assess service-learning opportunities for students, encourage their involvement in communities outside the campus, and link these experiences to classroom and applied-learning experiences.

4. Evaluate all applied learning experiences against SUNY's Applied Learning Criteria

SUNY specifies five criteria by which applied-learning experiences should be measured.

- Be structured, intentional and authentic
- Require preparation, orientation and training
- Include monitoring and continuous improvement
- Require structured reflection and acknowledgment
- Be assessed and evaluated

OBJECTIVE	ACTIONS

A Develop a diverse and consistently high-quality faculty, deeply engaged in and across their disciplines

1. Recruit and hire high quality faculty

Create a strategic faculty recruitment and hiring plan that defines clearly desired faculty characteristics and provides strategies for attracting talented faculty. Evaluate current search policies and practices for improvements and establish a robust training program for search committees.

2. Develop and retain talented faculty

Invest in support and mentorship for new faculty, including training to help develop potential mentors. Maintain consistent, pertinent, and predictable expectations for promotion and tenure and a structured process for documenting successes. Increase opportunities and incentives for ongoing faculty development (including non-tenured faculty).

3. Periodically benchmark faculty salary levels

Compare Maritime College faculty salaries to appropriate peer institutions on a regular basis, taking into account the cost of living in the metropolitan area, to ensure the College's ability to attract and retain the very best talent.

B Cultivate a faculty of scholar-teachers for whom research and teaching are mutually reinforcing

1. Identify the forms of scholarship most suited to Maritime College

Develop a College-wide ethos of scholarship by providing engagement for undergraduates and master's- level students in academically rigorous forms of research and connecting student and faculty research to teaching and learning.

2. Facilitate faculty creativity, innovation, and entrepreneurship

Draw on our faculty's creative, intellectual spirit to encourage interdisciplinary approaches to teaching and research. Help faculty extend the impact of their research and scholarship by identifying external partners interested in working with faculty to accelerate the translation and commercialization of ideas.

3. Incentivize scholarship

Catalyze innovative scholarship by offering grant support; working with the SUNY Research Foundation; providing facilities and equipment, other resources, and release time for research and scholarship.

4. Facilitate, promote and celebrate student involvement in faculty scholarly activity

Identify and support a variety of ways for faculty to introduce their scholarship to students and engage them as active participants both in and outside the classroom.

OBJECTIVE	ACTIONS

C — Empower active, multifaceted faculty engagement with the maritime and other industries

1. Expand the available venues and formats for faculty-industry interaction

Create such forums as on-campus conferences and symposia, and faculty participation in industry association panels. Provide support for faculty to attend industry events.

2. Promote relevant Maritime College expertise and research in industry circles

We will identify faculty expertise and develop with industry representatives mechanisms for sharing this expertise with industry in useful ways with the goal of identifying both current faculty work that bears on industry needs and problems in industry that might steer future faculty research.

3. Encourage faculty engagement with industry

Support faculty participation on industry professional boards and committees. Create incentives and opportunities, including a well-articulated faculty sabbatical policy that increases participation in sabbaticals. Create an observer role for licensure faculty on ships that will help them keep current on immediate shipboard challenges facing the industry.

Cultivate Strong External Partnerships

OBJECTIVE	ACTIONS

A Deepen and enrich the College's relationship with industry and government partners

1. Leverage the College's unique mission and location

Proximity to the New York metropolitan area's maritime, transportation, financial, technology, construction, and energy industries, among others, provides Maritime College an exceptional opportunity to explore new joint program and experiential learning possibilities, engage visiting "expert" instructors, and sponsor conferences, symposia, and industry panels

2. Become the maritime industry's go-to resource for research, analysis and new thinking

Convene groups of faculty and maritime industry representatives to explore challenges facing the industry and identify relevant faculty expertise. Create the appropriate structures (e.g. centers, institutes, etc.) to ensure ongoing collaboration between industry and our faculty on an ongoing basis.

3. Increase continuing professional education opportunities

Work with Maritime College alumni and representatives of various industries to identify key professional development needs and consider how the College might address these for its own alumni and other professionals in these industries.

B Strengthen alumni engagement

1. Establish a strong collaborative relationship with the Alumni Association, as well as alumni at large

Develop the support structure for appropriate engagement between the Alumni Association and College.

2. Expand the number and types of opportunities for alumni engagement

Develop a robust menu of ways in which alumni of various ages and stages of life can engage with the College (e.g. industry advisory boards, assistance with student recruitment, career mentoring, guest lecturing and similar activities).

3. Build students' lifelong affinity with the College

Increase opportunities for interaction between Maritime College alumni and students. Involve students throughout their College years in activities sponsored by the Office of University Relations and the Alumni Association.
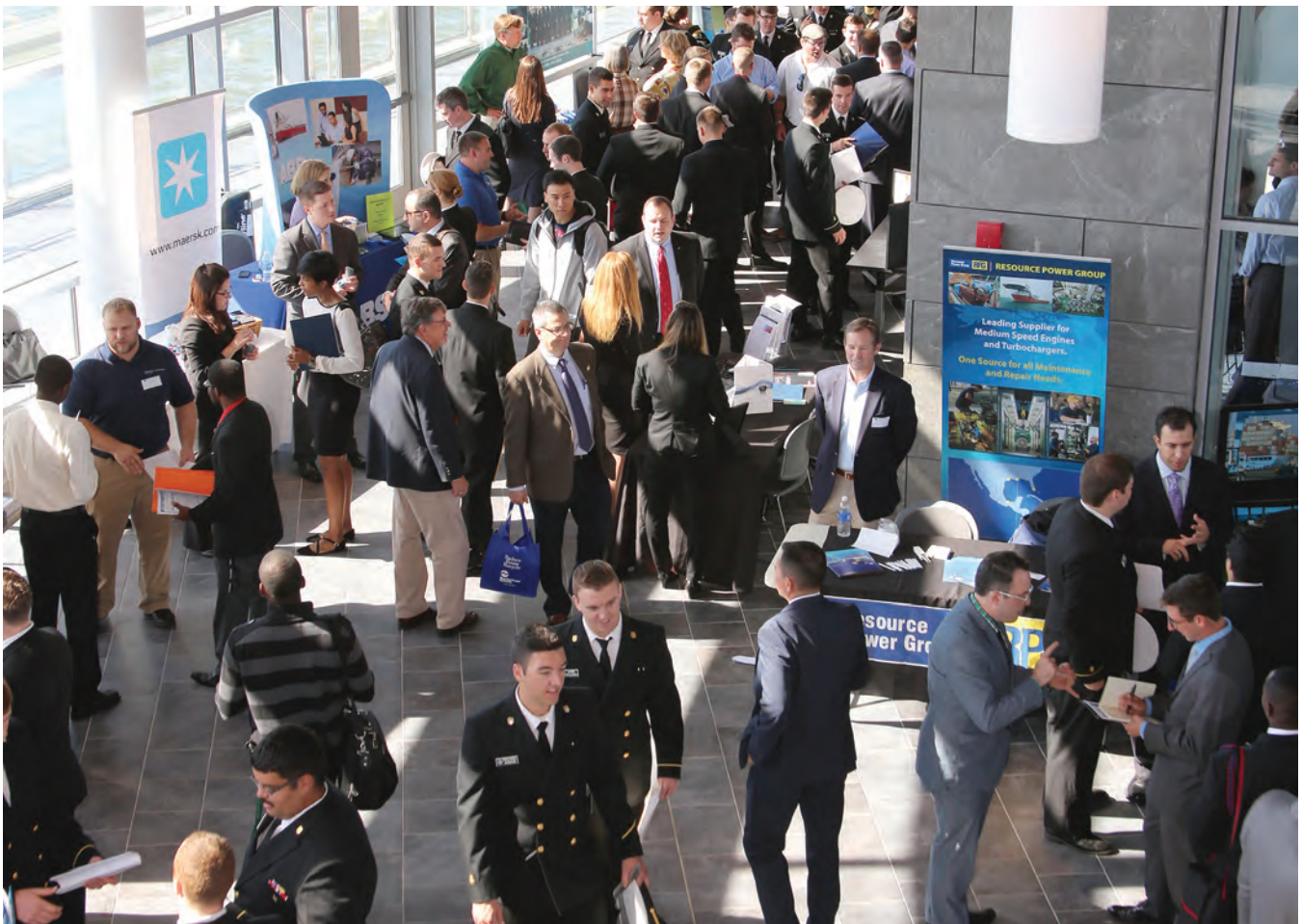
OBJECTIVE	ACTIONS

C Build strong and mutually beneficial relationships with educational partners

1. Increase joint programs and collaborations with SUNY institutions, research facilities, and other colleges and universities

Such partnerships will allow the College to expand the academic, research, co-curricular, and career opportunities for Maritime College faculty, staff, and students beyond what we can provide as a single institution.

2. Expand partnerships with secondary schools

The growing number of maritime-focused schools across the nation provides Maritime College an opportunity to identify and attract well-prepared students with an affinity for the specific educational program the College offers. By working with selected Bronx secondary schools to increase recognition and knowledge about the college, we can also identify well-prepared students, increase student diversity, broaden interest in maritime and related careers, and ensure stable enrollments.

OBJECTIVE	ACTIONS

A Cultivate a visible culture of respect, civility, and inclusion among students, faculty and staff

1. Ensure our campus is inclusive of all
- Review all college policies and activities for implicit bias, cultural sensitivity, and inclusion of populations that have been overlooked in the past
- Ensure that the College conveys the value we place on diversity in its messages and actions across all facets of the college
- Determine how Maritime College can be more culturally sensitive in such activities as food menus and holiday celebrations, and how we can foster inclusiveness through actions such as the design of facilities

2. Institutionalize a culture of respect, civility, and safety
Create an inclusive, welcoming, supportive ethos through actions such as: enhancing Title IX diversity, bias, and anti-harassment education programs; increasing student, faculty and staff participation in ongoing diversity and inclusiveness training; and developing a campus campaign to encourage reporting of bias incidents and harassment, encourage bystander intervention, and increase visibility of allies.

3. Imbed diversity and inclusion into our curriculum
Help our students develop a sense of the history, significance, importance, and value of diversity and inclusiveness through such actions as: increasing the number of non-Western civilization and foreign language courses offered; including multi-cultural topics in appropriate courses; and adding sections on respect, civility, and inclusion to syllabi.

B Build a diverse faculty and staff

1. Actively recruit a diverse faculty and staff
Utilize tested approaches to increase the diversity of applicant pools for faculty and staff searches. Engage candidates with the Maritime College community in ways that will increase their likelihood of accepting our offers of employment.

2. Cultivate and retain diverse talent
Connect new hires, as well as current members of underrepresented groups, to faculty and staff of similar backgrounds. Increase the diversity of employees participating in campus-wide special projects and key committees. Develop mentorship programs that provide support for new faculty and staff.

OBJECTIVE   **ACTIONS**

C

Attract and retain highly qualified students of diverse races, ethnicities, genders, and socioeconomic backgrounds

1. **Promote programs that connect diverse underrepresented students to the Maritime College campus**

   Establish partnerships with local communities, middle schools, high schools, community-based organizations, and community colleges that bring prospective students to campus. Expand programs for middle and high school students and educators that encourage college preparedness.

2. **Create a holistic admission review process for applicants from underrepresented groups**

   Evaluate applicants across a range of criteria that studies have demonstrated lead to student success in college.

3. **Establish a support program to improve the retention of students from traditionally underrepresented and underserved groups**

   Such a program will provide an environment where students can feel a sense of support and belonging and will help them develop meaningful supportive relationships with mentors, advisors, peers, faculty and staff.

Foster a Vibrant Student Life Experience

OBJECTIVE	ACTIONS

A | Embrace a holistic approach to student development

1. Establish a student center and strengthen student-life programming

By constructing a true student center we will showcase the College's diverse populations, activities, and interests while providing a welcoming space for students to engage with one another and make the College their own. We will also foster the growth and enhancement of student-life programming and student clubs, organizations, and activities that promote a diverse and inclusive campus community.

2. Implement an advising center for students and faculty

To support the diverse programs and services necessary for student success, Maritime College will establish an advising center for students. In collaboration with the Academic Success Center and Center for Teaching Excellence, the Advising Center will provide support to students and faculty in the areas of course selection, major exploration, academic coaching, registration assistance, mentorship programming, and career guidance.

3. Increase residential life programming

Housing and Residential Life will collaborate with Student Affairs, the Regiment, faculty, and other areas to help build additional student engagement into the residence halls, including such components as living- learning communities and social events focused on bringing students together.

4. Build a more student centered campus environment

Identify the current service levels of all campus student administrative, educational, and student support services. Revise policies and processes to provide a higher level of customer service and satisfaction. Develop a set of desired outcomes and an assessment plan for academic, educational, and student support services.

Foster a Vibrant Student Life Experience

OBJECTIVE	ACTIONS

B Enable the highest levels of student success at Maritime College and beyond

1. Improve and promote educational and student support services

Develop comprehensive student educational support services, including: critical academic-progress milestones, desired course and program outcomes, a system for early identification of at-risk students, and appropriate intervention strategies. Work with faculty and students to ensure their understanding of the role of these services and how to access and use them.

2. Develop a comprehensive leadership program available to all students

Expand leadership development opportunities, and promote their benefits to all students, regardless of their programs or career plans. Develop, implement and assess formal programming on leadership and ethical decision making available to all students. Conduct a fundamental review of regimental structure and organization in order to maximize opportunities for leadership and teamwork.

3. Increase and diversify career preparation for jobs of the future

Enhance the College's career services to provide a broad array of resources and programming in the practical elements of career exploration (e.g., job search, letter and resume writing, interview preparation, and the like). At the same time, promote the "soft skills" such as written and oral communication that are needed for professional success. Work with faculty and staff across the College to incorporate them into students' academic and co-curricular experiences.

OBJECTIVE	ACTIONS

A Enhance our learning platforms

1. Continue advocacy efforts to replace the training ship TS EMPIRE STATE VI and acquire a second small vessel for research and training

While efforts to obtain a replacement for the Empire State are out of the College's hands—as a matter of congressional allocation and funding—Maritime College will continue its strenuous efforts to advocate for a replacement ship. In addition, the College will seek to obtain a second, smaller vessel to provide applied learning and research opportunities for students in the Marine Environmental Science program and additional small-boat-handling opportunities for deck license students.

2. Develop a technology enhancement plan

Such a plan will: identify Maritime College's most pressing technology infrastructure needs and establish an appropriate level of investment; delineate opportunities to enhance the integration of technology into instruction through increased faculty development; and improve the long-term sustainability and efficiency of our information technology facilities and networks.

3. Develop a College environmental sustainability plan

Incorporate sustainable living practices that reduce Maritime College's carbon footprint and build a College-wide culture of environmental care. The sustainability plan will create strategies addressing greater efficiency of operations and buildings, reduced greenhouse gas emissions, sustainable sourcing of food and dining operations, recycling programs, storm water management, and utility consumption reduction.

4. Better connect the College to the New York metropolitan area

Explore improvements and expansion of transportation options, including such possibilities as obtaining a new ferry stop at Maritime College on the New York City's East River ferry system (or the creation of a new student-operated ferry system); a shuttle service from campus to area bus, train, subway, and airport connections; and additional parking opportunities on and off campus.

OBJECTIVE	ACTIONS

B Build and promote an identity that increases the College's visibility, recognition, and reputation

1. Develop a comprehensive and coordinated marketing and communications plan

The goals of such a plan will be to promote and enhance Maritime College's reputation and distinctive educational program; convey the College's achievements to alumni and increase their connection with the College; and increase public understanding of Maritime College's role in preparing students for careers that strengthen the nation's infrastructure and economy.

2. Conduct an extensive rebranding effort

Maritime College is an institution that must communicate its unique mission and place in higher education. As the College positions itself for the future, it should tell its story in a strategic, succinct and unified way, with a clear brand identity and cohesive messaging and visuals.

C Strengthen the College's financial foundation

1. Leverage external partnerships for financial sponsorship

Expand the College's relationships with philanthropic organizations, government agencies, and industry funders. Identify and successfully pursue grant opportunities.

2. Increase development activity

Expand the number and frequency of development activities and their results. This will include greater involvement of students, faculty, alumni, and staff on in efforts to engage alumni and other philanthropically inclined organizations and individuals.

3. Establish a SUNY Maritime College Foundation

The Foundation will, among other things, undertake a capital fundraising campaign to be completed at College's 150th Anniversary in 2024.

4. Increase grant activity, support and linkage to the SUNY Research Foundation

The College will enhance grants support services to assist faculty and administrators identify external funding sources (i.e. foundations, corporations, and government agencies); prepare and submit grant requests; and manage grant execution and oversight.

5. Prepare a sustainable long-range financial plan

Such a plan should align with this Strategic Plan and identify specific strategies to increase and diversify the College's operating income, create new revenue generating programs, project anticipated tuition increases, improve operational efficiency, and streamline administrative processes and procedures.

BACKGROUND

In the fall of 2015, all SUNY campuses were required by statute in the 2015-2016 budget to submit to SUNY a Performance Improvement Plan in order to be eligible for additional funding from the Expanded Investment and Performance Fund. The SUNY Board of trustees delegated approval of campus plans to the Chancellor. SUNY Maritime College's Performance Improvement Plan was submitted in October 2016 and subsequently approved by the Chancellor.

As part of the Performance Improvement Plan all campuses were required to demonstrate that their long-term goals and strategies were aligned with the six SUNY Excels priorities:

1. Access: Enrollment; NY residents served; diversity; capacity

2. Completion: Degrees and certificates awarded; retention; graduation rates; time to degree

3. Success: Programs that support future student success

4. Inquiry: Sponsored Activity; Student hands-on research; scholarship; discovery and innovation

5. Engagement: StartUp NY; alumni philanthropic Support; civic engagement; economic impact

Campus were requested to provide targets for each of the following metrics that supported the aforementioned priorities.

METRICS

The following is a list of metrics used to measure our progress toward the goals we set in our Performance Improvement Plan. Accomplishing the objectives and actions delineated in our strategic plan will help us reach the goals we submitted to SUNY for each metric below:

Access

1.	Enrollment 5YR	Trends in Fall Student Enrollment and AAFTE
2.	FULL Enrollment Beyond Fall	Trends in Student Enrollment Beyond Fall Census
3.	Applicant Acceptance	Trends in First-Time Undergraduate Applicants, Acceptances, and Enrollment Yield with Selectivity Data
4.	Geographic Diversity 5 Year	Trends in Geographic Diversity of Students
5.	Student Diversity 5 Year	Trends in Student Diversity - Race/Ethnicity, Gender,and Pell
6.	Faculty Trends	Faculty Trends, with Diversity and Student Faculty Ratios
7.	Staff Trends	(Non-instructional) Staff Trends, with Diversity

Completion

8.	Retention	Trends in First Year Retention for First-Time (Full-Time and Part-Time) and Transfer Matriculated Students
9.	First-Time Grad Rates	Trends in Graduation Rates of First-Time Full-Time Students
10.	Transfer Grad Rates	Trends in Graduation of Full-Time Undergraduate, Transfer Students
11.	Time Credits to Degree	First-Time and Transfer Student Time to Degree (in years) and Average Number of Credits at Graduation
12.	SUNY Educ Outcomes	Trends in SUNY Educational Outcomes
13.	Degrees Awards Granted	Trends in Degrees/Awards Granted by Academic Level

Success

14.	SOS Results Table 1	2012 Student Opinion Survey
15.	SOS Results Table 2	Trends in Specific Student Opinion Survey Items
16.	Financial Aid Literacy	Trends in Student Default Rates and Financial Literacy

Inquiry

17.	Research Expenditures	Trends in Research Expenditures, Disclosures, Patents and Licenses

Engagement

|		
18.	Alumni Philanthropy	Trends in Alumni and Philanthropy

BACKGROUND

As part of our strategic planning process, Maritime College undertook an environmental scan to survey and interpret relevant external factors and trends in order to determine their effects on and the implications for the College. This environmental scan primarily looked at the period of the strategic plan itself, 2018-2024. However, in some cases, the real changes that will affect our graduates will occur outside this period. Therefore, we looked at trends that will require us anticipate changes beyond 2024 that the College must address to prepare our graduates for a different industry than the one they enter.

For example, while most industry experts agree that ships and logistics systems will become increasingly automated, autonomous ships and ports may not emerge on a large scale for a decade or two. Therefore, the College needs to both anticipate changes beyond 2024 and respond now to the increasing impact of digitalization, system connectivity and automation while still preparing students for the current work environment they will enter upon graduation.

This applies to both our license and internship programs. Maritime College needs to be on the cutting edge of every facet of the industries we serve. Our graduates must have the skill sets to succeed in the job market of today and thrive in the industries of tomorrow.

PROCESS
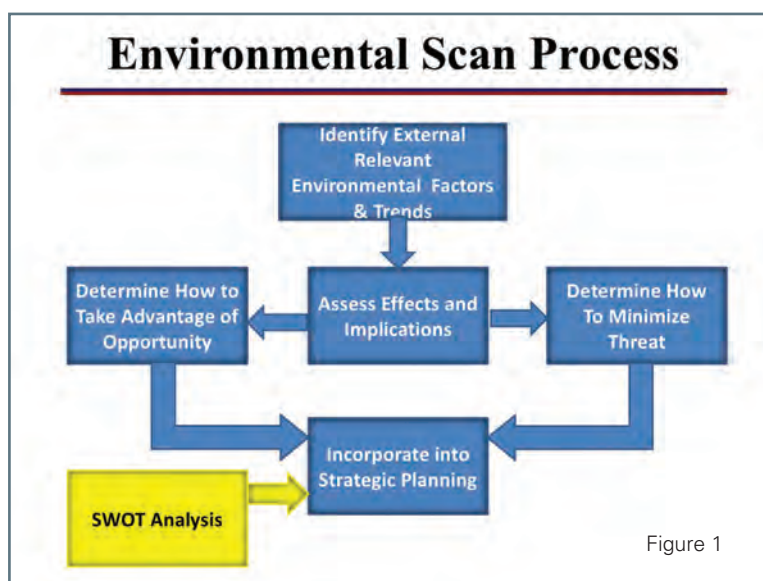
Figure 1

The process we used in our environmental scan is illustrated in Figure 1. The first step was to gather information about the world and environments in which Maritime College operates and supports. These include:

- **World Trends**
- **Technology**
- **Energy**
- **Maritime Industry**
- **Higher Education**
- **Maritime Education and Training (Competitors)**

For each of these environments, information was gathered regarding factors and trends, potential effects and unknowns. Based on the information, assessments were made of potential implications. The results of the environmental scan, along with our strengths, weaknesses, opportunities and threats analysis, informed the strategic priorities, objectives and actions laid out in the strategic plan.

WORLD TRENDS

Factors and Trends:

The world population is expected to grow by 80 million people per year and reach 8 billion by 2025. Most of this growth will occur in developing countries. As a result of rising education levels especially in Africa and Asia, the middle class consumer population is expected to grow by 130 percent, with Asia accounting for most of this growth. Concurrently, people will live longer and the average age of the over-60 population will increase. This increased growth will have a negative impact on the world's climate and ecosystems.

Effects:

The impact of these population trends will result in increased global gross domestic product (GDP) and shifts in economic power, international trade and transportation. Asia's share of global exports is expected to continue to grow and double to 39 percent by 2030. However, the increase in GDP will be tempered by growing global net public debt, which will put severe constraints on the capacity of governments to respond to crises and build/rebuild the necessary infrastructure.

Unknowns:

Given the political environment, the rise of nationalism versus regionalism and globalism, regional rivalry, competition for resources and questions concerning existing and new trade agreements, a degree of uncertainty exists regarding short-and long-term market stability and continued economic growth.

Implications for Maritime College:

These shifts in economic power, international trade and transportation make it essential that Maritime College recruit more international students from emerging and developing countries. Opportunities exist to partner with international business and educational institutions in the areas of transportation, logistics, engineering and energy. Furthermore, our students need to be more aware of the geo-political and international economic factors that drive the industries we support. This will require curricular changes and increased opportunities for study abroad and international internships.

TECHNOLOGY

Factors and Trends:

The integration of digital technologies into everyday life – digitalization – will help society do things faster, better and more efficiently. The development of sensor technologies and smart technologies will continue to accelerate. Although in its early stages, machine learning is already being incorporated into everyday technologies (e.g., "Alexa, can you please ship this…"). Along with these advances, data analytics by sophisticated computers

and programs will enable the development of autonomous systems that are situationally aware, capable of making decisions and adept at learning. The connectivity of systems will improve with ubiquitous communications systems. We will also see significant advances in 3-D printing technologies in terms of capabilities, scope and materials.

Effects:
The ongoing transition from automatic to autonomous systems over the next decade will result in increasingly complex systems. More integrated and complex cyber systems will require cyber resiliency against malicious or inadvertent attacks. Part of the solution to providing security for complex systems includes block-chain technology. This technology is also enabling the emergence of crypto-currencies (e.g., Bitcoin and the TEU coin). These technological advances and disruptors will drive the need for a digital workforce having new certificates/credentials.

Unknowns:
Enormous capital investment will be required in some sectors, but the exact dollar value is unknown. The rate of adoption is the biggest unknown factor for these technological leaps. Regulatory issues, insurance needs and customer acceptance vis-à-vis safety concerns are additional unknowns.

Another unknown is the impact of 3-D printing technology on the shipping business. As fewer but more technically skilled employees are required, manufacturing centers could shift closer to the consumer thereby reducing the volume of shipping.

Implications for Maritime College:
Given that technology is advancing at an exponential rate and outstripping current workforce capability, we need to anticipate required changes in our curricula and develop new credentials/certifications that will be required by the industries we serve. This will necessitate: close partnerships with industry, faculty capable of integrating technology into the classroom, applied learning opportunities, or internships, that introduce students to the latest technology and increased faculty-student research and scholarship opportunities.

ENERGY

Factors and Trends:
With the population growing by up to 20 percent, more energy will be consumed in 2025 as compared to today. Climate change concerns will drive a shift in the mix of energy sources. While fossil fuels will still be a significant part of the energy portfolio, the mix will alter, with natural gas and renewables contributing more. Significant advances and reduced costs will occur in renewable energy technology such as wind, solar photovoltaic (PV) and ocean current/tidal energy. By 2025 renewable energy could outstrip coal as the largest source of electricity. Cars will become increasingly electrified. Sources estimate that more than 80 million electric vehicles (EVs) will be in use by 2025. A greater use of liquid natural gas (LNG) for trucks, buses, rail, and ships is also predicted.

Effects:

Based on these energy trends and the previously discussed technology trends, we can anticipate improved energy performance of buildings. Some experts predict that within 10 years "energy producing buildings" will be the standard for new residential buildings. Based on the change in the mix of energy sources, a need will exist for a workforce with a different skill set to support the energy, facilities and transportation sectors.

Unknowns:

The rate of adoption of renewable energy in the U.S. markets is an unknown, even though the trend is clear. With a change in the mix of energy sources and new sources of oil, geo-political ramifications could exist for developing countries that rely upon oil production as the underpinning for their economies. This could lead to destabilization regionally and/or globally.

Implications for Maritime College:

With the growth of the renewable energy sector and LNG as fuel for propulsion as well as a cargo, the employees of the future, our students must understand the changing energy market. We will need to work with industry to change our curricula and develop new certifications and micro-credentials. We also have an opportunity for developing faculty scholarship, student internships and new industry partnerships.

MARITIME INDUSTRY

Factors and Trends:

Maritime industry trends mirror those discussed in the technology and energy sections of this paper. These include shifts in international trade and transportation, fuel diversification, increased connectivity, smarter ships and terminals. As the average age of the population increases, so too will the age of the U.S. mariner and maritime workforce population.

Unique factors in the shipping business are the global surplus in hulls (i.e., excess tonnage); significant reduction in shipyard contracts for new vessels; and a significant reduction in employment opportunities in the offshore maritime industry. Even with recent increases in prices, the offshore industry is not expected to require the number of vessels that were in service prior to 2014. However, it is anticipated there will be an increase need for new types of vessels to support offshore renewable energy.

Effects:

We foresee a steady progression to autonomous (i.e., self-learning, integrated intelligent) systems for ships with the goal of autonomous ships in the future. This will mean a reduction in crew sizes. Concurrently, a more digital and tech savvy crew and maritime workforce will be required as shipboard jobs shift to shore. The nature of licenses is expected to change with perhaps with the growth of and demand for relevantly new licenses, such as the Electro Technical Officer credential (not yet issued for U.S. mariners) or new licenses for remote operation of ships and ports.

New technologies such as block chain could change other sectors of the maritime industry including brokering, chartering, protection and indemnity (P&I), ship registry and supply chain management. These changes will also

require a workforce that can address cyber security challenges unique to the various maritime industry sectors.

As discussed in our scan of the energy factors and trends, climate change concerns will drive a change in the mix of energy sources. With an increase in offshore renewable energy (i.e., wind, current, tidal, etc.) in the next decade, a demand will arise for specialized ships to build and maintain offshore renewable energy plants, mariners to operate those ships, offshore energy technicians and offshore renewable energy plant operators.

Shipping will also become greener and more fuel-efficient. The growth in powered ships is expected to accelerate towards 2025. At present, about 75 LNG powered ships are in operation (excluding LNG carriers), and another 80 are under construction. Additionally, 40 ships have been designed to be ready for an LNG retrofit.

Recent developments in ship propulsion electrification, new battery storage technologies and hybrid-electric solutions on smaller vessels could be the harbinger for some degree of hybridization on larger vessels in the next decade. Sources estimate that by 2025 a majority of larger vessels could have some degree of hybridization.

Unknowns:
As with all technological changes, views vary on the rate of the adoption. Automated ships and ports require a huge capital investment. With the surplus of tonnage on the market today, this could slow new capital investment in more automated or autonomous ships. The same is true of ships with newer types of propulsion. International Standards of Training, Certification, and Watching-Keeping (STCW), and national laws and regulations which are based on those standards, will need to be changed to permit crew reduction sizes associated with more automated or autonomous operation.

While the near-shore coastal and river Jones Act maritime industry will have an increasing demand for U.S. licensed mariners, the demand for open ocean (i.e., unlimited tonnage/any horse power) mariners is an unknown factor, especially given the unknown rate of adoption of technology versus the known aging U.S. mariner population. Other factors that could impact the demand for mariners include any changes to existing laws (such as the Jones Act) that currently protect U.S. mariners or new legislation such as the Energizing American Maritime Act being introduced by Congressman John Garamendi. If passed, this bill would strengthen our domestic maritime industry by requiring up to 30 percent of exports of strategic energy assets to travel on U.S.-flagged vessels.

Implications for Maritime College:
The aforementioned changes have profound and far-reaching implications for Maritime College and its unique mission. "First and Foremost" is to produce graduates who are capable of entering the maritime workforce with the skills required by the industry when they graduate and being capable of adapting to changes in the workforce that will occur during their careers. Our graduates need to be life-long learners. We must have the flexibility and processes in place to change our curricula and develop new certifications and credentials based on anticipated changes to the industries we serve. This will require a closer relationship with industry in terms of curricula, internships and faculty-student research and scholarship.

HIGHER EDUCATION

Factors and Trends:

With an aging population, especially in western countries, an increase demand will exist for well-educated and trained maritime workforce professionals (i.e., license and non-license) in the U.S. and internationally. Employers are demanding employees with the requisite technical and soft skills (i.e., communications, problem solving, conflict management, team working, etc.). They are also seeking employees that enter the work force with experience. Recent studies have indicated that, in general, students graduating with internship experiences are more likely than students without those experiences to find employment upon graduation.

The demographics of the U.S. population are shifting. Based on a 2017 National Center for Education Statistics (NCES) report, New York will have a 5 percent higher number of high school graduates in 2025-2026 than in 2012-2013. However, all other states in the Northeast are expected to have a concurrent decrease in the number of high school graduates. These states will seek students from other regional states, including New York.

The cost of higher education will continue to increase while state support is expected to remain flat, thereby putting more burden upon students. Although recent enactment of the New York State Excelsior Scholarship program will provide more scholarships for middle-income families, the actual impact and sustainability of this program cannot yet be determined.

Advances in technology have resulted in an increase in the number of online courses and degree programs at both the graduate and undergraduate levels. More than 6 million students took at least one online course in 2015, representing more than a quarter (29.7 percent) of all higher education enrollments that year, according to a new report from Digital Learning Compass. In contrast, total online enrollments in 2002 came in just under 10 percent. It is expected that both domestic and international enrollment in online courses and degree programs will increase over the next decade.

Effects:

The aforementioned changes in demographics and improvements in online technology will increase the competition for qualified students. The competition among New York's public four- and two-year colleges for both in and out-of-state high school graduates will be greater.

The increasing cost of graduate and undergraduate education will result in more of a financial burden on students and increased student loan debt. As a result, the federal government will impose greater accountability on colleges. Accrediting bodies will focus more on institutional effectiveness (i.e., retention rates, graduate rates and post-graduation employment) and the ability of institutions to assess their academic and non-academic programs based on student learning outcomes and the linkage of budgets to goals and assessment outcomes.

As previously discussed, in order to reduce costs and increase accessibility, online programs will continue to increase. With the need for life-long education as changes in technology continue to accelerate, industry will rely on post-secondary institutions to provide "just in time" or micro - certifications and credentials, which are shorter and less expensive than a traditional master's degree and can be combined to earn that degree later on.

As the demand for internships rises, partnerships with industries we serve will become increasingly important in order to provide more networking opportunities that lead to relevant internships.

Unknowns:
Although unemployment has decreased recently to nearly record lows, the outlook for post- graduation employment during the period of this strategic plan is unsure due to political and geo-political uncertainties.

Other uncertain factors are federal and state fiscal support for higher education and the impact of the recently passed tax reform legislation as well as other pending legislation.

Even though we know an increased demand for online education and training will occur, international and domestic laws and regulations will need to acknowledge online training programs, if markets for online mariner education are to expand.

Implications for Maritime College:
Maritime College will need to conduct consistent and meaningful assessment of our academic programs to ensure quality. We must work with industry to anticipate changes that will require us to adjust our curricula and/or develop new micro-credentials and certifications. Recognizing that the maritime industry is global, we must develop online delivery platforms for our programs that can be accessed 24/7 by the international community. This will provide us with new markets for our programs and increased enrollment.

MARITIME COLLEGE COMPETITION

Factors and Trends:
There are six state four-year maritime academies in the U.S. today. Although we currently compete for regional and out-of-state students, the majority of the students at these colleges come from in-state residents. Over the last two decades, the number of U.S. and international institutions with a maritime focus or programs has grown. More U.S. community colleges now offer maritime related associate degrees and/or limited tonnage merchant mariner credentials. On the international level, more countries recognizing the maritime industry as viable employment market for their citizens have started or have grown their maritime training and education programs. We have also seen the growth of reputable graduate programs (e.g. CASE, Lloyds, America Military University, CUNY Baruch, and University of South Carolina).

Effects:
With the change in demographics (discussed in the higher education section) and increasing number of maritime related programs in higher education, the competition for undergraduate and graduate students will increase. Students seeking to reduce costs and/or start relatively high-paying jobs in the maritime industry will find community college programs very attractive as a way to launch their career and/or finance their education. Among the SMAs, competition will increase in that the graduating high school population in California, Massachusetts and Maine will decrease by 2025.

Unknowns:

The biggest unknown (as discussed in the Maritime Industry section) is the employment market for both licensed mariners and non-licensed maritime industry professionals. Several opposing forces exist. Increased demand for licensed mariners could result from a combination of one or more factors such as increased retirements, new legislation that enhances the Jones Act, de-regulation that encourages an increase in the U.S. flag registry and the increase in offshore renewable energy sector. Conversely, a decrease for the demand of licensed mariners over the next decade could come from one or more of the following factors: lifting of the Jones Act restriction; increasing regulation and costs that result in further decline of the U.S. flag fleet; and a change in legislation and regulations; and technological advances and acceptance of increased automation and/or autonomous ships. This last factor could be countered balanced by the need for new credentials. This could result in increased U.S. flagging as costs decrease due to reduced crewing and fuel savings with new propulsion systems.

Another unknown is the level of federal support for the State Maritime Academies. Currently, the largest federal expenditure for State Maritime Academies is for the training vessels that the federal government is authorized by U.S. law to provide for cadets to earn the requisite sea time. The average age of the training ships is now over 40 years with the oldest ship being the TS EMPIRE STATE IV, which is 56 years old. Although bi-partisan support exists for construction of a new class of ship, Congress must authorize and appropriate funding at a time of increasing demand for limited discretionary funding. The SMAs are working with the U.S. Department of Transportation (DOT) Maritime Administration, members of Congress and private industry to obtain the necessary funding to replace these ships, which is crucial to ensuring sufficient licensed mariners for national defense sealift requirements and the U.S. economy.

Implications for Maritime College:

More than ever Maritime College needs to devote more effort to being "First and Foremost" in maritime education and training. We need to deliver high quality relevant academic programs through multiple modes (i.e., classroom and online) at the graduate and undergraduate levels. To do this we must strengthen our partnerships with industry and other educational institutions. We must seek new markets for students, recruit and retain quality faculty members who are accomplished in their disciplines. Faculty members connected with industry will ensure relevant programs and will infuse technology into our curricula.

For the training ship, if federal funding is not forthcoming, we will need to work with the federal government to find alternative financing methods to replace the training ships. This includes but is not limited to using existing programs to guarantee debt borrowed for new construction, public-private partnerships (P3's) for new construction or conversion, charting ships, or a combination of these methods.

SUMMARY

Several recurring themes are reflected in this environmental scan, including:

- Ensuring our programs are academically rigorous, high quality and relevant
- Equipping our students for a highly competitive global workplace that will continue to experience rapid change, which includes technological and soft skills
- Developing and strengthening our partnerships with the industries we serve
- Developing new alternative revenue sources

Unforeseen factors can affect this environment scan. For example, at the time the College published its last environmental scan, oil prices were at an all-time high and the offshore drilling maritime sector was booming. Employment opportunities for our graduates in the offshore oil industry were plentiful. In 2014 decreasing prices resulted in massive layoffs and experienced licensed mariners competing for jobs with our recent graduates. At the same time, however, opportunities were available for both licensed and non-licensed graduate who were willing to relocate and consider other career paths such as sailing for foreign flags or working ashore. Therefore, we need to educate students on career opportunities throughout the maritime sector and other industries where their experiential learning will benefit them.

RESOURCES

The resources used for our environmental scan included but were not limited to:

- AKA interviews with industry leaders and alumni
- DNV-GL Technology Outlook 2025
- CMA Shipping Conference Papers
- BIMCO Reflections 2017
- U.S. Department of Labor Bureau of Labor Statistics
- Deloitte Global Economic Outlook: Shipping Sailing into Troubled Waters
- Coast Guard Proceedings Jan-Apr 2017: The 21st Century
- Maritime Workforce
- Bureau of Labor and Statistics Occupational Outlooks
- TradeWinds TW+ Autumn 2017: Freight thinking
- Thank You for Being Late, Thomas Friedman
- There is Life After College, Jeffrey J. Selingo
- Inside Higher Education
- Chronicle of Higher Education
- Inside Higher Education
- National Center for Education Statistics

I n the fall of 2016, Rear Admiral Michael Alfultis initiated a new Maritime College strategic planning process. This process was designed to be an immersive, expansive effort in critical thinking about the College's programs and future direction in the context of its current and anticipated environment. To obtain diverse perspectives and creative thinking, Admiral Alfultis committed the College to an inclusive, transparent process that engaged faculty, students, staff, alumni and industry partners.

Admiral Alfultis, in consultation with the faculty, appointed a Strategic Planning Committee (SPC) to guide the planning process, the membership of which included individuals from across the College. The planning process included extensive interviews and focus group discussions with faculty, staff, students, alumni and industry leaders. These discussions were designed to tap broad pools of expertise and opinion on and off campus. Maritime College's consulting partner AKA Strategy (AKA) conducted these conversations as an independent third-party. AKA developed hypotheses, suggestions and feedback from the discussions and analysis of trends in industry and higher education; moderated review and discussion by the SPC; and prepared a strategic plan framework that outlined six strategic goals and two to three objectives for each strategic goal.

As clear strategic goals for the College emerged and objectives for achieving the goals developed, the SPC established six subcommittees to advance specific actions in order to accomplish the goals and objectives of the plan. The subcommittees included members from the wider campus community. Their work was supplemented with ideas generated by focus groups held during the fall 2017 convocation that faculty and staff were encouraged to attend.

A steering committee of the SPC was also established to review the actions developed by the six subcommittees, identify overlaps and narrow down the number of actions to the three to five they felt were most important for each objective. This resulted in over 50 actions that the plan would commit the College to undertake.

In subsequent discussions, the SPC agreed that it would be preferable to examine the actions further and identify one action for each objective, combining where necessary the elements of several actions. The steering committee took this step to create the draft that is now the College strategic plan. However, the SPC also agreed that it would be important to retain the full list of prioritized actions developed by the subcommittees as a resource for those individuals and groups who would be involved in implementing the strategic plan.

> *The hands-on student experience at Maritime uniquely prepares our graduates to succeed in their careers, and life in the Regiment of Cadets helps them to develop the discipline, integrity and leadership skills that will serve them well personally and professionally all their lives. By fostering an enhanced student experience through this strategic plan, our students will be even better prepared to adapt to a changing industry and a changing world.*

Catie Hanft '85, Captain, U.S. Navy (Ret.)
Deputy Commandant of Cadets

In November 2017, a revised draft of the strategic plan was released to faculty, staff and external partners involved in the earlier stages of the planning process, together with a survey requesting feedback. The SPC took into account the feedback and oversaw the preparation of a final draft of the plan, which was posted on the College's strategic planning web page in December 2017, with a request that readers share their thoughts about it

with the SPC. In January 2018, Admiral Alfultis hosted a series of town hall discussions with faculty and staff to present the final draft and solicit final feedback. The SPC reviewed the perspectives and suggestions gained from the town halls to further shape the strategic plan. The Foundation, Maritime College Council and the Student Government Association endorsed the strategic plan, which was adopted by the faculty in February 2018.

PLANNING TIMELINE

Aug 2016	▸ Strategic plan process and committee announced at Convocation
Oct 2016	▸ Strategic Plan Committee (SPC) initial meeting
Nov 2016	▸ Strategic planning consultant AKA Strategy (AKA) hired; initial timeline/strategy developed
Jan/Feb 2017	▸ Focus groups and interviews with Maritime College faculty and staff, alumni, and industry leaders
Mar 2017	▸ Initial set of strategic goals identified based on interviews and focus groups
Apr 2017	▸ Strategic goals finalized and objectives for each goal identified
May/June/July 2017	▸ Preliminary draft of strategic plan developed based on strategic goals and objectives
Aug 2017	▸ SPC approves preliminary draft of strategic plan ▸ Preliminary draft presented to Maritime College faculty and staff at convocation ▸ Faculty and staff focus groups brainstorm actions items for each objective
Sept 2017	▸ SPC subcommittees review and refine actions for each objective
Oct 2017	▸ SPC steering committee reviews, prioritizes, and consolidates actions
Nov 2017	▸ Revised draft of strategic plan developed based on strategic goals, objectives, and actions ▸ Revised draft released to Maritime College community with opinion survey ▸ Revised draft shared with Maritime College Foundation Board and industry leaders for review and feedback
Dec 2017	▸ Results of survey and other feedback incorporated into final draft of strategic plan ▸ Final draft of strategic plan published and posted on Maritime College website
Jan 2018	▸ Town halls held with staff and each academic department ▸ Feedback from town halls incorporated into final strategic plan
Feb/Mar 2018	▸ Strategic plan approved by Maritime College Faculty, Foundation Board, College Council, and Student Government Association

SUNY Maritime College
6 Pennyfield Avenue, Throggs Neck NY 10465

www.sunymaritime.edu