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Subject Strategic Planning

Colleagues,

During this academic year I have discussed with the president, senates, deans, and chairs of departments on West Campus the need to develop a new strategic plan to help guide us in maintaining our present strengths as a university but also in developing new forward looking areas of emphasis and programs.

We have much to be proud of, but it is time to take stock of where we are relative to our aspirations, and to define new goals and an operational approach with which to realize them. A good plan has to be visionary and ambitious, but realistic. It should assume resources driven by the SUNY allocation model, but should anticipate other types of support coming from state initiatives, corporations or foundations, and private philanthropy.

A new strategic plan will help ensure that Stony Brook remains a leading research university and define a path for becoming one of the nation's best universities. A useful plan has to be thought of as an evolving document. Our plan should have a time horizon of five years but should be based on our vision of where we want to be over a longer period. The plan should be revised as conditions and opportunities dictate.

Our plan should take into account the special characteristics of Stony Brook: our proximity to New York City; that a comprehensive Health Sciences Center is part of a single campus; our close relationships with Brookhaven National Laboratory and Cold Spring Harbor Laboratory; that we offer especially accessible high quality education to a diverse set of students; the public service we provide to the region and state.

A meaningful plan should be created by a combination of faculty and administrators. It ought to come from the ideas and thinking of many people, on the other hand the exercise should be completed expeditiously.

Key to the exercise is what I call the Strategic Plan Advisory and Coordinating committee (SPACC). This group was established and has been meeting since late January. It is comprised of twenty-two faculty and senior administrators with myself as chair. We have set a target date for a draft version of our strategic plan for the end of this semester. The committee as a whole has been discussing and debating what our visions and objectives ought to be. The committee is now organizing three task forces. These task forces have SPACC members as co-chairs who will devise mechanisms to engage others from our community in actually developing much of the main body of the plan. The task forces are defined to be broad in scope and cross cutting. They are not broken down according to standing organizational lines. The SPACC will meet as a whole in order to discuss issues that transcend the individual task forces and to hone

the overarching visions and goals.

The task forces are listed here along with the SPACC co-conveners. The conveners will be soliciting input from members of our community in a variety of ways, for example in town meetings or in meetings with appropriate constituencies. We want to do our best to get as much input as possible and so individuals are also strongly encouraged to contribute ideas and comments by contacting SPACC members or simply via e-mail to servers set up for each task force.

You will find a list of SPACC members, my motivation and charge to SPACC, and task force descriptions and conveners on the Provost's Office website. Updates and additional materials on this strategic planning will be posted as available.

Thanks in advance for your contributions to this important work,

Robert McGrath  
Provost and Executive Vice President for Academic Affairs

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#### Task Force I

Learning and teaching at Stony Brook (co-conveners: Mark Aronoff, David Ferguson, Helen Lemay, Olufemi Vaughan)

[This covers both undergraduate and graduate education, the connections between them, and the role of interdisciplinary programs.]

- Assessment
- Comparisons to aspirational peers
- Comparison to Boyer and best practices from, say, Reinvention Center database
- Priorities including benchmarks and required actions
- Connection to scholarship and creative activity

#### Task Force II

Scholarship and creative activity (including public service)

(co-conveners: Roman Delacampa, Cindy Lee, William Lennarz, Judy Lochhead, Joseph Mitchell, Iwao Ojima, Kelly Oliver, George Sterman)

- Assessment of strengths
- Reputation building
- Opportunities including
  - o Leveraging existing strengths
  - o Interdisciplinary
  - o Links both inter-campus and external campus
  - o Special features (NYC, BNL, regional and state)
- Resource allocation and management

#### Task Force III

Aligning aspirations with resources, operations, size, and structures. (co-conveners: Marvin Geller, Lawrence Martin, Dan O'Leary, Andrea Tyree, Ben Walcott)

- Expanding and cutting the pie to achieve our aspirations:
  - o Allocation approaches
  - o Developing other than state financial plan support sources including philanthropies, corporations, and government initiatives
- Size

- New schools, colleges, or units (college environmental science, school of fine arts, pharmacy, business)
- Branch activities

Task force co-conveners will consider Vice President for Research Gail Habicht, Interim Dean Robert Liebermann, and Dean Yacov Shamash ex-officio members of task forces as needed.