



2024-2025 Institutional Effectiveness Plan

June 2025 Executive Summary

Utica University's Institutional Effectiveness Plan 2024-2025 supports the institution's mission and the President's vision to create a sustainable institution. Achieving this vision requires comprehensive structural changes in three key areas:

- Academic profile and planning (APP)
- Strategic enrollment and marketing (SEM)
- Institutional financial structure (IFS)

The 2024-2025 goals address the structural changes needed to ensure a viable and thriving University that serves the educational needs of the Mohawk Valley and Central New York.

2024-2025 Operational Goals

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

Goal 1: Develop a student success-focused approach to service in all operations.

Objective: Ensure all divisions and departments rewrite their mission statements to reflect their commitment to student success as defined by the institution's adopted definition of student success (2019).

Progress:

- *Administrative divisions/departments, including co-curricular and student support operations, revised their mission statements to demonstrate their commitment to student success. Academic departments will be asked to revise their mission statements in 2025-2026 to better demonstrate what distinguishes their programs.*

Objective: Develop an action plan to address the Retention Committee's recommendations.

Progress:

- *Action plans were formulated by sub-committees of the Retention Committee that focused on curricular barriers, academic advising, and student communication.*

- *The sub-committees identified courses contributing to attrition, launched a five-part professional development series for advisors, and implemented a streamlined communication strategy to better support student engagement.*

To access the 2024 -2025 Retention Report, [Please Click Here](#)

Objective: Improve students' access to current and accurate information and resources.

Progress:

- *All policies and procedures in the undergraduate and graduate catalogs were updated to ensure current and accurate information regarding student support services, academic policies and processes, financial aid and finance policies, admissions requirements, and tuition and fees. School deans requested that program directors/chairs review all course descriptions and degree requirements and update them accordingly. A final review of the catalog will occur in January 2025, prior to publishing the catalog. Updates will again be made in preparation of the 2025-2026 catalog.*
- *A template for program handbooks was developed and shared with faculty in nursing, occupational therapy, and physical therapy. Faculty chairs will submit their handbook information in the new template to the Dean in March of 2025. The revised handbooks have been provided to the Provost, and, after review, will move forward to legal review.*
- *Changes were made to the Academic Appeals Portal to improve the process, and the online Change of Major form is close to completion.*
- *The High Honors and Dean's List process has been automated and modernized to allow students to showcase their achievements digitally through a LinkedIn badge or downloadable certificate.*

Objective: Develop an action plan to address documented inequities impacting student success for undergraduate and graduate students at traditional, additional locations and distance campuses.

Progress:

- *An action plan was developed in fall 2024 and forwarded to the Retention Committee for implementation. No further progress was made.*

Goal 2: Develop a strategic academic plan focused on educational offerings and academic footprint.

Objective: Assess the viability of the additional locations in St. Petersburg, FL, Latham, NY, and Liverpool, NY.

Progress:

- *The University announced on October 21, 2024, that it will close the St. Petersburg lab location. The substantive change with respect to this closure will be submitted to MSCHE in July 2025.*
- *The University identified ways to reduce the space needed to teach-out the programs offered in St. Petersburg.*
- *The contents of the Miramar campus have been evaluated, and the University has three alternatives to choose from to remove and or reallocate the contents of the space when it is subleased. A similar plan will be developed for the contents of the St. Petersburg campus when the teach-out process nears its end.*
- *A financial review of the locations in Latham, New York, and Liverpool, New York, has been completed based on the Fall 2024 enrollments. The analyses will be finalized in June 2025, as part of the Fiscal Year End 2025 processes.*
- *Due to a fire, the Liverpool, New York location has been closed and the program moved to the main campus beginning in the Summer 2025 term. Necessary renovations to the main campus to accommodate this change will be completed in the Summer of 2025, and the required substantive change will be submitted to MSCHE in July 2025. Updates were also provided to NYSED and CCNE.*

Objective: Assess the performance of third-party providers to determine if their services meet our students' needs and if the institution is achieving an adequate return on its investment.

Progress:

- *A review of the Risepoint contract and continued discussions with this vendor resulted in a mutual decision to end the relationship. Services that had been provided by this Third Party have been absorbed by the University's operations.*
- *Specific services were eliminated from the Collegis provider, and a revised agreement with this partner was developed that includes a shorter term and a shift to a Banner optimization project.*
- *A revised Orbis Education contract is currently under review and will be finalized prior to the start of the Fall 2025 term.*

Objective: Identify opportunities to partner with other institutions that will improve the student experience and/or the institution's financial health.

Progress:

- *Progress on meeting this objective is ongoing; this has been rolled over to the 2025-2026 Institutional Effectiveness Plan: Re-envisioning Utica University.*

Objective: Evaluate the compatibility and currency of academic offerings with regional market demands.

Progress:

- *Three primary sources of data were collected to identify national, regional and institutional trends in major interest among college bound students.*
 - *IPEDS Data Center:*
 - *Provides the number of degrees awarded by CIP codes*
 - *Available at institutional, state and national levels*
 - *Degrees awarded are a lagging indicator of student interest, but a robust and accurate reflection of intent. As a lagging indicator, it may not capture most recently emerging trends, but can reflect general trends, such as program type (STEM, Liberal Arts, etc.)*
 - *Encoura Data Lab*
 - *Eduventures provides access to areas of student interest among prospective students involved in their college search via the myOptions platform.*
 - *Data are provided from 2012 through 2024 regarding areas of student interest provided within broad categories (base CIP) as well as most popular programs within each category.*
 - *Data is available across all 13 years at the national and state level.*
 - *Data is presented at a summary level (data visualizations) and not extractable/downloadable.*
 - *The collection method is limited to those students utilizing the myOptions platform.*
 - *Institutional: Historical data from Utica University was collected when available to explore application activity among available majors.*
 - *College Board: College Board no longer provides research access to longitudinal data regarding student programs of interest.*
 - *Although all three primary sources of data have limitations, they consistently demonstrated similar trends.*
 - *Health Care majors remain in highest demand.*
 - *Highest growth among Business & Finance, Engineering & Technology, Computer Science/Mathematics, Physical/Natural Sciences*
 - *Declining interest among traditional liberal arts programs (English, Foreign Language, Philosophy, Religion & Theology) as well as Visual & Performing Arts and many areas of Education*

Goal 3: Develop a strategic enrollment and marketing plan to support the academic plan.

Objective: Evaluate the effectiveness of internal marketing processes.

Progress:

- *The University moved from 5 pillars of a brand strategy platform to 3, emphasizing personal interests, career-centeredness, and the exceptional value of a Utica University education. These pillars were determined following a series of discussions on the future direction of the institution.*
- *A marketing plan will be developed based on these 3 pillars.*
- *The University invested in an external server that will allow for updates to the content management system; the current management system is outdated and unsupported.*
- *The Web Advisory Group met on several occasions to address*
 - *content accuracy of web pages*
 - *the website's architecture and users' ability to navigate*
 - *migration of Risepoint and Collegis web pages to utica.edu*
 - *develop a process for making updates to web pages.*

Objective: Evaluate the effectiveness and return on investment of the institution's third-party marketing partners and external Marketing processes.

Progress:

- *The Statement of Work with Collegis was rewritten with changes implemented in January 2025.*
- *The Orbis partnership provides a healthy return on investment given the inclusiveness of the support provided: marketing, recruitment, student success, facilities, equipment, and teaching costs. Costs to the University are primarily administrative and operational support for the partnership and nursing operations. Most recently, the net tuition revenue on an annual basis is on average \$1M for the University.*
- *The marketing efforts led by Collegis were closely monitored from the start of the partnership. Modifications were made in December of 2023 and ended completely in July 2024 due to the proposed cost per lead for the coming year. The associated recruitment efforts will end following the Spring 2025 start, and although the retention efforts were more than successful, they were brought in-house beginning in the Spring of 2025 to streamline the student experience.*

Objective: Analyze the data to identify enrollment opportunities and recruitment strategies.

Progress:

- *Beginning with the fall 2024 incoming cohort of new first-time students, Utica University began to transition away from external analysis of enrollment metrics and predictors toward an in-house approach.*
- *Affinity and likelihood to yield modeling was contracted to external organizations.*
 - *These contracts have been discontinued for FY26*

- *Data collection throughout the fall 2025 recruitment cycle has been tagged to serve as point in time predictors for future enrollment models.*
 - *Critical information regarding student demographics, behaviors and academics are paired with recruitment information (lead source including primary and secondary) to provide a more robust understanding of which recruitment efforts provide improved ROI.*
 - *Preliminary results from the 2024-25 recruitment class have resulted in changes to the investments Utica University makes regarding recruitment platforms, partnerships and travel territories for the 2025-26 enrollment cycle.*
 - *Advanced predictive modeling requires sufficient data (ideally 3-years) and Utica will enter its third year on the current CRM platform with the 2026 cycle.*

Goal 4: Achieve a sustainable financial model that supports institutional growth.

Objective: Evaluate the return on investment of athletic programs.

Progress:

- *Recommendations pertaining to the cost of athletic programs were compiled in a document by Kristin Haag, Rick Fenner, Kelly Adams, Rich Racioppa and Dave Fontaine and submitted to the University President in January 2025.*
- *Decisions about preserving or eliminating athletic programs based on a return on investment analysis will be made in 2025-2026.*

Objective: Implement best practices for daily financial management and annual departmental budget allocation.

Progress:

- *The Financial Affairs department has drafted revisions to several policies and procedures. The following policies and procedures were revised:*
 - *Bidding Policy*
 - *Purchasing and Accounts Payable*
 - *Student Accounts*
 - *Vendor Audit Policy*
 - *One Card Policy*
 - *Signature Authorization Policy*
 - *Capital Policy*
- *The Financial Affairs Team plans to have a few external departments to review these for feedback prior to finalizing.*

Objective: Maximize the functionality of key information technology systems and develop a plan to identify and eliminate redundant or niche systems.

Progress:

- *Enrollment and Advancement have been consolidated into a single platform (Slate), and it has been identified that student success can also be incorporated. A test environment has been established, and development will begin. It has also been identified that scholarship awards and tracking can be incorporated into this platform, further consolidating technology systems.*
- *A package tracking system was developed that replaced an outsourced solution that aligns with other campus ticket systems and forms.*
- *An applicant tracking system for Human Resources has been identified to consolidate Faculty, Staff, and Students from two platforms to one. Implementation will begin in early 2026.*
- *A partnership with Collegis has been established to stabilize and modernize our Banner environment. Once the initial work has been completed, the business process review will identify areas where we can maximize the use of our technology.*
- *The migration to Microsoft from Google is underway. This will provide the opportunity to consolidate the use of video conference platforms and standardize on Microsoft Teams. This has also allowed for the reduction and near elimination of Duo licensing by taking advantage of Microsoft Authenticator, we will eliminate the need to renew our Zoom contract when it expires and increase our security posture by leveraging the tools in Microsoft that we already pay for that we previously could not take advantage of in the Google environment.*

Objective: Revise capital expense policy and budget process to include approval by the Board of Trustees and outline ROI.

Progress:

- *The Capital Expense Policy was finalized.*
- *The Capital Budget was submitted for approval to the Board of Trustees in May 2025.*