

## Appendix A

### Academic Strategic Plan Timeline & Presentations\*

**July 22, 2014**—Provost Spina convenes first meeting of the Academic Strategic Plan Steering Committee as part of the Chancellor's three-pronged Fast Forward initiative.

**Sept. 16-Oct. 1**—First draft of Vision/Mission statements posted for open comment; feedback is shared with Steering Committee to guide revisions.

**Sept. 22, 2014**—Chancellor holds a Town Hall meeting in Hendricks Chapel to give an overview of the three-pronged Fast Forward process.

**Sept-Oct 2014**—Individual ideas/comments relating to the strategic planning process solicited/collected via Fast Forward website. A call for ideation proposals from schools/colleges/departments/other groups generates a total of 85 submissions.

**Sept. 30, 2014**—Open Forum is held to solicit ideas from campus community. Input is shared with appropriate Working Groups.

**Oct. 6, 2014**—Open Forum is held to solicit ideas from campus community. Input is shared with appropriate Working Groups.

**Oct. 20, 2014**—Presentation/Update of the planning process to University Leadership Team.

**Nov-Dec**—Open comment period to 2<sup>nd</sup> draft of Vision and Mission statements; feedback is shared with Steering Committee to guide revisions.

**Jan. 12, 2015**—2<sup>nd</sup> presentation/update of planning process to University Leadership Team.

**Jan. 24, 2015**—Provost and Steering Committee representatives conduct a presentation and brainstorming session with Board of Trustees. Input is shared with appropriate Working Groups.

**Feb. 25, 2015**—Campus-wide Day of Conversation during which Steering Committee members and Provost Liddy present, and invite feedback to, preliminary findings/recommendations. Final iterations of the Vision/Mission statements are shared as part of the presentation. More than 650 campus community members participate.

**March 24**—Provost Liddy shares condensed draft plan (“Executive Summary”) with Academic Deans.

**April 2-10, 2015**—Condensed draft (“Executive Summary”) is posted on Fast Forward website for open comment period; feedback is shared with Steering Committee to inform final draft.

**May 9, 2015**—Board of Trustees reviews draft of condensed plan and gives approval for moving forward with expanded plan.

**June 2015**—Full-length version of the Academic Strategic Plan is completed.

\*In addition to specific presentations noted above, a variety of focus groups and personal interviews were conducted by Bain Consulting and by the Steering Committee’s seven Working Groups as part of the fact-finding process.

## Appendix B

### Academic Strategic Plan Steering Committee Membership

- Elizabeth D. Liddy, Vice Chancellor and Provost, *facilitator (1/15-6/15)*
- Eric Spina, Vice Chancellor and Provost, *facilitator (7/14-12/14)*
- Jean-François Bédard, Associate Professor, Architecture
- Mehrzad Boroujerdi, Professor, Political Science
- Lorraine Branham, Professor and Dean, Newhouse School
- Shiu-Kai Chin, Professor, Electrical Engineering and Computer Science; Provost's Faculty Fellow
- Lisa Dolak, Senior Vice President and University Secretary; Angela Cooney Professor, Law
- Charley Driscoll, University Professor, Engineering & Computer Science
- Boris Gresely, President, Student Association
- Daryl Gross, Special Assistant to the Chancellor and Vice President
- Marcelle Haddix, Associate Professor, Education
- Mike Haynie, Vice Chancellor for Veterans & Military Affairs
- Rebecca Reed Kantrowitz, Senior VP for Student Affairs
- Ken Kavajecz, Professor and Dean, Whitman
- Ian MacInnes, Professor, School of Information Studies
- Cristina Marchetti, William R. Kenan Professor, Physics
- Lou Marcoccia, Executive Vice President and Chief Financial Officer
- Katie McDonald, Associate Professor, Falk/BBI
- Patrick Neary, President, Graduate Student Organization
- Chris Sedore, Senior Vice President of Enrollment Management
- Andria Costello Staniec, Associate Provost for Academic Programs
- Amanda Eubanks Winkler, Associate Professor, Art & Music History; Chair, Humanities Council
- Ralph Zito, Professor and Chair, Drama
- Jeff Kaplan, Senior Advisor to the Chancellor, *ex officio*

#### Staff members:

- Libby Barlow, Assistant Vice President for Institutional Research & Assessment
- Carol Boll, Writer/Researcher, Public Affairs

- Jerry Edmonds, Assistant Provost, Academic Affairs
- Sara Wason, Assistant Vice President, Foundation Relations
- Andy Clark, Senior Associate Vice President, Operational Excellence
- Jacki Grosso, Executive Director, Communications and Public Relations/Fast Forward Syracuse
- Suzanne Barch, Executive Assistant to the Vice Chancellor and Provost

## **Appendix C**

### **Working Group Memberships**

#### **Undergraduate Excellence**

Rebecca Dayton, Associate Vice President, Health and Wellness, co-chair

Ralph Zito, Professor and Chair, College of Visual and Performing Arts, co-chair

Lois Agnew, Associate Professor and Chair, College of Arts and Sciences

Paulina Colon, Undergraduate Student, University Senator

Michael Cahill, Director, Career Services

Melissa Chessher, Professor and Chair, Newhouse School

Kathryn Clinton, Part-time Instructor, College of Arts and Sciences

Boris Gresely, Undergraduate Student; President, Student Association

Maurice Harris, Dean, Admissions

Julie Hasenwinkel, Associate Professor and Associate Dean, College of Engineering and Computer Science

Paul M. Hagenloh, Associate Professor and Chair, Maxwell School

Stephen Kuusisto, University Professor and Director, Honors Program

Matthew Manfra, Assistant Vice President, Alumni Engagement

Terry McConnell, Professor, College of Arts and Sciences

Patrick Williams, Associate Librarian, Bird Library

Chelsea Brown-Ferguson, Undergraduate Student, Renee Crown Honors Program

Steven D. Pincus, Undergraduate student

#### **Strategically Focused Research and Doctoral Programs**

M. Cristina Marchetti, William R. Kenan Professor, College of Arts and Sciences, co-chair

Ben Ware, Professor and Dean, Graduate School, co-chair

Frank Biocca, Professor and Director, M.I.N.D. Lab, Newhouse School

Dinesh Gauri, Associate Professor, Whitman School; Chair, Senate Research Committee

Jeremy Gilbert, Professor, College of Engineering and Computer Science  
Sarah Ledford, Graduate Student, College of Arts and Sciences  
Gina Lee-Glauser, Vice President, Research  
Jing Lei, Associate Professor, School of Education  
Erin Mackie, Professor and Chair, College of Arts and Sciences  
Chilukuri Mohan, Professor and Interim Dean Designate, College of Engineering and Computer Science  
Karin Ruhlandt, Professor and Interim Dean, College of Arts and Sciences  
Jennifer Stromer-Galley, Associate Professor, School of Information Studies  
Michael Wasylenko, Professor and Senior Associate Dean, Maxwell School  
Benjamin D. Kuebrich, Graduate Student  
Jason Markins, Graduate Student  
Julie Ficarra, Graduate Student

### **Veterans and Military Affairs**

J. Michael Haynie, Vice Chancellor for Veteran and Military Affairs, co-chair  
Laura Steinberg, Professor, College of Engineering, co-chair  
Nancy Austin, Deputy Director, Military Programs, Newhouse School  
William Banks, Board of Advisors Distinguished Professor and Director, College of Law and Maxwell School/Institute for National Security and Counterterrorism  
Thomas Caruso, Graduate Student, College of Law  
Bethaida González, Dean, University College  
John Higgins, Undergraduate Student, Falk College of Sport and Human Dynamics  
Patrick Mather, Milton and Ann Stevenson Professor of Biomedical and Chemical Engineering and Director, College of Engineering and Computer Science/SBI  
Robert Murrett, Professor of Practice and Deputy Director, Maxwell School/Institute for National Security and Counterterrorism  
Tiffany Steinwert, Dean, Hendricks Chapel  
Jake Tanksley, Director, Human Capital Development

Janet Wilmoth, Professor, Maxwell School/Institute for Veterans and Military Families/Aging Studies Institute

### **Enhancing Internationalization**

Mehrzad Boroujerdi, Professor, Maxwell School, co-chair

Margaret Himley, Associate Provost for International Education and Engagement, co-chair

Aviva Abramosky, Professor and Associate Dean, College of Law

Stephanie Breed, Undergraduate Student, College of Arts and Sciences

Pat Burak, Director, Slutzker Center for International Services

Julia Czerniak, Professor and Associate Dean, School of Architecture

Gerry de Berly, Senior Associate Dean, University College

Timothy Eatman, Assistant Professor and Co-Director, School of Education/Imagining America

Amanda Eubanks Winkler, Associate Professor, College of Arts and Sciences; Chair of the Humanities Council

Lil O'Rourke, Senior Vice President, Principal Gifts and International Advancement

Carsten Oesterlund, Associate Professor, School of Information Studies

Jim Steinberg, Professor and Dean, Maxwell School

Erika Wilkens, Director, SU Abroad—Turkey

### **Change: Innovation and Institutional Renewal**

Sherburne Abbott, University Professor and Vice President for Sustainability Initiatives, co-chair

Ian MacInnes, Professor, School of Information Studies, co-chair

Kal Alston, Senior Vice President, Human Capital Development

Peter Blanck, Professor and Chairman, College of Law/Burton Blatt Institute

Edward Bogucz, Associate Professor and Executive Director, College of Engineering and Computer Science/Center of Excellence

Brian Cheung, Undergraduate Student, Whitman School  
James Fathers, Professor and Chair, College of Visual and Performing Arts  
Samuel Leitermann, Doctoral Student, College of Arts and Sciences  
Elizabeth D. Liddy, Interim Vice Chancellor and Provost  
Katherine McDonald, Associate Professor, Falk College of Sport and Human Dynamics/Burton Blatt Institute  
Daniel Pacheco, Professor of Practice, Newhouse School  
Carl Schramm, University Professor, Academic Affairs  
JoAnna Spitzner, Associate Professor, College of Visual and Performing Arts  
Robert Van Gulick, Professor, College of Arts and Sciences; Chair, Senate Instruction Committee  
Rachel Brown-Weinstock, Undergraduate Student  
Yanira Rodriguez, Graduate Student

### **Student- and Faculty-centered Operations**

Patrick Neary, Graduate Student, President, Graduate Student Organization, co-chair  
Colleen O'Connor Bench, Assistant Vice President, Student Affairs, co-chair  
James Crimmer, Associate Treasurer, Business, Finance Administrative Services  
Jenny Gluck, Associate Chief Information Officer, Information Technology and Services  
Nicole Hill, Professor and Chair, School of Education  
Brian Lonsway, Associate Professor, School of Architecture  
Diane Lyden Murphy, Professor and Dean, Falk College of Sport and Human Dynamics  
Tommy Powell, Assistant Provost, Student Athlete Academic Services  
Jerry Ross, University Registrar, Office of the Registrar  
Tomasz Skwarnicki, Professor, College of Arts and Sciences  
Ryan Williams, Associate Vice President, Enrollment Management  
Nicolas I Nava Auza, Undergraduate Student, College of Arts and Sciences  
Christopher Wildrick, Associate Professor, College of Visual and Performing Arts  
Kanisha Ffriend, Undergraduate Student



## **Professional Programs**

Jean-François Bédard, Associate Professor, School of Architecture, co-chair

Ross Rubenstein, Chair and Associate Dean, Maxwell School, co-chair

Ann Clarke, Professor and Dean, College of Visual and Performing Arts

Lisa Dolak, Angela S. Cooney Professor, College of Law; Senior Vice President and University Secretary

Marcelle Haddix, Associate Professor, School of Education

Can Isik, Professor and Senior Associate Dean, College of Engineering and Computer Science

Joel Kaplan, Professor and Associate Dean, Newhouse School

Steven Lux, Director, Executive Education Program, Maxwell School

Arielle Michelle Moncure, Graduate Student, Maxwell/Newhouse Schools

Nancy R. Mudrick, Professor, Falk College of Sport and Human Dynamics

Mark Nerenhausen, Professor and Founding Director, Janklow Arts Leadership Program, College of Arts and Sciences

Christopher Sedore, Senior Vice President, Enrollment Management

Frances Tucker, Associate Professor, Whitman School

Jesse Feitel, Law Student

## **Appendix D**

### **Working Group Reports**

To read the final reports of the Academic Strategic Plan's seven Working Groups, go to [Working Group Reports](#) and use your SU Net ID and password to log in.