



Beyond 80

STRATEGIC PLAN
2026 - 2029





As we enter our 80th anniversary year, colleges and universities are engaged in a broader conversation about how best to address declining public confidence in the value of higher education. Though our industry, by and large, may be inclined toward defensiveness in response to this challenge, it is incumbent upon us to listen carefully to our stakeholders, reassess our mission and practices in light of new insights, and chart a way forward. By doing so, we will build a stronger institution while more effectively meeting the needs and expectations of the public we were founded to serve.

Beyond 80: Strategic Plan 2026-2029 represents Utica University's commitment to fully engage with this challenge. In many respects, it reflects the founding spirit of this institution – our determination to continually renew and advance our mission by delivering higher education opportunities that meet the moment while still recognizing our traditions, enabling our students to develop relevant skills and knowledge that lead to rewarding careers. It is a plan that builds on our core strengths, embracing necessary change while recognizing the value of the important work we have always done and the key role it will play in meeting the challenges before us.

By leveraging our distinct advantages as a career-centered institution, Beyond 80: Strategic Plan 2026-2029 will help us strengthen our market profile and financial foundation, placing Utica University on a path to sustainable growth so that we may fully realize our vision of academic excellence as we approach our centennial year.

Stephanie R. Nesbitt
President

Showcase the excellence of Utica University's academic program to attract and retain students.

- Provide essential support to faculty and programs to advance educational excellence and develop partnerships.
- Identify and communicate commonalities in academic programs to advance a shared academic identity.
- Promote the excellence of our educational offerings to increase enrollments.



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Intentionally shape and incrementally increase enrollments to improve total net tuition revenue.

- Improve new first time (NFT) undergraduate enrollment to annual target.
- Increase Transfer enrollment for fall and spring cohorts.
- Improve graduate enrollment.
- Shape enrollments to improve financial efficiency.
- Improve retention of students and limit attrition.

Strengthen the University's overall financial resilience.

- Strengthen the University's financial position, ensuring anticipated revenues meet or exceed projected expenses.
- Refine and execute a 3-year plan to build a strong foundation for future growth.
- Attain incremental and intentional growth of net assets.



Enrich key aspects of the student experience to increase student satisfaction.

- Foster a positive climate to enable equitable student success.
- Support initiatives to strengthen relationships among students in on-campus housing.
- Design cohesive student engagement opportunities that embrace a variety of interests and student types.
- Promote and support recreational and competitive athletics.

Strengthen the University's planning processes and procedures to support institutional improvement and sustainability.

- Develop evidence-based processes that utilize assessment outcomes at all levels to plan institutional priorities and budgets.
- Use evidence-based processes to conduct intentional planning for future growth and stability that align with our identity and priorities.
- Formalize succession planning to support institutional continuity and stability.
- Develop multidimensional communication and collaboration strategies to engage the campus community and to ensure that planning decisions are appropriately made, communicated, understood, and evaluated.

Improve the campus climate for faculty and staff to increase morale and retention.

- Develop a formal and standardized process to assess the campus climate from an employee perspective.
- Bolster internal communications strategies to promote employee success stories and opportunities.
- Reimagine on-campus professional development opportunities, with a focus on networking, collaboration, and bridging gaps between employee groups.
- Create new and support ongoing efforts to provide campus-wide activities and events for the faculty and staff community.
- Enhance ways to include Board of Trustee members and other stakeholders in campus conversations and the campus community.

STRATEGIC PLANNING COMMITTEE

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