

SUNY ESF Campus Climate Strategic Action Plan

Based on the 2024 Student and Employee DEI Campus Climate Survey Executive Summaries

This strategic action plan translates the recommendations from both survey reports into measurable initiatives with responsible leadership areas, implementation timelines, and key performance indicators (KPIs). The three strategic priorities below are shared across the institution; action items, timelines, and KPIs are tagged by population (Student or Employee) so that accountability and resource allocation remain clear within each shared priority.

Strategic Priority 1: Access, Growth & Advancement

Goal:

Improve disability-related services, accommodations, and access to health resources for students, while creating transparent, equitable access to professional growth and leadership opportunities for employees.

Action Item	Population	Responsible Leadership Area	Timeline	KPI
Conduct assessment of accommodation and testing space needs	Student	Academic Support Services, Academic Affairs, EIT Team	Fall 2026	Assessment completed and presented to Cabinet
Expand accessible testing and exam locations	Student	Student Affairs, Facilities, Academic Support, Academic Affairs	Spring 2027	15% increase in available accessible testing locations
Develop centralized accommodation resource guide and communication campaign	Student	Student Affairs Accessibility Services, Communications	Spring 2027	90% awareness rate among registered students with disabilities
Regularly Engage Student Accessibility Advisory Group	Student	IDEA Council, Student Affairs, Accessibility Services, Academic Affairs, Disabled Student Union	Fall 2026	Quarterly meetings held; annual recommendations delivered
Review physical and mental health services accessibility	Student	Student Affairs	Spring 2027	Improvement plan implemented for identified barriers
Develop standardized selection criteria for conference funding and leadership development	Employee	Cabinet, Human Resources	Fall 2026	Selection process publicly available
Create pilot employee mentoring and sponsorship program	Employee	Provost, Human Resources, AG-Faculty Staff Advancement Committee	Spring 2027	5-10 participants enrolled in Year 1
Conduct annual professional development participation audit	Employee	Provost, Human Resources, AG-Faculty Staff Advancement Committee	Fall 2027	Annual equity report completed
Establish annual employee development planning process	Employee	Human Resources, Supervisors, Employees	Fall 2027	80% employee participation rate

Success Measures

- Increase satisfaction with disability accommodations by 15%. *(Student)*
- Reduce accommodation-related complaints by 20%. *(Student)*
- Increase employee satisfaction regarding professional development access by 15%. *(Employee)*
- Reduce perceived inequities in advancement opportunities. *(Employee)*
- Increase leadership development opportunities. *(Employee)*

Strategic Priority 2: Inclusive Excellence, Belonging & Culture

Goal:

Expand belonging and community-building beyond the classroom for students, with particular focus on underserved populations, while strengthening integration, community, and belonging across departments and employee groups.

Action Item	Population	Responsible Leadership Area	Timeline	KPI
Develop inclusive residence hall engagement strategy	Student	Student Affairs, Residence Life, IDEA Council	Spring 2027	Participation increases by 20% in residence-based programs
Expand support and visibility of affinity-based student organizations	Student	Student Affairs, Office of IDEA	AY27	25% increase in students participating in affinity group programming
Create annual cross-cultural leadership and networking series	Student	Student Engagement, IDEA Council	Fall 2026	Minimum of 2 events annually
Incorporate successful LGBTQIA+ belonging practices into broader student programming	Student	Residence Life, Student Affairs	AY27	Best-practice framework implemented
Develop recruitment and yield strategy focused on underserved populations	Student	Enrollment Management/Admissions, Senior Human Resources and Equity Officer (SHERO)	AY27–AY30	Year-over-year increases in enrollment diversity indicators
Strengthen pre-college awareness efforts in underserved NY communities	Student	Enrollment Management/Advancement, Outreach	AY27–AY29	Minimum 10 new outreach partnerships established
Expand employee affinity groups and affinity network support	Employee	IDEA Council	Fall 2027	25% increase in employee participation
Conduct department-level climate listening sessions	Employee	SHERO, IDEA Council, Supervisors	AY27–28	All divisions participate
Establish Inclusive Leadership Learning Series	Employee	SHERO, Human Resources, IDEA Council, Supervisors	Fall 2028	90% leadership/supervisor participation
Develop annual campus belonging campaign	Employee or Both?	Communications, Office of IDEA, Student Affairs Human Resources	Annually	Engagement metrics increase each year

Success Measures

- Increase belonging scores by 10% among students with disabilities and students of color, and among employees overall. *(Both)*
- Improve perception of institutional diversity by 15%. *(Student)*
- Increase participation by 25% in identity-based and cross-cultural programming for students, and in cross-department initiatives for employees. *(Both)*
- Improve perceptions of integration across work environments. *(Employee)*

Strategic Priority 3: Safety, Trust & Accountability

Goal:

Increase trust and confidence in reporting processes for both students and employees, improve campus and community safety partnerships, and reduce barriers to reporting discrimination and bias.

Action Item	Population	Responsible Leadership Area	Timeline	KPI
Publish annual climate, conduct, and incident reporting document/dashboard	Student	Student Affairs, Institutional Research, University Police	Fall 2027	Document/Dashboard released annually
Standardize communication and follow-up expectations for complainants	Student	Bias Report Team	Fall 2026	100% of cases receive documented follow-up communications
Establish service standards for complaint response timelines	Both	Bias Report Team: Student Conduct, Title IX, Title VI and Legal Counsel	Fall 2026	95% adherence to response benchmarks
Launch campus-wide reporting education campaign	Both	Bias Report Team	Fall 2026	90% student and employee? awareness of reporting options
Evaluate anonymous reporting systems and improve communication about limitations	Both	Bias Report Team,	Spring 2027	Increase confidence in reporting process by 15%
Launch training for bias reporting and complaint procedures	Employee	Bias Report Team	Fall 2026	Revised process implemented
Develop anti-retaliation awareness campaign	Employee	Human Resources, General Counsel	Spring 2027	90% employee awareness rate
Publish annual bias response and accountability report	Employee	SHERO, Human Resources	Fall 2027	Annual report released
Conduct annual trust and reporting confidence survey pulse check	Employee	Institutional Research	Annually	Year-over-year trust increases

Success Measures

- Increase trust and confidence in reporting systems by 15% for both students and employees. *(Both)*
- Improve student perception that incidents are appropriately addressed. *(Student)*
- Increase awareness of reporting mechanisms to greater than 90%. *(Student)*
- Reduce percentage of employees indicating they would not report incidents. *(Employee)*
- Improve perceptions of institutional responsiveness and accountability. *(Employee)*

Executive-Level Institutional Dashboard (Shared KPI Oversight)

Institutional KPI	SP27 Target	SP28 Target	SP30 Target
Sense of Belonging (Students)	+5%	+10%	+15%
Sense of Belonging (Employees)	+5%	+10%	+15%
Confidence in Reporting Systems	+5%	+10%	+15%
Awareness of Reporting Resources	90%	95%	Sustain
Participation in Professional Development	+10%	+20%	+30%
Participation in Affinity/Cross-Cultural Programming	+15%	+25%	+40%
Accommodation Satisfaction	+10%	+15%	+20%
Recruitment Outcomes	Baseline Established	Positive Trend	Achieve Outline Goals

Recommended Governance Structure

Executive Sponsor: President's Cabinet

Lead Coordinators:

- Enrollment Management
- Facilities
- Human Resources
- Institutional Research
- Inclusion, Diversity, Equity, and Access
- Office of Inclusion, Diversity, Equity, and Access
- Senior Human Resources and Equity Officer
- Student Affairs
- University Police

Oversight Bodies:

- Board of Trustees Diversity Council
- IDEA Council
- President's Cabinet
- Board of Trustees (annual progress review)

This framework converts the survey findings into a multi-year accountability plan with measurable outcomes aligned to ESF's strategic priorities of access, belonging, and inclusive excellence.