SWOT Analysis for Planning with the Global Goals for Sustainable Development

Developed by the Global Goals Subgroup of the Strategic Planning & Assessment Council

May 2022

Background

Since 2018, the Strategic Planning & Assessment Council (SPAC) has developed connections between the College and the social, environmental, and economic dimensions of sustainability using the Global Goals for Sustainable Development as a framework. SPAC has engaged the campus community and presented to many campus units using the Global Goals Framework. SPAC members have translated the Global Goals into New Paltz-specific "Key Elements" (see Appendix B). See Appendix C for a complete timeline of Global Goals activities since 2017.

At the beginning of the 2021-22 Academic Year, President Christian & Cabinet charged SPAC with three goals, including forwarding "Planning with the Global Goals." Our activities throughout the year included onboarding many new SPAC members, introducing new members to the Global Goals framework, and updating these members on our past Global Goals related activities. We also developed this SWOT Analysis on Planning with the Global Goals for President Christian, incoming President Wheeler and Cabinet.

SWOT Analysis for Planning with the Global Goals for Sustainable Development

Developed by the Global Goals Subgroup of the Strategic Planning & Assessment Council

May 2022

Strengths

- The Global Goals for Sustainable Development connect SUNY New Paltz to 21st Century challenges facing our region, state, and world.
- The Global Goals reflect a global consensus of 193 countries.
- The Global Goals have a strong visual impact.
- The Strategic Planning and Assessment Council has been engaging and educating the campus community on the Global Goals since 2019.
- The Divisions of Student Affairs, Communication and Marketing, and Administration and Finance are poised for the Global Goals to be more deeply and explicitly integrated into their work, including annual planning.
- SPAC led the development of a new sustainability-focused institutional learning outcome in 2019 and a sustainability-focused institutional priority for the Middle States Self-Study in 2020.

Weaknesses

- The Global Goals are robust; the 17 goals with 169 associated targets can be overwhelming at first.
- The opinion of the United Nations can be divisive.
- The College has been juggling too many strategic frameworks including the Essential Elements of the Strategic Plan, the Global Goals, DEI goals, and the Key Elements.
- A tendency to focus on the Global Goal of Quality Education can lessen the impact of the breadth of connections possible when working with the full framework.
- The Global Goals have not been formally disseminated throughout the Academic Division at the departmental level.
- The limited capacity to forward this work in a pandemic environment and with only one dedicated sustainability professional on campus.
- Some members of our campus sustainability community have embraced sustainability frameworks other than the Global Goals for Sustainable Development. Some members of the campus community have concerns about some of the Global Goals language.

Opportunities

- Leverage the tangible, flexible and accessible nature of the Global Goals for Sustainable Development to create a visionary, unifying message and mission for the College. The Global Goals can connect to the work of most every campus unit; any person on campus can identify with at least one Global Goal that their work directly connects to and in which they can be an expert without being an expert of sustainability or all the Global Goals. See Appendix D for an example of the Division of Student Affairs' learning objectives and their connection to the Global Goals.
- Develop one integrated planning framework based on the Global Goals or the three dimensions of sustainability including social, economic, and environmental dimensions, inclusive of an emphasis on diversity, equity, and inclusion and anti-racism. Use this integrated framework to guide planning and assessment processes across the divisions.
- Include sustainability as a part of the vision for the forthcoming Academic Master Plan.
- Use the framework to focus the College on linking education, engagement, operations, and planning to 21st Century challenges. Harness the tremendous potential to explore complex problems and global issues that are interconnected and/or interdisciplinary through this model (i.e. - environmental sustainability can relate to economic prosperity/inequity and public policy – see this CBS video).

Threats

- A new strategic plan that offers a different framework or conceptual approach.
- Potential dismissal of the Global Goals framework in a constrained fiscal environment.
- Sustaining broad campus enthusiasm and participation in a revamped Strategic Planning process in the midst of pandemic, budget, and morale challenges.

APPENDIX A:

The Global Goals for Sustainable Development

APPENDIX B: Key Elements

Connecting SUNY New Paltz to the Global Goals

Key Elements:

- ✓ Culture of Learning, Teaching & Mentoring
- ✓ Diversity & Inclusion
- ✓ Access & Equity
- ✓ Belongingness & Wellness
- ✓ Resiliency & Adaptability
- ✓ Innovation
- ✓ Stewardship of Resources
- ✓ Regional Engagement
- ✓ Integrated Sustainability (environmental + social + economic)
- ✓ Planning with Targets and Metrics

APPENDIX C:

Timeline of SPAC's Global Goals Activities

2017 – 2022

Fall 2017	The Strategic Planning & Assessment Council is formed along with the reorganization of Faculty Governance. Deb Gould (Provost's Office) & Isidoro Janiero (Languages, Literatures and Cultures) become co-chairs
December 2017	The Sustainability Committee proposes to the President & Provost that the Global Goals for Sustainable Development be integrated in the Strategic Plan of the College
April 2018	Campus Sustainability Coordinator Lisa Mitten presents to SPAC on the Global Goals for Sustainable Development and poses the question "how does sustainability connect with SUNY New Paltz's Essential Initiatives of the Strategic Plan?"
Fall 2019	SPAC weighs in on campus process reviewing and updating the College's Institutional Learning Outcomes and recommends language for a sustainability institutional learning outcome. Ultimately, the following ILO is adopted:

Attain an understanding of yourself as a citizen and community member with the knowledge and ability to engage others in progress toward a more sustainable world.

January 2019	A subgroup of SPAC forms to concentrate on the Global Goals for Sustainable Development conceptual development consisting of Deb Gould (Provost's Office), Andrea Varga (F&PA), Isidoro Janiero (Languages, Literatures, and Cultures) and Lisa Mitten (Sustainability)
Spring 2019	The SPAC Global Goals Subgroup connects the Global Goals to SUNY New Paltz, including:

- ✓ Synthesizing the Global Goals into SUNY New Paltz-specific ***Key Elements***:
    - o Culture of Learning, Teaching & Mentoring
    - o Diversity & Inclusion
    - o Access & Equity
    - o Belongingness & Wellness
    - o Resiliency & Adaptability
    - o Innovation

- o Stewardship of Resources
- o Regional Engagement
- o Integrated Sustainability (environmental + social + economic)
- o Planning with Targets and Metrics
- ✓ Identifying core work as reflected in *Global Goal 4: Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.*
- ✓ Mapping Essential Initiatives to Key Elements to Global Goals
- ✓ Connecting the Global Goals to GenZ interests and priorities
- ✓ Connecting the Global Goals to SUNY System priorities

The SPAC Global Goals Subgroup presents on the Global Goals to:

- ✓ Sustainability Faculty Fellows
- ✓ Academic Dean's Council
- ✓ United Nations Semester Students & Sustainability Ambassadors
- ✓ Administrative & Finance VP, AVPs and Directors (Direct Reports)

Spring 2019	SPAC provides commentary on the four proposed Institutional Priorities of the Middle States Self-Study, which ultimately become:

1. *Nurture a learning environment founded on critical thinking, creativity, and the growth and sharing of knowledge*
2. *Cultivate sustainability in all its forms, including institutional, social, economic, and environmental sustainability*
3. *Forge community and enhance our commitment to diversity, equity, and inclusion*
4. *Increase accessibility of undergraduate and graduate education in the region*

Spring 2019	SPAC discusses and reaches consensus that it is time to revisit and re-articulate the College's mission statement, which was last updated in the late 1990s. Ultimately, this recommendation is published in the Middle States Self Study of 2020 under Areas for Improvement and Innovation for Standard I: Mission and Goals:

It would be beneficial for the College to undertake a review of the mission, as the last comprehensive review was completed in 1997.

July 2019	SPAC Co-Chair Deb Gould presents to Cabinet on SPAC's evolving thinking on the connection between the Global Goals and the Campus' Strategic Plan. Deb introduces the **Key Elements** to Cabinet.
August 2019	During his 2019 State of the College, President Christian highlights SPAC's work and shares that "While our core work is best reflected in Goal 4 –

Quality Education - each of the 17 goals is relevant to what we do and consistent with our campus culture. The Council concluded that the Sustainability Goals align well with the essential initiatives of our strategic plan, and will provide new ways to approach our ongoing planning and enhance communication about the plan." At the conclusion of his speech (at minute 45:50), he closes with the Global Goals and the **2019-20 priorities of inclusion and community-building** and models making connections and linkages between multiple Global Goals and campus strategic priorities.

Fall 2019	SPAC Global Goals subgroup attend the University Global Coalition kickoff event in New Jersey and plans a year of campus-wide education and engagement around the Global Goals.
	The SPAC Global Goals Subgroup joined by Ilgu Ozler (Political Science & International Relations) presents on the Global Goals to the Administrative Council. All those present complete an engagement activity identifying linkages between their day-to-day work and the Global Goals.
January 2020	SPAC Council Co-Chair Deb Gould and members Andrea Varga and Lisa Mitten offer an "Introduction to the Global Goals for Sustainable Development" workshop during the Professional Development Days of January 2020
February 2020	SPAC Council & Partners co-organize the College's first-ever Global Goals Week.
March 2020	The SPAC Global Goals Subgroup presents to the entire Division of Communications and Marketing on the Global Goals for Sustainable Development; Future partnerships discussed, but then the focus shifts to the pandemic response…
2021-22	Division of Student Affairs expresses interest in a division-wide professional development offering on the Global Goals in the future.
	New academic members are recruited to fill vacant positions. New members are on-boarded. Given the new membership, SPAC co-chair / Campus Sustainability Coordinator Lisa Mitten updates and offers new Global Goals training for new and returning SPAC members.
	SPAC members develop this SWOT Analysis of Planning with the Global Goals.

APPENDIX D: Student Affairs Learning Objectives Connected to UN Global Goals

Learning Objectives:

- **Sense of Belonging (citizen of the university)**
  - Goal 4 – Quality Education (inclusive and safe schools)
  - Goal 5 – Gender Equality
  - Goal 10 – Reduce Inequalities (promote universal inclusion)
  - Goal 16 – Peace, Justice and Strong Institutions
- **Cognitive Skills (critical thinking; technical knowledge)**
  - Goal 4- Quality Education
  - Goal 8 – Decent Work and Economic Growth
  - Goal 9 - Industry, Innovation, and Infrastructure
  - Goal 13 – Climate Action (build knowledge and capacity)
  - Goal 17 – Partnerships for the goals (Knowledge sharing, reliable data)
- **Cultural competence**
  - Cultural exploration
    - Goal 4 – Quality Education (eliminate discrimination in education)
    - Goal 10 – Reduce Inequalities
    - Goal 11 – Sustainable Cities and Communities (protect cultural and natural heritage)
  - Thoughtful and respectful engagement
    - Goal 16 – Peace, Justice and Strong Institutions
  - Acceptance
  - Collaboration
    - Goal 17 – Partnerships for the goals
  - Social justice advocacy
    - Goal 1 – Eradicate Poverty
    - Goal 5 – Gender Equality
    - Goal 8 – Decent Work and Economic Growth
    - Goal 10 – Reduced Inequalities
    - Goal 16 – Peace, Justice and Strong Institutions
- **Social responsibility**
  - Citizenship (following the rules; aiding others)
    - Goal 1 – Eradicate Poverty
    - Goal 4 – Quality Education (global citizenship)
    - Goal 5 – Gender Equality
    - Goal 10 – Reduce Inequalities

- Goal 11 – Sustainable Cities and Communities (affordable housing, access to safe/green public spaces)
- Goal 16 – Peace, Justice and Strong Institutions
  - o Community service
    - Goal 2 – End Hunger (access to safe and nutritious food)
  - o Civic engagement
    - Goal 6 – Clean Water and Sanitation (local engagement/public resources)
    - Goal 13 – Climate Action
  - o Sustainability/Being a good steward of natural resources
    - Goal 2 – End Hunger (sustainable food production)
    - Goal 6 – Clean Water and Sanitation
    - Goal 7 – Affordable and Clean Energy
    - Goal 11 – Sustainable Cities and Communities
    - Goal 12 – Responsible Consumption and Production
- **Wellness:**
  - o Physical (self-care, sense of safety, positive self-image)
    - Goal 2 – End Hunger (access to safe and nutritious food)
    - Goal 3 – Good Health and Well-being (substance abuse, communicable diseases, sexual health, health care)
    - Goal 12 – Responsible Consumption and Production (promote universal understanding of sustainable lifestyles)
  - o Social
    - Goal 4 – Quality Education (inclusive and safe schools)
    - Goal 5 – Gender Equality (end discrimination again women/girls)
    - Goal 10 – Reduce Inequalities
    - Goal 16 – Peace, Justice and Strong Institutions
  - o Emotional (empathy; developing self and moving toward self-actualization; coping/resilience)
    - Goal 3 – Good Health and Well-Being (mental health)
  - o Financial (literacy; self-discipline)
    - Goal 1 – Eradicate Poverty
    - Goal 8 – Decent Work and Economic Growth
    - Goal 9 – Industry, Innovation, and Infrastructure (access to financial services)
  - o Career (choosing a path that is a good fit with values/skills/interests; work ethic)
    - Goal 8 – Decent Work and Economic Growth
    - Goal 9 – Industry, Innovation, and Infrastructure

- Intellectual (knowing how to learn best, ability to focus)
    - Goal 4 – Quality Education
    - Goal 8 – Decent Work and Economic Growth (promote education and training)
- Spiritual
    - Goal 16 – Peace, Justice and Strong Institutions