

Alfred State College

SUNY College of Technology



Strategic Plan

2008-2013



Hit the ground *running*® . . .

Alfred State

President's Message

Our focus over the next five years can be summarized very simply:

Reputation
Recruitment
Retention
Revenue

As you review this strategic plan, it will become obvious that these 4Rs are related in many ways to the Goals and Strategic Initiatives outlined in the plan. As we look to the future, it is essential that we keep our focus and use our resources effectively. This effort will require informed decisions based on extensive assessment, a strong foundation of core values, and a clear strategic plan that points the way to success. We owe it to our students and all of our stakeholders to be the best institution we can be and this plan will serve as our road map for the journey ahead!

I would like to thank all Alfred State College community members who contributed to this strategic planning process. In particular, I would like to acknowledge the hard work of the Strategic Planning and Resource Council (SPARC) and all of the subcommittee members.

We all learned a great deal from this process about who we are as a College and where we need to go - now let the work of implementation begin!



A handwritten signature in black ink that reads "John M. Anderson".

John M. Anderson Ph.D.
President



Core Values

The following values guide the Alfred State College community

Excellence

- We provide the highest possible quality education and experiences for our students.
- We assess our performance and work to continuously improve.
- We value continuous learning and development for our students and ourselves.
- The needs of our students help to shape our priorities and decisions.
- We seek to enhance our personal knowledge, skills, and abilities.
- Groups and individuals actively collaborate and share ideas to improve the organization.

Integrity

- Our actions reflect our words and our values.
- We are honest and ethical in our words and deeds.
- We communicate responsibly and truthfully.
- We are open to feedback and share sincere feedback respectfully.
- We encourage responsible action in ourselves and in one another.

Respect

- We practice compassion in the workplace, maintaining the dignity of all community members.
- We expect an environment where we are free to share ideas openly and without fear.
- We promote a welcoming environment for all.
- We honor the differences among us and learn from the backgrounds, experiences, and thinking of others.
- We work to understand the perspectives brought by all individuals.

Mission Statement

Alfred State, a residential college of technology, provides career-focused education enriched by the liberal arts to produce job- and transfer-ready graduates.

Vision Statement

Alfred State will be nationally recognized as the college of choice for students seeking a technology-focused education and the preferred college for employers seeking graduates prepared to “hit the ground running.”

All goals are expected to be achieved within the next five years unless otherwise stipulated.

Strategic Planning and Resource Council

Overview

In January 2008, the Strategic Planning and Resource Council (SPARC) was charged with developing a Mission, Vision, and Strategic Plan that was functional and had the “buy-in” of the campus community. The committee’s work was to be completed by May 15, 2008.

Three principles guided the creation of this plan: the process had to be transparent, it had to have significant campus involvement, and it had to be limited in the number of goals and initiatives to be achieved. The work was divided among five subcommittees: Drive and Distinctiveness, Planning Assumptions, Core Values, Mission and Vision Statements, and Goals and Initiatives.

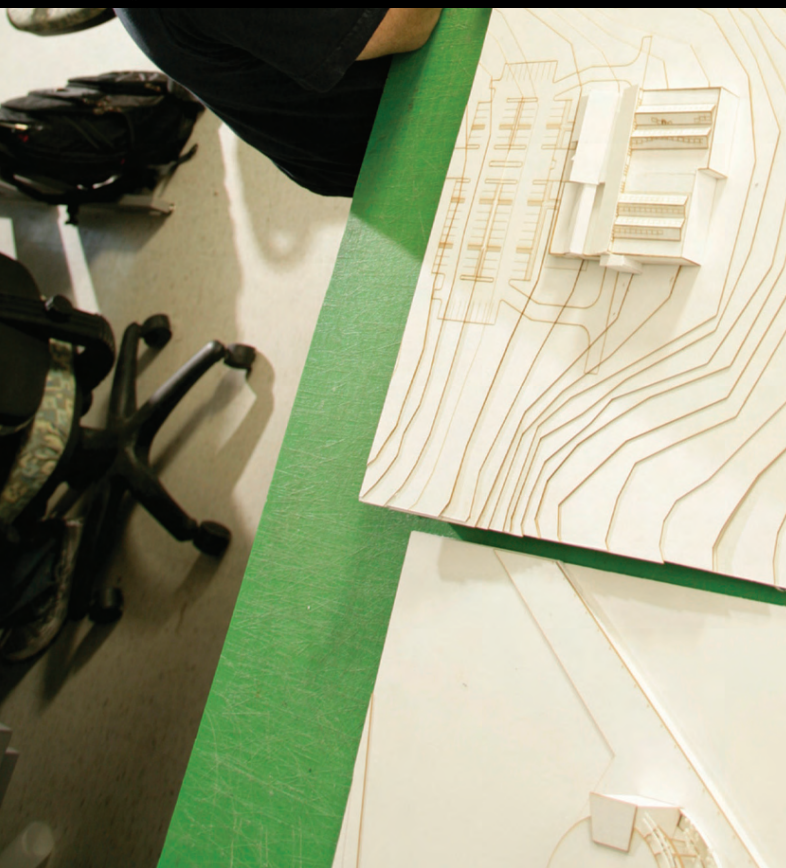
To achieve campus involvement and buy-in, representatives from all major stakeholders’ groups were appointed to SPARC. Other interested campus members were invited to join subcommittees and attend all meetings. The entire campus was invited to send comments and suggestions on all phases of the process. On several occasions, they were invited to vote on particular aspects of the report. Updates on the committee’s progress were presented to College Council, Deans’ Council, the Cabinet, Faculty Senate, and Student Senate.

The final aspect was to develop a plan that had a limited number of goals and initiatives. The Goals and Initiatives subcommittee was charged with developing a set of no more than five goals based on the information gathered by the other groups and from the campus community. Using these goals, an operating plan was developed by the Cabinet. This plan has been endorsed by Faculty Senate, College Council, and Student Senate.



Goal A:
**Promote academic excellence and
a scholarly environment.**

Reputation.



Strategy:
**Improve teaching and
learning infrastructure.**

Reputation.

Action: Develop an annual process to direct available reserve balances to fund equipment for academic programs.

Desired Outcome: Make available an additional \$150,000 from reserves for academic equipment starting 2009-10.

Action: Budget Construction Fund monies to invest in classroom and laboratory enhancements.

Desired Outcome: Implement a system for a systematic annual investment of \$550,000 in the teaching/learning environments starting 2008-09.

Strategy:
**Improve recruitment,
retention, and development
of outstanding and
diverse faculty and staff.**

Reputation.

Action: Support faculty/staff research through grant indirect costs, faculty "buyouts", and "profit sharing."

Desired Outcome: A 20% increase in faculty research activities through grant support by 2010.

Action: Improve faculty professional development.

Desired Outcome: Award at least two full-year at half-pay sabbaticals for the 2009-10 academic year.

Action: Recruit and hire tenured-track faculty with appropriate credentials.

Desired Outcome: 100% of all new tenured-track hires will have appropriate credentials.

Action: Recruit and hire faculty and staff who are representative of the ethnic and gender diversity of our student population.

Desired Outcome: Experience an annual increase in employee ethnic and gender diversity until this goal is reached.

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Goal A: continued from previous page

Strategy:
**Develop and implement
assessment and
continuous improvement
processes.**

Reputation.

Action: Develop and implement an internal process for assessment of existing academic programs, including review and program modification.

Desired Outcome: Increased quality as demonstrated by external review and increased efficiencies.

Action: Conduct student learning outcomes assessment programs in Judicial Affairs, Student Activities, New Student Orientation, Residential Life, Student Leadership Programs, and Counseling Services.

Desired Outcome: Identify how learning occurs in the "other" classroom and design future Student Life programs to maximize learning.

Action: Develop a college-wide office of assessment staffed with a director.

Desired Outcome: Coordinate and communicate all college assessment activities from program assessment to institutional effectiveness.

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Goal A: continued from previous page

Strategy:
Continue Program and Curriculum Development.

Reputation, Recruitment, Retention, Revenue.

Action: Establish the Alfred State Institute for Sustainability to include the Centers for Organic and Sustainable Agripreneurship and Renewable Energy.

Desired Outcome: Raise \$15M for facilities and programs to become the leader in revitalizing agriculture in Western New York and reduce our carbon footprint by 50%.

Desired Outcome: Become a leader in New York State for renewable energy programming for students and the industry.

Action: Develop five new baccalaureate programs.

Desired Outcome: Increase the number of baccalaureate students by 50%.

Action: Develop two new associate degree programs.

Desired Outcome: Increase enrollment by 100 students.

Strategy:
Create a climate that supports both a two- and four-year campus culture.

Reputation, Recruitment, Retention.

Action: Build a Student Leadership Center.

Desired Outcome: A student leadership center is created that is a state-of-the-art nationally recognized facility emphasizing student leadership through civic engagement.

Action: Institutionalize the college's commitment to provide performing arts programs to students.

Desired Outcome: Hire a Director of Performing Arts by December 1, 2010, who provides direction to student choir, band, pep band, and other performing arts opportunities outside of the classroom for students.

Goal B:
Ensure the financial stability of the college.

Revenue.

Strategy:
Maximize revenue sources.

Revenue.

Action: Review all departments for increased efficiencies.

Desired Outcome: Reallocate \$1,000,000 to strategic initiatives.

Action: Develop and implement a new model for Institutional Advancement.

Desired Outcome: Increase voluntary support by 400%.

Action: Increase level of external grants.

Desired Outcome: 400% increase in grant funds.

Action: Use the campus resources for revenue generation in the summer.

Desired Outcome: Generate an additional \$100,000 in net revenue from summer programming.

Strategy:
Enhance effective procedures for budget control and oversight.

Revenue.

Action: Increase communication between the business office and projects that have significant financial impact on the college.

Desired Outcome: Streamlined process for budget oversight and decision making, reduce wasted time.

Desired Outcome: There will be no audit citations.

Desired Outcome: There will be efficient use of resources.



ASC's dairy herd deemed the prettiest publicly-owned cows in the U.S. by the Holstein Assocation.

Strategy:
Determine Optimal Student Enrollment Goals.

Recruitment, Revenue.

Action: Review enrollment trends, Mission review MOU, and Middle States report projections annually and develop accurate enrollment targets.

Desired Outcome: Enrollment numbers are within 2% of target projections.

Strategy:
Develop a strategic enrollment plan, including recruitment and retention.

Recruitment, Retention.

Action: Increase recruitment efforts in international student markets (as well as other out of state markets), and metropolitan New York.

Desired Outcome: Increase enrollment from these efforts by 350 students.

Action: Increase online programs and courses.

Desired Outcome: Create a 100% increase (new students) in online enrollment.

Action: Increase partnerships with Community Colleges.

Desired Outcome: Two outgoing and incoming agreements developed per year.

Desired Outcome: Two four-year programs offered at each of two Community Colleges.

Action: The Retention Committee will study why successful persistence groups exists and how best to increase these groups or replicate their motivational indicators into other segments of the student population with lower persistence rates.

Desired Outcome: Improve retention by 10 percentage points.

Action: Review and revise the current new-student orientation program and conduct earlier.

Desired Outcome: Increase yield by 10% reducing "summer melt."

Goal C:

Achieve optimal student enrollment and retention.

Recruitment, Retention, Revenue.

Action: Improve Web site structure, navigation, and look.

Desired Outcome: Develop a state-of-the-art marketing Web site that promotes excellence at all levels of the college with a 100% increase in Web site visits.

Action: Determine means of improving communication between campus departments (academic and other) and PR to facilitate easier, faster transfer of information for transformation into news stories and/or feature articles.

Desired Outcome: Increase in College exposure.

Strategy:
Provide Exceptional Customer Service.

Reputation, Recruitment, Retention.

Action: Develop customer service in-service training for all employees.

Desired Outcome: Internal surveys indicate a significant improvement in customer service.

Goal D:

Enhance the appearance, safety, and functionality of campus facilities.

Reputation.

Strategy:

Develop and implement a facilities master plan with campus-wide input.

Reputation, Recruitment, and Retention.

Action: Create a Campus Facilities Planning Committee to address campus master planning, current and future facility use.

Desired Outcome: Planning committee created, priorities established, and projects completed on time and on budget.

Action: Develop plans to rehab the Allied Health and Agriculture Science buildings.

Desired Outcome: The learning environments in Allied Health and Agriculture Science buildings are state-of-the-art teaching and learning facilities.

Action: Develop and implement a plan to give the library a facelift until comprehensive renovation is undertaken.

Desired Outcome: Physical environment of the library is improved.

Action: Support construction of the Construction Industry Workforce Development facility on the School of Applied Technology Campus.

Desired Outcome: Fund raising is finished and structure completed by 2010.

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We're dedicated to maintaining a safe campus environment.

Goal D: continued from previous page

Strategy:
Develop and Implement a Campus Beautification Plan.
Reputation, Recruitment, and Retention.

Action: This will be part of the Facilities Master Planning Committee charge for both campuses.

Desired Outcome: Improve first impression of campus look.

Action: Pay attention to detail.

Desired Outcome: Improve first impression of campus look.

Strategy:
Continue to assess campus safety conditions and implement corrective actions.
Reputation, Recruitment, and Retention.

Action: Fully implement campus emergency preparedness plan (including campus drills, programming, and training) to enhance campus safety.

Desired Outcome: All new faculty and staff appropriately trained in emergency preparedness and 20% of current faculty and staff trained every year.



Strategy:
Facilitate more faculty/student/staff engagement.
Reputation, Retention.

Action: Develop service programs in at least two academic programs.

Desired Outcome: Increase community outreach.

Action: Develop and implement living-learning communities in selected residence halls.

Desired Outcome: A 20% increase in retention of participants over College average.

Action: Develop and implement Faculty-In-Residence program.

Desired Outcome: A 10% increase in retention of participants over College average.

Goal E:
Support and challenge faculty, staff, and students as they grow personally and professionally.

Reputation, Retention.

Strategy:
Integrate the core values and beliefs of the college into policies and operating practices.
Reputation.

Action: Develop MC evaluations that incorporate core values.

Desired Outcome: Evaluations of MC employees implemented biannually on a staggered schedule beginning 2008-09.

Action: Integrate core values into policies and procedures as they are developed and reviewed.

Desired Outcome: Assessment indicates core values have been integrated.

Ranked in the top 50 best baccalaureate colleges in the north by U.S. News & World Report, 2008.



Alfred State

SUNY College of Technology

10 Upper College Drive
Alfred, NY 14802

www.alfredstate.edu



Hit the ground *running*® . . .



Alfred State College students are doers, not bystanders. The college is ideal for purposeful, action- and goal-oriented individuals.

ASC students get a head start on their careers, as our programs, teaching methods, and out-of-class experiences provide intensive, hands-on, usable, real-world learning.

Our graduates are well-prepared and work ready. Employers marvel how ASC graduates are able to hit the ground running®.

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