

# STRATEGIC PLAN

2023-2027



**ALFRED STATE COLLEGE**  
STATE UNIVERSITY OF NEW YORK

**A**

**Attract  
New  
Pioneers**

**S**

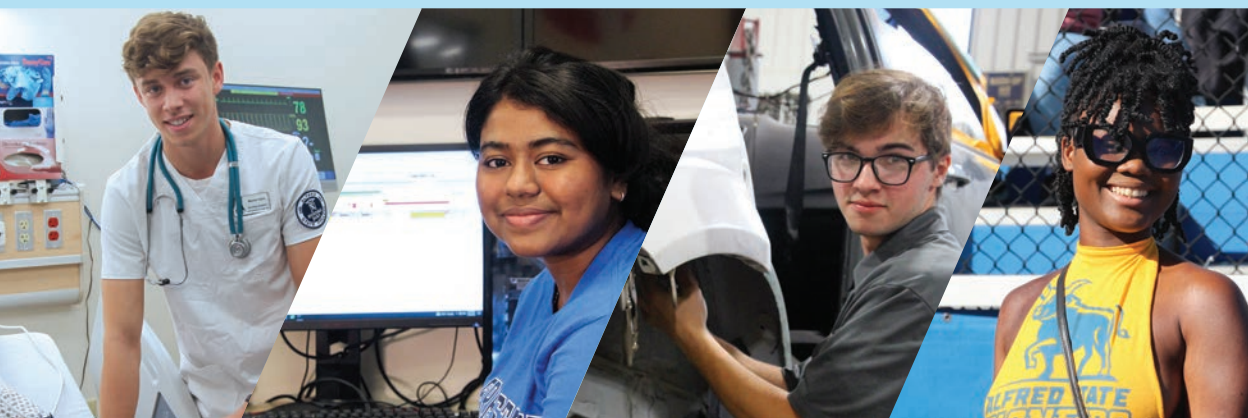
**Strengthen  
Academic  
& Student  
Success**

**C**

**Cultivate  
a Caring  
Community**

## **SUNY Chancellor King's Priorities are Our Foundation**

Affordable Access | Student Success | Upward Mobility  
Diversity, Equity, & Inclusion | Research & Scholarship | Economic Development







To the Pioneer Family,

From my first impression through today, I recognize that Alfred State College has already achieved greatness and this dedicated team of Pioneers is working hard to be even better. Our mission, vision, and core values have not changed because we are on the right track. As president, it's my role to identify areas to improve, while also celebrating success and building upon it.

It's with this positive can-do attitude that more than 30 faculty and staff members spent months developing our strategic plan with input from hundreds more. We included input from students, parents, alumni, donors, faculty, staff, and community members. My thanks to co-chairs Dr. Greg Sammons and Dan Jardine along with everyone who contributed.

Our team focused on ways to keep this road map to our future clear and concise so that every Pioneer can share the same vision for success. You'll notice that this planning document matches our brand and advertising to show how Pioneers are authentic and sincere from internal strategies to our public image. There are three themes in our strategic plan, and they are as simple to remember as **A-S-C**.

### **ATTRACT NEW PIONEERS**

Grow our family by appealing to students, parents, faculty, staff, and donors.

### **STRENGTHEN ACADEMIC & STUDENT SUCCESS**

Build on our achievements and climb to a higher level.

### **CULTIVATE A CARING COMMUNITY**

Ensure that our scenic and tight-knit village embraces everyone.

Next, we must take action, measure success, adapt based on results, and move ahead. Every one of us has the responsibility to follow our strategic plan and make improvements in our respective areas. The Office of Institutional Research continually monitors key performance indicators with reports available to faculty and staff at [my.AlfredState.edu/IR](http://my.AlfredState.edu/IR) and this plan will stay updated to the public at [AlfredState.edu/strategic-plan](http://AlfredState.edu/strategic-plan).

Through it all, I'll be here every step of the way cheering you on. Now, let's roll up our sleeves and once again prove that our community is "Strong as an Ox."

Go, Pioneers!

*Dr. Steven Mauro*

Steven Mauro, PhD





[my.AlfredState.edu/IR](https://my.AlfredState.edu/IR)



### Mission Statement

Alfred State delivers outstanding associate and baccalaureate degree programs through hands-on learning, preparing in-demand and involved students in a caring community.



### Vision Statement

Alfred State will be THE premier regional college of technology, creating opportunities for our students to achieve successful careers and purposeful lives.



### Core Values

Respect, Integrity, Service, and Dedication



### Institutional Student Learning Outcomes

- Applied Learning
- Integrative Gen Ed Curriculum
- Values, Ethics, and Diverse Perspectives
- Technology Supporting and Enhancing Career Readiness





## Attract New Pioneers

**ASC is known for career-ready graduates. Pioneers come here to explore the future, envision what's possible, gain professional hands-on skills, launch a career, and Hit the ground *running*®...**

**By promoting Alfred State's excellence, we attract more students, donors, faculty, and staff to become new Pioneers. Together, we offer an affordable, purposeful, enlightening, and exhilarating college experience that is superior to others.**





Hit the ground *running*®...





# Attract New Pioneers

## 1. INCREASE APPLICATIONS

When students apply, they show their intention to enroll, and that makes applications an important measure. Removing obstacles and increasing incentives to apply moves ASC onto more student shortlists and greatly impacts enrollment.

### Strategies

- a. Expand the free application promotion for all students, including online and adult learners.
- b. Provide free applications for targeted populations as an incentive to visit.
- c. Streamline to expedite the application process and reduce barriers to access.
- d. Enhance college brand advertising and program-specific marketing.

### 🔑 Key Measures

- Measure the number of those who apply, are admitted, and deposited.
- Evaluate results per campus: Alfred, Wellsville, Northland, and online.

## 2. MAINTAIN AND ENHANCE AFFORDABILITY

The cost of college attendance is a major factor regarding where students choose to enroll. Alfred State College is at the top of its peer group for college affordability and should capitalize on this attribute regarding affordable access and upward mobility.

### Strategies

- a. Expand in-state tuition matches to more states and internationally.
- b. Increase the number and amount of scholarships given to reduce the net cost of attendance.
- c. Partner with businesses that assist in paying students' cost of attendance.
- d. Promote ASC quality and affordability through scholarship opportunities.

### 🔑 Key Measures

- Measure changes in the net cost of attendance compared to peers.
- Survey students and parents for satisfaction regarding affordability.

## 3. REACH NEW AUDIENCES AND ESTABLISH NEW RECRUITMENT MARKETS

Expanding beyond Alfred State's established primary and secondary markets will reach an ever-growing audience. This is needed since our region has a shrinking high school student population. Tailored outreach to BIPOC and under-represented groups also yields results.

### Strategies

- a. Increase out-of-state and under-represented student recruitment efforts further.
- b. Develop and assist international student recruitment and academic support.
- c. Enhance assistance for adult/non-traditional students, including veterans and disabled.
- d. Prioritize parental and peer influencer connections to support recruitment and retention.

### 🔑 Key Measures

- Measure the number/percentage of out-of-state and international students enrolled.
- Measure the number/percentage of BIPOC and under-represented students enrolled.



#### **4. EXPAND CURRENT & DEVELOP NEW ACADEMIC PROGRAMS/PATHWAYS**

Alfred State is known for high-quality, in-demand programs that lead to excellent career paths, a bright future for graduates, and economic benefits to our region. Continuing to expand and develop new academic programs will maintain this distinction.

##### **Strategies**

- a. Develop stackable micro-credentials and short courses.
- b. Expand and refresh existing academic programs.
- c. Create new programs in growth areas of science, healthcare, and other fields.
- d. Increase the development of the online school and add graduate-level programs.

##### **Key Measures**

- Increase the number of new/expanded programs.
- Measure the number of students enrolled in new/expanded programs.

#### **5. ADD ADDITIONAL ATHLETIC/COMPETITIVE TEAMS AND CLUBS**

Teamwork is an important skill learned in classrooms, labs, social activities, and on the playing field. Athletics, clubs, and other organizations enhance a student's sense of belonging, fulfillment, and the overall "college experience" for recruitment and retention.

##### **Strategies**

- a. Consider further expansion of athletic teams.
- b. Promote a variety of student engagement opportunities.
- c. Support and develop a club recruitment model.
- d. Concentrate also on club sport recruitment.

##### **Key Measures**

- Increase support for targeted clubs or teams, and develop new ones.
- Measure the number of students in newly developed/better-supported groups.

#### **6. CREATE A DESTINATION CAMPUS**

Students have an overwhelmingly positive opinion after visiting campus. They note key factors of scenic beauty, supportive people, labs, and technology. Promoting and enhancing this standard of excellence provides a competitive advantage.

##### **Strategies**

- a. Develop more ways to increase campus visits and optimize the experience.
- b. Update and achieve Facilities' maintenance, renovation, and construction goals.
- c. Implement recommendations developed by the Beautification Committee.
- d. Invest in capital improvements and amenities across the campuses.

##### **Key Measures**

- Increase the dollars invested in construction/capital projects.
- Measure student, faculty, and staff satisfaction regarding campus quality.



## **Strengthen Academic & Student Success**

**Alfred State College is “Strong as an Ox” and is climbing even higher in academic excellence. Our faculty quality and student success are major factors leading to recognition and resounding praise as Number One in So Many Ways.**

**ASC is united in Pioneer Pride regarding success, focused on our Pioneer Purpose to be THE premier college of technology, and delivering on our Pioneer Promise for graduates to successfully launch good-paying careers.**

**#1  
IN SO  
MANY  
WAYS!**









# Strengthen Academic & Student Success

## 1. INCREASE STUDENT ENGAGEMENT OPPORTUNITIES

A student's sense of inclusion and belonging are important factors in their satisfaction and commitment to stay. A variety of opportunities helps a diverse audience of students find a match. Tracking participation allows us to monitor progress.

### Strategies

- a. Grow the number of clubs and orgs that appeal to a diverse group of students.
- b. Increase access to student employment/ jobs.
- c. Expand hours for student participation opportunities to fit their schedule.
- d. Supply food and beverage choices at selected volunteer activities.
- e. Develop a robust student engagement tracking model to be responsive.

### 🔑 Key Measures

- Increase the number/percentage of students employed on campus.
- Measure the number/percentage of students engaged in at least one extracurricular.

## 2. IMPROVE TWO- TO FOUR-YEAR PROGRAM TRANSITION RATES

A low unemployment rate encourages many employers to hire students prior to completing a bachelor's degree. Alfred State must articulate the higher earning potential from completing a 4-year degree and further facilitate the transition into bachelor's programs.

### Strategies

- a. Increase visibility, convenience, and benefits of internal 2+2 agreements.
- b. Work with business partners for financial support to their employees and online options.
- c. Improve communication, awareness, and recruitment efforts through advisors, students, etc.
- d. Facilitate recruitment at both internal and external events.

### 🔑 Key Measures

- Measure the number/percentage of 2-year graduates entering 4-year programs.
- Increase business partner participation and their support for student funding.

## 3. EXAMINE & OPTIMIZE FINANCIAL SUPPORT FOR EXISTING STUDENTS

It is a great start to provide affordable access to students entering Alfred State but maintaining that affordability throughout their college experience will also be important to their overall ability to persist towards graduation with an emphasis on support for low-income and at-risk students.

### Strategies

- a. Expand bridge funding and scholarship opportunities to maximize outcomes.
- b. Promote adoption of open-source, inclusive access, or low-cost textbook options.
- c. Assign financial aid counselors in Starfish for low-income and at-risk students.
- d. Increase opportunities for low-cost or free food options through the pantry or otherwise.
- e. Reduce "hidden costs" of attendance with improved cost/access for travel, clothing, etc.

### 🔑 Key Measures

- Measure the number/percentage of students who cite financial problems for leaving.
- Evaluate the average cost of attendance compared to peer colleges and universities.



#### 4. BOLSTER ACADEMIC SUPPORT AND RELATED PROCESSES

Streamlined approaches can minimize obstacles to graduation, while a network of advisors, coaches, mentors, and support services will provide the assistance students need should they face a barrier including at-risk students. This benefits scholarship, innovation, and research.

##### Strategies

- a. Standardize, incentivize, and optimize the advising process with tools, training, and innovation.
- b. Review/remove registration barriers by evaluating drop deadlines and availability of advisors.
- c. Expand student support offerings with peer mentoring and support in residence halls.
- d. Tailor support to at-risk student populations, Rebound, EOP, ASOP, Jumpstart, and International.

##### 🔑 Key Measures

- Evaluate the number/percentage of students on academic probation.
- Evaluate the number/percentage of students who are academically dismissed.

#### 5. CREATE A TEACHING AND LEARNING CENTER

Providing educators with new and continued learning opportunities will encourage student success. A Teaching and Learning Center will focus on the presentation and development of the latest teaching pedagogies, to be driven by a director and task force.

##### Strategies

- a. Define the scope of services to be offered.
- b. Explore a variety of teaching pedagogies.
- c. Navigate the rank and tenure process successfully.
- d. Host special events, guest speakers, and webinars.
- e. Add onboarding activities and orientation for faculty.
- f. Incentivize faculty development.

##### 🔑 Key Measures

- Measure the number/percentage of participants in the Teaching and Learning Center.
- Evaluate results from a program assessment and satisfaction surveys.

#### 6. ENHANCE ACADEMIC EDUCATIONAL EXCELLENCE

In addition to fostering student success, academic excellence is cultivated by stimulating an intellectual curiosity that ensures students are well-prepared to succeed coming into and leaving college. This will enhance our already excellent academic environment and career preparedness.

##### Strategies

- a. Develop and support first- and second-year experience programs.
- b. Activate student mentors and instructional support assistants more broadly.
- c. Increase access to the latest equipment and offsite training locations.

##### 🔑 Key Measures

- Measure the number/percentage of students on academic probation/dismissal.
- Evaluate gains in the number/percentage of students on honor rolls.





## **Cultivate a Caring Community**

**Beautiful Alfred State offers an enriching and inspiring environment with 200+ labs for big opportunities, in a small and caring village with breathtaking views, enhanced by the beauty of each unique Pioneer. Be Smarter. Be Stronger. Come here to be yourself and Be YOU tiful.**

**Our supportive community works closely together, communicates, and serves one another. Our number one Core Value is respect, and we must treat each other well.**



Be **YOU** tiful





# Cultivate a Caring Community

## 1. OPTIMIZE OPEN CHANNELS FOR INSTITUTIONAL COMMUNICATION

A pillar of our Core Value of respect is built around gaining a mutual understanding of the events, happenings, and perspectives across the community. Constant two-way productive communication is an absolute necessity for this and needs to be inclusive to all.

### Strategies

- a. Develop inter-divisional meetings with the President and leadership team at least annually.
- b. Expand community meetings to topic-specific, mid-sized dialogues.
- c. Enhance campus technology (announce, text/SMS, and portal) to optimize communication.

### 🔑 Key Measures

- Measure satisfaction scores on the president's annual survey of faculty and staff.
- Evaluate results from the Great Place to Work (GPTW) survey.

## 2. ENHANCE THE HEALTH AND WELL-BEING OF THE CAMPUS COMMUNITY

Health and wellness are at the core of the success of our community as a requisite core need before any other needs could be considered. We will promote and extend health and wellness initiatives across campus for students, faculty, and staff.

### Strategies

- a. Implement a campus-wide mental health and wellness program for students and employees.
- b. Extend MindSpa/Oasis/Wellness Room accessibility to include employees.
- c. Increase fitness center hours to 6 a.m. -10 p.m. and offer community classes.
- d. Expand wellness options and programming with outdoor areas and activities.

### 🔑 Key Measures

- Measure the number/percentage of employees and students accessing programs.

## 3. INCREASE WORK FLEXIBILITY, BENEFITS, AND EMPLOYEE COMPENSATION

In a rapidly changing global work environment, we must stay competitive in providing salary, benefits, and flexibility to optimize work/ life balance. Having a more satisfied faculty and staff allows employees to be more responsive and accessible to students and assists retention.

### Strategies

- a. Increase communication regarding policies for remote and hybrid work options.
- b. Increase clarity and opportunities for pathways to promotion for both faculty and staff.
- c. Increase awareness among faculty and staff regarding benefits.

### 🔑 Key Measures

- Measure results from the president's satisfaction survey and GPTW survey.
- Increase percentage of employees promoted who were up for promotion.





#### 4. EXPAND TRAINING, SUPPORT, & DEVELOPMENT FOR EMPLOYEES

Onboarding, orientation, training, support, and regular feedback from managers or mentors are the underpinnings for an employee to feel more valued. Improving this support for faculty and staff also benefits the growth, retention, and development of students in our caring community.

##### Strategies

- a. Create a new comprehensive onboarding program for employees.
- b. Provide faculty and staff mentors.
- c. Optimize annual and ongoing evaluations as instruments of support and development.
- d. Utilize onboarding and training opportunities from the new Teaching and Learning Center.

##### 🔑 Key Measures

- Increase satisfaction measures in surveys of new employees.
- Measure results from the president's satisfaction survey and GPTW survey.

#### 5. CURATE GENERAL/SPECIALIZED PROGRAMMING TO ENGAGE EVERYONE

Social and non-social programming and services create a sense of community and increase satisfaction. Efforts must be made to include all sectors of faculty, staff, and students to ensure that all have opportunities and know they are welcome.

##### Strategies

- a. Plan a series of social events involving diverse options of community.
- b. Initiate clubs/groups that focus on interests/hobbies including the entire village.
- c. Identify gaps for under-represented groups to facilitate inclusion.
- d. Create employee housing options including immediate needs for new hires.
- e. Evaluate restoration of a faculty/staff dining area/lounge.

##### 🔑 Key Measures

- Improve results in the SUNY Campus Climate Survey of students, faculty, and staff.
- Measure belonging and inclusion responses in Great Place to Work surveys.

#### 6. EXTEND CARE TO THE REGION TO BUILD A STRONGER COMMUNITY FOR ALL

The extension of our community care efforts into our region shapes the atmosphere where all Pioneers live, work, and play. Having a vibrant and active community benefits satisfaction, retention, and recruitment for faculty, staff, and students.

##### Strategies

- a. Increase the number of regional corporate relationships and partnerships.
- b. Increase communication of employment opportunities off-campus for families and students.
- c. Share community activities and events that are beyond the campus boundaries.
- d. Continue to support and advocate for more regional childcare resources.
- e. Join onboarding efforts with external/neighboring employers for more social connections.

##### 🔑 Key Measures

- Measure responses in Great Place to Work surveys.
- GPTW Trust Index measures the credibility of leaders, respect, fairness, pride, and belonging.

## Strategic Planning Committee

### Committee Co-Chairs

**Gregory Sammons, EdD**  
Vice President for  
Student Affairs

**Dan Jardine**  
Director of Institutional Research,  
Planning, and Effectiveness



### **A** Attract New Pioneers

#### Team A

##### **Enrollment Management**

Russ Nunley  
Kandi Geibel

##### **Academic Dean**

John Williams, PhD

##### **Athletics**

Jason Doviak

##### **Student Engagement**

Dennis Dueno

##### **SAS Faculty**

Kathryn Link

##### **SAT Faculty**

Dan Helveston

##### **SAMET Faculty**

Susan Gorman

##### **Facilities**

Jon Nickerson

##### **Advancement**

Jason Sciotti

##### **Exec. Leadership Team**

Betsy Penrose

### **S** Strengthen Academic and Student Success

#### Team S

##### **Student Success Center**

Francine Staba  
Casey Cowburn

##### **Instructional Resources**

Danyelle O'Brien

##### **Student Engagement**

Spencer Peavey

##### **Student Records**

Laura Kernan

##### **Financial Services**

Julie Rose

##### **Academic Dean**

Kathleen Casey, PhD

##### **SAS Faculty**

Angela Graves, PhD

##### **SAT Faculty**

Rebecca Milliner

##### **SAMET Faculty**

Brandon Harrison

##### **Exec. Leadership Team**

Craig Clark, PhD

### **C** Cultivate a Caring Community

#### Team C

##### **Diversity & Title IX**

Matt Ryan

##### **Human Resources**

Angela Koskoff

##### **Health & Wellness**

Jonathan Hilsher

##### **Communications**

Paul Welker

##### **SAS Faculty**

Andrea Williamson

##### **SAT Faculty**

Rebecca Milliner

##### **SAMET Faculty**

Erin Vitale

##### **Advancement/ELT**

Danielle White

##### **Pro. Development Wk.**

Francine Staba

##### **Exec. Leadership Team**

Greg Sammons, EdD



Full Strategic Plan ►

[AlfredState.edu/strategic-plan](http://AlfredState.edu/strategic-plan)



***Hit the ground  
running®...***



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