



Project-based learning is a cornerstone of our Alfred State culture. When students work on real-world problems, they learn how to think, not what to think.

**As a result, Alfred State has a 99% employment and transfer rate.**



## 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 four Rs 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 community members who contribute to the strategic planning process and continue to work diligently in implementing the plan.



John M. Anderson Ph.D.  
President

## Core Values

The following values guide the Alfred State 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.



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

Reputation.

**Action:** Invest in classroom and laboratory enhancements.

**Desired Outcome:** Annual investment of \$50,000 per year from the Academic Equipment Fund in classroom teaching/learning environments starting in 2010-11. ↔

**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:** Increase in faculty research activities through grant support. Internal research support of at least \$50,000 annually. ↔

**Action:** Improve faculty professional development.

**Desired Outcome:** Award at least two full-year at half-pay sabbaticals annually. †

**Action:** Implement Teacher-Scholar Program.

**Desired Outcome:** Increased scholarship and Ph.D. faculty. †

**Action:** Recruit and hire faculty and staff who are more representative of the minority diversity of our student population.

**Desired Outcome:** Develop an affirmative action plan to increase diversity through the hiring process. †

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**Goal A:**

**Promote academic excellence and a scholarly environment.**

Reputation.



A showcase green home has been constructed by students on the Wellsville campus. The home is planned as an open laboratory for the public and students and will educate the future construction workforce in green building techniques.

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:** Increase quality as demonstrated by external review and increased efficiencies. †

**Action:** Conduct student learning outcomes assessment programs in Student Affairs.

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

### Strategy:

#### **Continue program and curriculum development.**

Reputation, Recruitment, Retention, Revenue.

**Action:** Generate external support for the Center for Organic and Sustainable Agriculture.

**Desired Outcome:** Raise \$2M through gifts in kind, grants, and donations for facilities and programs to become the leader of advancing agricultural sustainability and rural economic vitality in Western New York. †

**Action:** Develop, integrate, and promote concepts of renewable energy and sustainability into the curriculum and external programs.

❖ **Desired Outcome:** Become a leader in New York State for renewable energy and sustainable agriculture programming for students and the industry. †

▲ **Action:** Infuse sustainability into the curriculum.

**Desired Outcome:** Students are empowered with knowledge, skills, and motivation to be leaders in solving sustainability challenges.

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Goal A: continued from previous page

**Action:** Develop international partnerships for existing programs.

**Desired Outcome:** Increase the number of students with exposure to international experiences. ↓

**Action:** Develop a partnership (i.e. Sorrento model) to facilitate the offering of Alfred State courses in Asia by 2014.

**Desired Outcome:** Increased revenue and international experiences for our students and faculty. ↔

### Strategy:

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

Reputation, Recruitment, Retention.

**Action:** Determine the feasibility of the College moving from the NJCAA to membership in the NCAA.

**Desired Outcome:** Provide baccalaureate degree students with a four-year experience in an intercollegiate sport while also providing associate degree students access to an intercollegiate athletic experience. ↑

Alfred State has partnered with Sant'Anna Institute in Sorrento, Italy, to offer the American college student an enriching semester of studies in the south of Italy.



Alfred State has several courses that focus on the many aspects of alternative energies.

**Goal B:**  
**Ensure the financial stability of the college.**  
Revenue.

**Strategy:**  
**Maximize revenue sources.**  
Revenue.

- Action:** Increase efficiencies and maximize revenue.
- Desired Outcome:** Allocate \$1M annually to strategic initiatives. †
- Action:** Develop and implement a new model for Institutional Advancement.
- Desired Outcome:** Model for Institutional Advancement in place. †
- ❖ **Desired Outcome:** Increase voluntary support by 5% annually. †
- Action:** Increase level of external grants.
- ❖ **Desired Outcome:** \$2M annually in external grant funding. †
- Action:** Use the campus resources for revenue generation in the summer.
- Desired Outcome:** Generate an additional \$100,000 in net revenue annually. †

## 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:** Meet enrollment target. ↓

**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 by 2013. ↓

## Strategy:

### Develop a strategic enrollment plan, including recruitment and retention.

Recruitment, Retention.

**Action:** Increase online programs and courses.

**Desired Outcome:** Increase (new students) in online enrollment by 350 students by 2013. ↑

**Action:** Increase partnerships with Community Colleges.

**Desired Outcome:** Two incoming agreements developed per year. †

**Desired Outcome:** Two outgoing agreements developed per year. †

**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 over five years. ↓

**Desired Outcome:** Increased percentage of first-year retention overall and for each of the following student categories: international, NY State, and out-of-state. ↔

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

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

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

**Desired Outcome:** Continual improvement of the Alfred State website for easy access to key admissions information that empowers prospective students to knowledgeably choose Alfred State as the college to enroll in. ↓

**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 positive 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 C:

### Achieve optimal student enrollment and retention.

Recruitment, Retention, Revenue.

Construction is well underway on a unique building, the Student Leadership Center and Institute, that will link leadership preparation with civic engagement projects.

### Strategy:

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

Reputation, Recruitment, and Retention.

**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:** 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. ↔

### Strategy:

#### **Develop and implement a Campus Beautification Plan.**

Reputation, Recruitment, and Retention.

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

**Desired Outcome:** Improve first impression of campus look. †

### Strategy:

#### **Reduce our carbon footprint.**

Reputation, Recruitment, and Retention.

**Action:** Develop the College and University President's Climate Commitment (CUPCC) plan.

**Desired Outcome:** The plan is developed and implemented. †

### Goal D:

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

Reputation.



**Strategy:**  
**Create a more vibrant community.**

Reputation, Retention.

▲ **Action:** Increase civic engagement.

**Desired Outcome:** Every student has a civic engagement experience. †

**Action:** Create a campus culture that promotes civic engagement and student leadership opportunities.

❖ **Desired Outcome:** All students will participate in civic engagement or student leadership program before they graduate from the College. †

**Desired Outcome:** Establish a Student Leadership Institute to assist in raising funds for civic engagement and student leadership opportunities for students. ‡

**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:** Create a special committee to incorporate civic engagement in the curriculum.

**Desired Outcome:** Develop criteria to identify civic engagement intensive courses, equivalent experiences, and explore the feasibility of a civic engagement graduation requirement. ↔

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**Goal E:**

**Support and challenge faculty, staff, and students as they grow personally and professionally.**

Reputation, Retention.

Learning, leadership, service, and interaction must become second nature to our students.



Alfred State is ranked 25th among the top regional colleges in the North in the 2012 edition of “America’s Best Colleges” by U.S. News & World Report.

Goal E: continued from previous page

**Action:** Train club and organization advisers in promoting civic engagement initiatives.

**Desired Outcome:** Have 13 proposals approved for Student Leadership Center store fronts by March 1, 2013. †

**Action:** Identify faculty and staff involved in civic engagement experiences locally, regionally, and globally through survey and annual reports.

**Desired Outcome:** Recognize and celebrate faculty and staff involved in civic engagement. †

❖ **Action:** Create an annual list of current and potential academic competitions, costs, and funding sources.

**Desired Outcome:** Increased events, student participation, placement, and funding for national competitions. ↔

### Strategy:

**Integrate the core values and beliefs of the college into policies and operating practices.**

Reputation.

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

**Desired Outcome:** All senior staff have been trained in core values and beliefs of the College. †

# Completed Actions

## Outcomes met as of June 21, 2011.

### **Goal A: Improve teaching and learning infrastructure.**

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

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

### **Goal B: Maximize revenue sources.**

**Action:** Strategically move \$300,000 annually from the State budget to the DIFR account over the next five years.

**Desired Outcome:** Reduce expenses on the State side of the college budget.

### **Goal D: Develop and implement a facilities master plan with campus-wide input.**

**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 and implement a plan to give the library a face-lift until comprehensive renovation is undertaken.

**Desired Outcome:** Physical environment of the library is improved.

### **Continue to assess campus safety conditions and implement corrective actions.**

**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.

## Outcomes met as of July 26, 2012.

### **Goal A: Improve recruitment, retention, and development of outstanding and diverse faculty and staff.**

**Action:** Implement search processes that encourage applications of qualified minorities.

**Desired Outcome:** Experience an annual increase in employee ethnic and gender diversity.

### **Continue program and curriculum development.**

**Action:** Develop two new associate degree programs.

**Desired Outcome:** Increase enrollment by 100 students.

### **Goal B: Enhance effective procedures for budget control and oversight.**

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

**Desired Outcome:** There will be no audit citations.

### **Goal E: Integrate the core values and beliefs of the college into policies and operating practices.**

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

**Desired Outcome:** Assessment indicates core values have been integrated.



## **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.”

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