


# Alfred State

SUNY College of Technology



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.**

the Power of 

Strategic Plan 2013-18

*Alfred State*  
SUNY College of Technology

Hit the ground *running*®...



## President's Message

The last year has come and gone in the blink of an eye, and our five-year plan is rolling forward. We've made great strides as with our focus on:

- Reputation**
- Recruitment**
- Retention**
- Revenue**

As you review the strategic plan, you'll find these four Rs intertwined in many ways with the Goals and Strategic Initiatives in the pages ahead. In preparation for the future, we are committed to maintaining that focus while using resources effectively—for our students and all of our stakeholders. Our decision-making process will be rooted in extensive assessment, a strong foundation of core values, and a clear strategic plan that lights our way forward. We owe it to the Alfred State community, students, faculty, staff, and stakeholders, to be the best institution we can be, and we're making headway.

This dynamic plan is already guiding big changes on our campuses, and as we move forward, we continue to learn more about how best to meet and exceed these goals. The future looks brighter than ever!



Valerie B. Nixon  
Interim President

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

## 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 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. ↓

**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. ↑

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**Goal A:**

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

Reputation.



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.

Goal A: continued from previous page

### 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 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. ↔

**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 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. †





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

Revenue.

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

**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:** \$4M annually in external grant funding. †

## 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. ↓

## Strategy:

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

Recruitment, Retention.

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

**Desired Outcome:** Two incoming 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. ↑

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

**Desired Outcome:** Increase yield by 10% reducing “summer melt.” ↑

▲ **Action:** Improve structure, navigation and look of the my.alfredstate current student page.

**Desired Outcome:** Continual improvement of the Alfred State intranet Web site that offers a broad array of resources and services.

**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. ↑

## Goal C:

### **Achieve optimal student enrollment and retention.**

Recruitment, Retention, Revenue.

Alfred State is ranked 23rd among the top regional colleges in the North in the 2013 edition of “America’s Best Colleges” by *U.S. News & World Report*.



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

### Strategy:

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

Reputation, Recruitment, and Retention.

▲ **Action:** Complete a comprehensive renovation of the MacKenzie residence facility that enhances functionality, appearance, and maximizes opportunities for community-building and student interaction.

**Desired Outcome:** Progress towards renovation of the MacKenzie residence facility. ↑

❖ **Action:** Implement the college's climate action plan.

**Desired Outcome:** The college has successfully neutralized its direct contribution to climate change. ↑

#### **Goal D:**

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

Reputation.

▲ New

❖ Revised

↑ Forward Progress

↔ No Progress

↓ Regress

Hit the ground *running*®...





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

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:** To enhance both student learning outside the classroom and increase student retention. †

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

❖ **Desired Outcome:** A majority of students will participate in a 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:** Obtain Carnegie Foundation Community Engagement Elective Classification.

**Desired Outcome:** Develop comprehensive and streamlined civic engagement data collection processes in order to leverage existing activity to generate more effective community partnerships, student learning opportunities, and formal recognition through the Carnegie Foundation Community Engagement Elective Classification.

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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.



Goal E: continued from previous page

**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:** Using the definition of civic engagement passed through faculty senate resolution, establish requirements for a course to be designated a 'civic engagement intensive course' and implement a method to identify these courses on an Alfred State College academic transcript. Also, create an optional path for students to complete exemplary civic engagement projects that includes recognition at an appropriate venue such as Honors Convocation or Graduation Ceremonies.

**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 and co-curricular competitions, costs, and funding sources.

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



Civic Engagement as defined by Faculty Senate: *Civic engagement consists of individual and collective actions designed to identify and address issues of public concern. This problem solving approach emphasizes critical thinking, collaborative action, and meaningful reflection with a particular focus on understanding the root causes of community challenges. This level of engagement ultimately results in individual transformation, societal change, and graduates who are engaged citizens in their community.*

# Completed Actions

## Outcomes met as of June 21, 2013.

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

**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.

### Develop and implement assessment and continuous improvement processes.

**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.

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

**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.

### Goal B: Maximize revenue sources.

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

**Desired Outcome:** Generate an additional \$100,000 in net revenue annually.

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

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

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

**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.

### Provide exceptional customer service.

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

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

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

**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 then Construction Industry Workforce Development facility on the School of Applied Technology Campus.

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

### Develop and implement a Campus Beautification Plan.

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

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

### Goal E: Create a more vibrant community.

**Action:** Develop and implement Faculty-in-Residence program.

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

**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.

### 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.



**Outcomes met as of July 26, 2012.**

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

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

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

**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.

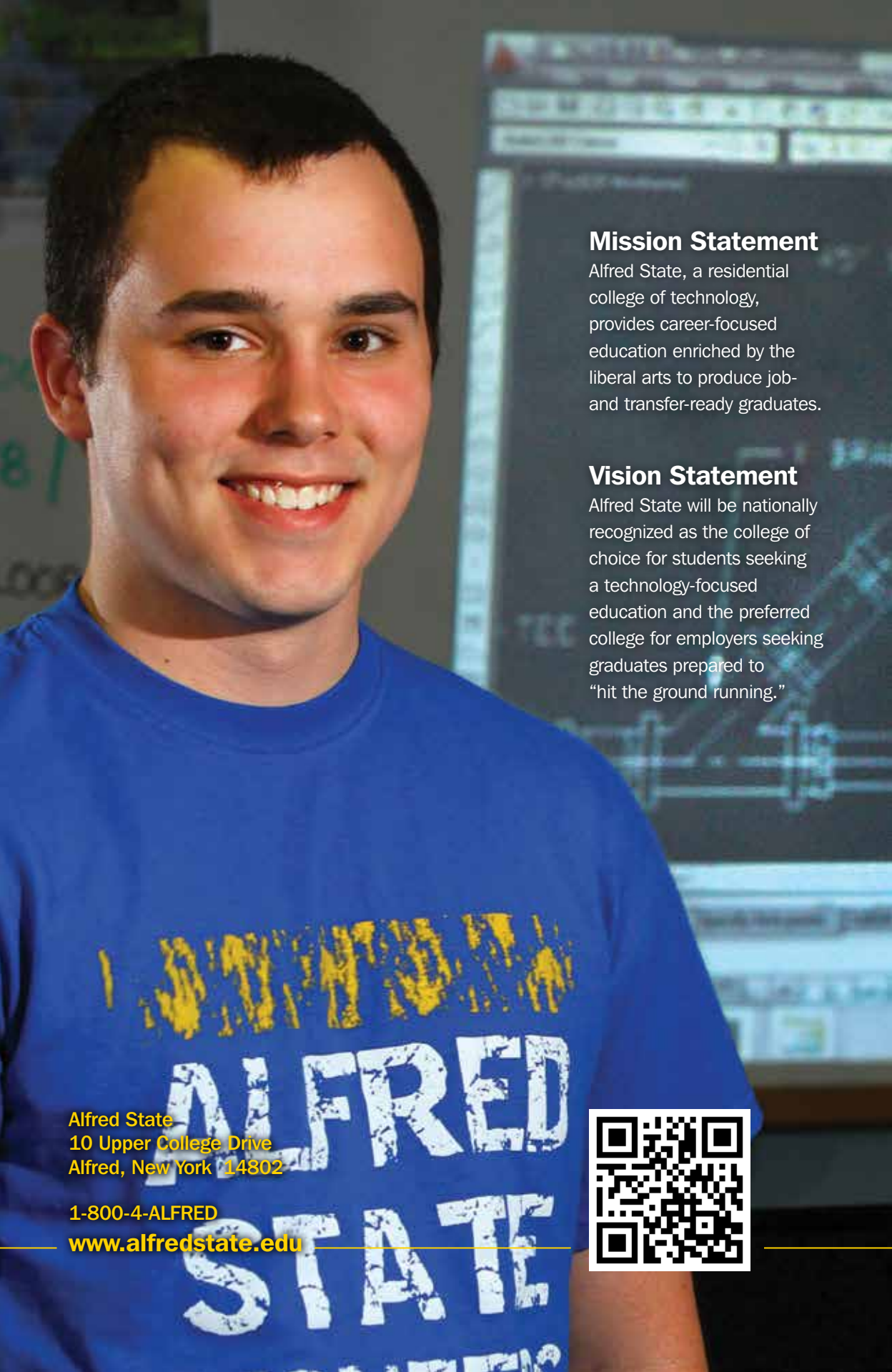
**Desired Outcome:** There will be no audit citations.

**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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