

Alfred State College

SUNY College of Technology

4
Reputation
Recruitment
Retention
Revenue



Strategic Plan 2010-15

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 in-the-field 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*®...

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 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 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!



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.

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

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

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:** 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: 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. ↔

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

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

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

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

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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 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:** Establish the Alfred State Institute for Sustainability to include the Centers for Organic and Sustainable Agriculture and Renewable Energy.
- ❖ **Desired Outcome:** Raise \$15M for facilities and programs to become the leader for advancing agricultural sustainability and rural economic vitality in Western New York. ↓
- ❖ **Desired Outcome:** Increase on-campus production of energy to 50% of campus demand and reduce our natural gas consumption by 30%. ↔
- ❖ **Desired Outcome:** Become a leader in New York State for renewable energy programming for students and the industry. ↑
- ▲ **Action:** Develop international partnerships for existing baccalaureate programs
- ▲ **Desired Outcome:** Increase the number of baccalaureate graduates.
- Action:** Develop two new associate degree programs.
- Desired Outcome:** Increase enrollment by 100 students. ↑

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The addition of the digital media and animation bachelor of science degree program adds a new dimension to our program offerings at Alfred.

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:** 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. ↔
- ▲ **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.



Alfred State's heavy equipment truck & diesel technician program is the only program in New York and New England that is approved by the Association of Diesel Specialists (ADS).



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

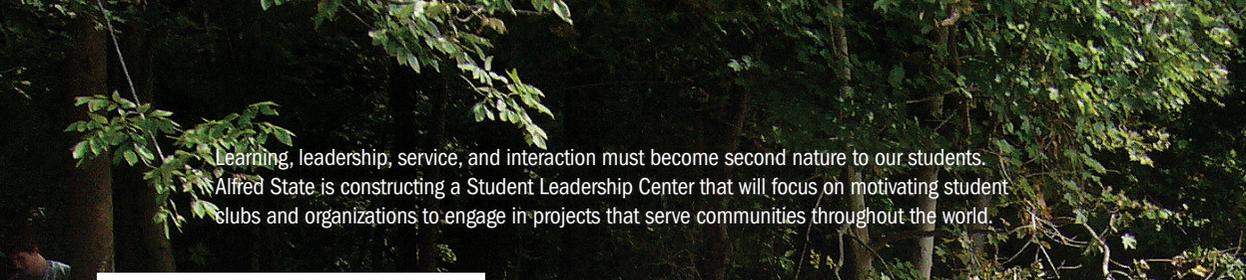


Strategy:
Maximize revenue sources.
Revenue.

- ❖ **Action:** Increased efficiencies and maximized 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 400%. ↑
- ❖ **Action:** Increase level of external grants.
- Desired Outcome:** \$4M 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:
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:** There will be no audit citations. ↑



Learning, leadership, service, and interaction must become second nature to our students. Alfred State is constructing a Student Leadership Center that will focus on motivating student clubs and organizations to engage in projects that serve communities throughout the world.

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 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:** Increase (new students) in online enrollment by 350 students. ↑
- Action:** Increase partnerships with Community Colleges.
- Desired Outcome:** Two outgoing and 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." ↔

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.



- Action:** Improve Web site structure, navigation, and look.
- ❖ **Desired Outcome:** Continual improvement of the ASC Web site for easy access to key admissions information that empowers prospective students to knowledgeably choose Alfred State College 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 D:
Enhance the appearance, safety, and functionality of campus facilities.
Reputation.



We're dedicated to maintaining a safe campus environment.

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. †

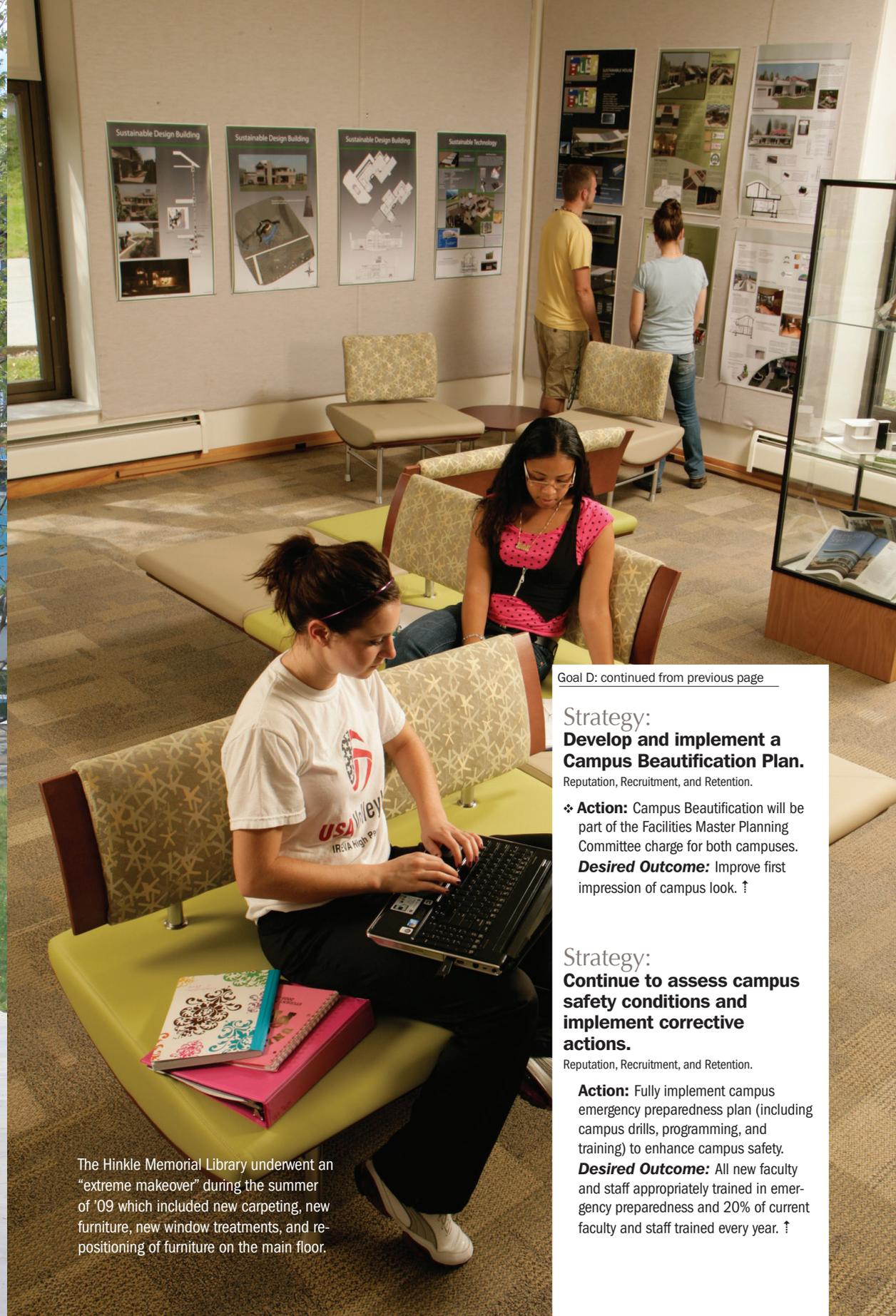
Action: Develop and implement a plan to give the library a face-lift until comprehensive renovation is undertaken.

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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Goal D: continued from previous page

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. †

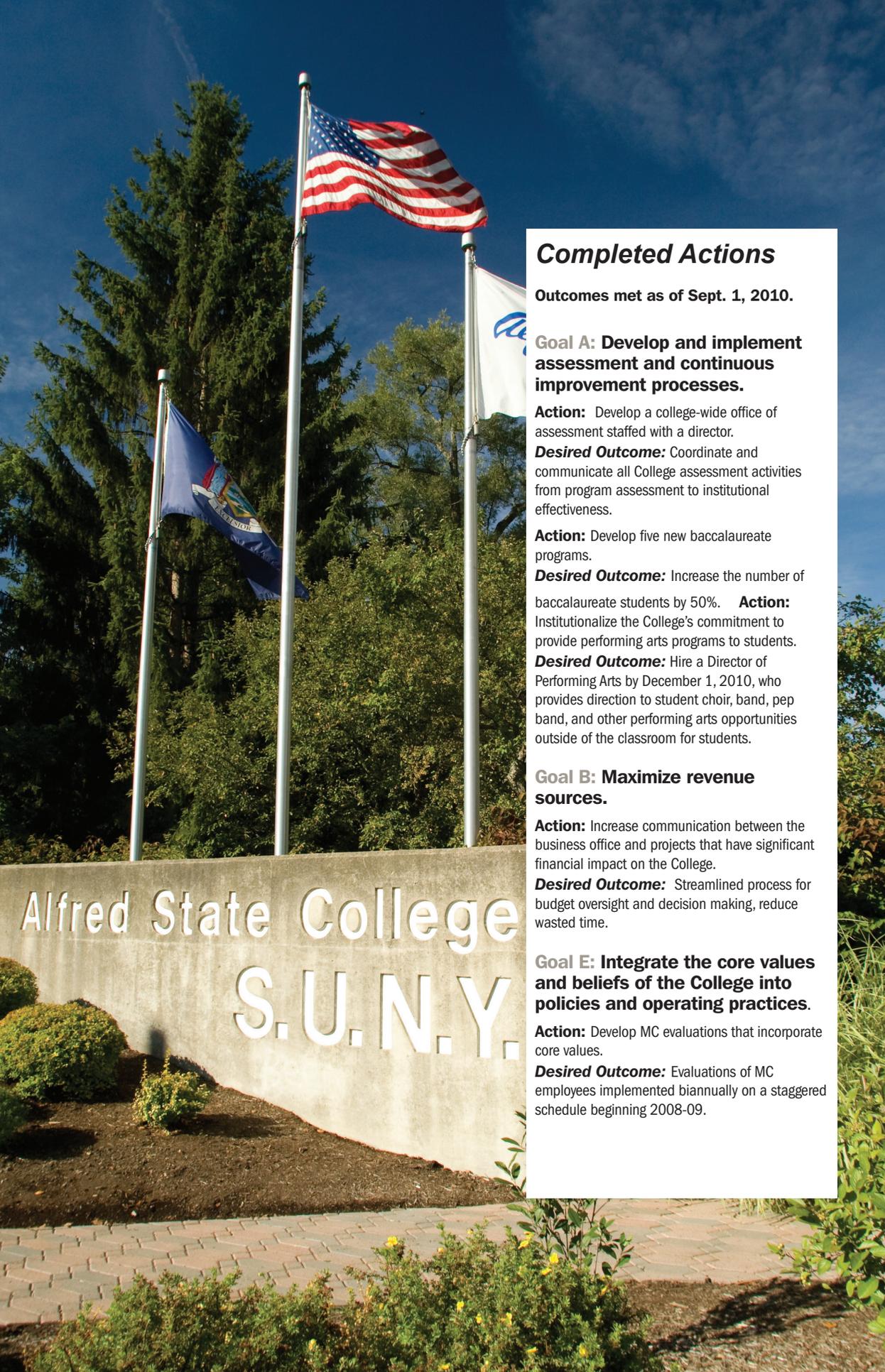
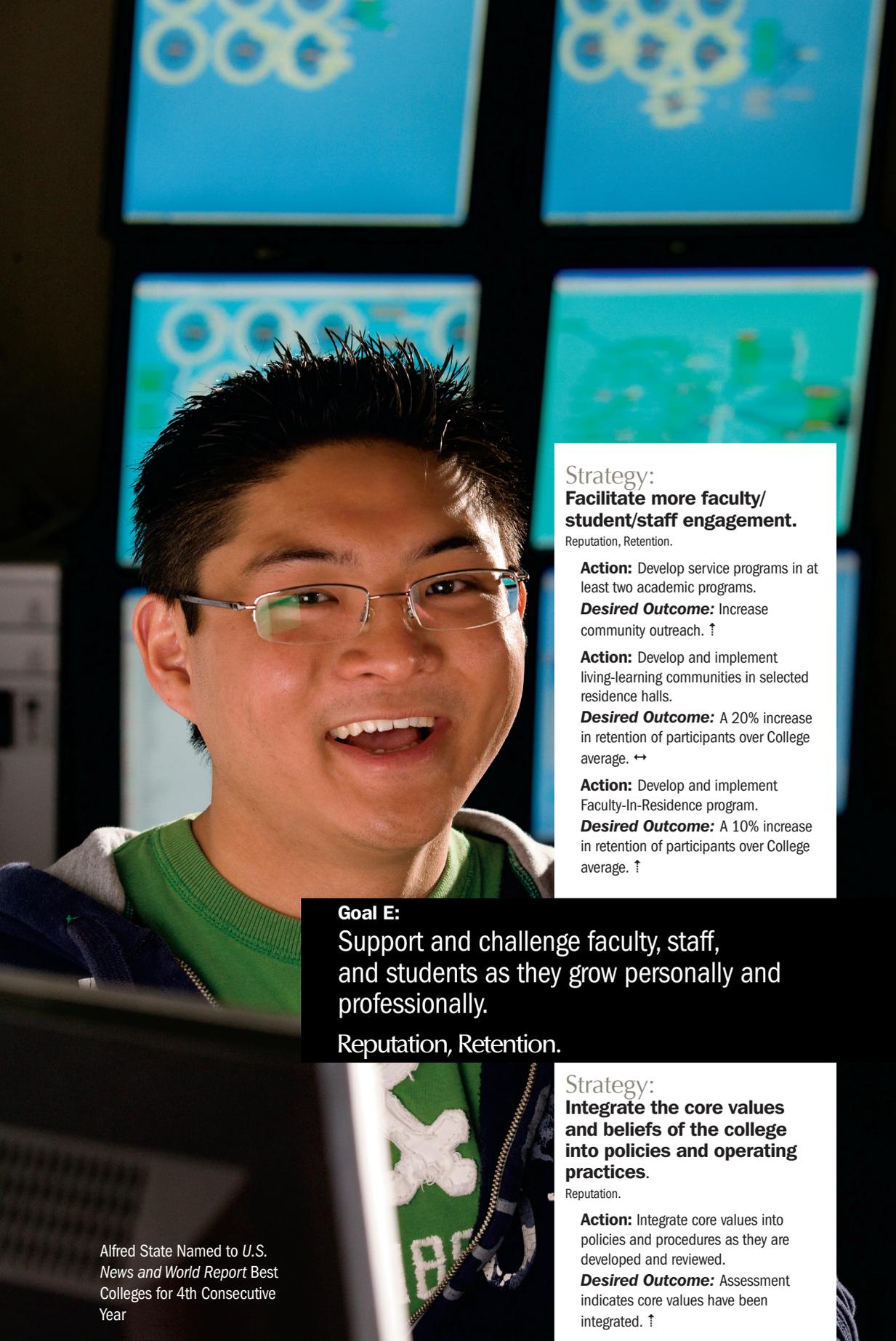
Strategy:
Continue to assess campus safety conditions and implement corrective actions.

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. †

The Hinkle Memorial Library underwent an "extreme makeover" during the summer of '09 which included new carpeting, new furniture, new window treatments, and re-positioning of furniture on the main floor.



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

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

Completed Actions

Outcomes met as of Sept. 1, 2010.

Goal A: Develop and implement assessment and continuous improvement processes.

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.

Action: Develop five new baccalaureate programs.

Desired Outcome: Increase the number of baccalaureate students by 50%. **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: Maximize revenue sources.

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.

Goal E: Integrate the core values and beliefs of the College into policies and operating practices.

Action: Develop MC evaluations that incorporate core values.

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

Alfred State Named to U.S. News and World Report Best Colleges for 4th Consecutive Year



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SUNY College of Technology

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