

January 2016

Strategic Plan for the College of Professional Studies

The College of Professional Studies is the newest of Alfred University's academic units, offering unique opportunities for students to prepare for a diversity of professional careers at the graduate and undergraduate level. Our strategic plan maps a course for enrolled students to experience the best of Alfred through programs of excellence and related co-curricular experience. Looking to the future, the strategic plan for 2016-2021 outlines the vision of the faculty and staff to increase the value of an AU education and to expand our academic footprint through development of new programs and curricula.

Mission

The College of Professional Studies prepares individuals for successful professional careers. Through contemporary and innovative educational opportunities, we inspire future critical thinkers, lifelong learners, and leaders in diverse settings.

Vision

College of Professional Studies will be an innovator in the delivery of the highest quality of academics and professional education, preparing our students for career success and leadership.

Values

- A learning environment that promotes open exchange of ideas, critical thinking, global awareness, technological literacy, intellectual honesty, and community involvement;
- A work environment that promotes open communication, recognition of achievement, and the development of personal potential;
- Research and scholarship that advance the frontiers of knowledge, contribute to graduate and undergraduate teaching, and demonstrate creativity in all fields of endeavor;
- Diversity in people and cultures, ideas and scholarship;
- A campus that is safe, attractive, and promotes health and wellness;
- A caring community that respects each individual, fosters intellectual curiosity and growth, promotes and models good citizenship, and encourages enlightened leadership.

- We value student-centered approaches that cultivate professional success through mentoring, applied research, and practical experience.

AU Broad Goal 1

Alfred University will offer high-quality undergraduate and graduate education, characterized by Alfred’s creative spirit, preparing our students to flourish in a rapidly changing world. This means in the College of Professional Studies we will:

Strategies	Objectives	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
1A: Define and deliver a vibrant educational experience that ensures common learning outcomes for all undergraduate students.	Undergraduate programs within the CPS will embed the 8 university-wide general education outcomes throughout their curricula.	<p>Establish a general education committee within CPS.</p> <p>Create a curriculum map to link gen ed outcomes to course content</p> <p>Utilize the CPS 1st year experience courses (Perspectives 105) to provide baseline data on student skills in key gen ed outcomes</p>	<p>Gen ed committee in place by February 2016. Dean is responsible.</p> <p>Curriculum mapping in place by October 2016</p> <p>Perspectives 105 instructors provide data following fall semester each year</p>	<p>Gen Ed Committee member list and meeting documents</p> <p>Map will be shared with AU Assessment Council</p>	
	Athletic Training and Teacher Education programs will improve student performance on certification examinations (Gen Ed Goal 8)	Embed exam preparation into a sequence of relevant courses	Athletic Training and Education Division Chairs	Data on pass rates and subtest area scores	

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	Faculty and student clubs in all CPS undergraduate programs will utilize field trips, webinars, guest speakers, and alumni to enrich class experiences	Faculty will use their networks to invite guest speakers and organize field trips. Build relationships with alumni in partnership with AU University Relations and CDC staff	Program directors will maintain monthly calendars of events Athletic Training faculty identified to coordinate speakers and disseminate info Jan 2016	Having the monthly calendar of events will keep a record of school-events.	
1B: Invest in dynamic and innovative curricular and co-curricular pedagogy that challenges students to grow as creative and critical thinkers.	CPS will increase collaboration with other academic units to enrich learning experiences.	Continue to offer the annual Sustainability Symposium with speakers of interest to various programs across campus. Expand development of cross-disciplinary project teams (e.g. Hanes Sustainability Project team). Implementation of Teagle Funded Grant for Integration of Liberal Arts in Business Education Education division to reestablish relationships with content-area departments to ensure mutual support for programs	Director of the School of Business will organize the Symposium All AU Deans to work closely with CPS program directors and AUBiz Director to provide support to teams Cross-Functional Learning Teams to execute program. Grant ends Dec 2017 Education Division chair to assign or organize annual meeting with CLAS curriculum committee.	Maintain data on number of attendees, and club and group participation in Sustainability Symposium Goal of one per year. Written reports of Project team work and accomplishments AU Project Manager (Dean Evangelista) compiles monthly grant activity report Ongoing mapping of CLAS content with NYSED-mandated exams.	

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		congruency			
	AUBiz will take a lead role in developing an entrepreneurial culture within and for AU students	<p>Continue BUSI 106 course where 1st year students focus on entrepreneurship and learn how to start businesses.</p> <p>Reassign faculty advisor for minor in Entrepreneurship.</p> <p>Deal & Learn Guest Speaker Series grants Alfred's business and engineering students access to live "pitch meetings" via teleconference.</p>	<p>BUSI 106 instructor</p> <p>Professor Rodriguez to advise the minor</p> <p>Sponsored by Professor Rodriguez</p>	Tracking year to year new starts and continuation of businesses	
	CPS will maintain current student clubs and strengthen and support new clubs linked to curriculum areas	<p>Continue to support AMA, SMIF, and ENACTUS in business</p> <p>Support newly established student clubs in education and interdisciplinary drone club (Skyview)</p>	<p>Endowed chairs in business help support club activities</p> <p>Dean to use discretionary funds when available to support club activity</p>	Roster of clubs updated annually on webpages and catalogue copy	
	Increase number and quality of student projects for Honors in the Field of Specialization	<p>Develop systematic advising process for eligible juniors as candidates</p> <p>Division of Education to revise project guidelines</p>	<p>Assistant Dean to disseminate advising guidelines each semester to faculty</p> <p>Assistant Dean to organize annual meeting for CPS</p>	Dean's office to compile annual report of project titles for all Honors in the Field Scholars	

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		Division of Athletic Training to use revised research course sequence to help launch projects	honors scholars to share experiences and project ideas with underclassmen Fall 2017 start		
<p>1C: Increase the number of student who complete applied learning experiences such as internships, service learning, co-op participation, Capstone projects, and study abroad.</p> <p>**Note: All graduate and graduate programs in CPS currently have field experience or internship requirements</p>	Increase number of doctoral students in school psychology who completed accredited internships.	<p>Appoint internship coordinator with APA/ APPIC internship experience</p> <p>Initiate PsyD student seminar sequence to increase student awareness of nationally competitive internships</p>	<p>CASP Division Chair</p> <p>School Psychology Program Director</p>	Track application and placement rates for AU doctoral students	
	Increase the number of business students who fulfill field placement requirements with internships	<p>Discuss internships with students during advising</p> <p>Increase development of internship sites through collaboration with CDC and alumni networks</p> <p>Implement Saxons on the Street mentorship program to create internship pipeline</p> <p>Increase funding to</p>	<p>All faculty in AUBiz</p> <p>AUBiz Director and Dean</p> <p>Dean, AUBiz Director, and University Relations gift officer (R. Majzeka) Fall 2016</p> <p>Dean, AUBiz Director,</p>	<p>Analyze responses to annual AUBiz Senior Survey</p> <p>Analyze data produced by annual CDC Internship Report</p>	

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		support internships in NYC or other off-campus locations	and University Relations gift officer (R. Majzeka)		
	Expand student teaching placements in NYC area	Utilize network of AU Downstate alumni to identify mentor teachers and schools Advertise NYC student teaching opportunities as a tactic to increase enrollment in teacher ed programs.	Education Programs Graduate Coordinator Assistant Dean to update Education webpages and catalogue. Division chair to communicate to Admissions Director	Annual update of student teaching placements Annual report once the program is established	
	Expand short-term international study program options offered by CPS	Offer sports management or athletic training study trips every other year Offer trips to focus on education and schooling in other countries.	International Programs Coordinator meet with faculty to explore options	Annual report from International Programs office	
	Increase participation of CPS students in study abroad	Host interest meetings for prospective students Discuss study abroad options as a routine part of advising	International Programs Coordinator Faculty members	Annual report from International Programs office	
1D: Enhance our efforts to help students to successfully transition	Embed professional education into all curriculum areas		Assessment teams for each program to complete by May 2016	Curriculum maps	

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<p>from Alfred University to careers or advanced degree Programs.</p>			<p>Faculty members</p> <p>Career Development Center</p> <p>Deans, program directors and assessment teams</p>	<p>Review of syllabi</p> <p>Yearly workshops on job searches in each program</p> <p>Analyze assessment data</p>	
	<p>Establish formalized communications with alumni to help create linkages for practica, internship, and career networking</p>	<p>Work with University Relations to arrange for alumni contacts when faculty attend conferences</p> <p>Programs to maintain internal databases of alumni</p> <p>Publish electronic newsletter for CPS to distribute 2x year</p>	<p>Monthly meetings of Dean with UR liaison Robin Majzeka</p> <p>Dean’s Grad Assistant will utilize LinkedIn to ID alums and develop database by May2016</p> <p>Assistant Dean</p>	<p>Databases in place for each program</p> <p>Archive of newsletters</p>	
	<p>Establish better articulation between the undergraduate and graduate educations</p>	<p>Review syllabi for 400 level and 600 courses to determine gaps in preparation or redundancy</p>	<p>Education faculty</p>	<p>Modified syllabi reflect increased rigor for both programs</p>	

Broad Goal 2

Alfred University will build on its 175 plus year commitment to diversity and social justice to advance its forward-looking social and educational ideals. This means in the College of Professional Studies we will:

Strategies	Objectives	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
2A: Reaffirm and advance our pledge to make all members of the Alfred University community feel that they belong	Create a welcoming atmosphere for incoming students in our college	College welcome picnic each September Continue Olin family style dinner at end of every fall semester.	Organized by clubs within our college AMA to organize	NSSE data every 3 years on sense of engagement Count of sign-ups to determine rates of participation	
	Establish stronger connections between campus and off-campus programs	Branch of AU Education Club on the Corning Community College campus Develop a blog or newsletter for education students across Alfred, CCC, and Downstate campuses Field trips from campus programs to visit Downstate counterparts	Advisor of Education Club and CCC education faculty by May 2017 Dean and Offsite Programs Director by Fall 2016	Jointly sponsored project once per year	
	Build stronger identity and services for graduate programs on campus	Increase participation in Graduate Student Organization Expand graduate housing	Graduate Council and Graduate Dean Graduate Dean, Director of Residence Life & VP for Bus & Finance	Attendance records at GSA meetings and events	

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	Build stronger connections between faculty within CPS	Mentor faculty to connect with incoming faculty from other programs	Dean by August 2016	Cumulative list of mentor matches	
2B: Develop new initiatives for even greater diversity and exposure to different cultures.	Increase number of applicants for CPS campus-based graduate programs from students with diverse backgrounds	Direct contact and participation of faculty and student recruiters in regional McNair graduate school fairs Update recruiting materials to feature diverse students and placements	Graduate student recruiter from CASP with Grad Admissions coordinator and faculty Faculty , Grad Admissions coordinator and marketing coordinator	Track inquiries, accepts and deposits Every other year	
	Develop connections between rural and urban settings	Increase number of school psychology internship placements in urban settings Develop student teaching placements within NYC area schools Field trips for CPS students to urban colleges and vice versa	Alumni network Education faculty and Downstate office staff Dean, education faculty at Borough of Manhattan Community College	4 placement minimum annually April 2016 and annually hereafter	
	Establish new clubs and student organizations to support diversity within the professions	Form Black MBA Student and Alumni Organization at AU Form Women in Business Chapter at AU	AUBiz Director and Assistant Dean by Fall 2016 Identify faculty advisor by May 2016		
	AU Campus Diversity Committee to consider undergrad diversity education requirement	Inventory CPS classroom instruction in diversity Participation on planning committee	Assistant Dean Dean	Contribute to AU campus-wide inventory	

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	AU Campus Diversity hiring initiatives	Identify possible visiting diversity scholar positions	Dean and Chairs		
2C: Integrate and expand our students' engagement with and connections to the communities we serve fostering a student culture of civic engagement and awareness of social justice issues.	Promote participation in service learning programs and activities	<p>Athletic Training service hours to be organized and logged as service learning</p> <p>Education Club activities to involve community service and social justice</p> <p>Enactus to build social entrepreneurship projects</p>	<p>ATHT Clinical Coordinator and AU Service Learning Coordinator</p> <p>Advisor and club leaders and Service Learning Coordinator</p> <p>Advisor, club leaders and Service Learning Coordinator</p>	<p>Log of service hours in Service Learning annual reporting</p> <p>Yearly community service project</p>	
2D: Leverage our creativity and expertise in new ways to be a better asset to the communities we serve	Expand partnerships with local schools to provide services and programs	<p>Participation of AU as member of NYS funded Extended Day Programs grants for 2016-2021</p> <p>Workshops with local teachers and parents on current topics in education</p> <p>Provide training to practicum and internship supervisors</p> <p>Outreach to local chapters of Student Business Associations</p>	<p>Dean, Powell Institute Director, Education faculty. Grant Proposal submitted 11/15/16</p> <p>Education faculty and club leaders</p> <p>School Psychology and counseling faculty</p> <p>AUBiz Director and Graduate Assistants</p>	<p>Funding notification; annual grant reports if funded</p> <p>Participant needs assessments and evaluations</p> <p>Participant needs assessments and evaluations</p>	
	Build out Athletic Training laboratory to offer fitness evaluations	Donor support from University relations	Dean and UR liaison by May 2017		

	to the community	Develop assessment contracts with local schools and health providers	Designate performance lab coordinator	Participant needs assessments, utilization data	
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Broad Goal 3:

Alfred University will promote sustainability as a basic principle of educational, environmental, financial, social and institutional responsibility. This means the College of Professional Studies will:

Strategies	Objectives	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
3A: Better communicate Alfred University's identity for both internal communities and external markets.	Increase visibility of CPS programs within AU and beyond	Revise, renew and maintain all webpages Provide press releases to AU Communications Office Ongoing updates of Facebook pages Develop video clips to showcase programs on webpages	Assistant Dean, faculty, and webmaster Every faculty and staff member for every event! Dean's Secretary and GA's or work study Admissions director and designated program faculty and staff	Increase in webpage metrics	
	Greater exposure of CPS programs at international, national, and regional meetings and conferences	Increase faculty leadership in professional organizations Increase submission of joint faculty-student conference submissions	Division Chairs to ID goals in annual meetings with faculty	Goal of at least one state or national leadership role every year from across CPS	
3B: Evaluate our services, operations, and academic programs for suitability to our current and emerging	Maintain 6 external accreditations of CPS Programs (AACSB, APA, NASP, CACREP, CAEP/TEAC, CAATE)	Institutional Effectiveness Director to help with annual reporting	IR Director, Program Directors and Dean	Ongoing accreditation	

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needs and make resource allocations accordingly.		Adequate budget support for annual dues, participation in workshops and periodic site visits	Financial support from Provost Office and sufficient program budgets		
	Utilize metrics for understanding program level data (e.g. retention enrollments, program costs)	Finalize annual program reports template with new Institutional Effectiveness Director Share data with faculty at regularly scheduled intervals	Dean, IE Director Dean , Chairs	Annual College Data Reports beginning Fall 2016	
3C: Develop new and strengthen current revenue streams.	Attract external funding to support research and program development	Submission of two grant proposals per year by the Powell Institute for Children and Families	Powell Institute Director and faculty in related areas	Track grant proposals submitted and funded	

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	Build new academic programs which match assets within our college and identified market needs	<p>Minor in Coaching</p> <p>MS in Athletic Training</p> <p>BS in Fitness Management</p> <p>Revise BS in Healthcare Administration</p> <p>Build Healthcare track in MBA</p> <p>BS in Teaching Students with Disabilities</p> <p>MSEd in Art Education</p> <p>Revise MSEd in College Student Development</p> <p>CAS in Applied Behavior Analysis (ABA)</p>	<p>Fall 2016 Assistant Dean & Dean</p> <p>Fall 2018 Athletic Training Faculty & Dean</p> <p>Fall 2016 Athletic Training Faculty & Dean</p> <p>Fall 2016 AUBiz Director, faculty & Dean</p> <p>Fall 2016 AUBiz Director, faculty & Dean</p> <p>Fall 2017 Education Faculty & Dean</p> <p>Fall 2018 Fall Education Faculty & Dean</p> <p>Fall 2016 Counseling Faculty & Dean</p> <p>Summer 2017 School Psych Faculty & Dean</p>	NYSED program approvals and enrollment data	
3D: Develop new avenues to educate both traditional and non-traditional students at our home campus and other locations.	Expand Allen Term and Summer offerings from CPS faculty	Identify courses with broad enrollment appeal as Allen Term targets (e.g. gen ed or specialization courses)	Faculty will offer course annually during Allen Term and Summer	Track enrollments in CPS offerings and set target for growth	
	Increase AU programs offered offsite or as low residency	Continue rollout of Early Childhood Education, Literacy Education and Bus Admin programs at Corning Community	Director of Offsite Programs, Dean, Division and Program Chairs and Directors	CCC enrollment of 50 students in CPS programs by Fall 2017	

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		College Evaluate existing and new programs for feasibility of offering offsite or low residency	Director of Offsite Programs, Dean, Division and Program Chairs and Directors		
	Adapt existing and new courses as appropriate for online or hybrid delivery	Distance Education approval for MBA Modify delivery of courses targeted for online or hybrid programs	May 2016 AUBiz Director, Dean, ITS Instructional Support Faculty teaching in MBA, education, ABA and other programs	Number of new students and the growth of students annually	
3E: Better coordinate green initiatives and develop new green initiatives.	Reduce usage of copy paper and toner	Use new copier features to track usage by faculty member in each area Utilize online course management system for readings and student materials Increase utilization of online document storage	Dean's Admin Assistant and division secretaries to provide reports 2x/yr All faculty Canvas features used by Dean's office and all faculty	10% reduction for each of next two consecutive years	
	Support Green Alfred Initiatives	Grad Assistant assigned to work with Green Alfred	Jan 2016 from MBA program		
	Deepen knowledge of sustainable business practices among faculty and students	Continue sponsorship of Sustainability Symposium Expand courses on sustainability topics for elective courses	AUBiz Director AUBiz undergrad and MBA curriculum	Attendance and club involvement records 4 per year beginning in Fall of 2016	

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		Encourage students to study sustainability topics for research projects	All AUBiz faculty	One per year for honors projects	
3F: Develop even stronger alumni ties to encourage philanthropy and involvement with the University.	Integrate alumni into student experiences on an ongoing basis	Invite alumni to speak in various events and classes	Faculty with support of UR and CDC	Faculty submit contact info to Dean's office	
		Arrange for alumni contact when students travel and present at conferences	Student conference travel plans submitted by division secretaries to UR liaison	Alumni	
		Develop an annual Alumni seminar day in the spring semester	UR, Assistant Dean, and program faculty	Launch Spring 2017	
		Maintain current working relationships with alumni network for school psychology and counseling field placement and internships	Program coordinators	Ongoing	
	Expand and develop student mentorship programs	Implement Saxons on the Street mentorship program for AUBiz Develop mentorship connections between Downstate education alums and campus students	UR Funding by June 2016; Education Graduate Coordinator and CITE staff	4 student teaching placements in NYC area each year	
	Maintain ongoing contact between alumni and programs	Develop and maintain alumni databases	Program chairs and UR personnel	Launch discussions with alumni coordinator Spring 2016	
		Highlight achievements of undergrad grad	Faculty to submit events to Office of	Increase CPS program	

		<p>program alumni in AU publications</p> <p>Reinstate electronic newsletter for CPS and send to alumni</p> <p>Organize alumni gatherings at national and regional conferences</p>	<p>Communications</p> <p>Assistant Dean to coordinate</p> <p>Assistant Dean to coordinate dates, locations, and contacts to UR liaison</p>	<p>news items to 1x/month</p> <p>Two editions per year</p> <p>One per year per division</p>	
3G: Make Alfred University an even more attractive place to work.	Increase retention of junior faculty	<p>Cross-college mentors to welcome junior faculty within first year</p> <p>Systematic provision of mentoring for junior faculty until tenure</p>	<p>Dean's office to coordinate</p> <p>Faculty mentors within each division; mentoring committee to ID supports guidelines</p>	<p>Beginning Fall 2016</p> <p>Mentorship guidelines beginning Fall 2016</p>	
	Foster an inclusive campus culture	<p>Greater transparency in data dissemination and campus planning</p> <p>Improve joint planning of academic affairs</p> <p>Facility upgrades shared in advance to facilitate smooth implementation</p>	<p>Faculty and Administration</p> <p>Dean's Council</p> <p>Physical plant to Dean's office</p>	<p>Periodic employee surveys</p>	

Heading Definitions:

- Goal: A general, broad aspiration.
- Strategy: A general approach to seeking a particular goal or aspect of a goal.
- Objective: A clear and specific achievement that contributes to a goal.
- Tactic: Specific behaviors that will achieve an objective.
- Timelines and Responsibilities: What is the expected time by which the tactic will have had an effect, kind of assessment, who is responsible for executing the tactic and who will conduct the assessment.

- Measured Outcome: The phenomenon that, when realized, will signal success or failure of the tactic in attaining the objective. Usually quantifiable and measureable.
- Recommended Next Steps: What are the next steps indicated by the assessment.