

Office of Downstate and Continuing Programs

Non-Unit Strategic Plan

2015 -2020

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 we will:

Objectives

- 1A: Define and deliver a vibrant educational experience that ensures common learning outcomes for all undergraduate students.
- 1B: Invest in dynamic and innovative curricular and co-curricular pedagogy that challenges students to grow as creative and critical thinkers.
- 1C: Increase the number of students who complete applied learning experiences such as internships, service learning, co-op participation, capstone projects, and study abroad.
- 1D: Enhance our efforts to help students to successfully transition from Alfred University to careers or advanced degree programs.

Institutional Objective	Unit Objective	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
<p>1A: Define and deliver a vibrant educational experience that ensures common learning outcomes for all undergraduate students.</p>	<p>ODCP will develop undergraduate degree completion programs in partnership with SUNY and CUNY community colleges that will offer educational experiences equivalent to the same campus-based programs.</p>	<p>Identify community colleges that have transfer programs in specific high needs majors that match majors offered by AU, including but not limited to: business administration, criminal justice studies, education, psychology, engineering, fine arts, and performing arts.</p> <p>Develop new and/or revised articulation, as well as partnership agreements, with partner community colleges in these high need areas.</p>	<p>Responsibility: ODCP director, academic deans, and academic program directors.</p> <p>Timeline: -Corning CC – 2015-16 -BMCC – 2016-17 -Orange CC – 2016-17 -Jamestown CC – 2016 - 17</p>	<p>Cohorts will enter programs at each partner institution within 1 academic year of approval of each articulation agreement.</p>	<p>Continued exchanges with partner institutions to facilitate completion of articulation agreements.</p> <p>Expansion of ODCP administrative staff to accommodate needs of new undergraduate programs.</p>

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<p>1B: Invest in dynamic and innovative curricular and co-curricular pedagogy that challenges students to grow as creative and critical thinkers.</p>	<p>ODCP will facilitate development of non-traditional delivery formats for extension programs, and implement these formats to meet the needs of non-traditional students.</p>	<p>Collect data from partner institutions on student demographics and instructional formats that will accommodate the specific needs of students at their institutions who transfer to AU degree completion programs.</p> <p>Educate AU faculty and student services staff on the differences between traditional campus students and non-traditional students.</p> <p>Develop alternative course formats that include weekend and online instruction.</p>	<p>Responsibility: OCDP director and assistant director. Timeline: 2016-20</p>	<p>Increase in the number of regular AU faculty that express interest in teaching off-campus courses.</p>	<p>Initiate information collection from partner institutions regarding their student demographics.</p> <p>Request meetings with departmental groups to present information about students in extension programs, and non-traditional instructional formats that have been effective.</p>

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<p>1C: Increase the number of students who complete applied learning experiences such as internships, service learning, co-op participation, Capstone projects, and study abroad.</p>	<p>ODCP will collaborate with other units of the university expand the number of locations of degree completion programs that incorporate applied learning experiences.</p> <p>OCDP will collaborate with other units of the university to develop new applied graduate programs that will be offered at off campus locations.</p>	<p>Development of degree completion programs in education, business administration and criminal justice at Corning Community College, Borough of Manhattan CC, Jamestown CC, SUNY Orange County, LaGuardia CC, and other community colleges that are identified in the future.</p> <p>Opening of the CAS in Gerontology Clinical Svcs. in Brooklyn.</p> <p>Submission of proposal for the MSED program in Literacy/Children with Disabilities to the NYSED for approval.</p> <p>Establish the school and mental health counseling programs, at new upstate sites.</p> <p>Establish the master's level school psychology program in Brooklyn.</p> <p>Conduct feasibility studies on development of health sciences programs.</p> <p>If health sciences programs are deemed feasible, initiate development based on the findings of the feasibility study.</p>	<p>Responsibility: ODCP, program faculty and unit deans. Timeline: 2015-17.</p> <p>Responsibility: ODCP. Timeline: 2016-17.</p> <p>Responsibility: ODCP, education faculty, CPS dean. Timeline: 2015-16.</p> <p>Responsibility: ODCP, counseling faculty, CPS dean. Timeline: 2016-17.</p> <p>Responsibility: ODCP, school psych faculty, CPS dean. Timeline: 2017-18.</p> <p>Responsibility: Provost and ODCP. Timeline: 2017-18.</p> <p>Responsibility: Provost, ODCP, deans of impacted units. Timeline: 2018-20.</p>	<p>Degree completion programs will be opened in a minimum of 3 sites.</p> <p>First cohort will enter by Spring 2017.</p> <p>Proposal approval by June 2016.</p> <p>First cohort at 1 site will enter by Fall 2016. Minimum of 3 sites opened by Fall 2017.</p> <p>First cohort will enter by Fall 2017.</p> <p>Study completed for October 2017 BoT meeting.</p> <p>First cohorts enter programs by Fall 2021.</p>	<p>Ongoing discussions with current partner institutions and identification of program possibilities.</p> <p>Development of academic articulation agreements for selected majors.</p> <p>Development of partnership agreements.</p>

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<p>1D: Enhance our efforts to help students successfully transition from Alfred University to careers or advanced degree programs.</p>	<p>ODCP will collaborate with appropriate university departments and extra-university stakeholders to increase opportunities for graduates.</p>	<p>Establish a career development center presence in NYC to support student efforts in seeking employment.</p> <p>Expand networking activities with NYC Department of Education and other government departments, public unions, and non-profit agencies that have positions that offer employment opportunities consistent with the training of AU graduates.</p> <p>Develop seamless transition procedures that will allow graduates of AU undergraduate degree completion programs to continue on into corresponding AU graduate programs.</p>	<p>Responsibility ODCP director, VPSA, and CDC director. Timeline: 2016-17</p> <p>Responsibility: ODCP associate director. Timeline: 2015-20</p> <p>Responsibility: ODCP, program faculty and unit deans. Timeline: 2015-17.</p>	<p>Increase in placement rate of graduates that are actively seeking employment.</p> <p>Decrease in the amount of time between graduation and placement in a position that is consistent with the professional degree program for graduates that are actively seeking positions.</p> <p>Increase in number of field experience opportunities and placement rates in these settings.</p> <p>Increase in the number of AU graduates that move into corresponding AU graduate degree programs.</p>	<p>Initiate discussions with the CDC director regarding initial programming for downstate students.</p> <p>Continued contacts with agency and union representatives.</p> <p>Initiate discussions with program directors and deans.</p>

Broad Goal 2

Alfred University will build on its 175 plus year commitment to diversity and social justice maintaining its forward-looking social and educational ideals. This means we will:

Strategies Goal 2

- 2A: Reaffirm and advance our pledge to make all members of the Alfred University community feel that they belong.
- 2B: Develop new initiatives for even greater diversity and exposure to different cultures.
- 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 wherever operate.
- 2D: Leverage our creativity and expertise in new ways to be a better asset to the communities we serve.

Institutional Objective	Unit Objective	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
<p>2A: Reaffirm and advance our pledge to make all members of the Alfred University community feel that they belong.</p>	<p>ODCP will continue to advocate for the needs of off campus students.</p>	<p>Train staff of administrative offices on customer interface with off campus students.</p> <p>Organize and implement more alumni activities at off campus locations.</p>	<p>Responsibility: ODCP, administrative department heads.. Timeline: 2015-16.</p> <p>Responsibility: ODCP, University Relations. Timeline: 2015-16.</p>	<p>Decrease in complaints by students regarding inappropriate interactions with office staff.</p> <p>Increase in reports of satisfaction with student services.</p> <p>Scheduling of at least 1 alumni activity per year.</p>	<p>Meet with directors of campus offices to discuss issues related to off campus students.</p> <p>Develop training materials for staff.</p>

Institutional Objective	Unit Objective	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
<p>2B: Develop new initiatives for even greater diversity and exposure to different cultures.</p>	<p>ODCP will collaborate with campus programs to increase opportunities student interactions.</p>	<p>Allen Term and Summer experiences in NYC for campus undergraduate and graduate students.</p> <p>“Exchange” programs that involve campus students visiting and participating in activities at off campus sites.</p> <p>Visiting faculty experiences that will bring the culturally diverse downstate instructors to campus to teach.</p>	<p>Responsibility: ODCP, academic deans and program directors. Timeline: 2016-17.</p> <p>Responsibility: ODCP, academic program directors. Timeline: 2016-17.</p> <p>Responsibility: ODCP, academic deans and program directors. Timeline: 2016-17.</p>	<p>Minimum of 5 NYC experiences each for Allen Term and summer academic sessions, with a total of 40 students participating.</p> <p>At least one exchange implemented during 2016-17 and a total of 3 recurring exchange experiences by 2017-18.</p> <p>One undergraduate and one graduate time-limited visiting faculty position established by 2016-17.</p>	<p>Initiate discussions with faculty of selected programs that would benefit from NYC experiences.</p> <p>Initiate discussions with deans and program directors of selected programs.</p>

Institutional Objective	Unit Objective	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
<p>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.</p>	<p>ODCP will increase community engagement activities in selected courses in each academic program.</p>	<p>Field experiences will be integrated into all graduate programs.</p>	<p>Responsibility: ODCP. Timeline: 2015-16</p>	<p>90% of graduate students will complete a field experience.</p>	<p>Continued identification and review of appropriate field experience placements.</p>

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<p>2D: Leverage our creativity and expertise in new ways to be a better asset to the communities we serve.</p>	<p>ODCP will develop experiences that will provide new resources to communities in NYC.</p>	<p>Counseling students will develop prevention projects in COUN 646 and implement them in their field experience placements.</p>	<p>Responsibility: Counseling program director. Timeline: 2015-16</p>	<p>All counseling students will develop a prevention project.</p>	<p>Incorporation of projects into syllabi of course.</p>
		<p>MPA students will complete a capstone project that focuses on specific issues in NYC communities that agencies serve.</p>	<p>Responsibility: MPA program director. Timeline: 2015-16</p>	<p>75% of counseling students will implement prevention projects.</p> <p>All MPA students will complete a capstone project.</p>	<p>Continued support of capstone development.</p>
	<p>ODCP will explore development of new programs that will serve the needs of both rural and urban communities.</p>	<p>Feasibility study for health science programs.</p>	<p>Responsibility: Provost, BoT. Timeline: 2017 – 18.</p>	<p>Selected health science programs will be identified for development.</p>	<p>Approval by BoT and identification of funding source.</p>
		<p>Development of new health science programs, based on results of feasibility study, that incorporate urban and rural applied experiences.</p>	<p>Responsibility: Provost, ODCP, relevant academic departments. Timeline: 2018 – 21.</p>	<p>Hiring of faculty/administrators to develop specific programs.</p> <p>First cohort entering programs.</p>	

Broad Goal 3:

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

Strategies Goal 3

- 3A: Better communicate Alfred University's identity for both internal communities and external markets.
- 3B: Evaluate our services, operations and academic programs for suitability to our current and emerging needs and make resource allocations accordingly.
- 3C: Develop new and strengthen current revenue streams.
- 3D: Develop new avenues to educate both traditional and non-traditional students at our home campus and other locations.
- 3E: Better coordinate green initiatives and develop new green initiatives.
- 3F: Develop even stronger alumni ties to encourage philanthropy and involvement with the University.
- 3G: Make Alfred University an even more attractive place to work.

Institutional Objective	Unit Objective	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
<p>3A: Better communicate Alfred University's identity for both internal communities and external markets.</p>	<p>ODCP will collaborate with university administration and other university units to develop a broader definition of "greater" Alfred University that will include off campus programs.</p>	<p>Informational sessions with campus vice presidents, deans, and faculty on off campus programs.</p> <p>Establishment of an academic unit to house all off campus programs as an integral structure of the university.</p> <p>Development of joint programming to network with off campus alumni.</p>	<p>Responsibility: ODCP and Provost Office. Timeline: 2015 – 16</p> <p>Responsibility: Provost Office. Timeline: 2016 – 17</p> <p>Responsibility: ODCP, Admissions and University Relations. Timeline: 2015 – 17</p>	<p>Clear identification of off campus programs as AU programs in university publications and recruitment materials, and interactions with off campus students and staff.</p> <p>Approval of new academic unit by BoT.</p> <p>At least one network activity per year.</p>	<p>Initiate discussion with Provost and deans.</p> <p>Develop proposal for unit.</p> <p>Initiate discussions with UR and Office of Admissions.</p>

Institutional Objective	Unit Objective	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
<p>3B: Evaluate our services, operations, and academic programs for suitability to our current and emerging needs and make resource allocations accordingly.</p>	<p>OCDP will monitor enrollment and revenue in current programs to determine cost-effectiveness.</p>	<p>Tracking of enrollments and applications in programs that are operating.</p> <p>Analysis of gross and net revenue generated by each program.</p>	<p>Responsibility: ODCP director. Timeline: 2015 – 20</p>	<p>Enrollments in programs that are currently at capacity should remain stable.</p> <p>Enrollments in under-enrolled programs should show consistent and adequate growth.</p> <p>Revenue should remain stable or show gradual growth for mature programs.</p>	<p>Continued tracking through CITE, Graduate Admissions, and ODCP.</p> <p>Continued evaluation of revenue and expenses.</p>

Institutional Objective	Unit Objective	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
<p>3C: Develop new and strengthen current revenue streams.</p>	<p>OCDP will assess need for new programs at off campus locations and develop programs based on needs of the partners.</p>	<p>Monitor and respond to requests for articulations and partnerships related to degree completion programs.</p> <p>Analysis of enrollments in relevant majors at potential partner institutions.</p> <p>Analysis of potential for growth of degree completion program after the first 2 years of operation.</p> <p>Analysis of revenue and costs of each degree completion program.</p>	<p>Responsibility: ODCP. Timeline: 2015 – 20</p>	<p>Enrollments in new programs should show consistent and adequate growth.</p> <p>Revenue should show adequate growth and a stabilizing of costs as programs mature.</p>	<p>Continued discussion and articulation development with partner institutions.</p>

Institutional Objective	Unit Objective	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
<p>3D: Develop new avenues to educate both traditional and non-traditional students at our home campus and other locations.</p>	<p>ODCP will collaborate with partner institutions to develop undergraduate degree completion programs that will be offered in non-traditional formats.</p>	<p>Continued development of relationships with Corning CC, BMCC, Jamestown CC, SUNY Orange CC, LaGuardia CC and other potential partner community colleges.</p> <p>Continued development of alternative delivery systems for courses, based on student needs, including weekend and accelerated course formats.</p>	<p>Responsibility: ODCP director, Provost. Timeline: Ongoing beginning 2015.</p> <p>Responsibility: ODCP. Timeline: Ongoing beginning 2015.</p>	<p>Cohorts admitted to at least one degree completion program at each partner institution.</p> <p>Degree completion program courses offered off the traditional academic schedule based on the needs of students at each partner institution.</p>	<p>Continued discussion and development of academic articulations.</p>

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<p>3E: Better coordinate green initiatives and develop new green initiatives.</p>	<p>ODCP will incorporate principles of sustainability and green initiatives into training programs.</p>	<p>Incorporation of sustainability and climate change topics into MBA and MPA programs</p>	<p>Responsibility: Faculty and administrators of the School of Business, MPA program, and Environmental Studies. Timeline: 2016 - 17</p>	<p>MBA program will include sustainability and climate change topics in traditional courses, and at least one course that specifically addresses these topics. MPA program will include one elective related to sustainability and climate change.</p>	<p>Discussions with business faculty regarding integration of sustainability principles in existing courses. Identification of faculty that have expertise and interest in climate change, and in taking a leadership role in program development.</p>

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<p>3F: Develop even stronger alumni ties to encourage philanthropy and involvement with the University.</p>	<p>ODCP will collaborate with University Relations to increase alumni activities designed specifically for students in off campus programs.</p>	<p>Scheduling of regular alumni events for downstate alumni.</p> <p>Development of a downstate alumni group that will meet on a regular basis.</p> <p>Inclusion of a “Downstate” and “Degree Completion” sections in the AU alumni communication organs.</p> <p>Establishment of a position on Alumni Council specifically to represent the perspectives of Downstate Programs alumni</p> <p>Establishment of a position on Alumni Council specifically to represent the perspectives of degree completion program alumni.</p> <p>Identification of giving opportunities that will appeal specifically to downstate and degree completion alumni.</p>	<p>Responsibility: ODCP, UR. Timeline: 2015 – 16</p> <p>Responsibility: ODCP, UR. Timeline: 2015 – 16.</p> <p>Responsibility: UR. Timeline: 2015 – 16.</p> <p>Responsibility: UR, Alumni Council. Timeline: 2016 – 17.</p> <p>Responsibility: UR, Alumni Council. Timeline: 2017 – 18.</p> <p>Responsibility: ODCP, UR. Timeline: 2017 – 18.</p>	<p>A minimum of 1 alumni event per year for downstate alumni.</p> <p>Alumni group holds first regular meeting in Fall 2016, and schedules at least 3 meetings per year.</p> <p>Sections in online newsletter and alumni magazine begin publication in Spring 2016.</p> <p>Representative is selected by Alumni Council by Reunion Weekend, 2017.</p> <p>Representative is selected by Alumni Council by Reunion Weekend, 2018.</p> <p>Specific giving initiatives begin fund raising by Spring 2018.</p>	<p>Discussions between UR and ODCP regarding spring alumni event and development of downstate alumni event.</p>

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<p>3G: Make Alfred University an even more attractive place to work.</p>	<p>ODCP will promote collaborative intra-office and inter-office staff relationships.</p>	<p>Regular compensation increases.</p> <p>Flexible hour scheduling.</p> <p>Use of compensatory time for overtime and weekend work schedules.</p> <p>Non-monetary incentives to recognize worker efforts.</p>	<p>Responsibility: HR, Provost, VPB, ODCP administrative office administrators.</p> <p>Timeline: Eternity</p>	<p>Decreased rate of staff turnover.</p> <p>Increased productivity.</p>	<p>Provost-initiated discussions on improving work climate at the university.</p>