

## 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:

### Strategies Goal 1

- 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: Make applied learning experiences a hallmark of AU.
- 1D: Enhance our efforts to help students to successfully transition from Alfred University to careers or advanced degree programs.

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<b>Strategies</b>	<b>Objectives</b>	<b>Tactics</b>	<b>Timelines and Responsibilities</b>	<b>Measured Outcomes</b>	<b>Recommended Next Steps</b>
1A: Define and deliver a vibrant educational experience that ensures common learning outcomes for all undergraduate students	Continuous improvement of general education outcomes.	Continue to align all curricula with AU general education outcomes  Align UNIV courses with common learning outcomes.  Strengthen routine assessment of common learning outcomes	Ongoing  Academic Affairs Dean’s Council Gen Ed. Assessment Committee	Continued MSCHE and program-specific accreditation.	
	Continuous improvement of program-specific outcomes	See unit-level plans	Ongoing, see unit-level plans	Continued program-specific accreditation.  Positive program review	
	By September 2017, plan for cross-disciplinary experiences and pathways to enhance student learning and achieve instructional efficiencies.	Develop and prioritize delivery of educational experiences that cross traditional boundaries	Academic Affairs & Student Affairs	Continuous improvement in common learning outcomes.  Clearly identified cross-disciplinary pathways.	Provost to convene committee Fall 2016.
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Strategies	Objectives	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
<p>1B: Invest in <b>dynamic and innovative curricular and co-curricular pedagogy</b> that challenges students to grow as creative and critical thinkers.</p>	<p>Increased use of high-impact practices in curricular and co-curricular programming that improve learning outcomes.</p> <p><i>Specific items identified include: applied learning (research, entrepreneurship, projects, capstone projects, internships, co-ops); learning communities, honors programs, clubs, first-year experiences/seminars</i></p>	<p>Develop annual plans for increasing and assessing use of high-impact practices</p> <p>Support faculty and staff development, related to high impact practices.</p> <p>Provide incentives for faculty to engage in more time-intensive activities.</p> <p>Cultivate &amp; seek external support of faculty and student research</p>	<p>Academic Affairs &amp; Student Affairs</p>	<p>Inventory of high impact practices, # and %</p> <p># of professional development opportunities.</p> <p>External research funding.</p>	<p>Provost to convene committee Fall 2016</p>
	<p>Continuous improvement in facilities that support changing pedagogy. Multiple specific objectives.</p>	<p>Develop and annually update 10-year facility master plan for academic and co-curricular spaces informed by changing pedagogy</p>	<p>Provost, VPB&amp;F, SAVP, VP Stat Affairs, Dean's Council, Facility Directors</p> <p>Start Summer 2016</p>	<p>Plan and progress towards plan</p>	<p>Provost to convene committee Summer 2016</p>
	<p>Continuous improvement in use of instructional technology to enhance the educational experience of traditional and non-traditional students.</p>	<p>Develop and annually update 5-year plan for IT</p>	<p>Academic Affairs / IT Committee</p>	<p>Plan and progress towards plan</p>	<p>IT Committee, ongoing</p> <p>Deans' Council &amp; IT to Meet, Summer 2016</p>
<p>1.C. Make applied learning experiences a hallmark of AU, such as internships, service learning, co-op participation, capstone projects, and study abroad.</p>	<p>By 2020, require all students to complete an applied learning experience prior to graduation.</p>	<p>Define what counts as applied learning, Conduct an inventory of current practices → plan → action</p> <p>Establish goals in specific academic programs and define plan to implement</p> <p>Engage alumni base to assist</p>	<p>Academic Affairs &amp; Student Affairs</p> <p>Deans, Program Chairs, and Faculty</p> <p>AA, SA and UR</p>	<p># or % of students each year</p> <p>First destinations report</p> <p># or % increase in number of alumni connecting with students</p>	<p>Provost to convene committee Summer 2016</p> <p>Targeted alumni communications (Enews, web site) promoting alumni helping students</p>
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<p>1D: Enhance our efforts to help students to successfully transition from Alfred University to careers or advanced degree programs.</p>	<p>Implement and continually improve programs to improve student self-efficacy as it relates to personal, academic and professional success.</p>	<p>Multiple, see unit plans</p> <p>Example: Require all incoming students to complete Beacon Strength inventory</p>	<p>Student Affairs, Academic Affairs, Enrollment Management</p> <p>Ongoing, multiple areas.</p>	<p>Retention</p>	
	<p>Implement comprehensive plan for student professional development by 2020</p>	<p>Define university-wide and program-specific outcomes.</p> <p>Utilize network (alumni, etc.), accreditation standards, and external review to develop understanding of employer and grad school expectations</p> <p>Strengthen network among faculty, staff, students, alumni employers, and professional colleagues</p> <p>Identify alumni to visit campus, speak to students, provide internships and co-ops</p>	<p>Academic Affairs, Student Affairs, and University Relations</p> <p>Ongoing, multiple areas</p> <p>University Relations</p>	<p>First destinations report Placement, salaries, etc.</p> <p># of alumni who return to campus as speakers or who act as resources for students</p>	<p>Provost to convene committee Fall 2016</p>
	<p>By May 2017, clarify and communicate pathways for graduate studies</p>	<p>General: Strengthen network among faculty, staff, students, alumni employers, and professional colleagues.</p> <p>AU: develop and actively market pathways for undergraduates to transition to graduate programs at AU, e.g. 4+1 programs, online/hybrid</p>	<p>Academic Affairs and Student Affairs, Enrollment Management</p> <p>Ongoing, multiple areas</p>	<p>First destinations report, Students in graduate programs (AU and elsewhere)</p> <p># of fellowships</p>	<p>Deans' Council to conduct inventory</p>



## Broad Goal 2

Alfred University will build on its 180 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.
- 2D: Leverage our creativity and expertise in new ways to be a better asset to the communities we serve.

University Wide – Draft (3/30/16)

Broad Goal 2

Alfred University will build on its 180 plus year commitment to diversity and social justice to advance its forward-looking social and educational ideals. This means 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	Continuous improvement of programs to better address the needs of changing student body	Reaffirm the Social Change model as our leadership platform for students.	Student Affairs & Academic Affairs	Retention	
	By Fall 2017, deliver robust orientation programs to better address needs of employees (faculty and staff).	Staff orientation: tbd Faculty orientation: Expanded orientation program crossing boundaries of academic units	HR & Provost/Deans	# employees attending orientations; retention; assessment of orientation experience	Deans' Council to convene meeting to discuss common needs, Summer 2016
	Build on our reputation for providing a physically and psychologically safe environment for students and employees.	Continued improvement of programs. Periodic reinforcement through governance structure, functional units, etc.	Everyone!	Campus climate survey	
	Develop plan for new programs to engage off campus students by May 2017		Student Affairs and Associate Provost for Off Campus Programs		
	Streamline the transition to AU for international hires				
2B: Develop new initiatives for even greater diversity and exposure to different cultures.	Increase diversity among the student body to target numbers (tbd).	Develop plan for recruiting and retaining downstate and international students	Enrollment Management Student Affairs Academic Affairs	Demographics	
	By Fall 2017, develop plan to Increase number of under-represented employees.		Cabinet and HR	Demographics & retention	
	Build reputation as providing supportive environment for a diverse student population.	Faculty and Staff Education. Signature diversity programming.	Everyone	Retention Campus climate survey	
	Increase the number of experiences that promote linkages between the urban and rural populations that we serve to targets (tbd)		Academic Affairs (Deans &, Assoc. Provost for Off-campus Programs), Student Affairs, University Relations	(as measured by surveys)	
	Increase the number of students exposed to international cultures to target (tbd).	Study abroad, faculty-led travel, faculty, staff, and student exchange. Global awareness roundtable. International faculty.	Academic Affairs, Enrollment Management, Director International Programs		

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Strategies	Objectives	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
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.	Increase # of experiences (academic and co-curricular) that promote civic engagement and awareness of social justice and # of students involved.	Broadly define what constitutes such experience, conductivity inventory, solicit plans, assess  Examples, new Social Justice Minor, Art Force 5, others	Academic Affairs and Student Affairs	# of students, # of experiences  New programs	
2D: Leverage our creativity and expertise in new ways to be a better asset to the communities we serve	Build reputation as positive contributor to the region's economic development	Connections with regional and state economic development agencies (boards); Participate in regional/state economic development programs (Start-UP NY, incubators); partner with community to seek external funding	President, VP Statutory Affairs, VP University Relations. Ongoing,		
	Build reputation as positive contributor to regions cultural development	Comprehensive plans for museums, galleries, performing arts spaces.	Ongoing, multiple programs.		Appoint coordinating committee
	Build reputation as valuable partner to regions K-12 institutions.		Ongoing, Academic Affairs		
	Build reputation as contributing positively to quality of life, as it relates to health of communities	Host community health and wellness programs  Develop plan for academic programs in health sciences	HR  Academic Affairs		
	Build reputation as contributing positive to quality of life, as it relates to environment of the community we serve	Better coordination of campus green efforts (See Goal 3)	Ongoing, multiple areas		

## 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: Model environmentally sustainable leadership.
- 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.

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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 we 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.	Marketing materials that collectively reflect the multiple facets of the AU enterprise: undergraduate/ graduate, research, outreach, on site / off site (e.g. Greater Alfred University).	<p>Establish integrated marketing committee.</p> <p>Develop and communicate annual marketing/communication plan with input from multiple stakeholders.</p> <p>Establish policies and practices that facilitate the development of materials</p>	Integrated marketing committee established	<p># of general and specific marketing pieces,</p> <p># of individuals reached</p> <p># of contacts, rankings, &amp; student applications</p>	
	Updated website to meet the needs of multiple constituents.	See above	Integrated marketing committee, discussion underway	Website and Google analytics	
	Establish practices that expand positive name recognition at national and international levels through existing network.	Intentionally leverage personal network, existing public-private partnerships, joint programs, meetings & conferences, and research collaborations			Coordinate with University activities
	Signature on-campus events to achieve strategic objectives	<p>See unit plans</p> <p>Invest in on-campus displays that support AU's reputation as high quality institution.</p>	See unit plans	# of individuals on campus, effectiveness of programs	
	Create centralized digital forum for communication of AU programming to external audience, and internal program planners.	Implementation of google docs calendar	Ongoing,		
			Appointment made		

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Strategies	Objectives	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
3B: Evaluate our services, operations, and academic programs for suitability to our current and emerging needs and make resource allocations accordingly.	Establish Office of Institutional Effectiveness	Fill vacant position in Office of Institutional Effectives			
	Annual Factbook	Communicate timely and accurate data to enable informed decisions (programmatic and financial)	Office of Institutional Effectives to coordinate with input from all campus constituents		
	Establish a culture of continuous improvement that integrates programmatic review and financial information to drive strategic and mission-critical decisions.	Build effective cross-campus teams for continuous improvement  Develop transparent budget request/management process	Cabinet & Office of Institutional Effectiveness	Institutional position relative to key indicators (programmatic and financial)	
	Continuous improvement to operational policies, procedures and services to support primary mission			Unmodified annual audit report; improved procedures.	
	Improve the efficiency, transparency, and execution of budgetary decisions	Use the Executive Council to advise the President on Strategic Plan based resource allocations Provide unit level budget managers with the authority to manage their operating and personnel budgets			
3C: Develop new and strengthen current revenue streams.	Increase retention rate to national private average by 2020	Multiple tactics	Student Affairs, Academic Affairs, Enrollment Management	Retention, student profile	
	Increase grad rates to national private averages by 2020	Multiple tactics	Academic Affairs and Student Affairs	Graduation Rates	
	By May 2017, develop comprehensive 5-year plan for new academic programs on site, off-site, on-line, degree completion, and certificates.	Provost to convene committee. Engage consultants.	ongoing. Provost & academic units,	Return on investment relative to key financial position and reputation.	
	By May 2017, develop comprehensive plan for tuition and model(s) for existing and new program	Plan to be developed by cabinet. Engage consultants	Cabinet	Net revenues, discount rate,	
	Grow summer programs to capacity	Multiple, ongoing, enhanced coordination.	Provost, SAVP, Deans, Director of Summer Program, UR	# students, # programs, facility use	
	Define and pursue five-year targets for sponsored research funding	Coordination of unit-based plans. Faculty development as needed.	Deans, Provost and OSP.	External research indicators	

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	<p>Increase total giving, unrestricted annual giving (Alfred Fund) and restricted funds, particularly those that provide budget relief</p> <p>Increase alumni engagement</p> <p>Increase major giving program</p>	<p>Develop Alfred Fund marketing materials that attract donor interest</p> <p>Improve donor retention through an expanded donor relations program</p> <p>Greater number of events, more engaging programs</p> <p>Increase # of visits to prospects Improved stewardship of donors Continued research into donor pool</p>	<p>University Relations</p>	<p>Increase in # of donors, increase in average gift, increased giving to Alfred Fund, other designated (schools, libraries, athletics) Increase in retention rate of donors</p> <p># of attendees, # of “new” attendees at events, # of alumni who give after attending an event</p> <p>Increase in gifts of \$1,000 or more to any fund Additional prospects qualified as potential donors</p>	
<p>3D: Develop new avenues to educate both traditional and non-traditional students at our home campus and other locations.</p>	<p>By May 2017, develop comprehensive plan for <u>new</u> modes of delivery for existing programs. Example include on-line, hybrid, offsite, etc.</p> <p>By May 2017, assess and communicate needs for facilities and instructional technology sufficient to support new academic programs and modes of delivery.</p> <p>By May 2017, develop comprehensive 5-year plan for <u>new academic programs</u> on site, off-site, on-line, degree completion, and certificates</p>	<p>Inventory of opportunities from units.</p> <p>Engage consultants to understand markets.</p> <p>Inventory of needs relative to existing facilities.</p> <p>Engage consultants.</p> <p>See 3C</p> <p>Engage consultants to understand markets.</p>	<p>Provost, Deans</p> <p>Provost, Deans, &amp; IT</p> <p>See 3C</p>	<p>Return on investment, relative to key financial indicators, student outcomes, and reputation</p> <p>Progress towards plan</p> <p>Return on investment relative to key financial position and reputation.</p>	
<p>3E: Model environmental sustainability leadership</p>	<p>Develop education and incentive programs for employees to reduce waste, e.g. energy, papers, etc.</p> <p>Develop education and incentive programs for students to reduce waste in resident and dining halls</p>		<p>B&amp;F, facility managers, HR, etc.</p> <p>Student affairs, libraries, &amp; food service contractors</p>	<p>Expenditures on targeted categories</p>	

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	Incorporate sustainability education in academic programs, where appropriate.	See unit plans	Academic Affairs		
	Expand use of renewable energy and institute energy efficient technologies on Alfred campus operation	Consider proposal(s) from solar provider Multiple ongoing projects Move to decentralized heating systems	Ongoing, Cabinet and facility managers B&F	Energy usage, % renewables	
3F: Develop even stronger alumni ties to encourage philanthropy and involvement with the University.	Expansion of alumni council to include non-traditional as well as traditional students		UR and Associate Dean of Off Campus Programs	Implementation of program, involvement of alumni	
	Signature programs that establish culture of philanthropy with students	Multiple tactics, new and ongoing	University Relations, Academic Affairs, and Student Affairs		
	Increased connections between campus community and alumni	Alumni as guest lectures, career advisors, etc.	Ongoing, Academic Affairs, Student Affairs, University Relations	# of fundraising metrics	
3G: Make AU an even more attractive place to work.	Make work/personal life more compatible for new parents	Implement a partial or whole salary paid parental leave			
	Establish policies and practices that better attracts, develops and retains high performance employees (staff and faculty)	Review Human Relations operations with respect to hiring processes, for example, a. Enable timely advertising of positions particularly tenure-track faculty positions b. Examine facilitation of green-card requirements for international tenure-track faculty c. Improved mentoring, and professional development d. Regularly review compensation and benefits packages relative to market.			
	Continue facilitation of the culture that encourages courtesy	Set expectation of courtesy by example  Provide training on micro-aggressions, quick intervention, confrontation skills, and conflict resolution	AU Leadership  Training (offered by Student Affairs)		

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Strategies	Objectives	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
	Attractive and safe facilities	Establish capital reserve  Pursue gifts  Strategically consider tradeoff between investing in existing facilities and building new facilities  Develop comprehensive and robust ERM  Unit-level plans.	Ongoing  Board, Cabinet, B&F, UR	Improved metrics for facility infrastructure  Reduce age of facility ratio  Positive survey/feedback from employees and students  Comprehensive database used across all constituent groups in identifying institutional risks	Board establishment of reserve policy  UR discussions with donors  Ongoing through annual allocations  Policy on new construction

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.