### Theme 1: Transform Student Lives and Better our World

<table>
<thead>
<tr>
<th>University Goal</th>
<th>SOE Objective</th>
<th>SOE Tactics</th>
<th>Timeline &amp; Responsibility</th>
<th>Assessment</th>
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<tr>
<td><strong>Define, deliver and promote the Alfred University Brand</strong></td>
<td>Define and deliver a vibrant educational experience that ensures common learning outcomes for all undergraduate students.</td>
<td>Review and revise SOE learning outcomes to meet newly proposed ABET criterion 3 outcomes, if adopted.</td>
<td>SoE Faculty. Timing dependent on expected ABET 2016-2017 actions.</td>
<td>Continued Middle States and ABET accreditation</td>
<td>Faculty retreats, participation in university-wide accreditation committees.</td>
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<td>SoE faculty will be familiar with and encouraged to incorporate high-impact practices in their teaching</td>
<td>Require and fund untenured faculty to attend NETI and ABET assessment workshops. Encourage tenured faculty to attend these workshops. Host workshops on campus</td>
<td>Dean’s office and individual faculty</td>
<td># faculty completing workshops; # of high-impact practices incorporated in classes</td>
<td>Untenured faculty to identify schedule for NETI and ABET workshops and complete TER forms.</td>
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<td>SoE faculty will be familiar with contemporary trends in engineering education and their specific disciplines</td>
<td>Identify faculty liaisons with key professional groups Support faculty attendance of professional society meetings, workshops, etc.</td>
<td>Dean’s office and individual faculty.</td>
<td># faculty attending meetings and workshops # of faculty holding offices, presenting papers, et.</td>
<td>Faculty to discuss professional development plan with chairs and/or dean.</td>
</tr>
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<td><strong>Help our students identify and develop the confidence to pursue their passions</strong></td>
<td>Invest in dynamic and innovative curricular and co-curricular pedagogy that challenges students to grow as creative and critical thinkers</td>
<td>Students will have access to and gain experience with the tools used in modern engineering practice</td>
<td>Assessment of student outcomes related to “modern tools” # of courses using modern tools</td>
<td>Period surveys as part of ABET assessment activities</td>
<td>Dean to appoint computing and laboratory committees.</td>
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<td>Enhance our efforts to help students to successfully transition from Alfred University to careers or advanced degree programs</td>
<td>Continue to support student engagement in professional society meetings: regional and national Seek additional funding to support student travel. Better advertise opportunities for external support</td>
<td>Club advisors, dean</td>
<td># or % of students participating, seminar survey</td>
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</table>
Conduct critical review of graduate programs (2015-2016); Agree upon and implement recommendations.  
Graduate committee (recommendations by December 2015). Faculty discussion, actions, and implementation by Fall 2017.  
Assessment of student outcomes  
Graduate committee to meet  

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<td>Build on our 181 year history of inclusivity</td>
<td>Reaffirm and advance our pledge to make all members of the AU community feel that they belong</td>
<td>High-quality first-year experience</td>
<td>TBD</td>
<td>Student satisfaction survey, retention</td>
<td>Dean to appoint coordinating committee</td>
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<tr>
<td>Build on our 181 year history of inclusivity</td>
<td>Reaffirm and advance our pledge to make all members of the AU community feel that they belong</td>
<td>High-quality transfer experience</td>
<td>TBD</td>
<td>Student satisfaction survey, retention</td>
<td>Dean to appoint coordinating committee</td>
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<td>Build on our 181 year history of inclusivity</td>
<td>Reaffirm and advance our pledge to make all members of the AU community feel that they belong</td>
<td>High-quality retention program for students on academic probation</td>
<td>Assistant Dean, ongoing</td>
<td>Retention</td>
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<td>Build on our 181 year history of inclusivity</td>
<td>Reaffirm and advance our pledge to make all members of the AU community feel that they belong</td>
<td>Sustained activity of student engineering groups</td>
<td>Seminar instructor &amp; advisors</td>
<td># of students participating</td>
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<td>Build on our 181 year history of inclusivity</td>
<td>Reaffirm and advance our pledge to make all members of the AU community feel that they belong</td>
<td>Sustained engagement of entire graduate student population</td>
<td>Graduate committee (recommendations by December 2015). Faculty discussion, actions, and implementation by Fall 2017</td>
<td>Student survey</td>
<td>In motion</td>
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<tr>
<td>Build on our 181 year history of inclusivity</td>
<td>Reaffirm and advance our pledge to make all members of the AU community feel that they belong</td>
<td>Increased interaction among academic units</td>
<td>on-going</td>
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<td>Build on our 181 year history of inclusivity</td>
<td>Reaffirm and advance our pledge to make all members of the AU community feel that they belong</td>
<td>SOE will expand development of non-traditional delivery formats, and implement these formats to meet the needs of non-traditional students</td>
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<td>Build on our 181 year history of inclusivity</td>
<td>Reaffirm and advance our pledge to make all members of the AU community feel that they belong</td>
<td>Encourage faculty to support distance-learning delivery</td>
<td>on-going; Dean &amp; faculty</td>
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<td>Enhance the global and multi cultural awareness of our students</td>
<td>SOE will collaborate with campus programs to increase opportunities for student interactions</td>
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<td><strong>Engage with and help build our community</strong></td>
<td><strong>Sustained activity of underrepresented engineering student professional groups: SWE, SHPE, SBE, international graduate advisory group</strong></td>
<td>Encourage student activity through seminar</td>
<td>Seminar instructor &amp; advisors</td>
<td># of students participating</td>
<td>Dean to recruit dedicated advisors.</td>
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<td><strong>Improve our success with students of color</strong></td>
<td><strong>Increase number of under-represented students pursuing graduate programs</strong></td>
<td>Join GEMS.</td>
<td>Actively recruit graduate students for diversity fellowships.</td>
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<td>Appoint SoE faculty member as SoE diversity coordinator</td>
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<td><strong>Improved and more intentional visiting scholars program</strong></td>
<td>Tbd</td>
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<td><strong>Increased faculty diversity</strong></td>
<td>Better understand and apply best practices in advertising available faculty positions</td>
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Foster an engaged, innovative, and collaborative culture

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<td>A work place that acknowledges and respects the wide range of individual contributions to the AU enterprise.</td>
<td>Help establish and support a culture of courtesy at AU.</td>
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<td>A workplace that encourages highest level performance from employees</td>
<td>Adhere to annual review process / employment policies that encourage excellence.</td>
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<td>Support professional development of faculty and staff</td>
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<td>Compensation that is equitable and strives to meet regional/national benchmarks, as appropriate</td>
<td>Regularly review compensation and strive for equity and competitive packages.</td>
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<td>Awareness and communication of national benchmarking studies, UMC, ASEE, etc.</td>
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Theme 3: Amplify our Impact

Alfred University
Inamori School of Engineering
Strategic Plan 2017-2022
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<tr>
<th>Enhance the robustness of our business model</th>
<th>Attractive and safe facilities</th>
<th>Identify individual responsibility for offices, labs, common space etc.; Periodic &amp; routine inspections</th>
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<td>SOE will monitor enrollment and revenue in current graduate programs to determine cost-effectiveness.</td>
<td>SOE will increase enrollment in all master degree programs.</td>
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<tr>
<td>SOE will expand the number and dollar value of external research grants</td>
<td>Prepare for CACT re-designation proposal</td>
<td>MH / DE 2018-2020</td>
<td>Re-designation</td>
</tr>
<tr>
<td>Develop CHTC business plan</td>
<td>DE / MH with consultation, Spring 2016</td>
<td>tbd</td>
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</tr>
<tr>
<td>Update research strategy to reflect new faculty, facilities, etc.</td>
<td>Research strategy committee, ongoing</td>
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<td># of proposals submitted value of grants awarded</td>
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<td>Example tactics: Define and build strategic partnerships to better compete for federal and state agency awards; Regular strategic visits to federal agencies; Increase awareness of federal funding opportunities. Assign faculty to monitor specific agencies.; Support participation in federal regional and federal working groups</td>
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