

Alfred University
Office of External Programs/Division of Counseling, School Psychology & Education
Strategic Plan 2017-22

Theme 1: Transform Student Lives and Better our World

University Goal	Unit Objective	Unit Tactics	Timeline & Responsibility	Assessment	Action/Next Steps
Define, deliver and promote the Alfred University Brand	OEP 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	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. Develop new and/or revised articulations, as well as partnership agreements, with partner community colleges in these high need areas.	Responsibility: OEP dean, academic deans, and academic program directors. Timeline: -Corning CC – 2017-18 -BMCC – 2018-19 -Orange CC – 2018-19 -Jamestown CC – 2019 -20	Cohorts will enter programs at each partner institution within 1 academic year of approval of each articulation agreement.	Continued exchanges with partner institutions to facilitate completion of articulation agreements. Expansion of OEP administrative staff to accommodate needs of new undergraduate programs
	Help our students identify and develop the confidence to pursue their passions				
Prepare our graduates for professional success and societal impact	Renew or secure accreditations for graduate programs.	Renew NASP accreditation for MA/CAS in school psychology.	DCSPE chair, school psychology program director and faculty.	Accreditation will be renewed for 7 year period in 2019.	Appoint faculty member to chair self-study. Initiate self-study.
		Secure CACREP accreditation for the NYC area counseling programs.	OEP associate dean, director of campus counseling program.	Accreditation will be awarded by 2022.	Begin discussions on process and needs to meet CACREP standards.

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Theme 2: Forge strength through inclusivity.

University Goal	<i>Unit Objective</i>	Unit Tactics	Timeline & Responsibility	Assessment	Action/Next Steps
Build on our 181 year history of inclusivity	OEP will facilitate development of non-traditional delivery formats for extension programs, and implement these formats to meet the needs of non-traditional students.	<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>	Responsibility: OEP administration. Timeline: 2017-22	Increase in the number of regular AU faculty that express interest in teaching off-campus courses	<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>
Enhance the global and multi cultural awareness of our students	OEP will collaborate with campus programs to increase opportunities for student interactions	<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>Responsibility: OEP, academic deans and program directors. Timeline: 2018-19.</p> <p>Responsibility: OEP, academic program directors. Timeline: 2018-19.</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>	Initiate discussions with faculty of selected programs that would benefit from NYC experiences.

Improve our success with students of color	OEP and DCSPE will collaborate to develop new faculty opportunities for qualified professionals from diverse populations.	Redefine the Powell Chair as a visiting faculty position that will bring the culturally diverse downstate instructors to campus to teach for a semester each year.	Responsibility: OEP, academic deans and program directors. Timeline: 2018-19.	One undergraduate and one graduate time-limited visiting faculty position established by 2019-20.	Initiate discussions with deans and program directors of selected programs.
	OEP will continue to recruit graduate students from diverse groups in the greater NYC area.	Continue the relationship with CITE as our recruitment partner.	Responsibility: OEP. Timeline: 2018-22.	Maintain enrollment in NYC area graduate programs at a minimum of 70% students of color.	Continuing ongoing admissions recruitment.
		Renew the partnership contract with CITE for 5 years.	Responsibility: OEP, provost. Timeline: 2018-19.	Contract will be renewed through 2025.	Initiate discussions with CITE administration in Spring, 2018.
	OEP will establish undergraduate degree completion programs at community colleges with significant enrollments of students of color.	Develop program articulations and partnerships with SUNY Orange and BMCC.	Responsibility: OEP. Timeline: 2018-19.	Minimum of 1 program operational at each institution in 2018-19.	Begin admissions recruitment in spring 2018.
Engage with and help build our community	OEP will collaborate with university administration and other university units to develop a broader definition of "greater" Alfred University that will include off campus programs.	Informational sessions with campus vice presidents, deans, and faculty on off campus programs.	Responsibility: OEP and Provost Office. Timeline: 2018-19.	Clear identification of off campus programs as AU programs in university publications and recruitment materials, and interactions with off campus students and staff.	Initiate discussion with Provost and deans.
		Establishment of an academic unit to house all off campus programs as an integral structure of the university.	Responsibility: Provost Office. Timeline: 2018-19.	Approval of new academic unit by BoT.	Develop proposal for unit.

		Development of joint programming to network with off campus alumni.	Responsibility: OEP, Admissions and University Relations. Timeline: 2018-19.	At least one network activity per year.	Initiate discussions with UR and Office of Admissions.
	OEP will develop experiences that will provide new resources to communities in NYC.	Counseling students will develop prevention projects in COUN 646 and implement them in their field experience placements. MPA students will complete a capstone project that focuses on specific issues in NYC communities that agencies serve.	Responsibility: Counseling program director. Timeline: 2018-19 Responsibility: MPA program director. Timeline: 2018-19.	All counseling students will develop a prevention project. 75% of counseling students will implement prevention projects. All MPA students will complete a capstone project.	OEP will develop experiences that will provide new resources to communities in NYC.
	OEP will explore development of new programs that will serve the needs of both rural and urban communities.	Feasibility study for health science programs Development of new health science programs, based on results of feasibility study, that incorporate urban and rural applied experiences	Responsibility: Provost, BoT. Timeline: 2018-19. Responsibility: Provost, OEP, relevant academic departments. Timeline: 2019-22.	Selected health science programs will be identified for development. Hiring of faculty/administrators to develop specific programs. First cohort entering programs.	OEP will explore development of new programs that will serve the needs of both rural and urban communities.

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Theme 3: Amplify our Impact

University Goal	<i>Unit Objective</i>	Unit Tactics	Timeline & Responsibility	Assessment	Action/Next Steps
Foster an engaged, innovative, and collaborative culture	OEP will assess need for new programs at off campus locations and develop programs based on needs of the partners.	<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>	Responsibility: OEP. Timeline: 2018 – 22	<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>	Continued discussion and articulation development with partner institutions.
Enhance the robustness of our business model	OEP will monitor enrollment and revenue in current programs to determine cost-effectiveness.	<p>Tracking of enrollments and applications in programs that are operating.</p> <p>Analysis of gross and net revenue generated by each program.</p>	Responsibility: OEP director. Timeline: 2018 – 22	<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>	OEP will monitor enrollment and revenue in current programs to determine cost-effectiveness.

	DCSPE will increase enrollment in all master degree programs.	Increase faculty involvement in admissions recruiting.	Responsibility: DCSPE chair. Timeline: Initiate 2018-19.	50% of division faculty will make recruitment visits to 2 undergraduate institutions in 2018-19. 80% of faculty will make recruitment visits to 2 undergraduate institutions/year beginning in 2019-20.	DCSPE will identify faculty who will make recruitment visits. Undergraduate institutions will be identified and contacted by division chair or his/her designee. Visits will be scheduled for fall 2018.
		Modify class schedule format from the traditional FT schedule to evening/weekend classes in order to accommodate part-time students and allow FT students option of working	Responsibility: DCSPE chair, program directors, and faculty. Timeline: Complete by April, 2018.	New schedule will be in place for Fall, 2018.	Discussions with DCSPE faculty will begin in spring 2018.
		Develop extension programs in the western NY region as self-contained or feeder programs.	Responsibility: Dean and DCSPE chair. Timeline: Initiate 2018-22.	Minimum of 1 master's extension program will open in 2018-19.	Discussions with DCSPE faculty will begin in spring 2018. Development of extension program sequences. Development of recruitment materials and activities.
		Pursue undergraduate to graduate articulations with	Responsibility: Dean and DCSPE chair. Timeline: Initiate	Minimum of 3 articulations will be executed	Discussions with DCSPE faculty will

	<p>Improve efficiency within CCSPE</p>	<p>feeder institutions in western NY.</p> <p>Consolidate courses of similar content, and cross-list wherever necessary.</p>	<p>2018-22.</p> <p>Responsibility: DCSPE chair, program directors, and faculty. Timeline: Complete by April, 2018.</p>	<p>in 2018-19.</p> <p>80% of redundant courses will be combined and cross listed.</p>	<p>begin in spring 2018.</p> <p>Identify institutions that commonly supply applicants to DCSPE programs.</p> <p>Initiate contact with identified undergraduate institutions.</p> <p>Initiate discussions with DCSPE faculty and charge them with this task.</p> <p>Assess redundancies in courses across programs.</p>
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