

*Objectives in **BOLD** received substantial endorsement as top priority at the final retreat of the Strategic Planning Committee on May 5, 2010

University at Albany

Strategic Planning Working Draft

Mission

Expanding knowledge and transforming minds
to shape the future of our community and our world

Values

Excellence

We pursue performance at its highest level, across all our endeavors

Access

We are committed to enabling individuals to pursue education without limitation by economic or societal factors

Collaboration

We cultivate an environment in which we share our respective strengths to work toward common goals

Engagement

We address local to global needs through engagement with diverse communities

Respect

We value diversity, academic freedom, and the rights and dignity of individuals

Integrity

We are committed to, and expect from all, honesty, transparency, and adherence to these core values

Undergraduate Education	To enhance the quality of undergraduate education at UAlbany and attract and serve a highly qualified and diverse group of students
Vision	The University faculty offers a competitive, high quality undergraduate education that is attractive to high-achieving students; engages students intellectually; is sufficiently broad and up to date to equip graduates for informed and productive global citizenship; develops their fluency as writers and speakers able to adapt readily to new communicative contexts; offers specialized knowledge refined by research, practical, and creative experiences; and prepares graduates for careers, professional life, graduate education, and life-long learning.

Objective #1

Enrich the educational experience in the major and minor

Objective #2

Enhance the availability and quality of student writing instruction

Objective #3

Enhance quality, efficiency and clarity of the General Education program

Objective #4

Enhance the international components of undergraduate education

Objective #5

Increase full-time faculty engagement with undergraduate education and provide enhanced support for all undergraduate instruction

Objective #6

Improve the academic profile of incoming freshman and transfer students by working to attract more highly qualified applicants, by increasing selectivity, and by improving the yield rate of admitted top tier students.

<p>The Undergraduate Experience</p>	<p>To create an excellent undergraduate experience that 1) integrates academic and co-curricular experiences, 2) engages the surrounding community and the world, and 3) fosters lifelong pride in the University.</p>
<p>Vision</p>	<p>In the words of student affairs pioneer Robert H. Shaffer, <i>“We must view young people not as empty bottles to be filled, but as candles to be lit.”</i> The University at Albany commits itself to be an institution that offers a breadth and quality of undergraduate experiences that both inform and inspire. We believe that the objectives and actions outlined for this strategic goal provide the springboard to achieve such commitment.</p>

Objective #1

Create a strong sense of community among faculty, students, staff and alumni

Objective #2

Prepare students for successful futures through strong academic advisement, career counseling, and inspirational mentoring.

Objective #3

Instill in the University at Albany community a distinctive and enduring identity through its traditions and cultures.

Objective #4

Amplify the ‘World Within Reach’ perspective through a dynamic, rich assemblage of experiences.

Objective #5

Foster a safe, healthy and intellectually open university environment that is conducive to success.

Objective #6

Provide excellent and effective student support services that enhance student satisfaction and contribute to academic and lifelong success.

<p>Graduate Education</p>	<p>To advance excellence in graduate education in support of the University’s reputation, role, and stature and the preparation and competitiveness of graduates</p>
<p>Vision</p>	<p>Upon the successful implementation of this goal, graduate education at the University at Albany will:</p> <ul style="list-style-type: none"> • Produce competitive graduates at the master’s, certificate, and doctoral levels. • Maintain and improve strong programs while others will reach their potential by achieving new national or regional status. • Recognize students, graduates, and faculty for their accomplishments by regional, national, and international communities. • Ensure faculty and administrators have confidence in the accuracy of the available criteria used for internal program evaluation and investment decisions and the data reported for external reputational data rankings. • Admit strong students and provide the preparation and support systems to retain the students until graduation. • Introduce changes in policies, regulations, delivery, curricula, and incentive to reflect current and evolving needs of graduate students broadly and non-traditional graduate students specifically.

Objective #1

To inform investment decisions, strengthen the program evaluation process by articulating appropriate criteria and collecting relevant and accurate data.

Objective #2

Based on the criteria developed through Objective 1, focus resources on nationally recognized graduate programs, those having the strongest potential to reach national prominence, or those (including new programs) that contribute significantly to the University’s mission.

Objective #3

Attract and retain outstanding graduate students and support and prepare them appropriately.

Objective #4

Develop policies, regulations, curricula, and incentives to meet the changing needs of non-traditional graduate students.

Objective #5

Identify faculty pedagogical needs and enhance support for these activities in graduate education.

Objective #6

More effectively integrate graduate academic programs, administration, and governance to strengthen graduate education.

Research	To increase UAlbany’s visibility in and resources for advancing and disseminating knowledge, discovery, and scholarship
Vision	A university where world-class research, scholarship and artistic endeavors are nurtured and flourish.

**Objective #1
Increase scholarly and creative output**

Objective #2
Increase within 5 years RF federal funding (including collaborative PI federal flow through funding) by at least 50%, and the proportion of faculty who have received external funding from any source by 20%.

**Objective #3
Improve administrative support for post award services**

Objective #4
Improve infrastructure support for scholarly activities

Objective #5
Increase visibility and reputation of UAlbany scholarship in media, government and in the national and international scholarly community.

Objective #6
Increase post-doctoral and student engagement in scholarship and external funding for postdoctoral and graduate student scholarship

<p>Infrastructure and Environment</p>	<p>To add to, and reconfigure, our teaching, research, student life and support spaces in a manner compatible with our contemporary mission.</p>
<p>Vision</p>	<p>The University at Albany has attractive, vibrant campuses that are inviting, accessible and navigable to students, faculty, staff and community. The ideal UAlbany campus includes 21st century teaching, learning, living and research spaces that:</p> <ul style="list-style-type: none"> • are sufficient to meet the needs of the university population; • are environmentally friendly and sustainable; • are adaptable to changing needs of faculty, staff and students; • improve the quality of life of those who inhabit, work on, and visit the campuses; and • provide opportunities for UAlbany to continue to grow as a community. <p>The Albany campuses are a source of pride for its faculty, staff, and students as well as a regional engine for dynamic intellectual and economic growth.</p>

Objective #1

Create and maintain attractive and accessible places for learning, interaction, living and recreation

Objective #2

Explore emerging technologies and invest in and keep up to date our IT infrastructure to support the teaching, research, service and administrative functions

Objective #3

Seek opportunities to develop the campus to allow us to further support our mission and decompress where overcrowded

Objective #4

Address deferred maintenance in order to support the campus mission and avoid unnecessary costs

Objective #5

Invest in sustainable or green infrastructure to advance the university’s sustainability agenda

<p>Alumni and Community Connections</p>	<p>To engage diverse communities in strategic partnerships to increase public, scholarly and economic benefits.</p>
<p>Vision</p>	<p>The University at Albany will be a leader among research universities in strategic partnerships and engagement involving faculty, students, alumni, and local to global communities for university advancement, societal and scholarly benefit, and economic development. UAlbany will be widely recognized for its work to create and apply new knowledge relevant to addressing the critical issues of the 21st century. UAlbany will leverage the distinctive strengths of its several schools and colleges and the competitive advantage of its strategic location in New York’s capital city to enhance its reputation, influence and impact.</p>

Objective #1

Recognize unilaterally and institutionally that our success in cultivating our worldwide alumni community is essential to our heightened academic and fiscal success, and to that end ensure that University units work hand-in-glove to ensure a customer-oriented, student-success driven model that begins with recruitment, includes effective career placement, and continues with ever-present community and alumni engagement that is at the heart of our daily operations as an institution and as individual employees.

Objective #2

Increase strategic partnerships for social development and scholarly benefit in critical areas of policy and practice to develop human potential; advance health and welfare; and improve the quality of life from the local to global levels.

Objective #3

Grow UAlbany as a University for all ages, at the local, regional and State levels, with a special focus on building the K-16 pipeline, life-long learning (e.g., continuing professional education and for personal growth, OASIS Program, RSVP,) and technology-facilitated learning

Objective #4

Increase strategic public and private partnerships to advance economic development, workforce development and entrepreneurial activity.

Objective #5

Create a more integrated University-wide system for community-engaged research, teaching and service.

Objective #6

Be an active leader in community-building to improve the quality of life in the region and enrich faculty, student and staff learning.