**Vision:**
Alfred State will be THE premier regional college of technology, creating opportunity for our students to achieve successful careers and purposeful lives.

**Mission:**
Alfred State delivers outstanding associate and baccalaureate degree programs through hands-on learning, preparing in-demand and involved students in a caring community.

All programs and services of the college are administered without discrimination on the basis of age, sex, marital or military status, race, color, creed, religion, national origin, disability, or sexual orientation. This policy of nondiscrimination extends to admission, financial aid, housing, counseling, educational programs, athletic activities, and placement as well as to all aspects of employment.
As members of the Alfred State family, we take pride in continually looking ahead to the future of our college and searching for ways we can build upon our success.

I want to point out that great care has been taken to review, revise, and reinvigorate our commitments to the college’s mission, vision, core values, and the comprehensive strategic plan as we chart a roadmap to 2020. This strategic plan takes effect January 2017.

You will notice that we have focused on six strategic priorities: applied learning, diversity and inclusion, faculty and staff excellence, infrastructure, local and regional impact, and student success. Each of these key priorities includes specific strategies and tactics that will help us to accomplish our goals, all while keeping in line with the vision of our college. We owe it to the Alfred State community, students, faculty, staff, and stakeholders to be the best institution we can be, and this dynamic plan will certainly help guide us in the right direction.

A sincere thank you goes to all members of the Alfred State family who have contributed to the extensive strategic planning process. I am very grateful to the ten individuals on the Strategic Planning Leadership Committee. But beyond that list, there were 60 additional sub-committee members and hundreds of faculty and staff members who contributed to the process. We all have a hand in making Alfred State the very best it can be as we continue to work diligently to carry out our vision and mission every day.

Dr. Skip Sullivan  
President

Strategic Planning Leadership Committee

ALEX BITTERMAN  
Co-Chair

GREG SAMMONS  
Co-Chair

TIM PIOTROWSKI  
Liaison to Infrastructure Sub-Committee

MARK SHAW  
Liaison at-Large

DANIELLE WHITE  
Liaison at-Large

ANIKO CONSTANTINE  
Liaison to Faculty/Staff Excellence Sub-Committee

JILL AMATI  
Liaison to Applied Learning Sub-Committee

SPENCER PEAVEY  
Liaison to Diversity and Inclusion Sub-Committee

JONATHAN HILSHER  
Liaison to Local/Regional Impact Sub-Committee

KATHY MARKEL  
Liaison to Student Success Sub-Committee
To tackle the challenges posed by our mission, we have defined six strategic priorities: applied learning, diversity/inclusion, faculty and staff excellence, infrastructure, local and regional impact, and student success. These six areas encompass the goals we have set for ourselves for 2020 and the strategies we will follow to achieve them, all in keeping with the vision of the college.
Strategic Priority:

APPLIED LEARNING

Strategy 1a:
Develop, approve, and implement processes to collect, report, and assess student participation and success in defined applied learning activities.

ACTIONS/TACTICS:
- Establish a campus-wide Applied Learning committee
- Complete all seven parts of SUNY Applied Learning report
- Develop Applied Learning specific reports to disseminate internally & externally
- Identify support data needed from Institutional Research
- Create procedures to ensure Applied Learning meets or exceeds SUNY standards
- Tag courses with Applied Learning opportunities in catalog and associated publications

Strategy 1b:
Engage, encourage, and promote participation in applied learning.

ACTIONS/TACTICS:
- Encourage faculty, staff, and students to engage in Applied Learning activities
- Promote applied learning activities, classes, and products both internally and externally
- Determine whether Applied Learning will become an ISLO
- Encourage faculty to coordinate and organize Applied Learning

Through sustaining innovations, Alfred State will enhance and expand applied learning opportunities across the student experience.
DIVERSITY & INCLUSION

Strategic Priority:

GOAL 2: Alfred State will intensify efforts to recruit, welcome, include, and retain a diverse community that is considered an example of success across the state.

Strategy 2a: Broaden recruiting efforts for faculty and staff to increase diversity on Wellsville campus and Alfred campus.

ACTIONS/TACTICS:

· Develop an active initiative in advertising, recruiting, and tracking for academic positions at Alfred State with a strong emphasis on diversity as defined by SUNY

· Enhance efforts to include visually-identifiable diversity in collateral marketing and online materials

· Develop a program for faculty and staff families to become involved in campus events, finding employment, feeling welcomed, and networking among the broader county community

· Better communication to employees about upcoming activities via a centralized community calendar

Strategy 2b: Intensify recruiting effort to welcome all students focusing on under-served areas, as defined by SUNY but also including: at-risk and high-needs students, First Nation students, and international students; while focusing retention efforts across campus to increase participation and involvement among all populations to celebrate culture and diversity within the caring community for which Alfred State is known.

ACTIONS/TACTICS:

· Prioritize a greater emphasis on the physical accessibility of our campus both in buildings and in outdoor environments

· Develop environmentally-conscious, low-cost means of transportation to campus to involve student and alumni families—especially parents and siblings—in on-campus events

· Develop criteria for a needs-based grant initiative that will enhance diversity in selected curricula

· Create an online showcase of student accomplishments and projects that highlights a diverse student population and reinforces a message of engagement and welcome among the Alfred State community

· Perform an annual “diversity audit” to identify areas for ongoing improvement
**Strategy 2c:**
Nurture the existing Alfred State caring community to cultivate greater cultural competency and understanding across the region.

**ACTIONS/TACTICS:**
- Provide periodic trainings to college campus regarding cultural competency and privilege
- Create opportunities for dialogue between all parts of campus to understand and appreciate difference and similarity
- Through ongoing campus dialogue, examine language in the code of conduct and consider revisions to promote Alfred State as an inclusive and civil learning environment
- Create and implement a comprehensive campus diversity strategic plan

**Strategy 2d:**
Implement universal design principles across new or renovated campus digital and physical environments.

**ACTIONS/TACTICS:**
- Perform a review to reconcile new campus construction projects with universal design, moving beyond ADA requirements
- Develop criteria and complete an audit of our digital environments to ensure baseline accessibility requirements
- Perform a walkability study to identify enhanced safety and multi-modal movement on campus
Strategic Priority: 

FACULTY & STAFF EXCELLENCE

Strategy 3a: 
Advance professional development in online and e-learning based on best practices.

**ACTIONS/TACTICS:**
- Increase faculty participation in the COL's online training modules designed to familiarize them with current best practices in online education
- Implement the current template and course review using Open SUNY rubric in all online classes
- Increase attendance at scheduled training sessions offered by COL in how to use the college's LMS and other educational technologies

Strategy 3b: 
Develop and create a structure in AA for support faculty development with advisement from Faculty Senate.

**ACTIONS/TACTICS:**
- Seek recommendations from Faculty Senate to enhance opportunities for faculty development
- Improve and expand formal new faculty orientation and professional development
- Improve and expand formal mentoring program for faculty and department chairs

Strategy 3c: 
Identify and implement best practices for the development of professional staff.

**ACTIONS/TACTIC:**
- Establish a task force to identify needs and recommend appropriate professional development

Strategy 3d: 
Enhance candidate pool for prospective faculty and staff.

**ACTIONS/TACTIC:**
- Research specific, relevant sources for recruitment including advertising, social media, and the Alfred State community, in line with discipline-specific timelines

Strategy 3e: 
Retain current and future employees by fostering a community atmosphere and by demonstrating appreciation for employees.

**ACTIONS/TACTICS:**
- Provide new and current employees’ spouses/partners with employment resources or other assistance
- Form task force to assess our employee recognition and award system to determine how well it serves employee retention
- Provide networking/community opportunities for new employees
Our faculty love what they do.

That's why they make excellent mentors, advisers, confidants, friends, and role models.
Strategic Priority:

INFRASTRUCTURE

Strategy 4a:
Use external resources to obtain used equipment at a substantial savings over purchasing new equipment.

ACTION/TACTIC:
- Evaluate existing equipment; use state surplus system and industry partnerships to obtain equipment

Strategy 4b:
Move forward with projects to improve campus utilities (heating, power, emergency backups).

ACTIONS/TACTICS:
- Track the buildings being removed from the HTHW system & create priority list for generators
- Generate a study to evaluate the condition of water, sanitary sewer, and electrical utility systems, campus-wide and estimate the cost to replace, recondition, or improve them to meet future needs
- Complete the campus-wide satellite boiler project and follow-up with emergency generator installation where needed to back-up this equipment

Strategy 4c:
Increase attractiveness of campus and campus amenities to prospective students to provide a strong first impression.

ACTIONS/TACTICS:
- Develop and implement cyclic renovations to residence halls that make improvements to rooms
- Enhance natural and outdoor spaces throughout campus

Strategy 4d:
Refresh and amend the master plan to reflect new priorities.

ACTION/TACTIC:
- Develop study parameters and organize an internal review of the 10-year facilities (including recreational facilities) master plan for the campuses

Strategy 4e:
Increase accessibility to campus facilities in all new construction projects.

ACTIONS/TACTICS:
- Complete a comprehensive study of all campus facilities to ensure compliance and determine necessary enhancements
- Correct deficiencies found in study
**Strategy 4f:**
Upgrade wireless network to increase density of wireless access points in residence halls, academic buildings, and outside areas.

**ACTION/TACTICS:**
- Secure contract and capital funding
- Execute contract for upgrade

**Strategy 4g:**
Evaluate and upgrade campus network.

**ACTION/TACTICS:**
- Upgrade campus network to accommodate 10 gigabyte backbone and 1 gigabyte to the desktop; includes the fiber optic backbone for data/phone/CATV as well as firewall/switches/routers/UPS
- Evaluate the feasibility and cost of redundant Internet Service Providers (ISP) for the campus
- Internet Service Providers (ISP) for the campus

**Strategy 4h:**
Evaluate and upgrade data centers.

**ACTION/TACTIC:**
- Upgrade Wellsville Data Center to include AC, UPS, Power, Environment, Generator

**Strategy 4i:**
Improve Alfred State’s emergency preparedness related to the network.

**ACTION/TACTICS:**
- Upgrade disaster recovery sites
- Upgrade cyber security infrastructure (vulnerability testing and penetration testing)
Strategic Priority: Local & Regional Impact

Alfred State will create local and regional impact with emerging industry partnerships, heightened community engagement, sustainability, and new economic development.

LOCAL & REGIONAL IMPACT

Strategy 5a:
Establish partnerships that enhance student learning while meeting industry demands and economic development goals.

ACTIONS/TACTICS:
• Collaborate with SUNY initiatives [e.g., InternSHOP, SUNYWorks] and connect with new industry partners to establish internships/co-ops/summer opportunities
• Increase the number of curriculum related industry partnerships by 10% annually
• Increase large events & conferences held at Alfred State
• Host events for industry/community to promote what we have to offer & promote ways that we can work together

Strategy 5b:
Community events to make our region a richer place in culture/wellness/diversity.

ACTIONS/TACTICS:
• Hold one significant community event each semester
• Develop three new community partnerships annually
• Increase awareness and participant numbers of youth summer programs

Strategy 5c:
Establish & sustain long term service and outreach projects.

ACTIONS/TACTICS:
• Complete process of implementing leadership minor that incorporates SUNY Serves & SUNYWorks as part of the core requirements. Said minor classes would require students to connect with regional professionals to complete civic projects
• Develop and implement an institutional civic action plan
• Support a sustainable food security initiative

Strategy 5d:
Use AASHE Sustainability, Tracking, Assessment, & Rating System to bolster Alfred State’s commitment to sustainability.

ACTIONS/TACTICS:
• Achieve AASHE Sustainability, Tracking, Assessment, & Rating System [STARS] by 2017 and renew annually (Metric: Ensure bronze status is achieved and maintained/ improved upon.)
• Identify appropriate resources to assure annual reporting & status maintained
• Develop scorecard on Alfred State website to track progress
Strategy 5e:
Be one of SUNY’s top green campuses.

ACTIONS/TACTICS:
• Purchase refuse bins that have a choice – recyclable, landfill, and compost options for every facility on campus
• Increase sustainability offerings through Pioneer Cup program
• Develop composting site for campus compost
• Identify alternative fuel options for the campus fleet

Strategy 5f:
Increase student and faculty involvement related to sustainability.

ACTIONS/TACTICS:
• Identify all classes with a sustainability component and label/export to banner and transcripts
• Post monthly sustainability updates
• Identify a champion in charge of sustainability in the building or area

Strategy 5g:
Partner with one emerging technology company to establish an operational facility.

ACTIONS/TACTICS:
• Expand current STARTUP NY plan and market this on website and through social media
• Develop relationship with faculty and Incubator Works in Alfred
• Work through Curriculum Advisory Boards on ideas for new emerging technology companies
• Develop partnership with Insyte Consulting and Buffalo Manufacturing Works and faculty

Strategy 5h:
Increase alumni employment with local and regional companies.

ACTIONS/TACTICS:
• Work with NYSDOL and local companies to insure all postings go to our alumni via our branded job system – JobLink
• Highlight these relationships and jobs in Transitions and social media
• Establish “Welcome Home” program to encourage alumni to start businesses and/or work in the local area

Strategy 5i:
Increase awareness & retention efforts of economic development activity in Allegany County and surrounding region.

ACTIONS/TACTICS:
• Host regional economic development conference annually with surrounding rural counties to share success and develop regional goals
• Implement the Biorefinery Commercialization & Development center for R&D, new academic programs, and development of large scale biorefineries in region
Strategic Priority:

Strategic Priority: Student Success

Alfred State will optimize its efforts around recruitment, enrollment, retention, graduation, and student success.

STUDENT SUCCESS

Strategy 6a:
Streamline communication systems and centralize information made available to students and their support networks.

ACTIONS/TACTICS:

• Enhance Web presence and integrate back office systems to support dynamic information exchange
• Synchronize electronic and print communication to provide easily accessible and consistent information
• Promote unique educational experiences and overall presence in the media and social media
• Create, implement, and publicize amenities to attract students “Wow factors”

Strategy 6b:
Strengthen holistic campus support to improve retention.

ACTIONS/TACTICS:

• Investigate trends in higher ed and create unique programs to focus support services and increase retention
• Utilize and internally disseminate data to discern trends and challenges (by semester, by program/department) related to retention and attrition and then develop division, school, unit, and department unit and division action plans to address these challenges

Strategy 6c:
Create and foster an inclusive environment where students feel welcome and connected.

ACTIONS/TACTICS:

• Develop truly unique co-curricular and extra-curricular activities that leverage our location to further enhance the Alfred State experience
**Strategy 6d:**
Identify growth areas and academic opportunities that integrate skills, experiences, and activities to position students for future employment, continuing education, and citizenship.

**ACTIONS/TACTICS:**
- Develop in-demand academic programs that would appeal to students, meet demands of (work force) marketplace, and prepare responsible and responsive citizens
- Cultivate partnerships and relationships for stronger (or increased number of) articulations, internships, civic engagement opportunities

**Strategy 6e:**
Enhance academic support and student services available throughout the entire student progression.

**ACTIONS/TACTICS:**
- Develop and promote financial literacy and loan management programs for students
- Evaluate resources needed for increased student success
CORE VALUES:

Respect
showing that something is important, serious, etc., and should be treated appropriately

Integrity
the quality of being honest, fair, and adhering to a code of especially moral values

Service
donating time, skills, and energy as a way to contribute to the welfare of others

Dedication
a very strong feeling of support, loyalty, and devotion to someone or something