Authoring Our Success

The Strategic Plan for the University at Albany

2018-2023

UNIVERSITY AT ALBANY
State University of New York
Table of Contents

4  A Letter from the President
6  A Letter from the Co-Chairs
9  The State University of New York
11  Our Mission
11  Our Vision
12  Our Values
13  Our Priorities
15  Student Success
17  Research Excellence
19  Diversity and Inclusion
21  Internationalization
23  Engagement and Service
24  We Will be the Authors of UAlbany’s Success
25  Strategic Planning Committee Members
A Letter from the President

Dear UAlbany Community:

When I arrived at the University at Albany in September 2017, I knew that in very short order we would be engaging the campus community to complete a strategic plan. Fortunately, we were able to hit the ground running, thanks to the hard work of many individuals who participated in the first phase of strategic planning during 2016-17.

To help move the process forward quickly, I launched a “Listening and Learning Tour” across our three campuses. As I talked to faculty, staff, and students, as well as community members, alumni, donors, and elected officials, a picture of UAlbany’s strengths, challenges, and opportunities began to emerge. Before long, we could clearly see five priorities that will drive the University to meet its full potential as a leading diverse public research university: Student Success, Research Excellence, Diversity and Inclusion, Internationalization, and Engagement and Service.
These five core priorities, which form the basis of our Strategic Plan, collectively express UAlbany’s unique assets—and our aspirations for the future. They are the touchstones that will anchor the next chapters in our already long and rich history.

This plan truly reflects the extraordinary minds, energy, and commitment of the UAlbany community. More than 1,000 faculty, staff, and students directly participated in the creation of this document. Their passion is captured in a mission that focuses on empowering our people to excel, and a vision that promises to harness our work to create a better world.

I could not be more enthusiastic about the collaborative process that generated this plan; nor could I be more certain that we will meet our mandate to pave strong pathways to success and transformation. The future of the University at Albany (our future) is strong, bright, and exciting.

As we continue to join together in service to our collective future, I am confident that not only will we meet our strategic goals, but that we will succeed beyond our expectations. It is in this spirit of deep optimism and encouragement that we proudly present *Authoring Our Success: The Plan for UAlbany 2018-2023.*

Havidán Rodríguez
President
Dear colleagues and friends:

When we embarked on this phase of UAlbany’s strategic planning process, we thought we had a good understanding of the road ahead: identify opportunities to enhance, strengthen, and build this institution over the next five years.

President Rodríguez’s charge to us was simple: work collaboratively to lead this effort with an unwavering emphasis on our students’ success; after all, everything we do at the University at Albany should contribute to their success. So, armed with five core priorities, we set out to support the creation of a plan to achieve this imperative.

The plan’s goals were developed by five priority workgroups, populated by the members of the 110-person strategic planning committee, which included undergraduate and graduate students, faculty, and staff, each led by tireless co-chairs. With the first draft of the strategic plan in hand, we set off on 30 “Road Show” stops across the University’s schools, colleges, administrative units, and shared governance groups. In the end, we had collaborated with more than 1,000 campus stakeholders.
At every stop we connected with the people who make the University at Albany such a special place—the faculty and staff, students and alumni who have a vested interest in our collective success. Along the way, it became abundantly clear that the plan would reflect the fact that it’s about each of us.

This strategic planning process was different than any other we had experienced, because it wasn’t about process, as much as it was about people.

The feedback at the road show sessions, the discussions at the action-planning roundtable events, spontaneous conversations in the Campus Center, and hundreds of thoughtful emails and online feedback all refined and shaped the plan.

So we are grateful to everyone who contributed to Authoring Our Success; for everything you have done and will continue to do to advance the University at Albany and help our students succeed.

This is our plan, and we are the University at Albany!

Sincerely,

James R. Stellar
Provost & Senior Vice President for Academic Affairs
Co-Chair, Strategic Planning Committee

Michael N. Christakis
Vice President for Student Affairs
Co-Chair, Strategic Planning Committee
The State University of New York

The University at Albany is part of the State University of New York (SUNY), the nation’s largest comprehensive public system of higher education. Since its founding in 1948, SUNY has evolved to meet the changing needs of New York’s students, communities, and workforce.

SUNY is committed to serving as the state’s strongest economic and quality-of-life driver and providing quality education at an affordable price to New Yorkers and students from across the nation and around the world through its unwavering imperatives: to learn, to search, to serve.

The University at Albany exemplifies SUNY’s commitment to broad access by providing an excellent education to a diverse and inclusive community of students.

Our strategic plan holds significant potential for alignment with the themes articulated by Chancellor Kristina Johnson in her first State of the University System Address (January 2018), which are: Innovation and Entrepreneurship, Individualized Education, Sustainability, and Strategic Partnerships. We will seek to create synergies with these themes as we bring the University at Albany’s core priorities into action.
Our Mission

The University at Albany is an engine of opportunity. Fueled by our unique mix of academic excellence, internationally recognized research, and world-class faculty, we relentlessly pursue possibilities, create connections, and open opportunities—locally and globally—with a single-minded purpose: To empower our students, faculty, and campus communities to author their own success. This is the University at Albany.

Our Vision

To be the nation’s leading diverse public research university—providing the leaders, the knowledge, and the innovations to create a better world.
Our Values

ACCESS: To enable individuals to pursue learning, research, and service regardless of economic, societal, or physical factors.

INTEGRITY: To be committed to—and expect from all—honesty, transparency, and accountability.

INCLUSIVE EXCELLENCE: To value diversity of all forms, academic freedom, and the rights, dignity, and perspectives of all individuals.

COMMON GOOD: To work collectively and collaboratively to benefit our communities—and create a sustainable way of life on earth.
Our Priorities

**STUDENT SUCCESS** is at the center of all we do;

**RESEARCH** drives our **EXCELLENCE**;

**DIVERSITY AND INCLUSION** are intrinsic to our success;

**INTERNATIONALIZATION** increases our visibility and impact across the globe;

**ENGAGEMENT AND SERVICE** foster partnerships with reciprocal benefits.
OUR PRIORITIES:

Student Success

By promoting academic achievement and personal growth, we will prepare UAlbany students to succeed in their careers and in all aspects of their lives as engaged citizens.

1. **Invest in academic programs**—both in-person and online—that balance emerging demands of students, employers, and society while cultivating intellectual development, ethical reasoning, and practical skills.

2. **Enhance the student experience** in and out of the classroom through innovative teaching, collaborative support services, and programs that promote student engagement, learning, and well-being.

3. **Integrate teaching and experiential education** through student research, service-learning, education abroad, internship opportunities, and course-based experiences.

**Sample Student Success Metrics:**

- Retention and graduation rates
- Median time to degree
- Student satisfaction
- Alumni satisfaction rates and willingness to recommend UAlbany
- Alumni participation rates
- Employment statistics one, five, and 10 years after graduation
- Postsecondary education continuation participation rates
- Student participation in education abroad and internationally focused research
- Student participation in high-impact practices
OUR PRIORITIES:

Research Excellence

Strengthen UAlbany’s research, scholarship, and creative pursuits that address societal challenges, advance human knowledge, and drive innovation and discovery.

1. **Recruit and retain faculty, staff and graduate students** who strongly contribute to distinctive disciplinary and interdisciplinary research programs that drive entrepreneurship, public-private partnerships, and translational application.

2. **Empower faculty, staff and students to engage in innovative research** through an enhanced research infrastructure, including streamlined pre- and post-award support practices.

3. **Identify and support innovative research opportunities** that maintain a balanced research portfolio throughout the disciplines while encouraging collaboration across our programs.

**Sample Research Excellence Metrics:**

- Number of faculty scholarship and citations in top-tier journals, books, and publications
- Faculty creative work exhibitions in top-tier venues
- Total number and value of research grant applications, awards, and expenditures
- Recognitions and honors in the arts, humanities, science, engineering, and health
- National academy memberships
- Postdoctoral appointees
- Increasing ratio of faculty with research grants
- Ratio of doctorates awarded per faculty compared to peers

1 As defined by The Center for Measuring University Performance
OUR PRIORITIES:

Diversity and Inclusion

*UA*lbany’s diversity—in our people and our ideas—drives excellence in everything that we do.*

1. **Recruit and retain faculty, staff, administrators and graduate students** who better reflect the strong multidimensional diversity of our undergraduate students.

2. **Foster an inclusive campus climate** through ongoing learning opportunities that celebrate individual differences, encourage the open and free exchange of diverse ideas, and provide opportunities to engage in constructive dialogue.

3. **Cultivate an inclusive learning environment** by incorporating diversity into curricular and co-curricular activities that use innovative pedagogy and discipline-specific applications—delivered in accessible, inclusive facilities.

Sample Diversity and Inclusion Metrics:

- Faculty, student, and staff diversity
- Retention rates of underrepresented minority faculty, staff, and students
- Perceptions of the campus climate
- Instruction and/or participation in diverse and inclusive activities
OUR PRIORITIES:

Internationalization

Prepare our students to be globally engaged citizens while expanding UAlbany’s international visibility and impact.

1. **Ensure our curriculum prepares students to be globally engaged citizens** by identifying intercultural learning opportunities for all disciplines.

2. **Facilitate internationalization across teaching and research** and support those activities through institutional processes.

3. **Increase access to education abroad opportunities** for all students while creating a supportive campus environment for international students and scholars.

Sample Internationalization Metrics:

- Research and scholarship collaboration with institutions beyond the United States
- Credit hours taught in courses with an international component
- Students enrolled in education abroad
- Number of international scholars hosted annually
- Number of faculty on Fulbright or other international study leave opportunities
- Number of international partnerships
OUR PRIORITIES:

Engagement and Service

UAlbany will continue to serve as an integral regional, national and international partner and anchor institution.

1. Create publicly engaged scholarship and research opportunities that address societal challenges through collaborative work in relevant thematic areas.

2. Serve our communities—local to global—by facilitating productive and mutually beneficial synergies between UAlbany and regional, state, national, and international partners.

3. Include and engage neighbors, community members, friends, and alumni in the life of the University by promoting participation in on-campus events, programs, and activities while encouraging life-long educational pursuits.

Sample Engagement and Service Metrics:

- Number of publicly engaged research and scholarship collaborations
- Credit hours taught in courses with a public engagement component
- Credit hours taught in courses with a community volunteerism component
- Number of service-learning opportunities
- Number of students participating in engagement and service activities
- Carnegie Community Engagement Classification in 2020
We will be the authors of UAlbany’s success.

We must commit to:

**Building** faculty and staff development programs that will enable all faculty and staff to more effectively foster student learning, conduct high-impact research, scholarship, and creative activities, and engage collaboratively as full partners in improving the University;

**Creating** leadership development programs for faculty and staff to improve our capacity for strategic thinking, planning and management, data-driven decision making, inclusive excellence, and continuous improvement;

**Designing** a culture of service excellence that supports faculty success, improves the student experience, increases employee satisfaction, fosters alumni loyalty, and elevates the reputation of the University at Albany.
Strategic Planning Committee Members

CO-CHAIRS
James Stellar, Provost and Senior Vice President for Academic Affairs
Michael Christakis, Vice President for Student Affairs

STUDENT SUCCESS
Co-Chairs
Jeanette Altarriba, Vice Provost and Dean for Undergraduate Education
Ed Engelbride, Associate Vice President for Student Affairs

Members
Holly Barker-Flynn, Orientation and Transition Programs
Mike Bartoletti, Information Technology Services
Jon Bartow, Graduate Studies
Lee Bickmore, Anthropology
Joyce Dewitt-Parker, Counseling and Psychological Services
Saben Durio, Graduate Student
Laurie Garafola, Student Affairs
Debra Gelinas, Applied Learning
Trudi Jacobson, University Libraries
Michael Jaromin, Student Involvement
Madeeha Khan, Undergraduate Student
Cliff Kim, Government and Community Relations
Linda Krzykowski, Student Engagement
Larry Lichtenstein, Development
Andi Lyons, Music and Theatre
Jack Mahoney, Institutional Research
JoAnne Malatesta, Advisement Services Center
Maritza Martinez, EOP
Li Niu, Chemistry
Julie Novkov, Political Science
Marina Petrukhina, Chemistry
Karl Rethemeyer, Rockefeller College
Lofti Sayahi, Languages, Literatures and Cultures
Lee Serravillo, Alumni Association
Peter Shea, Online Learning
Noah Simon, Career and Professional Development
Kendra Smith-Howard, History
Sandra Starke, Office of the Provost
Doug Sweet, Student Affairs Assessment and Planning
Christine Wagner, Psychology
Dawn Wharram, Graduate Student
Kevin Williams, Office of the Provost
Robert Yagelski, Writing and Critical Inquiry
RESEARCH EXCELLENCE

Co-Chairs
James Dias, Vice President for Research
Simeon Ananou, Vice President for Information Technology Services and CIO

Members
Allison Appleton, Epidemiology and Biostatistics
Rich Becker, Development
Tom Begley, Nanobioscience
Adrienne Bonilla, Research
Dolores Cimini, University Counseling Center
Andrew Cutrone, Undergraduate Student
Vincent Delio, Research
Bryan Early, Political Science
Nasibah Elmi, Graduate Student
Daniele Fabris, Chemistry
Sanjay Goel, Information Security and Digital Forensics
Danny Goodwin, Art and Art History
Rose Greene, Center for Human Services Research
Satyendra Kumar, Research
Megan Kurlyceck, Criminal Justice
Kajal Lahiri, Economics
Igor Lednev, Chemistry
Siwei Lyu, Computer Science
Theresa Pardo, Center for Technology in Government
Sheila Seery, Government and Community Relations
Nick Simons, Graduate Student
Ryan Torn, Atmospheric and Environmental Sciences
Kevin Wilcox, Finance and Administration

DIVERSITY AND INCLUSION

Co-Chairs
Tamra Minor, Chief Diversity Officer and Assistant Vice President for Diversity and Inclusion
Eldegard Wulfert, Dean, College of Arts and Sciences

Members
Frankie Bailey, Criminal Justice
Meghan Cook, Center for Technology in Government
Jose Cruz, Political Science
Jerlisa Fontaine, Undergraduate Student
Glyne Griffith, English
Patrick Jean-Pierre, Diversity and Inclusion
Karyn Loscocco, Sociology
Rabi Musah, Chemistry
Vivien Ng, Women’s, Gender and Sexuality Studies
Dina Refki, Center for Women in Government and Civil Society
Estela Rivero, Student Affairs
Lisa Trubitt, Information Technology Services
Ray Webb, Graduate Student
Jonathan Whyte Dixon, Graduate Student
INTERNATIONALIZATION

Co-Chairs
Harvey Charles, Dean for International Education and Vice Provost for Global Strategy
Laurie Feldman, Professor of Psychology

Members
Marlene Belfort, Biology
Rita Biswas, Finance
Cynthia Fox, Languages, Literatures and Culture
Elizabeth Gray, Office of the Provost
Kayla James, Graduate Student
John Justino, Health Policy, Management and Behavior
Rey Koslowski, Political Science
Jason Lane, Educational Policy and Leadership
Walter Little, Anthropology
William Pridemore, Criminal Justice
Mitchell Rybak, Undergraduate Student
Abigail Stamm, Graduate Student

ENGAGEMENT AND SERVICE

Co-Chairs
Darrell Wheeler, Dean, School of Social Welfare
Mark Benson, Director of Athletics

Members
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Robert Bangert-Drows, School of Education
Sheila Curran Bernard, History
Deborah Bernnard, University Libraries
Dylan Card, Graduate Student
Jordan Carleo-Evangelist, Government and Community Relations
Christy Doyle, University Events
Margaret Hartley, Communications and Marketing
Janine Jurkowski, Health Policy
Mihaela Kucharczyk, Information Technology Services
Nancy Lauricella, Community Standards
Mary Ellen Mallia, Sustainability
Alfredo Medina, Public Engagement
Mark Anthony Quinn, Undergraduate Student
Terri Scalise Roller, Development
Vanessa Salamy, Graduate Student
Laura Schweitzer, Health Sciences and Biomedical Initiatives
Sheri Stevens, Social Welfare
Travis Wilson, Athletics
Leanne Wirkkula, Office of the President