

Workgroup 1 – Mission and Goals

Workgroup 1 Mission: Evaluate and, as appropriate, describe how the institution’s planning processes, resources, and structures are aligned with each other and are appropriate in fulfilling its mission and goals, to continuously assess and improve its programs and services, and to respond effectively to opportunities and challenges..

Workgroup 1 to cover (in approximately 10 single spaced pages, not including appendices):

1. Clearly defined mission and goals that:
 - a. are developed through appropriate collaborative participation by all who facilitate or are otherwise responsible for institutional development and improvement;
 - b. address external as well as internal contexts and constituencies;
 - c. are approved and supported by the governing body;
 - d. guide faculty, administration, staff, and governing structures in making decisions related to planning, resource allocation, program and curricular development, and the definition of institutional and educational outcomes;
 - e. include support of scholarly inquiry and creative activity, at levels and of the type appropriate to the institution;
 - f. are publicized and widely known by the institution’s internal stakeholders;
 - g. are periodically evaluated;
2. Institutional goals that are realistic, appropriate to higher education, and consistent with mission;
3. Goals that focus on student learning and related outcomes and on institutional improvement; are supported by administrative, educational, and student support programs and services; and are consistent with institutional mission; and
4. Periodic assessment of mission and goals to ensure they are relevant and achievable.

Be sure to incorporate the following elements, some of which can be found in the 2015 Periodic Review Report:

Recent 2018 UAlbany Strategic Planning Process:

- Five core priorities established by the university’s new president
- Note the 110-person strategic planning committee, including faculty, staff, and students
- 30 different “road shows” in which co-chairs circulated across the entire campus to conduct presentations and obtain direct feedback regarding draft mission and goals
- Collaboration with over 1,000 campus stakeholders
- Suggest the workgroup interview the co-chairs of the strategic planning committee

Goals and objectives are used to drive the institution:

- planning matrices with specific unit level goals
- funding attached to goals
- provides allocation and accountability

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Other items to review:

- Base Incremental Budget
- Compact planning process
- New Strategic Plan and Action Plans
- Budget prep: call for allocation plans
- Department profiles
- Institutional Improvement
- Academic program review
- Administrative unit assessment

Tied to Requirements of Affiliation: 7, 8, 10, 11

7. The institution has a mission statement and related goals, approved by its governing board that defines its purposes within the context of higher education.

8. The institution systematically evaluates its educational and other programs and makes public how well and in what ways it is accomplishing its purposes.

10. Institutional planning integrates goals for academic and institutional effectiveness and improvement, student achievement of educational goals, student learning, and the results of academic and institutional assessments.

11. The institution has documented financial resources, funding base, and plans for financial development, including those from any related entities (including without limitation systems, religious sponsorship, and corporate ownership) adequate to support its educational purposes and programs and to ensure financial stability. The institution demonstrates a record of responsible fiscal management, has a prepared budget for the current year, and undergoes an external financial audit on an annual basis.