To enhance the quality of undergraduate education at UAlbany and attract and serve a highly qualified and diverse group of students, we . . .

ACADEMICS
- Created, adopted, and are now implementing a new General Education program.
- Adopted a new Writing and Critical Inquiry program; implementation now underway.
- Are developing* exemplars of rigorous capstone projects in the major.
- Developed a campus vision and plan for expanding UAlbany’s online teaching and learning; pilot program to develop “flipped classrooms” underway.
- Increased the full-time faculty by 45, beginning Fall 2012, with plans for recruiting several hundred more over the next 5 years. (This new cohort of faculty is the most diverse to come to UAlbany—just under half are women, and just under half are persons of color.)
- Are developing new “Engaged Learning” unit to coordinate and expand opportunities for undergraduates to participate in co-curricular activities—such as service learning, internships, coops, research, and so on—that provide career-enhancing exploration and experience.

ACADEMIC SUPPORT
- Created and launched “Advising Plus” – a new unit to connect students to the resources needed for their academic success and co-curricular opportunities.
- Formed the UAlbany Council for Academic Support Services to provide overall coordination for the institution’s several established programs and strategic initiatives that aim to support academic success among our undergraduate students.
- Developed an improved “early warning” system for students in academic risk.
- Piloted, and now delivering, new program designed to teach excellent upper-division students how to support the teaching, tutoring and mentoring of lower-division students in academic departments and support offices.

FACULTY AND INSTRUCTIONAL DEVELOPMENT
- Developed a set of principles to govern and recognize excellence in teaching.
- Developed programs enhancing the engagement of part-time faculty, and supporting a variety of faculty career paths.
- Developed resources for faculty mentoring.
- Are expanding professional development opportunities for graduate students, via Teaching Certificate Program and GTA training.
STUDENT RECRUITMENT

- Increased the diversity of our highly qualified undergraduate students, raising both the number of international students and students of color.
- Expanded national and international student recruitment.
- Created and implemented a new “Community College Connections” collaboration between the Office for Undergraduate Education and Undergraduate Admissions, to enhance the opportunity for highly qualified undergraduates to transfer from community colleges to the University.
- Are developing PACE (professional, adult, and continuing education) programs to expand our offerings for nontraditional students and educational opportunities.
- Developed new opportunities for students considering UAlbany to interact with current students, faculty and staff.
- Created a program to highlight the academic achievements and excellence of our undergraduate students.
- Are creating a “dean’s scholars” program to attract additional highly qualified students.

Strategic Theme 2: The Student Experience

To create an excellent student experience that integrates academic and co-curricular experiences, engages the surrounding community and the world, and fosters lifelong pride in the University, we . . .

ADVISING AND MENTORING

- Enhanced our advisement services—in the central Advising Services Center, in the academic departments, in student clubs and organizations, and online in DARS tutorials and videos about our majors.
- Launched the new “PALs” program to provide faculty and staff mentoring for new students.
- Are expanding student and faculty knowledge of career opportunities outside of the academy

STUDENT ENGAGEMENT & COMMUNITY-BUILDING

- Developed and launched a new website for new students (“U A – U Know!”)
- Launched 17 new Living Learning Communities for incoming freshmen.
- Added nearly 40 sections of discipline-based first year courses connecting new freshmen with faculty.
- Expanded faculty mentoring, orientation to the campus and the community, and participation in the Candle Lighting, Torch Night, and Commencement campus traditions.
- Redesigned and launched “Food for Thought”—a faculty and undergraduate student lunch program in the resident hall dining rooms.
- Delivered “Discover UAlbany,” a program to help new (and not so new) faculty and staff learn about the various parts of the campus.

INTERNATIONALIZING THE STUDENT EXPERIENCE

- Are identifying supports and barriers to studying abroad
- Increased the diversity of our highly qualified undergraduate students, raising both the number of international students and students of color.
- Are identifying exemplars for internationalizing the curriculum
Strategic Theme 3: Graduate Education

To advance excellence in graduate education in support of the University’s reputation, role, and stature and the preparation and competitiveness of graduates, we

PROGRAM QUALITY AND EVALUATION
• Developed a new set of consensually derived external and internal criteria for evaluating doctoral programs; initial data collection underway.

PROFESSIONAL DEVELOPMENT
• Designed a new program of professional development for graduate students.

Strategic Theme 4: Research

To increase UAlbany’s visibility in, and resources for, advancing and disseminating knowledge, discovery, and scholarship, we . . .

SCHOLARLY AND CREATIVE WORK
• Increased the number of full-time tenure-track faculty by 35, beginning Fall 2012, with plans for recruiting hundreds more over the next 5 years.
• Are creating a pre-tenure leave program dedicated to enhancing time for faculty research.
• Are creating a mentoring program for faculty research development
• Offered grant-writing workshops for faculty and graduate students

ADMINISTRATIVE SUPPORT
• Created four new units to address faculty pre- and post-award issues, with more yet to come.
• Established a new problem-solving process to detect and prevent disruptions in the smooth management of post-award management.

UNDERGRADUATE RESEARCH
• Are developing ways to increase opportunities for undergraduate students to participate in research.

Strategic Theme 5: Infrastructure and the Environment

To add to, and reconfigure, our teaching, research, student life and support spaces in a manner compatible with our contemporary mission, we . . .

TECHNOLOGY
• Completed the conversion to “smart” classrooms in 100% of the uptown teaching spaces.
• Upgraded Blackboard and provided new mobile access.
• Completed a new “Business Intelligence” system linking program, enrollment, HR, and state resources; will expand to include all-funds, RF activity, faculty activity. Now in beta testing use and under consideration by SUNY as exemplar for other campuses.
FACILITIES

- Completed the decennial Facilities Master Plan, mapping the renovation, expansion, and reconfiguration of our spaces over the next 25 years.
- Added 3 new outdoor recreation fields dedicated exclusively to our intramural and club sports programs.
- Received our first LEED Silver certifications (Husted renovation), and going for two LEED Gold certifications (Liberty Terrace and the new building to house the School of Business).
- Constructed the new athletic stadium facility.
- Are acquiring the Schuyler building, downtown campus.

Strategic Theme 6: Alumni and Community Engagement

To engage diverse communities in strategic partnerships to increase public, scholarly and economic benefits, we . . .

COMMUNITY AND ALUMNI PARTNERSHIPS

- Created a new student-alumni connection (“UCAN”) for career guidance.
- Achieved designation on the 2013 President’s Higher Education Community Service Honor Roll.
- Recognized outstanding University-Community partnerships with the President’s Award for Community Engagement.
- Held campus forum on community-engaged scholarship models and methods, and completed a white paper on how to incorporate these ideas for UAlbany researchers.
- Held campus forum on public engagement across areas of scholarship, teaching, service.

EXTENDING ACCESS AND OPPORTUNITY

- Are developing new “Engaged Learning” unit to coordinate and expand opportunities for undergraduates to participate in co-curricular activities—such as service learning, internships, coops, research, and so on—that provide career-enhancing exploration and experience.
- Are completing the market analysis for the Professional, Adult, and Continuing Education initiative.
- Completed the analysis, plan, and campus forums for growing online teaching and learning.