University at Albany Strategic Planning Implementation
Campus-wide Alignment Plan

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

The schools and colleges are pursuing initiatives around:

The Curriculum
- Pursuing new curricular and course initiatives (CAS, CCI, BUS, CRJ, ROCK, SSW, SPH).
- Expanding international aspects of courses and student experiences (CAS, CCI, ROCK, SSW).
- Developing new minors (CAS, CCI, BUS, SOE).
- Expanding and improving departmental honors programs (BUS, SSW), and external fund raising efforts to support them (BUS, ROCK).
- Supporting General Education (CAS, CCI, SOE, SSW).
- Developing BA/MA programs (SOE).
- Adopting new learning modalities such as experiential learning (ROCK) or online approaches to teaching (CAS).

Academically Engaging Students
- Developing new student groups and sponsoring departmental and college-wide events to provide mentoring, professionalization opportunities, and a stronger sense of community (CAS, CCI).
- Pursuing synergies between academic programs and research centers and institutes (CAS, CCI, ROCK).
- Pursuing community focused practice, research, and scholarship initiatives (CCI, CRJ, ROCK, SSW).
- Promoting internship experiences for every student (CCI).
- Developing a new Living-Learning Community (CCI).

Academic Support Services
- Offering writing skills workshops and course-based initiatives for students (CRJ, CCI, SSW), and piloting e-portfolios (ROCK).
- Increasing non-instructional staff support for administration of program (SSW).
- Improving approaches to student advising (CAS, CCI, CRJ, ROCK, SSW).
- Adjusting, and in some cases, overhauling, advising with some departments moving toward faculty rather than staff or graduate student advisors in the major (CAS, CCI, CRJ).
- Developing guides and resources for adjuncts and teaching assistants to be more successful in the classroom (CRJ, ROCK, SSW).

[1] represents an area of particular convergence with the SUNY strategic plan, The Power of SUNY
Student Recruitment

- Implementing new student recruiting initiatives and external partnering, both domestically and internationally, to bolster recruiting efforts (BUS, CCI, CRJ, ROCK, SSW).

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

continued

The campus’s administrative units are pursuing initiatives around:

The Curriculum

- Providing input and expertise to curricular and course initiatives (OIE, Summer Sessions, Art Museum).
- Offering new Honor’s College courses to support honors-in-the-major programs (UGE).
- Developing strategy and operations for online teaching and learning (AcadAff, ITS).
- Supporting internationalization of the curriculum and General Education program (OIE, Art Museum).
- Supporting writing and critical thinking in the disciplines (Art Museum).
- Including a writing component in UFSP 100 sections even though they are not “writing intensive” (UGE).
- Convening an Advisory Board to monitor the quality, efficiency, and clarity of the new General Education Program (UGE).

Academically Engaging Students

- Improving outreach to undergraduates and pursuing synergies between academic programs and research centers and institutes (ULIB).
- Expanding Study Abroad opportunities (OIE, OGC1, OAMS2).
- Significantly growing the Intensive English Language program (OIE).
- Assessing students’ academic engagement (IRPE).
- Publicizing service and experiential learning opportunities (CE3).
- Establishing a “World of ______” Living-Learning Communities for incoming freshmen (UGE).
- Expanding offerings of UFSP 100, Freshman Seminar classes (UGE).

Academic Support Services

- Convening monthly campus advisor meetings to provide extended support and assistance to departmental advisors (UGE).
- Developing advising support mechanisms to accommodate the new General Education program for academic units and for students (UGE).
- Adding an Information Literacy Librarian to serve as liaison to the new writing, and other, programs (ULIB).
- Forming a university-wide Academic Support Services Council (UGE).
- Providing safety training to teaching assistants in the sciences before they begin their oversight of a teaching laboratory (F&B).

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1 Office of General Counsel
2 Office of Audit and Management Services
3 Community Engagement, and see Glossary of Unit Abbreviations at end of document.
- Developing (expanding?) UPD/Athletics Mentorship Program [ATLAS] (StuSuccess, Athletics).
- Ensuring that all undergraduate students have some form of health insurance through the introduction of a hard waiver health insurance program (StuSuccess, EnrlMgmt, ITS).

Student Recruitment
- Creating marketing and promotional materials for majors, honors programs, and the research experience, including state-of-the-art web-based videos (C&M, VPR).
- Updating approaches for initial advising and registration of new transfer and international students (UGE).
- Pursuing a number of international recruitment-related initiatives (EnrlMgmt, GradSt, OGC).
- Increasing the Transfer Experience Coordinator’s presence at local feeder institutions via campus visits, NYSTAA involvement, and email/phone communications (UGE).
- Creating an Honors College Ambassador program (EnrlMgmt)
- Proposing increases to merit aid pool (EnrlMgmt)
- Investigating offering additional non-scholarship benefits and other targeted marketing activities to attract high achieving applicants (EnrlMgmt).
- Including faculty and others in the recruitment of top tier students (EnrlMgmt, Schools/Colleges, Athletics).
- Pursuing service changes and external relations with feeder schools to better recruit and process transfer students (EnrlMgmt, GradSt, OGC, GovtRel).
- Pursuing recruitment of non-traditional learners (Summer Sessions).
- Incentivizing academic units to participate in non-traditional learning through revenue sharing (Summer Sessions).
- Enriching and promoting 3/2 (BA/MA) programs to attract our best undergraduates (GradSt).
- Expanding Living/Learning Communities in Residence Halls (AcadAff, StuSuccess).
- Advocating for capital funding to improve academic facilities (GovtRel).
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...

The schools and colleges are pursuing initiatives around:

Curricular
- Developing interdisciplinary programs (CAS, CCI).
- Actively supporting field projects, internships, and study away programs (BUS, CCI, ROCK).
- Supporting student Middle Earth staff via undergraduate courses on mental health service delivery (SOE).
- Increasing participation in the Honors College (SOE).
- Developing interactive database of research projects, labs seeking student volunteers, independent study projects, and available funding sources for students (CRJ).
- Encouraging faculty to work with more undergraduate students, both on established and student-defined research projects (CRJ).
- Involving alumni in course content and delivery (ROCK).
- Pursuing student academic standing reviews and an overhauled academic review process (ROCK).
- Identifying and convening a teacher preparation faculty (SOE).
- Pursuing partnerships with industry and community organizations to enhance classroom experiences (CCI).
- Participating in a peer education pilot program (CCI, SOE).

Extra-curricular
- Supporting and expanding student clubs and organizations (BUS, CAS, CCI, ROCK, SOE, SSW).
- Engaging local industry and civic organizations in student-run activities (CCI).
- Enhancing a sense of community through arts and music initiatives on and off-campus (CAS).
- Offering open house and welcoming events to introduce students and faculty to each other (CCI, CRJ, SOE, SSW).
- Rewarding and recognizing undergraduate student leaders and high academic achievers (CCI, ROCK).
- Expanding online community-building through use of social media (CCI).

International Engagement
- Developing faculty and student exchange programs or partnerships. (CCI, CRJ, ROCK).
- Involving international postdoctoral fellows in undergraduate instruction (CRJ).
- Making international community service options available (SSW).

Support Services
- Developing web FAQs to broaden the base of information and increase the level of interactivity (CRJ, SOE).
- Regularizing informational publications (SOE).
- Hiring of new staff to support student programming (SSW).
• Sponsoring advising ‘events’ and programs that bring students and faculty together (CCI, ROCK).
• Developing alumni networks to provide access to internships and career advice (CCI, ROCK).
• Developing a student center for centralized curricular and co-curricular advising (CCI).

Community and External Partnerships
• Pursuing partnerships with regional colleges and businesses (BUS, CCI).
• Expanding formal community and public service programs and their staffing (SSW).

❖ 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... continued

The campus’s administrative units are pursuing initiatives around:

Extra- and Co-curricular Activities
• Providing event and service programming to assess student academic and social progress (UGE).
• Determining students’ co-curricular interests through a comprehensive needs assessment (StuSuccess).
• Sponsoring internship programs (Art Museum StuSuccess).
• Identifying and measuring learning which takes place outside the classroom (in the co-curriculum) through the ‘Student Learning Project’ (StuSuccess).
• Developing peer mentoring opportunities for upper-division students (UGE)

International Engagement
• Expanding study abroad opportunities with involvement of schools and colleges (OIE, OGC).
• Participating in orientation and events of other units (OIE).
• Developing international dimensions to support the EOP program (OIE).
• Incorporating international dimensions into Living-Learning Communities, USFP courses, and Advising Plus (UGE).

Support Services
• Monitoring and making recommendations related to adopting emerging technologies (e.g., mobile apps) and incorporating into services (ULIB, EnrlMgmt).
• Expanding mass transit options and online business processing (F&B, OAMS).
• Increasing face-to-face contact with students and others while also expanding online business processing options (EnrlMgmt, OAMS).
• Exploring electronic transcripts and DegreeWorks to enhance students’ academic planning (EnrlMgmt, GradSt).
• Providing students with effective and timely access to academic support services in the University Libraries (ULIB).
• Providing support for underserved populations (StuSuccess).
• Promoting student support programs and services essential to success for all students (StuSuccess).
• Training staff on topics that will enhance cultural competencies and knowledge of the student body (StuSuccess).
• Working with Advisement Services to introduce graduate education and undergraduate research options early in the advising process (GradSt, UGE, VPR).
• Creating Advising PLUS (UGE).
• Augmenting the Advising Services Center with a peer advisor component (UGE).
• Developing/generating/monitoring survey data on student experiences (IRPE, StuSuccess).
• Creating Peer Advising Program (StuSuccess).
• Expanding the videos library describing majors (UGE).
• Expanding online videos/tutorials to assist students with current tools for advising and registering (UGE),

Community and External Partnerships
• Participating in university/community networks that help close the gap in the education pipeline (StuSuccess).
• Expanding community programming by involving the Student Association and other groups (SA, CE).
• Identifying community-engaged courses to promote their recognition (UGE).
• Providing training and support for faculty interested in developing service-learning courses (UGE).
• Strengthening the community service component in Living-Learning Communities (UGE).

Facilities Improvements
• Building and grounds renovations across all campuses to promote interpersonal interactions (F&B, GovtRel).
• Continuing campus clean-up day (F&B).
• Upgrading software to improve classroom utilization and decompress the instructional day (EnrlMgmt).
• Reintroducing graduate housing options (GradSt).

Activity Programming
• Pursuing a common calendaring system for all university events (F&B).
• Developing health & wellness programming (F&B, UAS, StuSuccess).
• Developing safety and sustainability programming, on-campus in the local community (F&B).
• Recognizing student leaders and program participants (F&B, StuSuccess).
• Creating Athletic department community-related events to promote community among staff, alumni, faculty and students (Athletics).
• Developing career panels and mentoring programs that link students with alums (Athletics).
• Sponsoring events that promote diversity and inclusion (StuSuccess, GradSt).
• Promoting participation in co-curricular activities (StuSuccess, Art Museum).
• Creating new Campus Recreation program (StuSuccess).
• Providing living environments that support student success (StuSuccess).
• Providing professional experiences for students who are interested in a career in student affairs (StuSuccess).
• Exhibiting an on-going commitment to continuously improving programs, activities and services (StuSuccess).
• Increasing school spirit through initiatives and incentives (StuSuccess).
• Enhancement of food services and dining experiences across campus (UAS).
- Creating events and opportunities that support a strong sense of community among students, faculty/staff and the community (C&M, GradSt, Art Museum).
- Promoting student events (GradSt).
To advance excellence in graduate education in support of the University’s reputation, role, and stature and the preparation and competitiveness of graduates ...

The schools and colleges are pursuing initiatives around:

Curricular
- Developing a number of initiatives to strengthen the graduate academic programs around learning competencies (SPH).
- Establishing new master’s programs which target self-supported students, as well as non-traditional clientele (BUS, CAS, ROCK, SOE).
- Pursuing interdisciplinary programs and professional certificate programs (CAS, CCI, SPH).
- Developing new courses and delivery modes (e.g., online) to appeal to non-traditional learners and targeted audiences (BUS, CAS, ROCK, SOE).
- Leveraging the strengths of existing programs through hires in targeted specialties (CAS, CCI).
- Encouraging more faculty to incorporate experiential learning into the classroom (CRJ).
- Offering Master’s core classes during evening hours, explore online options to make the program more accessible to part-time students (CRJ).
- Reaching out to agencies and organizations to explore options for credit or non-credit programs (CRJ, ROCK).
- Building a component in every department dedicated to professional development of educators (SOE).
- Building communities of practice around scholarly themes (SOE).
- Establishing measures of student and program quality (CCI, SPH, SSW).
- Identifying courses that would benefit from service learning (ROCK, SSW).
- Funding faculty to attend conferences focusing on pedagogy and promoting ITLAL workshops (CCI, ROCK, SSW).
- Exploring joint degree programs (CCI, SSW).

Research Collaborations
- Establishing new research institutes to enhance academic programming and providing student support (CAS, SSW).
- Partnering with external organizations and universities on research and academic initiatives (BUS, CCI).
- Hosting/partnering with scholarly journals and societies (BUS).
- Increasing research opportunities for graduate students (CRJ).
- Developing an environmental health science constellation that would be unique in schools of public health (SPH).
- Leveraging research and training grants increased opportunities for doctoral students to teach and to have the equivalent of a teaching practicum when appropriate (SSW).
- Developing a program to match the research and career interests of prospective and current graduate students with centers and institutes (ROCK).

Program Administration
- Maintaining records of data collected for 2009 GSS review in order to respond to requests for information from within the University, as well as external institutions (CRJ).
- Cultivating additional fellowships to increase stipends for recruitment of the highest caliber students (CRJ).
• Working with Information Technology Services to identify ways to meet our students’ computing needs (CCI, CRJ).
• Instituting classroom evaluations for all classes being taught by graduate students (CRJ).
• Developing new classroom support system for teaching assistants and part-time faculty (CCI).
• Encouraging more faculty to incorporate experiential learning into the classroom (SSW).
• Partnering with the other policy schools to create a unified marketing campaign for graduate programs (CCI, CRJ, SSW, SPH, ROCK, SPH, SOE).
• Marketing graduate programs to targeted undergraduate programs (CCI, CRJ) and to non-traditional students (CCI, SSW).
• Launching new marketing efforts directed at Historically Black Colleges and Universities, state and federal agencies, and professional organizations (CRJ).
• Pursuing improved applicant tracking/monitoring and staff training in recruitment strategies (SOE).
• Improving public relations—press releases and publications, update websites, advertising, recruitment fairs (CCI, SOE).
• Creating a marketing plan that explicitly ties enrollment targets to specific marketing activities (ROCK).
• Outlining multi-pronged program to increase applications and enrollment yield (ROCK).

Fund Raising
• Establishing faculty/staff philanthropy programs (SSW).
• Aggressively soliciting private and corporate named scholarships (CCI, SSW).

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

The campus’s administrative units are pursuing initiatives around:

Curricular
• Reaching out to agencies and organizations to explore options for credit or non-credit externships (VPR, OGC).
• Exploring the need for, and feasibility of, offering an information literacy program to graduate students (ULIB).
• Developing a services section for the Libraries’ Web site that will address the unique needs of graduate students (ULIB).
• Continuing to assess usability and improve access to the Libraries’ online and electronic resources (ULIB).
• Continuing to work with the SUNY Collections and Access Council on collection–related joint projects (ULIB).
• Analyzing data from 2011 LibQual+ survey and make recommendations for improvements to student and faculty library experiences (ULIB).
• Integrating with Art Museum events and activities (Art Museum).

Student Support
• Cultivating additional externally funded fellowships to increase the number of supported students, and stipends, for recruiting high caliber students (VPR).
• Expanding teaching focused professional development programming for graduate students
October 23, 2012

- Expanding the Future Faculty Leadership Council’s responsibilities for developing events and programs for departments, schools, and colleges (AcadAff).
- Providing support for underserved populations (StuSuccess).
- Creating new Campus Recreation programs (StuSuccess).
- Increasing student awareness of, as well as physical access to, offices and programs (StuSuccess, VPR).
- Providing broad-based wellness programs that include clinical health and psychological counseling services, health promotion, risk reduction, and recreation (StuSuccess).
- Training Student Success staff on topics that will enhance cultural competencies and knowledge of the student body (StuSuccess).
- Preparing students for non-academic career opportunities (GradSt, StuSuccess).
- Bringing DARS or equivalent transcript audits to graduate students (GradSt).

Program Development

- Nurturing university-community networks by providing policy guidance and professional development training to strengthen them and help close the gap in the education pipeline (StuSuccess, OGC, GovtRel).
- Planning and delivering programs and services that embrace and advance the University’s commitment to diversity and inclusion (StuSuccess, ODI).
- Working with individual schools and colleges to develop and implement marketing plans (C&M).
- Partnering with other units on campus to provide a comprehensive set of services (e.g., grant writing workshops for students, workshops on the ethical and responsible conduct of research) (GradSt, VPR).
- Working with Enrollment Management and IRPE to provide data analytics to program directors (GradSt).
- Using the data analytics identify specific marketing needs of programs (e.g., increase applications vs. increase yield) and target specific audiences for programs (GradSt).
- Working to align library and IT resource allocations with graduate student needs (GradSt).
- Increasing stipends for doctoral students (GradSt, VPR).
- Strengthening UAlbany’s network of school districts, community and not-for-profit organizations and local government agencies (GovtRel).

Program Effectiveness

- Devising a method for collecting and summarizing data on an annual basis, so that departments will be able to track performance (GradSt, IRPE, VPR).
- Producing yearly dashboards containing the metrics for each doctoral program, and work with programs to institutionalize program assessment and evaluation (GradSt).
- Using program metrics to determine GSS allocations to programs (GradSt).
- Providing program managers with institutional data on research productivity (VPR).
To increase UAlbany’s visibility in, and resources for, advancing and disseminating knowledge, discovery, and scholarship...

The schools and colleges are pursuing initiatives around:

Curricular
- Developing new academic programs (CAS, CCI, ROCK).
- Integrating master’s level and doctoral students into faculty research programs (CAS, CCI).
- Establishing self-supported masters’ programs to attract disciplinary practitioners (CAS, CCI).
- Increasing research opportunities for graduate students through faculty connections (CRJ).
- Examining ways to increase mentoring of doctoral students around presentations and publication (CCI).

Research Collaborations
- Developing synergies with internal research institutes and external organizations to leverage external funding opportunities (CAS, CCI).
- Expanding the research base by adding faculty in targeted disciplinary areas (CAS, CCI).
- Establishing new research centers to exploit external funding opportunities (CAS).
- Organizing of special issue conferences for leading academic journals to raise research profile (BUS).
- Building cross-department conversations around scholarly themes (CCI, SOE).
- Establishing targets for all centers for increasing federally funded research (ROCK).

Faculty Development
- Assigning faculty mentors to assist mentees developing a pre-tenure file to assure successful T&P cases (CRJ, SPH).
- Dean to review pre-tenure files and activity reports to make recommendations for improvement (CCI, CRJ, SPH).
- Performing Annual assessment of faculty scholarly productivity and three year mini-tenure review (SPH).
- Establishing a mentoring program with senior faculty participation developed for newer faculty members (all departments).
- Established goals for balanced faculty careers and support mechanisms (ROCK).
- Strengthening the norm that most if not all faculty should seek external funding to support research (ROCK).
- Providing a funding mechanism or alternative approaches for course releases for junior faculty in their fourth or fifth year (CCI, ROCK).
- Encouraging public policy oriented faculty to take temporary positions in state and federal agencies (or with community groups) to expand applied policy (ROCK).
- Providing seed funding for faculty developing grant proposals (ROCK).
- Evaluating ICR redistribution and expand the PI share if sustainable (ROCK).

Program Support
- Shifting state-supported staff to grant administration activity (SOE).
- Providing Dean’s Office support for staff members for pre- and post-award research support (CCI, ROCK, SOE).
- Continuing to seek new ways to highlight faculty research results (CCI, SSW).
To increase UAlbany's visibility in, and resources for, advancing and disseminating knowledge, discovery, and scholarship... continued

The campus’s administrative units are pursuing initiatives around:

Research Support
- Establishing an Early Career Achievement Award to promote and develop young faculty (VPR).
- Determining best practices for mentoring of research faculty and evaluating their effectiveness (VPR).
- Restructuring the service model in the post-award office to ensure seamless services to research projects from grant application through project closeout (F&B, VPR, OAMS).
- Developing a scholarly journal on sustainability (F&B).
- Developing a services section for the Libraries’ Web site that will address the unique needs of faculty (ULIB).
- Providing flexibility for departments to retain GA/TA lines for students moved to external support (GradSt).
- Developing new programs of support for research infrastructure, technology development and commercialization, and seed funding (VPR, OGC).
- Evaluating Research Centers to determine effectiveness and mission attainment (VPR).
- Stewarding UAlbany’s NYSUNY2020 proposal to final approval (GovtRel).

Collaborations
- Promoting inter-institutional collaborations for individuals and units (VPR).
- Developing synergies with internal research institutes and external organizations to leverage external funding opportunities (VPR).
- Establishing new research centers to exploit external funding opportunities (VPR).
- Engaging industry to determine market needs and inform research efforts that lead to recognition of the University role in economic development (VPR).
- Establishing new research institutes to enhance research (VPR).
- Partnering with external organizations and universities on research and academic initiatives (VPR, OGC).
- Developing an international sustainability conference in collaboration with an interdisciplinary faculty working group (F&B).
- Organizing an annual social event for Visiting Scholars (OIE).
- Creating of an Award for outstanding International students and alumni, and American students who have excelled as “Ambassadors” on Study Abroad activities in foreign countries (OIE).
- Integrating of Art Museum facility, events, and activities into disciplinary research and scholarship (Art Museum).
- Establishing a guiding framework for expanding community-engaged scholarship (CommEng).

Communicating Success
- Creating and implementing strategic communication plans for centers and institutes (C&M).
- Designing and producing the necessary web and other promotional collateral material for the Division of Research and for the individual centers, institutes and faculty researchers (C&M).
- Production of an annual Research Brochure for recruitment, industry engagement and reputation building (VPR).
To increase UAlbany’s visibility in, and resources for, advancing and disseminating knowledge, discovery, and scholarship...

The campus’s administrative units are pursuing initiatives around:

- Publicizing research accomplishments via press releases and the web (C&M, VPR, OGC).
- Coordinating with schools and colleges to promote research of graduate students (GradSt).
- Exploring the possibility of a yearly publication highlighting the research accomplishments of graduate students (GradSt).
- Exploiting the faculty activity reports to celebrate faculty and student scholarly and other professional achievements (IRPE).
- Developing a plan for archiving, preserving and expanding access to and awareness of intellectual content created by the UA community (ULIB).

Student Development

- Creating an undergraduate research brochure for promotion and enhancement of undergraduate research and recruitment of undergraduates (VPR).
- Providing support for research symposia, dialogues, workshops (GradSt, VPR).
- Increasing support for student research, including restoration of dissertation research awards (GradSt).
- Developing a mentorship program for graduate students in the form of pre-submission manuscript and proposal review (GradSt).
- Developing new metrics for doctoral program assessment including measures of graduate student productivity (GradSt).
- Developing resources and programs for post-doctoral fellows (GradSt, VPR).
- Establishing the NASPA Undergraduate Fellows Program (StuSuccess).
To add to, and reconfigure, our teaching, research, student life and support spaces in a manner compatible with our contemporary mission ...

The schools and colleges are pursuing initiatives around:

Facilities Enhancements
- Constructing new school of business building (BUS).
- Developing incubator space (BUS).
- Developing new learning commons space (SPH).
- Developing space for student/faculty lounges as well as for non-curricular activities (CCI, CRJ).
- Examining space for growth and research center needs (SSW).

The campus’s administrative units are pursuing initiatives around:

Facilities Enhancements
- Developing and executing facilities master plan (F&B, EnrlMgmt, ULIB, OGC, and others).
- Replacing podium windows program, overhaul of HVAC in some podium buildings, geothermal installation at Liberty Hall, Solar installation at University Hall (F&B).
- Working with the Governor’s office and OGS on land acquisition (F&B, OGC).
- Promoting the facilities master plan to generate private and alumni support (C&M).
- Designing a Campus Center addition (F&B, StuSuccess).
- Providing additional amenities for the Transfer/Commuter Student Lounge (StuSuccess; UGE).
- Developing a NYSUNY2020 plan for a new Emerging Technologies and Entrepreneurship Complex (F&B, AcadAff, President, VPR, GovtRel).
- Developing an equipment renewal competitive grants program (VPR).

Health and Wellness
- Renovating the dining halls, stressing fresh produce and healthy choices (F&B).
- Developing new campus recreation program (StuSuccess).
- Providing student wellness programming (StuSuccess).
- Creating a medical amnesty policy (StuSuccess).
- Instituting gender-inclusive housing (StuSuccess).
- Developing an Occupational Health and Safety program for investigators working with or around animals (VPR).

Emerging Technologies
- “Virtualizing” computer servers and mass storage environments (ITS).
- Testing a new space management database (F&B).
- Adopting a new University Events calendar (ITS, F&B).
- Making the campus, and our Blackboard online learning systems, accessible to iPads, Droids and mobile devices (ITS).
- Upgrading UAlbany e-mail and collaboration services, and their capacity (ITS).
- Using new technology to better exploit campus Internet capacity (ITS).
- Developing Business Intelligence analytics (ITS, IRPE, AcadAff, F&B).
- Deploying “Virtual Desktop” service for anytime/anywhere access to academic software (ITS).
- Implementing a new identity-management system (ITS).
• Creating social media page outlets to communicate effectively with constituents (StuSuccess).
• Investing in a campus-wide software platform to create an “involvement record” for all students (StuSuccess).
• Encouraging Faculty and student entrepreneurship through seminars and outreach (VPR).
• Aggressively seeking opportunities to help develop early technologies and move them to commercialization and licensing (VPR).

IT Infrastructure
• Expanding internet capacity and wireless access to the entire campus (ITS).
• Upgrading Development Donor systems (ITS, Advancement).
• Expanding classroom technology to all Registrar-scheduled rooms (ITS).
• Supporting the expansion of online instruction and use of Blackboard system (ITS).
• Increasing electronic storage for research data (ITS).
• Building a new state-of-the-art Data Center (ITS).
• Migrating state employee HR data system transactions to the SUNY HR system (ITS, F&B).
• Upgrading the Downtown campus fiber communications network (ITS).
To engage diverse communities in strategic partnerships to increase public, scholarly and economic benefits...

The schools and colleges are pursuing initiatives around:

Service Learning and Community Service
- Working with, through field placements, community service, and service learning opportunities, public and non-profit organizations in the local community (CCI, SSW, ROCK).
- Providing tutoring and mentoring to pre k-12 students in the community (EDU, SSW).
- Hiring a new Associate Dean responsible for service learning opportunities (ROCK).

Academic Initiatives & Community-based Organizations
- Planning to develop a concentration in non-profit organizations that will lend itself to areas for undergraduate research and consulting (ROCK).
- Developing programming that is useful to law enforcement (CRJ).
- Creating of a certificate program in global health (SPH).

Self-sufficiency and Entrepreneurship in the Community:
- Participating in $2.6M initiative providing micro-loans to community entrepreneurs (BUS).
- Establishing a chapter of the Young Entrepreneurs Academy (BUS).

Community-based Research
- Helping needy faculty with international travel costs (SOE).
- Encouraging faculty to develop community based research projects (CRJ, ROCK).
- Participating in the creation of a guide for community based scholarship (SPH).
- Developing collaborations on social entrepreneurship and behavior health disparities (BUS, SPH, SSW).

Other:
- Participating in campus committee on community engagement (all S/C’s).
- Forming an alumni association (SSW).

The campus’s administrative units are pursuing initiatives around:

Service Learning and Community Service
- Identifying, promoting, and rewarding community service (StuSuccess).

Academic Initiatives & Community-based Organizations
- Developing sustainability programming for local schools, communities, and municipal governments (F&B).
- Supporting an interdisciplinary faculty group to design courses around the themes of environmental sustainability and climate change (F&B).
- Pursuing strategic research and academic partnerships with various public, private, academic and corporate collaborators (GovtRel).
- Seeking state and federal funding school/college, research center, and university-wide initiatives (GovtRel).
Community-based Research

- Showcasing community engaged research, teaching and service efforts by graduate students (GradSt).
- Developing and administering surveys to gauge/monitor service learning (IRPE).
Glossary of Unit Abbreviations

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<tr>
<th>Abbreviation</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>AcadAff</td>
<td>Division of Academic Affairs</td>
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<tr>
<td>BUS</td>
<td>School of Business</td>
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<tr>
<td>C&amp;M</td>
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