

Strategic Plan for the College of Arts and Sciences (August 2016)

GOALS	OBJECTIVES	ACTION STEPS		
1. To Enhance Excellence in Undergraduate Education <i>Pres. Stake 1 & 3; Univ. Strategic Goals 1, 2, & 3</i>	1. <i>Enhance undergraduate programs</i>	1. The College will develop programs designed to attract new students (e.g., Health Sciences, Data Science). 2. Departments will continue to develop online General Education course offerings (e.g., MAT104, SOC203, CLC134, and others TBA). 3. Departments will increase undergraduate research opportunities. 4. Departments will assess the satisfaction and success of their graduating seniors. 5. Departments will increase internships and other experiential learning opportunities.		
	2. <i>Promote excellence in teaching</i>	1. Departments will systematically monitor teaching effectiveness to ensure high standards. 2. The College will constitute a committee comprised of faculty with excellent teaching credentials to serve as a resource for peer observations of teaching. 3. The College will promote the use of ITLAL by faculty and instructors (e.g., workshops, online teaching, mid-term evaluations). 4. Departments will train, supervise, and observe teaching assistants who serve as instructors of record. 5. Departments will provide orientation, peer observation, and feedback to non-tenure track instructors.		
	3. <i>Contribute to undergraduate retention</i>	1. Departments will promote student engagement activities (e.g., freshman seminars, living/learning communities). 2. Departments will identify and support at-risk students. 3. Departments will annually assess, and improve where needed, student satisfaction with teaching, advising, and research.		
	2. To Maintain Excellence in Graduate Programs and to Increase Enrollments <i>Pres. Stake 2; Univ. Strategic Goal 3</i>	1. <i>Increase the number of doctoral and Master's level applicants recruited nationally and/or internationally</i>	1. The College's web master/designer will assist departments with developing and maintaining appealing websites. 2. Departments will increase and document personal contact with potential applicants, respond to inquiries in a timely fashion, and communicate acceptance decisions promptly. 3. The College will advocate, at the University level, for increased graduate student funding.	
		2. <i>Increase the number of students enrolled in self-paying Master's and certificate programs</i>	1. Where feasible, departments will promote Master's education by developing 3-2 programs or five-year bachelor's/Master's programs (e.g., MALS). 2. The College will support the creation of an online/low-residency certificate in Strategic Communication. 3. The College will support the creation of MS programs in data science and geographic information science (GIS). 4. Departments will revise, where feasible and consistent with market forces, their current MA/MS programs to appeal to students looking for more applied or niche programs.	
		3. <i>Increase national rankings</i>	1. Departments will use seven-year program reviews as an opportunity to explore standing in national rankings and to identify areas for improvement. 2. Departments will improve performance on metrics used for national rankings in <i>NRC</i> and <i>US News and World Reports</i> .	
		3. To Increase Research, Scholarship and Creative Activities <i>Pres. Stakes 3 & 4; Univ. Strategic Goals 4 & 6</i>	1. <i>Increase number of faculty with prestigious internal and external awards and fellowships</i>	1. Departments will develop a process to regularly nominate faculty for awards and fellowships (e.g., President's and Dean's Excellence Awards) and to encourage faculty to apply for external recognitions (e.g., Fulbright, Guggenheim, Humboldt). 2. Departments will nominate notable faculty for Professorships at the Distinguished Rank and for external recognitions (e.g., Pew Scholar). 3. The College will support an interdisciplinary Institute for History and Public Engagement.
			2. <i>Increase the College's portfolio of extramural funding</i>	1. Faculty will apply to a broader range of funding sources. Departments will inform the Dean's Office of any applications that do not go through COEUS (typically in the arts and humanities). 2. Where feasible and appropriate, departments will establish an internal peer review process before grant applications are submitted to maximize success. 3. The College, in collaboration with the Office of the Vice President for Research, will establish annual grant-writing seminars in the disciplines.
			3. <i>Highlight faculty accomplishments</i>	1. The Dean's Office will publish an annual compendium of faculty accomplishments and distribute it to the College faculty, Deans, Provost, President, alumni and donors. 2. The Dean's Office will provide faculty highlights to the Office of Communications and Marketing for external publication. 3. The Dean's Office will highlight faculty accomplishments on the College website with links to department websites.
4. To Improve the Diversity of our Faculty and Professional Staff <i>University Value: Respect (diversity)</i>	1. <i>Increase the number of underrepresented minority and women faculty and professional staff to meet or exceed national averages in the various disciplines</i>	1. Departments will make efforts to diversify their faculty and professional staff and will document specific steps taken; hiring requests and recruitment plans will provide detailed outreach information. 2. Departments will develop and sustain pipelines and partnerships with universities and professional organizations to recruit underrepresented scholars. 3. The Dean will provide funding, on a competitive basis, for recruitment efforts focusing on diversifying applicant pools and recruiting individuals from diverse backgrounds.		
	2. <i>Create a welcoming and supportive environment to retain a diverse faculty</i>	1. Departments will optimize their mentoring practices and align them with best practices for retaining diverse faculty. 2. The Dean's Office will continue to foster and support inclusive and collegial faculty-initiated groups. Examples include the WISH Group (Women in Science and Health), the Minerva Group (women's writing group comprised of junior faculty from the humanities), and the JUSIE Group (Junior faculty STEM Information Exchange). 3. The Dean will create a faculty diversity advisory committee.		
	5. To Increase the College's Resources <i>Pres. Stake 4</i>	1. <i>Seek new markets for the University in the High School (UHS) Program</i>	1. UHS will expand its program by developing partnerships with more schools. 2. UHS will establish humanities and social science research programs, modeled on the UHS Science Research Program, that match high school students with research mentors.	
		2. <i>Increase alumni giving and private gifts</i>	1. Departments will create projects to attract alumni support and identify donors to assist the development officers. 2. The Dean will continue to assist development officers in stewardship efforts through travel and personal outreach.	

President's Stakes in the Ground

1. Expand our portfolio of degree-granting programs
2. Recruit more out-of-state and international students
3. Broaden our role as a University engaged in the community
4. Grow our resources to fulfill our ambition

University Strategic Goals

1. To enhance the quality of undergraduate education at UAlbany and attract and serve a highly qualified and diverse group of students
2. 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
3. To advance excellence in graduate education in support of the University's reputation, role, and stature and the preparation and competitiveness of graduates
4. To increase UAlbany's visibility in, and resources for, advancing and disseminating knowledge, discovery, and scholarship
5. To add to, and reconfigure, our teaching, research, student life and support spaces in a manner compatible with our contemporary mission
6. To engage diverse communities in strategic partnerships to increase public, scholarly and economic benefits