INTRODUCTION

As the Capital Region’s public research University, in 2017-18 the University at Albany (UAlbany) enrolled 17,746 students. In May 2017, UAlbany conferred 4,624 degrees, adding to our worldwide network of 178,000 alumni. The University also touched the lives of another 200,000 New Yorkers with its continuing and non-credit instructional activities. The University continued its largest academic expansion in 50 years, including building out two new colleges—the College of Engineering and Applied Sciences and the College of Emergency Preparedness, Homeland Security, and Cybersecurity. Moreover, UAlbany has remained the most diverse of the four University Centers, as measured by race and socioeconomic status via the percentage of Pell eligible undergraduates. Further, we are one of the most diverse research one institutions in the country, as measured by the percentage of underrepresented minority students at the undergraduate level.

The 2017-18 academic year marked significant changes and achievements for the University. After an interim presidency and a presidential search process, in September 2017 Dr. Havidán Rodríguez took office as UAlbany’s 20th president. President Rodríguez’s tenure commenced with a Listening and Learning Tour—deep dive sessions with each college, school, and administrative division, and with a wide range of other campus stakeholders. This process not only helped the President to familiarize himself with the University’s people, its initiatives, and our challenges and opportunities—it also deeply informed the development of UAlbany’s new Strategic Plan, which was launched in April 2018.

The strategic planning process also yielded a new mission, vision, values’ statements, and core priorities, as outlined below.

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 CORE 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.

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

Diversity and Inclusion
UAlbany’s diversity—in our people and our ideas—drives excellence in everything that we do.

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

Continue to serve as an integral regional, national, and international partner and anchor institution.

After the launch of the Strategic Plan, the President convened an Implementation Team charged with reviewing Action Plans submitted by the colleges, schools, and administrative units to align their activities with our agreed upon strategic priorities. In the coming year, we will establish concrete benchmarks for proposed metrics under each priority area and develop report cards or dashboards to monitor progress that are accessible to all University employees and students.

As a Research Extensive University, UAlbany continued to expand its externally funded research profile over the past academic year. In March 2018, UAlbany reported in the NSF HERD survey that its research and development expenditures grew from $120.2 million for FY 2016 to $156.4 million for FY 2017, a 30 percent increase. In addition, University faculty and researchers completed construction of the New York State (NYS) Mesonet, the most advanced weather detection network in the nation, which will create powerful research opportunities for atmospheric scientists across the state, as well as protecting the lives and property of New Yorkers.

Over the past year, the University has continued its commitment to serving as an engaged anchor institution and partner with the external community—through volunteerism (with over 127,000 hours of student service), publicly engaged research, service learning, and performances, lectures, and athletics events open to the public.

Further, according to a 2018 economic impact study conducted by the Capital Region Planning Commission, all the activities mentioned above and detailed below contribute to an annual regional economic impact of one billion dollars by the University at Albany, with every tax dollar invested in UAlbany generating 12 dollars in regional economic impact.

As UAlbany enters the 2018-19 academic year, the University will continue to seize the momentum of the progress made last year, with an emphasis on Strategic Plan implementation, preparation of a self-study for the Middle States Commission on Higher Education, and a focus on growing the resource base necessary to meet our mission and move us toward our strategic vision.

Below are highlights of UAlbany’s progress during 2017-18 across ongoing and new initiatives as well as priorities for 2018-19. We present both areas in the context of our institutional Strategic Plan, specifically focusing on our five Core Priorities.
STUDENT SUCCESS (AND ACADEMIC AFFAIRS ADMINISTRATION)

2017-18 Progress

- In 2017, a study published in The New York Times ranked UAlbany among the top 20 “selective public colleges” in the nation for offering students who come from poverty the greatest opportunity to achieve wealth in adulthood.

- UAlbany has also been lauded by The Education Trust as a top-10 performing institution for both Latino/a and African American student success.

- UAlbany’s EOP program had a 93.4 percent freshman-to-sophomore retention rate compared to an overall institutional rate of 83.3 percent.

- Received SUNY and NYSED approval for new academic programs in Environmental Science (BS), Human Development/Mental Health Counseling (BS/MS), Environmental and Sustainable Engineering (BS), Public Health (BS), Data Science (MS), Geographic Information Science (MS), Information Science School Library (MS), Community College Leadership (CGS), and Electrical and Computer Engineering (MS, PhD).

- Continued the University’s focus on enrollment management improvements that built a 13 percent real increase in the first-time/full-time freshman applicant pool resulting in 27,679 applicants, which resulted in a freshman class that slightly exceeded our target goal of 2,700.

- Grew graduate enrollment by more than 200 (or 3.8 percent) students for 2018-19 relative to the 2017-18 academic year.

- Closed the freshman class admission process in the spring for the first time since 2005 with a class that is over 2,700 in number; reversed the decline in SAT scores; and maintained a very high level of diversity (without using race/ethnicity as an admission factor), including an entering cohort that is 18 percent African American and 20 percent Latino/a.

- Moved from 150 to 141 in the 2019 U.S. News & World Report Best Colleges rankings and moved up 10 points in Washington Monthly’s rankings. In the latter, UAlbany was ranked 43rd nationally based on contributions to the public good in three evenly weighted categories: improving social mobility, producing groundbreaking research, and promoting public service.
• Reorganized the Student Health Services, Counseling & Psychological Services, and Behavioral Health Services areas to provide students with services that are of the highest quality and informed by innovation and best practices.

• Enhanced student career readiness through a new semester-long program – *Essential Career Skills* – aimed at teaching first-year students essential career competencies as well as through an expanded *Danes in NYC* program, which provides students the opportunity to spend a few hours with an alumni host at their work place in New York City during the January intersession.

• Continued the successful affiliation with Albany Law School (ALS), which has been a mutually beneficial relationship resulting in a larger, more selective class at ALS with a growing number of UAlbany students taking advantage of the generous scholarships they are guaranteed under the agreement.

• Created the Albany Medical College Early Assurance Pathways Program, in which underrepresented minority students in medicine, first generation college students, and TRIO-eligible (socioeconomically disadvantaged) students who are rising juniors, with a minimum GPA of 3.5, receive admission to Albany Medical College. We also established similar early assurance programs with Touro College of Osteopathic Medicine and Albany College of Pharmacy Allied Health Programs, including the Doctor of Pharmacy.

• Signed an MOU creating an extension site of Downstate Medical University’s Nursing School at UAlbany.

• Established a Guaranteed Entrance to Medical School partnership with Upstate Medical College for high school seniors who commit to majoring in Spanish, Chinese, or engineering at UAlbany.

• Established the Educational Technology Center (ETC) focused on providing faculty the necessary resources, tools, and support to enhance and strengthen teaching and learning.

• Established the Center for Undergraduate Research and Creative Engagement (CURCE), geared toward facilitating undergraduate student participation in research, scholarship, and creative activities.

• Supported four faculty Open Educational Resource (OER) Fellowships to increase awareness, adoption, and use of open educational resources across our campus with a goal of making UAlbany more affordable and accessible to all students – resulting in a savings of $138,000 for the 1,426 students enrolled in participating OER courses.
The University at Albany, 2018 Annual Report

- Taught 13,812 students in online courses in 2017-18
- Enrolled 1,872 students exclusively in online courses in summer 2017; 643 exclusively in online courses in fall 2018; 1,594 students enrolled exclusively in online courses in winter 2018; and 677 students enrolled exclusively in online courses in spring 2018.

2018-19 Priorities

- Exceed our 2018-19 enrollment target of 17,841 (13,603 undergraduates; 4,238 graduate students) and surpass 18,000 students for fall 2019.
- Increase experiential education activity during the first year of college and sustain it throughout the student experience to increase graduation rates and career success.
- Expand on-line learning offerings in high-demand academic programs—potentially partnering with an external distance education consulting company—and grow online enrollments by at least five percent.
- Identify and expand transfer pathways to increase transfer student enrollment by five percent and pursue joint admission programs (four programs next year) with other SUNY campuses.
- Scale UAlbany’s proven Student Success Center on our State Quad residence hall, which offers students tutoring sessions, academic resources, and a dedicated study space, to an additional location in the Campus Center in 2018-19.
- Begin development of a one-stop-shop, the Great Dane Gateway: An Essential Student Services Center, which will house and streamline, both physically and virtually, important student services such as advisement, admissions, financial aid, ID card services, residential life, student accounts, and registration.
- Identify the barriers caused by financial insecurity to student’s retention, success, and degree completion (based on a planned spring 2019 student survey) and provide comprehensive services to assist students with basic needs insecurity.
- Fully develop and integrate a student well-being program, the UAlbany WAY, into campus life.
- Increase the number of students (from 1,426), and savings to students (above $136,000) achieved in 2017-18, by taking full advantage of SUNY’s Open Educational Resources (OER) initiative.
RESEARCH EXCELLENCE

2017-18 Progress

- Completed construction of the $30.5M NYS Mesonet, the most advanced weather detection network in the United States, and widely recognized as the nation’s gold standard by the weather and scientific community.

- Grew extramural sponsored awards reported to RF-SUNY from $76.8 million in 2016-17 to $90.6 million in 2017-18, an 18.0 percent increase. In addition, we reported in the NSF HERD survey $156.4 million in overall research and development expenditures for FY 2017, a 30 percent increase from the $120.2 million reported in FY 2016.

- Strengthened focus on major grants across the University resulting in 21 awards in excess of $1 million, including:
  - $5 million National Science Foundation (NSF) Partnerships for International Research and Education (PIRE) grant to study climate variations over the last millennium in North and South America and to better understand climate change over the next century (PI: Dr. Mathias Vuille, Atmospheric and Environmental Sciences).
  - $5.54 million United Kingdom Department for International Development (DFID) grant to strengthen governance systems in Kenya through transparency and accountability (PI: Andrea Wolfe, Center for International Development).
  - $2.49 million NSF grant to study the transmission and evolution of anthrax infection dynamics comparing two natural systems in Africa (PI: Wendy Turner, Biology).
  - $2.03 million Defense Advanced Research Projects Agency (DARPA) in grants (2 awards) to investigate computational ethnography and scalable simulation of the influences of online social networks (PI: Tomasz Strzalkowski, ILS and Computer Science).
  - $1.87 million National Institute on Drug Abuse to investigate RNA post-transcriptional modifications as possible communication hubs between substances of abuse and HIV-1 replication processes (PI: Daniele Fabris, RNA Institute & Chemistry).
  - Received four (4) Round I SUNY Center Scale Program Grants totaling $150,000 (the most awarded to any SUNY campus) to plan and develop four center- and large-scale proposals to the NSF and NIH in 2018-19.

- Bolstering the University’s research infrastructure by investing in new research centers/laboratories/resources, such as the RNA Epitranscriptomics and Proteomics
Resource (REPR), the NYS Center of Excellence in Atmospheric and Environmental Prediction and Innovation, and the Albany Center for Intelligent Systems.

- Advanced new faculty development and mentorship programs for researchers – with a focus on early career investigators – including grant writing workshops, a year-long proposal writing course, collaborative research forums, and coffee hours contributing to increased junior faculty activity, including:
  - The number of funded early-career investigators are up from 20 (in 2017) to 29 (in 2018).
  - Extramural awards for early-career investigators are up from $4.29 million (in 2017) to more than $6.23 million (in 2018), a 45 percent increase.

**2018-19 Priorities**

- Establishing research growth targets for the Colleges, Schools, and University-wide Centers.
  - Grow organized research expenditures by about 10 percent.
- Pursue large-scale or center-scale proposals to include, among others:
  - $25M NSF Science and Technology Center (*focus: Extreme Weather Resiliency*).\(^1\)
  - $15M NIMHD Research Center in Minority Institutions (RCMI) – a UAlbany and SUNY Downstate partnership (*focus: Metabolic Health Disparities*).
  - $7.5M CDC Prevention Research Center (*focus: Social Connectedness/Enhanced Health*).\(^1\)
  - $3M NSF ADVANCE - Institutional Transformation (*focus: Advancement of Women in STEM/Higher Education*).
  - $2.1M NIGMS T32 Training Grant (*focus: RNA Science and Technology*).
- Sustain the nation’s leading NYS Mesonet’s operation in future years by securing State support of $580,000 in 2019-20 (and beyond) as well as commercial revenue through public private partnerships (P3).

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\(^1\) UAlbany was awarded a Round I SUNY Center-Scale Planning and Proposal Development Grant.
• Cultivate and expand faculty scholar/researcher success by supporting early-, mid-, and senior-career investigators through internal/external workshops and proposal writing courses; mentorship and guidance, pre- and post-award support, pre-submission proposal review (peer review); and intramural funding, new tools/technologies/resources in support of extramural funding.

• Expand research collaborations and partnerships, particularly with Wadsworth/DOH, SUNY Downstate Medical Center, NYS Mesonet, NYCAP Research Alliance, Puerto Rico, and other public private partnership (P3) stakeholders in government, industry, and academia.

DIVERSITY AND INCLUSION

2017-18 Progress

Related to Student Success:

• UAlbany maintained its status as one of the nation’s most diverse public research one institutions, with 35 percent of our undergraduates identifying as underrepresented minority students (e.g., African Americans and Latino/as), up from 33 percent in fall 2016.

• As mentioned under the Student Success achievements, UAlbany was recognized by Education Trust as being a top 10 University for African American and Latina/o student success.

• Received the prestigious INSIGHT into Diversity Higher Education Excellence in Diversity Award for 2018.

Supporting an inclusive campus environment:

• Held regular campus-wide Conversations for Change on topics, such as implicit bias and immigration, to discuss current events and difficult conversations with a goal of promoting greater understanding of diverse thoughts.

• Through the Dialogue in Action program, we utilized faculty members to identify and share strategies on creating greater inclusion in the classroom.

• Through our Diversity Transformation Awards, six collaborative proposals were selected during the 2017-18 academic year to engage the campus community in meaningful dialogue around contemporary issues.
• Held the inaugural forum on Women in Higher Education with a diverse group of female stakeholders from across the campus community and members of the University administrative leadership team.

2018-19 Priorities

• Align some of UAlbany’s priorities and planning initiatives with some of those outlined in SUNY’s Expanding Diversity, Equity, and Inclusion 2018 Report.

• At a minimum, maintain our fall 2017 undergraduate student diversity (35 percent underrepresented minority students identifying as African American or Latinos/as).

• Set the stage for a more diverse faculty by restructuring recruitment and hiring through realigning roles and responsibilities of Human Resources, Academic Affairs, and the Office of Diversity and Inclusion.

• Create a pipeline of diverse undergraduates to pursue graduate programs at UAlbany, as well as with our early assurance partners at Albany Medical College and Albany Law, among others. The long-term goal is to develop a pipeline for students of color to the professoriate at UAlbany and throughout SUNY.

• Work with the Urban Serving Universities (USU) cluster of the Association of Public and Land-Grant Universities (APLU) to improve access at UAlbany and nationally.

• Create a more data-informed, coordinated, and integrated approach to diversity and inclusion training and education.

• Submit an NSF ADVANCE Grant with the goal of increasing the representation and advancement of women in academic science and engineering careers, thereby contributing to a more diverse science and engineering workforce.

INTERNATIONALIZATION

2017-18 Progress

• Internationalization became one of UAlbany’s Core Priorities in our Strategic Plan.

• One hundred (100) international scholars visited UAlbany during the 2017-18 academic year for a semester or longer.

• President Rodríguez, and UAlbany faculty and staff, participated in several international trips, including to the Dominican Republic with a SUNY/CUNY delegation; to Cuba with a SUNY delegation; and to Taiwan, South Korea, and Japan—to strengthen relationships
with existing partners and alumni groups, and to cultivate new relationships with donors and universities. Further, through the Center for International Education and Global Strategy, we also visited a number of countries to establish new relationships or to strengthen existing partnerships, including China, Thailand, Myanmar, Indonesia, India, New Zealand, Morocco, Oman, and Peru, among others.

- UAlbany signed 63 agreements with international institutions in 2017-18: 20 memoranda of understanding, eight bilateral exchanges, 19 transfer articulation agreements, 10 dual degree agreements, and six study abroad program agreements.

- Launched the Global Distinction Milestone program, a structured sequence of courses and experiences that prepares UAlbany students to acquire the necessary knowledge, skills, and perspectives to succeed in a globalized world – or, in other words, to become globally competent.

- Introduced an online orientation program for new international students so that they could learn more about how to succeed at UAlbany even before they arrive on campus. Similarly, we launched an online pre-departure orientation workshop for students on education abroad programs.

- Hosted an unprecedented number of custom groups and special programs (all short-term) in the Intensive English Language Program (19 groups—up from four in 2016-17). This was a critical development to help mitigate the precipitous drop in traditional English as a Second Language enrollments.

- Made significant improvements in infrastructure to improve international education management and communication:
  - Implemented a robust and contemporary marketing strategy, including flyers, brochures, social media, and a more compelling web presence across multiple units within the Center for International Education and Global Studies (CIEGS).
  - Launched SLATE, a new Customer Relationship Management system, in collaboration with the Undergraduate Admissions and Graduate Admissions offices, to support international student recruitment and enrollment.

- Developed an enhanced Risk Management Plan for Global Academic Programs to ensure that students and faculty engage in safe practices during the course of an education abroad experience—pre-departure orientation, health insurance, and protocols to follow in cases of emergency.

- Thanks to an effort to increase Fulbright applications, an English Teaching Award was received (for South Africa).
2018-19 Priorities

- Implement strategic international student recruitment to achieve an enrollment of 255 new freshman or transfer international students in fall 2019, a 40 percent increase relative to the 181 enrolling in fall 2017.

- Engage all schools and colleges in developing individual action plans for internationalization.

- Increase participation levels in education abroad by 25 percent.

- Continue to develop strategic partnerships across the globe, which will result in additional academic and research collaborations, faculty and student exchanges, as well as study abroad opportunities for our students.

ENGAGEMENT AND SERVICE

2017-18 Progress

- UAlbany played a key leadership role in New York State’s efforts to support the recovery and rebuilding of Puerto Rico after last year’s devastating hurricanes, with President Rodriguez serving as co-chair of SUNY’s Puerto Rico Task Force. UAlbany students also participated in several missions to Puerto Rico and volunteered on recovery projects. UAlbany students were among the first group of volunteers that participated in the New York Stands with Puerto Rico Recovery and Rebuilding Initiative.

- Within UAlbany’s Community and Public Service program, 1,935 students completed over 127,000 hours of service during the 2017-18 academic year.

- Hosted numerous professional conferences and symposia, including the SUNY Office of General Counsel’s First Amendment Conference, held in April 2018; NASPA’s 2018 National Fundraising Conference; and the New York State Writers Institute’s “Telling the Truth in a Post-Truth World” Conference.

- Became one of the first universities in the nation to design and launch a Public Engagement Month as a strategy to raise awareness about, and participation in, the University’s publicly engaged research, scholarship, teaching, learning, creative work, and service—and to strengthen our relationships with community partners across the public, private, and nonprofit sectors.

- Introduced UAlbany’s inaugural BIG Event on Saturday, April 21, 2018, engaging 1,750 campus community members and completing 5,442 service hours—with an economic impact savings of $145,247.
• Had a strong presence as a marquee sponsor of Albany’s 2018 Latin Fest, with the goal of connecting to the growing Latino community in the Capital Region—including businesses, families, community-based organizations, and students.

• Hosted a conference on Addressing Alcohol and Drug Use among College Students: How to Shape Behavior, Engage Your Stakeholders, and Enthusiastically Promote Policy and Enforcement Initiatives, attended by over 90 representatives from campuses across NYS, community representatives, substance abuse agency representatives, law enforcement and the National Guard, and behavioral health practitioners.

• We hosted a Workforce Development Forum for the City of Albany Poverty Reduction Initiative to better align public and private resources with community-based interventions and build partnerships with community leaders, municipal and state government, direct service providers, the faith community, local employers, and individuals impacted by poverty.

• Through a grant secured by the Office of Community and Government Relations UAlbany’s Educational Opportunity Program (EOP) collaborated with Hannaford Supermarkets to make and distribute 200 bag lunches to guests of the Albany City Mission.

2018-19 Priorities

• Continue to elevate UAlbany’s profile as a leading diverse and publicly engaged urban-serving institution.

• Initiate discussions to begin incorporating publicly engaged research, teaching, and service into the tenure and promotion process as a means of incentivizing these activities among our faculty.

• Pursue the Carnegie Foundation’s Community Engagement Classification, a designation that would strengthen UAlbany’s position as an anchor institution and as a nationally recognized urban publicly engaged institution.

• Secure State support for the Puerto Rico Community Response Team (CRT); a proposal for $900,000 has already been submitted for consideration.

• Raise awareness and increase understanding among internal and external audiences about the importance of impactful engagement and service.
Other Priority and Critical Initiatives

Capital Projects & Facilities Improvement

2017-2018 Progress

- Completed the renovation and the West addition portions of the $62M Campus Center expansion project, which opened in fall 2017, providing 16 new and upgraded retail food venues with modern seating, office space for student government functions, conferencing amenities, and upgraded site amenities.

- Renovations continued on the Schuyler building on the Downtown Campus, replacing 95 percent of windows with energy-efficient and architecturally appropriate windows. Crews also began repairing the exterior masonry that will set the stage for the interior renovation expected in the coming year. UAlbany has committed nearly $13.3 million to the design, engineering, and first phases of renovation to the building, which will be the home to two departments of the College of Engineering and Applied Sciences.

- Held a groundbreaking ceremony on the Harriman State Campus on April 17, 2018 for the Emerging Technology and Entrepreneurship Complex (ETEC). Site utility work is complete, building footings and foundations have been poured, and steel structure is currently being erected.

- Building 25, formerly the University’s infirmary, was gut rehabbed to LEED Platinum standards and reoccupied in July 2017, incorporating advanced lighting controls, water saving plumbing systems, porous asphalt, and an aggressive recycling and waste diversion program.

2018-19 Priorities

- Renovate Building 27: Gut renovate our former “Business Administration” building for instructional, research, and academic office use. The 99,000 square foot building renovation is under construction and will provide modern energy efficient systems and interactive learning spaces.

- Renovate Dutch Quad Schuyler and Beverwyck: Gut renovate 83,000 square feet of residence hall space, originally constructed in 1965, to provide 171 modern new bed spaces and repurpose a closed dining hall and kitchen facility to relocate the University’s Health and Counseling Center back to campus, from leased space.

- Continue construction on ETEC to create 246,000 square feet of modern new space in new construction on the Harriman State Office Campus. The new building is projected for occupancy in 2020-21.
• Continue renovation of the Schuyler Building: Full gut renovation design is underway, and phased construction will continue, to transform this 1912-constructed 127,000 square foot downtown Albany building. Development of proposals, funding requests, and fundraising initiatives are underway to fully fund this project.

Operational Excellence & Financial Management

2017-18 Progress

• Made a series of organizational and senior leadership changes geared toward creating more nimble, effective, and efficient structures while focusing on long-term planning for the institution. The reorganization of the President’s Executive Council and the elimination of several Vice President positions resulted in about one million dollars in savings, which we have reinvested into the Campus Financial Plan.

• Created a new AVP-level office to coordinate and consolidate risk and compliance matters, provide leadership for policy review and development, and ensure professionalism, ethics, and compliance training across campus.

• Introduced a new All Funds Analytics financial reporting tool in our Business Intelligence (BI) platform that will assist the University in becoming more financially efficient.

• Launched a formal Administrative Unit Assessment program across 110 administrative units requesting them to demonstrate their contributions to the University’s strategic goal attainment by providing evidence of their effective use of allocated resources.

2018-19 Priorities

• Re-examine organizational structures throughout the academic and administrative areas with an eye toward reducing functional redundancies and achieving efficiencies.


• Conduct an LGBTQ internal audit of major areas of the campus for access to services by the LGBTQ community.

• Develop and deliver training to administrative units on key compliance issues, including First Amendment issues and protections, attorney-client privilege, record retention/e-discovery, email protocol and records retention, FOIL/FOIA, media response, NYS Ethics, and other areas of importance to the campus.
The University at Albany, 2018 Annual Report

• Focus on eliminating organization redundancies in terms of initiatives and programs, and seek consolidation, where necessary and appropriate, similar to what was accomplished in 2017-18 through the consolidation of Communications/Marketing and Development into the Division of Advancement.

• Begin development of a University-wide Sustainability Master Plan to better serve our communities, both local and global, by improving documentation, coordination, and through setting new benchmarks for initiatives to further reduce the University’s carbon footprint, cut landfill waste, and provide greater education and awareness of sustainability.

• Adopt a compulsory on-boarding program for new employees that will provide a more welcoming campus climate by significantly enhancing orientation and welcoming activities for all new employees. Within this goal is an important benchmark to provide the orientation within 30 calendar days of an employee’s first day of work.

• Launch an ongoing and robust training institute for department chairs.

• Work with SUNY’s SAIL Institute to develop leadership training for faculty and staff.

Advancement

2017-18 Progress

• With more than $98 million raised, This Is Our Time: The Campaign for UAlbany, surpassed 65% of our $150 million goal four months prior to the campaign’s public launch.

• The Advancement Division raised $15.4 million in gifts and pledges.

• Gifts of $1 million+ to the campaign now total 16, more than doubling the number of gifts at this level that UAlbany has received in its entire history.

• The major gifts team secured 70 gifts of $25,000+, an all-time high for UAlbany and a 40% increase from 2016-2017.

• Gifts to the campaign included 32 new endowments supporting scholarships, student success initiatives, faculty research, and other university priorities.

• The University at Albany Foundation’s funding for University priorities grew for the eighth consecutive year, totaling $6.5 million, including $1.9 million for student scholarships.
The Alumni Association expanded engagement efforts resulting in its Admissions’ Ambassadors program growing by 207%; increased the number of donations from 30 to over 300 through coordinated donor participation efforts with the UAlbany Fund; and increased by 31% the alumni-to-student career advisory network.

The UAlbany Fund had a highly successful year, attracting $4.3 million in operating support—a 3% increase in dollars and 1% increase in donors over the prior year, bucking a national trend of declining alumni participation. Nearly all UAlbany fund revenue streams posted healthy increases; most notably, leadership-level 1844 gifts increased by 23% in dollars and an 11% increase in donors.

Developed and positioned a new branding platform for the University.

Completed Phase One of a major website redesign.

2018-19 Priorities

Surpass $125 million in gifts and pledges to This is Our Time: The Campaign for UAlbany, placing the campaign more than 80 percent toward its $150 million goal.\(^2\)

Sustain already substantial efforts to counter the national trend in declining alumni participation, achieving an overall increase in operating dollars and 1,000 additional UAlbany Fund donors.

Increase meaningful engagement of alumni by 20 percent in three key areas: donor participation through Alumni Association outreach, career services volunteer engagements, and Admissions ambassadors’ activities.

Deploy comprehensive market rollout of a new branding initiative developed during 2017-18 to elevate campus pride, utilizing brand ambassadors among current students, faculty, staff, alumni, and parents.

Complete phases two and three of a major web redesign project: phase two is a marketing/enrollment component across schools and colleges; phase three is the migration of administrative and other non-student facing pages into the new design.

Roll out a series of events and activities to celebrate and commemorate UAlbany’s 175\(^{th}\) year since its founding in 1844.

\(^2\) The loss of an eight-figure gift impeded us meeting our target goal by June 30, 2018, but we continue to work to make significant progress in this area.
ATHLETICS

2017-18 Progress

- Won the America East Commissioner’s Cup—awarded to the best overall competitive athletic department based on a points system—for the sixth consecutive time.

- The Men’s Lacrosse team was the first SUNY Division Program to be ranked #1 nationally and became the first UAlbany team to advance to a NCAA Final Four Championship.

- Further, UAlbany athletes won seven additional conference championships in addition to men’s lacrosse, including: Golf, Men’s Soccer, Softball, Men’s Track and Field (outdoor), Women’s Track and Field (indoor and outdoor).

- NCAA Elite 90 Award winner, given to the student athlete with the highest GPA competing in an NCAA Championship, was awarded to UAlbany’s Josh Eagan with a 3.96 GPA (Men’s Lacrosse Championship).

- Achieved a cumulative GPA of 3.07; 56.4 percent of all student athletes had a GPA of 3.0 or higher.

- Received five SUNY Chancellor Scholar Athletes.

- Eleven student athletes won America East Presidential Scholar-Athletes.

- Four America East Elite 17 Award Winners – student athletes with the highest individual GPA competing in an America East Championship.

- Individual student athletes, teams, and staff volunteered and completed over 2,500 hours of community service throughout the Capital Region.

- 444 student athletes participated in the One Love Escalation Workshop as part of UAlbany’s Sexual Violence Prevention Project to empower students with the tools to safely and effectively intervene in violent and potentially violent situations.

2018-19 Priorities

- Finish in the Top Three of the America East Academic Cup while competing for UAlbany’s 7th consecutive America East Commissioner’s Cup.

- Implement a plan to meet new NCAA Academic Progress Rate (APR) goals and position the Athletics department to secure the associated NCAA revenue funding.
Monitor incremental annual progress needed to meet longer-term federal Office of Civil Rights expectations for gender equity rebalancing across the Athletics program.

Middle States Reaccreditation

Of critical importance to the University, 2018-19 is the academic year in which we will produce the bulk of UAlbany’s Middle States self-study. Co-chairs Vice Provost and Dean of Undergraduate Education, Jeanette Altarriba, and Interim Dean of the School of Education and Associate Professor of Educational Policy and Leadership, Jason Lane, are overseeing seven work groups and a steering committee charged with drafting our self-study document and ensuring that it is fully vetted with the campus community as part of the self-study process.

UAlbany has paid close attention to MSCHE standards and expectations for decades, routinely documents evidence and processes related to MSCHE standards, and feels extremely well prepared for this exercise.

Conclusion

The 2017-2018 academic year represented a critical chapter in UAlbany’s history, with new leadership and several key institutional processes underway: Strategic Planning, a branding initiative, a comprehensive fundraising campaign, and preparation for MSCHE accreditation. With these processes aligned and focused around five core priorities, the University community has had a unique opportunity to take stock of our greatest opportunities and a renewed sense of purpose and focus in terms of how best to seize those opportunities. The launch of our Strategic Plan provides a strong roadmap for the University’s work over the next five years, and the Middle States self-study process provides yet another opportunity to evaluate programs, initiatives, and the metrics by which we will evaluate our progress moving forward.

The Strategic Planning and the MSCHE accreditation processes, among other initiatives, have been focused on ensuring that shared governance remains alive and well at UAlbany, with extensive consultation and communication regarding these and many other institutional initiatives. We have also reached out far-and-wide to the external community, including alumni, community members, elected officials, other institutions of higher education, industry, and a significant number of non-profit organizations; and our faculty, staff, and students have engaged in thousands of hours of community service. We want to continue to build bridges, create opportunities for new partnerships, and serve our surrounding communities as we strengthen our position as an anchor institution in Albany and the Capital Region.

As we begin to celebrate and commemorate UAlbany’s 175th Anniversary, many key indicators are trending positively for our institution, including student success, enrollments, research expenditures, fundraising, and athletic successes, to name but a few. We are also proud of our growing national reputation as one of the nation’s most diverse research universities—and one that is highly successful in graduating and creating social mobility for underrepresented minorities and first-generation college students. With this record of
achievement in diversity and inclusion—combined with academic, research, and service enterprises that address some of the greatest challenges facing humankind—the University at Albany is strongly positioned in 2018-19 to make progress toward meeting our vision of providing the leaders, the knowledge, and the innovations to create a better world.