



UALBANY

State University of New York

**NYSUNY 2020
CHALLENGE GRANT**

September 2012

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NOTE: The figures presented in this document are based on the fees and the tuition schedule adopted by the SUNY Board of Trustees for the 2011-12 year and beyond. The model developed has a 5-year planning horizon.

NOTE: This plan reflects opportunities for the University at Albany beyond those advanced by its College of Nanoscale Science and Engineering.

1. EXECUTIVE SUMMARY

In response to Governor Andrew Cuomo and SUNY Chancellor Nancy Zimpher’s NYSUNY 2020 Challenge Grant initiative, the University at Albany is pleased to advance its strategic investment plan. Fueled by NYSUNY 2020, the plan leverages \$35 million in challenge grant capital funding, a rational tuition policy, an academic excellence fee, and other flexibilities to build the University, construct the Emerging Technology and Entrepreneurship Complex (E-TEC) and generate over \$1.8 billion dollars of economic impact throughout the greater Capital Region.

Guided by our strategic planning goals, UAlbany’s NYSUNY 2020 plan provides a five-year economic blueprint for strengthening the University at Albany’s academic, research and service mission, while spurring regional economic growth.

ACADEMIC AND RESEARCH EXCELLENCE EXPANSION.

With enhanced tuition and academic excellence revenue, UAlbany’s plan expands the University’s academic and research mission, beginning with investment in new faculty and research positions aligned with six strategic initiatives in areas of strength and opportunity:

1. Climate, Environmental and Economic Sustainability: *Predicting, Planning and Conserving our Environment for Future Generations*
2. Emerging Technologies: *Improving Human Efficiency and Security through Computational and Forensic Sciences*
3. Human Health and Biomedical Sciences: *Translating Science into Human Health*
4. Public Service and Policy: *Improving the Human Condition through Research on Policy and Practice*
5. Business and Entrepreneurship: *Creating a Culture of Innovation and Entrepreneurship in a Secure Global Marketplace*
6. Liberal Arts and Sciences: *The Critical Foundation of an Educated Person Prepared for Citizenship, Work and Life*

ACCESS TO A QUALITY EDUCATION.

UAlbany’s NYSUNY 2020 plan will enable the University to improve access to more students by growing its faculty and increasing overall student enrollment by more than 1,350 students over five years. At the same time it will strengthen the academic and student experience through program improvements. By increasing faculty and staff in support of a high quality education, UAlbany’s plan will improve the University’s current student-faculty ratios in educational and student life programs and increase opportunities for students through research, service learning and internships, community engagement and volunteer service – ultimately preparing students for lifelong success.

The plan underscores the University at Albany’s strong commitment to providing access to a quality higher education for all qualified students by ensuring that those with high financial need have an opportunity to attend college.

TAP Credit Program: In accordance with the NYSUNY 2020 Challenge Grant Program Act, UAlbany will dedicate financial support for students who are eligible for the Tuition Assistance Program (TAP) to help offset tuition increases for students with the greatest financial need. A “tuition credit” will be awarded based on the level of a student’s TAP assistance as calculated by the NYS Higher Education Services Corporation. As a result, an amount equal to 30 percent of the resident undergraduate tuition increase will be set aside for eligible UAlbany students to ensure that access and affordability are protected.

Merit-Based Scholarship Aid: In addition to the statutory TAP credit program, UAlbany will be increasing its level of merit-based financial assistance by \$2.5 million. This supplemental merit-based financial assistance will be directed to existing student aid programs including the Presidential and Frederick Douglas scholarships.

JOB CREATION.

NYSUNY 2020 will enable the University to create a total of 735 new sustainable jobs, along with 1,587 new construction jobs tied to the construction of E-TEC. Through enhanced innovation, discovery, scholarship and a new state-of-the-art research and development complex, UAlbany is poised to further strengthen the quality of academic life at the University and the economic fabric of the Capital Region and New York State.

RESEARCH FUNDING.

Through investments made to attract new faculty and researchers to E-TEC and across the University, UAlbany’s plan will accelerate innovation and substantially increase research productivity, new discovery and the commercialization of new knowledge.

Over a five-year period, the University anticipates it will generate more than \$117 million in additional external research funding – doubling our organized research portfolio. In turn, this additional research productivity will generate significant new employment, increased local procurement, and increased opportunities for technology transfer.

CAPITAL INVESTMENT.

UAlbany will leverage NYSUNY 2020 Challenge Grant funding to jump-start capital investment to support an expanded academic and research enterprise, spur job creation and attract additional investment to the Capital Region’s economy.

The construction of the \$165 million E-TEC will serve as a state-of-the-art, high-tech R&D hub for discovery and learning, entrepreneurship and technology transfer and commercialization. E-TEC will create a breakthrough research and development facility for business, industry, and government, increasing access to the University’s nationally recognized academic and research programs, and business development and technology transfer expertise. Integrated facilities will build industry partnerships to increase federal and private research funding while fostering a culture of entrepreneurship and driving commercialization informed by industry needs.

E-TEC will be located on the east side of the Uptown Campus by the Life Sciences Research Building. Completed by 2017, this 225,000 square foot state-of-the-art educational and research and development complex will help accommodate the University's anticipated growth while invigorating the Capital Region's economy and beyond.

With \$35 million in capital funding from NYSUNY 2020, the University will leverage an existing capital appropriation, along with University financing to immediately realize this transformational \$165 million capital initiative. Financing and management of this project will be conducted through the State University Construction Fund in full compliance with the New York State statutes regarding conflict of interest.

DIVERSITY AND MWBE.

The University at Albany is proud of its rich diversity. Our students and faculty represent over 100 nationalities and a wide array of cultures and religions. Today, more than 25 percent of our student body is composed of people of color. Under the NYSUNY 2020 program, UAlbany will take additional steps to:

- Enhance diversity to enrich learning through our faculty and students
- Increase student fellowship and scholarship support to further diversify our student body
- Sustain and growing our faculty diversity program to amplify SUNY's system-wide faculty diversification initiatives.

UAlbany will continue to strengthen its efforts to further encourage minority participation in its procurement process by bolstering its outreach programming to expand the number of certified minority- and women-owned business enterprises (MWBE) through the following continued efforts:

- Aggressive outreach to increase MWBE vendor participation
- Hosting on-campus vendor fairs
- Advertising in MWBE publications
- Assisting MWBE firms in becoming certified, and
- Oversight of subcontractors to ensure they are meeting certified MWBE objectives

Existing campus efforts have already resulted in UAlbany regularly meeting or exceeding current SUNY MWBE procurement goals. However, the University will further enhance its procedures to identify additional procurement opportunities to result in even greater participation by certified MWBE firms. We will also ensure that our campus tracking processes continue to measure our success in attracting certified MWBE businesses for commodities, contractual services, construction and construction-related services in accordance with SUNY MWBE goals and objectives.

STRATEGIC PARTNERSHIPS.

NYSUNY 2020 offers an opportunity to expand and enrich the University's more than 2,000 partnerships. In fact, opportunities for collaboration, joint hires, and synergistic research and development are already underway and in the development phase.

E-TEC will considerably strengthen the University's business and industry partnerships with companies including Vaisala, DirectGain, AWS Truepower, MesoInc. NeuraCell, Sirga Advanced BioPharma, EarthRisk Technologies and others.

Indeed, every college, school and research center across the University will be able to build upon and expand their strategic partnerships with government, business and industry. These partnerships and alliances, in turn, will help spur additional economic growth and strengthen regional competitiveness.

ECONOMIC IMPACT.

Over the next five years, UAlbany's plan will leverage the University's ability to spearhead new learning, discovery and innovation while spurring the Capital Region's economy. It will:

- Create nearly 735 new, sustainable jobs including 187 new faculty/researchers
- Grow access for over 1,350 undergraduate and graduate students
- Generate over \$117 million in new external research and development funding
- Significantly increase retail, commercial, and business activity
- Create approximately 1,587 construction jobs over five years
- Prepare a highly educated, globally competitive workforce.

Taking the direct and indirect return on investment together, UAlbany's NYSUNY2020 plan promises to drive over \$1.8 billion in cumulative economic impact over the next five years. [This is 51 times the investment of the NYSUNY 2020 Challenge Grant]

CAPITAL REGION SUPPORT IS FAR-REACHING.

The University at Albany has far-reaching support from the Capital Region's public and private sector leaders who have a major stake in the University's future success. These business, government, and community leaders recognize that the Governor and Chancellor's NYSUNY 2020 Challenge Grant program will go far to strengthen UAlbany's academic and research enterprise, and at the same time, accelerate and grow the knowledge-based, innovation economy throughout the Capital Region and New York State.

2. EXPANDING ACADEMIC AND RESEARCH EXCELLENCE

Recognizing the transformative power of a research university, UAlbany launched a new Strategic Plan in January 2011 that establishes a framework for action to propel the University forward over the next decade. The plan defines six key goals designed to capitalize on UAlbany's strengths and articulates a vision for a university ready to meet new challenges and a world of opportunities. It will:

- Enhance the quality of undergraduate education at UAlbany and attracting and serving a highly qualified and diverse group of students;
- 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;
- Advance excellence in graduate education in support of the University's reputation, role, and stature and the preparation and competitiveness of all its students;
- Increase UAlbany's visibility in, and resources for, advancing and disseminating knowledge, discovery and scholarship;
- Add to, and reconfiguring, our teaching, research, student life and support spaces in a manner compatible with our contemporary mission; and
- Engage diverse communities in strategic partnerships to increase public, scholarly and economic benefits.

STRATEGIC ACADEMIC AND RESEARCH EXPANSION.

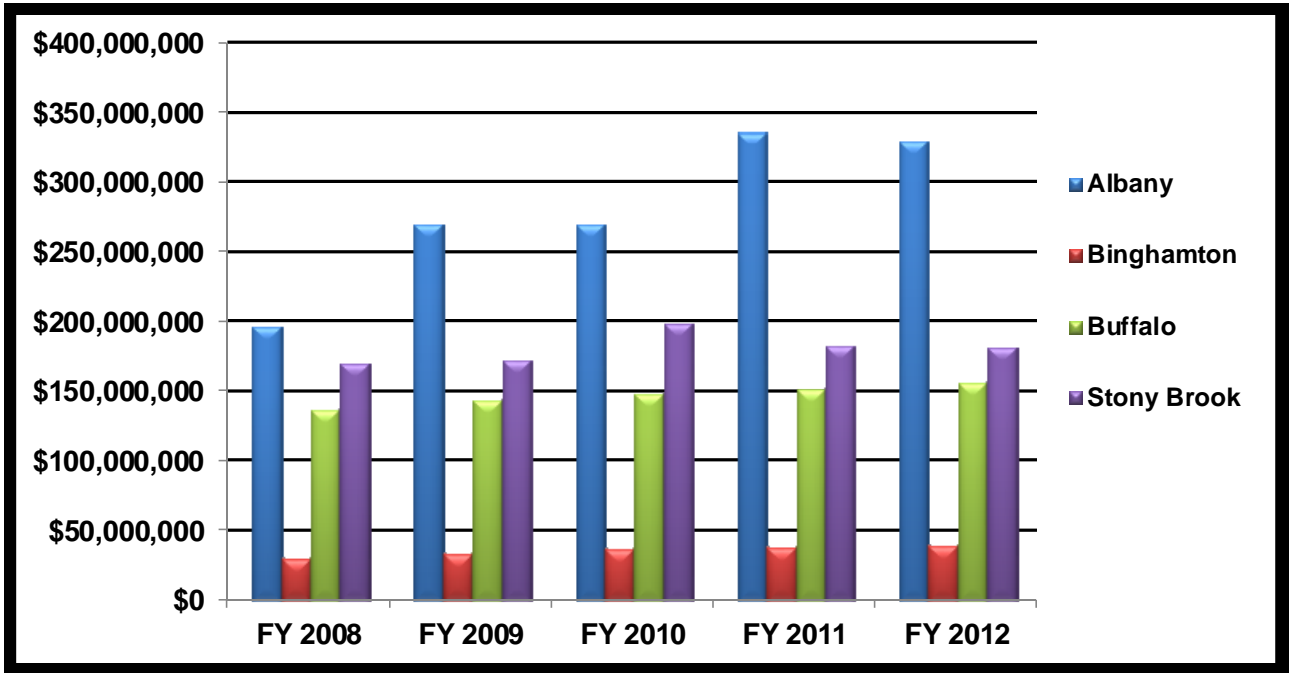
Through the NYSUNY 2020 program, UAlbany's plan operationalizes these strategic goals with targeted academic and research expansion and growth in student enrollment as detailed below.

The plan will substantially increase the University at Albany's capacity to advance its mission of excellence in education, research, innovation and economic outreach at accelerated levels of productivity and benefit to the quality of life and economy of the Capital Region and the State of New York. UAlbany's plan affords opportunities to build on the University's nationally and internationally recognized centers of research excellence and to pursue goals and objectives associated with six targeted strategic initiatives, described below. Already excelling in research productivity compared to peers in SUNY and in AAU, the University at Albany's research portfolio and partnerships are expected to grow substantially under NYSUNY 2020.

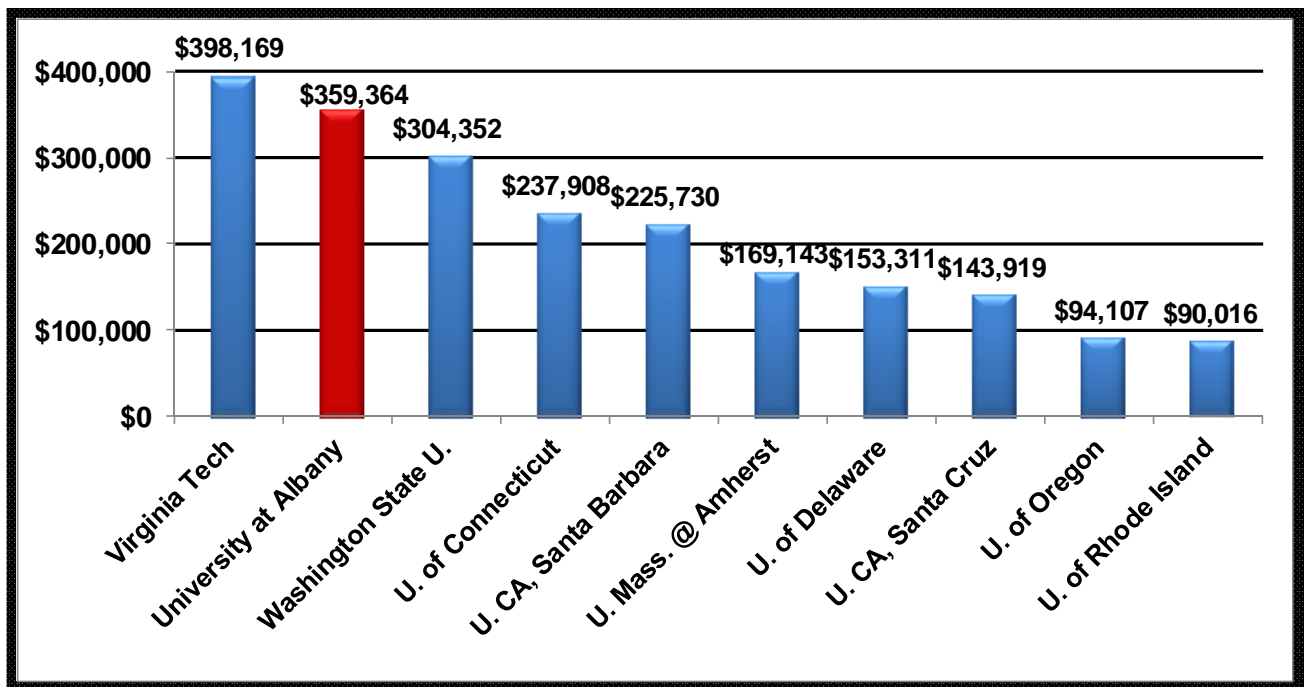
New faculty in each of the areas below will strengthen the University's academic program, leverage additional partnerships with public and private sector collaborators, generate increased funds through external grants and contracts, spur additional employment and economic activity, and address critical workforce development needs for improving the Region's and State's competitive edge in attracting business investment. UAlbany's plan anticipates adding 187 new faculty hires in the five years of the plan. Details on the economic impact of each strategic initiative are presented in Chapter Three, "Expanding Economic Impact and Opportunity."

Supporting this expansion is a comprehensive plan to construct, expand, and maintain facilities to enable this targeted growth and foster the instructional and research collaboration.

University Center Research Expenditures



Total R&D Expenditures at Peer Universities and Colleges (FY 2010)



STRATEGIC INITIATIVE 1:

Climate, Environmental and Economic Sustainability -- *Predicting, Planning and Conserving our Environment for Future Generations*

Environmental and economic sustainability are mutually dependent and certain to become even more important in the future at all levels of society. Major issues facing both developed and developing countries over the next half-century include the availability of potable water, renewable energy, and adequacy of food supplies. UAlbany's plan builds on its strengths in environmental sustainability by promoting interdisciplinary collaborations that combine areas of global leadership and expertise found in Atmospheric and Environmental Science, Biology, Chemistry, Nanoscience, Regional Planning, Business, and Public Health.

Opportunity. In the years ahead, the growing public interest in sustainable policies for climate, the environment, smart and renewable energy and the economy will continue to encourage more favorable conditions for research and development on behalf of cleaner, sustainable practices and new technologies. This strategic initiative area should flourish as applicable regulations change and public and private investments increase.

The University at Albany is poised to attract support for research into alternative energy sources, public health impacts, forecasting, air and water quality assurance, and land use policies and practices.

Preparing students for tomorrow's workforce. The University at Albany has strong undergraduate and graduate academic programs for educating future scientists, planners, and entrepreneurs required to advance an expanded sustainability agenda. In addition to education in the core science areas, UAlbany offers students opportunities to develop the knowledge and skills for planning, policy analysis, and business creation necessary to transfer new sustainable technologies and practices into communities, public policy, and the marketplace. The plan will enhance the University's competitive edge in programs such as the internationally recognized academic and research programs in Atmospheric and Environmental Sciences, Environmental Health, Biodiversity, Conservation and Policy, and Regional Planning. In addition, an emerging growth area within this strategic initiative is the Professional Science Management (PSM) program, a hybrid degree that combines science-based curricula with management and business skill sets and that prepares graduates for employment in research and industry labs, and product-development teams.

STRATEGIC INITIATIVE 2:

Emerging Technologies -- *Improving Human Efficiency and Security through Computational and Forensic Sciences*

This strategic initiative is grounded in UAlbany's strength and reputation for innovation and development in Information Technology, Informatics, and Forensic Science and other emerging scientific disciplines. Promoting and supporting innovation in information technology is central to New York State's future. Two out of three new jobs in science and engineering are in computing and information technologies. Nearly every aspect of society and research-driven economic development has been revolutionized through new applications made possible by advanced use of computing and information. From financial markets to smart grids, from homeland security to cancer research, today's economy runs on a backbone of advanced

information technologies. Forensic Science is another area in which emerging technologies are rapidly yielding improvements in techniques and human efficiency.

Opportunity. The University at Albany has strong assets in these emerging technologies on which to expand and build programs for research and education. The College of Computing and Information provides a home for interdisciplinary teams of researchers who are tackling a number of major challenges important to today's society. In areas as diverse as health care, education, public safety, transportation, homeland security, and general government, UAlbany's faculty and students are working on academic and research programs in IT that have been developed in partnership with practitioners from the public and private sectors. Faculty in forensic science are also at the forefront of advances in modern biology and other sciences in providing tools for the use of DNA evidence in the criminal justice system. Collaboration with the New York State Police Forensic Investigation Center, situated adjacent to the University's Uptown Campus, extends knowledge of industry practices and enables research and validation of modern, cutting-edge techniques.

Preparing students for tomorrow's workforce. The plan will expand and enhance the University at Albany's highly ranked programs in Information Technology and Forensic Science. The University at Albany is in an excellent position to develop high-quality training programs for health informatics professionals through existing strong collaborations involving the School of Public Health, the New York State Department of Health, and the College of Computing and Information. Health informatics is a growth area that will create a demand for a large number of well-trained technicians and managers to design and maintain new and powerful data systems. Federal funding has already been made available under the Office of the National Coordinator for Health Information Technology. In combination with the new School of Business certificate program in cyber security, the University is prepared to help meet the national demand for an estimated 10,000 cyber security practitioners and researchers. And in forensic science, the University is already at the forefront of training students at both the undergraduate and the graduate levels, as well as providing critical training to forensic examiners at crime laboratories across the State and nation. Professional Science Management programs in forensic biology and computer science are already underway, with opportunity for expansion in areas of new emerging technologies.

STRATEGIC INITIATIVE 3:

Human Health and Biomedical Sciences -- *Translating Science into Human Health*

The revolution in the biological sciences will accelerate over the next decade with the development of new drugs and other therapies as well as new techniques leading to earlier diagnoses and improved survival from cancer and other chronic diseases. The University at Albany is competitively positioned to play a major role in this new revolution through the integration of research being conducted in UAlbany Centers, Institutes and Affiliated Institutions such as The RNA Institute, the Gen*NY*Sis Center of Excellence in Cancer Research, and the Wadsworth Laboratory of the New York State Department of Health. This includes projects and collaborations involving scientists in Public Health, Biology, Chemistry, Biomedical Science, Environmental Health Science, Neuroscience, Psychology, Human Biology, Bioinformatics, and Nanoscale Science and Engineering. These research collaborations bring together faculty experts in cancer, genetics, chemistry, neurosciences, cardiovascular disease, aging, infectious diseases and tissue engineering with nanoscale sciences.

Opportunity. The Human Health and Biomedical Sciences strategic initiative holds tremendous promise for the University at Albany, the Capital Region, and New York State. Already recognized in the Regional Economic Development Council award program, existing research programs in this strategic initiative have strong reputations and, as a group, already contribute substantially to the University's extramural funding profile. Annual research expenditures from principal investigators in these areas represent a significant contribution to the local economy. In addition, public-private partnership opportunities with entities such as St. Peter's Health Partners, and the NY Neural Stem Cell Institute position the University to realize growth in its Human Health and Biomedical Sciences strategic initiative for the betterment of citizens in the Capital Region, New York State and beyond.

Preparing students for tomorrow's workforce. Employment in the health sciences is projected to grow at a much faster rate than average for all employment sectors. The increased demand for jobs and education in the health sciences field, coupled with strong federal investment interest, presents an excellent opportunity to expand the University at Albany's undergraduate pre-health and graduate health-related programs, geared toward graduate school or medical school, as well as for a variety of careers in collateral health professions and public health, including technical-level positions with pharmaceutical and other health care companies. The plan will accelerate investment in the fundamental sciences in the departments and programs of Biology, Biomedical Science, Chemistry, Environmental Health, Human Biology, Neuroscience, Psychology, and Bioinformatics, as well as the pre-health professions.

STRATEGIC INITIATIVE 4:

Public Service and Policy -- *Improving the Human Condition through Research on Policy and Practice*

Strategically located in New York State's capital city, the University at Albany is a national center of excellence for research, education, and policy development in domestic and international education, social services, healthcare, criminal justice, and government. The University's professional schools of Education, Social Welfare, Public Health, Criminal Justice, and Public Affairs and Policy, are all ranked among the very best in the country. Together, the faculty and students in these units constitute the largest single concentration of expertise and education on behalf of public service and policy in the SUNY System. The research conducted by the University's scholars benefits from the institution's location in New York's capital city and from the wealth of policy data and analytical needs represented in the governmental agencies and non-profit organizations found along the "policy corridor" running from Fuller Road to the Hudson River -- which cuts across each of the University's four campuses. Linkages with policymakers at all levels of government -- federal, state, county, and local, in addition to international -- provide students abundant opportunities to have access to expertise in public and non-profit leadership and management through internships and other practice-related experiences that enrich the academic program.

Opportunity. UAlbany is positioned to expand its public service and policy programs to address research and workforce training and development requirements in many critical areas. There are urgent needs as government and public services are being reshaped and reformed in response to changes in the national and local economies, increased global competition for development, demographic shifts in New York State's population, and rapidly changing technologies.

Homeland and international security, efforts to improve the criminal justice system and crime prevention, initiatives to address disparities in the delivery of social services and health care, and interventions to lower barriers to economic success and reduce violence and addiction are all examples of areas in which there are important issues that require study and concerted attention. The State's education system is experiencing major changes at a moment when a highly educated and skilled citizenry and workforce are essential for successful competition for investment and economic development. Expansion of UAlbany's capacity in public service and policy will not only attract these funds, but will also lead to further improvements in the human condition of the State's citizens through increased evidence-based practice and policy.

Preparing students for tomorrow's workforce. In addition to expanding its academic programs, UAlbany's plan grows the institution's profile in professional, adult, and continuing education. This initiative will provide the regional workforce with education and training geared to emerging employer needs, job re-training, innovation occupations, and degree completion. The strategy builds on the highly successful Professional Development Program (PDP), a center that delivers high quality training to thousands of state, local and non-profit employees who provide needed services to residents throughout New York State. In operation for more than three decades, PDP works closely with several State government agencies and the Governor's Office of Employee Relations. The program is a vital link between labor and management and serves the public workforce of the State of New York through programs that enhance the effectiveness of civil servants.

UAlbany's plan will expand opportunities for students in Political Science, Public Administration and Policy, Social Welfare, Public Health, Criminal Justice, and Education, as well as the graduate programs in Psychology and Sociology and the programs in international development, non-profit administration, and organizational behavior. For many years, the University at Albany has been the SUNY System's center for education and research on behalf of Public Affairs and Policy. The plan builds on the University's central role and location.

STRATEGIC INITIATIVE 5:

Business and Entrepreneurship -- *Creating a Culture of Innovation and Entrepreneurship in a Secure Global Marketplace*

The University at Albany is well positioned to build upon its status as a leading a center of entrepreneurial development. In support of this plan, the School of Business has developed entrepreneurship programs and tracks within its undergraduate and MBA programs and has worked with other schools and colleges to develop a climate of entrepreneurship on campus. UAlbany's researchers are focused on cybersecurity, developing systems and techniques to protect information and foster the conditions for effective commerce. This strategic initiative is also a response to several University-industry partnerships that have been developed to drive innovation. These efforts have, in turn, stimulated the prospect for additional partnerships and collaborations that will grow the private sector and strengthen the economy in the Capital Region and the State.

Opportunity. UAlbany's readiness for an initiative in business and entrepreneurship is further strengthened by several, soon-to-be-launched, pilot projects and programs. These include a study and review of the operations and activities of small business incubators; preliminary discussions with local developers about the prospect of creating the nation's first student-focused

regional incubator/accelerator. This will be open to any college or university student in the region; and a social entrepreneurship program to be offered jointly by the School of Business and the School of Social Welfare together with community business partners in the Capital Region.

Preparing students for tomorrow's workforce. UAlbany's plan facilitates interdisciplinary collaborations to support bringing innovation to the marketplace. The University's efforts to promote a culture of innovation and entrepreneurship will seek to engage potential stakeholders throughout the community, provide necessary training and education, and support potential entrepreneurs in developing their ideas.

UAlbany's NYSUNY2020 plan will build on its special strengths in business, accounting, management, and administration, enhancing the University's national standing while providing students with academic and professional opportunities in the areas of entrepreneurship and business incubation, key areas that will be central and important to the future of the Capital Region and the state.

STRATEGIC INITIATIVE 6:

Liberal Arts and Sciences -- *The Critical Foundation of an Educated Person Prepared for Citizenship, Work, and Life*

Fundamental to education in a modern research university is a solid grounding in the liberal arts and sciences, including substantial exposure to the major discipline areas of knowledge and methods of discovery -- that is, the arts, humanities, social and behavioral sciences, and mathematics and physical sciences. This requirement, provided through the general education program and opportunities to pursue majors, secondary areas of study, and advanced graduate programs is deeply embedded in the University at Albany's mission for teaching and learning, scholarship, and service. It is how the institution contributes to the creation of fully educated individuals -- people who are prepared for full participation as engaged, productive, and informed citizens. Resources generated from UAlbany's plan will be deployed to provide this experience for the additional students as well as to enhance and strengthen access for existing members of the current student body. By the end of five years, it will accomplish this by reducing the overall student / full-time faculty ratio from nearly 30:1 to 24:1. At these levels, the University will also increase capacity to offer students diversified modes for teaching and learning, expanded opportunities to participate in research and creative work, as well as enhanced opportunities for instruction in writing and oral discourse.

Opportunity. This strategic initiative calls for investment to recruit and appoint new faculty in the arts and humanities, languages and cultures, English and writing, philosophy, social, historical, and area studies, global culture, and mathematics and science.

3. EXPANDING ECONOMIC IMPACT AND OPPORTUNITY

Over the next five years, NYSUNY 2020 enables the University to build its academic and research enterprise and expand job creation and economic growth throughout the Capital Region in measurable ways including:

- Job Creation
- Research Funding
- Capital Investment
- Strategic Partnership and Private Support
- Economic Impact

Through investments made to attract new faculty and researchers to E-TEC and across the campus, the University will be able to increase enrollment, accelerate research productivity, construct a new 225,000 square foot research and development complex, strengthen its public and private sector partnerships, increase philanthropy and drive economic impact across the Capital Region.

JOB CREATION.

NYSUNY 2020 will afford the University at Albany the opportunity to hire **187** new faculty and researchers over a five-year horizon.

A unique contribution of faculty and researchers at research institutions, such as the four SUNY University Centers, is the capacity to generate additional funds through the successful application for extramural funding to support the research enterprise. As a result, NYSUNY 2020 will enable UAlbany to generate additional, externally sponsored research over a five-year period. This additional research will create some **355** research support jobs.

In addition, **193** positions will be hired across the University to support the academic and student experience. Funded by NYSUNY 2020 revenue, 100 new support positions will be created in areas including academic advisement, financial aid, student support, and workforce readiness and career counseling. Additional funds from fees associated with student housing, food service, transportation, and parking services will be used to enhance the student experience at the University at Albany. The fee revenue from increased student enrollment is anticipated to create 93 additional University or related entity jobs for building support, maintenance, transportation, food and health services, student counseling, housing management and student affairs services.

Overall, NYSUNY 2020 will directly create **735** new sustainable jobs. These jobs will significantly build the University's academic and research enterprise and grow the Capital Region's economy.

NYSUNY 2020 will also allow the University to create jobs for the planning, construction and operation of additional high-tech, research laboratory and office space that will result in the employment of approximately **1,600** construction jobs.

RESEARCH FUNDING.

In addition to building and supporting UAlbany's educational mission, NYSUNY 2020 allows the University to substantially grow its organized research portfolio. Building on a profile of external funding at the University at Albany that exceeds \$2 billion over the last seven years, the University's NYSUNY 2020 faculty and researcher hires in the six Strategic Initiatives are expected to add \$117 million in cumulative research expenditures to an already substantial portfolio. By year five of the plan, the 187 faculty and researchers alone will generate over \$43 million in new research expenditures on an annual basis.

These funds, in turn, form the basis for the increased creation of knowledge, employment, and subsequent technology transfer to entrepreneurial initiatives.

CAPITAL INVESTMENT.

Overview. Critical to the University at Albany's NYSUNY 2020 plan is the construction of the \$165 million Emerging Technology and Entrepreneurship Complex (E-TEC). The University's strategic investment plan leverages \$35 million in NYSUNY 2020 Challenge Grant funding to design and build a 225,000 square foot, cutting-edge, entrepreneurially-focused, R&D facility. E-TEC will be outfitted and equipped for premier scientists to develop and capitalize on transformational research. The Complex will provide an ideal entrepreneurial ecosystem consisting of state-of-the-art laboratories and core facilities, along with spaces for instruction, business development, and technology transfer operations.



Research scientists in emerging disciplines -- such as climate and environmental science, biomedical sciences and biotechnology, forensic science and cyber security, and advanced data analytics -- will be able to leverage business development and commercialization expertise co-located in the Complex to maximize the return on investment of their research and intellectual property.

E-TEC’s interdisciplinary, cross-sector “sandbox” will create new opportunities for highly innovative collaboration among a diverse group of researchers, entrepreneurs-in-residence, startup companies, and a wide range of private and public sector stakeholders in this unique consortium of innovators, investors, and customers.

The new Office of Entrepreneurial and Commercialization Services will serve as the hub of business development and learning in the Complex. UAlbany’s Small Business Development Center will relocate to E-TEC to assist University researchers with on-site tools, resources and expertise for forming new companies and attracting loans and venture capital. The University Technology Transfer Office will also be co-located with the transformative research clusters in E-TEC, creating novel opportunities to accelerate university-industry commercialization in order to generate new patents, inventions, licenses, and start-up companies.

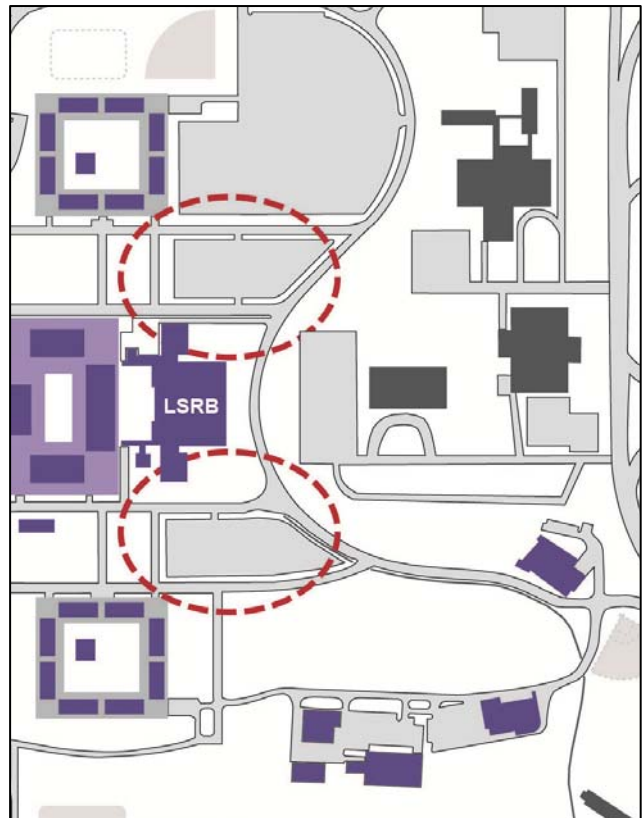
Size of the Facility. The building complex is sized at approximately 225,000 square feet with research facilities, wet lab facilities, and power/data intensive research spaces for over 400 researchers, faculty, and staff and will also include expanded instructional spaces, such as collaborative learning classrooms and classroom laboratories for undergraduate students entering the sciences.

Site Location. The building complex will be located adjacent to, and connected with, the University’s Life Sciences Research Building on the east side of the Academic Podium on the Uptown Campus. This location is close to highly specialized, shared core scientific instrumentation and other University research enterprises, ensuring functional and operational efficiencies and advancing the interdisciplinary “sandbox” environment.

While the location of the building has been selected, as depicted in the image to the right, the specific building massing, orientation of connection pathways, parking coordination, and other site considerations are pending the full architectural and engineering design effort, which will kick off in 2013.

Nonetheless, this location proximate to the Academic Podium – the epicenter of the University – is ideal as it provides the greatest level of connectivity to the day-to-day operations of the academic and research enterprise.

Moreover, this Uptown Campus location helps the University address surge space shortfalls integral to other vital campus renovation sequencing plans. Indeed, the Uptown Campus is quite



unique in the SUNY System for its iconic architecture, construction density, limited land, and severely constrained access for renovation and staging.

While the site options on the UAlbany campus are quite limited, the location of this NYSUNY 2020 capital initiative adjacent to the Life Sciences building (as envisioned in the rendering below) would not only facilitate the research and economic growth envisioned herein, but would unlock the sequencing of upgrade plans in the out-years.

STRATEGIC PARTNERSHIPS AND PRIVATE SUPPORT.

Of particular interest in UAlbany’s NYSUNY2020 plan is the opportunity to build and expand strategic alliances with the University’s research partners. Opportunities for collaboration, joint hires, and synergistic research and development are already underway and align with UAlbany’s \$165 million NYSUNY 2020 Emerging Technologies and Entrepreneurship Complex (E-TEC), as well as with investment in UAlbany’s plan the areas of strength and opportunity. These partnerships, in turn, will help generate additional employment, economic growth, and regional stabilization.

The additional research and external funding outlined above is derived from strategic investments and partnerships in the six Strategic Initiatives:

STRATEGIC INITIATIVE 1:

Climate, Environmental and Economic Sustainability: *Predicting, Planning and Conserving our Environment for Future Generations.*

Capitalizing on the “greening” initiatives in business and industry, UAlbany’s work will focus not only on basic scientific discoveries, but also on developing approaches to marketing tools and products which evolve from those discoveries, and forming University/private collaborations which can expand economic development in the Capital Region and beyond. The University’s “Going Green Globally” initiative of the School of Business is already underway. Research in Atmospheric and Environmental Sciences sponsored by NYSERDA, NOAA, NSF and DOE studies climate and weather to advise New York State Energy entities when

ADDRESSING TODAY’S CHALLENGES

Today, perhaps more than at any other time in modern history, climate, weather and atmospheric quality is interrelated to energy independence, national security and our state and national economic well-being. New York energy businesses and government require highly accurate predicative modeling of weather and climate to meet our state and nation’s growing energy challenges and models of atmospheric air quality to be smart and healthy about energy use. In fact, these predictive modeling tools are vitally important to the decision making business questions faced by energy companies every day:

- How to manage the power grid
- Where to site wind farms
- Efficient capture, use and storage of solar energy
- What are the impacts of alternative energies
- Managing NY energy while keeping NY safe

Increased national demand for predictive climate and weather modeling to support long term public- and private-sector decision-making spans an increasingly wide range of sectors including agriculture, energy production, water resource management, insurance, forestry, emergency management, and others.

pollution levels are too high. Renewable energy is also a burgeoning enterprise in New York. Vaisala and AWS Truepower are strategic partners of the University at Albany and industry leaders that capitalize on the predictive modeling of weather to make existing and future technologies smarter and commercially viable.

Showcasing UAlbany faculty and researchers in Atmospheric and Environmental Science, Environmental Health, Biodiversity, Regional Planning, and Environmental and Civil Planning and Engineering, the 20 new faculty and researchers targeted for hire in *Strategic Initiative 1* are expected to generate \$25 million in external funding. Based upon current University staffing ratios, the work of these researchers will generate another 85 direct jobs.

STRATEGIC INITIATIVE 2:

Emerging Technologies: *Improving Human Efficiency through Computational and Forensic Sciences.*

The University's NYSUNY 2020 plan develops expanded academic innovation capacity for information technology centered on the University's College of Computing and Information, the only one of its kind in the SUNY and CUNY systems. UAlbany has several nationally recognized research centers — such as the Center for Technology in Government, which specialize in E-government. It also has national and international strategic partners such as Microsoft; the Institute for Financial Market Regulation, a new Center which partners with FINRA; the Project on Violent Conflict in Rockefeller College, which uses computational methods to understand the organizational, relational, and contextual factors that impact terrorist behavior; and the Center for Informatics, Logics, and Security Studies, which partners with Lockheed Martin and IBM (the latter research involving the famous "Watson," a computer that competed against humans on Jeopardy). The Emerging Technologies Strategic initiative will support the expansion of established relationships with State agencies and industry partners. Moreover, it will attract new industry and business to the Capital Region and prepare highly skilled workers who will keep New York competitive in today's information-intensive economy.

This initiative draws on UAlbany's strength in Information Technology and Informatics, and Forensic Sciences. The 27 new faculty and researchers targeted for hire in Strategic Initiative 2 are expected to generate \$23.5 million in external funding. Based upon current University staffing ratios, the work of these researchers will generate another 44 direct jobs.

STRATEGIC INITIATIVE 3:

Human Health and Biomedical Sciences: *Translating Science into Human Health.*

There is great potential to build on existing University/private collaborations for research and development to translate basic scientific discoveries into products and devices that bring laboratory findings to the patient's bedside. Models of co-location, shared equipment, and emerging scholar support are already in progress. Partnerships are underway with Bruker, Krackeler Scientific, Sirga AB Pharma, Sigma Chemical Co., St. Peter's Healthcare, ThermoFisher, and the Trudeau Institute. One example is a collaboration with GE Research and UAlbany scientists that uses multiplexing methods and image analysis tools developed by GE to detect cancer and study tissue regeneration. These partnerships are already beginning to generate

opportunities for economic development and job creation in the Capital Region, spurred in part by recent investment in the Regional Economic Development initiative.

Drawing on UAlbany expertise in the RNA Institute, the Gen*NY*Sis Center for Excellence in Cancer Research, Stem Cell Science, Biology, Chemistry, Biomedical Science, Environmental Health, Human Biology, Neuroscience, Psychology, Bioinformatics, and pre-health professional preparation, 32 new faculty and researchers are targeted for hire who will attract an estimated \$40 million in external research funding. Based upon current University staffing ratios, the work of these researchers will generate another 139 direct jobs over five years.

- 60 years of experience forging public-private partnerships within our community
- Existing relationships with dozens of national, regional and local businesses
- Procurement expertise necessary to quickly and efficiently mobilize corporate partners to support both the construction and ongoing operation of this project

STRATEGIC INITIATIVE 4:

Public Service and Policy: *Improving the Human Condition through Research on Policy and Practice.*

The University at Albany is connected, in important and substantial ways, to the network of governmental and nonprofit agencies, school districts, and other organizations that depend on the institution for policy and practice research, professional development and training, and students. These partnerships are essential elements for successful evidence-based research and to advancing each school's mission to strengthen policy and practice. Those relationships link the University to the surrounding community, the larger society and the world in ways that reinforce the institution's commitment to public service.

This initiative draws on UAlbany expertise in e-Government, Political Science, Public Administration and Policy, Social Welfare, Public Health, Criminal Justice, Education, International Development, Social Science research in Psychology, Sociology, Management/Leadership, and Professional Development. The 32 new faculty and researchers targeted for hire in Strategic Initiative 4 are expected to generate \$21 million in external funding. Based upon current University staffing ratios, the work of these researchers will generate another 64 direct jobs during the next five years.

STRATEGIC INITIATIVE 5:

Business and Entrepreneurship: *Creating a Culture of Innovation and Entrepreneurship in a Secure Global Marketplace.*

In addition to the business collaborations pursued by the College of Nanoscale Science and Engineering, the number of public-private partnerships is growing throughout the entire University. Examples include the new SEED social entrepreneurship program, as well as partnerships in the RNA Institute and the life sciences. The Center for Information Forensics and Assurance partners with New York State Office of Cyber Security and Critical Infrastructure Coordination, the New York State Police, McDonnell Foundation, AT&T, and Palantir Tech. With the growth of "Tech Valley" there will be considerable opportunity for many more public-

private collaborations and for training entrepreneurs for the technology industry. Interest in entrepreneurship and business is high, as reflected in the response to the recently created chapter of the Young Entrepreneurs Academy; the results of a survey of University at Albany undergraduates conducted by the School of Business Dean's Advisory Council; and the response from the entire community to the construction of a new School of Business building, including the research and academic programs to be housed in it.

Drawing on UAlbany expertise in Entrepreneurship, Business Incubation, Social Entrepreneurship, Financial Market Regulation, and Cyber Security, the 16 new faculty and researchers targeted for hire in *Strategic Initiative 5* are expected to generate \$1.5 million in external funding.

STRATEGIC INITIATIVE 6:

Liberal Arts and Sciences: *The Critical Foundation of an Educated Person Prepared for Citizenship, Work, and Life.*

Today, the liberal arts and sciences are connected in important ways to more fully understand and appreciate the local and global contexts of society. These disciplines also hone the reasoning and communication skills required to function in modern society, and to support life-long learning in anticipation of future change and adaptation. All of these objectives are served by working collaboratively with partners in the University's surrounding communities to provide enriched opportunities for service learning, internships, and other practicum experiences for students as they explore different subject areas and career paths.

This initiative includes the Arts and Humanities, Languages and Cultures, English and Writing, Philosophy, Social, Historical, and Area Studies, Global Culture, and Mathematics and Science. The 55 new faculty and researchers targeted for hire in Strategic Initiative 6 are expected to generate \$4 million in external funding. Based upon current University staffing ratios, the work of these researchers will directly generate another 23 jobs.

ECONOMIC IMPACT.

The University at Albany is a premier economic engine for the Capital Region and the state of New York, spurring transformation and growth from Long Island to New York City to Buffalo. Through its pioneering and world-class educational curricula, leading-edge research programs focused on the science and engineering innovations of the 21st century, and an array of global public-private technology and business partnerships, UAlbany is generating \$4.1 billion in annual economic impact. It supports nearly 32,000 jobs per year, attracting numerous international high-tech corporations, and leverages a critical mass of federal and private funding across New York. Indeed, the University's 17,000 students alone inject approximately \$200 million annually into the Capital Region economy.

The University's economic impact was derived by the independent Capital District Regional Planning Commission. Using the nation's most widely accepted Regional Industrial Multiplier System (RIMS II) from the Federal Bureau of Economic Analysis, the results demonstrate the expansive, sustained, diversified, and ever growing contributions that UAlbany is making to the state economy.

In 2009, every \$1 in State General fund support for UAlbany resulted in \$20 in economic activity in New York. Accordingly, additional revenues and investments that result from UAlbany's plan would accrue to the benefit of the economy.

Projected additional economic impact from UAlbany's NYSUNY2020 Plan: By year five, the plan will generate more than \$1.8 billion in additional ongoing economic impact for the Capital Region and New York State. Local businesses such as hotels, restaurants, entertainment venues and other retailers can expect significant increases in revenue from the added student enrollment and faculty growth not only on a daily basis, but also additional sales from large University events such as homecoming and commencement, research and related symposia, and from visits from the family and friends of the additional students.

The capital construction activities generate income for use by construction employees in supporting local retail businesses, buying additional houses and paying additional taxes. They will also result in a significant boost to local construction material supply and assembly firms, transport companies, and equipment suppliers.

All local and regional businesses can expect an increase in retail sales due to the additional 735 jobs driven by UAlbany's NYSUNY2020 plan and the local economy will further benefit from increased home sales and additional income, sales and property taxes. Over the next five years:

- Capital projects funded under UAlbany's plan will create nearly 1,600 construction jobs.
- The estimated economic impact of the capital driven directly by UAlbany's plan will be more than \$725 million.
- The overall economic impact of the University's NYSUNY2020 plan will be over \$1.8 billion.

In addition to the ongoing increase in the outlined economic activity, the capital program included within UAlbany's plan will have significant one-time implications for the local economy throughout the next five years:

- This impact includes the creation of more than 735 on-going, sustainable jobs

FOR EVERY NEW DOLLAR IN TUITION...

The \$0.38 of every new tuition and fee dollar used for new faculty salaries in turn attracts \$7.00 in externally funded research support over the first five years of UAlbany Impact.

Every new faculty position funded from tuition dollars creates an additional 1.9 ongoing research support positions.

The \$0.49 of every new tuition and fee dollar used for 292 new faculty and staff positions supports the enrollment of over 1,350 additional students which creates additional direct student service staff positions over the next five years.

The \$0.12 of every new undergraduate and graduate tuition and fee dollar set aside for needs-based financial aid will provide an amount equal to 30 percent of the additional tuition for resident undergraduate students to address the needs of students with the greatest financial need.

The \$0.34 of every new tuition dollar used for faculty start-up and support costs provides newly hired faculty with the space, tools and student assistants they need to provide a cutting edge academic experience and successfully attract new external research support.

- The new positions include 187 new faculty members within five years. The additional faculty will generate an added \$43.1 million of external research funding annually by the end of year five
- These new faculty positions will also allow the University to reduce its student to faculty ratio from nearly 30:1 to 24:1. This improvement promises to attract additional and more accomplished students to UAlbany. The plan projects some 1,350 additional students, driving an estimated additional \$15 million annually into the Capital Region economy just from direct student spending.

OPERATING MODEL.

NYSUNY 2020 generates operating funds to support the expanded academic and research plan, to address student access issues arising from increases in tuition, and to provide support for the operations of newly constructed space. Sources of funds to address these costs include rational tuition increases, a modest academic excellence fee, research funds, housing and service fees, and development funds. The sources and uses are outlined below.

Revenue is estimated to increase by \$300 per year for in-state undergraduate students and by the percentages approved for graduate and out-of-state students by the SUNY Board of Trustees. The additional revenue generated by UAlbany's NYSUNY2020 will be used to fund the following costs:

Faculty and Researchers: UAlbany will hire 187 new faculty and researchers aligned with strategic initiatives of strength and opportunity. These new faculty will serve undergraduate and graduate students in their academic programs, and will generate significant external funds that, in turn, will create additional jobs and economic growth. Faculty and researcher hires are targeted across the six Strategic Initiatives.

Professional and Support Staff: Approximately 100 new professional and support staff will be hired, covering areas of instructional support, student services and financial aid, academic support and advisement, admissions and registration, health and safety, student affairs, career services, libraries, international student services, institutional research and program effectiveness, finance and business, IT services, communications and marketing and legal and audit services.

Needs Based Aid: The plan sets aside revenue generated from new tuition to fund financial aid in order to assist students in most financial need with tuition increases. An amount equal to 30% per year of new resident undergraduate tuition is allocated for needs-based aid for undergraduate students.

Start-up and Operating Costs: UAlbany's NYSUNY2020 plan funds the necessary start-up and support costs required for new faculty and staff to complete their work and attract new externally funded research income.

4. STUDENT ACCESS AND FINANCIAL AID

Strengthening and expanding the University's core liberal education program responds to the need for a workforce and citizenry that is fully equipped to function productively in a rapidly changing, 21st century global society. Support for a vibrant, life-long, arts and science presence is important for enhancing the region's quality of life and increasing New York's competitiveness in attracting and retaining the creative people required to grow the economy and to provide leadership for securing the State's position and importance nationally and internationally. UAlbany's plan will strengthen and expand the University at Albany's academic and research programs in the liberal arts and sciences.

Reversing the recent downsizing of enrollment access, UAlbany's NYSUNY2020 initiative increases access for students by growing enrollment by over 1,350 students over the five years of the plan.

The University's successful record of attracting and graduating a diverse student body makes UAlbany a particularly attractive college option for New York's increasingly diverse and international population. UAlbany's plan will enable the University to enrich its current array of living-learning opportunities on the traditional campus, and off-campus via distance and other extended learning including study abroad. The plan will also enable the University to increase opportunities for students to begin their studies in one of our partnering community colleges and complete a bachelor's degree from the University. The University's extensive record as a "transfer friendly" institution is built on a foundation of strong academic and personal support for students as they move from a community college into the University's upper division programs.

UAlbany's NYSUNY2020 plan will enable increased enrollments in its nationally ranked graduate programs. As one of SUNY's research universities, the University at Albany is a leader in providing advanced education, including doctoral study, to provide the region and State with new generations of researchers capable of advancing knowledge and solving contemporary problems. In particular, graduate programs in human health and biomedical sciences, emerging technologies, environmental and economic sustainability, public service and policy, business and entrepreneurship, and the liberal arts and sciences, address areas of significance and opportunity for New York's future.

UAlbany's plan also expands the University's capacity to serve as a hub of professional, adult, and continuing education, the fastest growing segment of the nation's higher education market. The University will provide more opportunities for students to study in programs at all levels from a distance with a mix of in-person and online educational experiences. The institution's professional graduate programs will provide rich opportunities for the greater Capital Region population and beyond by offering new skill certificates to meet employer needs, helping adults prepare for different careers, and providing access to education in formats that better meet the needs of working adults, including online, low residency, intensive cohort study, and executive education. These expanded opportunities will be especially important for working professionals in areas of the State where access for professional advancement is limited. Using enhanced residential/conference facilities, the University will serve further as a resource beyond the region

to businesses/institutions/public agencies that seek to benefit from the cutting-edge knowledge at the University.

Together with the planned growth of 187 faculty in the next five years, students in all of the areas of study will have access to smaller course sections and more research opportunities, as well as to more than 700 more courses per year. These offerings will also help to improve graduation rates by 7 percent and reduce the need for a fifth year.

UALBANY’S NY SUNY2020 PLAN WILL ENSURE ACCESS FOR THOSE LEAST ABLE TO AFFORD A QUALITY EDUCATION.

Underscoring the University’s commitment to ensure access for all qualified students, UAlbany’s NYSUNY2020 plan will provide aid for students whose financial resources currently place them in need of the State’s Tuition Assistance Program (TAP). The University at Albany has a demonstrated commitment to student access and attainment. This commitment will be continued and reinforced in a plan to mitigate the effect of tuition increases for students with the greatest financial need. To fund this plan, a portion of new tuition will be set-aside to provide tuition support for needs-based aid on a pro-rated basis for undergraduate students who receive State TAP awards. Specifically, a “tuition credit” will be afforded to eligible students based on the level of a student’s TAP assistance as calculated by the NYS Higher Education Services Corporation. UAlbany students will receive an amount equal to 30 percent of the resident undergraduate tuition increase to ensure that access and affordability are protected.

The University will also be increasing its level of merit-based financial assistance – above and beyond the TAP credit program by \$2.5 million. This supplemental merit-based financial assistance will be directed to the University’s existing scholarship programs including the Presidential and Frederick Douglas scholarships.

5. BROAD SUPPORT FROM THE CAPITAL REGION

The extensive and far-reaching support for this plan – the University at Albany’s response to the Governor and Chancellor’s NYSUNY 2020 Challenge Grant Program -- cuts across the entire Capital Region. This impressive display of support ranges from state, local, and federal elected officials, to business and economic development executives to school superintendents and college presidents to heads of hospitals and social service and community agencies. A business leaders forum, hosted by SEFCU, the Center for Economic Growth and five Chambers of Commerce – the Albany-Colonie Regional Chamber of Commerce, the Chamber of Schenectady County, the Rensselaer County Regional Chamber of Commerce, the Saratoga County Chamber of Commerce and the Chamber of Southern Saratoga County -- was attended by more than 130 leaders from the region. A forum for school superintendents attracted the interest of K-12 education leaders across a five-county area. A letter to the New York State Capital Region Delegation was endorsed by more than 250 business and community leaders. It was published in a full-page ad in the *Times Union* and *Business Review* (see next page), following numerous articles, editorials, and blogs endorsing support for what UAlbany’s NYSUNY2020 plan can do for the region.

In addition, a number of business, government and non-profit leaders have offered specific letters of support for UAlbany’s plan. These letters come from corporate executives; the heads of consortia that focus on technology, biotechnology, and information technology; leaders of regional planning and coordinating entities; and local government and higher education partners. All echo the view that the future economic prosperity of the region is closely linked with Albany’s ability to grow in strength as a major public academic and Research University.

Key points made by different leaders include:

- UAlbany’s NYSUNY2020 plan will have immediate benefits: The NYSUNY 2020 Challenge Grant Program will enable UAlbany to immediately begin work on job creation and a new capital initiative that will invigorate the University and region for years to come.
- Major economic impact over five years: UAlbany’s plan will generate new jobs, new capital investments, retail and commercial growth, and new research and development funding.
- A proven track record: UAlbany has a proven track record in workforce readiness, innovation and discovery, and economic development, which is helping to grow the greater Capital Region and Upstate economy. The \$35 million in NYSUNY 2020 capital monies, the five-year rational tuition plan and the University Center fee will serve to strengthen UAlbany academically and accelerate the state and region’s innovation economy.
- Technology: UAlbany’s plan will provide a tremendous resource for technology start-ups and expansions and will add enormously to the attractiveness of the Capital Region for economic development. The prospect of a new facility that will consolidate UAlbany’s

existing computer and information science resources and provide for partnerships, growth and new initiatives is auspicious.

- Information Technology: The NYS Forum, Inc., a consortium of government organizations, information technology corporations and leaders, collaborates with Albany's Center for Technology in Government and the College of Computing and Information in strategic ways. The opportunity to continue and expand such public/private collaborations remains a keystone to helping New York State provide better services for its citizens.

NYSERNet is an important successful example of the impact of the University's intellectual and financial contributions to address a major need related to technology and the power of state seed funding as a catalyst for innovation. NYSERNet has become an advanced, dedicated optical network across the state essential for data-driven research and also has a facility in lower Manhattan that is the world's most important exchange point for research traffic. The state's investment of approximately \$100,000 of seed money has resulted in direct investment of over \$100 million in New York State by NYSERNet; investments by NYSERNet's two spin-offs push that figure to about half a billion dollars.

- Stimulus to the City of Albany and the Capital Region: The planned NYSUNY 2020 Environment and Technology Research Center will leverage both the City of Albany's role as a regional hub of education, research and development, healthcare and technology and UAlbany's scholarly and scientific strengths across a wide range of disciplines. This interdisciplinary facility serve as a magnet to attract new research and development funding, new innovation and discovery and breakthrough technology transfer opportunities that will help further diversify the City's economic base which is greatly needed.
- UAlbany's NYSUNY2020 plan will help make Albany a destination for conferences, conventions and tourism and stimulate the City's and State's economy and quality of life.

Dear Members of the New York State Capital Region Delegation,

This letter concerns the future of the University at Albany and the Capital Region.

Governor Andrew M. Cuomo is to be congratulated for recently introducing the \$140 million NYSUNY Challenge Grant program for the State University's four prestigious University Centers – Albany, Binghamton, Buffalo, and Stony Brook. This major initiative will build on the Centers' academic and research strengths and will stimulate their regions' economic growth. As you know, the Governor's commendable initiative recognizes the power of these Centers and is closely coupled with the need for regulatory reform. These reforms include tuition flexibility, operational efficiencies, land-use authority, and public/private partnerships. They are embodied in legislation – known as UB 2020 (University at Buffalo) – which has already passed the State Senate. Unfortunately, this legislation does not include UAlbany or the other Centers.

It is vitally important that the University at Albany, the Capital Region's flagship public research university, not be left behind.

We, the undersigned, thank the Delegation for its support to date and ask you to continue to be the Capital Region's champions to ensure the enactment of regulatory reform and inclusion of all four University Centers. These reforms will enable UAlbany to grow its academic enterprise, create jobs, attract research funding, invest hundreds of millions of dollars in new construction, and spur retail and economic growth. UAlbany pledges to ensure that along with these reforms, particularly tuition flexibility, it will fulfill its responsibility to maintain accessibility for students with financial need. This is a transformative time in the University at Albany and the Capital Region's history. Your continued support and leadership are necessary and appreciated to safeguard and secure the region's economic well-being.

Sincerely,

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Hull Trust Foundation

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Steven R. Mahoway, President and
Chief Executive Officer/CEO/CEO

Patricia Mangione, Vice President
Mangione Buick, Inc.

John Marra, President
New York State

Deborah J. Marzullo, Executive Director
Jewish Federation of Northwestern New York

Morris Massey, Principal
TD City Bank

Rebecca Massey, Principal
TD City Bank

Dr. Andrew J. Maternak, President
Albany County Community College

Dr. Stanley M. McLaughlin, Superintendent of Schools
Saratoga Central School District

Angela Mazzuca, Owner
Mazzuca Hospitality

William J. McCarra, Jr., Esq., Executive
Executive Vice President
Albany Murri Association

Hon. Gary McCarthy, President
Saratoga City Council and Acting Mayor

Kevin J. McCoy, CEO, Managing Director
Winn & Company P/C

Hon. John T. McDevall II, Mayor
City of Saratoga

Patricia McDonald, M.A., LMSW, Owner
Greenway Development National Grid

Patricia A. McElroy, President & CEO
Upper Hudson Planned Parenthood

Karen D. McElroy, Superintendent of Schools
New Lebanon Central School District

Hon. Carolyn McLaughlin, President
Albany Common Council

Angela McManus, President
TD City Bank, Inc.

Deag McManus, M.Ed., President & CEO
Kameliagame

Tracy McManus, President
TD City Bank, Inc.

Christian Miles, Director
Albany Institute of History & Art

Eric Melnikowicz, President
HAT's Fall

John Merrigan, Ph.D., MCR, LEED (NP),
Principal, Vice President, Classes Engineering, Land
Development & Landmark Architecture Co., P.C.

Mike Merzante, Managing Director & Senior
Investment Officer, The Mutual Fund Store

Dr. Michael Mevin, Superintendent
Greenland Union Free School District

Fr. Alan McEllen O.F.M., Ph.D., President
Staten College

Valerie A. Merritt, Executive Director
Saratoga Bridge/HARCIS, Inc. Saratoga Chapter

Justin Alan Meyerboeris, M.D., MD
Saratoga BODES

Bertram Meyer, District Superintendent (Partner)
Capital Region BODES

Jo Ann Lorraine Nelson, Vice President
Client Services/Pinto Communications

Joseph R. Newlin, President
Columbia Development Companies

John J. Nigro, President
WSP Consulting

David D. Nolan, President and CEO
High John Associates

Tara Nolan, President
Capital Region Chamber of Commerce

Michelle Nykoski, General Manager
Central District of Manhattan, Saratoga

Harris Oberlander, CEO
Dwyer Alliance of the Capital Region

Kevin O'Connell, Chief Executive Officer
TD City Bank/Concessions

Frances A. O'Connell, Associate Executive
Saratoga County Chamber of Commerce

Jan O'Toole, Chairman
CSC Microbank

Michael O'Neil, President
Systematic Solutions, Inc.

Dr. David J. O'Rourke, Superintendent
Walden Day School District

Dr. Robert O'Rourke, President and Founder
Kaiser Primary Medical Care, PC

Helen Orsini, Partner
Washburn, Conrad, Gilles & Schuman Architects

James M. Parker, MS, MBA, Executive
Director and Vice President, OMA Data Center

Harvey Parnowski, President
HP Consulting, LLC

Conrad Patrick, Executive Director of Development
Saratoga County Community College

Ray Patterson, President
Capital Consulting Group, Inc.

Katherine Pelletier, Chief Executive Officer
United Way of the Greater Capital Region

David A. Poplewski, Superintendent of Schools
Rensselaer County Central School District

David P. Poulos, Account Executive
Saratoga County Chamber of Commerce

Keith Poulos, Executive Director
Faculty & Director's Service of the Capital Region

William Poulos, Senior Vice President
Praxis Companies

Ryan J. Poulos, President
Jewish Federation of Northwestern New York

Hon. Martin T. Poul, Chairman
Saratoga County Legislature

Richard C. Power, Executive Director
St. Ann's Institute

Joseph R. Pridemore, Executive Director
Saratoga Capital Management, LLC

Jill Phipps-Delany, Executive Director
Professional

Greg Phipps, Managing Partner
TD City Bank, P.L.C.

Dr. L. Oliver Robinson, Superintendent of
Schools, Saratoga County Central School District

Paul Rosenblatt,
The Water Printing Group

Andrew C. Ross, Partner
Hessman Group LLP

Stephen Rosenblatt, Vice President
Leading & Development Counsel/State
Services, LLC

Joan D. Rosenthal

Carl H. Rosner, Chairman & CEO
Cardiology Imaging, Inc.

Arthur Roth

Jeff Rothberg, Managing Partner
Health Partnership Group & West PC

Bruce Rowlands, President
Saratoga - Saratoga Agency, Inc.

David M. Rubin, President
Saratoga Construction Co., Inc.

David R. Rubin, Esq., Attorney

Raymond Robinson, CEO
Pinto Child & Family Center

Joan Schreiner, Executive Director
Center Services of Albany, Inc.

David Schuchter, President
Mella Logic

Robert W. Schwartz, Owner & Managing Director
Schwartz Media Group, Inc.

Holly M. Sharkey, Ed.D.,
Superintendent of Schools
Cato-DuRoi Central School District

Holly Shields, Superintendent
Remaker County Central School District

Todd L. Shinkman, CEO, President
Saratoga County Chamber of Commerce

David H. Skippes, President & CEO
Winn & Company P/C Health Services

Lorraine A. Shover, Community Manager
Robert Schreiner, SDR, President/
Managing Director, CB Shared Site

Dr. Terrence Thayer Snyder, Superintendent
Rensselaer Central School District

Gene Soltes, Representative/Assistant Center
Jeff Sperry, Partner, CB Shared Site

Jeff Sperry, Partner, CB Shared Site

Michael Spivak, Vice President
Development/General/Healthcare Network

Charles D. Steiner, President
The Chamber of Saratoga County

Marjorie M. Stevens, Vice President
TD City Bank, Inc.

Jeffrey Stone, President, Capital Region
Krylan

Paula Stoppers, President & CEO
Capital Christianities FOU

R. Mark Sullivan, Ed.D., President
The College of Saint Rose

L. David Swartz, President & CEO
Quest Development Company, Inc.

Edward D. Szyper, President
The Szyper Company

Scott Taborbaum, Ph.D., President
The Group for Organizational Effectiveness, Inc.

John Taborbaum, President
Frost Taborbaum Products

Liz Taylor, VP Human Resources
Questar, Inc.

Steve Teich, Chairman
New York State

Andrew Tenenon, President
Capital Bank

David Tenenon, Esq.

Lois Tenenon

John M. Tocco, PE, Partner
Bright Star Engineering

Gregory A. Tombari, Assistant
Director, University System of Albany

F. Michael Tucker, President and CEO
Center for Genetic Risk

Michael J. Udonwala, President
United Group of Companies, Inc.

Freddie Ward, Broker & Owner
Freddie Ward Real Estate Group

Michelle L. Warwick, President/CEO
Capital Region Chamber of Commerce, Inc.

Michelle Ware, AIA, LEED AP, Partner
Winn & Associates Architects

Arthur C. Way, Executive Director
Academy of Environmental Education

Debra White, Superintendent of Schools
Saratoga County Central School District

Eric White, President & CEO
WSP, LLC

Maria Wise, Ph.D., Superintendent of Schools
Guilderland Central School District

Guid Wipaceno-Silvestri, President/CEO
NYC Incorporated of the Greater Capital Region

John Wisniewski, Executive Director
Central District of Manhattan Agency

David W. Wolcott, CEO, Managing Director
Wolcott & Company CPA, PC

Bill Wolf, Executive Director
Lentex School

David D. Wolcott, AIA, LEED AP, Vice President
Capital District Transportation/Construction Management

James Zhong-Yang, President
Chinese Community Center of the Capital District
of New York

Kenneth Zaretski, CEO
Plastic, Inc.

David R. Zengel, President
SDFU Capital



6. TIMELINE & MILESTONES

2012:

- Finalize funding and secure necessary State approvals for the \$165 million Emerging Technologies and Entrepreneurship Complex (E-TEC)
- Complete design services procurement phase for E-TEC
- Launch multi-year faculty and staff hiring plan

2012 – 2013:

- Enter design phase for E-TEC
- Grow enrollment by over 1,350 students between year by Year 5 (2012 – 2017)

2014 – 2015:

- Bid and award the construction contract E-TEC
- Research award growth and expansion continues

2015 – 2016:

- Construction continues and equipment installation phase begins for E-TEC

2017 – 2018:

- \$165 million E-TEC ready for occupancy
- Cumulative enrollment growth increases by 1,350 additional students since 2012
- Total student enrollment reaches 18,452 students
- Over 2,300 jobs created since 2012
 - 542 faculty and research support staff hired
 - 193 additional staff positions
 - 1,600+ construction jobs
 - Over \$117 million in new research funding
 - \$1.8 billion in economic impact