



UNIVERSITY
AT ALBANY

State University of New York

Position Specification

The University at Albany

Provost and Senior Vice President for Academic Affairs

November 2018

UAlbany: A Brief Overview

One of the four major research universities in the 64-campus SUNY system, the University at Albany is one of the nation's 115 Carnegie Classified "R1" doctoral degree granting universities. In addition to its high research activity, it is distinguished for its many academic strengths, close ties to government and industry, and one of the most diverse student bodies in the entire system, with 48 percent from minority backgrounds and 35 percent coming from underrepresented populations.

With nationally respected programs, top-ranked professors, and a strategic location in New York's capital, UAlbany offers a world-class education to 13,597 undergraduates and 4,346 graduate, doctoral and professional students. The University is home to nine schools and colleges across three campuses, with instructional faculty totaling 1,147.

UAlbany has an impressive array of awards and honors for its highly-regarded programs. The *2019 U.S. News & World Report* gives high rankings to many of UAlbany's graduate programs, including:

- Criminal justice (#2)
- Public affairs (#23)
- Public health (#31)
- Sociology (#36)
- Social welfare (#38)
- Clinical psychology (#57)

UAlbany excels at preparing students for success. The University consistently outperforms its predicted graduation rate – exceeding it by a full six points in the most recent *U.S. News & World Report* rankings. Additionally in 2015, the White House praised UAlbany as “an engine of opportunity” and in 2017, the *New York Times* published a national study ranking UAlbany among the top 20 “selective public colleges” in the nation for offering students who come from poverty the most opportunity to achieve wealth in adulthood. (Specifically, the study found that 43 percent of UAlbany students who began college with family incomes in the bottom quintile went on to earn in the top quintile during their professional life.) In addition, for two consecutive years, *Washington Monthly* has ranked the University among the nation's top universities, most notably in social mobility. In addition, *INSIGHT Into Diversity* magazine named UAlbany as one of its 2018 Higher Education Excellence in Diversity (HEED) Award recipients.

The University has made considerable progress in the last five years and it is now poised to advance dramatically on many fronts. Following the launch of its biggest academic expansion in 50 years, UAlbany hired 137 new full-time faculty, opened two new colleges, the College of Engineering and Applied Sciences (CEAS) and the College of Emergency Preparedness, Homeland Security and Cybersecurity (CEHC), and signed an innovative academic affiliation agreement with Albany Law School, the nation's oldest independent school of law.

CEAS currently offers programs in computer science (CS) and electrical and computer engineering (ECE) at the BS, MS, and PhD levels, serving more than 574 undergraduate majors, 154 undergraduate minors, and 266 graduate students, with expectations to grow substantially in the years to come. The newly-launched department of environmental and sustainable engineering (ESE) is unique in the nation, and plans are in development for new programs in Bioengineering, Mechanical Engineering, and more. The College's extramural research funding is growing at an astonishing pace. It will become a high-quality, "fully-featured" college of engineering, providing the Capital Region with a much-needed public option for engineering studies at all degree levels. The University is seeking funding from both public and philanthropic sources to renovate a historic building on the downtown campus to serve as a home for the College's computer science and ECE departments, as well as the dean's offices.

UAlbany's first-in-the-nation College of Emergency Preparedness, Homeland Security and Cybersecurity (CEHC) was created under the leadership of New York Governor Andrew M. Cuomo in 2015. It currently offers an undergraduate major and a minor in emergency preparedness, Homeland security and cyber security, online and face-to-face majors and a minor in informatics. We host a master's degree in school libraries and a master's degree in information science with tracks in intelligence analysis, data analytics, information management and technology, archives and records, and libraries, as well as two graduate certificates and a doctoral degree in information science. CEHC has more than 1,100 students enrolled in degree programs, demonstrating significant and sustained growth. The College is distinguished by its highly interdisciplinary approach, emphasis on experiential learning, and focus on both research and practice.

The University is building a 12-acre, \$184 million complex to house CEHC, CEAS' Department of Environmental and Sustainable Engineering, the highly-respected Department of Atmospheric and Environmental Sciences, the Atmospheric Sciences Research Center, and the New York State Mesonet, a state-of-the-art weather observation system developed to support better planning for extreme and dangerous weather events and to protect both life and property of New York citizens and industry.

With a unique in Nation affiliation with the New York State Department of Health, where employees hold full time uncompensated appointments in the University, the combined research and development expenditures grew from \$120.2 million for FY 2016 to \$156.4 million for FY 2017, a 30 percent increase. The University NSH HERD ranking within 901 institutions ranked 139 (16.2%) in 2016. In addition, the University launched the public phase of a \$150 million comprehensive fundraising campaign; has begun implementation of alignment plans resulting from a strategic planning process; and is preparing to roll out an updated branding campaign. Under President Rodríguez's leadership, these initiatives are expeditiously moving forward simultaneously. For greater detail, the strategic planning process and implementation is available at: <https://www.albany.edu/strategicplan/> .

UAlbany is focusing intently on improving the student experience, putting several high-impact strategies in place to make additional gains in freshmen retention and student satisfaction. Innovative work is also being done on diversity, equity and inclusion; public engagement; undergraduate research; experiential

learning; the teaching of writing and critical inquiry; and reimagining the role of the arts and humanities in the public research university. Academic leadership must be dynamic and possess a sense of urgency to ensure that these initiatives are carried forth successfully.

Provost and Senior Vice President for Academic Affairs

The University at Albany, State University of New York (SUNY), seeks a distinguished academic and administrative leader to serve as the chief academic officer of the University. The Provost and Senior Vice President for Academic Affairs reports to the President and oversees the University's nine colleges and schools. The Provost plays a key role, in close partnership with the President, in long-range strategic planning and implementation and in the integration of academic programs. The Provost has the primary responsibility for advancing the University's mission in the areas of teaching, scholarship, research, and creative activity.

The Provost also oversees the libraries, graduate and international education, online and distance learning, faculty development, and other academic and administrative areas that support the University's academic mission. In addition, the Provost has responsibility for academic budgeting and fiscal planning, manages a budget of approximately \$210 million, and allocates resources consistent with the University's strategic plan.

The Provost will work closely and collaboratively with members of the President's executive council, deans, faculty, and administrative leaders to create and sustain excellence across the academic enterprise and to promote interdisciplinary synergies and international collaborations in research and teaching.

The successful candidate will be a strategic and innovative academic leader with a track record of success in galvanizing a transparent agenda, managing change, a demonstrated commitment to diversity and inclusion, and inspiring people into action. A strong understanding of budgeting and the economics of the public academic enterprise is required.

The new Provost will join UAlbany during a transformative time under the leadership of President Havidán Rodríguez, who joined the University in September 2017. In 2018, President Rodríguez identified five core priorities as a result of a strategic planning process that has galvanized the campus. These include: student success; research excellence; diversity & inclusion; internationalization; and engagement & service.

Among the most diverse Research I institutions in the nation, UAlbany is deeply committed to equity, diversity, and inclusion. This commitment, in conjunction with its core priorities, guide the University's strategic initiatives, identifying opportunities to advance the institution towards its aspirational vision, which is *to be the nation's leading diverse public research university – providing leaders, knowledge, and innovations to create a better world.*

Key priorities of the Provost and Senior Vice President for Academic Affairs:

- Implement the University strategic plan;
- Enhance research infrastructure and grow externally funded research, in conjunction with the Vice President for Research;
- Establish a graduate school and build high demand doctoral and masters programs that align with our core research strengths including online programs;
- Support and incentivize transdisciplinary research collaboration;
- Build international capacity through increased study abroad programs and increased recruitment of international graduate students and externally funded international research;
- Diversify further the profile of the faculty, with a focus on recruitment, inclusion, support, and retention.

Professional and Personal Qualifications:

The individual who assumes the position of Provost must be a recognized and accomplished researcher and scholar in their discipline. The candidate will serve the University as a strategic, flexible, and collegial leader who demonstrates a sustained commitment to excellence in research, scholarship, and teaching. The Provost will have an appreciation for and understanding of the political, financial, technological, and global challenges facing public research universities, and most importantly, a track record of providing effective and innovative leadership in addressing these challenges.

The successful candidate will possess most, if not all, of the following qualities and experiences:

- Earned doctorate or equivalent terminal degree and a record of distinguished scholarship and teaching requisite for an appointment as a tenured full professor.
- Experience in guiding the implementation of a strategic plan, establishing metrics, measuring progress, and adapting as necessary.
- Strong financial management skills as exemplified by an astute understanding of university finances and the relationships between academic priorities and budgeting.
- Impeccable academic judgment, a record of appreciating excellence and contributing to the growth and innovation within programs, departments, or schools, and participation in the successful recruitment and retention of a superb faculty.
- A powerful affinity for, and commitment to, the mission and values of a public university, and its newly adopted strategic plan; enthusiasm for UAlbany; and an ability to bring campus constituencies to consensus.
- A track record in building bridges between academic disciplines and facilitating collaborative activities across institutional and disciplinary boundaries.
- A proven track record in maintaining a healthy, productive balance between outstanding scholarship and high-quality teaching among the faculty.
- An understanding of, sensitivity to, and respect for, the concerns and interests of faculty, staff, and students.

- Demonstrated commitment to shared governance in planning and managing change, and the skills to reduce conflict and promote a sense of shared commitment to change.
- A commitment to diversity, including individual action and institutional leadership to advance diversity and inclusion.
- Demonstrated commitment to the education of students, the ability to envision and advance the importance of general education, and a thorough grasp of the significance of graduate education and lifelong learning.
- Commitment to advancing international programs.
- Commitment to strengthening current and building new and innovative fully online academic programs.
- Outstanding listening and communication skills.
- A high degree of integrity paired with a fair, collaborative, and transparent leadership style that will succeed in an environment of shared governance.
- Demonstrated ability to work effectively within a unionized institutional environment.
- Well-developed political and diplomatic skills employed to represent the institution's missions and goals with both the executive and legislative branches of state government.

University Leadership

Havidán Rodríguez was appointed by the SUNY Board of Trustees as the 20th president of the University at Albany in June 2017. He took office in September 2017 after more than 25 years as a leader in higher education.

Before coming to UAlbany, Dr. Rodríguez was the founding provost and executive vice president for academic affairs at The University of Texas Rio Grande Valley (UTRGV). He was instrumental in creating UTRGV, a new public research university, and building the university's new medical school from the ground up. Dr. Rodríguez had previously served as interim president and provost and vice president for academic affairs at The University of Texas Pan-American, which merged with The University of Texas at Brownsville to become UTRGV.

Prior to his leadership positions in Texas, Dr. Rodríguez spent seven years at the University of Delaware as deputy provost, vice provost for academic affairs and international programs, and professor in the Department of Sociology and Criminal Justice. He also directed UD's acclaimed Disaster Research Center, the world's first research center devoted to studying the complex social problems that result from natural and technological disasters and other community-scale crises.

Dr. Rodríguez has also held faculty and administrative positions at the University of Puerto Rico-Mayagüez and served as Director of the Minority Affairs Program for the American Sociological Association (1995-1998). A respected scholar, he studies the socioeconomic impacts of disasters and the economic well-being of minority populations in the United States and Puerto Rico.

Dr. Rodríguez received a B.S. in psychology from the University of Maryland, an M.A. in sociology from the University of Wisconsin-Milwaukee, and a Ph.D. in sociology from the University of Wisconsin-Madison.

Nomination and Application Process

The review of nominations and applications for the position will commence immediately and continue until the position is filled. All candidate information will be held in strict confidence. Qualified applicants should forward an electronic version (Microsoft Word or Adobe PDF files preferred) of their curriculum vitae and a letter of interest to:

Jett Pihakis, Ph.D.
Consultant to the Search Committee
Russell Reynolds Associates
UAlbany.Provost@russellreynolds.com

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APPENDIX

UAlbany History

The University at Albany has a rich history dating back nearly 175 years. Founded as the first public institution of higher learning in New York State, it began as a “normal school.”

In the late 19th century, the evolving school system required a new approach to teacher education. The Normal School added a four-year program including new curricula, faculty, and standards for student enrollment. In 1914, the institution officially became known as the New York State College for Teachers.

In the years following World War II, the College rose to a position of national distinction. In 1962, the State University of New York system of higher education underwent a rapid expansion in response to rising needs. The College was invited to join the growing system as one of SUNY’s four University Centers, and it became a broad-based public research institution.

Today, UAlbany is a comprehensive public research university where students and faculty collaborate to conduct life-enhancing research and scholarship in a wide range of disciplines.

The SUNY System

The nation’s largest comprehensive public university system, The State University of New York (SUNY), was established in 1948. Since its founding, the SUNY System has evolved to meet the changing needs of New York’s students, communities, and workforce. SUNY initially represented a consolidation of 29 unaffiliated institutions, including 11 teachers colleges. All of these colleges, with their unique histories and backgrounds, united for common goals: to learn, to search, to serve.

Today, the System includes 64 schools, a mix of 29 state-operated campuses and five statutory colleges - including research universities, liberal arts colleges, specialized and technical colleges, health science centers, land-grant colleges - and 30 community colleges. These institutions offer programs as varied as ceramics, engineering, philosophy, fashion design, optometry, maritime studies, law, medical education, and everything in between. SUNY also operates hospitals and numerous research institutes.

SUNY is embedded in virtually every community in New York State. Remarkably, 93 percent of New Yorkers live within 15 miles of a SUNY campus and nearly 100 percent live within 30 miles. In many communities, SUNY is also the region’s largest employer. While SUNY students are predominantly New York State residents, hailing from every one of the state’s 62 counties, SUNY also draws students from every other state in the United States, the District of Columbia, four U.S. territories and 160 nations from around the world. One out of three New York State high school graduates chooses SUNY and the system enrolls 431,855 full-time and part-time students. SUNY employs 90,576 and counts more than three million living alumni.

SUNY attracts the best and brightest scholars, scientists, artists, and professionals while boasting nationally and internationally recognized faculty in all major disciplines. Faculty are regular recipients of prestigious awards and honors. Committed to serving as the state’s strongest economic and quality-of-

life driver, the System provides quality education at an affordable price to New Yorkers and students from across the country and around the world.

Under the leadership of Chancellor Kristina Johnson, SUNY has positioned itself as a national leader in higher education, positively impacting the lives of students while continuing to drive the economy of New York and the nation. To accomplish this, the System will work to focus upon Innovation & Entrepreneurship, Individualized Education, and Sustainability, as well as expand public and private partnerships.

Governance

UAlbany's President reports to the Chancellor, who in turn reports to the Board of Trustees, the governing body of the State University of New York. This board consists of 18 members, 15 of whom are appointed by the Governor, by and with consent of the State Senate. In addition, the President of the statewide Student Assembly serves as student trustee and the presidents of the University Faculty Senate and Faculty Council of Community Colleges serve as *ex-officio* trustees.

At the campus level, each state-operated campus of the SUNY system has an oversight council, appointed by the Governor. At UAlbany and the other three University Centers, this body is called the University Council. The campus-level councils function under the general direction of the Board of Trustees and have certain duties and powers mandated by Article 8, Section 356 of the New York State Education Law. These include: conducting the presidential search process and recommending candidates to the Chancellor and Board of Trustees; reviewing and making recommendations on the campus's budget request and its major plans; approving the Student Code of Conduct; making regulations concerning buildings, grounds and land; and approving the naming of buildings.

Nine of the 10 voting members of the Council are appointed by the Governor for seven-year terms. The 10th member is a student, elected for a one-year term by the undergraduate student body. In addition, representatives of the faculty, alumni, and graduate students participate in Council meetings. The Council chair, currently held by Michael Castellana, '84, '92, President and CEO of SEFCU, the Capital Region's largest credit union, is appointed by the Governor.

The campus shared governance body is called the University Senate, as it includes faculty, staff, and students. The University culture greatly values its strong tradition of shared governance through the University Senate and feels that the collaborative nature of decision making contributes significantly to the atmosphere of excellence. The Senate includes more than 80 Senators elected by their peers. It includes 15 students, among them the elected heads of both the undergraduate and graduate student governments. UAlbany's President, Provost, and several vice presidents also serve as *ex officio* non-voting members.

In addition, UAlbany is represented on the SUNY University Faculty Senate, a statewide body whose members include the SUNY Chancellor, two University representatives having SUNY-wide responsibilities, and representatives from each of the State-operated campuses and statutory colleges.

Members of the President's Senior Leadership team, the Executive Council, include the provost and senior vice president for academic affairs; the vice president for research; the vice president for finance and administration; the chief diversity officer and assistant vice president for diversity and inclusion; the senior counsel; the director of athletics; the vice president for student affairs; the vice president for university advancement and executive director of the University Foundation; and the chief of staff.

University Footprint

Since its inception, the University has grown to include nine schools and colleges among three campuses: the Uptown Campus and Downtown Campus both in Albany, NY, and a Health Sciences Campus in Rensselaer, NY.

Uptown Campus

The University's main campus, the Uptown Campus, has been described as "a distinctive work of modern art." Designed in 1961-62 by renowned American architect Edward Durell Stone, the campus bears Stone's signature style of bold unified design, expressed by its towers, domes, fountains, soaring colonnades, and sweeping canopy. The result is dramatically different from traditional university campuses with dispersed buildings and disparate architectural styles.

In recent years, an aggressive program of new construction has expanded the Uptown Campus with a second major library facility (the Science Library), the Life Sciences Research Building, a sculpture studio, apartment-style housing, a new administration building, and a new School of Business building. Funding has been secured to construct a home for the new College of Emergency Preparedness, Homeland Security and Cybersecurity – the nation's first college to unite these three disciplines. The Uptown Campus is home to the College of Arts and Sciences, the School of Business, the School of Education, and programs of the new College of Engineering and Applied Sciences.

The Uptown Campus also features the Performing Arts Center — boasting several theatres, recital halls, and rehearsal instructional spaces — and the University Art Museum, a substantial regional museum. The hub of student activity is the Campus Center, which provides a bookstore, meeting spaces, dining and recreational facilities, and offices for student organizations.

Each of the four Uptown residence quadrangles house approximately 1,200 students and includes eight, three-story halls and a 23-story tower. The Freedom Apartments and Empire Commons provide apartment-style living for 1,200 students. Housing is also available on Alumni Quadrangle, located near the Downtown Campus. Liberty Terrace, a modern apartment-style residence hall located on the south-east side of campus opened in fall 2012.

Downtown Campus

The Downtown Campus is a classic Georgian-style complex that served as the main campus from 1909 until the Uptown Campus opened in 1967. It houses three highly-ranked schools: the Rockefeller College of Public Affairs and Policy, the School of Criminal Justice and the School of Social Welfare. The campus is also home to the Dewey Graduate Library, which features beautiful Depression-era murals and stained glass.

The University has begun renovations on the neighboring historic Schuylers High School to serve as the primary home for its new College of Engineering and Applied Sciences, where the departments of Electrical and Computer Engineering (ECE) and Computer Science (CS) will be located. The University looks forward to working closely with the City of Albany and local residents to foster re-development of the surrounding neighborhoods, creating new opportunities for small businesses and improving the quality of life in Albany's urban core.

Health Sciences Campus

Established in 1996 as the East Campus, the Health Sciences Campus marked UAlbany's expansion across the Hudson River to Rensselaer County. Home to the largest concentration of individual health science-related entities in the Capital Region, the campus is anchored by the School of Public Health and the Cancer Research Center with its Center for Functional Genomics.

The campus also hosts many health-related companies and non-profits, including the biotechnology companies Regeneron and Taconic, and the pharmaceutical manufacturer Albany Molecular Research Inc. Global. In the Health Sciences Campus, the research centers of some of the region's well-respected private colleges, the Albany Medical College and Albany College of Pharmacy and Health Sciences, as well as a dozen other area start-up and biomedical organizations.

The campus is also home to a highly collaborative, 30-year partnership between the School of Public Health and the New York State Department of Health. Land is available for additional development, and the University envisions further growth of this important regional asset. The campus is owned and operated by the University at Albany Foundation, an ownership structure that facilitates public-private partnerships that can spur economic growth and create new opportunities for faculty and students.

Academic Excellence

Through its nine schools and colleges, the University offers 53 undergraduate majors, 64 minors and 150 graduate programs. The University provides its students with more than 80 study abroad opportunities in 30 different countries.

The excellence of a UAlbany education is recognized by many independent sources. It is listed among the top universities in *Forbes'* "America's Best Public Colleges" and *U.S. News & World Report* ranks several of its graduate programs among the top 50 in the United States.

Known as an educational innovator, UAlbany offers accelerated five-year bachelors'/masters' degrees in 30+ fields; highly-sought-after internships with the New York State Legislature, U.S. Congress, and other federal agencies; a growing 3+3 program with Albany Law School; a seven-year joint degree with the SUNY College of Optometry; and early assurance programs with Touro, the University at Buffalo School of Dental Medicine, Albany Medical College, and SUNY Upstate Medical University.

UAlbany's Honors College provides a home for its most intellectually-focused and ambitious students, who are given research opportunities and challenged to achieve their full academic potential in a

supportive environment that features small classes. Each year about 125 freshmen elect to join the Honors College.

Another hallmark of UAlbany's academic culture is its highly interdisciplinary, collaborative nature. Faculty from many different disciplines collaborate on teaching, research and public service projects, and the design of the curriculum allows and encourages students to major in more than one subject, or to take a minor outside their main area of interest.

The University has a long history of providing access to excellence for deserving students from all walks of life. UAlbany's highly-lauded Educational Opportunities Program (EOP) provides admission opportunities for economically and educationally disadvantaged students who are residents of New York State and desire to pursue a bachelor's degree in any of the University's academic departments. EOP provides social and instructional supports to ensure academic success and graduation. As of fall 2017, first-time, full-time students have first-year retention rates of 90.4 percent, or 10 percent above the freshmen cohort. The six-year graduation rate is 72.4 percent or seven percent higher than the rest of the student body. EOP currently serves more than 775 undergraduate students and has recently been expanding with additional funding provided by the Legislature, SUNY, and UAlbany. The program celebrated its 50th anniversary in the fall of 2018.

With a strong faculty that is recognized for innovative research, scholarship and creative activity, UAlbany is classified by the Carnegie Foundation for the Advancement of Teaching as a Doctoral University, highest Research Activity. This designation, a distinction enjoyed by just 115 institutions in the nation, is yet another indicator of the academic excellence of the University.

Outstanding Faculty

The University's excellent reputation is based on the quality of its faculty. At UAlbany, highly accomplished professors take great pride in delivering excellent academic programs. With a student-to-faculty ratio of 18:1, UAlbany fosters a robust environment for student success.

UAlbany's more than 700 full-time faculty are internationally-visible scholars, researchers, writers, artists, and teachers working in a wide range of fields. The faculty play a key role in distinguishing UAlbany as an institution where teaching and research are equally valued and integral to the University's mission. The University is particularly proud of the linkages between its faculty, their research, and people in the surrounding community. These relationships provide opportunities to strengthen public engagement and community service, both of which are key strategic priorities. Together, these partners make significant contributions to education, social policy and services, health and well-being, culture and the arts, and economic development in the region and throughout New York State.

More than 30 UAlbany faculty members have earned promotion to the highest ranks within SUNY (Distinguished Professor, Distinguished Service Professor, Distinguished Teaching Professor, and Distinguished Librarian). The Distinguished level is the highest academic rank in SUNY, above that of Full Professor, and is conferred by the Board of Trustees only upon those individuals who display

consummate professionalism, perform groundbreaking scholarship, provide exceptional instruction, and make broad and deep service contributions.

Among the University's most well-known professors are novelist William Kennedy and biologist Marlene Belfort. Kennedy is author of *Ironweed* (made into a film starring Jack Nicholson and Meryl Streep) and several other highly-regarded works. He founded The New York State Writers Institute, which brings dozens of respected writers to Albany annually for readings and workshops. Kennedy is a member of the American Academy of Arts and Letters and a recipient of the Pulitzer Prize, the National Book Critics Circle Award and a MacArthur Foundation "genius grant." Biologist Marlene Belfort is a SUNY Distinguished Professor, a member of the National Academy of Sciences, and a fellow of the American Academy of Arts and Sciences, the American Academy of Microbiology, and the American Association for the Advancement of Science. Recognized as both a ground-breaking researcher with major discoveries to her credit and an outstanding mentor of young scientists, Belfort helped to found UAlbany's RNA Institute, a center for basic and translational research that brings together researchers from across the Capital region.

Of UAlbany's 1,147 instructional faculty, 727 are full-time and 420 are contingent. UAlbany aspires to be a national model for recognizing and celebrating its contingent employees. To achieve this, leadership commissioned a blue-ribbon panel in 2015 to make recommendations for addressing the needs and concerns of this important sector of its workforce. It offered 14 recommendations, including increasing compensation, providing professional development opportunities, and creating pathways to permanent employment status. The University continues to work in collaboration with the University Senate and unions to implement additional recommendations.

Nearly all members of the faculty and staff are represented by labor unions, most by United University Professions (UUP), the nation's largest higher education union. UUP also represents personnel at 28 other SUNY campuses, plus System Administration, Empire State College, and SUNY's public teaching hospitals and health science centers in Brooklyn, Long Island and Syracuse. UUP is affiliated with New York State United Teachers and the American Federation of Teachers, the National Education Association and the AFL-CIO.

Research

UAlbany's faculty and staff are engaged in a growing research environment in a broad array of research strengths spanning many fields. Among the most notable areas are atmospheric and environmental sciences, life sciences, RNA science, digital forensics, health disparities, criminal justice and education. The University has capitalized on its location in the seat of state government to build a reputation for outstanding research in public policy, public health and social welfare.

UAlbany is rapidly expanding its research capacity in the new Colleges of Engineering and Applied Sciences and Homeland Security, Emergency Preparedness and Cybersecurity. The University is also proud of the research, scholarship, and creative activities of its faculty in the social sciences, business, and the arts and humanities.

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, construction was completed on 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 protect the lives and property of New Yorkers.

The School of Public Health enjoys a 30-year relationship with the New York State Department of Health's Wadsworth Center, which are considered second only to the Centers for Disease Control and Prevention among all of the America's public health labs. Wadsworth scientists hold UAlbany faculty appointments and UAlbany's graduate students work in their laboratories. This partnership has positioned UAlbany to be at the forefront of public health research.

In addition, UAlbany has many highly-respected centers and institutes. Just a few examples are:

- The **Cancer Research Center**, where scientists focus on prostate and breast cancer, and the interaction of nutrition and metabolism on cancer cell growth. This center is located in a modern building on the Health Sciences Campus and offers core facilities that provide scientists with sophisticated equipment and support services that facilitate cutting-edge investigations.
- The **Atmospheric Sciences Research Center**, founded in 1961 by Vincent Schaefer, who with Distinguished Research Professor Bernard Vonnegut invented the technique of "cloud seeding." Its research and development work includes: advanced sensor development; laboratory and field experiments in atmospheric chemistry, atmospheric physics, and aerosol microphysics; remote sensing of the environment; global aerosol forecasting, air quality, climate change, dispersion modeling; high performance computing, and data and visual analytics.
- The **Institute for Financial Market Regulation** connects the scholarship of academic researchers with the knowledge and experience of professionals in financial market regulation to understand current issues facing regulators and supervisors. The Institute is a partnership with Albany Law School and has helped elevate UAlbany's considerable reputation on Wall Street, where School of Business graduates compete successfully with Ivy League alumni for top jobs.
- The **Life Sciences Research Initiative** brings together faculty members from many departments to collaborate across disciplines to solve problems of human health and disease. The highly-interactive initiative links researchers and students in biology, chemistry, physics, psychology, and The RNA Institute around shared interests in RNA science and technology, neuroscience, microbiology, molecular evolution of disease, and molecular and cell biology.
- The **Center for International Development** has a long history of working with governments around the world to increase effectiveness and support the growth of democratic institutions and practices. In 2013, the Center was awarded nearly \$50 million by the federal agency USAID to support its efforts to help Kenya transition to a new system of governance following the adoption of its new Constitution in 2010.
- The **Center for Technology in Government** is world-renowned for applying research to improve government and public service through innovations in technology, policy and management. CTG collaborates with 150 government agencies, 66 private companies, 66 academic institutions, and 38 nonprofit organizations, and it has produced more than 120 guides, reports, and online

resources to support the work of government professionals, along with over 300 scholarly articles that have contributed to the field of research on IT innovation in government organizations.

- The **Hindelang Criminal Justice Research Center** conducts and disseminates top quality research to support the development of policy recommendations for the field of criminal justice. Over the past 30 years, it has provided employment and opportunities to learn research methods and develop dissertation topics to more than 100 graduate students.
- The **National Center for Security and Preparedness** through its diversity of strengths, skill and experiences, the center connects emerging ideas from the academic community with insight from practitioners to support training, exercises, policy development, and practical research.

Students

UAlbany enrolls 17,943 students, of which 13,597 are undergraduates and 4,346 are graduate and professional students.

The University received a record 27,678 applications in 2017 and welcomed a 2018 freshman class of 2,767. Transfer students also play a significant role in class composition with 1,347 enrolled for the fall 2018. Of total enrollment, 31 percent are first-generation college students, with the mean SAT score for first-time, full-time freshmen at 1199. In 2017, first-to-second year retention was 82 percent, and the six-year graduation rate was 63.5 percent.

UAlbany largely draws its undergraduate applicants from New York State, although enrollment from out-of-state and other countries is growing. Approximately four percent of the undergraduate student body comes from other states and another five percent from other countries.

UAlbany's students are highly diverse, with 48 percent from minority backgrounds and 35 percent coming from underrepresented populations. The University is the only one of the four SUNY University Centers with women comprising more than half of the student body - 53 percent. Its proportion of minority students - 48 percent - considerably exceeds the national average for public R-1 universities at 34 percent. A significant proportion of UAlbany's students are first-generation college students (31 percent) and Pell eligible (41 percent).

About half of UAlbany's graduate students attend full-time, and over one-third in doctoral programs. International students comprise 18.5 percent of the graduate student population (14 percent of master's students and 30 percent of doctoral students). The largest graduate enrollments are in the College of Arts and Sciences and the School of Education, with additional substantial numbers in the School of Public Health, School of Social Welfare, School of Business, College of Engineering and Applied Sciences, and the Rockefeller College of Public Affairs.

Enhancing the Student Experience

The University has long believed that co-curricular student experiences complement and enrich student learning. Through a robust student life program aimed at providing students with opportunities to live, learn, and lead through involvement in more than 300 clubs and organizations, including: the

undergraduate and graduate elected student governments; health and wellness programs, which include club sports, intramurals, group exercise, and fitness opportunities; multicultural and gender and sexuality resource centers, which support an increasingly diverse and inclusive campus community; and an increased focus on career and post graduate preparation. This attention to student growth includes a strong emphasis on providing students with as many applied learning experiences as possible, including internships, education abroad, undergraduate research, and community service opportunities.

Housing nearly 7,800 students on campus - nearly 60 percent of all undergraduates - in traditional residence halls and apartments, the University requires first and second year students to live on campus and provides targeted programming focused on student success, including 23 highly successful living-learning communities for first-year students; a new residentially-based Student Success Center which provides tutoring, academic advisement and career counseling to first-year students where they live; and a renewed emphasis on students' second-year experience.

Highly successful collaborations between the Provost's Office, Student Affairs and Undergraduate Education have scaled high-impact educational practices aimed at first-year students and introduced individualized "student success teams," most recently resulting in a six-year high in freshman-to-sophomore year retention for the Class of 2019.

Initiatives to improve the student experience include a newly constructed \$62.2 million, 76,000 square-foot addition to the Campus Center, which provides more retail dining options, student organization offices, multi-purpose rooms, and a new 400-seat auditorium. The health and counseling centers will relocate to a new, \$28 million facility on the Uptown Campus in 2019, further enabling students to access these services. The University has established a new Center for Leadership and Service; launching a new Applied Learning Institute; and expanding employer relations in the Office of Career and Professional Development. It intends to continue the transformation of older residence halls into vibrant and inviting living communities.

Intercollegiate Athletics

The Department of Athletics provides a robust intercollegiate athletics program for men and women committed to supporting the educational mission of the University. The institution is committed to building the visibility of its athletic programs to enhance student spirit, recruitment, and retention.

UAlbany's intercollegiate athletics program, with 18 sports and 490 student-athletes competing at the NCAA Division I level, has achieved increasing success. UAlbany Athletics is a member of the America East Conference, Colonial Athletic Association (football) and the Metro Atlantic Athletic Conference (women's golf).

UAlbany student-athletes have an 83 percent graduation rate, while attaining a cumulative GPA of 3.09 (average for athletes across all sports) and annually donating more than 2,000 hours in community service to the Capital Region. Hundreds of student-athletes over the past 17 years earned academic and leadership honors with the NCAA, Chancellor Scholar-Athlete, America East Conference, and the State University of New York Presidential Awards.

In 2015, the athletic department received the largest gift in the University's history, \$10 million to support the football stadium and other facilities, expand scholarships for student-athletes, and address additional priorities in athletics. And in 2016, the athletics department launched the "Great Dane Athletic Club" as part of its effort to build its base of philanthropic support for scholarships, operations, capital projects, and endowments.

Since UAlbany elevated its athletics program to Division I in 1999, it has won 107 conferences, advanced 52 teams into NCAA Tournaments, produced 15 Academic All-Americans, and 69 All-Americans. Individual student-athlete achievement awards include four National Player of the Year Awards (three in lacrosse and one in field hockey).

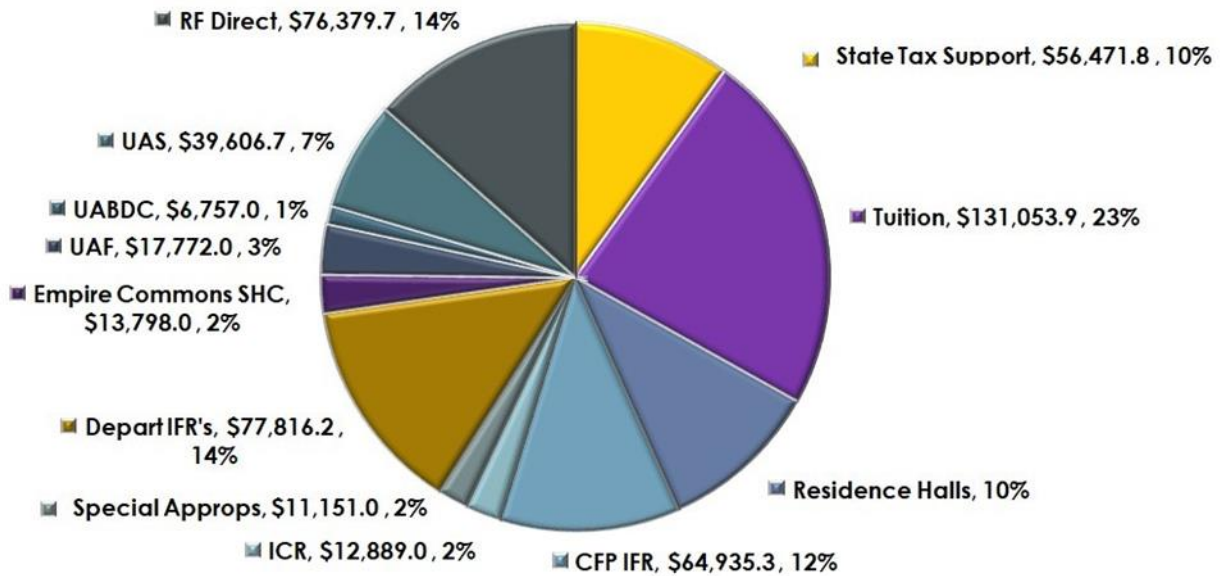
The University supports its athletic program with a full complement of quality fields, courts, training, and academic support facilities. The SEFCU Arena, constructed in 1992, is home to the men's and women's basketball teams, seats approximately 5,000, and includes sports medicine facilities, concessions, a recreational fitness center, and the athletics Hall of Fame conference and meeting room. In 2017, the purchase of a state-of-the-art video scoreboard was made possible with a \$1 million donation from a longtime friend of the University and local businessman, Ed Swyer.

The Tom and Mary Casey Stadium, constructed in 2013, is the newest facility, providing an 8,500 outdoor seating venue for the football team, men's and women's soccer, and selected lacrosse games. The stadium includes full concessions, luxury suites, and a state-of-the-art high definition video scoreboard. Casey Stadium anchors a multi-sports complex that also includes John Fallon Field, constructed in 2005, which is home to the men's and women's lacrosse teams, seating approximately 2,500. Adjacent to the lacrosse venue is the women's field hockey venue, also constructed in 2005, and an Olympic-caliber 9-lane IAAF certified track and field venue, completed in 2013.

The 150,000 square-foot physical education building, constructed in 1968, is the largest of the athletic and recreation buildings. The building is home to the women's volleyball team, serves as the main office and support building for both the athletics and recreation departments, and also houses the Academic Support Center for University athletes, expanded and upgraded in 2015.

Financial Resources

The University’s revenue from all funding sources totaled \$566,410,000 in 2017-18. The largest funding source is tuition at 23 percent. The State of New York’s general revenues supplied 10 percent. The pie chart below shows the distribution of expenditures by all major funding sources.



Explanation of fund types:

- **Tuition:** tuition paid by students (exclusive of fees, which are placed in other funds)
- **RF Direct (& Indirect Cost Recovery / ICR):** Research Foundation Direct (direct sponsored research activity as reported by Research Foundation)
- **DIFR:** Dormitory Income Fund Reimbursable (room rate paid by students)
- **CFP IFR:** Campus Financial Plan Income Fund Reimbursable (includes certain fees paid by students, such as Comprehensive Fee, Mandatory Athletic Fee, Campus Recreation Fee)
- **Other IFR:** income fund reimbursable activities not administered as part of the campus financial plan (such as faculty release time in grants, agreements with other state agencies to provide services, etc.)
- **UAS:** University Auxiliary Services: a 501c3 not-for-profit organization that administers campus services (such as food service, bookstore, vending, laundry)
- **UAF:** University at Albany Foundation: a 501c3 not-for-profit organization that administers the university’s endowment and philanthropic resources
- **State Special:** funds appropriated by the State of New York for a designated purpose (such as Educational Opportunity Program, Small Business Development Center)
- **SHC:** Empire Commons Student Housing Corporation, a 501c3 not-for-profit organization that administers an apartment-style housing complex

Tuition for in-state students is currently \$6,870 and \$23,710 for out-of-state students. The last several years were a period of modest and predictable annual increases, but in 2016 the state legislature did not authorize a tuition increase. The SUNY system is advocating for resumption of modest increases.

The University at Albany administers its University Financial Plan through a highly disciplined, transparent and collaborative process that tightly links strategic planning and budgeting. There is extensive communication regarding how budgetary decisions are made. The University has established a system and culture whereby all departments are encouraged to evaluate and maximize their contributions to the University's overall mission. This ensures that the University's resources are devoted to its highest priorities and it enables managers to plan well in advance of the intended start of new initiatives.

Alumni and Advancement

The University at Albany Foundation encourages philanthropic contributions from individuals, corporations, foundations, and other organizations to support University activities and programs, and manages a substantial investment portfolio that benefits UAlbany. In 2017-18, the Foundation attracted more than \$15 million in private funding to the University. These funds included \$4.3 million in UAlbany Fund support; endowment gifts totaling \$3.8 million; and \$7.2 million in irrevocable and revocable planned gifts. The Foundation's campus support grew for the eighth consecutive year distributing nearly \$6.5 million in 2017-18 to support faculty and students, and campus programs including nearly \$2 million for scholarships and awards. Private philanthropic gifts have increased substantially in recent years, including the two largest gifts in University history, for the support of students, faculty, scholarships, and athletic and academic facilities. Fundraising efforts have been growing as demonstrated by the increase in the endowment in the last decade, from \$27 million to \$72 million and in 2017-18 alone, the endowment's value grew by an impressive 10 percent.

The Foundation's Board of Directors, which includes UAlbany's President as an *ex-officio* director, forms an important link between the University and its neighbors in the Capital Region and beyond. University Advancement, including the Alumni Association, and the Foundation work closely together with 65 percent of UAlbany's private support coming from alumni in 2017-18.

Most recently, the University launched the public phase of the most ambitious fundraising campaign in its history, seeking to raise \$150 million to strengthen resources for financial aid, expand opportunities that produce student success, and advance research that addresses society's most pressing problems. Gifts and pledges to "*This Is Our Time: The Campaign for UAlbany*" already total more than \$104 million, 70 percent of the campaign's goal.

UAlbany's 179,000+ alumni are sources of both pride and strength. These talented individuals include highly respected educators; public servants dedicated to bettering the lives of their constituents; leaders in business, industry, science, medicine, and law; acclaimed writers, photographers, and entertainers; and volunteers committed to the greater good, both locally and globally. Their success testifies to the value of a University at Albany degree – and underscores UAlbany's commitment to providing education, research and service to the people of New York, the nation, and the world.

The Alumni Association works closely with the University to foster a mutually beneficial relationship between UAlbany and its graduates. The Alumni Association hosts accepted student receptions in New York and beyond, funds scholarships, campus speakers and events, and maximizes alumni engagement through events and social media to encourage support of UAlbany. Current students pay a modest “Student-Alumni Partnership” fee, which allows them to tap into a robust alumni network and take advantage of the numerous programs designed to help students gain business, professional, and leadership skills. From networking and spirit events to scholarship opportunities, the Partnership helps students make the most of their UAlbany experience.

Public Engagement

Throughout its history, UAlbany has evolved and grown to meet and address the changing needs of society, and it continues to do so. As a regional anchor, UAlbany feels an obligation and a desire to address leadership, workforce, and research needs in the both the local community and across the state. UAlbany offers numerous STEM and college readiness programs for youth. Each year thousands of students, from high schools across the state, earn college credits through the University in the High School program. Faculty are also globally focused, working with the U.S. Government, colleagues and partner institutions in various capacities to engage with the public both nationally and internationally.

UAlbany’s faculty and staff assist New York’s smaller cities and towns in addressing health care disparities, and they partner with state and county offices to help the aging live independently. In 2016 the University won a highly-competitive a \$10 million National Institutes of Health (NIH) endowment grant to launch a major initiative to address minority health disparities in the Northeastern United States by recruiting students, faculty, and researchers from underrepresented groups and educating them to address these issues.

Through extensive research, internships, community service, service learning, and volunteerism, UAlbany faculty, staff, and students have a significant impact on the quality of life in surrounding communities. Their contributions have garnered UAlbany consistent recognition on the U.S. President's Higher Education Community Service Honor Roll.

In 2016, New York Governor Andrew Cuomo awarded funding to UAlbany’s highly-ranked School of Criminal Justice to create a Youth Justice Institute, a partnership between the state and the University that will improve services for children, teens, and young adults in New York’s criminal justice system by training public and private youth service providers to apply best practices and programs proven to improve outcomes for at-risk youth.

The Community

The University enjoys a key competitive advantage from its location in New York’s capital city. The metropolitan area has a population of nearly one million and is comprised of three cities (Albany, Schenectady and Troy) and dozens of towns and villages.

The region offers an outstanding quality of life. It has a wide range of attractive urban, suburban and rural housing; excellent schools and colleges; a lively cultural and arts scene; outstanding dining and

entertainment options; and easy access to year-round outdoor recreation, including some of the best locations for boating, skiing, hiking, and bicycling in the eastern United States.

Residents can reach New York City and Boston by car in three hours, and Montreal in four hours. The Albany International Airport, just 15 minutes from the Uptown Campus, is served by American Airlines, Cape Air, Delta, JetBlue, Southwest, and United Airlines.

The Capital Region has a vibrant and diverse economy, anchored by the government, technology, business, health care, and education sectors. It consistently enjoys the lowest unemployment rate in upstate New York. The region, nicknamed “Tech Valley,” has a long history of innovation that includes General Electric, the Knolls Atomic Power Laboratory, and a growing nanoscale technology sector that emerged from research conducted at the University at Albany.

Forbes has ranked the Albany-Schenectady area #3 in the nation on its list of “The Best Places with the Best Education,” noting that post-recession reductions in state and local government employment were overcome by the expansion of the high-tech field. *U.S. News & World Report* currently ranks Albany #30 on its list of “Best Places to Live” – ahead of such desirable locations as Portland, Phoenix, and Atlanta. The magazine praised Albany’s “old-world feel,” “lively downtown,” and easy access to destinations like the Berkshires, the Adirondacks, and the Finger Lakes wine country.

Home to 20 colleges and universities, the Capital Region is a higher education destination. The Albany Medical College (private), today part of Albany Medical Center, was founded in 1838. Albany Law School (private) is the oldest law school in New York and the fourth oldest in the country. In 2016 UAlbany signed an innovative partnership agreement with the law school, providing additional opportunities to students and faculty. Other colleges and universities in the region include Skidmore College, Rensselaer Polytechnic Institute, Siena College, Union College, SUNY Polytechnic Institute, The College of Saint Rose and The Sage Colleges. UAlbany enjoys partnerships with two nearby community colleges, Hudson Valley Community College and Schenectady County Community College. The city of Albany has a substantial population of college students and faculty members, helping give it a “college-town” feel.