MISSION: To generate and disseminate knowledge, serve as an engine of opportunity, cultivate inclusive excellence and global competence, and serve our communities.

VISION: To be the national model of a diverse public research university engaged in teaching, learning, and research that address 21st-century challenges.

VALUES:

- **Excellence**: To pursue performance at its highest level, across all our endeavors.
- **Access**: To enable individuals to pursue education without limitation by economic or societal factors.
- **Collaboration**: To cultivate an environment in which we share our respective strengths to work toward common goals.
- **Integrity**: To be committed to, and expect from all, honesty, transparency, and adherence to these core values.
- **Respect**: To value diversity, academic freedom, and the rights and dignity of individuals.
- **Sustainability & Social Justice**: To care for the environment and each other in a thriving ecosystem.

INSTITUTIONAL PRIORITIES:

- **Student success** is at the center of all we do;
- **Research** drives our **Excellence**;
- **Diversity and Inclusion** are intrinsic to our success;
- **Internationalization** increases our visibility and impact across the globe;
- **Service and Engagement** foster partnerships with reciprocal benefits.
STUDENT SUCCESS: We will prepare our students to succeed in life, career, and as engaged citizens.

1. **Enhance the undergraduate student experience** through interdisciplinary academic programs, enhanced teaching, advising, and high-impact practices in and out of the classroom.

2. **Integrate teaching and experiential education**, supporting innovative instruction, course redesign, and data-driven learning strategies delivered both in-person and online.

3. **Invest in graduate programs** that are responsive to emerging demands of students, employers, and society.

Sample Student Success Metrics:
- Retention and graduation rates
- Student satisfaction
- Employment statistics one, five, and 10 years after graduation
- Student participation in education abroad and internationally focused research

RESEARCH EXCELLENCE: Continue to build our research enterprise to generate knowledge, effect positive change and address global challenges for the betterment of society.

1. **Develop our research infrastructure** through increased pre- and post-award support, enhanced facilities, and new opportunities for entrepreneurship and commercialization.

2. **Grow interdisciplinary research collaborations** that leverage our unique mix of programs and faculty.

3. **Strengthen high-impact research, scholarship and creative pursuits** that address societal challenges.

Sample Research Excellence Metrics:
- Number of faculty scholarship and citations in top tier journals, books, and publications
- Faculty creative work exhibitions in top tier venues
- Total research grant applications, awards, and expenditures
- Recognitions and honors in the arts, humanities, science, engineering, and health
- National academy memberships
- Postdoctoral appointees

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1 As defined by The Center for Measuring University Performance
DIVERSITY AND INCLUSION: As one of the most diverse research institutions in the nation, we will build excellence through diversity and inclusion—and serve as a national model for our peers.

1. Enhance the diversity of the campus community, with a focus on faculty and staff from underrepresented groups.

2. Foster a more inclusive campus climate through ongoing educational and learning opportunities for administrators, faculty, staff and students.

3. Cultivate a more inclusive learning environment, incorporating diversity and inclusion into curricular and extra-curricular activities.

Sample Diversity and Inclusion Metrics:
- Faculty, student, and staff diversity
- Perceptions of the campus climate
- Instruction and/or participation in diverse and inclusive activities

INTERNATIONALIZATION: We will prepare our students to be globally engaged citizens while expanding UAlbany’s international visibility and impact.

1. Ensure our curriculum prepares students to be globally competent, developing intercultural learning outcomes for all disciplines.

2. Infuse internationalization across our teaching and research, supported by tenure and promotion policies and opportunities with international partner universities.

3. Increase international student enrollment and education abroad experiences.

Sample Internationalization Metrics:
- Research and scholarship with impact beyond the United States
- Credit hours taught in courses with an international component
- Students enrolled in education abroad
- Number of international scholars hosted annually
- Number of faculty on Fulbright or other international study leave opportunities
- Number of international partnerships
SERVICE AND ENGAGEMENT: Increase our effectiveness as an indispensable partner and anchor institution for our region, our state, and beyond.

1. Build capacity among our students, faculty, and staff to serve our communities, facilitating reciprocal connections between the Capital Region and the University.

2. Actively engage the Greater Capital Region in the life of the University, promoting participation in public lectures, athletic events, art exhibits, continuing education, and other quality of life activities.

3. Create high-impact, publicly engaged research clusters that address specific societal challenges, fostering collaborative work around thematic areas such as the environment, poverty, and public health.

Sample Service and Engagement Metrics:
- Number of publicly engaged research and scholarship collaborations
- Credit hours taught in courses with a public engagement component
- Credit hours taught in courses with a community volunteerism component
- Number of service learning opportunities
- Carnegie Community Engagement Classification in 2020

NEXT STEPS: Launch, Alignment, and Implementation

January-February: Gather feedback from the campus community on the draft plan

March: Create final plan for review by President Rodríguez

April: Launch final plan

April-June: Schools, colleges, and administrative divisions prepare plans that align 2018-19 budgetary plans and programmatic activities to the Strategic Plan.

Summer-Fall 2018: Strategic Plan Implementation Team reviews college/school/VP alignment plans and solidifies Implementation Plan for 2018-19.