MISSION: The University at Albany is an engine of opportunity. Fueled by our unique mix of academic excellence, internationally recognized research, and world-class faculty, we relentlessly pursue possibilities, create connections, and open opportunities—locally and globally—with a single-minded purpose: To empower our students, faculty, and campus communities to author their own success.

VISION: To be the nation’s leading diverse public research university; providing the leaders, the knowledge, and the innovations to create a better world.

VALUES:

- **Access**: To enable individuals to pursue learning, research, and service regardless of economic, societal, or physical factors.
- **Integrity**: To be committed to, and expect from all, honesty, transparency, and accountability.
- **Inclusive Excellence**: To value diversity of all forms, academic freedom, and the rights, dignity, and perspectives of all individuals.
- **Common Good**: To work collectively and collaboratively to achieve ends that benefit our communities.

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;
- **Engagement and Service** foster partnerships with reciprocal benefits.
STUDENT SUCCESS: By promoting academic achievement and personal growth we will prepare UAlbany students to succeed in their careers and in all aspects of their lives as engaged citizens.

1. **Invest in academic programs**—both in-person and on-line—that balance emerging demands of students, employers, and society while delivering intellectual, practical and ethical skills.

2. **Enhance the student experience** in and out of the classroom through innovative teaching, collaborative support services, and programs that promote student engagement, learning, and well-being.

3. **Integrate teaching and experiential education** through student research, service-learning, education abroad, and internship opportunities.

**Sample Student Success Metrics:**
- Retention and graduation rates
- Median time to degree
- Student satisfaction
- Alumni satisfaction rates and willingness to recommend UAlbany
- Alumni participation rates
- Employment statistics one, five, and 10 years after graduation
- Postsecondary education continuation participation rates
- Student participation in education abroad and internationally focused research
- Student participation in high-impact practices

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

1. **Recruit and retain faculty, staff and graduate students** who strongly contribute to distinctive disciplinary and interdisciplinary research programs that drive entrepreneurship, public-private partnerships, and translational application.

2. **Empower faculty, staff, and students to engage in innovative research** through an enhanced research infrastructure, including streamlined pre- and post-award support practices.

3. **Identify and support innovative research opportunities** that maintain a balanced research portfolio throughout the disciplines while encouraging collaboration across our programs.
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 number and value of research grant applications, awards, and expenditures
- Recognitions and honors in the arts, humanities, science, engineering, and health
- National academy memberships
- Postdoctoral appointees
- Increasing ratio of T&TT faculty with research grants
- Ratio of doctorates awarded per T&TT faculty compared to peers

DIVERSITY AND INCLUSION: UAlbany’s diversity – in our people and ideas – drives our excellence in everything that we do.

1. **Recruit and retain faculty, staff, administrators, and graduate students** that better reflect the strong multidimensional diversity of our undergraduate students.

2. **Foster an inclusive campus climate** through ongoing learning opportunities that celebrate individuals’ differences, encourage the open and free exchange of diverse ideas, and provide opportunities to engage in constructive dialogue.

3. **Cultivate an inclusive learning environment** by incorporating diversity into curricular and co-curricular activities that use innovative pedagogy and discipline-specific applications—delivered in accessible, inclusive facilities.

Sample Diversity and Inclusion Metrics:

- Faculty, student, and staff diversity
- Retention rates of underrepresented minority and other diverse faculty
- Perceptions of the campus climate
- Instruction and/or participation in diverse and inclusive activities

INTERNATIONALIZATION: 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 engaged citizens** by identifying intercultural learning opportunities for all disciplines.

2. **Facilitate internationalization across teaching and research** and support those activities through institutional processes.

3. **Increase access to education abroad opportunities** for all students while creating a supportive campus environment for visiting international students and scholars.

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1 As defined by The Center for Measuring University Performance
Sample Internationalization Metrics:
• Research and scholarship collaboration with institutions 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

ENGAGEMENT AND SERVICE: UAlbany will serve as an integral regional, national, and international partner and anchor institution.

1. Create publicly engaged scholarship and research opportunities that address societal challenges through collaborative work in relevant thematic areas.

2. Serve our communities – local to global – by facilitating productive and mutually beneficial synergies between the University, and local, regional, state, national and international partners.

3. Include and engage neighbors, community members, friends, and alumni in the life of the University, promoting participation in on-campus events, programs and activities while encouraging life-long educational pursuits.

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