

SUNY Buffalo State Strategic Plan 2014—2017

(Revised May 26, 2014)

Mission

Buffalo State is a diverse and inclusive college committed to the intellectual, personal, and professional growth of its students, faculty, staff, and alumni. Our mission is to empower students to succeed and to inspire a lifelong passion for learning. Buffalo State is dedicated to excellence in teaching, research, service, scholarship, creative activity, and cultural enrichment.

Vision

Buffalo State will be a nationally recognized leader in public higher education known for:

- A caring and rigorous academic environment where lives are transformed through education.
- The intellectual and creative accomplishments of its faculty, staff, students, and alumni.
- Serving the community, region, state, and nation.

Core Values

We, the Buffalo State Community, are committed to:

- Access to public higher education.

- Excellent learning experiences in and out of the classroom.
- Being student centered.
- The rigors, joys, and fulfillment of intellectual discovery.
- Engagement and partnerships with the community.
- Service to society.
- Respect for diversity and individual differences.
- Supportive and collegial relationships.
- Opportunities for individuals to realize their full potential.

Strategic Position

Buffalo State offers:

- A transformational learning environment for students who are eager to learn from scholars who love to teach.
- A wide array of majors integrated with a strong liberal arts and sciences foundation.
- The benefits of a city environment and a diverse student body.
- Use of technology to extend and enrich learning.
- Meaningful opportunities for service learning and community engagement.

Buffalo State is a comprehensive college in the State University of New York system offering intellectually engaging bachelor's and master's degrees in arts, humanities, natural sciences, social sciences, education, and professional disciplines. Buffalo State is large enough to accommodate a wide variety of student interests and career aspirations and small enough to pay personal attention to every student.

Strategic Directions

- Strategic Direction 1: Learning Experiences
- Strategic Direction 2: Research, Scholarship, Creativity
- Strategic Direction 3: Regional Leadership and Service
- Strategic Direction 4: Academic and Institutional Distinctiveness
- Strategic Direction 5: Leadership, Governance, Institutional Sustainability
- Strategic Direction 6: Enrollment and Retention

Strategic Direction 1: Learning Experiences

- Create transition experiences to support academic success for incoming freshmen and transfer students.
- Establish policies and practices to enable excellence in teaching.
- Increase the number of distinct hybrid and online courses by 20 percent.

Strategic Direction 2: Research, Scholarship, Creativity

- Increase by 20 percent the number of students who have an undergraduate research experience.
- Create and support four or more faculty interdisciplinary research groups.
- Expand sponsored program funding by 25 percent.

Strategic Direction 3: Regional Leadership and Service

- Attain and maintain the Carnegie Community Engagement elective classification.
- Increase the number of service learning courses by 10 percent.
- Develop Start Up NY relationships with 12 or more businesses.

Strategic Direction 4: Academic and Institutional Distinctiveness

- Articulate the distinctive features of the Buffalo State educational experience for use in institutional image, marketing, and recruitment.
- Adopt all-college learning outcomes reflective of Buffalo State's identity and values.
- Include discipline-appropriate high impact learning practices such as internships, student research, service learning, global learning, field experiences, and culminating senior experiences in the curricula of all programs.

Strategic Direction 5: Leadership, Governance, Institutional Sustainability

- Support comprehensive leadership programs for students, faculty, and staff.
- Institute comprehensive programs to develop supervisors.
- Install a robust business intelligence system for financial management.
- Adopt best practices to ensure effective and efficient administrative infrastructure and processes.

- Implement outcomes of the Academic Program Array Review process and using findings for allocation of new faculty positions.

Strategic Direction 6: Enrollment and Retention

- Determine enrollment level and mix of students appropriate to fulfillment of the Buffalo State mission.
- Further integrate enrollment management and marketing to accomplish enrollment goals.
- Build an Alumni House/Visitor Center to be used, in part, for recruitment purposes.
- Establish 10 or more fully online degree or certificate programs to attract new student clientele.
- Create and implement a comprehensive and inclusive retention program that focuses on an integrated advising experience, enhanced early warning, academic support, and increased student contact with faculty both in and outside the classroom.