Performance Improvement Plan
Alfred State

Section 1: Campus Alignment with SUNY Excels (the framework for the Power of SUNY 2020) and SUNY’s overall focus on completion.

Introduction

Alfred State’s mission is to provide career-focused education enriched by the liberal arts to produce job- and transfer-ready graduates. To do this, Alfred State offers 21 baccalaureate degrees, 46 associate degrees, and two certificate programs that align with workforce needs, and in many cases, are nationally accredited. Known primarily as a regional college serving approximately 3,700 students, Alfred State increasingly attracts students from other states and countries to its many specialized programs. Project-based learning is a cornerstone of the Alfred State culture. Industry demand and student interest in sustainability enhance the project-based approach. Faculty and students incorporate civic engagement into curricular and co-curricular activities enhancing learning and benefiting the larger community. Evidence that Alfred State graduates are able to hit the ground running can be found in the “Highlights” section of the 2013 Employment and Placement Report, which indicates that 99% of respondents either found jobs or went on to pursue four-year or graduate degrees. Of those students entering the workforce, 91% obtained jobs in their chosen field. The College’s high placement is a direct result of hands-on learning in high demand programs. The Manpower Group 2014 Annual Survey reported nearly one-half of U.S. employers are struggling to fill mission-critical positions. Seventy percent of Alfred State’s programs are preparing students to fill this need, yet there are more job openings than graduates in 21 of the college’s 67 majors.

Alfred State is located in Allegany County in the Southern Tier of New York State. The College includes two campuses – one located in the Village of Alfred and the second located approximately 15 miles from Alfred in Wellsville. The 260-acre Alfred Campus is centered on an “academic core” of buildings that houses classrooms, lab facilities, faculty offices, and student services. Surrounding the academic structures are 13 residence halls and a townhouse complex that was completed in 2007. The College also includes an 800-acre farm in Alfred as well as 300 acres of prime crop land in Groveland. In addition, the Motorsports facility and the Veterinary Technology Center are located off campus in the Village of Alfred. The 21 acre Wellsville Campus consists of more than 20 buildings and houses the School of Applied Technology. Emphasizing the development of trade skills, the School of Applied Technology offers the associate degree in occupational studies (AOS). Residential students live on the Alfred campus and free transportation is provided to Wellsville each day.

Alfred State has recently completed its ten-year Middle States Commission of Higher Education review and was found compliant with all 14 standards and commended for both the self-study process and report. This success, an outdated strategic plan (2007), and new leadership (president - January 2014 and vice president of academic affairs - July 2014) have led to a comprehensive strategic planning process, which will be completed in the 2015-16 academic year. This plan will integrate SUNY Excels goals, Middle States Recommendations, and the college’s emerging vision to be the premier College of Technology in the SUNY system. This new strategic plan will guide the institution over the next three years.

Alfred State’s enrollment remains strong due to relevant program offerings that prepare students for the workforce and exceptional teaching and learning. Each of the three academic schools –
the School of Architecture, Management and Engineering Technology (SAMET), the School of Arts and Sciences (SAS), and the School of Applied Technology (SAT) – remains relevant to 21st Century by training students in cutting edge technologies. In SAMET, the architecture program, the only 5 year B.Arch. in SUNY, students are provided opportunities to use drones and 3-D printers. A new nanotechnology clean room is being constructed through SUNY 2020 funding for electrical engineering technology students, and a new sustainability lab serves mechanical engineering technology students. Finally, students studying cybersecurity benefit from virtual cyber labs, which have led to many successes in cyber security competitions.

In the School of Arts and Sciences, a newly renovated physical and health science building serves nursing, forensics, biological sciences, environmental technology, health information technology, and a new radiological technology program. Development of a BS in health sciences and an AAS diagnostic medical sonography is underway. In addition, funding has been provided through the high needs grant to provide an online option for the human services management program and create an online health care management program. The Alfred State farm houses the only organic dairy herd in the system, where cows are milked by a robotic system that tracks outputs and provides excellent herd data. In addition, a new program in criminal justice has recently been approved, and more programs are in the works.

Finally, the School of Applied Technology in Wellsville continues to integrate sustainability across the curriculum. A new Sustainable Advanced Manufacturing Center (SAMC) is currently being constructed through a SUNY 2020 grant to house welding and machine tool programs. Electrical, HVAC, and building trades students all learn about “green” building. Building trade students are participating in the Solar Decathlon in California and the Semester in the South, where students help rehabilitate homes post-Katrina. Automotive students participate in multiple events including the Fireball Run, Green Grand Prix, and the Great Race. Alfred State is also leading work on the New Forest Economy project and engaged with BP on brownfield remediation. Education at Alfred State is engaging, relevant and rewarding resulting in positive career trajectories.

Recognizing demographic shifts and the needs of non-traditional students, Alfred State has made a significant investment in online learning. Having completed the Open SUNY Institutional Readiness Assessment and the SLOAN-C scorecards in 2013, the college created a common online course template, and faculty training was initiated in 2015 to insure high quality and accessible courses. In addition, the college has hired a director of online learning who reports directly to the VPAA. Successful online programs in Technology Management, BSN Completion, Court Reporting, and Health Information Technology have served students well. Alfred State is working on defining a niche in degree completion management programs to serve students that have attained an associate’s degree and would like to complete a bachelor’s degree as a working adult. Alfred State has acknowledged and is responding to the large number of non-traditional students in the state seeking online degrees to strengthen their career options.

Alfred State remains committed to providing opportunities to underserved constituencies. Both the Education Opportunity Program (EOP) and Alfred State Opportunity Program (ASOP) provide pathways for academically and economically challenged students. This past summer, the college instituted its first bridge program, bringing 125 students to campus early to build relationships with mentors, learn about intellectual malleability, and complete necessary logistical tasks prior to the fall start. It is hoped to expand the program next summer by offering a 5-week math bridge to prepare students for success in STEM fields. The Student Success Center provides a significant array of services for all students and intervenes early with at-risk students.
Like many other colleges, Alfred State is addressing the decline in New York State high school graduates over the next several years. High school graduates remain a core source of future enrollment demand particularly for a rural college such as Alfred State whose new student enrollment is comprised primarily of recent high school graduates. Expanding to new markets both out of state and internationally is an emerging focus for Alfred State as well as developing more online programs for non-traditional students. Alfred State is currently seeking state approval of a reciprocity agreement with neighboring states that would result in tuitions of 1.5X in-state tuition for bordering states. For many students, this rate would be less than their in-state tuition, resulting in positive enrollment gains and revenues for the college.

Finally, in an effort to meet SUNY Excels goals, Alfred State has joined with other institutions to submit proposals for allocations from SUNY's investment funds. They are as follows:

- **Scheduling Student Success:** This proposal funds a transformative partnership between Ad Astra Information Systems and Alfred State, Dutchess Community College, Fredonia, Oneonta and Schenectady County Community College. This partnership will result in a comprehensive analysis of course offerings, course capacity, and space utilization in order to transform the process of course scheduling for improved access, improved retention and persistence, and greater institutional efficiency. Although ensuring that students have access to the courses that they need is fundamental to every institution’s strategy for improving student success and completion, current practices may rely more on history than effective use of analytics, with results that are expensive to institutions and obstructive to degree attainment. An institution may retain students from the first to second year, provide adequate financial aid, help students engage in and out of the classroom, and provide them with a clear roadmap to graduation, but students cannot succeed if they cannot get the courses they need.

- **Colleges of Technology Marketing and Communications Proposal:** To further contribute to the goal of increased completions and in keeping with the SUNY Excels Performance Metrics (Access & Enrollment), the CoTs propose a marketing and communications strategy to improve the quantity and quality of applicants, to thereby increase the number of accepted students without lowering standards, and to improve the enrollment yield of those accepted. By strengthening the enrollment by (1) marketing the sector to effectively gain more applications and (2) more systematically shepherding prospects to yield higher enrollments, the CoTs will begin with larger incoming classes. With demonstrated improvements in retention and growing graduation rates, this will significantly contribute to the System goal of additional graduates.

- **Center for Innovative Technology:** Alfred State College proposes a Center of Innovative Technology to expand access and completion through high impact online learning. The Center for Innovative Technology will:
  - Support significant growth of high-demand online programs at Alfred State.
  - Model exceptional technologies relevant to Interactive Education Videos (IEVs) and Virtual Cyber Laboratories (VCLs), which enhance pedagogical strategies and resources for online learning in Alfred State programs.
  - Provide exemplary Applied Learning opportunities for both residential and online students.
  - Serve as an incubator for collaboration, program enhancement, and multidisciplinary project based learning for Open SUNY.
  - Develop and share innovative technologies with all SUNY institutions through Open SUNY.

These goals require a dedicated space for online learning which will provide the support to faculty to create exceptional online courses including IEVs and VCLs. Although the initial
proposed activities requested a new building, Alfred State has determined that renovation resulting in
more efficient use of the 46,000 square foot business building, originally built in 1966, would provide space for the Center for Online Learning, including the technologies put forth in this proposal. In addition, it would create high tech classrooms for business and management programs which are growing both in-seat and online, resulting in enhanced educational opportunities for students.

Section 2: Specific SUNY Excels Priority Areas and Metrics
2.1 Access
1. Full Enrollment Picture

Alfred State is committed to continuing enrollment expansion evident over the past several years. As a College of Technology, Alfred State recognizes that its programs align closely with workforce needs, and as students and parents become more attentive to higher education outcomes, Alfred State will become a college of choice. In a time of economic uncertainty and burgeoning student debt, students are choosing to attend Alfred State as they are confident that the college’s programs will lead to gainful employment.

Specific strategies to expand enrollment over the next five years include:

- Continue expansion of degree programs, minors, and concentrations in response to designated “high needs” areas.
- Increase capacity in programs that are consistently wait-listed such as Radiological Technology, Heavy Equipment Operations, HVAC, etc.
- Expand online degree options for non-traditional students in areas of business, IT and health as designated by the Open SUNY marketing study.
- Focus on improved marketing and outreach for low-enrolled programs that have significant employer demand.
- Invest in expanded recruitment of out-of-state and international students.

These initiatives will result in modest growth in both residential and online enrollment over the next five years.
2. NYS Residents Served by SUNY

Alfred State is deeply committed to serving New York State residents. Currently, 94% of Alfred State’s students are New York residents. Over the past several years, Alfred State has expanded recruitment efforts in New York City area. The result is that the NYC student population has grown from 3% of the student population in 2005 to 11% in 2015. The college will continue to recruit statewide to attract students to its unique and excellent programs.

Additional efforts to expand enrollment to New York residents include:
- Through Open SUNY, Alfred State seeks to expand online programs that target the non-traditional population of working adults. Alfred State will focus specifically on degree completion programs in partnership with Community Colleges. Programs in health care management, human services management and technology management are currently being established and enhanced.
- In response to the investments in Buffalo and Rochester, Alfred State is focusing on providing workforce development opportunities that will provide the skilled employees needed by emerging industries. Employers have already identified Alfred State as the preferred college in providing career-ready graduates.

3. Diversity

The college supports SUNY’s mission to serve a diverse population. Recruitment efforts have resulted in more than doubling the minority population from 8.3% in 2000 to 21.7% in 2015. In addition, the college has made a significant effort to encourage applicants and hires from a diverse pool. Although its location in rural western New York can, at times, make this a challenge, the college was able to increase its minority hires from 6.52% in 2013-14 to 9.23% in 2014-15 and is committed to continuing to enhance the diversity of faculty, staff and students.

Alfred State is also committed to create a more culturally competent community, and significant efforts have been made in both academic affairs and student affairs to achieve this goal. Over the past 13 years, over 78 faculty and staff have participated in the Curriculum Transformation Workshop, an intensive one-week program that explores issues of diversity and privilege within and outside of education. In addition, as recommended by the Middle States Commission on Higher Education, Alfred State
State has commenced a process to examine the general education curriculum with a specific focus on ethics, values and diverse perspectives. As part of this effort, a minimum of six faculty and administrators will be attending the Association of American Colleges and Universities meeting on General Education and Assessment entitled “From My Work to Our Work,” which focuses on issues of diversity.

In Student Affairs, the Center for Equity, Inclusion & Title IX strives to provide an open-minded, welcoming and safe environment for all Alfred State students. Through educational workshops/programs, professional training, advocacy and outreach, the Center facilitates students’ self-awareness, learning and growth of different viewpoints and experiences. The Center supports students’ awareness of different viewpoints and experiences in matters of academic, social, cultural and personal well-being, and promotes all students’ understanding and appreciation of differences and similarities. It also supports and promotes under-represented student organizations, including, but not limited to LGBTQQAI, students of color, women, veterans and military service members, international students and faith-based groups. The Center is also deeply invested in the prevention, awareness and eradication of sexual assault on campuses and proactively provides programs, workshops and campaigns that aim at keeping Alfred State safe from sexual violence. Specific efforts to create a more inclusive community include the following:

- The Kaleidoscope Coalition is a multicultural group of students, faculty, and staff dedicated to creating inclusive programming that provides students active engagement opportunities in settings and activities which promote learning, development of new perspectives, new interactions, and a sense of unity. The Coalition strives to provide unique opportunities that increase cultural competency while challenging students to transcend cultural barriers and cherish new relationships in hopes of further developing their ability to appreciate and understand the differences of an ever-changing college demographic.

- Gender Inclusive Housing is a housing option that allows individuals who are not the same gender, who may identify outside of the gender binary (male or female), who may be questioning aspects of their sexuality/gender or who may be in the process or have completed a gender transition to live in an environment that is safe and supportive.

- Get Real With It is a student led program through which students from underserved backgrounds share their personal struggles and how they found success in the Alfred State Community. Started in spring 2015, this program has been highly attended, and many students have shared that this program was transformative and led them to success.

4. Capacity

Alfred State is committed to being highly responsive to the workforce needs by developing programs and expanding capacity as needed. The Sustainable Advanced Manufacturing Center (SAMC), funded by SUNY 2020, is currently under construction on the Wellsville campus and will prepare students to work in existing and emerging industries in Western New York. In addition, Alfred State has been working with partners in the Buffalo region to expand offerings in the trades related to economic development projects underway. Recognizing the burgeoning need for health care providers, Alfred State is also expanding offerings in this area. A new radiologic technology program commenced this year, and the college is working on programs in sonography, health sciences, and health care management. Finally, Alfred State is expanding programmatic offerings in criminal justice, graphic media and design, and business.
Alfred State is also committed to expanding online degree options for non-traditional students. Currently, 78% of fully online students are non-traditional (aged 25 and above). Online programs in health information technology, technology management, court reporting, and nursing are all successful. Alfred is defining a niche relative to management programs in fields designated as high need. Currently, Alfred State is working on two online degree completion programs in human services management and healthcare management, which are funded through SUNY high needs grants.

2.2 Completion
5. Completions

To contribute to the Chancellor’s goal of 150,000 degree completions, Alfred State is pursuing a broad range of new program development and student success initiatives to increase completions.

In order to provide completion options for all students, Alfred State developed a new Interdisciplinary Studies degree, which focuses on integrating technical fields across disciplines. This program will fill a unique role for students who would like to integrate interests across fields or who have been unable to master some of the most challenging work in their current program. Students can dual-focus on areas such as engineering/business or health/technical writing and finish their degree with skills that are highly marketable.

In addition, Alfred State seeks to provide all students with the opportunity to complete both a two and a four year degree. It is highly beneficial to have first generation college students meet milestones that recognize their accomplishments. Many programs are “laddered” so that students can seamlessly transfer from a two-year to a four-year degree. In addition, programs are being created that provide pathways two year students to stay at Alfred State for a bachelor’s degree. The Technology Management program is unique in that it provides a pathway for AAS and AOS students to complete a degree that will allow them to move into supervisory roles in their given profession.

Finally, Alfred State will continue to reach out to students who have neared completion but no longer attend the college. The growing online programs combined with the new Interdisciplinary Studies degree will create opportunities for many of students to finish their degrees. It is critical that students who shoulder college debt have a pathway to completion.

6. Student Achievement / Success (SAM)

Alfred State began to submit data to SAM six months ago. With the hiring of the new Institutional Research Analyst, the college has aligned with Degree Verify from the National Student Data Clearinghouse and have met all SUNY goals relevant to this effort. In addition, this new analyst is providing enhanced data relevant to student achievement. The college’s emerging ability to identify which students are unsuccessful will allow it to target specific student populations for intervention.

This new data will complement the successful work of Alfred State in enhancing retention. Over the past two years, the college has made significant progress in retention, improving first time, full time retention rate from 68% to 75%. The strategy is to increase interventions with struggling students and provide as much support as possible. This fall, the college instituted a new early warning system through Banner for faculty to alert the Student Success Center regarding students who were struggling in their courses. The number of alerts have growth significantly. The center’s academic success coaches are making significant efforts to intervene with students who are underperforming.
Alfred State is also taking a more proactive approach in supporting students who arrive at college underprepared. This year, a five day bridge program was instituted to acclimate EOP and Alfred State Opportunity Program (ASOP) students to college. The program used successful EOP and ASOP students to mentor incoming first year students. The goal of this program was build positive relationships with both peers and campus support staff and to help students understand what it takes to be successful. The college is anxiously awaiting to see if this program results in increased retention among participating students, and the college is exploring a longer bridge program next summer to improve math deficiencies.

Alfred State has also heightened follow-up with students who are on probation. Each of these students is assigned to a student success coach, and conditions for their continued success are set forth. For most students, these conditions include contracts that include mandatory study hours. The college has learned that this type of structure is critical for many struggling students.

Recognizing that there is a documented link between student retention and library use, Alfred State instruction librarians will be working on a cooperative assessment initiative with several other campuses, investigating the connections between library use and student success measures, in coordination with the SUNY Council of Library Directors, and SUNYLA (SUNY Librarians Association).

Finally, Alfred State is in the process of analyzing data on the first-time, full-time students that were not retained this year. It is critical that the college determine why students do not persist including which students are academically unsuccessful, which students may encounter financial and/or personal issues, and which students choose to transfer in order to pursue a different degree. Alfred State is confident that enhanced data will be of great benefit to the college’s work.

**7. Graduation Rates**

Alfred State has exceeded the sector targets for both 3-year associates degree completion and 6-year baccalaureate degree completion (associates at 46.8% with a target of 40% and Bachelors at 53.4% with a target of 50%). The goal remains to continue to increase graduation rates so that every student that starts college has a high probability of completion. Alfred State’s commitment to increased graduation rates stems from the commitment to improved retention and student supports and compliance with SUNY initiatives to enhance opportunities for students.
Key activities and initiatives include:

- Full implementation of Degree Works and compliance with Seamless Transfer.
- Reorganization resulting in the director of the Student Success Center reporting directly to VPAA.
- Creation of the Graduation, Enrollment and Retention Steering Committee, which includes the three Vice Presidents and an appointee from each division, to streamline retention projects and create ad hoc working groups to address necessary projects.
- Creation of the Office of Institutional Research, Planning and Effectiveness and the hiring of a new Institutional Research Analyst to provide data to target areas of focus.
- Utilizing online programs and Open SUNY to provide opportunities for students to complete their programs when they are no longer in geographic proximity to the college.

8. Time to Degree

Alfred State is committed to improving on-time degree completion.

Alfred State does not currently have a formal finish-in-two or finish-in-four program; however, the catalog includes a course of study for each program that will result in timely completion if students stay on track. Department chairs schedule based on these semester plans so that each student has the opportunity to finish their degree on time.

One challenge the college faces is that many students, for a variety of reasons including personal challenges and/or transfer credits, are off-track. Participation with SUNY Fredonia in the Scheduling Student Success proposal will provide the analytics necessary to optimize scheduling in order to best serve students. Alfred State has also created two accelerated bachelor’s degrees in human services management and business to provide a faster option for gifted students. Finally, Alfred State is hoping that an extensive summer bridge program to address the math deficiencies of ASOP/EOP students will allow them to graduate on time and not have a longer route to graduation.
2.3 Success
9. SUNY Advantage

Since SUNY Excels was initially envisioned, the State Legislature has put in place a requirement for SUNY campuses to offer students applied learning/experiential education. As a College of Technology, applied learning is integral to classroom instruction and through internships, clinical, practicums, etc., most students graduate with multiple applied learning experiences.

Alfred State’s Vice President of Academic Affairs has participated in the Applied Learning Task Force and regional engagement meeting. Alfred State remains concerned that the recommendations recognize the importance of both guided applied learning in the context of coursework and additional applied learning beyond the classroom. The college looks forward to documenting its exceptional work in this area.

Highlights of applied learning include:
- Significant commitment to applied learning through extensive project-based learning in courses.
- Internships, coops and practicums associated with most degree programs.
- Alfred State participation in the SUNY Undergraduate Research Council, including student presentations at the annual symposium.
- Commitment to infusion of civic engagement and sustainability across the curriculum to provide relevant and transferable learning experiences for students.
- The Emerging Pioneers Leadership Program, which prepares students to be effective and ethical leaders in service to the college and the global community by engaging them in an extensive series of personal development experiences, including mentorships, community service, and project based learning.

10. Financial Literacy

Alfred State has implemented a number of measures to increase financial awareness and reduce student default, including:

- Use of the SUNY Smart Track award letter template on the web for students to view their financial aid award letter.
- Links to the SUNY Smart Track financial literacy training on the financial aid home page and encouraging students to use these trainings during financial aid appointments and in our publications.
- Participation in the SUNY white paper proposal Smart Track Reenroll to Complete project.
- Creation of a new publication Figuring out the Finances: 2015-16 Resource Guide that is being sent to all accepted students and is utilized for high school financial aid presentations.

Over the past five years, Alfred State has reduced the cohort default rate from 13.3 to 8.7% and seeks to further reduce the rate to 5%.
2.4 Inquiry

11. Total Sponsored Activity

Historically, Alfred State’s reporting of sponsored research activity has focused on grants administered via the Research Foundation for SUNY. As a College of Technology, participation in research activities has historically been low; however, the college is committed to growing this type of sponsored activity. Recently, Alfred State hired a Research Foundation Fellow responsible for identifying funding and administering the Biorefinery Development and Commercialization Center as part of the New Forest Economy initiative. The goal is to continue to expand such activity, and the Director of Sponsored Programs actively searches for grant opportunities through SUNY’s Networks of Excellence and grants.gov and forwards applicable award details to faculty and staff throughout the college.

Alfred State appreciates that SUNY is now working to expand the definition of this activity to include philanthropic, community and state grants that are earned as a result of faculty expertise and are research focused. Alfred State is committed to growing its sponsored research activities. For example, the college is currently working with the USDA to facilitate a grazing conference and working with faculty to develop patents.

12. Student hands-on research, entrepreneurship, etc.

Alfred State strongly supports innovation and entrepreneurship amongst students. In the past year, the VPAA has instituted project-based learning funding where faculty or student groups can apply for funds to complete projects in which students apply their learning to facilitate new discoveries. During the 2014-5 year, student projects included a solar water distiller and a hydro solar clothes dryer. In addition, the purchase of a drone allowed students in the Architecture program and alumni to create a 3-D map of the future site of the Lucille Ball Museum in Jamestown, NY. The recent participation in the 2015 Solar Decathlon is a great example that included design of a 900 square foot zero energy home. Design involved bachelor degree students and faculty in Architecture and Mechanical Engineering Technology along with associate degree students in Building and Electrical Trades. This applied research project includes students engaged in the construction of the modular home on the Wellsville campus and then reassembly in Irvine, California. The national competition includes full scale monitoring and judging that will be extremely valuable to the students and faculty. Alfred State students also participate in the SUNY Undergraduate Research Council (SURC) and many competitions that require “hands-on” applications. Alfred State is contributing to the discussions regarding SIRIS definitions so that the college can align the college’s data collection with these definitions.
13. Scholarship, Discovery and Innovation

Alfred State has historically been a teaching college with little emphasis on placed faculty scholarship. Alfred State has instituted a Teacher Scholar program which allows a course release for those faculty that are engaged in scholarship and regularly has poster sessions for Faculty during professional development weeks. There is also funding for faculty to present at conferences. Alfred State is pleased that this definition is being broadened to include discovery and innovation as this is critical at a college of technology. Alfred State is exploring new ways to track such innovation in the context of the Annual Assessment and Performance Reports.

2.5 Engagement

14. START-UP New York and beyond (businesses started / jobs created)

Alfred State is committed to engaging with regional partners to enhance economic development. Alfred State’s current efforts include:

- **START-UP NY**: Alfred State’s initial START-UP NY plan was approved in October 2014. The college has amended this plan to include additional properties. The current approved plan includes MOUs with Allegany County Industrial Development Agency, Alfred Technology Resources Inc. and the City of Hornell Industrial Development Agency, with three properties covering 95.27 acres and 7 buildings with 309,285 square feet of space. The first Alfred State Start Up NY company, TDG Wood, was approved effective 9/11/2015 and occupies 24 Water Street in Cuba, NY. The company is producing Smokinious gourmet wood products used for BBQ and smoking applications and plans to add a minimum of 7 jobs in the facility. The relationship with the college will include internships and developing a research kitchen that will enable product testing with students and faculty. The College is working with another new startup to occupy a building in the Sugar Hill Industrial Park in Alfred.

- **The Alfred State Biorefinery Development and Commercialization Center (BDCC)** is part of a large scale economic development project that also involves SUNY ESF. The Alfred State BDCC is in process of receiving $500,000 from Empire State Development and $1 million through Senator Young to build an 18,000 square foot, $10 million center in Wellsville. Additional funding has been requested from both state and federal agencies including funds to operate the center for two years. This center will improve the Hot Water Extraction process developed at SUNY ESF. The BDCC will be an innovation hub for bio-refining of cellulose material, processing and research and will be self-sustaining based on research in the future. The BDCC will also be the prototype to develop full scale working biorefineries through the state starting in southwestern New York. These full scale biorefineries will be key in developing financial incentives to better manage and sustain yields from forestland in the Southern Tier and statewide. Each full scale biorefinery will use approximately 700 tons of forest products per day valued at $12 million. The BDCC will allow the Southern Tier and NYS to develop a national leadership role supplying biomaterials and biochemicals and expanding natural food production by using heat as a byproduct to develop large scale low cost indoor greenhouses for the region. The BDCC will involve an opportunity to assist in development of the processing equipment, operation of the facility and research efforts using Alfred State students and faculty in various programs, including welding, machine tool, drafting CAD, electrical trades, mechanical engineering technology and others.
• Alfred State is currently constructing a 16,500 square foot Sustainable Advanced Manufacturing Center funded by a SUNY 2020 grant that will house the very successful welding and machine tool programs. The center will also focus on sustainable manufacturing practices and includes a 40 Kw photovoltaic system with monitoring funded by the Appalachian Regional Commission. Empire State Development has also funded $500,000 for equipment and machinery in the Center.

• Alfred State College is leading the Empire State Development-funded Advanced Manufacturing Burgard High School program through the Buffalo Billion. The $3.2 million project focuses on welding, machine tool and automotive trades programs to support manufacturing in Western NY.

• Alfred State has developed a partnership with Allegany County to pursue economic development for the county. The college will create and implement an economic and industrial development program for Allegany County with an emphasis on attracting businesses and industries to locate within the county and promoting expansion of existing businesses and industries including extensive contact with public and private organizations. Personal contact will be maintained with business and industrial representatives to explain detailed information pertaining to decisions to be made on locational advantages. Work will be performed under the general direction of the County Board of Legislators Planning and Economic Development Committee with wide leeway allowed for the exercise of independent judgment in planning and carrying out the details of the work.

15. Alumni / Philanthropic Support

The Institutional Advancement Office is developing a focused strategy to enhance alumni engagement by creating/increasing alumni events with a goal to be strategic and more focused. The college is hosting events throughout the United States in areas that have significant pockets of alumni including stewardship of current major donors or prospects with personal visits when in their area. In order to be strategic and cost effective, each trip will serve multiple purposes.

The college will conduct targeted outreach efforts to those with a high likelihood of giving generously to the college as well as to those who are current donors, continuing to build relationships with them. Alfred State is reaching out to key companies owned by alumni as well as those who employ a large number of graduates, particularly in leadership roles.

Building a culture of philanthropy among students is a new initiative. By coordinating with Student Affairs and the Admissions Office, Alfred State is building a culture of philanthropy that hopefully will continue after graduation. The goal is to make students aware that many of the scholarships they receive are a result of alumni support. Examples include popcorn at movie nights, ice cream socials, and supporting student clubs and organizations such as Live to Fight and Disaster Relief. The Institutional Advancement Office attends summer orientation welcoming students and providing gifts to alumni parents to thank them for continuing the Alfred State tradition with their children.

A new Moves Management process was established, which will allow development officers to target specific alumni based on giving history, target gift ranges, and giving likelihood/capacity. This program will help focus efforts and build relationships over time to increase the probability of transformational major gifts.
A new initiative for 2015 will be the implementation of crowdfunding. The college will launch targeted campaigns to alumni and engage students in peer-to-peer fundraising to support their programs/causes. This effort will assist in educating students on fundraising as well as building a culture of philanthropy among students that will continue after they graduate. Students will have a direct impact on their program and will gain a better understanding of how the process works. They will be more aware of the Institutional Advancement Office and how the office’s efforts support them while at the college. The college is also planning a One Day Challenge using the same platform.

This year, the college is creating a new strategy for donor renewal/new donor solicitation. Following the national trend, donor retention has been declining for the last three years, while cash has been increasing. The revised plan will be more strategic in those that are solicited. By focusing on those with some level of engagement with the college, the college will increase the number of donors along with the total number of donations.

The strategy is to develop stronger relationships with a greater number of key alumni to prepare the college to enter into a major gifts/capital campaign in the future. The college is planning to begin a major gifts campaign in the next 2-5 years. The college awards approximately $4 million in scholarships with only a small portion supported by scholarships/endowments and unrestricted funds. The silent phase of the campaign will aim to raise 75% of a $10-15 million goal to support scholarships, student projects, and technology. This campaign aligns with the SUNY system-wide, multi-year target of $5B by 2020-21.

16. Civic Engagement

Alfred State does measure civic engagement in order to assess progress on strategic plan action goals associated with building a culture of civic engagement on campus. Metrics include inputs such as number of students involved in this type of learning experience and number of community service hours. Outputs are tracked related to quantity or quality of engagement accomplished through these experiences. Finally, event and program outcomes are tracked and student learning assessed to determine the more lasting benefit for both the community and student populations.

Alfred State Faculty Senate approved an institutional definition of civic engagement as follows:

_Civic engagement consists of individual and collective actions designed to identify and address issues of public concern. This problem solving approach emphasizes critical thinking, collaborative action, and meaningful reflection with a particular focus on understanding the root causes of community challenges. This level of engagement ultimately results in individual transformation, societal change, and graduates who are engaged citizens in their community._

This robust definition incorporates co-curricular and curricular experience and provides the flexibility to incorporate the many manifestations of community engagement that transpire within the institution.

Alfred State tracks curricular and co-curricular civic engagement through a variety of data collection instruments to benchmark inputs, outputs, outcomes, and community impact. Each of these collection instruments represent a strategic partnership among key departments and divisions throughout the institution and the Center for Civic Engagement (CCE).

1. Civic engagement curricular metrics are generated through questions embedded within the _Academic Affairs Annual Assessment Plan Report_. Faculty members and academic departments
are required to submit this report at the conclusion of each academic year, and it includes information about course, term, number of students, hours invested, the community engagement project, and the impact on the community.

2. In partnership with the Student Senate, the college conducts the Student Organization Civic Engagement survey at the conclusion of each semester. This instrument records data associated with civic engagement activity among student clubs and organizations. For Senate-funded clubs and other key organizations, it is a required Column “A” activity according to the internal Senate policies. For all clubs, it creates “civic memory” for the organization while documenting activity with clear public benefit.

3. The Pioneer Cup was launched in collaboration with the Office of Residential Life. This is a friendly competition between the college’s residence halls for leadership in civic engagement, sustainability, and wellness. Participant names and residence halls are collected at Pioneer Cup sanctioned events to gain points and become eligible for random prizes. This incentive program has also generated a much more robust snapshot of the civic engagement of individual students. For example, there were 2,491 student experiences associated with the Pioneer Cup program in 2014-15. In addition, all Greek organizations are required to participate in civic engagement.

4. CCE worked with the Vice President of Student Affairs to develop and implement the concept of embedding one civic engagement goal within Student Affairs staff departmental goals. The data generated through this process demonstrate the civic impact of the division. This is another step in institutionalizing civic engagement throughout Student Affairs with subject area experts in each department contributing public benefit in their own unique manner.

The SUNY collection of civic engagement metrics could align with questions from other national surveys and applications such as the President’s Community Service Higher Education Honor Roll or the Carnegie Foundation Community Engagement Classification. This would generate greater efficiency since many SUNY institutions may track these questions already.

17. Economic Impact

It has been several years since Alfred State assessed its economic impact on the region. Clearly, Allegany County is an impoverished county and Alfred State creates a significant impact by providing excellent jobs and educational opportunities. It is the college’s hope to engage in analysis in the future to re-assess regional impact.

Alfred State is engaging in a unique and visionary contractual partnership with Allegany County to provide economic development. A campus leader will be appointed who will work solely on providing support to the county while enhancing Alfred State’s role as a driver of economic growth. Significant work relative to START-UP NY, work force development, and regional partnerships that are addressed above will be coordinated at a senior level to have the broadest positive impact on the college’s region.

Section 3: Conclusion and Expected Impact on your Campus

Alfred State is committed to continuous improvement. Over the past several years, the college has shown enrollment growth, increased retention and increased completions. The college intends to
continue this positive trend and is developing new high demand programs and increasing student support functions to actualize this plan. Alfred State has also become a much more diverse campus than ten years ago and will continue to strive to support all New Yorkers.

For the past two years, Alfred State has made significant progress enhancing the quality of online delivery. In fall 2014, Alfred State completed the Open SUNY Institutional Readiness Assessment and Sloan-C Quality Scorecard. Based on these assessments, Alfred State faculty have developed a common course template that will ensure faculty/student interaction and facilitate accessibility. In addition, Alfred State has adopted the SUNY COTE rubric for evaluation of all classes. Finally, a Center for Online Learning has been established with the hiring of a full time director and a full time instructional designer. Alfred State recognizes the need to provide opportunities for non-traditional students and has committed to serving this population as well.

Summary of Goals

Alfred State seeks to achieve the following goals:

- Develop an Office of Institutional Research, Planning and Effectiveness which meets all reporting requirements and provides data that allows Alfred State to target areas in need of significant support and improvement.
- Continue positive trajectory relative to retention, persistence and graduation with enhanced student support.
- Document the full breadth of student Applied Learning experiences to serve as a model for other institutions.
- Expand program offerings consistent with employer and student demand to provide more opportunities for students.
- Enhance online options through Open SUNY consistent with high needs areas for non-traditional students across the state.
- Strengthen partnerships with regional community colleges to provide seamless transfer to both onsite and online programs.
- Support economic development in the region through Start UP New York and local and regional partnerships.