

Alfred University Strategic Plan for FY24 – FY26: *Our Promise*

Intersections

We create intersections that transform people's lives.

➤ *Advance teaching and learning excellence*

- Advance academic innovation through actualizing our intersections: double major policy, sustainable practice, BFA performing arts, interdisciplinary majors, STEAM offerings
- Enhance teaching innovation through our new Teaching and Learning Center
- Develop formal faculty mentoring system

➤ *Advance our first-class research programs*

- Provide hands-on research experiences for undergraduate and graduate students
- Increase externally funded programs – both total participation and total funding
- Enhance faculty research mentorship program
- Use research as key recruiting tool for faculty, staff, and students

➤ *Enhance robust student experience that extends beyond the classroom*

- Expand Living Learning Communities to the second year
- Enhance student leadership skills
- Increase large-scale events
- Increase membership and involvement in clubs and organizations
- Increase research and internship opportunities
- Increase off campus curricular and co-curricular experience

➤ *Integrate career and study*

- Implement career readiness program
- APEX available to every student
- Expand Purple City alumni/student events

➤ *Refine seamless student experience of business practices*

- Seamless deposit to enrollment
- Create one-stop shop
- Fully implement Navigate

➤ *Create intersection spaces that bring the Alfred University community together in work, study, and play*

- Complete Saxon Hill Athletic and Recreational Complex
 - Obtain full board approval
 - Negotiate most favorable terms for financing
 - Reach philanthropic target
 - Complete Civil Peer Review
 - Obtain full project approval

- Build state-of-the-art foundry
 - Double enrollments in 3-D studies (12 to 24 students)
 - Increase engineering enrollment (6 students/year)
 - Enhance digital fabrication and design offerings
 - Establish summer forging and digital design institutes
 - Advance prioritized facilities projects as identified from CREDO study
 - Tap the potential of Foster Lake
 - Complete sustainable practice major
 - Launch outdoor adventure class
 - Increase in regular student events (e.g., class research, athletic team building, prospect recruitment, recreational affinity building)
 - Build outdoor classroom
 - Expand intersection spaces on campus
 - Expand Purple Cities
- *Engage alumni, students, families, and friends with Alfred University*
- Track and increase engagement effort
 - Double the number of supporters of the university
 - Implement strategic approach to identifying major gift prospects
 - Plan and execute cultivation, recognition and stewardship initiatives
- *“Realizing Our Promise: A Campaign for Alfred University”*
- Launch public phase of University’s comprehensive \$200 million campaign by June 2027
 - Focusing on philanthropy that supports our goals of inclusivity, intersections and mentorship
 - Focus philanthropy on areas of urgent need – Annual Giving (including Alfred Fund) and scholarship support

Mentorship

We advance an evolving culture of mentorship.

- *Grow student mentorship pathways*
- Advance conditions for organic mentorship
 - Construct intentional mentorship programs: Academic Explorers
Engineering Explorers
Alumni
 - Create a comprehensive student employment program that develops career readiness
 - Provide systematic faculty/staff development and recognition
 - Establish employee compact
 - Celebrate mentorship in university publications and events
 - Advance student worker project

- *Execute first-class team work*
 - Ensure workforce, management systems, and communications aligned to achieve mission and vision
 - Complete website redesign
 - Provide staff and faculty professional development and mentorship
 - Sustained dialogue on DEIA
 - Articulate best practices
 - Experts in functional areas, handshakes across
 - Advance evolving team, evolving culture

- *Improve campus community financial literacy*
 - Educate the board
 - Educate university leadership and community
 - Refine new budgeting process aligning it with university priorities and goals

Inclusivity

We welcome and support all students and employees, expanding access to the Alfred University experience.

- *Grow recruitment and enrollment*
 - Showcase the distinctive value of an Alfred University experience
 - Engage entire university as recruitment team
 - Reach academic and athletic recruitment goals
 - Build pre-college programs tied to enrollment
 - Robust summer programming to bring prospective students, teachers, and counselors to campus

- *Support all students inside and outside the classroom*
 - Build portfolio of endowed scholarship resources
 - Fully enrolled and supported HEOP and Alfred University Advantage programs
 - Advance Saxon Success Program
 - Offer robust services through the Center for Academic Success
 - Fully implement Navigate system
 - Build safe, inspirational, and sustainable teaching, learning and working environments

- *Enhance Alfred University's global reputation*
 - Celebrate faculty accomplishments in research, scholarship, creative work, teaching, and mentorship
 - Recognize and celebrate the New York State College of Ceramics
 - Demonstrate and celebrate the university commitment—Our Promise—by promoting intersections, mentorship, and inclusivity
 - Enhance enrollment materials and webpages
 - Enhance advancement materials and webpages
 - Promote the value and distinctive nature of academic programs and the student experience
 - Target emerging recruitment markets globally

- *Attract and retain top talent*
 - Complete salary survey
 - Implement comprehensive compensation plan
 - Design and launch employee orientation program
 - Provide development opportunities for employees to be mentored and to become mentors

- *Cultivate a campus culture that promotes initiatives that welcome inclusivity and embrace access and belonging*
 - All employees participate in Vector Solutions training for DEIA, Unconscious Bias, and Title IX
 - Hold regular campus conversations sponsored by the PCOD
 - Sustained DEI dialogues across the university for employees and students
 - Increase number of students earning inclusive minors

- *Develop processes and procedures that improve accountability, strategic use of capital resources and donor stewardship*
 - Develop a capital budget that is aligned with strategic plans and supports all university objectives through development of priority fundraising materials for critical investments
 - Develop budget that is aligned with strategic plans and supports all university objectives
 - Ensure effective and efficient internal controls and policies
 - Develop repayment plans for internal loans to fund accumulated operating deficits
 - Develop repayment plans for internal loans to fund portion residence hall project

University three-year metrics
Goals for FY26:

Undergraduate incoming class enrollment: 540
New academic program added enrollment: 75
Graduate incoming Main Campus enrollment: 96
AUNY enrollment: 185
Alfred University Scholars: 18% of incoming class
1st to 2nd semester persistence rate: 89%
1st to 2nd year retention rate: 80%
Six-year graduation rate: 58%
Occupancy rate: 83%
Discount rate: 70%
Net Tuition Revenue/new undergrad student: \$12,300
Net Tuition Revenue/undergrad student all: TBD
Achieve salary benchmarks—to be finalized by end FY24
Philanthropic gifts/commitments: \$20m/year
Budget: Balanced

Approved by the Board of Trustees 2/23/2024