

Realizing UB 2020

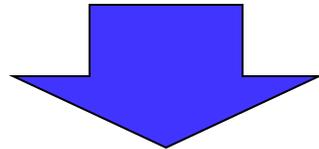
THE STATEMENT OF INSTITUTIONAL DIRECTION

A Question of Academic Strategy

PLANNING CONTEXT

Opportunity and Challenge

- **Financial crisis behind us; but a rapidly changing higher education environment**
- **NYSUNY 2020 (A WINDOW OF OPPORTUNITY - \$100M)**



- **A lasting transformation**
 - ✓ *Distinguished and distinctive educational, research/scholarship and student-success programs*
 - ✓ *Increased philanthropic support, alumni contributions and other resources generated from diverse sources*
 - ✓ *Improved Investment strategies and financial framework*
 - ✓ *A new culture of performance and impact*



DISTINCTIVENESS

“Distinctiveness requires bravery and selectivity...At the end of the day, distinctiveness is about being focused – on what you want to do, what you want to offer, who you want to appeal to, and how you communicate all those things.”

***-Louise Simpson
Cambridge University***

www.buffalo.edu/reachingothers

GOALS

- I. Create a new and distinctive academic direction that integrates excellence in research, teaching and engagement and positions UB as a thought and education leader around the world***
- II. Prepare UB students to become effective leaders in tomorrow's world***
- III. Strengthen UB's engagement in the region through focused and mutually beneficial community partnerships and efforts to create significant economic development***
- IV. Become a top tier AAU public research university***

STRATEGY

Strategy is the embodiment of choices, from innumerable options, about where to invest and how to succeed

THE CHOICE

**short-term gains
vs
long-term impact**

ACADEMIC STRATEGY

Building an academic strategy forces us to make choices in the following:

- ***Research and scholarship priorities***
- ***Curriculum and pedagogy***
- ***Scholarship and tactics of engagement***
- ***Enrollment strategy***
- ***Hiring and cultivation of faculty strength***

STRATEGY CHOICES TELL US HOW TO BUILD AND EXERT STRENGTHS TO IMPROVE THE HUMAN CONDITION

ACADEMIC STRATEGY

Themes as a Holistic Organizing Approach

- ***What is a THEME? – a framework to enhance impact through the integration of curriculum, research and engagement***
- **How should THEMES be chosen?**
 - ***A Theme will cohere UB activities and investments that improve the human condition***
 - ***A Theme will reflect UB's strengths and our intellectual and educational aspirations***
 - ***A Theme will leverage and improve the UB Strategic Strengths***

Possible UB THEMES?

- ***Health***
- ***Environment***
- ***Creativity***
- ***Justice***

WHY ARE THE DISTINCTIVE TRAITS OF A FUTURE UB GRADUATE IMPORTANT?

- ***Articulated and agreed upon core principles should drive curriculum, research and co-curricular experiences***
- ***Distinctive traits of the future UB graduate will guide and be:***
 - ***Infused in the curriculum***
 - ***Infused in co-curricular activities***
 - ***Infused in research experiences***
 - ***Infused in service learning and engagement opportunities***

DISTINCTIVE TRAITS OF THE UB GRADUATE

Graduate, Undergraduate and Professional

- Exhibit **deep domain knowledge** while being able to collaborate in **solving complex problems**
- **Acquire and apply knowledge** for a constantly evolving world
- Express a literacy and an **appreciation of many cultures** and the ability to navigate the world
- Demonstrate excellent **communication skills**
- Manifest excellent **information and digital literacy**
- Understand their **unique personal growth while at UB** and the next steps in that path
- Commit to **engage** in the affairs of their **communities**
- Exude **pride in their alma mater** and in all endeavors they pursue



ACADEMIC STRATEGY

Objectives and Actions

Objectives

Initiatives/Actions

- Distinctive Research Priorities

Theme-based targets for funded research growth
Theme-based growth in non-STEM fields
Theme-based growth in engagement scholarship

- A New UB Curriculum

Add distinctive theme-based content - instill traits for a UB graduate
Pedagogical innovation
Assess outcomes against those desired traits

- A 5 Year Enrollment Plan
 Responsive to Demand and
 Workforce Need

Assess demand and need
Revise enrollment targets
Align resource distribution and recruitment capacity to planned enrollment distribution

ACADEMIC STRATEGY

Objectives and Actions (cont.)

Objectives

- A Plan for the Faculty Complement across Rank and Program

Initiatives/Actions

- Identify required teaching needs based on enrollment plan*
- Identify faculty strengths needs in priority research areas*
- Identify how many faculty by rank and type and across program are required to meet these needs in what time frame*

-
- Reinvigorate Commitment to serve life long learning needs

- Community and market assessment and determination of targets of opportunity*
- Staffing, funding and implementation plans*

NEXT STEPS

- ***Finalize first three strategies***
 - ✓ *Comment period – December 18 – February 20*
 - ✓ *Final draft – March 5*
- ***Release draft of the entire document by March 20***
 - ✓ *Comment period – March 20 – April 15*
- ***Final publication – May 15***

POSSIBLE OUTCOMES – “AFTER THE DISCUSSION”

What we might do on May 16

- ***Call for unit scholarship/research plans within context of the theme-building agenda***
- ***Call for curriculum revisions – all programs***
- ***Call for unit hiring plans – (possible distribution: 50% theme-based; 50% discipline-based)***
- ***Implement a “new” resource allocation model in service to this academic strategy***
- ***Establish committee to formulate tenure/promotion/appointment policy revisions consistent with this strategy***
- ***Begin process to reformulate three year unit enrollment and strategic plans***
- ***Begin process to size and scale student life, academic, research and physical infrastructure investments***
- ***Possibly begin implementation of the Athletics master plan***

PRINCIPLES FOR MAKING PRIORITY CHOICES

- ***Responds to institutional goals***

and

- ***Moves UB to leadership levels***

and

- ***Greatest potential impact***

and

- ***Cost-effectiveness and achievability***

and

- ***Other?***



ARE WE BOLD ENOUGH?

(And Can We Do All of This at Once?)

- ***Theme-driven choices – hiring, investments, research program building***
- ***Comprehensive curriculum revision – training tomorrow’s leaders***
- ***A new and competitive faculty make-up***
 - *Rank, type and program redistribution*
 - *“Right-sizing” faculty to AAU levels*
- ***An enrollment plan for the 21st century***
 - *Quality, not volume*
 - *Demand driven*
 - *Workforce building*
 - *Diverse and dynamic*
- ***Faculty driven engagement – scholarship, service learning, outreach***
- ***Ground-breaking investments in infrastructures – for students, for faculty***
- ***Big-time athletics***
- ***Resurrecting our commitment to the lifelong learners***



FEEDBACK IS CRITICAL

A Good Plan is a Shared Plan

- ***Do you agree with the Institutional Goals?***
- ***Do you agree with the strategies developed to achieve these goals?***
- ***What do you like, what don't you like and why?***
- ***What is missing?***
- ***What bold direction have you always wished UB would pursue that you are not seeing in this discussion?***