In what ways might Buffalo State be distinctive and therefore an institution of first choice?

Potential Strategic Directions  -TABLE: 1

Embrace and integrate the multicultural community.
- Increase immigrant students
- African American and Women and Gender Studies Majors
- Immigrant community on doorstep
- Syrian refugee center
- Bystander intervention
- International festivals
- Multi-cultural business center

Offer exceptional opportunities for faculty and students.
- Commitment to caring
- More grant opportunities
- Funding for research
- Lead in national grants
- More full time faculty

Cater to all dietary needs with excellent and exciting food.
- Bridge to Wegmans
- Grow food on campus
- Kosher/ vegetarian/ vegan/ gluten free/ organic/ local
- Excellent Dietetics program
- Consistency in training food staff

Academic and social engagement with sustainability practices.
- Better recycling program initiatives
- Conservation initiatives
- Green space
- Solar powered buildings
- Updated residence halls
- More gardens

Service learning and community engagement
- Every major requires service learning
- Community involvement
- Local internships- more
- Internships earlier in the program

Connect academics to Buffalo’s dynamic Arts and Culture Community

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
• Arts program involving many local art organizations
• Theater school with professional local acting opportunities
• More artists in residence
• Target economic development
• Vet program connected to Buffalo Zoo

Exceptional and Unique Housing and Services
• Hospital on campus
• Raise awareness of, and improve family college
• Housing program for faculty and staff
• Pet therapy for vets and students
• Hot tubs, movie theater and grocery store
• Choice housing for seniors
• Weigel able to care for children of families
• Separate family housing with services for families
• Improve technology
• Posh gym facilities
• Dog friendly campus, Dogs in dorms, Doggy daycare
• Buffalo State College brand of alcohol- student produced

Uphold highest standards of student conduct and caring behavior.
• Student standards
• Faculty and staff commit to their role of enforcing the standards of behavior
• Commitment to caring

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
Potential Strategic Directions - Table 2

Public relations
- Better PR to not the good we do
- More success stories told
- Working search engine

Student culture enhancement
- More healthy food (2)
- Urban garden for bio course and food for Campus House
- Full scholarships (3)
- D.E.A.R Time (Drop everything and Read)
- Inside of Campus track - so students are only on the inside
- Roller Coaster
- Empathy
- Comprehensive app for smartphone
- Pets in the dorms
- Enforce Smoke-free campus
- Student “police” more visible
- Naptime
- More healthy food (2)

Citizenship and Stewardship
- Reach out more to connect globally
- Fundraising for community
- Coordinate with local high schools
- Restorative Justice – keep non violent offenders out of jail (2)
- Research that helps community
- Community engagement in coursework
- Be part of revitalization with downtown Buffalo
- Doctoral program
- Social innovation (2)
- Take Creative Studies to Elementary Schools (5)

Problem solving
- Culture of problem solving (2)
- Support/Development
- Small classes
- Fun between faculty-students-staff-community (3)
- Make more adjuncts full time
- Cut down on busy work
- Standing desks
- Faculty mentors
- Mentor program for freshmen and transfer students

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
• Assign mentors from other departments to untenured faculty
• Homeroom
• Texts to students to tell of deadlines, with drawl dates, bills due etc. 2)
• Mentors for each student (4)
• Pair with alumni
• Timely graduation

**Interdisciplinary teaching-learning-thinking**

• Capstone project
• Team teaching (2)
• Cross program projects (3)
• Multi discipline courses
• Gen Ed capstone
• Portfolios rather than grades
• Demand all students take a minor
• Require fluency exam in foreign language beyond high school (3)
• Require three classes each in 2F category
• Coherent coordinated gen-ed

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
Potential Strategic Directions - Table 3

BSC is a research institute
- Team teaching interdisciplinary (2)
- Thinks outside the box
- Enhance Creative Studies Master’s Program
- Release time for research
- More research/critical thinking
- More support for research
- More funding for research

BSC extenuates the community involvement
- Integral member of greater community (3)
- Community involvement like the (farmers market)
- Global connections with other institutes

BSC facilitate diverse and just relationships between students staff faculty
- Networking
- Work on/solve real world problems through curriculum (2)
- More opportunities for faculty-student interaction outside classroom
- Mentorship- peer- faculty staff students (2)
- Activism and social justice pedagogy of diversity integrated in curriculum (3)

BSC provides a dynamic and accessible learning environs leveraging existing social network to inform degree pathway and curriculum
- Customizable degree pathway
- Accessible curricula leverage online/digital space
- Allow students to contribute to curriculum
- Appealing academic programs
- Create opportunities to design curriculum around social networks

BSC supports student success through flexible accessible learning
- Flexibility for non-traditional students to access course work
- Basic life/academic skills small courses (2)
- Individualized education
- Academic concierge
- Pre collegiate experience/preparation: Go To College 101
- Adaptive flexible learning opportunities

BSC embraces opportunities for students to explore diverse academic programs while leveraging data to best align student strengths with chosen degree pathways.
- Data driven recommendations on major/program/progress
- Speed dating for majors to promote majors

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
Four Seasons Leverage
- Sponsor events that capitalize on our reputation for ice + snow + cold (2)
- BCS winter carnival

The aesthetics at BSC promote opportunities for learning
- Landscaping upkeep, healthy food, state of art resources/technology/facility

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
Potential Strategic Directions - Table 4

Buffalo State Goes Green
- Green campus - solar and wind
- Solar powered campus transport loop
- Bicycle/pedestrian friendly campus
- Promote/live virtues of environment- peace diversity welcome (3)

Buffalo State builds relationships
- High- touch (EOP model) for all students (2)
- Faculty mentors- business mentors
- Invasive advisement across the board

Re-branding the Image
- Do not accept "same old same old" thinking
- Create atmosphere -pods- where nothing but unique ideas generate PLACE
- Bold is the brand, Bold= Buffalo= Buffalo State (2)
- Bold position held by trustees administrators- express in policy statements

Building community
- Each one bring one
- Capturing a global community
- Crossing the boarders across Grant Street

BSC values innovative learning and teaching
- Capstone experience every student every year (6)
- Everyone engages in research (4)
- More integrated learning experiences (3)
- Teaching to the 21st century learner (2)
- Exploration days (2)
- Swap class days (2)
- Everyone –faculty staff students –as lifelong learners
- Incubator projects in programs schools

BSC re-envision spaces
- Make classes like living rooms (2)
- Faculty housing in neighborhood –subsidized (2)
- Redesign all teaching lab office spaces
- Animal care hubs (2)
- Housing revamp
- Creative collision labs- science meets arts
- Library learning pods

BSC respects diversity

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
• Diversity is divine!
• Real conversations on RACE
• Gender neutral spaces
• THE place for first generation students

**BSC promotes healthy individuals**
• Relaxation center (3)
• Mandatory happiness training (2)
• Healthy campus program

**Last but not least**
• Bushels of $ for school
Potential Strategic Directions - TABLE: 5

BSC = Urban
- Embraces urban setting (3)
- Uses city and region as learning laboratory

BSC has...
- Engagement
- A beautiful and safe campus
- Engaged alumni
- Local business internship opportunities
- Value driven mission statement
- Community advisory council (not the big donors)
- M&T real partnership

BSC makes college affordable
- Earn tuition waver with GPA
- Free tuition

Employ excellent faculty and staff
- Faculty and staff commitment –weed out deadbeats
- Nationally recognized professors
- Distinct programs inspire student success
- Programs focused on solving problems
- Capstone experience for all
- Gen-ed focused on issues relevant to student lives
- Programs focused on citizenship and career
- Many 4+1 programs
- Nationally recognized programs
- Highly ranked programs

Attracts students who want to be successful and helps them succeed
- High graduation rate
- High job placement for graduates
- Graduates landing job of choice
- Every student has individual mentor
- Learning focused
- Student capable to succeed

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
Potential Strategic Directions - TABLE: 6

BSC provides active teaching by full time faculty
- Students taught by 75% full time faculty
- More active teaching – less lecture
- Less adjuncts more full time

BSC provides student centered experience
- Career readiness training for students
- Higher student averages upon acceptance
- Student designed courses
- Student led courses
- More student leadership courses

BSC is High Tech
- Virtual campus
- Technology incubator
- Advanced tech in every class /workspace (2)
- Better technology to improve campus efficiency (2)

BSC offers our of classroom experience
- Programs specific for local employers/employees
- Every student engages in undergrad research
- Every student gets an internship (2)
- Every department has a service learning program

BSC is more than academics
- Office fitness initiatives
- Campus wide celebrations
- More connections to student families
- Family day (2)
- More opportunities for collaboration- like this!(2)
- 100% class free Bengal Pause
- More school spirit(2)

BSC offers great personal and academic support
- Students serve other students as mentors
- Bridge across 198 to Wegmans
- Movie theater and bowling alley (2)
- Art everywhere on campus
- More dining halls
- Covered heated walkways
- Better living conditions for student residents (3)
- Mandatory study skills classes for all incoming students (4)

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
• Academic advisement for all students (center and faculty)
• Peer support especially for first generation students
• More scholarships (2)
• 24 hour tutoring
• Childcare at all times of the day for all ages

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
Potential Strategic Directions - TABLE: 7

State of the art facilities
- Connect all buildings for walking during inclement weather
- Urban farming food service
- Sleep lounge
- Generate aesthetic master plan for campus development
- Olympic training center
- Covered campus – no snow and warm all year!

Academics
- Patent inventive products used by the masses (2)
- Offer less majors – invest in “demand” programs
- CRS 420 Miracles of Marijuana
- Known for excellence in all programs
- Integration of Creative Studies in all courses

Human Resources
- No tenure system
- Campus fitness hour to bring faculty, staff and students together
- Offer single and double and family insurance plans
- Base pay and bonus system
- Work request monitoring system for campus services
- Greek life - more support

Financial aid
- Offer more financial aid so students don’t have to work so much (2)
- Provide more scholarships to attract students
- Free books for all
- Free tuition for families of faculty and staff
- Full financing for any student studying abroad
- More state funding + lower tuition
- Raise taxes to assist with tuition fees
- Free community courses
- More tuition majors

Technology
- Campus Tech Hub (2)
- Tech playground

Ecology
- Zero-waste, zero-energy campus (2)
- Convert all buildings to geothermal energy

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
Athletics
- D1 athletic facilities
- More on campus student employment
- Add athletics into higher ed. cohort
- Give more money to athletics
- More hours for staff in athletics

Community partnership and social interaction
- More childcare possibilities
- Campus space for community and business partners
- Foster a creative and collaborative environment
- Allow students to explore classes outside their majors
- Faculty and staff who love their jobs and are enthusiastic
- PM and weekend courses
- Faculty incentives to create more real-world student experiences
- Mandatory study abroad semester for students
- Add illegal drug use to fire safety seminar
- Replace Barnes and Nobel by local company
- Games to bring students faculty and staff together
- Meditation space
- Additional outdoor gathering areas (2)
- More interdisciplinary collaboration
- Start-up spaces on campus
- More staff for childcare
- Faculty lounges
- Student barber shop and salon

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
Potential Strategic Decisions - Table 8

Bengal Pride
- Consistent school identity (2)
- School pride (2)

Campus Diversity
- Increase faculty diversity (3)
- Diverse student body (3)

Known for Strong Students Who Are Supported in Their Learning
- Increased academic rigor
- Increase student’s academic skills
- Increase academic standards for admissions (3)
- Small classes
- Earlier and more systematic support for students who are struggling
- Redesign advisement system
- Staff- have enough to service students and provide great service
- Great place to learn, no hassles

Good Interactions Between Departments
- More cross collaborating between departments- teachers and students! (2)
- Facilitate positive interaction

Known for Good and Caring Faculty
- Great teaching faculty (3)
- Faculty tenure and promotion is redefined to great teaching

High Impact Out of Classroom Learning
- Diverse programs that lead to critical thinking and creativity
- Every student required to do an internship
- International experiences opportunities
- Education for all students about health and wellness
- Increased awareness/action re; environmental issues

Engagement With Community
- Community centered (2)
- All students connected to “community”
- Access to public transportation to explore the city access opportunities
- Move internships/volunteering in city schools
- Every student in every department: service learning (2)

Misc.
- More equitable distribution of work load

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
• Administration that interact with students (3)
• Many updated facilities
Potential Strategic Decisions - Table 9

**Climate and Culture:**
- Diverse students with diverse backgrounds
- Creative thinkers
- Mentor opportunities
- Active campus life
- Advocacy for health and wellness (2)
- Community changers
- Student/Faculty safety
- Diverse campus with a caring community

**Facilities:**
- Exploit Richardson Complex
- Build Great Lakes Centered Education Center (2)
- Has technology (2)
- Beautiful place to learn (5)
- Facilities support students and faculty needs (2)
- Have enough student housing
- Build aquarium
- Top notch facilities in all buildings
- Up to date dorms (2)

**Top Ed (Programming):**
- Easier to develop new programs and make changes to existing programs
- More organized/planned class scheduling
- Known for student research and creativity
- World class arts
- Well known Science departments
- Top notch education
- Be Apple not Dell
- Known for good teaching
- More full time faculty (3)
- Great advising for students (2)
- Field placement in all courses
- Communication between administration, staff, faculty and students, open and frequent
- Faculty are mentors

5 more ideas:
- A place to learn and grow
- A campus atmosphere that supports our mission
- A campus that welcomes diversity and affects the community
- A place where you belong
  Sustainable academic environment with world-class education.

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
Potential Strategic Decisions- Table 10

**Funding**
- Corporate commitment to fund student throughout college career
- Build extensive corporate collaborations
- Have Elon Musk adopt a department (Solar City)
- More grants brought in through sponsored programs office to help in all these areas
- Funding opportunities for innovations

**Quality of Life**
- Faculty and staff can opt to live on campus
- Highlight professional accomplishments and reward success (2)
- Faculty members have dinner meetings with sponsors (2)

**Student Success**
- Guide undergrads into grad programs seamlessly
- Create a list of interests that’s posted on website and who to see in regards to it, ex. Student entrepr. mindset
- Reinvent schedule so students can use time more effectively/efficiently
- Its not about how many “majors” we have, it’s the quality of them
- High level of success after graduation
- College that says student success is #1
- Centralize student advisement
- First generation college students
- All students/most take Creative Leadership to graduate
- Buffalo state grads who stay connected to campus
- Find out what students really need

**Environmental concerns**
- College that leads the effort to clean Lake Erie (2)
- Campus that lives and supports environmental sustainability (2)

**Community engagement**
- Opportunities for research that can impact the world (4)
- Opportunities to explore and learn IN the city of Buffalo
- Increase community collaborations to give students real world opportunities
- Fund and build larger, well managed student business incubator (3)
- Internships for each year of college –mandatory
- Use Buffalove in PR and build on the revitalization in the city
- Students who are prepared with 21st Century skills
- Growth in Alumni community needed- give us a reason to want to give back and still be involved
- A campus focused on civic skills and social responsibility (3)

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)
Transcription of Themes Identified at Tables

- Community engaged learning opportunities for students
- Expand idea of Buffalo State College as Buffalo's College
- More opportunities for hands on learning
- Funding for “abroad” cross-cultural experiences (3)
- Establish interdisciplinary centers for faculty and student engagement
- More cross-cultural experiences for our students International Ed
- Expand opportunities for international students
- Strong support of faculty/student research

**Campus environment**

- College that is open to community, 24 hours a day (2)
- Campus safety
- Make the campus an urban “oasis” or park like environment (4)
- Improve the conditions of buildings and classrooms
- Clean campus, keep grounds/offices clean –hold staff accountable
- More public art on campus
- The most beautiful urban campus in America (3)
Potential Strategic Directions –Table 11

Buffalo State is an Inclusive collegiate community that fosters interaction between students, faculty, staff and alumni.

- Social activities for students on campus (4)
- Extracurricular
- Most inclusive
- Strong community
- Collegiate community (4)
- Students don’t get lost in crowd

Buffalo State is committed to social justice. (3)

Buffalo State is a comfortable attractive campus with good services.

- Day care center (3)
- Food options
- Beautiful creative campus (3)
- Tiger
- Update classroom space
- Small campus
- High tech campus

Buffalo State features applied learning opportunities in diverse communities.

- Many opportunities for applied learning and community engagement (6)
- Grow international student bod, domestic global learning opportunities (2)
- Supported opportunities for global/international learning (service learning study abroad)
- Urban campus in one of the most diverse neighborhoods in NYS

A Buffalo State experience sets you up for a successful future.

- Academic support for all students –tutoring –skills (4)
- Graduate in 4 years (2)
- Scholarship availability (2)
- Experts in field
- Graduates find jobs (4)

(Note: numbers in parentheses indicate number of votes. If no number the item received 1 vote.)