

SUNY BUFFALO STATE

STRATEGIC PLAN 2022–2026





TABLE of CONTENTS

From the President3

From the College Council.....4

Pillar #1:
Commitment to Access, Social Justice,
and Belonging5

Pillar #2:
The Land we Occupy as an Urban-Engaged
Anchor Campus.....6

Pillar #3:
A Shared Vision for Student Success7

Pillar #4:
Professional Success for Faculty and Staff.....8

Pillar #5:
Sustainability for a Better Future9

Acknowledgements.....10



FROM *the* PRESIDENT

As we began the journey to develop our 2022–2026 Strategic Plan, we approached and then concluded a milestone period for Buffalo State: our sesquicentennial. The celebration marking the 150th anniversary of our establishment as an educational institution was filled with a great deal of joy, reflection, remembrance, and hope for our continued bright future. We now move forth with this bold Strategic Plan to guide us during the next four years.

Buffalo State embraces its transformational educational experience, and with this plan, we will build on our legacy as a campus that prepares leaders; strives for justice, equity, diversity, and inclusion; and transforms the lives of its students while lifting our communities. Our campus sits within the city of Buffalo, and we are intricately connected with the education and successes of our citizens throughout the region, the state, and beyond. We proudly connect with our urban-engaged mission, which is manifested in the varied and engaged aspects of our work.

The vibrancy and diversity of our world characterizes our campus—both now and in the future. Diverse voices bring nuance and vitality to our classes, our campus discussions, and the issues we face as a society. When thoughtful individuals of all ages, socioeconomic levels, racial and ethnic groups, gender definitions, and degrees of ability come together, it provides a rich canopy in which to explore our academic pursuits, research exploration, and civic engagement. We know that true equity and total inclusion are the only ways to fully bring the best to our world and do the best for our constituents.

The ever-changing environment we inhabit requires our administrators, faculty, and staff members to engage in new thoughts and behaviors and necessitates continued professional development. With creativity and energy, we will continue to address the changes around us and demonstrate the adaptation needed to thrive as we move forward.

We pledge to cultivate a mission-driven sustainable future for our campus, one that cherishes our many assets, including our natural and human resources. Just as the solid foundation of our past has allowed for the success and elevation of over 120,000 alumni, with this Strategic Plan, we will lay down the elements for our future success.

A Buffalo State degree has catapulted thousands of students and their families to places of leadership, promise, financial stability, and dedication to their communities. The current Strategic Plan recognizes the complex environment of today and sets forth a direction for Buffalo State that will carry our legacy forward as we continue to advance our mission well into the future.

Katherine S. Conway-Turner, Ph.D.
President, SUNY Buffalo State



FROM *the* COLLEGE COUNCIL

The Buffalo State College Council stands committed to the mission and direction of SUNY Buffalo State as documented in the 2022–2026 Strategic Plan. Buffalo State holds a prominent place within the higher education ecosystem, in Western New York, and across SUNY. As the only urban-engaged campus in the State University of New York system, Buffalo State not only provides an outstanding and affordable education on the bachelor's and master's levels but is also intricately connected to the city of Buffalo. You will find Buffalo State engaged in and supportive of every aspect within the city. Led by outstanding faculty members, students connect their major and minor studies to the issues and concerns of the Queen City. This allows students to provide value to important questions while also forging direct ties to the courses and curricula they are studying, preparing them for future leadership roles.

The pillars described in the Strategic Plan also recognize the current and growing diversity of our student body and the need to keep equity and inclusion always at the center of the educational experience. A part of this work will include further diversifying the faculty and staff and providing professional development to address the current and future needs of our students and all constituents.

The current strategic plan frames a clear sense of who we are and how we can deepen our commitment to the education of diverse students in ways that engage them inside and outside the classroom. The College Council looks forward to the continued success of Buffalo State as guided by the new Strategic Plan. The world is changing every day, and we applaud the many ways that Buffalo State continues to evolve to meet the current challenges and to collaboratively thrive in ways that advance the educational goals of the campus.

Linda Dobmeier, '71
Chair, Buffalo State College Council



PILLAR #1:

Commitment to Access, Equity, Social Justice, and Belonging

Our students will be provided with opportunities for a quality higher education experience at the baccalaureate and master's degree level and receive necessary support to navigate through their unique academic and personal experiences. Providing access to quality education is who we are as a campus and is central to our mission, vision, and values.

Our home is Buffalo, and Buffalo State acknowledges that the college is situated within the traditional territory of the Haudenosaunee Confederacy, including the Seneca, Tuscarora, Cayuga, Onondaga, Oneida, and Mohawk nations, and of their Indigenous relations and neighbors, the Erie and the Wenro. We hope to demonstrate respect for the treaties that were made on these territories, and we pledge to work toward partnership with a spirit of collaboration with our current Indigenous neighbors, the Seneca and Tuscaroras.

GOAL 1: Strengthen and diversify the pipeline of students

GOAL 2: Continue to grow and develop a welcoming and equity-minded culture for all students

GOAL 3: Promote instructional diversity and asset-based teaching models

GOAL 4: Address ever changing social issues and promote social justice and equity for all





PILLAR #2:

The Land we Occupy as an Urban-Engaged Anchor Campus

As the only urban comprehensive college within SUNY, we take pride in our community and our civic-engaged campus. We strive to provide curricular and co-curricular learning opportunities, develop civic skills, and build reciprocal community partnerships that promote equity and address community-identified priorities. These experiences will impact our students throughout their academic and professional careers. Our community efforts strengthen our city, state, and region by promoting our cultural richness and history, and help to improve the local and regional economy.

GOAL 1: Expand sustainable experiential, high-impact practice learning opportunities giving students an opportunity to engage directly with our communities

GOAL 2: Strengthen existing community partnerships and respond to other partnership opportunities

GOAL 3: Expand support for community-based research and scholarship

GOAL 4: Ensure community partnership data and feedback is used in assessment, academic planning, and institutional decision-making





PILLAR #3:

A Shared Vision for Student Success

Student success at Buffalo State encompasses a variety of experiences that contribute to students building a sense of belonging. To accomplish this, we will provide an array of engagement activities with peers, staff, and faculty that support and clearly create a pathway grounded in students' curricular and co-curricular interests. Our holistic approach will enhance the total experience we provide to students including commuter, transfer, online, and many other student stakeholder groups. We commit to continuously improving upon our understanding of our students and adapting and responding to their changing needs.

GOAL 1: Create a clear pathway to develop unique, innovative, and timely programs relevant to the external landscape, including student clubs and campus community activities

GOAL 2: Through a commitment to strengthening assessment systems that support all aspects of Buffalo State, we will deploy evidence-based practices to support transparent data-informed decisions

GOAL 3: Review campus processes, policies, and communications with students to enhance involvement and participation

GOAL 4: Strengthen data stewardship and practices and create innovative, efficient, and effective data strategies that lead to an outstanding educational experience for our students

GOAL 5: Closely monitor and respond to our students' sense of safety on campus, including their physical and emotional well-being; empower students to self-advocate



PILLAR #4:

Professional Success for Faculty and Staff

As Buffalo State, we will celebrate the accomplishments of our exceptional faculty and staff and commit to addressing strategies to support and enhance their work. We have amazing people doing amazing things, striving for excellence and fostering a positive campus atmosphere.



GOAL 1: Increase professional development opportunities and training programs that are relevant to our campus community and support work in serving our students

GOAL 2: Acknowledge and reward faculty and staff for their exceptional work; respond to efforts that are making a positive impact in our campus community

GOAL 3: Promote collaboration across campus

GOAL 4: Increase recruitment and retention of faculty and staff from diverse backgrounds





PILLAR #5:

Sustainability for a Better Future

During Buffalo State's 150-year history, we have demonstrated remarkable flexibility, creativity, and ingenuity. While recent global pandemic challenges have affected all, our population of current and potential students has most significantly felt the burden of recent global events. Our commitment to sustainability reflects this new reality and preserves the future.

GOAL 1: Develop plans that are fiscally responsible, align with institutional priorities, and follow best-practices

GOAL 2: Develop plans that are environmentally responsible and are informed by the United Nations Sustainable Development Goals



ACKNOWLEDGEMENTS

College Council

Linda A. Dobmeier, '71, Chair
Melissa Brinson
Allen F. "Pete" Grum
Mylous A. Hairston, '86
Charles J. Naughton, '85
Cindy L. Odom, '96
Robert M. Zak
Daniel May, Student Representative

President's Cabinet

James Mayrose, Provost and Vice President for Academic Affairs
James Finnerty, Vice President for Institutional Advancement and
Executive Director of the Buffalo State College Foundation
Laura J. Barnum, Vice President for Finance and Management
Timothy W. Gordon, Vice President for Student Affairs
Lisa T. Morrison-Fronckowiak, Interim Chief Diversity Officer
Randyll P. Bowen, '99, Vice President for Enrollment Management
Brian C. Cronk, Dean of the School of Arts and Sciences
Carol A. DeNysschen, Dean of the School of the Professions
Wendy A. Paterson, '75, '76, Dean of the School of Education

Institutional Planning Advisory Committee (IPAC)

Kim Barron, AVP Institutional Effectiveness and Planning, Co-Chair
Jim Mayrose, Provost, Co-Chair
Philip Badaszewski, Assistant Dean, Residence Life Office
William Benfanti, AVP, Institutional Advancement Office
Elisa Bergslien, Associate Professor, Earth Sciences and Science
Education Department
Andrew Binder, Director of Operations, Performing Arts Center
at Rockwell Hall
Emily Boyce, Associate Professor, Music Department
Curtis Brickhouse, Director of Student Affairs Operations,
Student Affairs
Atta Ceesay, Chair and Associate Professor, Political Science and
Public Administration Department
Kelly D'Aloisio, Director, Financial Management Office
Olivia Delos, Assistant, Institutional Research Office
Katrina Fulcher, Associate Professor, Speech-Language Pathology
Department
Tiffany Fuzak, Research Analyst, Institutional Effectiveness and
Planning Office
Michelle Hockett, Associate for Institutional Research, Institutional
Research Office
Yanick Jenkins, Director, Educational Opportunity Program

Lin Xia Jiang, Professor, Art and Design Department
Kim Kline, Professor, Higher Education Administration Department
Carolynn Krupp, Director of Institutional Planning, Institutional
Effectiveness and Planning Office
David Loreto, Director of Undergraduate Admissions, Admissions Office
Charles Lyons, Director, E. H. Butler Library
Lawrence Maheady, Distinguished Professor and H. Mann Endowed
Chair, Exceptional Education Department
Nigel Marriner, Registrar, Registrar's Office
Amy McMillan, Director, Muriel A. Howard Honors Program
Melissa Meehan, Director of Web Administration, Marketing and
Communications Office
Kristen Mruk, Associate Director, Student Leadership and
Engagement Office
Wendy Patterson, Dean, School of Education
Laura Hill Rao, Director, Civic and Community Engagement Office
Sarah Reid, Campus Planner, Campus Planning Office
Perry Schmidt, Student (B.S.) Dietetics Department
Bhakti Sharma, Associate Professor, Art and Design Department
Deborah Silverman, Chair and Associate Professor, Communication
Department
Gary Solar, Chair and Associate Professor, Earth Sciences and
Science Education Department
Amitra Wall, Associate Provost, Academic Affairs
Amy Wilson, Chair and Associate Professor, Higher Education
Administration Department

Institutional Effectiveness and Planning Office

Kim Barron, Assistant Vice President
Carolynn Krupp, Director Institutional Planning
Tiffany Fuzak, Research Analyst

Professional Development Center

Rebecca Eggleston, Professional Development Assistant

Students, faculty, and staff who provided feedback in the strategic planning process

CONTACT:

President's Office

Katherine S. Conway-Turner, President
Cleveland Hall 517
1300 Elmwood Avenue
Buffalo, New York 14222
(716) 878-4101
president@buffalostate.edu



BUFFALO STATE
The State University of New York