School *of* The Professions
Strategic Plan 2023-2028

SOP MISSION:

The School of the Professions is a diverse and inclusive community whose members are dedicated to creative and critical thinking, and responsible leadership. Building on these defining qualities, the school supports students through innovative and engaged learning.

SOP VISION:

We are recognized for our innovative and agile curricula and practices that educate, empower, and inspire students who become change agents in the community.

SOP VALUES:

Service – Fostering commitment to local and global civic engagement

Excellence – Promoting and supporting rigorous expectations for learning, teaching, and scholarship

Inclusion – Creating socially just, accessible, and equitable programs and practices

Innovation – Advancing creativity to solve complex problems and seize new opportunities

Sustainability – Planning and managing our resources responsibly

Ethical Practice – Modeling high professional standards and exemplary leadership

Collaboration – Cultivating connections and multidisciplinary opportunities

Strategic Directions

GOAL #1: Commitment to Access, Equity, Social Justice, and Belonging

Narrative: The School *of* The Professions will transform undergraduate and graduate student learning and academic support with a firm commitment to student access, equity, social justice, and belonging.

Action Steps:

- Ensure curriculum is reflective of contemporary social, cultural, and economic environments.
  - Evaluate academic curriculum for relevancy and recency.
    - KPI: measure the number of new and/or revised courses, programs offered/created/updated to include commitment to access, equity, and social justice.
  - Evaluate the potential for interdisciplinary programs and/or courses.
    - KPI: Identify and (where appropriate) develop common courses that serve multiple audiences.
  - Utilize SOP syllabi template that incorporates a statement on inclusion.
    - KPI: Evaluate how many courses are using the recommended universal SOP syllabi template.

- Strengthen student success in the classroom through connection to support services.
  - Utilize academic and career support services.
    - KPI: Increase the utilization of services using an initial benchmark of the number of students currently utilizing services (percentage increase to be determined later).
    - KPI: Add information in syllabi re: help available for homeless students, food insecurity, counseling services, etc.
  - Infuse foundational skills into course SLOs (i.e. writing, time management, collaboration, communication, critical thinking, professional skills, etc.).
    - KPI: Assess basic skills specific to departments and include those skills in course SLO's.
  - Address gaps in academic support services and collaborate across appropriate college departments to fill the gap(s).
    - KPI: Analyze courses with high D/E/W rates and confer with Tutoring Services to target those courses.
    - KPI: Collaborate with student support services to monitor students currently on probation.

GOAL #2   A Shared Vision for Student Success

Narrative: The School *of* The Professions will deliver innovative and agile curricular practices that enhance student success.

Action Steps:

- Ensure students engage in high-impact practices during their academic career.
    - Develop a comprehensive retention, engagement and persistence framework to ensure that high-impact practices are delivered effectively. *(undergraduate research, collaborative assignments, learning communities, service learning, study abroad, freshman seminars. https://tlc.buffalostate.edu/teaching-resources/high-impact-practices).*
        - KPI: Year 1 – measure number of courses that include high-impact practices, including undergraduate research, collaborative assignments, learning communities, service learning, Study abroad and freshman seminars.
        - KPI: Provide opportunities for faculty development.
    - Increase opportunities for undergraduate research, external scholarships and competitions.
        - KPI: Year 1 – partner with Research and Creativity Council to develop strategies to enhance faculty participation.

- Strategically grow online education that addresses the academic needs of students.
    - In collaboration with college partners, provide the resources and infrastructure to develop high-quality online courses that utilize best practices in a proactive and flexible way.
        - KPI: Year 1 – measure the number of OSCQR-approved courses in SOP.
        - KPI: Year 2 – assess the need and set a reasonable goal for an increase in the number of OSCQR approved courses. Determine if there is a need for an online program.
- Strategically develop and expand graduate education.
    - Identify new opportunities for graduate programs consistent with our mission.
        - KPI: Launch Buffalo State's first Doctorate of Professional Studies in Creativity and Change Leadership.
        - KPI: Faculty will begin market surveys as first step in proposing new graduate program initiatives.
    - Identify non-credit workshops and certificates that may serve as gateways into graduate programs.

- Collaborate with Enrollment Management and Continuing and Professional Studies.
    - Develop benchmarks and monitor key performance indicators for the recruitment of students.
        - KPI: Year 1 – report school and department level recruitment efforts (to include summer camps).
        - KPI: Work with community colleges to identify obstacles to student success.

- Augment the use of technology and social media to reach prospective students and other audiences, including alumni.
    - KPI: Work with Marketing and Communications to enhance social media content.
- Increase opportunities for Dual Credit/Dual Enrollment courses for area high school students.
    - KPI: Increase dual credit/ dual enrollment courses by 10% by December 31, 2023.
- Assess first year and transfer student experiences and develop protocols specifically targeted to their needs.
    - KPI: Develop a workshop to share best practices in student relationship management.

GOAL #3: Faculty & Staff Success

Narrative: The School *of* The Professions takes pride in our exceptional faculty & staff and support their professional growth.

Action Steps:

- Utilize multiple strategies to recruit, hire, retain, tenure, and promote diverse faculty.
    - Faculty Workshops for enhanced high-impact teaching.
        - KPI: Launch Master Educator Program, or a version appropriate for faculty development.
    - Recognize faculty and staff for contributions and accomplishments.
        - KPI: Increase the number of SOP faculty nominations for awards (i.e., Chancellor's and President's awards).
    - Optimize opportunities for collaboration across departments.
        - KPI: Year 1 – assess current number of interdisciplinary courses and initiatives.

- Ensure that excellence in advising is a valued goal for all faculty.
    - KPI: Develop mentoring relationships among professional and departmental faculty.
    - KPI: Increase the number of faculty that are recognized for excellence in advising (inside department, SOP, and/or college-wide).