**Priority 1 - Academics**

**School of Engineering**

**Goal 1: Strengthen academic programs and build on programmatic strengths**

**Strategies**

1) Build on areas of programmatic strengths within the Undergraduate, Graduate and Health Sciences programs.

2) Strengthen academic assessment and improve student learning outcomes.

3) Strengthen diversity and intercultural understanding through curricular offerings and co-curricular activities.

**School of Engineering**

4) Sustain and attain accreditation for academic programs.

**Graduate Studies and Research**

**Goal 2: Develop into a regional research center of excellence in the development of emerging technologies, applied industry-oriented R&D, and health sciences and inter-disciplinary research**

**Strategies**

1) Strengthen resources and infrastructure to support and facilitate research.

2) Strengthen collaborations with industry within the areas of sponsored projects.

3) Strengthen faculty training programs to increase the participation of faculty in sponsored research projects.

**School of Engineering**

**Goal 3: Expand access to academic programs**

**Strategies**

1) Expand program access through distance-learning, satellite centers and institutional partnerships

2) Strengthen experiential learning through developing partnerships with external organizations

**Goal 4: Develop a strong learner support system to enhance learning**

**Strategies**

1) Strengthen information literacy education to reinforce teaching and learning.

2) Increase digital library resources for faculty and students.

3) Improve library facilities.

4) Implement university-wide online course registration system.

5) Strengthen academic advising by implementing academic modules of WebAdvisor.

**Goal 5: Increase undergraduate student success by strengthening retention and graduation rate**

**Strategies**

1) Establish a CELT to provide professional development for faculty in the use of instructional strategies & technologies to enhance teaching and learning.

2) Implement Retention Alert and train full-time undergraduate faculty and Academic Resource Center staff to use the system

3) Upgrade classrooms and student study areas with smart classroom technologies

4) Strengthen academic support services to undergraduate students

**Priority II - Enrollment Management**

**Goal 1: Sustain and increase new student enrollment**

**Strategies**

1) Sustain and increase new student enrollment by each admission division

2) Leverage financial aid to meet numerical and quality enrollment goals utilizing Noel Levitz data.

3) Educate families of undergraduate applicants on financial commitments

4) Sustain and increase international student enrollment

5) Increase athletic programs

**Goal 2: Improve academic quality of accepted undergraduate students**

**Strategies**

1) Modify outreach based on demographics appropriate to the University.

2) Increase the number of completed applications

4) Use College Board, ACT, CBSS and NRCCUA to order names of undergraduate prospects.

5) Target prospect names from list sources based NRCCUA (SMART Approach) method of predictive modeling.

**Goal 3: Enhance communication plan for recruitment**

**Strategies**

1) Enhance communication management through automated messaging to appropriate markets.

2) Integrate the experiences of alumni, faculty and student groups into the communication plan.

3) Increase correspondence to parents and influencers.

**Goal 4: Strengthen Admission process by technology upgrade**

**Strategies**

1) Implement Active Admissions to replace Edgenuiti.

2) Implement Recruiter to enhance interaction with prospective students.

3) Implement optical scanning to reduce paper admission documents.

**Priority III - Student Affairs**

**Goal 1: Strengthen intellectual development in Student Life**

**Strategies**

1) Foster student's ability to make decisions regarding major, co-curricular activities, internship and community service in relation to their future professional development

2) Bring workplace information to faculty and students, and prepare students for job searches

**Goal 2: Transition new students into university life**

**Strategies**

1) Educate students on policies, procedures, regulations, rights and responsibilities governing UB and services that help them persist and succeed.

2) Increase student awareness about the University's surrounding region.

3) Provide opportunities for new students to engage deans and faculty members in their respective programs throughout the year.

4) Educate new students on how to manage the financial aspect of their education.

**Goal 3: Promote healthy behavior based on a wellness model which uses a holistic approach**

**Strategies**

1) Develop a health management program designed to provide programs and services tailored to UB's diverse student populations.

2) Provide health and wellness knowledge, skills and attitudes that prepares students to be responsible for their own well-being.

3) Change the name of Wheeler Recreational Center to the Wheeler Recreation and Wellness Center.

4) Integrate Health Science Services into health programs on campus

5) Improve outreach and referral networks between Student Health, Counseling, Wheeler Recreation and the Health Science Services.

**Goal 4: Promote student success and improve overall retention**

**Strategies**

1) Develop a living learning community for the First Year Studies Program that includes space for students to study and work collaboratively.

2) Create theme housing concepts.

3) Create an undergraduate residential community on the southwest side of campus.

4) Develop a peer counseling program to increase international students' familiarity with university programs and services.

5) Promote the mission and strengthen the activities and services of the Interfaith Center

6) Develop student leadership opportunities.

7) Enhance campus programming according to student needs.

8) Improve collaboration between academic departments, athletics and student groups.

**Priority IV - Facilities**

**Goal 1: Address the physical plant needs to accommodate enrollment growth**

**Strategies**

1) Address the facility needs of academic programs

2) Address the facility needs for administration and student services

3) Address the facility needs of residential life for students

4) Address the facility needs for recreational activities of students

5) Address the parking and transportation needs to accommodate enrollment growth

6) Make campus accessible for all to enjoy without restrictions or limitations resulting from disabilities

**Goal 2: Develop a “Green Campus” environment**

**Strategies**

1) To develop energy efficient campus facilities

2) To develop and implement a “Campus Recycling” program

3) To implement a “Campus Greening” education program

**Goal 3: Address IT infrastructure needs to support teaching and learning, administration, residential life and recreation**

**Strategies**

1) Develop and implement an IT Infrastructure Master Plan

2) Address the campus safety and security needs by IT solution

**Priority V - University Relations**

**Goal 1: Educate the public and stakeholders on the University's mission and vision**

**Strategies**

1) Educate key elected officials on the University's mission and vision

2) Increase media releases and news articles on the University

3) Improve mean of communicating with University stakeholders

**Goal 2: Increase participation in annual giving**

**Strategies**

1) Increase donor participation in annual giving through 2 major solicitations a year

2) Develop solicitation initiatives targeting first time donors

3) Strengthen e-communication with prospective donors

4) Increase faculty giving by developing giving plan for each academic department

**Goal 3: Increase public and private grant support**

**Strategies**

1) Develop a plan for grant application based on the University's strategic priorities

2) Increase support from foundations and corporations by funding programs/projects of aligned interest

3) Increase federal, state and local government grants

**Goal 4: Increase alumni involvement**

**Strategies**

1) Increase alumni contact by e-communication, social networking websites and events

2) Segment alumni and develop activities and events according to interest

3) Increase alumni involvement in campus events

**Goal 5: Develop Planned Giving and major gift opportunities through specific projects**

**Strategies**

1) Develop bequest brochure for alumni over age 55 and for parents

2) Establish recognition society for donors with confirmed bequest intention

3) Develop financial and estate planning seminar for alumni

**Priority VI - Community Engagement**

**Goal 1: Enhance the visibility of the University in the community**

**Strategies**

1) Increase public participation of Health Sciences community services

2) Encourage faculty to contribute their expertise to the community

3) Promote intercultural understanding in the community through our diverse student population

**Goal 2: Enhance the contribution of the University in the community**

**Strategies**

1) Increase students and staff participation in community services, activities and events

2) Collaborate with the City of Bridgeport in developing the South End

3) Develop programs and activities that serve the needs of the community

4) Offer campus facilities to external organizations and groups

**Goal 3: Develop into a regional cultural hub**

**Strategies**

1) Renovate the Merten’s Theater

2) Organize a yearly schedule of cultural events at the Arnold Bernhard Center

3) Increase community participation in athletic and university events

**Priority VII - Institutional Efficiency**

**Goal 1: Increase administrative and operational efficiency**

**Strategies**

1) Promote administrative efficiency by encouraging, rewarding, and implementing outstanding suggestions

2) Improve administrative processes to streamline operations, improve cost effectiveness and increase student satisfaction

3) Implement technology solution to expedite processes and to reduce paper-based procedure

4) Effectively manage revenue, expense, capital assets and human resources to ensure financial stability

5) Develop an IT strategic plan to support strategic initiatives

**Goal 2: Strengthen University governance structure**

**Strategies**

1) Develop a structure to promote collaboration by information sharing among university committees

2) Develop an effective and comprehensive compliance function

3) Improve the governance effectiveness of the Board of Trustees

**Goal 3: Increase the effectiveness of administrative staff**

**Strategies**

1) Provide professional development, including technology training, to enhance staff effectiveness

2) Enhance staff performance by defining performance standards and by recognizing outstanding individual or group

3) Develop staff activities that promote inter-office/department cooperation

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| **(Priority 1) Goal 1:** | **Strengthen academic programs and build on programmatic strengths** | | |
| **Planning Unit:** | **School of Engineering** | | |
| Strategy 1 | Person Responsible | Date of Completion | Success Indicators |
| Build on areas of programmatic strengths within the Undergraduate, Graduate and Health Sciences Divisions | Dean, School of Engineering | Yr 1 - 12/30/10 | 1. At least ## articles are published in refereed journal publications by engineering faculty 2. Revenue from engineering research grants is at least $$$ 3. Revenue from engineering non-research related activities is at least $$$ 4. UG engineering student enrollment is at least ## 5. Revenue from UG engineering tuition and fees is at least $$ 6. Grad engineering student enrollment is at least ## 7. Grad engineering student enrollment is at least ## 8. Revenue from Grad engineering tuition and fees is at least $$ 9. The number of full-time engineering faculty members is at least ## per ## Engineering School enrollment 10. Average faculty salary is at least $$ 11. Average GPA of incoming UG engineering students is at least #.## 12. Average GPA of graduating UG engineering students is #.## 13. Percentage of newly-graduated engineering student employment within a year is ## percent 14. At least ## conference papers are published by engineering faculty 15. At least ## engineering faculty serve on one or more conference technical committees 16. At least ## engineering faculty chair a conference/workshop/technical committee or session 17. The number of student competition participants is at least ## 18. the number of women faculty is at least ## 19. The number of women students is at least ## 20. UG student attrition rate is less than ## percent 21. The percentage of co-op and internship participation in co-op programs is at least ## percent 22. The number of administrative personnel for SOE is at least ## 23. The average number of students per class per major for BS programs: ## for Computer Science, ## for Computer Engineering; MS programs: ## for MS in Biomedical Engineering, ## for Computer Engineering, ## for Computer Science, ## in Electrical Engineering, ## in Mechanical Engineering, ## in Technology Management,; ## in PhD in Computer Science and Engineering 24. At least ## engineering projects are submitted to industry 25. At least ## engineering projects are currently funded by industry 26. The total dollars of current industry-sponsored engineering projects is at least $$ 27. Faculty professional development fund approved budget is at least $$ 28. At least ## Graduate Assistantships are offered per semester 29. At least ## Research Assistantships are offered per semester 30. Student professional development fund approved budget is at least $$ 31. The average staff salary (except the Dean) is at least $$$ 32. The tech-related approved budget is at least $$$ 33. At least ## on-line courses are offered per year 34. At least ## new courses are offered per semester 35. The percent of semester credit hours taught by part-time faculty is no more than one-third of total credit hours offered per semester at the SOE 36. The actual ## of part-time faculty is between 30 and 50 |

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| **Action Plan Worksheet** | | |
| **Priority 1 Goal 1** | **Strengthen academic programs and build on programmatic strengths** | |
| Strategy 1 | **Build on areas of programmatic strengths within the undergraduate, Graduate and Health Science Divisions** | |
| Person Responsible | Dean, School of Engineering | |
| Year 1 Timeline | Action Steps | Year 1 Success Indicators (12/30/10) |
| (by 12/31/2010) | Develop and offer programming and mentoring to identify, write and submit articles for publication in appropriate refereed journal publications | 1. At least ## articles are published in refereed journal publications by engineering faculty |
|  | Faculty are provided opportunities to attend funder-sponsored workshops and conferences | 2. Revenue from engineering research grants is at least $$$  3. Revenue from engineering non-research related activities is at least $$$ |
| Faculty are provided opportunities to meet program officers |
| Faculty are provided support to communicate with, travel, meet with colleagues of other institutions to collaborate on sponsored research opportunities |
|  | Strengthen partnerships with pre-engineering organizations: ConnCAP, CPEP, Gear UP and others | 4. UG engineering student enrollment is at least ##  5. Revenue from UG engineering tuition and fees is at least $$ |
| Pursue federal, state, local and other funding for STEM K-12 programs |
| Be more involved with school districts and target high schools via student activities on campus and at schools |
| Strengthen transfer agreements from community colleges |
|  | Pursue and strengthen international recruiting initiatives, MOU’s with international institutions, strengthen recruiters’ base overseas, strengthen international scholarship programs for international engineering students | 6. Grad engineering student enrollment is at least ##  7. Revenue from Grad engineering tuition and fees is at least $$ |
| Visits to international institutions and to cultural missions in the US |
| Strengthen recruiting efforts with domestic schools at which the B.S. is a final degree and the M.S. is a final degree |
| Strengthen domestic recruitment utilizing Industrial Advisory Board members |
|  | Hire at least ## faculty members in Biomedical Engineering, Mechanical Engineering, and Computer Science | 9. the number of full-time engineering faculty members is at least ## per ## Engineering School enrollment |
|  | Implement merit pay raise structure [equity issues have been dealt with] | 10. Average faculty salary is at least $$ |
|  | Work to recruit via strong collaborations with school districts, through STEM initiatives and through pre-engineering programs | 11. Average GPA of incoming UG engineering students is at least #.## |
|  | Strengthen assessment endeavors for both the Computer Science and Computer Engineering programs | 12. Average GPA of graduating UG engineering students is #.## |
|  | Pursue and secure commitments and formal arrangements for UB engineering student placement | 13. Percentage of newly-graduated engineering student employment within a year is ## percent |
|  | Monthly post and update of engineering co-op/internship opportunities of designated bulletin boards and designated location on UB website |
|  | Leverage Industry Advisory Board expectation statement for commitment to specific number of co-ops |
|  | Develop and use list of co-op companies on Graduate Studies and Research webpage |
|  | Develop and offer programming and mentoring to identify, write and submit conference papers for publication to appropriate conferences | 14. At least ## conference papers are published by engineering faculty |
|  | Provide avenue for identification, discussion, dissemination and mentoring of faculty to serve on conference technical committees | 15. At least ## engineering faculty serve on one or more conference technical committees |
|  | Provide mentoring for faculty to chair a conference/workshop/technical committee or session | 16. At least ## engineering faculty chair a conference/workshop/ technical committee of session |
|  | Require ## students to enter the ASEE competition, IEEE design competition, ACM programming competition, Phi Kappa Phi scholarship program, Epsilon Phi Epsilon scholarship program, Sigma Xi research competition, Microsoft student competition, and others | 17. The number of student competition participants is at least ## |
|  | Pursue federal, state, local, and foundation funding and women in engineering and science initiatives | 18. The number of women faculty is at least ## |
|  | Actively recruit women faculty through organizations like the Society of Women Engineers |
|  | Increase activities for women and through organizations such as the Society of Women Engineers, scholarships, co-ops and internships, networking, and other engineering activities | 19. The number of women students is at least ## |
|  | Establish and sustain mentoring programs for undergraduate students | 20. UG student attrition rate is less than ## percent |
|  | Increase close cooperation with the Academic Resource Center |
|  | Establish a graduate Academic Resource Center |
|  | Pursue and secure commitments and formal arrangements for UB engineering student placement | 21. The percentage of co-op and internship participation in co-op programs is at least ## percent |
|  | Monthly post and update of engineering co-op/internship opportunities on designated bulletin boards and designated location on UB website |
|  | Establish a front office operation for the School of Engineering | 22. The number of administrative personnel for SOE is at least ## |
|  | Re-examine caps for all nine degree programs in Engineering | 23. The average number of students per class per major for BS programs: ## for Computer Science, ## for Computer Engineering; MS Programs: ## for MS in Biomedical engineering, ## for Computer Engineering, ## for Computer Science, ## for Electrical Engineering, ## in Mechanical Engineering, ## in Technology Management; ## in PhD in Computer Science and Engineering |
|  | Convene department meetings to bring all involved parties to the table to discuss all aspects of University-Industry partnerships and collaborations | 24. At least ## engineering projects are submitted to industry  25. At least ## engineering projects are currently funded by industry  26. The total dollars of current industry-sponsored engineering projects is at least $$ |
|  | Continue to develop collaborations and partnerships with industry to help secure industry-sponsored research funding |
|  | Establish SOE industry-collaboration and partnership committee |
|  | Maintain up-to-date list of industry partnerships with contact information |
|  | Identify funding opportunities for industry-sponsored research and disseminate to faculty |
|  | Create regular dissemination schedule and method to faculty of industry-sponsored research funding opportunities |
|  | Reinforce Industry Advisory Board expectations statement |
|  | Secure approved line item in budget | 27. Faculty professional development fund approved budget is at least $$ |
|  | Secured approved line item in budget | 28. At least ## Graduate Assistantships are offered per semester |
|  | Increase level of funding via research grants | 29. At least ## Research Assistantships are offered per semester |
|  | Secure approved line item in budget | 30. Student professional development fund approved budget is at least $$ |
|  | Secure approved line item in budget | 31. The average staff salary (except the Dean) is at least $$$ |

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|  | Secure approved line item in budget | 32. The tech-related approved budget is at least $$$ |
|  | Secure appropriate equipment research funding from NSF, DOE, company donations, Army Research grants and other sources |
|  | Implement more courses in Mechanical Engineering [Manufacturing Management], Technology Management, and Computer Science | 33. At least ## on-line courses are offered per year |
|  | Encourage faculty to continue to offer courses in their research specialties | 34. At least ## new courses are offered per semester |
|  | Perform and implement appropriate capacity analysis and maintain full-time faculty ratios in the respective programs | 35. The percent of semester credit hours taught by part-time faculty is no more than one-third of total credit hours offered per semester at the SOE |
|  | Limit the number of courses taught by an individual adjunct faculty member to one course per semester | 36. The actual ## of part-time faculty is between 30 and 50 |
| Remarks (estimated costs, barriers, etc) | | |

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| **(Priority 1) Goal 1:** | **Strengthen academic programs and build on programmatic strengths** | | |
| **Planning Unit:** | **School of Engineering** | | |
| Strategy 4 | Person Responsible | Date of Completion | Success Indicators |
| Sustain and attain accreditation for academic programs | Dean, School of Engineering | Yr 1 - 12/31/10 | 1. ABET requirements met and all documentation completed 2. IAMOT accreditation of MS in Tech Management program granted 3. CTDHE licensure and accreditation of MS in Renewable Energy Engineering and Sustainable Development granted |
| Yr 2 – 12/31/11 | 1. ABET requirements met and all documentation completed. 2. CTDHE licensure of PhD in Technology Management granted. 3. CTDHE licensure and accreditation of BS in Electrical Engineering granted |
| Yr 3 – 12/31/12 | 1. ABET requirements met and all documentation completed 2. ABET alumni survey completed 3. ABET employer survey completed 4. ABET objectives and outcomes review completed |
| Yr 4 – 12/31/13 | 1. CTDHE accreditation of PhD in Technology management granted |

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| **Action Plan Worksheet** | | |
| **Priority 1 Goal 1** | **Strengthen academic programs and build on programmatic strengths** | |
| Strategy 4 | **Sustain and attain accreditation for academic programs** | |
| Person Responsible | Dean, School of Engineering | |
| Year 1 Timeline | Action Steps | Year 1 Success Indicators (12/30/10) |
| (by 12/31/2010) | Maintain all annual requirements for ABET accreditation for UG CS and CE degrees (course reports from representative sets of courses, administer senior exit surveys, conduct co-op performance evaluations, request Industrial Advisory Board feedback, compile and present annual comprehensive assessment report) | 1. ABET requirements met and all documentation completed |
|  | International Association for Management of Technology (IAMOT) site visit January 2010 for accreditation of MS in Tech Management program | 2. IAMOT accreditation of MS in Tech Management program granted |
|  | Application for licensure and accreditation to Connecticut Department of Higher Education for MS in Renewable Energy Engineering and Sustainable Development | 3. CTDHE licensure and accreditation of MS in Renewable Energy Engineering and Sustainable Development granted |
| Remarks (estimated costs, barriers, etc) | | |
| Year 2 Timeline | Action Steps | Year 2 Success Indicators |
| (by 12/31/2011) | Maintain all annual requirements for ABET accreditation for UG CS and CE degrees (course reports from representative sets of courses, administer senior exit surveys, conduct co-op performance evaluations, request Industrial Advisory Board feedback, compile and present annual comprehensive assessment report) | 1. ABET requirements met and all documentation completed |
|  | Application for licensure to Connecticut Department of Higher Education for PhD in Technology Management | 2. CTDHE licensure of PhD in Technology Management granted |
|  | Re-introduction of application for licensure and accreditation to Connecticut Department of Higher Education for BS in Electrical Engineering program | 3. CTDHE licensure and accreditation of BS in Electrical Engineering granted |
| Remarks (estimated costs, barriers, etc) | | |
| Year 3 Timeline | Action Steps | Year 3 Success Indicators |
| (by 12/31/2012) | Maintain all annual requirements for ABET accreditation for UG CS and CE degrees (course reports from representative sets of courses, administer senior exit surveys, conduct co-op performance evaluations, request Industrial Advisory Board feedback, compile and present annual comprehensive assessment report) | 1. ABET requirements met and all documentation completed |
|  | Conduct UG CS and CE alumni survey for ABET accreditation | 2. ABET alumni survey completed |
|  | Conduct survey of employers of UG CS and CE alumni for ABET accreditation | 3. ABET employer survey completed |
|  | Identify and review UG CS and CE objectives and outcomes for ABET accreditation | 4. ABET objectives and outcomes review completed |
| Remarks (estimated costs, barriers, etc) | | |
| Year 4 Timeline | Action Steps | Year 4 Success Indicators |
| (by 12/31/2013) | Application for accreditation to Connecticut Department of Higher Education for PhD in Technology Management | 1. CTDHE accreditation of PhD in Technology Management granted |
| Remarks (estimated costs, barriers, etc) | | |

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| **(Priority 1) Goal 2:** | Develop into a regional research center of excellence in the development of emerging technologies, applied industry-oriented R&D, and health sciences and inter-disciplinary research | | |
| **Planning Unit:** | **Office of Sponsored Research** | | |
| **Strategy 1** | **Person Responsible** | **Date of Completion** | **Success Indicators** |
| Strengthen resources and infrastructure to support and facilitate research | VP, Graduate Studies and Research | Yr 1 - 12/30/10 | 1. One Full-time administrator and one GA staff the Office of Sponsored Research 2. Institutional Review Board Registered with HHS 3. UB Federal Wide Assurance registered with HHS 4. Intellectual Property Board established 5. Intellectual Property Policy and associated forms approved 6. Faculty Research Council established 7. Graduate Council established 8. Graduate Assistantships and Scholarships comprehensive policy developed and adopted 9. Graduate Studies and Research homepage established 10. Seed Money Grant Program funded with $100,000 to award 11. Final Negotiated Indirect Rate and Fringe Benefits Rate established 12. Electronic grant searching and collaboration search tools acquired and accessible to all UB faculty (COS) |
| Yr 2 - 12/30/11 | 1. One full-time grant writer added to Office of Sponsored Research 2. One full-time administrator for Faculty Research Council 3. One full-time administrator for Graduate Assistantships and Scholarships Office 4. Seed Money Grant Program functions automated on-line 5. Seed Money Grant Program funded with $125,000 to award 6. UB economic impact study is on-line and interactive at programmatic and geographic levels |

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| **Action Plan Worksheet** | | |
| **Priority 1, Goal 2** | Develop into a regional research center of excellence in the development of emerging technologies, applied industry-oriented R&D, and health sciences and inter-disciplinary research | |
| **Strategy 1** | **Strengthen resources and infrastructure to support and facilitate research** | |
| **Person Responsible** | VP, Graduate Studies and Research | |
| **Year 1 Timeline** | **Action Steps** | **Year 1 Success Indicators** |
| (by 12/31/10) | Secure approved budget (line item in OSR budget) for one full-time administrator for OSR | 1. One full-time administrator and one GA staff the Office of Sponsored Research |
|  | Hire full-time administrator for Office of Sponsored Research |
|  | Secure approved budget (line item in OSR budget) for one 9-credit/semester Graduate Assistantship for Office of Sponsored Research each Academic Year and 25 hours per week budget for summer hire |
|  | Meet all requirements and complete registration of UB IRB on HHS OHRP (Office of Human Research Protection) | 2. Institutional Review Board registered with HHS |
|  | Secure HHS OHRP approval letter and assigned IRB number |
|  | Meet all requirements and register UB on HHS OHRP for FWA (Federal Wide Assurance) | 3. UB Federal Wide Assurance registered with HHS |
|  | Secure HHS OHRP approval letter and assigned FWA number |
|  | Establish fully-constituted Institutional Property Board with membership list on file in OSR | 4. Intellectual Property Board established |
|  | Establish regular meeting schedule for IPB with copy on file in OSR |
|  | Draft and secure necessary approvals for UB Intellectual Property Policy with approved copy on file in OSR | 5. Intellectual Property Policy and associated forms approved |
|  | Draft and secure necessary approvals for UB Intellectual Property Policy forms with approved copies on file in OSR |
|  | Develop written procedures and timeline for institutional application of UB Intellectual Property Policy with copies on file in OSR |
|  | Develop written initial and ongoing institutional dissemination strategy for UB Intellectual Property Policy with copies on file in OSR |
|  | Establish fully-constituted Faculty Research Council with membership list on file in OSR | 6. Faculty Research Council established |
|  | Establish regular meeting schedule or FRC with copy on file in OSR |
|  | Establish fully-constituted Graduate Council with membership list on file in OSR | 7. Graduate Council established |
|  | Establish regular meeting schedule of GC with copy on file in OSR |
|  | Convene inter-department meetings to bring all involved parties to the table to discuss all aspects of Graduate Assistantships and Scholarships Policy | 8. Graduate Assistantships and Scholarships comprehensive policy developed and adopted |
|  | Draft and secure necessary approvals for Graduate Assistantships and Scholarships Policy with copy on file in OSR |
|  | Develop written procedures and timeline for institutional application of Graduate Assistantships and Scholarships Policy with copies on file in OSR |
|  | Develop written initial and ongoing institutional dissemination strategy for Graduate Assistantships and Scholarships Policy with copies on file in OSR |
|  | Convene task force and meetings to bring all involved parties to the table to discuss all aspects of the GSR website | 9. Graduate Studies and Research homepage established |
|  | Determine components of GSR website |
|  | Draft and design GSR homepage |
|  | Incorporate GSR homepage into the official UB website |
|  | Obtain institutional approval of $100,000 budget for Seed Money Grant Program | 10. Seed Money Grant Program funded with $100,000 to award |
|  | Secure budget number(s) for Seed Money Grant awards |
|  | Work with budget director to ensure that sufficient funds are allocated to Seed Money Grant budget number(s) |
|  | OSR maintains copy of Seed Money Grant budget numbers and budget reports |

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|  | Administration and Finance compile required information for federal Negotiated Indirect Rate and Fringe Benefits Rate as required by HHS; submit to meet HHS RECEIPT deadline (12.31.2009) | 11. Final Negotiated Indirect Rate and Fringe Benefits Rate established |
|  | Administration and Finance must submit the required information to meet the HHS RECEIPT deadline of 12.31.2009. |
|  | OSR to maintain copy of signed negotiation agreement |
|  | Secure approved budget (line item in OSR budget) for electronic grant search engine(s) | 12. Electronic grant searching and collaboration search tools acquired and accessible to all UB faculty (COS) |
|  | Keep electronic grant search engine(s) subscription up-to-date with copy of subscription contract on file in OSR |
|  | Secure approved budget (line item in OSR budget) for electronic collaboration search tools |
|  | Keep electronic collaboration search tools subscription up-to-date with copy of subscription contract on file in OSR |
| Remarks (estimated costs, barriers, etc) | | |

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| **(Priority 1) Goal 2:** | Develop into a regional research center of excellence in the development of emerging technologies, applied industry-oriented R&D, and health sciences and inter-disciplinary research | | |
| **Planning Unit:** | **Office of Sponsored Research** | | |
| **Strategy 2** | **Person Responsible** | **Date of Completion** | **Success Indicators** |
| Strengthen collaborations with industry within the areas sponsored projects | VP, Graduate Studies and Research | Yr 1 - 12/30/10 | 1. At least ## students participating in a co-op or internship 2. At least ## research proposals are currently funded by industry and other funding agencies 3. The total dollars of current industry and other agency sponsored research projects is at least $$ 4. 80% of the School of Engineering’s advisory board is comprised of company representatives in which UB co-op students and/or UB graduates are employed, and which donates dollars and/or in-kind contributions to UB research 5. 80% of the School of Business’ advisory board is comprised of company representatives in which UB co-op students and/or UB graduates are employed, and which donates dollars and/or in-kind contributions to UB research 6. Development of at least ## new research programs, laboratories, affiliated course work and scholarly output in Biomedical Engineering and Biotechnology |
| Yr 2 - 12/30/11 | 1. The number and percentage of students participating in a coop or internship is greater than Yr 1 2. The number of research proposals submitted to industry and other agencies is greater than Yr 1 3. The number of currently funded industry and other agency-sponsored research projects is greater than Yr 1 4. The total dollars of current industry and other agency-sponsored research projects is greater than Yr 1 5. 80% of the health sciences’ advisory board is comprised of company representatives in which UB students and/or UB graduates are employed, and which donates dollars and/or in-kind contributions to UB research 6. 80% of the School of Education and Human Resource’s advisory board is comprised of company representatives in which UB students and/or UB graduates are employed, and which donates dollars and/or in-kind contributions to UB research 7. The number of new research programs, laboratories, affiliated course work and scholarly output in Biomedical Engineering and Biotechnology is greater than Yr 1 8. Development of at least ## new research programs, laboratories, affiliated course work and scholarly output in nanotechnologies, alternative energy engineering, and sustainable development |
| Yr 3 - 12/30/12 | 1. The number and percentage of students participating in a coop or internship is greater than Yr 2 2. The number of currently funded industry and other agency-sponsored research projects is greater than Yr 2 3. The total dollars of current industry and other agency-sponsored research projects is greater than Yr 2 4. The number of new research programs, laboratories, affiliated course work and scholarly output in nanotechnologies, alternative energy engineering and sustainable development is greater than Yr 2 |

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| **Action Plan Worksheet** | | |
| **Priority 1, Goal 2** | Develop into a regional research center of excellence in the development of emerging technologies, applied industry-oriented R&D, and health sciences and inter-disciplinary research | |
| **Strategy 2** | Strengthen collaborations with industry within the areas of sponsored projects | |
| **Person Responsible** | VP, Graduate Studies and Research | |
| **Year 1 Timeline** | **Action Steps** | **Year 1 Success Indicators** |
|  | Pursue and secure commitments and formal arrangements for UB student placement | 1. At least ## students participating in co-op or internship |
|  | Monthly post and update of Co-op/internship opportunities on designated bulletin boards and designated location on UB website |
|  | Convene inter-department meetings to bring all involved parties to the table to discuss all aspects of University-Industry and other University-funding agency partnerships and collaborations | 2. At least ## research projects are currently funded by industry and other funding agencies  3. The total dollars of current industry and other agency-sponsored research projects is at least $$ |
|  | Continue to develop collaborations and partnerships with industry to help secure industry and other funding agency-sponsored research funding |
|  | Establish institutional industry-collaboration and partnership committee with membership list on file in OSR |
|  | Establish regular meeting schedule for committee with copy on file in OSR |
|  | Maintain up-to-date list of industry partnerships in OSR |
|  | Task force comprised of VP GSR and GSR personnel, VP UR, School of Engineering administrators, faculty, alumni, and key industry representatives compile recommendations for industry representative appointments to School of Engineering’s advisory board | 4. 80% of the School of Engineering’s advisory board is comprised of company representatives in which UB co-op students and/or UB graduates are employed, and which donate dollars an/or in-kind contributions to UB research |
|  | VP GSR, Associate Dean for Business Development and Outreach, and VP UR meet with and formally invite industry representatives to join School of Engineering’s advisory board |

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|  | Task force comprised of VP GSR and GSR personnel, VP UR, School of Business administrators, faculty, alumni, and key industry representatives compile recommendations for industry representative appointments to School of Business’ advisory board | 5. 80% of School of Business’ advisory board is comprised of company representatives in which UB co-op students and/or UB graduates are employed, and which donate dollars an/or in-kind contributions to UB research |
|  | VP GSR, Associate Dean for Business Development and Outreach, VP UR and School of Business Dean meet with and formally invites industry representatives to join School of Business advisory board |
|  | TBD | 6. Development of at least ## new research programs, laboratories, affiliated course work, and scholarly output in Biomedical Engineering and Biotechnology |
| Remarks (estimated costs, barriers, etc) | | |

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| **(Priority 1) Goal 2:** | Develop into a regional research center of excellence in the development of emerging technologies, applied industry-oriented R&D, and health sciences and inter-disciplinary research | | |
| **Planning Unit:** | **Office of Sponsored Research** | | |
| **Strategy 3** | **Person Responsible** | **Date of Completion** | **Success Indicators** |
| Strengthen faculty training programs to increase the participation of faculty in sponsored research projects | VP, Graduate Studies and Research | Yr 1 - 12/30/10 | 1. At least ## faculty participate in workshops conducted for grant seeking tools and procedures 2. Tutorials for Community of Science are on GSR website 3. At least ## proposals are submitted to federal and state agencies, and private foundations for funding 4. At least ## articles are published in refereed journal publications. 5. At least ## conference papers are published. 6. At least ## books or book chapters are published. 7. At least ## faculty serve as journal editors. 8. At least ## faculty serve on a conference technical committee(s). 9. At least ## faculty chair a conference / workshop/ technical committee or session thereof. 10. At least ## faculty serve as a peer reviewer for an external funding agency(ies). |
| Yr 2 - 12/30/11 | 1. The number of faculty participating in workshops conducted for grant seeking tools and procedures is greater than Yr 1 2. The number of research proposals submitted for federal, state and private foundation-sponsored funding is greater than Yr 1 |
| Yr 3 - 12/30/12 | 1. The number of faculty participating in workshops conducted for grant seeking tools and procedures is greater than Yr 2 2. The number of research proposals submitted for federal, state and private foundation-sponsored funding is greater than Yr 2 |

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| **Action Plan Worksheet** | | |
| **Priority 1, Goal 2** | Develop into a regional research center of excellence in the development of emerging technologies, applied industry-oriented R&D, and health sciences and inter-disciplinary research | |
| **Strategy 3** | **Strengthen faculty training programs to increase the participation of faculty in sponsored research projects.** | |
| **Person Responsible** | VP, Graduate Studies and Research | |
| **Year 1 Timeline** | **Action Steps** | **Year 1 Success Indicators** |
|  | Professional development modules on grant seeking tools and procedures are developed | 1. At least ## faculty participate in workshops conducted for grant seeking tools and procedures |
|  | Institutional professional development modules on grant seeking tools and procedures are scheduled for multiple presentations |
|  | Community of Science tutorial and link are active and monitored for changes on the OSR webpage | 2. Tutorials for Community of Science and are on GSR website |
|  | MyNetResearch tutorial and link are active and monitored for changes on the OSR webpage |
|  | Secure approved budget (line item in OSR budget) for ## faculty to attend agency-sponsored workshops and conferences | 3. At least ## proposals are submitted to federal and state agencies, and private foundations for funding |
|  | Identify funding opportunities for industry and other funding agency-sponsored research and disseminate to faculty |
|  | Create regular dissemination schedule and method to faculty of industry- and other funding agency-sponsored research funding opportunities |
|  | Faculty are provided opportunities to attend agency-sponsored workshops and conferences |
|  | Secure approved budget (line item in OSR budget) for faculty members to meet program officers as part of grant application process |
|  | Faculty are provided opportunities to meet program officers |
|  | Secure approved budget (line item in OSR budget) for contracted proofreaders and editors for external research grant applications |
|  | OSR maintains active list of proofreaders and editors for contracting services |
|  | OSR coordinates contracted proofreading and editing services for targeted external research grant applications |
|  | Faculty members are provided with proofreading and editing support for targeted external research grant applications |
|  | Secure approved budget (line item in OSR budget) for contracted grant writers for targeted NSF grants |
|  | Determine the NSF grant competitions will be contracted to grant writers |
|  | OSR maintains active list of grant writers for contracting services |
|  | OSR coordinates contracted grant writing services for targeted NSF grants |
|  | OSR maintains active registrations for electronic proposal submissions |
|  | OSR provides administrative support to meet deadlines for proposal submissions |
|  | TBD | 4. At least ## articles are published in refereed journal publications |
|  | TBD | 5. At least ## conference papers are published |
|  | TBD | 6. At least ## books or book chapters are published |
|  | TBD | 7. At least ## faculty serve as journal editors |
|  | TBD | 8. At least ## faculty serve on a conference technical committee(s) |
|  | TBD | 9. At least ## faculty chair a conference/workshop/technical committee or session thereof |
|  | TBD | 10. At least ## faculty serve as a peer reviewer for an external funding agency(ies) |
| Remarks (estimated costs, barriers, etc) | | |

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| **(Priority 1) Goal 3:** | **Expand access to academic programs** | | |
| **Planning Unit:** | **School of Engineering** | | |
| Strategy 1 | Person Responsible | Date of Completion | Success Indicators |
| Expand program access through distance-learning, satellite campuses and institutional partnerships | Dean, School of Engineering | Yr 1 - 12/31/10 | 1. At least ## new MOU’s secured 2. At least ## such partnerships active 3. At least ## students from partnership institutions study for at least one semester at UB 4. At least ## articulation agreements are established |
| Yr 2 – 12/31/11 | 1. The number of MOU’s secured is greater than Yr 1 2. The number of active partnerships is greater than Yr 1 3. The number of students from partnership institutions who study at UB for at least one semester is greater than Yr 1 4. The number of articulation agreements established is greater than Yr 1 5. Market survey completed and decisions made |
| Yr 3 – 12/31/12 | 1. The number of MOU’s secured is greater than Yr 2 2. The number of active partnerships is greater than Yr 2 3. The number of students from partnership institutions who study at UB for at least one semester is greater than Yr 2 4. the number of articulation agreements established is greater than Yr 2 5. Market survey completed and decisions made |
| Yr 4 – 12/31/13 | 1. CTDHE accreditation of PhD in Technology management granted |

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| **Action Plan Worksheet** | | | |
| **Priority 1 Goal 3** | **Expand access to academic programs** | | |
| Strategy 1 | **Expand program access through distance-learning, satellite campuses and institutional partnerships** | | |
| Person Responsible | Dean, School of Engineering | | |
| Year 1 Timeline | Action Steps | Year 1 Success Indicators (12/30/10) | |
| (by 12/31/2010) | Increase MOU’s and institutional partnerships with institutions outside of the US through expanding the number of institutions and countries in South America, SE Asia and the Middle East | 1. At least ## new MOU’s secured | |
|  | Provide for mechanisms and logistics for institutional partnerships through blended learning: distance education, UB faculty to teach at partner institution, partner institution’s faculty teach UB courses, | 2. At least ## such partnerships active | |
|  | Provide for mechanisms and logistics for institutional partnerships through blended learning: partner institution students residential study at UB, partner institution students transfer partner institution course credit to UB | 3. At least ## students from partnership institutions study for at least one semester at UB | |
|  | Develop articulation agreements specific to UG Computer Science and Computer Engineering with community colleges in Connecticut, lower Massachusetts, New York and New Jersey | 4. At least ## articulation agreements are established | |
| Remarks (estimated costs, barriers, etc) | | | |
| Year 2 Timeline | Action Steps | Year 2 Success Indicators | |
| (by 12/31/2011) | Increase MOU’s and institutional partnerships with institutions outside of the US through expanding the number of institutions and countries in South America, SE Asia and the Middle East | 1. The number of MOU’s secured is greater than Yr 1 | |
|  | Provide for mechanisms and logistics for institutional partnerships through blended learning: distance education, UB faculty to teach at partner institution, partner institution’s faculty teach UB courses, | 2. The number of active partnerships is greater than Yr 1 | |
|  | Provide for mechanisms and logistics for institutional partnerships through blended learning: partner institution students residential study at UB, partner institution students transfer partner institution course credit to UB | 3. The number of students from partnership institutions who study at UB for at least one semester is greater than Yr 1 | |
|  | Develop articulation agreements specific to UG Computer Science and Computer Engineering with community colleges in Connecticut, lower Massachusetts, New York and New Jersey | 4. The number of articulation agreements established is greater than Yr 1 | |
|  | Conduct market survey to explore the potential to offer MS degree programs in Computer Science, Biomedical Engineering and Technology Management at UB satellite campuses in Stamford and/or Waterbury | 5. Market survey completed and decisions made | |
| Remarks (estimated costs, barriers, etc) | | | |
| Year 3 Timeline | Action Steps | Year 3 Success Indicators | |
| (by 12/31/2012) | Increase MOU’s and institutional partnerships with institutions outside of the US through expanding the number of institutions and countries in South America, SE Asia and the Middle East | 1. The number of MOU’s secured is greater than Yr 2 |
|  | Provide for mechanisms and logistics for institutional partnerships through blended learning: distance education, UB faculty to teach at partner institution, partner institution’s faculty teach UB courses, | 2. The number of active partnerships is greater than Yr 2 |
|  | Provide for mechanisms and logistics for institutional partnerships through blended learning: partner institution students residential study at UB, partner institution students transfer partner institution course credit to UB | 3. The number of students from partnership institutions who study at UB for at least one semester is greater than Yr 2 |
|  | Develop articulation agreements specific to UG Computer Science and Computer Engineering with community colleges in Connecticut, lower Massachusetts, New York and New Jersey | 4. The number of articulation agreements established is greater than Yr 2 |
|  | Conduct market survey to explore the potential to offer MS degree programs in Computer Science, Biomedical Engineering and Technology Management at UB satellite campuses in Stamford and/or Waterbury | 5. Market survey completed and decisions made |

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| **(Priority 1) Goal 3:** | **Expand access to academic programs** | | |
| **Planning Unit:** | **School of Engineering** | | |
| Strategy 3 | Person Responsible | Date of Completion | Success Indicators |
| Strengthen experiential learning through developing partnerships with external organizations | Dean, School of Engineering | Yr 1 - 12/31/10 | 1. At least ## engineering students participate in co-op or internship |

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| **Action Plan Worksheet** | | |
| **Priority 1 Goal 3** | **Expand access to academic programs** | |
| Strategy 3 | **Strengthen experiential learning through developing partnerships with external organizations** | |
| Person Responsible | Dean, School of Engineering | |
| Year 1 Timeline | Action Steps | Year 1 Success Indicators (12/30/10) |
| (by 12/31/2010) | Pursue and secure commitments and formal arrangements for UB engineering student placement | 1. At least ## engineering students participate in co-op or internship |
|  | Monthly post and update of engineering co-op/internship opportunities on designated bulletin boards and designated location on UB website |
|  | Leverage Industry Advisory Board expectation statement for commitment to specific number of co-ops |
|  | Develop and use list of co-op companies on Graduate Studies and Research webpage |
| Remarks (estimated costs, barriers, etc) | | |