1. **Marketing & Communication**
   a. Develop communication plan for all types of resources
   b. *Identify ways to centralize information about faculty’s creative endeavors so that scholarly work can be publicized and showcased.*

2. **Campus Infrastructure**
   a. Technology and CTS Support, especially projection classrooms and campus WiFi
   b. Academic equipment: instructional and research
   c. Performing Arts Building utilization planning
   d. *Libraries: resources and facilities*

3. **Resource Development**
   a. Increase enrollment
   b. Participate in comprehensive campaign to support academic programs
   c. Shift from reliance on one-time resources to balance budget
   d. *Develop incentive programs to encourage resource savings*

4. **Enrollment Management**
   a. Increase undergraduate recruitment and retention, especially freshman and sophomore retention
   b. Increase and diversify graduate programs
   c. Expand and strengthen Watertown and Fort Drum programs

5. **Student Experience**
   a. Expand and strengthen Academic Programs
   b. Enhance high impact practices (such as internships, study abroad, student research, individualized instruction, learning communities, first-year seminars)
   c. *Enhance Winterim*

6. **Campus Work Life**
   a. Enhance professional development
   b. Teaching load reduction
   c. Improve compensation

7. **Collaborations with SUNY Canton (New in 2012-13)**
   a. Develop Institute for Arts, Sciences and Technology
   b. Collaborations in IT, Library, other areas as requested

8. **Middle States Follow-up (New in 2012-13)**
   a. Clarification of Mission
   b. Process to use institutional assessment to improve programs, services, planning, budgeting, and resource allocation.
   c. Review MS suggestions and develop action plan
      c.1 Assessment of experiential learning programs (internships, study abroad)
      c.2 Review of General Education
      c.3 Review of academic advising
      c.4 Review and reorganization of graduate studies office, recruitment, and marketing

*Regular Font = College 2011-2013 Biennial Goal*

*Italics = Carry-over Academic Affairs Goals 2010-11*