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To: Provost Jim Mayrose

From: President Kate Conway-Turner

Date: June 4, 2021

Re: Strategic Planning

With this memo, I officially charge you to begin our campus strategic planning process. Given the volatile time we are experiencing, the period of time the plan will cover is 2022- 2025. This three-year period will provide careful direction for our work ahead and will cover the period of anticipated adjustment as higher education resettles post the current pandemic we face.

As you begin this process, please keep the following issues in the forefront as you gather input and begin to sculpt a proposed plan for review:

1. We are a public institution with an unwavering commitment to education for the public good. This is and will continued to be manifested throughout our campus.
2. We have an opportunity to work together and be a model of excellence if we dare to seize the moment. Our excellence can include high graduation rates, deep connections with partner organizations, a showcase of outstanding JEDI work, innovative/cutting edge new academic programs, applied community-based research that serves to advance our citizens and our diverse communities, enhanced anchor institution components, and much more.
3. The majority of our students are students of color and as a MSI we will continue to advance our efforts to recruit, support, and move to success our diverse population. This will require continued attention on how we can best support, mentor, and guide to success our diverse students. We know this will also require continued professional development on campus and a steadfast commitment to our JEDI work (justice, equity, diversity, and inclusion) including the recruitment of larger numbers of faculty and staff that represent the diverse backgrounds of our students.
4. We are a regional comprehensive campus. Outstanding teaching along with strong research and service are the foundational aspects of our work. We have a regional commitment to our area and support engagement and community responsibility through our curricular connections to the region, our research focused on issues that face our community and our citizens, and the many ways we provide service to contribute to and elevate WNY and beyond.
5. We have several areas of excellence that should be showcased as we move forward. These beckons of extraordinary work bring glory to the campus, assist in our recruitment of outstanding students, faculty, and staff, and must be celebrated.

6. We must learn from the period we are concluding and use this new information regarding remote teaching and remote services to better serve our students.
7. We must continue to use data to guide our work. Our work on the SRPP and ERPT are two examples of many data informed processes that will continue to inform important decisions as we move forward. We must continue to optimize and become even more efficient in the current and foreseeable changing higher education climate. We must continue to streamline our business operations, support efforts, office practices, and procedures across and within all our divisions.
8. Collaboration must be at the center of all work as we move forward, much good work has been happening between divisions over the last several years, but this must be accelerated as we move forward.
9. Innovation and creativity must guide our future work. Holding onto antiquated ways and policies will retard future success. We must define and embrace innovation and creativity and place that at the center of our work to address current and future challenges.
10. We must explore new opportunities as they are revealed. New sources of revenue will be needed as we move forward. We must turn our creative energy to developing and sustaining new sources of revenue that fit within our mission but add new resources to campus if we are to meet the challenges we face now and the increased challenges of the future.
11. We must communicate in positive and varied ways within campus, outside campus, and in new locations (domestic and international) the value of a Buffalo State education and the merits to our community, state and broader.
12. We must etch in stone that we are Buffalo's College and that we have a defined urban engaged mission.

I offer these initial thoughts as we begin our new strategic planning process and I look forward to our ongoing discussions.