

Unit Goals Mapped to College Mission, Strategic Goals, and Institutional Learning Outcomes  
2010

<b>Mission Reference</b>	I. Serve learners by providing high quality, accessible educational opportunities. II. Serve learners by providing high quality, accessible services. III. Respond to the needs of the local and regional communities.
<b>Strategic Goals</b>	1. Academic Programs and Support 2. Campus Life 3. Institutional Culture 4. Operational Sustainability 5. Outreach and Community Relations
<b>Institutional Learning Outcomes</b>  (not all units will align with ILO's)	A. Communications B. Knowledge Management C. Problem Solving D. Ethics and Social Responsibility E. Aesthetic Responsiveness

Unit Name	Mission			Strategic Goals					ILO's				
- Identified Goals	I	II	III	1	2	3	4	5	A	B	C	D	E
<b>Academic Support Center</b>													
- Support student learning goals through academic support services including labs, disability services, workshops, and course embedded remediation.	X	X	X	X	X	X	X	X					
- Foster independent student learning through collaborative partnerships with students, faculty, administration, and staff.	X	X	X	X	X	X	X	X	X	X	X	X	X
- Recognize student learning achievement of ASC users.	X	X		X	X	X							
- Facilitate the College placement assessment process and utilize data to develop supportive programming.	X	X	X	X	X	X	X	X	X		X		
<b>Admissions</b>													
- To provide quality customer service and clear communications about Herkimer to prospective students, families and friends.	X	X	X	X	X	X	X	X	X	X	X	X	
- To improve the academic quality and college preparedness of incoming undergraduate students.	X	X	X	X	X	X	X	X					
- To efficiently facilitate all Admission office functions and responsibilities.	X	X	X	X	X	X	X	X					
- To offer high quality on-campus and off-campus visit experiences for prospective students, families and friends.	X	X	X	X	X	X	X	X	X	X	X	X	
<b>Advisement Center</b>													
- To provide students ( <i>currently enrolled and prospective</i> ) information about academic advisement services, processes, and procedures	X	X		X	X	X			X	X	X		
- To offer probationary students specialized advisement programming to increase academic success and use of support services.	X	X		X	X	X			X	X	X		
- To provide faculty academic advisors professional development and advisement resources.		X		X	X	X							

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- Identified Goals	I	II	III	1	2	3	4	5	A	B	C	D	E
<b>Assistant Dean of Academic Affairs , Adjunct Faculty</b>													
- Create a forum in which part-time faculty can meet with the Assistant Dean of Academic Affairs, Associate Deans, or other members of the campus community to share information and ideas.	X	X	X	X	X	X	X						
- Provide on-going assessment training for part-time faculty members.	X	X	X	X		X	X						
- Increase recognition of part-time faculty members' contributions to the campus community.	X			X		X	X						
- Promote greater collaboration between part-time and full-time faculty.	X	X	X	X	X	X	X						
<b>Assistant Dean of Academic Affairs, Assessment and Institutional Effectiveness</b>													
- Create and maintain an organized and sustainable assessment process that evaluates and improves IE of the College.	X	X	X	X	X	X	X	X					
- Gather internal and external data, that is both direct and indirect, to help with planning and decision-making.	X	X	X	X	X	X	X	X					
- Provide professional development to all areas of the campus as it relates to campus-wide assessments.	X	X	X	X	X	X	X	X					
- Serve as liaison for SUNY assessment initiatives and other external organizations as warranted.	X	X	X	X	X	X	X	X					
<b>Assistant to the President</b>													
- To facilitate the implementation, assessment, and continuous improvement of the College's strategic plan.	X	X	X	X	X	X	X	X					
- To manage the College's shared governance structure.	X	X		X	X	X	X						
- To serve as the internal and external liaison for the President of the College.	X	X	X	X	X	X	X	X					
<b>Academic Affairs, Division of BHST and HUSS</b>													
- Continual planning and assessment of student learning at the institutional, programmatic, and course levels, including SUNY General Education Competencies.	X		X	X		X	X	X					
- Systematic review of academic programs to meet the needs of a changing world and society.	X		X	X		X	X	X					
- Ensure collaboration and promote communication with all areas of the College to develop the whole student.	X	X	X	X	X	X	X						
- Support Professional Development Opportunities for faculty to remain current in their respective academic field and best practices in education pedagogy.	X		X	X		X	X						
- Offer enrichment opportunities for students outside of required course work to complement academic programming.	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>Assoc. Dean of Student Services</b>													
- Provide and support professional development opportunities for my direct reports.	X	X	X	X	X	X		X					
- To efficiently operate the department of Student Services as it relates to personal counseling, career and transfer services, student activities, and health services.	X	X	X	X	X	X	X	X					
- To continue to identify the best practices as they relate to student services to meet the needs of all Herkimer learners.	X	X	X	X	X	X		X					
- To collaborate with all constituents of the college including on campus departments and the community at large.	X	X	X	X	X	X		X					

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<b>Athletics</b>													
- Educational Achievement – Provide a viable student development program that guides and assists student athletes to achieve educational goals.	X	X	X	X	X	X			X	X		X	
- Facilities – Ongoing representation during development of college master plan to support programs that meet recreational and competitive needs.	X	X	X	X	X	X	X	X					
- Athletic Competition – Increase overall recruitment of students, who are capable, prepared and motivated to succeed academically and athletically for all sports.	X	X	X	X	X	X		X					
- Community – Foster a sense of responsibility in staff and athletes towards community involvement.	X	X	X	X	X	X		X	X			X	
<b>Bursar</b>													
- Improve and refine communications to students and families regarding student account information.	X	X	X	X		X	X	X					
- Provide students with accurate and timely billing statements.	X	X		X		X	X						
- Pursue collection of aged accounts receivables.	X	X		X		X	X						
<b>Campus Safety</b>													
- Provide protection for all students, faculty, staff and visitors.	X	X	X	X	X	X	X	X					
- Safeguard all real and personal property.	X	X	X	X	X	X	X	X					
- Enforce College policies and regulations, and the laws of the State of New York.	X	X	X	X	X	X	X	X					
- Provide awareness and education of Campus Safety services available to the campus community.	X	X	X	X	X	X	X	X	X		X	X	
<b>Counseling Center- Career Services</b>													
- Provide counseling to students regarding career development.	X	X			X				X	X	X	X	
- Coordinate and facilitate programming related to the career development needs of students.	X	X		X	X				X	X	X	X	
- Provide Orientations and on-going training to students working on campus	X	X	X	X	X			X	X	X	X	X	
- Engage local and regional employers and government agencies through outreach activities		X	X	X	X			X					
<b>Child Care Center</b>													
- To work with academic departments to use childcare center as a teaching site	X	X	X	X	X	X		X	X		X	X	
- To provide consistent high quality child care to children of HCCC Students, staff, and the community	X	X	X	X	X	X		X	X		X	X	
- To reduce barriers in achieving educational goals by providing affordable services to students who are unable to afford child care.	X	X	X	X	X	X	X	X	X	X	X	X	
- Provide an ongoing opportunity for families to network and build relationships and share ethnic cultures and values	X	X	X	X	X	X		X	X	X	X	X	X
- To continue to assess the program and meet the National Academy for Education of Young Children accreditation highest standards of performance.	X	X	X	X	X	X	X	X	X		X	X	

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<b>College Now</b>													
- Promote an exchange of ideas for teaching and learning among CN faculty and HCCC liaisons	X	X	X	X		X	X	X					
- Increase awareness of College Now to high school students, parents and the community.	X	X	X	X		X	X	X					
- Prepare College Now students for the transition from high school to college.	X	X	X	X	X	X	X	X	X	X	X	X	X
- Ensure HCCC's CN program remains aligned with NACEP accreditation standards.	X	X		X		X	X	X					
- Promote ongoing collaboration with regional high schools	X	X	X	X		X	X	X					
- Evaluate cost effectiveness of the College Now Program.	X	X	X	X		X	X						
<b>Continuing Education</b>													
- Expand internal and external collaboration to further enhance outreach efforts	X	X	X	X	X	X	X	X					
- Identify and offer non-credit, fee based courses that serve educational or workforce goals, but do not require college credit	X	X	X	X	X	X	X	X	X	X	X	X	X
- Provide conference and training facilities to service the needs of internal and external constituents	X	X	X	X	X	X	X	X					
- Evaluate cost effectiveness of Community Education.	X	X	X				X	X					
<b>Controller</b>													
- Monitor all expenditures to ensure compliance with Federal and State laws and SUNY accounting practices and policies.	X	X	X	X	X	X	X	X					
- Provide financial information on a timely basis to enhance the educational process.	X	X	X	X	X	X	X	X					
- Identify suggests for optimizing college resources.	X	X	X	X	X	X	X	X					
<b>Copy Center</b>													
- Maintain multifunctional units that copy, print, scan, and fax to increase efficiency and control costs while reinforcing the colleges green initiatives and policies	X	X	X	X		X	X						
- Assist HCCC departments and offices in utilizing more efficient and green practices.	X	X	X	X		X	X						
- Document and track usage to monitor efficiency.	X	X	X	X		X	X						
<b>Enrollment Management</b>													
- To achieve or exceed college enrollment targets for the next five years to support operational sustainability.	X	X	X	X	X	X	X	X					
- To facilitate collaboration with all offices to ensure that policies and procedures support enrollment goals.	X	X	X	X	X	X	X	X					
- To utilize data and analysis for informed decision making and continuous improvement	X	X	X	X	X	X	X	X					

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<b>Facilities – Physical Plant</b>													
- Effectively maintain the buildings and grounds and the inherent infrastructures involved with those campus components, to a high state of efficient and cost effective standard.	X	X	X	X	X	X	X	X					
- Actively look for new opportunities to reduce energy consumption on campus and in the process ‘green’ our facility to reduce our carbon footprint and operating costs.		X	X		X	X	X	X					
- Provide training to all staff at all levels in the Maintenance Department that will introduce or expand upon their knowledge base to embrace new technologies and then to put into practice that newly gained information.	X	X	X	X	X	X	X	X					
<b>Faculty-Student Association FSA</b>													
- Provide services to student and staff that are allowed by law.		X	X	X	X	X	X	X				X	
- Efficiently manage all FSA operations.		X	X	X	X	X	X	X	X	X	X	X	
- Maintain fiscal responsibility and stewardship of the FSA.		X	X		X		X	X	X	X	X	X	
<b>Financial Aid</b>													
- Assist students in achieving their educational goals by providing professional assistance and timely financial aid resources through personalized attention and state-of-the-art technology.	X	X	X	X	X	X	X	X					
- Work with key offices to enhance student service, promote institutional effectiveness and insure consistency with the missions and goals of Herkimer County Community College.	X	X	X	X	X	X	X	X					
- Market and provide updated regulatory consumer information needed to make informed decisions about financing an education.	X	X	X	X	X	X	X	X					
- Keep abreast and informed about current and upcoming regulatory updates and changes from internal, federal, state and other organizations.	X	X	X	X	X	X	X	X					
- Develop workshop opportunities for students and staff.	X	X	X	X	X	X	X	X	X	X	X	X	
<b>First Year Seminar</b>													
- Through cooperative efforts with various campus departments/units, the FS 100 curriculum will include collaborative planning.	X	X	X	X	X	X							
- Explore and implement alternative delivery of FS 100 course content.	X	X	X	X	X	X		X	X	X		X	
- Continual research and training of best practices in the area of first year student experience.	X	X	X	X	X	X	X	X					
<b>Foundation</b>													
- TBD when Foundation Director is appointed													
<b>Health Services</b>													
- Educate students to take responsibility for their own Health.	X	X	X	X	X			X				X	
- Increase students’ knowledge of Health related issues	X	X	X	X	X			X				X	
- Reduce barriers to student healthcare and improve timely healthcare service to students.	X	X	X	X	X			X				X	

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<b>Human Resources</b>													
- To offer training programs and development workshops to faculty and staff.	X	X	X	X	X	X							
- To effectively recruit, hire, and retain candidates to fill various administrative, faculty and staff positions.	X	X	X	X	X	X	X	X					
- To serve as a useful source of employee and benefit information.	X	X	X	X		X	X						
<b>Information Services</b>													
- To maintain a well architected computer network for Herkimer County Community College utilizing efficient technologies.	X	X	X	X	X	X	X	X					
- To create a modern, technically sound internet presence for Herkimer County Community College. To create a useful web tool that will encourage recruitment and retention while engaging the community at large.	X	X	X	X	X	X	X	X					
- To support Herkimer County Community Colleges' student information software management products by creating meaningful reports and applications that will serve all levels of administration and faculty.	X	X	X	X	X	X	X	X					
<b>Institutional Research</b>													
- Complete state, federal, accreditation, and all external reporting.	X	X	X	X	X	X	X	X					
- Disseminate data in a usable format as appropriate.	X	X	X	X	X	X	X	X					
- Collaborate, create and implement internal surveys to meet needs of campus.	X	X	X	X	X	X	X	X					
<b>International Program</b>													
- To establish programming that improves services and support for international students.	X	X	X	X	X	X	X		X	X	X	X	X
- To collaborate and communicate with international countries to develop faculty/student exchange programs.	X	X	X	X	X	X	X	X					
- To efficiently facilitate all International Program functions and responsibilities.	X	X	X	X	X	X	X						
- To recruit and admit students from around the globe.	X	X	X	X	X	X	X	X					
<b>Internet Academy</b>													
- Foster student achievement in IA courses that is comparable to student achievement in campus courses.	X	X	X	X	X				X				
- Develop and offer training and technical assistance to faculty in regards to online instruction, hybrid, and/or web enhanced courses.	X			X	X	X							
- Provide students with technical assistance and online access to high quality services as it relates to online, hybrid, or web enhanced courses.		X		X	X				X		X		
- Promote and market the IA focusing upon complete programs.			X			X		X					
- Evaluate cost effectiveness of the IA.	X		X				X						

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- Identified Goals	I	II	III	1	2	3	4	5	A	B	C	D	E
<b>Personal Counseling</b>													
- Provide training for gatekeepers to improve their communication and listening skills necessary to make appropriate referrals.	X	X	X	X	X	X			X		X	X	
- Provide educational and prevention programs to students and staff in regards to sexual assault, mental health, and substance abuse awareness.	X	X	X	X	X	X			X		X	X	
- Provide personal counseling services to students.	X	X	X	X	X			X	X		X	X	
<b>Public Relations</b>													
- Provide marketing and public relations for the college.	X	X	X			X	X	X					
- Identify and implement new strategies to promote the college.	X	X	X			X	X	X					
- Develop and maintain strategies for gathering community input and feedback related to the college.	X	X	X			X	X	X					
- Manage internal and external communications for the College.	X	X	X	X	X	X	X	X					
- Plan press conferences and other institutional events such as commencement.	X	X	X			X	X	X					
<b>Purchasing</b>													
- Assist HCCC departments with a better understanding of Purchasing Procedures.	X	X	X			X	X	X					
- Create and maintain a Purchasing Guide	X	X	X			X	X	X					
- Maintain communications with external vendors.	X	X	X			X	X	X					
<b>Registrar</b>													
- Provide efficient course-credit registration service to college constituents.	X	X	X	X	X	X	X	X					
- Educate and inform students, faculty, and staff about education planning.	X	X	X	X	X	X	X	X		X	X		
- Document and certify all academic degrees and certificates.	X	X	X	X		X	X	X					
- Respond and complete external requests for transcripts, enrollment, and others as needed.	X	X	X	X		X	X	X					
<b>Residential Life</b>													
- Foster residential communities that support opportunities for student learning and personal development.	X	X	X	X	X	X	X	X	X	X	X	X	X
- Collaborate with College units and the community to provide social and educational programming.	X	X	X	X	X	X	X	X					
- Provide facilities that are clean, safe, and functional.	X	X	X	X	X	X	X	X					
- Partner with Student Affairs offices to develop programs that will assist students through any adjustment issues that they may face.	X	X	X	X	X	X	X	X					
- Assist with the creation of meaningful opportunities for student and faculty interaction outside of the classroom that leads to enhanced learning.	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>Retention</b>													
- To offer programming and initiatives that support students to persist and graduate from HCCC.	X	X	X	X	X	X	X	X	X	X	X	X	X
- To develop and refine a more effective early warning system.	X	X	X	X	X		X	X	X	X	X		
- To efficiently facilitate all Retention office functions and responsibilities.	X	X		X	X		X						
- To have one of the highest retention and graduation rates in the SUNY community college system.	X	X	X	X	X	X	X	X					

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- Identified Goals	I	II	III	1	2	3	4	5	A	B	C	D	E
<b>Student Activities</b>													
- Aid new students in making the transition from their previous environment to HCCC.	X	X	X	X	X	X		X				X	
- Promote and build a community environment.	X	X	X	X	X	X		X				X	
- Utilize efficient and effective promotions and marketing	X	X	X		X	X		X	X			X	
- Offer initiatives that engage campus participants.	X	X	X	X	X	X		X	X			X	X
- Identify and implement co-curricular opportunities that enhance ILO's.	X	X	X	X	X	X			X	X	X	X	X
- Update and stay current with best practices as it relates to Student Activities.	X	X	X		X		X						
<b>Transfer Counselor</b>													
- Offer students one-on-one opportunities and group workshops to identify and communicate the processes that lead to successful transfer to a four year college or university.	X	X	X	X	X				X	X	X		
- Collaborate, communicate, and establish articulation agreements with four-year colleges and universities.	X	X	X	X	X		X	X					
- Coordinate and promote transfer special events.	X	X	X	X	X	X		X	X	X	X		

End of document.