

MAPPING OUR FUTURE

Strategic Plan for 2013 – 2018

1. Academic Programs & Support

Goal Statement: *Promote student success through relevant programs and support services within an enriched teaching and learning environment*

Objective 1.1 *Review current academic programs and create programs that will meet student and community needs*

- 1.1.1 Investigate the impact of local, regional, national and global trends regarding curricula and respond accordingly
- 1.1.2 Identify and develop new curricula and enhance and improve current curricula based on current employment opportunities and trends

Objective 1.2 *Support improved student preparedness*

- 1.2.1 Work with the K-20 advisory committee to identify opportunities that address college readiness and transfer
- 1.2.2 Build on existing partnerships and establish new connections with regional school districts by expanding the number of initiatives, such as college bridge programs and/or early intervention in high school
- 1.2.3 Utilize assessment data to continually improve the delivery of support services, including those specifically targeted for students deemed “at risk”
- 1.2.4 Assess current educational enrichment opportunities and identify opportunities for new programming

Objective 1.3 *Provide teaching and learning environments that foster excellence and encourage innovation/creativity*

- 1.3.1 Explore and implement more experiential learning opportunities (cooperative partnerships, service learning, internships, apprenticeships, etc.)
- 1.3.2 Continue to assess the current educational technology in learning spaces and explore new technologies for delivering instruction

(Academic Programs & Support Cont'd)

Objective 1.4 *Assist students in identifying and achieving their educational goals*

- 1.4.1 Capitalize on faculty/student interactions to strengthen academic advising
- 1.4.2 Encourage students to complete their two-year degrees
- 1.4.3 Support initiatives for improving regional graduation rates (such as the Literacy Coalition and the Community Foundation's "25/25" initiative)
- 1.4.4 Increase graduation and retention rates
- 1.4.5 Refine data collection and analysis

2. Campus Life

Goal Statement: *Cultivate a campus environment that complements the academic mission, enhances student development, and provides broad social and educational experiences for all students*

Objective 2.1 *Create a campus climate that celebrates diversity, fosters civility, and promotes global understanding*

- 2.1.1 Continue to promote the campus civility initiative among students, faculty, staff and the surrounding community
- 2.1.2 Conduct workshops and programs that seek to acclimate students, faculty and staff to the diversity of our student population
- 2.1.3 The Center for Global Learning will provide campus-wide social and educational programming that promotes global awareness and understanding for all students

Objective 2.2 *Create theme housing and initiatives that enhance the development of our students and improve the academic environment*

- 2.2.1 Establish one special interest group/theme housing option per year for the next 3-5 years
- 2.2.2 Continue to provide programs and services that support and promote the Residential Academic Success Center
- 2.2.3 Implement a Student RA Peer Mentorship Program within campus housing

Objective 2.3 *Provide health, wellness and recreational opportunities and services that will serve the co-curricular needs of our students and community*

- 2.3.1 Provide more diverse co-curricular and intramural programming to meet the broader needs of students
- 2.3.2 Promote awareness of existing facilities and opportunities to develop the health and wellness of our students and the community
- 2.3.3 Expand existing health and wellness programs on campus to include smoking cessation
- 2.3.4 Support the development of additional recreational facilities on campus (such as a community event center and a new recreational area for residential students behind Campus Meadows)

(Campus Life cont'd)

Objective 2.4 *Capitalize on existing athletic excellence and promote efficient and effective delivery of intercollegiate athletic programs*

- 2.4.1 Continue to enhance our academic achievement, eligibility and compliance system through efficient use of technology and social media
- 2.4.2 Strengthen the recruitment, retention, and sportsmanship of student-athletes
- 2.4.3 Maintain the competitive nature and performance of each athletic program on the conference, regional and national levels
- 2.4.4 Rank within the top five of the NATYCAA Cup on a yearly basis

Objective 2.5 *Address the needs of non-residential students*

- 2.5.1 Develop a commuter student resource center
- 2.5.2 Assess the outcomes of current student activities programming for commuter students
- 2.5.3 Analyze the outcomes of survey data to determine the effectiveness of programs and services for residential and non-residential students

3. Institutional Culture

Goal Statement: *Encourage and sustain a campus culture where the core values of the College are embraced, implemented and rewarded*

Objective 3.1 *Invest in human talent and innovation to create a more engaged and vibrant campus community*

- 3.1.1 Expand employee rewards and recognition to enhance employee commitment and engagement
- 3.1.2 Develop resources to support creative and innovative programs and initiatives
- 3.1.3 Increase employee participation in professional development

Objective 3.2 *Ensure the safety of the campus and the security of all its people*

- 3.2.1 Maintain campus safety and security equipment to industry standards
- 3.2.2 Continue an ongoing safety awareness campaign
- 3.2.3 Use existing data to monitor the perception of safety and security of faculty, staff and students

Objective 3.3 *Foster an inclusive campus culture which recognizes, respects and celebrates diversity*

- 3.3.1 Implement diversity training to include the creation of a campus-wide cultural awareness program within two years
- 3.3.2 Strengthen universal access design, including physical facilities and learning technology opportunities for all campus constituencies
- 3.3.3 Maximize every opportunity to increase and support the diversity of the campus through employment and leadership opportunities

(Institutional Culture cont'd)

Objective 3.4 *Strengthen institutional effectiveness*

- 3.4.1 Use institutional data and evidence-based research to inform decision making
- 3.4.2 Improve communication and the dissemination of information
- 3.4.3 Strengthen the accurate and complete reporting of strategic outcomes into the Strategic Plan Reporting database
- 3.4.4 Create opportunities for campus-wide educational dialogue and collaboration

4. Operational Sustainability

Goal Statement: *Ensure the operational sustainability of the institution*

Objective 4.1 *Maintain a sufficient revenue stream to meet expenses and support a responsible fund balance*

- 4.1.1 Address enrollment challenges by expanding recruitment and marketing activities into new markets
- 4.1.2 Using demographics, workforce projections, and legislative, economic, and societal factors, determine the right size for the institution
- 4.1.3 Integrate student retention initiatives across all campus departments

Objective 4.2 *Control expenses by improving the efficiency and effectiveness of all campus departments and ancillaries*

- 4.2.1 Utilize the strategic plan and institutional assessment data to improve allocation of resources, delivery of services, and reduction of college costs
- 4.2.2 Seek ways to share resources between departments
- 4.2.3 Seek to ensure the sustainability of campus facilities and reduce our carbon footprint
- 4.2.4 Ensure that each new budget request has an appropriate connection to at least one strategic planning item
- 4.2.5 Explore the possibilities of a paperless campus where allowable
- 4.2.6 Implement a disaster recovery plan for Information Services

Objective 4.3 *Maximize external funding opportunities*

- 4.3.1 Provide the Foundation and Faculty-Student Association with institutional priorities for funding
- 4.3.2 Create a central clearinghouse for vetting all grant proposals for approval by the Executive Council
- 4.3.3 Continue to create opportunities for ancillaries to support campus expenses

(Operational Sustainability cont'd)

Objective 4.4 *Provide appropriate staffing to meet campus needs while addressing essential departmental functions*

- 4.4.1 Ensure all departmental operations manuals are streamlined and current
- 4.4.2 Assess and recommend changes in level of staffing to match departmental needs and maintain essential functions
- 4.4.3 Develop succession planning for key positions in each division of the institution

Objective 4.5 *Ensure the optimum use of existing facilities and properties while identifying and planning for future needs*

- 4.5.1 Investigate ways to maximize use of all campus facilities and properties
- 4.5.2 Maximize utilization of existing housing and continue to explore alternatives to meet any possible future demands
- 4.5.3 Continue initial planning phases for identified capital improvement projects (Community Events Center and Outdoor Education Center), and explore potential for collaborative County initiatives

5. Outreach & Community Relations

Goal Statement: *Cultivate mutually beneficial relationships within the community and enhance the image of HCCC*

Objective 5.1 *Promote a positive image of the College and raise awareness of its strengths*

- 5.1.1 Complete the process to rebrand the institution
- 5.1.2 Develop a comprehensive marketing plan for moving forward
- 5.1.3 Develop and support events and activities that foster a greater sense of Herkimer Pride within the campus community

Objective 5.2 *Strengthen partnerships with business, educational, governmental, and non-profit organizations in support of regional workforce and economic development*

- 5.2.1 Increase the number of grant-funded projects that address current and emerging regional workforce development needs
- 5.2.2 Expand existing and implement new initiatives that support job placement and transfer success for students and alumni

Objective 5.3 *Provide opportunities for greater engagement between the College and the community*

- 5.3.1 Develop new systems, sites and programming to engage a broader range of local learners
- 5.3.2 Foster collaborative partnerships between the community and the College in response to regional community needs