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
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*

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**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
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