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SUNY Broome Community College

# STRATEGIC PLAN

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2013 - 2014

## Mission Statement

SUNY Broome Community College provides a quality educational experience to a diverse population, offering all the opportunity to identify their potential and to realize life goals.

## Vision Statement

SUNY Broome Community College will be widely recognized as a preeminent institution of higher education where hope, passion, and opportunity are fully realized.

# SUNY Broome Institutional Learning Outcomes

## **SUNY BROOME graduates will be able to:**

1. Apply relevant knowledge, technology, and tools from the academic disciplines in the contexts of personal, professional, and civic interactions, with sensitivity to diverse peoples and cultures.
2. Read, write, speak, and listen effectively in both personal and professional spheres.
3. Retrieve, organize, analyze, evaluate, and appropriately use information.
4. Perform effectively as a team member.
5. Reflect on, reason about, and form independent judgments on a variety of ideas and information, and use these skills to guide their beliefs and actions.
6. Exercise individual and social responsibilities through personal development and self-advocacy, healthy life-style choices, ethical behavior, civic involvement, interaction with diverse cultures, commitment to life-long learning, and engagement with global issues.
7. Integrate knowledge and skills gained and adapt them to new settings, questions, and responsibilities.

# Strategic Initiatives

## SI 1. Enrich the learning and teaching landscape at SUNY BROOME.

Enhance student learning and development, academic achievement, innovative educational delivery, and student preparedness for success in a dynamic world.

### Teaching and Learning

- 1.1 Provide quality instruction to meet student, community, and employer expectations and standards.
- 1.2 Maintain a breadth of program offerings that meet student and community needs.
- 1.3 Develop a common set of learning outcomes for first-year experience courses for students across the curriculum.
- 1.4 Provide access to technology resources that enhance the teaching and learning experience.
- 1.5 Evaluate the General Education curriculum to meet student needs and campus/SUNY expectations.

### Experiential Learning

- 1.6 Provide on-campus and off-campus experiential learning opportunities such as internships, externships, practicums, clinicals, co-ops, and research projects.
- 1.7 Provide students with opportunities for leadership training and participation.
- 1.8 Increase and track service learning activities and their outcomes.
- 1.9 Develop a college-wide system for the assessment and granting of credit for prior experiential learning.

### Campus Environment

- 1.10 Cultivate a campus environment that embraces diversity and innovativeness of ideas among students, faculty and staff.
- 1.11 Increase student participation in art, cultural, and athletic activities both on and off campus.
- 1.12 Provide a robust, healthy, and engaging residential life program that offers services that afford appropriate developmental challenges and support.

## **Distance Education**

- 1.13 Support Distance Education as a means of expanding access, increasing enrollment, and sustaining student academic success.
- 1.14 Establish an integrated, functional student support system for fully online students including orientation, advising, and academic support.
- 1.15 Provide students with access to best practices and technical literacy training to help them succeed in an online learning environment.
- 1.16 Provide institutional support and resources for virtual labs to expand the availability of quality online laboratory experiences.

## **Educational Pipeline Initiatives**

- 1.17 Support Fast Forward and Early College as a means of expanding access, increasing, and student academic success.
- 1.18 Improve mathematics, English, reading, technology, and language literacy through collaboration with the K-12 education pipeline.
- 1.19 Enhance student opportunities in the educational pipeline by offering placement assessments, instant admissions, informational seminars, and transitional programs.

## SI 2. Engage the campus, local, regional, and world community in meaningful partnerships that foster innovation and excellence.

Strengthen collaborations that deepen the student learning experience and broaden the SUNY Broome community through credible, effective partnerships.

### **Campus Connections and Collaborations**

- 2.1 Engage the campus in regular opportunities for dialogue across divisions and departments.
- 2.2 Increase the number of relevant interdisciplinary programs, courses, and projects across academic divisions.

### **Local Connections and Collaborations**

- 2.3 Develop a system of sustainable partnerships with industry, governmental agencies, and other educational institutions, such as articulations, experiential learning opportunities, work-study opportunities, and career placement.
- 2.4 Maintain the Southern Tier Educational Pipeline United Partnership (STEPUP) business/education collaborative initiative to improve educational outcomes for students at all stages of the educational continuum.
- 2.5 Support the local community by seeking partnerships for shared technology, providing professional consultations and expertise, and offering volunteer services, resources, and programming.
- 2.6 Encourage community participation in SUNY Broome events both on and off campus.
- 2.7 Strengthen partnerships with secondary institutions to ease the transition to college for high-risk students through bridge programs, high school visits, and by maintaining consistent communication.
- 2.8 Increase non-credit educational offerings and workforce development training to meet community needs.
- 2.9 Establish advisory boards comprised of employers, businesses, community members, alumni, and students to provide input on curriculum development or offerings that will better prepare our students for the workforce.
- 2.10 Create an Educational Opportunity Center (EOC) to prepare community members for college or workforce readiness.
- 2.11 Partner with educational institutions and community agencies to expand our presence and impact in downtown Binghamton including the Downtown campus, the ATTAIN lab, and others.

### **Regional and State-Wide Connections and Collaborations**

- 2.12 Participate in initiatives among SUNY institutions such as SUNY Best, Women in Business, SUNY Health Science Consortium, SUNY Works, and SUNY CUAD.
- 2.13 Continue to develop innovative, joint admissions programs such as “Binghamton Advantage”.

### **National and Global Connections and Collaborations**

- 2.14 Strengthen international articulation agreements for dual degree programs and continue to build, expand, and promote international partnerships.
- 2.15 Increase global partnerships with businesses, entrepreneurs, other colleges and universities, and economic development agencies, by offering them innovative educational workforce development and certificate programs.

### **Citizenship**

- 2.16 Support and develop student involvement in community service and civic engagement through deliberative forums, student clubs, and volunteer activities.
- 2.17 Provide students opportunities to work directly with community agencies.

### **Visibility and Image**

- 2.18 Increase SUNY Broome’s visibility as a strong partner in the community via social media, and by continuing to transform brand identity that increases the perception of the quality of our educational standards.
- 2.19 Develop a marketing plan that establishes and projects a strong, identifiable, and positive brand image.
- 2.20 Promote our partnerships with industry, governmental agencies, and other educational institutions.
- 2.21 Continuously promote and communicate our initiatives, opportunities, and accomplishments, with all target audiences.

## SI 3. Seek and refine proactive academic endeavors and student services which assist students in accomplishing their life goals.

Provide the framework for students by means of:

- Open access
- Successful transfer
- Certification
- Licensure
- Career development and job placement
- Training
- Personal enrichment

### Academic Readiness

- 3.1 Ensure college readiness through pipeline initiatives, bridge programs, tutorial support in literacy, writing, mathematics, study strategies, and other specific subject areas.
- 3.2 Support college-facilitated academic events and initiatives that directly involve and engage K-12 students and faculty.

### College Access and Opportunities

- 3.3 Provide more pre-enrollment information to prospective students concerning academic offerings and pathways to application and enrollment.
- 3.4 Educate incoming students regarding options for fully online or blended courses and programs.
- 3.5 Enhance the life-long learning experience with credit or non-credit offerings, advisement, and specialized support for plus 50 and other adult learners.

### Enrollment and Orientation

- 3.6 Conduct and continuously improve on-campus orientations that foster connections between students and the campus community, provide financial aid literacy, and increase student awareness of initiatives and proactive programming that support student success.
- 3.7 Prepare and cross-train staff to be “student services specialists” who provide comprehensive student services information.

### Advising and Counseling

- 3.8 Provide effective academic advisement from acceptance through graduation.
- 3.9 Review and adjust counseling services to meet the needs of our diverse student population, including residential students.

### **Ongoing Learner Support**

- 3.10 Increase faculty participation and student success through use of the Early Alert system.
- 3.11 Improve retention and academic success by conducting early student interventions, student success workshops, and mentoring.
- 3.12 Increase the number of student workers in campus work-study and training positions.
- 3.13 Create, update, and communicate policies, procedures, and processes that support student success.
- 3.14 Offer access to a full-range of services and student programming for evening and online students.

### **Transition and Completion**

- 3.15 Increase graduation rate and total number of graduates.
- 3.16 Provide effective transfer information and services for those students seeking transfer.
- 3.17 Provide comprehensive employment readiness, career counseling, and placement information and services for current students and alumni.
- 3.18 Track alumni success at transfer institutions, in job placement, and in the workplace.
- 3.19 Conduct campus-wide dialogue and develop an implementation plan to meet the SUNY Seamless Transfer requirement.

### **Continuing Education**

- 3.20 Continue to provide the community with personal enrichment and diverse programming through continuing education classes, seminars, workshops, and forums.



## SI 4. Sustain and invest in SUNY Broome as a learning community.

Enhance organizational norms of a civil, authentic, and transparent culture. Additionally, to enrich the organizational talent, opportunities will be offered to enhance faculty, staff, and administration.

### **Enrichment Opportunities for Faculty and Staff**

- 4.1 Encourage and support opportunities to present, attend, and network at campus, local, regional, national, and global professional conferences, meetings, and trainings.
- 4.2 Develop a culture that promotes the sharing of college-wide expertise, including institutionalized opportunities for collaborative discourse.
- 4.3 Provide opportunities to develop leadership skills through professional development.
- 4.4 Communicate professional development opportunities using all available college media.
- 4.5 Provide a comprehensive orientation with ongoing support for new employees, including information about expectations, resources, and opportunities for networking.
- 4.6 Improve access to grant and other funding sources for professional development.
- 4.7 Encourage and support employees' access to Continuing Education classes and programs.

### **Staffing and Recruitment**

- 4.8 Recruit and maintain highly qualified faculty and staff, prioritizing staffing based on strategic needs.
- 4.9 Provide the appropriate number of full-time faculty to support essential non-teaching activities such as advising, curriculum development, committee participation, and continuity of service.
- 4.10 Recruit college personnel to reflect the diversity of the community.
- 4.11 Integrate an organizational development model into the perspective of human capital.

### **Environments Conducive to Learning, Working, and Socializing**

- 4.12 Promote a culture of civility in the classroom, in meetings, and throughout the campus and broader communities.
- 4.13 Create a dedicated, social gathering place for faculty and staff.
- 4.14 Integrate into the organizational culture a wellness enhancement model.

### **Shared Governance**

- 4.15 Engage the campus community in a Shared Governance system that ensures open discourse and shared decision-making with input and participation from all campus constituencies.

- 4.16 Create and sustain robust channels of campus communication through Shared Governance activities and structures.

#### **Celebrate Achievements**

- 4.17 Continue to recognize and celebrate faculty, staff, and student achievements.
- 4.18 Publicize faculty, staff, and student achievements through a variety of media outlets.

## SI 5. Enhance and sustain the infrastructure and environment for a dynamic living-learning community.

Enhance the living-learning environment regarding the campus community's needs.

### Physical Facilities

- 5.1 Review and update the campus facilities Master Plan to align with the needs of our living-learning community.
- 5.2 Enhance and maintain a physical infrastructure that is safe, accessible, green, and aesthetically appealing.
- 5.3 Rehabilitate all original 1956 core campus buildings by 2020 (Science, Mechanical, Student Services).
- 5.4 Create more gathering places for students to interact socially, academically, and recreationally.
- 5.5 Create a dedicated space for Continuing Education activities such as open enrollment courses, workforce development or training, corporate training, and/or entrepreneurial initiatives.
- 5.6 Develop facilities in support of hosting professional conferences, co-sponsored events, and public events.
- 5.7 Improve physical access to lab instrumentation and equipment.

### Residential Life

- 5.8 Establish and align a comprehensive system of campus services and activities to support a safe and vibrant residential community of learners.

### Technology Infrastructure

- 5.9 Review and update the Technology Plan to support learning with an infrastructure that is current, robust, reliable, and maintains information security.
- 5.10 Systematically review and update technology hardware to support reliable access to services.
- 5.11 Improve campus wireless networking and mobile access to college information.

### Functional Infrastructure

- 5.12 Create, update, and communicate a college-wide authenticated virtual library of policies, procedures, processes, and forms that is indexed and easily searchable.
- 5.13 Provide necessary resources, training, and facilities/maintenance staffing to support and maintain safe, functional, and attractive campus facilities and workspaces.

## **SI 6. Foster an integrated approach which creates a foundation for student empowerment in critical thinking, problem-solving, civic engagement, and self-efficacy.**

Support a student-centered culture, encouraging the pursuit of knowledge and well-being.

### **Student Support**

- 6.1 Provide a coordinated network of services to promote student success, including the Writing Center, Math Lab, supplemental instruction, testing center, tutoring across campus, and disability support.

### **Interdisciplinary and Global Experiences**

- 6.2 Offer student access to global learning perspectives and experiences, including Study Abroad and other student activities.
- 6.3 Increase interdisciplinary initiatives across divisions or departments to offer broader curricular choices and academic rigor options.
- 6.4 Continue to develop diverse, relevant, and engaging Convocation formats and topics that encourage student and faculty participation.

### **Civic Engagement**

- 6.5 Continue to focus on opportunities for students to participate in civic engagement.

### **Self-Efficacy**

- 6.6 Give students the foundation to access, utilize, and apply information.
- 6.7 Increase students' awareness and usage of running degree audits to monitor degree completion through CAP and in anticipation of Degree Works.
- 6.8 Improve communication of academic and campus cultural expectations of students.

### **Health and Wellness**

- 6.9 Create a campus culture of wellness through coursework, student activities, food service options, and personal health educational outreach.

## SI 7. Ensure a sustainable organization with a high level of excellence.

Strengthen the financial health of SUNY BROOME and foster a collective commitment to planning, assessment, and prioritization.

### Accreditation

- 7.1 Maintain a collective campus commitment to excellence by meeting or exceeding institutional accreditation standards.
- 7.2 Collectively value institutional accreditation as a means of continuous improvement and renewal.
- 7.3 Support programmatic accreditation as a measure of educational quality and a pathway to graduate credentialing.

### Assessment

- 7.4 Organize, integrate, and communicate institutional assessment processes to improve student learning, college operations, and resource usage.
- 7.5 Create quantifiable institutional benchmarks to serve as a basis for planning and decision-making.
- 7.6 Gather relevant data to inform decision-making and improve outcomes using surveys, focus groups, dashboards, and other tools.
- 7.7 Develop an integrated assessment process to ensure that all courses, including online, blended, and Fast Forward, meet quality standards.
- 7.8 Continually assess student learning outcomes within the framework of the General Education curriculum and use results to implement improvements.

### Fiscal Health

- 7.9 Continue to plan operating budget with a long term strategic 5-year horizon; continue to incorporate measures of financial health including adequate fund balance percentages
- 7.10 Continue operating with adequate financial and support staff, procedures, internal controls, and approval processes such that an unqualified audit opinion is issued annually.
- 7.11 Build stable financial support and increase revenue generation through networking and advocacy with local, state, national, international, and SUNY organizations.
- 7.12 Increase the amount of grant funding to support teaching and learning.

## **Planning**

- 7.13 Strengthen the tie between planning, budgeting, and assessment by continuing to incorporate links into processes and forms.
- 7.14 Develop a continuous, collaborative strategic plan that encourages participation among college and community stakeholders.
- 7.15 Strengthen relationships with advisory councils or boards to provide input for curriculum planning, improve sustainability of programs, and increase student employment and transfer mobility.
- 7.16 Build technology structures that support data access and use in planning and decision-making.

