



SUNY Broome Community College

STRATEGIC PLAN

2015 - 2016

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.

SI 1. Enrich the learning and teaching landscape at SUNY Broome

Develop new academic programs, including online programs and courses, and interdisciplinary collaborations to enhance the educational experience of students. Further, develop innovative ways to enhance students' retention and graduation efforts.

Selected Accomplishments

- Redesign of developmental math courses that led to increased student success rate and shorten time to graduation; impending implementation of Quantway Math program to increase pass rates in developmental math.
- Building of new learning facilities on campus such as the Natural Science Center.
- Seven new academic Programs implemented in 2014-2015.
- Implementation of Honors Program for high achieving programs.
- The creation of the President's Task Force on Diversity & Inclusion.
- Cultural sensitivity training done for leaders at all levels of the college.
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Innovative New Academic Programs, Courses and Improvement of Existing ones.

1.1: Develop new academic programs, courses and inter-disciplinary academic programs across divisions.

1.2: Expand international education programs and opportunities.

1.3: Expand upon online programs and courses, and explore agreements with other states that make it possible for students residing in those states to take SUNY Broome online courses and programs.

1.4: Improve technological resources to enhance students' learning, undertake more articulation agreements to boost enrollment and timely graduation of students.

1.5: Develop rigorous General Education programs and effective students learning outcomes.

Experiential Learning, Applied Learning and Prior Learning Assessment

1.6: Create more internship opportunities for students to learn on the job.

1.7: Develop a comprehensive infrastructure to promote applied learning programs across academic programs and departments.

1.8: Develop a well-structured prior learning assessment process to enhance retention and graduation rates.

Campus Environment

1.9: Continue the promotion of campus diversity initiatives to diversify faculty, staff, students as well as civic engagement and cultural competency efforts.

1.10: Upgrade campus facilities with more space to support the teaching and learning environment.

1.11: Put systems in place to ensure more participation of students in events, activities and programs on campus.

1.12: Make available more social gathering and meeting space for students to enhance their college experience.

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

Continue to foster collaboration with the county, state, SUNY system and other institutions of higher learning for the advancement of excellence in education at the college.

Selected Accomplishments

- Study abroad programs and /international education initiatives with countries such as Mexico, Colombia, Italy, Spain, and the United Kingdom.
- Local community outreach- Continuing Education department provides over 10,000 registrations annually for community members on non-credit professional development courses.
- Continuing Education department has worked with approximately 20 local companies on START UP New York to establish local businesses.
- Working with local businesses such as Lockheed Martin, and others for internships, practicums and experiential learning opportunities for students.
- Collaboration with the Kettering Foundation on civic engagement issues such as health care, economic security, civic engagement-related issues.
- Collaboration with local high schools on Fast forward led to increase in enrollment from 779 in fall 2014 to 983 in fall 2015 (204 increase).

Local Collaborations

2.1: Collaborate with other educational institutions for innovative approaches to teaching and learning.

2.2: Strengthen collaborative programs already in place with local high schools, such as Fast Forward and Early College to grow enrollment.

2.3: Expand course offerings in Continuing Education to increase enrollment in non-credit courses.

2.4: Grow academic programs offered in off-campus locations to avail easy access to educational opportunities for students with limited or no means to commute to the main campus on daily basis.

2.5: Enter into partnerships with the public sector to undertake economic development ventures.

2.6: Work closely with local organizations to hire students who graduate from respective academic and professional programs offered at the college.

2.7: Re-activate the speakers' brochure so faculty, staff and administrators are more involved in the community through speaking engagements.

2.8: Strengthen collaboration on Broome Opportunity Center.

2.9: Increase public awareness of the programs and services provided by the college to prospective students, current students, business, industry, and the community at large.

Regional and International Collaborations

2.10: Develop SUNY Broome's identity as an economic driver through community leadership in programs such as the student incubator, start-up SUNY and more.

2.11: SUNY: Implement of Degree Works, establish DW Trainings.

2.12: Expand collaboration with international educational institutions on shared academic programs and cross-cultural competency training and programs [e.g COIL].

2.13: Develop and expand on online programs and courses aimed at international students' audience.

2.14: Develop more short-term and long-term study abroad programs that are well publicized for students and faculty.

SI 3: Seek and refine proactive academic endeavors and student services, which assist students in achieving life goals.

Provide a supporting, holistic academic, and student life environment that enhance students' curiosity, maturity, and creativity culminating in the attainment of their life goals.

Selected Accomplishments

- Expansion of Learning Assistance Department (LAD) services on reading, writing, and tutorial services provided to support student success and retention.
- Implementation of Starfish to identify and support at risk students before they drop out
- Enrollment/Transfer Support Services.
- Revamping of Summer Bridge program to get students with developmental program needs to successfully go through the courses during summer and ready for college level courses in fall. Helps increase retention and time to graduation.
- Increased scholarship offerings- \$11 million received in estate gift to support scholarships.
- Fall 2014 - spring 2015: 1,170 grant in aid awarded, 410 merit scholarships awarded for a total of 1580 awards.

College Access and Orientation Initiatives

3.1: Expand and make the Summer Bridge program easily accessible to incoming students that need it to ensure easy transition to college and timely graduation.

3.2: Expand awareness and recognition of the college, its programs, offerings, and events in an effort to promote student access and success.

3.3: Continue to raise public awareness of SUNY Broome's educational opportunities in high schools.

3.4: Continue to improve student orientation programming.

3.5: Undertake outreach through high school programs and the use of Student Village residents to educate potential and current students about college expectations and academic rigor.

Academic Support and Financial Services

3.6: Strengthen the academic advisement process in place to better guide students on curriculum requirements for respective academic programs. Explore a one-stop academic services model.

3.7: Implement Starfish to help identify at-risk students to improve retention and ensure timely graduation rates.

3.8: Strengthen existing student support services such as the Learning Assistance Department (LAD), tutorial services, and developmental programs to retain and graduate more students to help attain SUNY Excels goals.

- 3.9: Improve student services building facilities to enhance the college experience for students.
- 3.10: Put systems in place to minimize the amount of debt students accrue upon graduation from respective academic programs.
- 3.11: Continue to provide a wide array of scholarship and financial support opportunities for students in financial difficulties to help them realize their dreams of graduating with college degrees and certificates.
- 3.12: Create a “Professional Peer” program analogous to “Big Brother” program to match students to professionals working in the community.

SI4: Sustain and invest in SUNY Broome as a learning community.

Invest in facilities, technology and human resource development of the college to make it a model environment of learning in higher education.

Selected Accomplishments

- Convocation Day events and speaker series creating awareness on a wide range of issues leading to students, faculty and staff involvement in volunteerism and community engagement.
- College's AA1 Degree Articulation with four year institutions leading to increased transfers.
- Use of Carnegie Library in downtown Binghamton to expand academic program offerings, including the Roberson Summer Art Academy.
- New student housing built with capacity to accommodate 366 students.
- Increased online program and course offerings leading to enrollment increase of over 1,200 students.

Professional Development and Staffing

4.1: Provide funding avenues for faculty and staff to undertake professional development programs and activities, attend conferences and workshops locally and out of state.

4.2: Develop strategies to recruit college personnel to reflect the diversity of the community.

4.3: Expand upon grant funding opportunities to support the teaching and learning environment.

4.4: Promote cultural competency training, civic engagement and diversity training as part of faculty and staff professional development.

4.5: Recruit more full time faculty to support the teaching and workload of the college.

Campus Environment

4.6: Opportunity to develop a culture that promotes the sharing of college-wide expertise, including institutionalized opportunities for collaborating discourse.

4.7: Create more meeting space for the socialization of students, faculty, staff and the local community.

4.8: Invest in more interactive classrooms, computers and software to allow for efficient teaching and learning atmosphere.

4.9: Develop a comprehensive Academic Plan that is tied to the Master Plan and takes into consideration future growth opportunities for new academic programs.

Shared Governance

4.10: Continue to strengthen the shared governance structure in place to ensure campus-wide voice in the decision making process.

4.11: Continue to promote the active participation of Student Government in the shared governance structure to ensure student input in the decision making process.

Health and Safety

4.12: Promote a healthy lifestyle for the campus community through a robust series of seminars, marketing and promotional materials and activities.

4.13: Involve key staff on boards across the health and safety community such as the Red Cross, American Cancer Society, and others.

4.14: Maintain a strong complement of safety staff to ensure a safe campus environment.

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

Continue efforts to improve infrastructure and technology on campus to support the teaching and learning landscape.

Selected Accomplishments

- Procurement of money to renovate Mechanical Engineering building to improve the learning environment.
- Collaboration with Broome County law enforcement to develop a police training ground to provide physical training for students enrolled in law enforcement careers.
- Nature Trail developed to promote health and wellness.
- Diversity workshops and training provided for students, administrative leaders, staff and faculty to promote a welcoming inclusive campus.
- Over \$ 1 million grants money secured to support infrastructure, teaching and learning.

Physical Facilities

5.1: Explore the possibility of building a new state of the arts library to enhance information and service delivery to the campus in an inviting atmosphere.

5.2: Develop a comprehensive Master Plan that takes into consideration the facility needs of academic departments and programs.

5.3: Improve the infrastructural needs of the Fine Arts program and other courses taught at the downtown Binghamton location.

5.4: Incorporate in the Master Plan adequate space to meet the needs of Performing Arts and Music programs with the view to cater to a larger audience.

5.5: Continue to promote energy efficient practices in facilities on campus to conserve energy and save on the cost of heating and cooling buildings.

5.6: Continue to develop cost effective ways to sustain the maintenance of facilities in the wake of dwindling funding sources from the state and county.

5.7: Create more recreational space for students on campus, by exploring a swimming pool, bowling alley, racquetball courts, zipline and other outdoor activities.

5.8: Create bigger lounge, study, and computer labs for students.

5.9: Secure more grants for capital improvement projects.

Student Residential Life

5.10: Explore the possibility of having a kitchen for Residence life to demonstrate cooking, and the establishment of a convenience store for students on campus.

5.11: Explore the possibility of a second student housing building to recruit more out of county and state students to sustain enrollment and graduation at the college.

5.12: Improve electronic access system to regulate who gains access to rooms or buildings to eliminate challenges presented by keys.

S1 6: Foster an integrated approach which creates a foundation for student empowerment in critical thinking, problem solving, civic engagement, and self-sufficiency.

Continually strengthen the General Education curriculum and other programs to ensure success in students learning outcomes, civic engagement and cultural competency.

Selected Accomplishments

- General education curriculum outcome assessment process and mapping to SUNY and college learning outcomes simplified and streamlined to help faculty align learning outcomes to critical thinking, and problem solving.
- Faculty working with local area high schools on civic engagement to discuss human right issues and developing courses/modules that are used in different areas of study.
- More prior learning endeavors pursued to increase student graduation rates.
- Help for Haiti program, a faculty led initiative that provided students the opportunity to provide health clinics, creation of medical records, computer training centers, solar power installation, water treatment plant, for the Grande Saline community in Haiti.

Student Development and Professional Development Support

6.1: Increase student diversity on campus through innovative student recruitment strategies locally and across the state, nation and the world.

6.2: Educate students on the academic support services and financial support opportunities available on campus so they can utilize them for the attainment and sustainability of their academic goals.

6.3: Strengthen and develop more avenues for students to engage in critical thinking, civic engagement and problem solving through initiatives such as campus deliberations and other programs.

6.4: Create avenues for students to investigate and learn about social justice issues in relation to perspectives on race, class, gender through designed course offerings.

6.5: Work with Academic departments & divisions to further strengthen collaboration on cross-disciplinary courses and programs to enhance the learning experience of students such as the Haiti program.

6.6: Continue to utilize the applied learning model being established through common core to enhance critical thinking.

6.7: Continue to provide professional development training opportunities for faculty on how to effectively teach critical thinking & problem solving skills to students.

6.8: Design courses and experiential learning opportunities for students to be civilly engaged in and out of the classroom.

6.9: Develop student learners through shared governance, leadership, retreats and other opportunities.

Students Learning Outcomes

6.10: Develop effective ways to measure and evaluate student learning outcomes and incorporate such processes in the course syllabus and program learning outcomes so students are aware of how their learning is being assessed by faculty.

6.11: Promote student success stories through features to area media outlets and social media.

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

Continuously improve the teaching and learning support network, including human capital on sustainable basis to ensure academic excellence. Further, develop strategies to safeguard the fiscal interest of the college.

Selected Accomplishments

- Increased and varied professional development programs offered for faculty and staff through the Teaching Resource Center to hone professional and teaching skills.
- Sustained enrollment has led to a healthy fiscal status of college.
- Collaboration with Binghamton University on student credit transfers with regard to the Binghamton Advantage Program and other SUNY universities to increase SUNY goal of 150,000 degrees by 2020.

Enrollment, Assessment and Accreditation

7.1: Increase enrollment outreach through strategic promotion at events and through social media.

7.2: Develop innovative ways to sustain enrollment growth with the view to attain SUNY Excel enrollment targets.

7.3: Refine the enrollment process for students to make course registration less cumbersome.

7.4: Measure institutional effectiveness and use outcome findings to ensure efficiency.

7.5: Strengthen the culture of assessment related to students learning outcomes and administrative units' outcome assessment.

7.6: Continuously improve institutional effectiveness to maintain college accreditation status.

Human Resources

7.7: Devise measures to regulate the cost of employee benefits to ensure the financial sustainability of the college.

7.8: Improve the search and hiring process to make it timely after employees exit. Also enhance the efficiency of the technological resources used in the hiring process.

7.9: Hire more faculty and staff where the justification exists to strengthen teaching and learning.

7.10: Provide avenues and space for employees to access professional training on a wide range of issues, including technology.

7.11: Provide institutional resources to support civic engagement, diversity and inclusion endeavors.

Financial Sustainability and Partnerships

7.12: Collaborate with local University, chamber, and community to share cost on joint ventures as well as generate revenue.

7.13: Establish a stable financial support system and increased revenue generation through collaboration with the SUNY system, state, national and international partners.

7.14: Collaborate with Broome Community College Foundation to raise and administer private support to provide scholarships that honor and encourage high achieving students and also provide support to those students who demonstrate need. Additionally, work with the Foundation to provide the resources needed by faculty and staff to enhance learning and to support innovation and achievement.

7.15: Collaborate with Broome Community College Foundation and office of Alumni Affairs to increase engagement of alumni, faculty and staff, foundations, community friends and corporations to enhance opportunities for student success and advancement of campus community.