

SUNY BROOME



*Strategic Plan*

2017-2022



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## STRATEGIC PLANNING STEERING COMMITTEE MEMBERSHIP

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<i>Name</i>	<i>Position</i>
<b>Denise Abrams</b> .....	Health Sciences Faculty and Chairperson
<b>Sesime Adanu</b> .....	Co-chair for Steering Committee & Dean of Institutional Effectiveness
<b>Francis Battisti</b> .....	Executive Vice President and Chief Academic Officer
<b>Amy Brandt</b> .....	Associate VP and Dean of Health Sciences and Distance Learning
<b>Margaret Coffey</b> .....	Chair, Board of Trustees
<b>Shelli Cordisco</b> .....	Director of Sponsored Programs
<b>Scott Corley</b> .....	Liberal Arts Faculty
<b>Rachael Hagerman</b> .....	Health Sciences Faculty and Chairperson
<b>Janet Hertzog</b> .....	Director, Continuing Education
<b>Therese Kettering</b> .....	Staff Associate, STEM
<b>Angelo Mastrangelo</b> .....	Member, Board of Trustees
<b>Meghan McGuinness</b> .....	Co-chair for Steering Committee and Health Sciences Faculty
<b>Wayne Mitteer</b> .....	Local Community Representative
<b>Debra Morello</b> .....	Vice President, Student and Economic Development
<b>Joseph O'Connor</b> .....	Director of Campus Safety & Security
<b>Donna Rehak</b> .....	Staff Associate, Liberal Arts
<b>Gian Roma</b> .....	Business and Public Services Faculty
<b>Scott Schuhert</b> .....	Dean of Students
<b>Lisa Strahley</b> .....	Liberal Arts Faculty and Chairperson
<b>Michael Sullivan</b> .....	Vice President, Administrative and Financial Affairs
<b>Kenyetta Torrence</b> .....	Student Representative
<b>Catherine Williams</b> .....	Executive Director, BCC Foundation

# MESSAGE

## from the President

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Colleagues:

We are pleased to share with you SUNY Broome's updated Strategic Plan publication. I want to thank our strategic plan steering committee, our executive team, and everyone involved for their efforts in completing this.

Strategic planning has become a critical element throughout all of higher education – so much so that it has its own standard within our Middle States accreditation process. Historically, SUNY Broome Community College has been very strong in this arena and, in fact, our planning process was lauded by our Middle States visiting team. Consequently, ongoing strategic planning itself is one of those initiatives for which we simply have to maintain the high standards we already have in place.

The executive team and College Assembly look forward to working with you on this plan and, of course, with our ongoing assessment and accountability initiatives.

Let me thank you in advance for your help as we commence a new era of achieving our ambitious plans as laid out in this document.

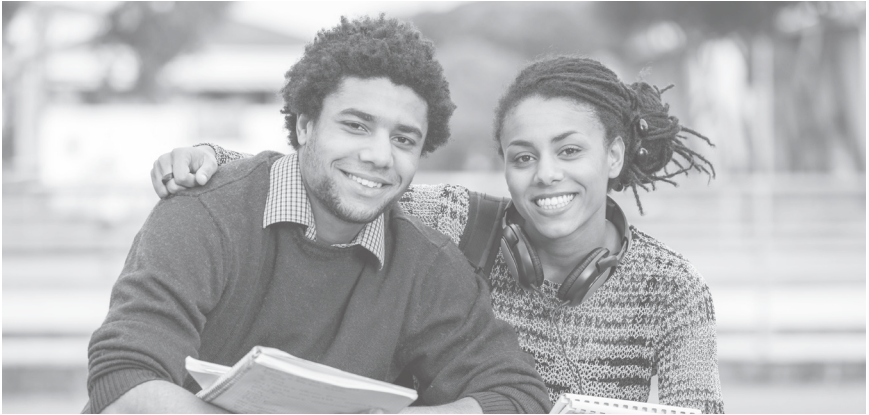


*Kevin E. Drumm, PhD*  
*President, SUNY Broome*

# SUNY BROOME COMMUNITY COLLEGE

Strategic Plan, 2017 - 2022

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## VISION:

Learning today, transforming tomorrow.

## MISSION:

SUNY Broome Community College supports all members of the learning community by creating access to inclusive, diverse educational experiences. Success is achieved through the provision of innovative academics, transformative student support, and meaningful civic & community engagement.

We realize our mission by fostering an environment that exemplifies the college's institutional goals to the highest quality.

## INSTITUTIONAL GOALS AND OBJECTIVES:

SUNY Broome provides access to diverse educational opportunities delivered through different modalities, in which students of all backgrounds and abilities are able to achieve their educational goals aimed at success. Student success is evident through the earning of a certificate, degree, transfer to four-year institutions, or knowledge and skills acquired through continuing education offerings. SUNY Broome has established the following institutional goals and objectives that reflect the college's mission.

# 1. DIVERSITY AND INCLUSION:

Foster the essential connections among diversity, equity, and inclusion in all of the college's endeavors.

**Goal 1.** Demonstrate commitment to diversity and inclusion by making SUNY Broome an increasingly engaged, culturally responsive, socially responsible and equitable place to learn, teach, work, and live.

## Objectives/Strategies:

- 1.1 Increase intentionality in leadership that demonstrates commitment to diversity and equity through governance, budget, and institutional practices.
- 1.2 Increase the recruitment, retention and graduation of underrepresented students.
- 1.3 Expand the recruitment and retention of diverse faculty, staff and administration.
- 1.4 Enhance learning experiences inside and outside the classroom that will help students develop competencies related to diversity, equity and inclusion.
- 1.5 Advance a living/learning community that embraces diversity of ideas, cultures and social responsibility.
- 1.6 Establish, strengthen and sustain strategic partnerships that foster diversity initiatives on and off campus.



## 2. TEACHING AND LEARNING:

Provide dynamic educational experiences to afford students opportunities for transfer, employment, personal enrichment and to contribute to community life.



**Goal 2.** Develop an inclusive teaching- and learning-centered environment that supports pedagogical excellence, student success and student attainment of key learning outcomes

- i. Cultural and global awareness
- ii. Critical analysis and decision-making
- iii. Oral and written communication
- iv. Scientific and quantitative reasoning
- v. Technological competency
- vi. Information literacy

### Objectives/Strategies:

- 2.1 Continually assess and evaluate courses and programs to ensure quality, relevance, and compliance.
- 2.2 Offer faculty and staff professional development opportunities informed by program and student learning outcome data, best practices, and for the intellectual, scholarly and interpersonal growth of the campus community.
- 2.3 Support diverse teaching methodologies grounded in best practices that challenge and inspire students to attain academic success and intellectual enrichment.

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- 2.4 Develop and implement a formalized framework for assessment and utilization of student learning, program and initiative outcome data in resource allocation decisions across all learning modalities to attain equity in student success.
- 2.5 Improve performance on student success indicators.
- 2.6 Increase collaboration between divisions, departments and offices/units to facilitate student success.
- 2.7 Cultivate partnerships to enhance access, educational experiences and opportunities.
- 2.8 Support the library in adapting to a changing, multi-dimensional learning and teaching environment.
- 2.9 Enhance capacity for prior learning assessment.





### **3. FISCAL, PROGRAM DEVELOPMENT, AND INFRA-STRUCTURE SUSTAINABILITY:**

To provide sustained open access to diverse and innovative educational experiences and transformative student support, the institution commits to responsible acquisition and stewardship of resources.

**Goal 3.** Practice fiscal responsibility and sustainability as part of a comprehensive decision making process to support equity among all members of the learning community to ensure continuous improvement.

#### **Objectives/Strategies:**

- 3.1 Prioritize and allocate fiscal resources based on objective criteria and outcome assessment results.
- 3.2 Invest in energy efficient resources that reduce cost and sustain the teaching and learning environment.
- 3.3 Invest in the maintenance of facilities and the building of new ones when needed to support the strategic priorities of the college.
- 3.4 Continue to procure equipment and technological resources that meet the changing needs of instructional delivery, student support services and administrative needs aimed at student success.
- 3.5 Promote an environment that enhances wellness and long-term health.

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- 3.6 Continue to develop viable, innovative and entrepreneurial/enrichment/professional programs that meet the needs of the local community and region.
- 3.7 Expand the Foundation's institutional advancement efforts to increase alumni engagement and fundraising of critical private gifts that support the academic and professional pursuits of students, faculty and staff and the physical campus.
- 3.8 Support, prioritize, and align human capital in order to provide quality academic programming and facilitation of student success.
- 3.9 Explore opportunities for alternate funding streams.
- 3.10 Provide accurate and timely financial information for internal and external use in compliance with Federal, State, College and other stakeholders' policies, procedures, and legal requirements





## **4. STUDENT SUPPORT & SUCCESS:**

Foster student growth and success by providing transformative academic and student supports, comprehensive resources, and an enriching climate that contributes to the attainment of individuals' goals and achievements from initial inquiry through graduation and beyond.

**Goal 4.** Enhance accessibility and use of support services to help students obtain their academic and personal goals.

### **Objectives/Strategies:**

- 4.1 Develop enrollment and recruitment strategies that align with identified best practices for student success.
- 4.2 Align student support with strategies developed through the Achieving Success process.
- 4.3 Adapt communication strategies to effectively engage and inform students.
- 4.4 Prepare students for financial independence and responsibility.
- 4.5 Provide and align adequate human, technological and other resources to address diverse and holistic student needs.
- 4.6 Enhance and expand student participation in extra and co-curricular activities.
- 4.7 Prepare students to become employable and/or in a position to transfer to a four-year educational institution.

## 5. CIVIC, COMMUNITY ENGAGEMENT, AND SERVICE-LEARNING:

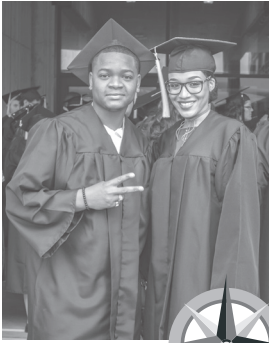
Emphasize the importance of each individual being an informed and engaged citizen.

**Goal 5.** Provide opportunities to increase community engagement by developing collaborative, socially-just, responsive and effective solutions to local, national and global community needs.

### Objectives/Strategies:

- 5.1 Develop and sustain strategic partnerships to foster civic discourse and engagement.
- 5.2 Provide opportunities and access to civic learning activities that positively influence students' lives and their communities.
- 5.3 Foster the theory and practice of deliberative democracy.
- 5.4 Increase awareness of the impact of collaborative civic initiatives between the college and community.
- 5.5 Serve the community through proactive leadership related to economic development in the region.





## 6. STRATEGIC AND CONTINUOUS IMPROVEMENT:

We continue to take full responsibility for our institutional outcomes to continuously improve and fulfill our college mission.

**Goal 6.** Enhance assessment and decision-making that is grounded in reflective practices to best align existing and emerging initiatives, fiscal capacity, and human resources with the college mission.

### Objectives/Strategies:

- 6.1 Develop a more robust and integrative data infrastructure in order to engage in a “culture of evidence” when developing initiatives that align with the college mission.
- 6.2 Research and implement best practices that support the long-term vision of student success.
- 6.3 Develop and implement a process to prioritize initiatives informed by community and student needs, evidence-based data, mandates, and institutional values.
- 6.4 Optimize the grants planning process to ensure capacity and resource availability.

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VALUES:

*All members of the campus community will demonstrate:*

**Inquiry:** We embody an environment that promotes critical and creative thinking.

**Respect:** We demonstrate courtesy and tact.

**Integrity:** We act with honesty and fairness.

**Trust:** Our relationships and interactions are based on mutual understanding and good faith.

**Equity:** We embrace diverse and inclusive practices.



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## THE 2017-2022 STRATEGIC PLAN & ASSESSMENT

The Strategic Plan Steering Committee engaged the entire campus community in the strategic planning process. Students, faculty, staff and administrators were involved in the deliberative process as well as representation from the local community. Based on input gathered from across campus and the local community, the steering committee developed the new vision, mission, values, goals and objectives for the next five years. The new drafted plan was shared with the entire campus for input, including the shared governance bodies at different stages of the plan. Feedback from the campus community was incorporated into the drafted plan. The plan was then reviewed and approved by the Board of Trustees of the College.

Implementation takes effect in the fall of 2017 and will become the foundation for assessment across campus. Each unit/division/office on campus will identify goals and objectives in the plan that are linked to their area of work and undertake annual assessment. These annual assessment reports will be used to measure progress made in the attainment of the goals and objectives of the strategic plan.

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