

Strategic Plan 2013-2016

Theme 1-Student Focus and Engagement

Goal: CCC will identify and meet enrollment targets and increase the engagement, retention, and overall success of students by enhancing the depth and breadth of the learning experience.

Objective 1: Increase enrollment with enhanced recruitment

Strategies:

- 1.1.1 Develop and implement a Strategic Enrollment Management Plan
- 1.1.2 Market and recruit to attract residence hall students
- 1.1.3 Market and recruit to attract additional online students with quality resources supporting offerings
- 1.1.4 Determine which student populations to target considering size, programming, and support, and recruit target populations
- 1.1.5 Assess recruitment events and increase effective events
- 1.1.6 Market CCC's values, including student success

Objective 2: Increase retention with enhanced student engagement

Strategies:

- 1.2.1 Increase collaboration across campus departments, in particular in Academic Affairs and Student Development, in educating the whole student
- 1.2.2 Share research and implement best-practices for engagement and student success
- 1.2.3 Evaluate and improve policies, procedures, and processes that impact student engagement, retention, and success
- 1.2.4 Link student information with department services using a contact management system
- 1.2.5 Develop programs addressing non-cognitive factors impacting student success
- 1.2.6 Increase opportunities for engagement beyond campus (e.g. practicums, co-ops, experiential learning, and international opportunities)
- 1.2.7 Include social, environmental, and economic sustainability throughout the curriculum and co-curricular programming

Objective 3: Improve student success as measured by current tracking methods and surveys and investigate new measures

Strategies:

- 1.3.1 Improve student readiness for college-level work
- 1.3.2 Develop a matrix of services needed for specific student populations and evaluate and improve meeting needs
- 1.3.3 Assess and improve advising model
- 1.3.4 Analyze why students do not persist in courses and address causes
- 1.3.5 Evaluate and improve scholarship opportunities in terms of promoting student success
- 1.3.6 Create library learning commons to foster student success
- 1.3.7 Develop and implement a process for tracking students' achievement of their educational goal
- 1.3.8 Investigate implementing the American Association of Community Colleges' Voluntary Framework of Accountability for measuring student success

Theme 2-Excellent, Innovative, In-demand Education Programs

Goal: CCC will demonstrate innovation and creativity in programming and promote faculty development opportunities to achieve pedagogical excellence.

Objective 1: Create new in-demand programs and assess present in-demand programs for currency

Strategies:

- 2.1.1 Develop and implement an Academic Master Plan
- 2.1.2 Research and propose feasible new programs including flexible/interdisciplinary programs and curricula
- 2.1.3 Identify and decide on signature programs for the institution
- 2.1.4 Assess and enhance or develop programs to address regional occupational projections
- 2.1.5 Assess and enhance courses and academic programs and dialogue with The State University of New York to increase transferability
- 2.1.6 Assess and expand online educational opportunities for quality online degree programs
- 2.1.7 Enhance quality standards in Accelerated College Education offerings
- 2.1.8 Evaluate and improve policies, procedures, and processes that impact program development and assessment

Objective 2: Increase support for professional development for programming

Strategies:

- 2.2.1 Increase relevant, high quality professional development for full and part-time college student educators
- 2.2.2 Research, share, and incorporate evidence-based best practices
- 2.2.3 Increase pedagogical training for distance education and uses of technology in the classroom
- 2.2.4 Increase professional development on assessment of student learning
- 2.2.5 Assess and strengthen faculty mentoring programs

Objective 3: Increase community interaction with program and service development

Strategies:

- 2.3.1 Develop and implement a Workforce Development and Community Education Plan
- 2.3.2 Partner with community, business, and industry leaders to develop credit and non-credit courses/certificates/programs to meet demands from business and industry for a qualified workforce and address underserved populations
- 2.3.3 Create a process to recruit advisory board members: employers and active practitioners in the field and members from related programs at baccalaureate institutions
- 2.3.4 Develop quality industry-based, stackable credentials programs (credit and non-credit) to meet industry needs
- 2.3.5 Offer non-credit online professional training and personal interest courses
- 2.3.6 Research effective roles of alumni in providing input on program and service development

Theme 3- Quality Resources

Goal: CCC will act on needs for people, financial, technological, spatial, and material resources to optimize program delivery, support services, and communication at all locations.

Objective 1: Invest in human capital to improve efficiency and effectiveness

Strategies:

- 3.1.1 Design and implement a Human Resources system for employee training, profession growth, and evaluation
- 3.1.2 Provide professional development opportunities, including relevant technology and leadership training, for all employees
- 3.1.3 Capitalize on employees' strengths and reward/publically celebrate employees' professional growth and commitment
- 3.1.4 Implement requirements in the Affordable Care Act and analyze effects on staffing patterns and budget
- 3.1.5 Improve search process practices and procedures
- 3.1.6 Encourage employee/community connections to strengthen community relationships with CCC
- 3.1.7 Develop a strategy for succession planning

Objective 2: Maximize fiscal resources to address external financial realities

Strategies:

- 3.2.1 Prioritize budgeting based on transparent strategic planning at all levels
- 3.2.2 Enhance communications and marketing elements in the Strategic Enrollment Management Plan
- 3.2.3 Grow revenue by improving Student Focus and Engagement
- 3.2.4 Enhance local, regional, state, and federal legislative relations
- 3.2.5 Increase revenue from donations and grants, and reduce spending by pursuing practicable gifts
- 3.2.6 Collaborate with the Corning Community College Development Foundation to develop policies and procedures that link an annual case statement with the CCC Strategic Plan
- 3.2.7 Collaborate with the Corning Community College Development Foundation to set and achieve annual and capital fund raising goals
- 3.2.8 Analyze and improve or eliminate structures, processes, programs (includes any groupings of activities or services that uses resources) and practices for financial efficiency, operational effectiveness, and best service to the needs of students

Objective 3: Improve virtual environment: online and technology in facilities

Strategies:

- 3.3.1 Develop and implement an Institutional Technology Plan
- 3.3.2 Complete an academic technology assessment and make priority improvements
- 3.3.3 Create and implement a technology governance structure
- 3.3.4 Define and implement enhancement needed with the CCC website and other technology to enhance communication with diverse audiences, both internal and external

Objective 4: Evaluate and enhance physical environment: brick and mortar

Strategies:

- 3.4.1 Develop and implement the next Facilities Master Plan
- 3.4.2 Develop a scope and analysis (both need and feasibility) of top priority projects for funding and implementation
- 3.4.3 Develop and implement a college plan to address environmental sustainability

Theme 4- Caring and Inclusive Community

Goal: CCC will create an inclusive environment for students and employees.

Objective 1: Educate the college community on inclusivity in thought and practice

Strategies:

- 4.1.1 Revise the Diversity Plan to emphasize inclusivity as recognizing, respecting, and including perspectives on individual, social, and cultural difference
- 4.1.2 Develop programming and opportunities for understanding of a diverse workforce
- 4.1.3 Encourage a creative, artistic, and intellectually stimulating environment
- 4.1.4 Incorporate diversity into existing courses
- 4.1.5 Identify/create courses that have components preparing students to become global citizens
- 4.1.6 Recruit new employees who reflect our diverse populations of learners

Objective 2: Affirm commitment to an inclusive learning environment for students and employees

Strategies:

- 4.2.1 Assess and improve our inclusivity in thought for life-long learning and social sustainability
- 4.2.2 Support the work of the Diversity Council and other College initiatives
- 4.2.3 Enhance inclusiveness component in new employee orientation, mentoring, and other employee development programs
- 4.2.4 Revise the Diversity Plan to further clarify unit and group responsibility and accountability for inclusivity initiatives