

**SUNY Corning Community College  
Office of the President  
Strategic Plan 2017-2020**

**Theme 1- Access & Opportunity**

Lead Responsibility: Enrollment Management & Academic Affairs

**Goal: CCC will optimize access for NYS residents and our 100-mile radius and enhance opportunities for students.**

**1.1 Increase full-time, first-time student enrollment to 800 by Fall 2020**

- 1.1.1 Increase enrollment of students attending directly from local, service area, high schools to 26% by Fall 2020
- 1.1.2 Increase the number of students attending from regional, 100-mile radius, high schools, to 60 headcount by Fall 2020
- 1.1.3 Increase the number of students attending from the NYC area to 45 by Fall 2020
- 1.1.4 Further define the University Center Program including goals, growth, programs and facility impacts by Dec. 2020
- 1.1.5 Expand enhanced partnerships and articulated pathways with colleges and universities by four by Dec. 2020
- 1.1.6 Expand credit for prior learning options by Aug. 2020

**1.2 Enhance present programming opportunities, pedagogical delivery options, and create new in-demand programming opportunities to attract students by Fall 2020**

- 1.2.1 Develop, prioritize, and implement an online education plan addressing infrastructure, quality, enrollment and effectiveness of online courses, programs, and services by Jun. 2018
- 1.2.2 Offer a Cybersecurity A.S. program by Dec. 2017
- 1.2.3 Create and offer a Community and Public Health program by Dec. 2019
- 1.2.4 Create and promote environmental programs of Environmental Science A.S. and Sustainability A.S. by Dec. 2020
- 1.2.5 Develop an infrastructure to infuse active learning opportunities through curricular and extracurricular activities by Jun. 2020
- 1.2.6 Benchmark by June 2017 and expand the number of students in active learning opportunity identified courses by Dec. 2020
- 1.2.7 Create non-credit and credit mechatronics programming by Aug. 2020
- 1.2.8 Create interdisciplinary STEAM learning opportunities by Aug. 2020
- 1.2.9 Develop/revise programs and delivery models to address workforce demand by Aug. 2020

**1.3 Enhance satellite facilities and partnerships to increase enrollment in related programs**

- 1.3.1 Evaluate locations of offerings and make appropriate adjustments to accommodate contemporary program offerings each semester
- 1.3.2 Renovate and create spaces annually to accommodate contemporary program offerings, guided by the Facilities Master Plan
- 1.3.3 Clarify marketable identity for other campus locations by Dec. 2020

- 1.3.4 Increase enrollment in workforce program offerings by 100 registrations per year for 2017-2018, 2018-2019, and 2019-2020
- 1.3.5 Increase enrollment in technology program offerings at Airport Corporate Park by 5% per year for 2017-2018, 2018-2019, and 2019-2020
- 1.3.6 Increase enrollment in health education program offerings at the Health Education Center by 15 FTEs per year for 2017-2018, 2018-2019, and 2019-2020
- 1.3.7 Increase annual enrollment in credit program offerings at the Academic and Workforce Development Center to 250 FTEs by Dec. 2020

## **Theme 2- Student Retention & Achievement**

Lead Responsibility: Academic Affairs & Educational Planning

**Goal: CCC will increase retention and student success.**

### **2.1 Increase retention (first-time, full-time, fall-to-fall) to 62% by Fall 2020**

- 2.1.1 Increase use of active learning and classroom engagement, generally and including use of available technology, as measured in the Community College Survey of Student Engagement to CCSSE's benchmarked mean by Spring 2018
- 2.1.2 Benchmark and set improvement targets for the Library Learning Commons in supporting successful course completion by Dec. 2017
- 2.1.3 Increase successful completion rate of students with developmental placements in sequential first credit bearing course to 78% in English and 61% in Math by Dec. 2020
- 2.1.4 Increase the persistence of students taking FYEX to 76 % by Dec. 2020
- 2.1.5 Create/further develop three co-curricular programs addressing student success by 2020
- 2.1.6 Enhance the academic and student services infrastructure supporting online courses and programs by Dec. 2020
- 2.1.7 Assess and improve seamless service to students by Dec. 2017

### **2.2 Infuse program delivery with engaging and emerging pedagogical models of instruction and communication across all programs by December 2020**

- 2.2.1 Pursue funding to implement the objectives of the Academic Technology Plan, including 21st century learning spaces to support classroom based pedagogies of engagement by Fall 2018
- 2.2.2 Provide faculty development (esp. enabling optimal use of academic technology), support resources for faculty and students, and equipment to increase the number of programs using deliberate and defined applied learning pedagogy to 75% by Dec. 2020
- 2.2.3 Increase professional development on assessment of student learning with one additional workshops and one additional webinars/conferences per year through Dec. 2020
- 2.2.4 Incorporate new employee onboarding practices with technology by Jun. 2018
- 2.2.5 Increase the utilization of technological resources to enhance advising and student support by Fall 2018
- 2.2.6 Increase the number of courses using Open Education Resources by Aug. 2020
- 2.2.7 Collaborate across departments to offer intensive, various parts of term, and modular offerings

**2.3 Define institutional student success measures, favoring ones currently reported to SUNY, including SUNY Excels; IPEDS; NCCBP; SAM; and VFA in an institutional dashboard by June 2017**

- 2.3.1 Define measures and implement strategies to improve student time to completion
- 2.3.2 Develop an institutional dashboard to report progress on student success measures

**Theme 3- Caring & Inclusive Environment**

Lead Responsibility: Human Resources

**Goal: CCC will deliver value in an inclusive environment for commuter students, residential students, and employees.**

**3.1 Increase student participation in inclusivity education by December 2020**

- 3.1.1 Establish new diversity, equity, and inclusion based program by Mar. 2019
- 3.1.2 Identify and further develop unified inclusivity programming to build community with students by Mar. 2017
- 3.1.3 Establish a benchmark by Jun. 2017 and incentivize student participation in co-curricular inclusivity programming and events to increase participation 10% by Apr. 2019
- 3.1.4 Increase the College's social sustainability by meeting the needs of a changing student population

**3.2 Increase employee participation in inclusivity education by December 2020**

- 3.2.1 Determine an institutional measure, benchmark, and targets by Dec. 2017
- 3.2.2 Implement Diversity Passport Program by Sep. 2017

**3.3 Increase Diversity of Workforce**

- 3.3.1 Increase employment of racially/ethnically diverse individuals to 6.4% by Sep. 2017, to 6.7% by Sep. 2018, to 7.0 by Sep. 2019, and to 7.5% by Sep. 2020
- 3.3.2 Improve search process practices and procedures to recruit a more diverse employee population by Jul. 2017

**Theme 4- Community & Alumni Engagement**

Lead Responsibility: Offices of Workforce Education and Academic Pathways, Academic Affairs, & Institutional Advancement

**Goal: CCC will engage community and alumni in support of mission-related economic development and collaborations.**

**4.1 Expand linkages with business, industry, and community organizations to support local employers in new 21st century job growth**

- 4.1.1 Create/enhance community and economic development partner collaboration to provide education for high demand occupations to support job growth in 5 job growth occupations by Dec. 2020
- 4.1.2 Establish at least five partnership opportunities the CCC Health Education Center by Dec. 2020
- 4.1.3 Expand partnerships with educational, community, business, and industry leaders to develop/enhance high demand credit and non-credit courses/certificates/programs and quality industry-based, stackable credentials (credit and non-credit) by Dec. 2020
- 4.1.4 Expand pathways between non-credit programs to credit by Dec. 2020
- 4.1.5 Enhance and promote a sustainable program mix, addressing regional occupation projections by Dec. 2020
- 4.1.6 Explore community partnerships and develop a proposal to create a financially sustainable small business development model by Mar. 2017

#### **4.2 Expand community and alumni connections and support of College initiatives**

- 4.2.1 Collaborate with the Corning Community College Development Foundation to set and achieve annual and capital fundraising goals in the Annual Resource Development Plan
- 4.2.2 Achieve SUNY target average of 2.1% alumni giving rate by Dec. 2020
- 4.2.3 Collaborate across campus stakeholder to identify and secure local, regional, state, federal, and private foundation annual grant targets in the agreement with GST BOCES

#### **4.3 Increase awareness of the CCC Brand by 2% by Spring 2020**

- 4.3.1 Conduct a baseline perception survey by Fall 2017
- 4.3.2 Conduct perception survey in Spring 2020

## **Theme 5- Financial Health**

Lead Responsibility: Administrative Services

**Goal: CCC will promote financial health for students and the institution.**

#### **5.1 Prepare students to make sustainable financial choices**

- 5.1.1 Improve student understanding of financial aid choices and ramifications
- 5.1.2 Improve financial literacy and financial planning skills for diverse student populations
- 5.1.3 Maintain affordability while safeguarding academic quality using measures favored by SUNY Excels, NACUBO, and MSCHE

#### **5.2 Ensure that CCC is financially successful and stable**

- 5.2.1 Expand partnerships, including public/private, to secure grant and other funding opportunities
- 5.2.2 Explore and expand partnerships to share fiscal resources including consortiums and SUNY services
- 5.2.3 Develop summer residential opportunity options and annual summer programs

5.2.4 Create guidelines to encourage sustainable purchasing

5.2.5 Advocate for federal, state, local and CCC policies that support or advance sustainability

## **Theme 6- Environmental Sustainability**

Lead Responsibility: Office of the President

**Goal: Increase understanding of environmental sustainability and increase environmentally sustainable practices.**

**6.1 Education/Research - Increase sustainability awareness of our campus community and community at-large**

6.1.1 Increase sustainability awareness, literacy, and knowledge of our students

6.1.2 Increase sustainability awareness and best sustainability practices among employees

6.1.3 Disseminate sustainability updates based on actions in the detailed Sustainability Master Plan

**6.2 Operations - Reduce the ecological footprint of the College by reducing carbon emissions, reducing waste, and increasing recycling**

6.2.1 Reduce the College's Carbon Footprint

6.2.2 Reduce expenses by reducing waste through inefficient or improper use of resources

6.2.3 Increase recycling initiatives

**6.3 Innovation - Work collaboratively with colleagues and community partners to pilot use of a non-fossil fuel energy on campus**

6.3.1 Pilot alternative/renewable energy resources for use on campus

6.3.2 Incorporate an alternative/renewable energy initiative that could be embedded into the curriculum

6.3.3 Install outdoor AC-recharge stations for electric cars, to encourage the use of electric cars

6.3.4 Seek community partners for innovative sustainability initiatives on campus that could serve as model for the community