Mission, Goals, & Board Operations

Board of Trustees Policy

SUBJECT:	NUMBER:
Strategic Goals	**1.2**
	DATE: **April 19, 2021** Resolution # 21-29
	SUPERSEDES: February 22, 2016, Resolution 16-22; Policy 6.2, Directions Statement. July 19, 1993 & Amendment on April 17, 2000

Purpose

The Strategic Plan, 2021-2026, is the result of the work of the entire SUNY Schenectady County County Community College. The planning process was initiated with the formation of a Steering Committee comprised of 33 members representing various sectors of the College. Over the course of the spring and fall semesters, faculty and staff were engaged virtually in the planning process with the goal of identifying areas that the college must address in developing the 2021-2026 Strategic Plan. This plan, anchored by four strategic goals, includes and synthesizes results from these listening sessions and strategic conversations

This plan articulates S U N Y Schenectady's hopes, dreams, and aspirations to fully build upon the best of our history while positioning the College to be open, flexible, and dynamic in responding to new opportunities.

Policy

I.   PROMOTING DIVERSITY, EQUITY, AND INCLUSION

Create an environment that cultivates diversity and inclusion as a moral imperative to achieve equity across the SUNY Schenectady community.

1.1 SUNY Schenectady will create an environment that cultivates diversity and inclusion as a moral imperative to achieve equity across the SUNY Schenectady community. Increase professional development for all faculty and staff on inclusive pedagogy and student success practices.
1.2 Increase diversity and representation of SUNY Schenectady administration, faculty, and staff
1.3 Reduce equity gaps in retention , graduation, and transfer rates for underserved and underrepresented populations.
1.4 Increase outreach, engagement, and access to communities with underrepresented student populations
1.5 Review and align academic and student service policies, procedures, and practices with best practices in inclusion, diversity, and equity.

II.   DELIVERING A MEANINGFUL STUDENT EXPERIENCE

SUNY Schenectady will support and advance student achievement by developing a clear student journey that enhances alignment of academic programs and student goals, eliminates barriers to success, and expands regional partnerships.

2.1 Reduce attrition and student melt for new students through a comprehensive end-to-end of onboarding processes, practices, and policies.
2.2 Align course, program, and institutional student learning outcomes and map them to labor market needs for SUNY Schenectady's service area
2.3 Increase usage and variety of community resources and academic supports to help meet student's basic needs
2.4 Increase College readiness and connection with SUNY Schenectady for regional high school students
2.5 Expand post-collegiate success of SUNY Schenectady students by growing their academic and career readiness capabilities.

III.   BUILDING ORGANIZATIONAL EFFECTIVENESS

We will create a culture of change and innovation through improved processes, updated technology, collaboration across all divisions and a commitment to mutual respect and dignity for all employees in the interest of student success.

3.1 Develop a communications and knowledge management plan to support expanded collaboration across divisions and departments and ensure clarity in processes.
3.2 Ensure a vibrant and engaged workforce by increasing faculty and staff retention.
3.3 Promote faculty and staff professional development by providing meaningful opportunities for training and exposure to innovative practices
3.4 Upgrade and modernize technology infrastructure to ensure effective operations for students, faculty, and staff
3.5 Redesign, streamline, and automate college processes

IV.   ENSURING FINANCIAL SUSTAINABILITY & SELF-SUFFICIENCY

Enhance SUNY Schenectady's ability to be flexible and agile in response to a rapidly changing marketplace by strengthening the college's financial sustainability and self-sufficiency.

4.1 Realign budget to reduce operating expenditures
4.2 Develop academic program costing methodologies that help identify areas of revenue contribution and maximization
4.3 Diversify revenue streams that ensure less dependence on state appropriations
4.4 Increase private support to the endowment through enhanced alumni engagement
4.5 Expand SUNY Schenectady's relationships with corporations, foundations, and agencies to increase grantmaking and sponsorships to the College
4.6 Develop a robust master facility plan that identifies capital projects to leverage public and private funding.