1. **STUDENT SUCCESS** - Westchester Community College will provide access to the highest quality, student-centered environment to help students define and achieve their learning objectives and career goals.

**Objectives:**

1.1. Develop, implement and refine programs and services for new and at-risk students to improve student retention and success

1.2. Expand data-driven enrollment management strategies to effectively recruit, retain and track student enrollment

1.3. Optimize access to and participation in college programs and services

**The Power of SUNY states:**

“Nearly three in 10 students fail to graduate from high school in four years. And only six in 10 of those who make it to graduation do so with a Regents Diploma – a critical indicator of college readiness.

“Too many students who enter the higher education system need remedial course work, a level of unpreparedness that jeopardizes their success in college and career.”

“SUNY will seek ways to minimize attrition throughout the “cradle to career” pipeline.”

“Across the country, barely half of African American and Hispanic students earn high school diplomas in four years.”

“We will expand our partnerships with community leaders on strategies that target the interlocking problems that so often thwart the ambitions and capabilities of at-risk students. These programs run the gamut from early intervention to counseling and mentoring, physical and mental health services, and financial support.

“Ensuring at-risk students meet their educational targets, obtain their degrees, and join the workforce is one of the most powerful contributions we can make to our state’s prosperity.”

“Our campuses will create community-based networks of professionals and organizations that will deploy evidence-based interventions at the key transition points of a student’s life, and close gaps along the education pipeline.”

“Our goal is to lead every student, no matter how vulnerable, through the education system and into a career in the 21st century workforce.”
2. CURRICULA AND PROGRAMS - Westchester Community College will offer curricula and programs that meet the dynamic educational needs of its diverse service area.

Objectives:

2.1. Collect and use data to drive curriculum and program development

2.2. Create a collaborative process for college-wide decision-making regarding the development, expansion, and revision of curricula and programs, which considers the impact on space utilization, resources, faculty, extension sites and other existing programs.

2.3. Provide opportunities for students to experience and appreciate differences, and to act and think globally

2.4. Maintain and develop collaborative partnerships with K-12, college, business, and community organizations

The Power of SUNY states:

“By adding courses on entrepreneurship for students and faculty throughout the system, we will permeate the state with an entrepreneurial mindset and create a cadre of idea generators and job creators.”

“To create a globally competent student body, we must increase the opportunities for international exposure throughout all courses and degrees.”

“Study after study has linked the shortage of women and minorities in the STEM fields. SUNY will play a powerful role in reversing these trends by promoting STEM studies all along the education pipeline and making sure all students develop the skills they’ll need to become scientists, researchers, innovators, and entrepreneurs.”

“Across the state and throughout the nation, many communities are forging partnerships among their education, business, nonprofit, community, civic, and philanthropic sectors to focus on student success, academic completion, and job readiness. SUNY is increasingly engaged with these “cradle to career” community collaboratives, and we aspire to a national leadership role.”

“We’ll also ease educational transitions by ensuring SUNY-wide transfer agreements between our community colleges and four-year degree programs.”

“Working adults face equally discouraging odds. Skills and experiences that once served them well are now overshadowed by the enormous economic and technological changes in the workplace. We must help our population retool.”

“SUNY will create more accessible and affordable opportunities for underrepresented minorities and low-income students to gain firsthand international experience.”

“SUNY Works will take the co-op model to scale across the SUNY system, strengthening the collaboration between our campuses and the New York business and industry sector, and extending these experiences to graduate students and adult learners.”
3. **ORGANIZATIONAL EXCELLENCE** - Westchester Community College will demonstrate its commitment to diversity, excellence and continuous improvement so all members of the college community can work collaboratively to achieve organizational excellence.

**Objectives:**

3.1. Attract and retain quality full-time and adjunct faculty, staff and administrators

3.2. Sustain a culture that promotes and celebrates college values

3.3. Commit to data-driven decision making in support of continuous improvement and institutional effectiveness

**The Power of SUNY states:**

“We’ll also extend SUNY Works to SUNY employees, because we believe every member of the SUNY community should reap the benefits of educational attainment. We want everyone invested in the future of New York’s economy and quality of life—and SUNY Works will provide the incentives to help achieve that goal.”

“We can still be better and faster in capturing data, measuring our progress, extracting value, and disseminating what we learn.”

“We’ll establish a SUNY center for community engagement to gather, and share research, data, and experiences in civic engagement to make the most of our collective knowledge.”

“A culture of data-driven accountability is one of the most enduring legacies we can leave for those who will reinterpret SUNY’s goals for succeeding generations.”

“We believe every member of the SUNY community should reap the benefits of educational attainment.”

“Integrity and collegiality are the bedrock of our enterprise. When we demand of each other the highest standards of integrity and accountability, we create a collegial community that can confidentially explore new frontiers, vigorously debate ideas, and learn from mistakes.”

“Through reciprocal partnerships among all SUNY campuses, as well as strategic alliances with cultural institutions, state offices, and local tourism boards, SUNY Passport will offer free or discounted admission to a wide range of cultural and recreational attractions for students, faculty and staff – making both the on and off-campus resources of the entire SUNY system available to everyone at our 64 campuses.”

“Data drives decision making and holds us accountable.”
4. TECHNOLOGY - Westchester Community College will keep pace with changing technologies to improve academic outcomes and to advance administrative tasks to increase efficiency.

Objectives:

4.1. Implement the existing academic technology five-year plan to create an instructional environment that supports faculty with up-to-date instructional technology

4.2. Provide support for expanded distance learning initiatives.

4.3. Maintain and upgrade the technology infrastructure in support of student learning, teaching, and support services

4.4. Meet staffing needs as technologies change or are implemented to ensure adequate levels of support

The Power of SUNY states:

Building on SUNY’s current open and online initiatives, OPEN SUNY has the potential to be America’s most extensive distance learning environment. It will provide students with affordable, innovative, and flexible education in a full range of instructional formats, both online and on site.

OPEN SUNY will network students with faculty and peers from across the state and throughout the world through social and emerging technologies and link them to the best in open educational resources.

OPEN SUNY will provide an online portal for thousands of people worldwide seeking a foothold in post-secondary education - from soldiers of the 10th Mountain Division in Afghanistan to new immigrants with foreign educational credentials to overseas students who can’t afford in-person American study.
5. PLANNING AND BUDGETING - Westchester Community College will align its planning processes and resource allocation.

Objectives:

5.1. Connect strategic planning initiatives with resource allocation
5.2. Strengthen the connections among planning initiatives to increase efficiency and impact
5.3. Enhance the finance and budgeting processes to ensure transparency and collaboration

The Power of SUNY states:

“When we acknowledge common goals and approach problems in a spirit of reciprocity and flexibility, we achieve far more than when we labor alone.”

“Achieving the goals of this Strategic Plan will only be possible if we commit to the ongoing measurement of our progress—and if we resist the all-too-human impulse to move the goal posts when the results aren’t to our liking.”

“SUNY already generates a vast amount of information related to performance and progress, but we can still be better and faster in capturing data, measuring our progress, extracting value, and disseminating what we learn.”

“Credibility is a product of inclusiveness and transparency.”

“The openness and inclusiveness that have characterized this process will remain our standard.”
6. DEVELOPMENT AND MARKETING - Westchester Community College will seek resources to support college strategic priorities and develop effective and dynamic communication with internal and external constituencies.

Objectives:

6.1. Utilize the college’s strategic priorities to guide fundraising efforts

6.2. Enhance resource development by pursuing funding from traditional sources while seeking alternative funding

6.3. Advance the college’s visibility, positive image and branding through marketing, public relations and other communication strategies

The Power of SUNY states:

“Partnerships and alliances both within and outside the SUNY system, have a multiplier effect. When our campuses join forces with each other and with organizations outside of SUNY, we amplify our expertise, resources, and geographic reach in new and often unexpected ways.”

“Wherever New Yorkers come together as a community, SUNY is there—a remarkable 97 percent of all New Yorkers live within 20 miles of a SUNY campus.”

“Many of our campuses proudly bear the name of their home city or town. All of them serve as the local crossroads, enabling people from many different backgrounds to meet and deepen their mutual sense of belonging.”

“As other entities cut or loosen local ties, SUNY’s role as an enduring, enriching presence in communities becomes even more critical.”

“Nationally, 43 percent of start-up founders established their companies in the same state where they received their academic degree. But among founders graduating from universities in New York, only about half that amount established their start-ups in our state.”

“Now we need to act on behalf of New York’s communities with greater intentionality across our entire system. Our initiatives will take advantage of the already fluid boundaries that exist between town and gown while offering new ways for SUNY communities to form stronger bonds with one another.”

“SUNY will develop strategies that draw in the full suite of investors – including federal, state, private and venture capital, and even grant funding.”

“We want to create a broader sense of common ground and make a lasting difference for everyone in the places we call home.”