SUNY Westchester Community College Strategic Plan 2025–2030

DRAFT

INTRODUCTION: EMBRACING CHANGE, EMPOWERING OUR FUTURE

SUNY Westchester Community College (SUNY WCC) enters the 2025–2030 planning cycle at a pivotal moment in higher education. Shifting demographics, evolving student expectations, technological disruption, and increasing financial pressures demand bold and adaptive leadership. Regionally, population dynamics in Westchester County and the Lower Hudson Valley further compel us to reimagine how we engage, serve, and empower our communities.

This strategic plan is both aspirational and actionable. It aligns institutional priorities with the College's mission and vision while positioning SUNY WCC as a forward-thinking leader in student success, workforce development, and lifelong learning. Rooted in equity, access, and innovation, the plan sets out key institutional goals, strategies, and expected outcomes that will guide our work over the next five years.

SUNY WCC's ability to fulfill its mission will depend on its commitment to continuous improvement, transparent resource stewardship, and deep collaboration across units and with external partners. This plan provides the roadmap—and the call to action—to ensure SUNY WCC remains a vital gateway to education and economic mobility in our region.

MISSION

SUNY Westchester Community College provides accessible, high quality and affordable education to meet the needs of our diverse community. We are committed to student success, academic excellence, workforce development, economic development and lifelong learning.

VISION

SUNY Westchester Community College is dedicated to empowering every student to create a personal success story, one that supports a lifetime of learning, growth, and opportunities to contribute in meaningful ways to our communities and our ever-changing world.

VALUES

To better ourselves and our relationships, we are committed to:

- **Personal Excellence** – Promote life-long learning, academic growth and intellectual development.
- **Respect** – Support an environment of open, honest, and collegial communication.

- **Integrity** – Expect personal accountability through ethical behavior.

To better our community and collective efforts, we are committed to:

- **Collaboration** – Work together on the achievement of a common goal.

- **Civic Engagement** – Advance active involvement in the life of the community.

- **Innovation** – Encourage, empower and promote a creative environment.

To better our society and our world, we are committed to:

- **Diversity** – Fostering an inclusive community through acceptance and understanding.

- **Environmental Sustainability** – Protect, preserve, and conserve resources for the future.

- **Empathy** – Respond to each other's views and opinions without judgement.

STRATEGIC GOALS AND INSTITUTIONAL STRATEGIES

Goal 1: Enhance the Student Experience and Promote Student Success

STRATEGY 1.1: STREAMLINE ENROLLMENT & REGISTRATION

- Develop a seamless, centralized admissions and registration model across all credit and non-credit programs while preserving discipline-specific support.

- Expand flexible scheduling options (evenings, weekends, asynchronous) to better serve adult and non-traditional learners

STRATEGY 1.2: SUPPORT HOLISTIC STUDENT DEVELOPMENT

- Expand centralized mental health services across modalities.

- Introduce a strong peer mentorship program and expand student engagement opportunities and support systems.

- Enhance wraparound services for working adults and caregivers, including childcare and expanded support through International Student Services.

STRATEGY 1.3: ADVANCE DIVERSITY, EQUITY & INCLUSION (DEI)

- Implement targeted recruitment and retention strategies for first-generation and underrepresented students.

- Develop and strengthen inclusive programming and pedagogical development for faculty and staff.

STRATEGY 1.4: INTEGRATE CAREER READINESS INTO THE CURRICULUM

- Embed career-connected learning, micro-credentials, and PLA pathways across credit and non-credit curricula.

- Increase access to internships, apprenticeships, and experiential learning in partnership with employers.

Goal 2: Advance Digital Transformation and Modernize Learning Environments

STRATEGY 2.1: ENHANCE STUDENT SUPPORT THROUGH TECHNOLOGY

- Implement AI-driven tools like chatbots, predictive analytics, and remote advising to enhance recruitment, admissions, and student engagement and retention.

STRATEGY 2.2: EXPAND AND SUPPORT TECHNOLOGY-ENABLED LEARNING

- Grow hybrid, and online offerings; implement student online-readiness orientation.

- Provide ongoing instructional design and educational technology training for faculty.

- Expand use of instructional classroom technology.

STRATEGY 2.3: OPTIMIZE IT SYSTEMS AND INFRASTRUCTURE

- Conduct a comprehensive review of SUNY WCC's core technology platforms including PeopleSoft vs. SUNY-preferred Banner.

- Centralize IT governance to reduce decentralized procurement and increase security.

- Train staff and faculty on new technology tools and ensure system integration.

Goal 3: Foster Academic Innovation and Align with Market Needs

STRATEGY 3.1: ALIGN ACADEMIC PROGRAMS WITH WORKFORCE NEEDS

- Ensure that career-oriented programs are aligned with regional labor market needs, industry trends, and emerging job opportunities through ongoing market analysis and employer engagement.

- Develop innovative programs and short-term credentials in emerging industries.

STRATEGY 3.2: ENHANCE EARLY COLLEGE AND HIGH SCHOOL PARTNERSHIPS

- Strengthen partnerships with high schools to expand access to early college experiences and pathways into WCC.

STRATEGY 3.3: STRENGTHEN ASSESSMENT OF STUDENT LEARNING

- Ensure consistent assessment of student learning across all modalities and disciplines.

- Use results to drive curricular and instructional improvement.

Goal 4: Ensure Institutional Sustainability and Operational Excellence

STRATEGY 4.1: PROMOTE FINANCIAL SUSTAINABILITY

- Establish viability benchmarks for programs and centers.

- Conduct ROI analyses for major initiatives.

- Include realistic assessments of the future of Extension Centers with a long-term growth plan for each center, where feasible.

STRATEGY 4.2: INVEST IN PEOPLE THROUGH PROFESSIONAL DEVELOPMENT

- Expand onboarding and professional development for faculty, staff, and administrators.

STRATEGY 4.3: PURSUE EXTERNAL FUNDING STRATEGICALLY

- Develop a structured approach for pursuing, investing in, and sunsetting grants and external funds.

STRATEGY 4.4: IMPROVE OPERATIONAL EFFICIENCY AND TRANSPARENCY IN RESOURCE ALLOCATION

- Streamline administrative workflows and modernize hiring and purchasing practices.

- Evaluate the relationship between the College and local sponsor with an eye toward improving operational efficiencies.

- Foster a culture of transparency and shared understanding around budgeting and resource allocation by enhancing communication, providing context for decisions, and engaging stakeholders in planning processes.

- Institutionalize evidence-based planning and data-informed decision-making at all levels to support strategic priorities.

Goal 5: Deepen Community Engagement and Regional Impact

STRATEGY 5.1: STRENGTHEN COMMUNITY AND EMPLOYER PARTNERSHIPS

- Deepen existing partnerships with employers, nonprofits, and local agencies by developing programs that are mission-aligned, responsive to community needs, and evaluated for both workforce impact and financial sustainability—including consideration of job placement potential, alignment with in-demand industries, and family-sustaining wages.

STRATEGY 5.2: RESPOND TO REGIONAL DEMOGRAPHICS

- Expand HSI focused initiatives and develop programming responsive to the demographic shifts in Westchester County and the Lower Hudson Valley.

STRATEGY 5.3: INCREASE ACCESS TO LIFELONG LEARNING

- Expand continuing education, non-credit, and personal enrichment offerings in a financially strategic and intentional manner, prioritizing programs with strong market demand, revenue-generating potential, and alignment with community interest.

- Engage adult learners through hybrid delivery and flexible pathways.

STRATEGY 5.4: BOOST INSTITUTIONAL VISIBILITY AND OUTREACH

- Launch targeted, data-informed marketing campaigns.

- Evaluate effectiveness and ROI of current outreach strategies.