

# SUNY Westchester Community College Strategic Plan 2026-2031

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## INTRODUCTION: EMBRACING CHANGE, EMPOWERING OUR FUTURE

SUNY Westchester Community College (SUNY WCC) enters the 2026–2031 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.

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## 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.

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## 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.

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## VALUES

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

- **Personal Excellence** – Promote lifelong 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 judgment.

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## STRATEGIC GOALS AND INSTITUTIONAL STRATEGIES

### Goal 1: Advance Excellence in Teaching and Student Learning

#### STRATEGY 1.1: SUPPORT FACULTY-DRIVEN INSTRUCTIONAL EXCELLENCE

- Promote best practices in active learning, inclusive pedagogy, and high-impact teaching strategies.
- Equip faculty with resources to explore the evolving role of artificial intelligence in education and to provide peer and student guidance on academic integrity and appropriate instructional uses.
- Recognize and support faculty-led experimentation and continuous improvement in teaching.

#### STRATEGY 1.2: STRENGTHEN CURRICULUM-SPECIFIC AND PEDAGOGICAL PROFESSIONAL DEVELOPMENT

- Provide ongoing instructional design support tailored to curricular needs.
- Offer education technology training to equip faculty with tools for hybrid and digital learning environments.
- Build sustainable, faculty-centered professional development pathways for both full-time and adjunct faculty.

#### STRATEGY 1.3: ENSURE ASSESSMENT OF STUDENT LEARNING INFORMS CURRICULAR AND INSTRUCTIONAL IMPROVEMENT

- Establish consistent assessment practices across all disciplines and instructional modalities.

- Use learning outcome data to inform curricular revision and course-level teaching improvements.
- Expand faculty support and guidance for interpreting and acting on assessment results.

#### STRATEGY 1.4: ENHANCE TEACHING INFRASTRUCTURE AND LEARNING ENVIRONMENTS

- Invest in state-of-the-art teaching facilities, classrooms, and digital platforms.
- Prioritize upgrades that enhance accessibility, instructional flexibility, and active learning capabilities.

#### STRATEGY 1.5: IMPROVE STUDENT PREPARATION FOR ACADEMIC SUCCESS

- Implement a student online readiness orientation to help learners succeed in hybrid and fully online courses.
- Provide just-in-time resources and skill development for digital and academic self-management.

### **Goal 2: Enhance the Student Experience and Promote Student Success**

#### STRATEGY 2.1: STREAMLINE ENROLLMENT AND REGISTRATION

- Explore 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 2.2: SUPPORT HOLISTIC STUDENT DEVELOPMENT

- Expand centralized mental health services, inclusive of addressing student basic needs insecurity.
- Ensure accessibility and availability of academic and student support services.
- Expand student engagement opportunities and support systems with a focus on four-year transfer, academic support services, accessibility services, and student belonging.
- Expand holistic student services to adult learners.

#### STRATEGY 2.3: INTEGRATE CAREER READINESS INTO THE CURRICULUM

- Embed career-connected learning, micro-credentials, and prior learning assessment pathways across credit and non-credit curricula.
- Increase access to internships, apprenticeships, and experiential learning in partnership with employers.

#### STRATEGY 2.4: ENHANCE STUDENT SUPPORT THROUGH TECHNOLOGY

- Investigate and evaluate AI-driven tools to enhance recruitment, admissions, student engagement, and retention.
- Leverage digital platforms and tools to improve communication, engagement, and services for all students with an emphasis on adult learners.

### **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.
- Develop structured onboarding and academic support services tailored to dual-enrollment and early college students.
- Increase outreach and co-branded programming with K-12 districts to align curriculum and strengthen academic pipelines.

#### STRATEGY 3.3: INCREASE ACCESS TO LIFELONG LEARNING

- Expand non-credit offerings that align with the evolving needs and interests of the community.
- Prioritize programs that demonstrate strong market demand, revenue-generating potential, and alignment with local and regional economic development goals.
- Increase accessibility for adult learners through flexible scheduling, hybrid and online delivery models, and streamlined enrollment processes.

### **Goal 4: Ensure Institutional Sustainability and Operational Excellence**

#### STRATEGY 4.1: PROMOTE FINANCIAL SUSTAINABILITY

- Establish viability benchmarks for both credit and non-credit programs and extension centers, and develop a long-term growth and sustainability framework.
- Conduct mission-driven return-on-investment analyses for major initiatives and expansions.
- Develop a structured approach for pursuing, investing in, and sustaining or sunseting grants and external funds.

#### STRATEGY 4.2: IMPROVE OPERATIONAL EFFICIENCY, EXCELLENCE, AND TRANSPARENCY IN RESOURCE ALLOCATION

- Streamline administrative workflows and purchasing practices. Modernize hiring practices, expand institution-wide onboarding and professional development, and implement succession planning to ensure leadership continuity and institutional knowledge retention.
- Evaluate the relationship between the College and its 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 enhancing the engagement of stakeholders in planning processes.

- Institutionalize a culture of evidence-based planning and data-informed decision-making at all levels, leveraging predictive analytics to strengthen strategic planning and institutional effectiveness.

#### STRATEGY 4.3: OPTIMIZE IT SYSTEMS AND INFRASTRUCTURE

- Conduct a comprehensive review of SUNY WCC's core administrative and instructional technology systems to enhance integration, governance, and operational efficiency, ensuring measurable returns on institutional investment and long-term sustainability.
- Centralize IT governance to reduce institutional inefficiencies within the procurement and deployment of systems.
- Equip faculty and staff to effectively harness existing and emerging technologies, ensuring integrated systems that drive innovation in teaching, learning, and institutional effectiveness.
- Ensure institution-wide technology support and ongoing maintenance and upgrades of hardware and software infrastructure to meet the evolving needs of all divisions and departments.

#### STRATEGY 4.4: ADVANCE ACCESS AND IMPACT

- Enhance targeted recruitment, retention, and support strategies for first-generation and underrepresented students.
- Develop and strengthen inclusive programming and pedagogical development for faculty and staff.
- Expand Hispanic Serving Institution-focused and Minority Serving Institution-focused initiatives and develop programming responsive to shifting regional demographics, including targeted supports for underserved populations in Westchester County and the Lower Hudson Valley.

#### STRATEGY 4.5: ENHANCE MARKETING AND COMMUNICATION EFFECTIVENESS AND EFFICIENCY

- Launch targeted, data-informed marketing campaigns that elevate the College's brand, increase enrollment, and promote high-priority programs aligned with workforce needs and student interests.
- Continuously evaluate the effectiveness and return-on-investment of marketing and outreach strategies, using insights to refine messaging, channel selection, and resource allocation.
- Expand visibility efforts that highlight student success stories, faculty expertise, and community impact to strengthen the College's reputation and build public trust.