

## Strategic Plan 2015-2020 Priorities and Objectives

### Priority 1: Awareness and Access

*We will raise the visibility of the College and communicate the value of a SUNY Orange education through enhanced outreach efforts and educational opportunities.*

- 1.1** Increase online offerings as a means of expanding access, increasing enrollment and promoting academic success
- 1.2** Increase the number of faculty, staff and students to reflect the diversity of Orange County through focused recruitment initiatives
- 1.3** Expand the visibility of the College's excellent programs and services through strategic marketing efforts

### Priority 2: Student Support and Success

*We will support our students in achieving their educational and career goals.*

- 2.1** Prepare students for college success through academic planning and advising and comprehensive, ongoing support
- 2.2** Accelerate students' completion of developmental education and ensure college readiness by refining processes, services and course sequences
- 2.3** Increase student retention, completion, transfer and employment readiness
- 2.4** Engage in comprehensive review of program offerings, delivery formats and course scheduling to meet the needs of diverse populations

### Priority 3: Collaboration and Communication

*We will develop connections between internal and external constituents and advance mutually beneficial partnerships. We will promote a culture of trust, respect and collective responsibility.*

- 3.1** Foster stronger connections among academic programs, business and industry to increase applied learning opportunities for students
- 3.2** Optimize enrollment through partnerships with area high schools, civic organizations and businesses
- 3.3** Improve management of information to increase transparency and centralize communication practices
- 3.4** Strengthen the sense of community to improve the institutional climate and promote collegiality, civility and mutual respect

### Priority 4: Efficient and Effective Operations

*We will anticipate and adapt to changing economic realities while maintaining the infrastructure and resources necessary to foster innovation and develop and deliver high-quality programs and services.*

- 4.1** Maximize existing funding streams and explore alternative revenue opportunities to ensure financial stability
- 4.2** Develop, cultivate and support innovation throughout the organization for continuous improvement
- 4.3** Review and revise allocation methods to ensure appropriate investment in people, services, facilities and technologies
- 4.4** Foster a collective commitment to comprehensive planning, assessment and prioritization to ensure institutional effectiveness


**Vision:** Orange County Community College will be an exemplary community college transforming lives through academic excellence, innovation and partnerships.

**Mission:** We are a community of learners dedicated to providing high-quality and accessible educational and enrichment opportunities that foster lifelong learning.

**Values:** To fulfill the mission and vision of the College, we are committed to: Excellence, Integrity, Inclusivity, Inquiry, Creativity, Collaboration and Stewardship.

# SUNY Orange Strategic Plan 2015-2020

*Presented to the Board of Trustees  
June 4, 2015*



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**Components of SUNY Orange's Strategic Plan Development:**

1. Preparation for planning	X
2. Mission, Vision, and Values	X
3. SWOT analysis	X
4. Context (Needs Assessment/ College "Profile")	X
5. Strategic Priorities	X
6. Objectives	Presented to BOT
7. Action plans [AY 15-16]	June with Cabinet
8. Institutional Effectiveness Measures [evaluation]	Ongoing



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## Mission, Vision, & Values

**Office of the President**  
SUNY Orange  
115 South Street  
Orange, NY 12050  
(845) 344-8212

**About Us**  
About Us Home - College Vision, Mission, Values and Goals


**College Vision, Mission, Values and Goals**

**Vision Statement**  
Orange County Community College will be an exemplary community college transformed lives through academic excellence, innovation and partnership.

**Mission Statement**  
We are a community of learners dedicated to providing high-quality and accessible educational and enrichment opportunities that foster lifelong success.

**Values Statement**  
To fulfill the mission and vision of this College, we are committed to:

- Excellence
- Integrity
- Inclusivity
- Integrity
- Creativity
- Collaboration
- Sustainability



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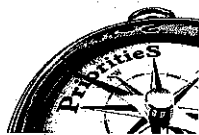
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### Strategic PRIORITIES for 2015-2020

- **Awareness & Access**
- **Student Support & Success**
- **Collaboration & Communication**
- **Effective & Efficient Operations**



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### Updates since January BOT Presentation

- **Drafting of Strategic OBJECTIVES**
  - Steering Committee worked in small groups to draft & revise objectives
    - Utilized SWOT results; Stakeholder Survey; College data; Middle States recommendations, etc.
  - Facilitated meetings with Steering Committee to further revise & refine
  - Cabinet feedback requested & incorporated
  - Co-Chairs edited throughout each drafting stage
- **Objectives presented to College Assembly**
  - Feedback requested & considered



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### 1. Awareness & Access

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1.1 Increase *online offerings* as a means of expanding access, increasing enrollment, and promoting academic success.

1.2 Increase the number of faculty, staff, and students to reflect the diversity of Orange County through focused *recruitment* initiatives.

1.3 Expand the visibility of the College's excellent programs and services through *strategic marketing efforts*.



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## 2. Student Support & Success

*We will support our students in achieving their educational & career goals.*

2.1 Prepare students for college success through academic planning and advising and comprehensive, ongoing support.

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## 3. Collaboration & Communication

*We will develop connections between internal & external constituents & advance mutually beneficial partnerships.*

*We will promote a culture of trust, respect, & collective responsibility.*



3.1 Foster stronger connections among academic programs, business, & industry to increase applied learning opportunities for students.

3.2 Optimize enrollment through partnerships with area high schools, civic organizations, and businesses.

3.3 Improve management of information to increase transparency and centralize communication practices.

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## 4. Efficient & Effective Operations

*We will anticipate and adapt to changing economic realities while maintaining the infrastructure and resources necessary to foster innovation and develop & deliver high quality programs & services.*

4.1 Maximize existing funding streams and explore alternative revenue opportunities to ensure financial stability.

4.2 Develop, cultivate, and support innovation throughout the organization for continuous improvement.

4.3 Review and revise allocation methods to ensure appropriate investment in people, services, facilities, & technologies.

4.4 Foster a collective commitment to comprehensive planning, assessment, and prioritization to ensure institutional effectiveness.



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**Example - Strategic Plan Format**

**Strategic Plan 2015-2020**  
Priorities and Objectives

**Priority 1: Academic Success**

**Priority 2: Student Support Services**

**Priority 3: Student Leadership and Success**

**Completion & Success**

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**Final STEPS...in the Strategic Planning Process:**

- Feedback from the Board of Trustees on *objectives*
- Revise
- Board of Trustees *approval* of priorities & objectives
- Dissemination
- **IMPLEMENTATION...**

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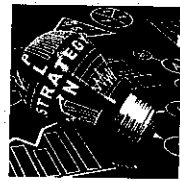
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**Implementing the STRATEGIC PLAN:**  
*Annual [Strategic] Action Planning Process*



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**Proposed Annual [Strategic] Action Planning PROCESS:**

- **November** - Departments & units develop enter annual goals into College's online planning & prioritization system
- **December** - AVPs & VPs review goals and enter goals
- **January** - Cabinet reviews all goals
- **February** - Cabinet Planning Task Force (proposed\*) drafts annual action plan
- **February** - Annual Action Plan - reviewed with respect to measures & resources
- **March** - Annual Action Plan shared with college community
- **April** - Budget process guided by action plan



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**Example - Annual [Strategic] Action Planning Template**

**1. Awareness & Access**  
 We will raise the visibility of the College and communicate the value of a SUNY Orange education through enhanced outreach efforts and educational opportunities.

Objectives:	ACTION Steps AY 2015-2016	Master PLAN	Resources	Measure	Who/ WHEN	Middle States (MS)
1.1 Increase online offerings as a means of expanding access, increasing enrollment and promoting academic success.						
1.2 Increase the number of faculty, staff, and students to reflect the diversity of Orange County through focused recruitment initiatives.						
1.3 Expand the visibility of the College's excellent programs and services through strategic marketing efforts.						



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**Awareness & Access**

- 1.2 - Enrollment (student type)
- 1.2 - Race/ethnicity of students, employees, & county

**Student Support & Success**


- 2.0 - CCSSE - Benchmarks & Student Services
- 2.1 - CCSSE - Knowledge, Skills, & Personal Development
- 2.1 - Student Loans - Cohort Default Rate
- 2.3 - Completers
- 2.3 - Course Section taught FT/PT Faculty
- 2.3 - Graduation, Retention, & Transfer Activity/Rates
- 2.3 - SLO Critical Thinking & Information Management
- 2.4 - Student/Faculty Ratio

**Collaboration & Communication**

- 3.2 - Community College In the High School EOT Enrollment
- 3.1 - CAPE - Activities & Registrations
- 3.2 - Enrollment (headcount & credit hours)

**Efficient & Effective Operations**

- 4.1 - Private Gifts by Source & Type
- 4.1/4.3 - Operating Expenses by Function & Object
- 4.1 - Sustainability Tracking



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**Recommendations from Steering Committee:**

- Review *mission, vision, & values* every 5 years, at least one year prior to strategic planning; next *MVV* review scheduled for 2018-2019;
- *Emphasis on aligning/understanding relationship of College Goals & Strategic Priorities/Plan*
- Cabinet retreat in January *dedicated to planning*;
- Continued improvement revisions to *PIP system*;
- "*Cabinet Planning Task Force*" be [re]convened & inclusive of PBIE Committee; ongoing in order to facilitate Annual Strategic Action Planning Process;
- *Institutional Effectiveness Measures* reviewed & considered during action planning process;
- Planning "stakeholders" to receive a "*planning packet*" – with necessary resources, forms, etc.
- Planning process to be *communicated*, formally, college-wide; with emphasis on budget & resource decisions/Impacts



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**Planning Connections**

ACADEMIC MASTER PLAN  
2010 - 2015

Student Services Master Plan  
2014-2015

Facilities Master Plan

	Strategic Priorities			
	Leadership & Access	Student Support & Success	Collaboration & Governance	Efficient & Effective Operations
SUNY System				
SUNY Orange (long term) GOALS				
Academic Master Plan Themes				
Student Services Master Plan				
OTHER Master Plans				
Facilities Master Plan				



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**Acknowledgements:**



- **Board of Trustees** for being supportive & engaged during the entire Strategic Planning process.
- **Steering Committee** for being committed, enthusiastic, & effective members.
- **President Richards** for having the vision to lead the College for the past 10 years – strategically & successfully



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