State of the College

2003 – 2004

Report to the Board of Trustees

August 26, 2004
In preparation for our Middle States Association Reaccreditation Site Visit, the college engaged in examining the state of the college through a comprehensive Self Study. From this, the following recommendations about planning emerged:

- Articulate the links to the college’s mission, goals, and objectives in all planning documents
- Establish a timetable so that the various institutional plans are reviewed, considered, and acknowledged (tied to allocations) during the budget development process
- Increase communication about college planning

This first round of planning and assessment initiates a process which will address these recommendations and will continue annually through 2010. What can be expected each year is an assessment of the achievement of the current goals and a vision of the upcoming year.

This first report begins with the 03-04 academic year. When these goals were designated, there were not linked directly to the college mission, goals, and objectives. However, making the connections retroactively was not difficult which demonstrates an unspoken awareness and pursuit of the college mission, goals, and objectives by all functional areas of the college. A chart format (see appendix) was selected so that the information would convert easily to a data base which would facilitate making the linkages, creating reports based on multiple factors, and tracking progress. This activity served as a trial for future planning and assessment. Results are reported in narrative fashion and a determination was made about how these results would be used in planning the next year.

The 04-05 academic year will serve as a bridge year which will lead the college to the SUNY Mission Review II planning process spanning 2005 – 2010. These goals were linked at the outset to the college mission, goals and objectives, and the Middle States Recommendations. The goals of each vice presidential area are also linked to one another through a data base created by the Office of Institutional Planning and Research. Through the data base, reports will be generated demonstrating the interdependencies among all vice presidential functional areas. The reports will serve as a basis for discussion of the resources necessary for implementing the plans. Where needed, priorities will be set at the Senior Staff level. The annual assessment review in August of 2005 will continue to inform Mission Review II for updates and modifications.
The college is currently in the process of drafting the SUNY Mission Review II document (see timeline below). This document will undergo review by a Task Force, Senior Staff, the Senate Planning Committee, the Academic Senate, and finally the Board of Trustees at the October meeting. In addition, two Open Forums will be held in September which will serve as opportunities for the campus community to discuss the document. It is expected that during the 05-10 time span, a new environmental scanning will occur, due to the datedness of the KPMG report. College planning will be anchored in the Academic Plan. Upon the completion of the Mission Review II document, consideration is being given to enlisting a consultant to facilitate the development of recommendations that the college may consider to inform our strategic planning process on campus consistent with the planning standard of the Commission on Higher Education of the Middle States Association.

### Mission Review Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
</table>
<pre><code>                     | 2. Draft is e-mailed to all senators, planning committee members, and Mission Review working group.                                                |
</code></pre>
<p>|                       | 3. The web link to the draft is e-mailed to all employees.                                                                                    |
|                       | 4. Comments to the mission review draft will be solicited from the senate, planning committee, mission review working group, and all other faculty and staff at the college. |
|                       | 5. The comment period is between from July 15 – Sept 10, 2004.                                                                               |
| August 30, 2004       | Update to the Senate will be provided on the status of the Mission Review II document.                                                        |
| Week of Sept 2, 2004  | Meet with planning committee to discuss Mission Review II document and additional input received during the process.                             |
| Sept. 8, 2004         | Mission Review II working group will meet and discuss the Mission Review II document.                                                          |
| Sept 14, 2004 2:30 – 3:30 pm | Open Forum # 1 to discuss the Mission Review II document. All faculty and staff are invited to participate.                                       |
| Sept 15, 2004 12:30 – 1:30 pm | Open Forum # 2 to discuss the Mission Review II document. All faculty and staff are invited to participate.                                       |
| Sept 20, 2004         | Planning Committee meeting to discuss and vote on the Mission Review II document.                                                              |
| Sept 27, 2004         | Senate Meeting - Mission Review II review and vote.                                                                                           |
| Oct. 28, 2004         | Board of Trustees action on Mission Review II                                                                                                  |
| Nov 1, 2004           | Mission Review II is delivered to SUNY                                                                                                         |</p>
Hudson Valley Community College is a vital and prospering institution which has achieved significant planned accomplishments in each of the college’s six goals. Evidence presented here documents the dynamic quality of every functional area. In the face of record enrollments of 14,500 students, the commitment of all employees has served to maintain high quality education and services. This is supported by the increasing numbers of students who are selecting Hudson Valley as their “college of choice”.

As we enter this first round of planning and assessment, all goals set forth in 2003 – 04 by the vice presidents have been achieved, with the exception of one that was replaced by another. Worthy of note is the fact that several accomplishments occurred in addition to those selected as goals. This demonstrates the flexibility and responsiveness of college personnel in meeting immediate internal and community needs.

The college motto “to improve the world, we must improve ourselves” characterizes the operational functioning of the entire institution. There is a constant drive to provide and support more dynamic, student-centered, comprehensive, and accessible educational opportunities that address the diverse needs of the community. This is the rationale behind the chosen theme for 2004 - 2005, The Best is Yet to Come.
GOAL 1
To enhance and promote excellence in teaching and learning

The first of the six goals provides a way for the college to continually monitor the necessary ingredients which ensure that our reputation of excellence is maintained. This involves investigating new programs, updating or eliminating those that are outdated, and preserving the achievement of programmatic goals and standards. Additionally, this goal addresses the need for providing resources for faculty and staff that foster professional development. During the 2003-2004 academic year, the following objectives were achieved:

- The second year of a three-year plan to assess the general education skills and knowledge of students was completed and the results were analyzed. In each of the areas assessed, approximately 85 percent of students approached, met or exceeded standards. One exception was in the area of Natural Sciences where achievement was 82 percent in the area of application of material. Comparisons with the 02-03 results indicate increases in most of the areas assessed. Decreases were found in Natural Sciences, Basic Communication and Information Management. One possible interpretation may be large differences in the number of students assessed in each of these areas. It should be noted that the college has now implemented assessment in each of the ten content areas and two competencies a full year ahead of the three-year plan.
- Eight academic areas underwent Program Review.
- Pursuant to the Middle States Self Study Report, a pilot study was initiated which provided for a realignment of several academic departments. The criteria for assessing the viability of these newly defined departments were established and published in the VPAA June Bulletin Board. The re-configured departments have been assessed by chairs, faculty, and deans. The Pilot departments have met and surpassed the established criteria. This proposal was presented to the president by the VPAA and has been approved.
- Three new offerings are completed and submitted to SUNY for approval as planned: General Education Certificate, Tourism, Convention and Event Management Option in the Marketing program and Semiconductor program.
- Teaching Assistant Certificate approved by SUNY and SED.
- Childhood Education program
  - Articulated program with New Paltz completed
  - Full participation with SUNY Teacher Education Template Project
  - Jointly registered program with The Sage Colleges to be completed during 04-05 academic year
- Learning Circles (topic based small faculty groups) were initiated but will be discontinued due to lack of consistent faculty interest.
- A Service Learning Initiative is in place with a three-year grant secured.
• New Faculty Orientation has been redesigned so that 75% of the program focuses on pedagogy and teaching strategies. Follow up evaluations were extremely positive and will continue to inform future orientations.

• An articulation brochure for distribution to students was created following review of all agreements. Work continues on older agreements in need of updating.

• Faculty continue to access professional development funds which are fully utilized every year. Additionally, tuition waivers for both SUNY and Hudson Valley are fully expended. The 04-05 budget includes an increase in SUNY tuition waivers.

• Faculty workshops offered by the CET have increased in number and variety. Topics are based upon faculty survey results.

• The college achieved a full-time to part-time faculty ratio of 60 percent to 40 percent.

• Nursing graduates achieved a 100 percent pass rate on the certification examination.

• Eight faculty were promoted to Assistant Professor, five to Associate Professor and three to full Professor.

• Merit Awards were received by one department chairperson, five faculty, five non-teaching professionals.

• Seven faculty were chosen to attend the Great Teachers Seminar in the Northeast.

• Sabbatical leaves were granted to two faculty.

• Three faculty received the President’s Award for Excellence in Teaching.

• Chancellor’s Awards were given to one faculty member for Excellence in Teaching and two were given for Excellence in Professional Service.
The second of the college goals focuses on the heart and soul of the institution – the students – for they are the purpose of the institution. All decisions ultimately rest on what is best for our student population. The following objectives were achieved during the 2003-2004 academic year:

- Results of the SUNY Student Opinion Survey ranked Hudson Valley Community College first among our peers – Erie, Monroe, Nassau, Suffolk and Westchester community colleges and the Fashion Institute of Technology in 18 different categories, ranging from the quality of education we provide and overall satisfaction with the college for job placement services, financial aid, and transfer planning assistance. When students were asked whether they would choose Hudson Valley again if they were starting their college careers over – the answer was a resounding yes, resulting in another number 1 ranking.

- The renovation of the Siek Campus center has required extensive preparation for the temporary displacement of offices. Frequent meetings between affected offices and the director of physical plant have kept staff fully involved and informed of the construction schedule and relocation plan. All concerns regarding quality of services, confidentiality issues, and storage of reference materials have been addressed. The quality of student services and staff morale will be monitored throughout the renovation.

- With the addition of the payment component to the Banner WIRED software, accessibility and efficiency for student registration for both on- and off-campus courses has been eased. Staff input on problem solving to enhance the procedure and minimize errors in course selection and student frustration will continue. Provisions have been made to maintain the option of direct student/advisor interaction.

- Orientation programs have been enhanced to include additional student services information regarding the student code of conduct, campus regulations, and the college mission, goals, and objectives.

- New scholarship publications will be available for students in August 2004 which will provide improved access to scholarship opportunities by streamlining the application process and marketing to students.

- A new television advertisement to target non-matriculated students will debut August 2004.

- Eighteen Presidential Scholarships were awarded to high school seniors at the first Scholar’s Breakfast

- The Faculty Student Association and the Student Senate Bylaws are being reviewed.

- The College in the High School model enrolled 1,763 students in 116 courses taught by 55 faculty at 27 sites, for a total AFTE of 224.
GOAL 3  
To promote the integration of pluralism within the college community

The college works diligently to address the third goal by striving to increase the number of under-represented groups in employees when new openings occur. In addition, frequent campus sponsored events serve to enhance the awareness of the campus community about issues surrounding diversity. In 2003-2004, the following objectives were accomplished:

- The bi-annual Affirmative Action Plan audit concluded that the college is in exceptionally good shape. Findings indicate that there are two areas for improvement: 1) distribution of job postings and lengthening of the search time period; 2) alignment of hiring process for adjunct instructors and college workers with full time hiring practices. An orientation meeting was held by Human Resources for department chairpersons to offer strategies for improving the identified areas.
- The redirection of funds has resulted in more NCBI workshops for students, faculty and staff, which has increased sensitivity to cultural, socio-economic differences, enhanced student leadership training, enhanced instructional and managerial skills.
- The Voices Lecture Series also enhanced cultural, socio-political awareness for the campus community by inviting guest lecturers to campus.
- The Gay Pride Alliance Club, Theatre Club, Black and Latino Student Alliance, and the Muslim Student Association also assisted in promoting institutional programs and processes that embrace diversity.
- The current minority enrollment is 12.5 percent, compared with 10.5 percent in the Capital Region.
Hudson Valley Community College has expended considerable financial and human resources to establish its reputation of a technological leader. The fourth goal inspires the institution to sustain this technological environment to keep pace with the demands of the workforce, both internally and externally.

- The Strategic Technology Plan, spanning 2004 – 2007, was completed in April 2004. The plan will provide for continuous review and upgrading of technology as it serves academic and administrative applications.
- The Office of the President allocated $544,000 for upgrading classroom technology thereby increasing the total number of technology classrooms. Out of the 90 non-dedicated learning spaces there were approximately 20 technology classrooms in 2002-2003. By the end of 2004-2005, there will be 67 – an increase of 235 percent.
- Distance learning course offerings increased by 17 percent from spring 2003, online enrollment by more than 35 percent, and number of online instructors by 22 percent. The college currently has 8 programs available entirely online.
- An inventory system in Banner that allows for depreciation and replacement of equipment has been completed and implemented.
- A portal system integrated with Banner to improve communication management among all campus constituencies will be implemented in September 2004.
- Implementation of Web for employees will provide increased efficiency of reporting routing personnel transactions will be tested during the summer of 2004 with implementation for NTPs and classified staff scheduled for 9/1/04.
- Digital cameras have been installed for security purposes and will be expanded during the summer of 2004.
- The college received $487,210 in SUNY grant funds to enhance student and finance Banner modules which will include county chargeback, purge by part of term, random scheduler, TAP processing and student bill/web modifications.
- A total of 841 new computers will be distributed during the summer of 2004 and part of the computer replacement plan. The computers being replaced will be redistributed on campus to upgrade current systems as needed.
The fifth goal is directed at providing both efficient and effective administrative services which support the college mission and provide the framework for the delivery of academic programs and the education of students.

- To provide an institutional framework for assessing the effectiveness of all areas under administration, the temporary position of Assistant to the President for Assessment and Institutional Effectiveness was designated and filled in January 2004. This position is temporary until the new president takes office.
- The college completed the Self Study for its Middle States Reaccreditation and hosted the Middle States Association Evaluation Team on March 7-10, 2004. In June, the college received notification of reaffirmation of accreditation for ten years from the Middle States Association.
- The Student Learning Assessment Team and the Institutional Assessment Team were named and the first organizational meeting was held. Based on the joint recommendation of these two committees, the college will host a two-day consultation conducted by Dr. James O. Nichols, Institutional Effectiveness Associates, on September 23-24, 2004. All campus groups will be invited to participate.
- A campus wide strategic planning process will be implemented using the SUNY Mission Review II document as the basis. The possibility of utilizing a strategic planning consultant is being considered.
- Successor agreements with the NIEU, the department chairpersons and the faculty associations have been ratified by their respective memberships and have been approved by the Board of Trustees and the county legislature. The conclusion of these agreements has occurred five months prior to the expiration of current agreements.
- Labor management meetings continue to prove themselves to be an excellent venue for addressing unit covered issues in a non-adversarial manner. The number of grievances averages one per year.
- The Academic Five Year Plan is approaching its last year in 2004-05. Formative evaluation was conducted each year and changes were reported in the Academic Annual Report. The upcoming year will serve as the transition year as the next round of planning for 2005-10 is developed for SUNY Mission Review II.
- A 17-member Internal Communications Committee held a one-day retreat in February 2004, drafted goals and objectives, and surveyed the college
community in April 2004. Initial suggestions will be implemented September 2004.

- The college’s financial stability is directly linked to revenue generated by enrollment, both credit and non-credit; facility rental and interest income; the maintenance of our sponsor contribution; and our ability to prudently utilize our reserve funds so a balance of at least 2.5 percent of the operating budget can be maintained at all times. A five-year fiscal plan is part of the 2004-2005 budget document and will be monitored and adjusted as factors change.

- Renovations of the Siek Center will begin in the late fall of 2004 as will the renovations and repairs to various buildings which will continue beyond 8/31/04. The college has a total of $28 million in capital program funding which includes the renovations to the Siek Center, repairs to various buildings, and the construction of a new administration building.

- The annual fund is on target to reach the first-ever six figure goal, a significant improvement over 2002-2003 annual fund of $25,035. The employee campaign is up more than 1,700 percent. The first-ever Heritage society dinner is scheduled for October 7, 2004.

- The cogeneration plant became operational in April 2004, and, as such, energy independence has been achieved from Niagara Mohawk. Annual energy cost savings of approximately $900,000 will be used to pay Siemens for construction, operation and maintenance of the facility for the length of the 15 year contract. The contract with Siemens also guarantees the college will save a minimum of $1.3 million during the first 15 years of the facility’s operation.

- The RFP for banking services for 9/04 – 9/07 has been completed and will be implemented 9/04.

- The five year fiscal plan to develop a strategy for sponsor contribution, tuition rates and maintenance of reserves at an acceptable level was reviewed with Rensselaer County leadership in July 2004.
The sixth goal is focused on activities which represent cultivating connections with external groups within the community of the college service area. This would include areas of Workforce Development, the Foundation, Community Education and Summer Programs, cultural events, and community rentals.

- The following figures represent the increased participation in the college fund raising campaigns:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>$20,611 – 1%</td>
<td>$23,000 – 1%</td>
</tr>
<tr>
<td>Employees</td>
<td>$1,090 – 1%</td>
<td>$20,672 – 10%</td>
</tr>
<tr>
<td>BOT</td>
<td>$200 – 33%</td>
<td>$5,450 – 100%</td>
</tr>
<tr>
<td>Foundation Board</td>
<td>$784 – 18%</td>
<td>$13,850 – 78%</td>
</tr>
<tr>
<td>Corporate</td>
<td>$2,350</td>
<td>$25,805</td>
</tr>
</tbody>
</table>

- Valley View, a newly redesigned alumni publication, was produced and distributed in March 2004
- CISCO print ads and radio ads were developed and in use July 2004
- One Foundation position completely retitled with a new job description to focus on planned gifts. All positions have been filled and the Foundation is fully staffed for the first time in almost a year.
- The Foundation Bylaws have been revised and the Certificate of Incorporation has been amended to change the name to Hudson Valley Community College Foundation, Inc. and to provide that the sole member of the Foundation shall be Hudson Valley Community College.
- Discussions to expand learning opportunities are ongoing with a variety of groups:
  - Price Chopper
  - SemiTech
  - Nanatech
  - CEG
  - Learn Where You Earn (non-credit)
  - College in the Workplace (credit)
  - DEC – Luther Forest
  - NYSERDA
- Community usage of college facilities included approximately 116,000 attendees and generated around $349,000.00
• Cultural Affairs held 49 events in the fall and 27 in the spring for a total of 76 events. Approximately 7,200 attended.
• The first of a series of community cultivation meetings was hosted by Pioneer Savings Bank for the purpose of soliciting donations to the Foundation.
At the All College Meeting in January 2004, President Silvestri announced his six priorities for the upcoming year. With four months remaining of that year, four of the priorities have been accomplished, one is 75 percent complete, and one has a solid foundation for completion during the 2004 – 2005 academic year.

1. **Reaffirmation of our accreditation status**
   a. Notified of reaffirmation of accreditation for ten years on June 30, 2004
   b. Proud of this accomplishment as Hudson Valley was the first SUNY institution to be reviewed under the new standards

2. **A solid foundation for the initiation of integrated campus-wide strategic planning and assessment has been accomplished through the following:**
   a. Institutional Assessment Council created and initial meeting held.
   b. Student Learning Assessment Team and Institutional Assessment Team have researched best practices.
   c. Institutional Effectiveness Associates to conduct two day consultation in September to serve as springboard for development of unit assessment plans.
   d. The Mission Review II Summary will serve as the foundation for the development of a strategic plan with review and approval by the Board of Trustees for submission to SUNY by 11/1/04. Subsequent to that accomplishment, the college will consider having the primary college planning documents and strategic plan reviewed by external planning consultants.

3. **Maintenance of financial and enrollment stability**
   a. The college continues to enjoy increases in enrollment for the third consecutive year.
   b. A five year fiscal plan is in place to monitor stability.
   c. 2004/05 budget was approved by the county legislature in July without restoration of state aid to $2300. (As anticipated the state legislature approved a budget restoring state aid to $2300 and proposed an additional $50 beyond that amount the week of August 9, 2004).

4. **Maintaining harmony in employee relations and achieving timely and fair collective bargaining agreements with the Faculty Association, Department Chairperson’s Association, the EOC Alliance, and the Non-Instructional Employees Union**
   a. With only the EOC Alliance collective bargaining agreement to be concluded, 75 percent of successive agreements have been completed.
5. Approval of all projects in the Facilities Master Plan through 2008 in the amount of $28.5 million have been obtained as follows:
   a. County approval of the final funding needs of the college’s current Facilities Master Plan to 2008.
   b. Bonding commitment from the county for the campus center project, the $2.5 million in renovation projects, and the new administrative/academic classroom building is tentatively scheduled for spring 2005.
   c. Completion of cogeneration facility and implementation in April 2004
   d. Exploration for land acquisition continues

6. Revitalization of our institutional advancement efforts
   a. The Foundation is completely staffed for the first time in nearly a year with three retitled positions with new job descriptions.
   b. The Annual Fund has increased from $25,035 in 02-03 to $88,777 as of 8/16/04.
   c. Total Revenue is expected to exceed $900,000, well over the 03-04 goal of $500,000.
The Best is Yet to Come

2004 – 2005 Strategic Directions

The 2004 – 2005 academic year has been titled “The Best is Yet to Come”. Summarized below are the highlights of the institutional plans. Details can be found in the planning charts for each vice presidential area at the end of this report.

- A new president is expected to be appointed by the Board of Trustees in December 2004. Plans for the inauguration will begin.
- Pursuant to the recommendation from the Middle States Association, a strategic plan for the college will be initiated through the Mission Review II process.
- Following the two day consultation from Institutional Effectiveness Associates in September, an Institutional Assessment Plan will be developed as recommended by the Middle States Association.
- Models for an enrollment management team will be explored and implemented through a pilot study.
- Six new programs will be implemented pending approval from SUNY system administration and the state education department.
  - Semiconductor Manufacturing Technology Degree
  - Teaching Assistant Certificate
  - Network and Information Technology Degree
  - Leisure, Convention, and Event Management Option of Marketing Degree
  - General Education Certificate – potential for on-line international market
  - Legal Studies Degree
- The plan for faculty development will be completed and implemented
- The end of the 04-05 year will see completion of approximately half of the renovation to the Siek Campus Center and initiation of the new administration/classroom building.
- Completion of $2.5 million in renovation projects.
- Planning for the relocation of Physical Plant and Central Services to allow consideration of parking capacity issues on campus.
- Implementation of the Five Year Strategic Technology Plan which represents the first effort of integrating academic and administrative technology needs as well as the related fiscal planning required.
- Continuation of the Five Year Fiscal Plan to 2010 in addition to providing for specific linkages between 2005 planning initiatives and the 2005 – 2006 operating budget.
- Development of a Student Services Assessment Plan
- *Architecture* + will complete a capacity study to inform the need for more instructional space.
• Various alternatives for more instructional space will be explored, including, but not limited to land acquisition and reallocation of current space.
• The SUNY Mission Review II Summary will be completed, reviewed by campus governance, and presented for Board of Trustee approval in October. A *Memorandum of Understanding*, to serve as a working document between the college and SUNY, will be drafted.
• Legend for Goal Reference

Hudson Valley Community College

Mission – to provide dynamic, student-centered, comprehensive, and accessible educational opportunities that address the diverse needs of the community.

Goals and Objectives

Goal 1 – To enhance and promote excellence in teaching and learning
1.1 To institute an integrated academic and administrative infrastructure that makes optimal employee support a priority
1.2 To support faculty with the necessary resources for professional and personal development
1.3 To develop effective teaching methods that will assist the College in adapting to changing student academic needs
1.4 To increase and strengthen articulation agreements with educational institutions and affiliations with educational partnerships
1.5 To explore thoroughly all aspects of new educational delivery systems prior to implementation
1.6 To create an academic atmosphere that encourages and supports innovation in the teaching environment
1.7 To assess effectiveness in the teaching and learning environment
1.8 To ensure that the goals and standards of the College’s academic programs are achieved
1.9 To provide and maintain a classroom environment that is conducive to teaching and learning

Goal 2 – To develop and support a student centered collegial environment
2.1 To promote and provide friendly, informative and supportive services for students
2.2 To develop a systematic and integrated approach to student retention and success
2.3 To provide effective academic advising for all students
2.4 To develop and maintain a student scheduling system that is driven by student needs
2.5 To increase awareness of student support services, policies and campus events
2.6 To foster and promote student responsibility and involvement in his/her education

Goal 3 – To promote the integration of pluralism within the College community
3.1 To develop and promote institutional programs and processes that embrace diversity
3.2 To promote affirmative action and equal employment opportunities to increase the number of faculty and staff members from under-represented groups
3.3 To increase the recruitment, retention, success, and transfer of students from under-represented groups

**Goal 4 – To create and sustain a technological environment that is supportive of academic and administrative needs**

4.1 To provide for continuous review and upgrading of technology as it serves academic and administrative applications
4.2 To promote computer competence for students, faculty, and staff
4.3 To maintain an administrative database that is useful, integrated, and user friendly
4.4 To provide a supportive environment for the development and implementation of distance learning opportunities

**Goal 5 – To maintain and improve administrative services**

5.1 To develop and maintain an integrated institutional planning process
5.2 To regularly assess the effectiveness of all areas under administration
5.3 To promote communication, cooperation, and shared decision making among administrative and academic departments
5.4 To ensure fair and equitable performance evaluation, promotion, and compensation systems for all faculty and staff
5.5 To support the staff with the necessary resources for professional and personal development
5.6 To implement a non-adversarial and collaborative approach to the bargaining process
5.7 To provide a clean, safe, and accessible environment which meets the needs of students, faculty, and staff
5.8 To promote fiscal responsibility and accountability

**Goal 6 – To develop and foster beneficial relationships with the community**

6.1 To enrich and increase administrative and academic partnerships with businesses and the community
6.2 To promote and support the Office of Workforce Development, the Foundation, the Office of Planning and Research, and the Office of Community and Professional Education, and the Office of Continuing Education and Summer Sessions as generators of external revenue
6.3 To develop a comprehensive enrollment management system to achieve and maintain effective recruitment, and retention of students
6.4 To promote the maximum achievable graduation rate for students
6.5 To promote the image of Hudson Valley Community College as an exemplary educational institution through an institution-wide marketing focus, that highlights the merits of all programs
6.6 To promote a spirit of community service among students, faculty, and staff
6.7 To serve as a cultural resource for internal and external communities through both curricular and non-curricular programs and activities

6.8 To cultivate relationships with external funding sources and actively pursue financial support for programming, goods and services not supported by the College budget
## Student Services
### 03-04 Strategic Directions

<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Results</th>
<th>Use of Results For 04-05</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To promote and provide friendly, informative and supportive services for students (G2.1)</td>
<td>Preparation for temporary displacement of offices during renovation. Maintain quality of student services throughout renovation period. Review Bylaws of Faculty Student Association and Student Senate</td>
<td>Staff fully involved and informed of construction schedule and relocation plan. All concerns regarding quality of services and confidentiality issues, and storage of reference materials considered. Review of Bylaws is underway and will conclude in 04-05.</td>
<td>Effective contingency plan to maintain quality delivery of student services during massive renovation of student center. Implement Bylaw changes, if appropriate.</td>
</tr>
<tr>
<td>2. To develop and maintain a student scheduling system that is driven by student needs (G2.4)</td>
<td>Provide additional functionality to the Banner – WIRED software to complete the payment process on the web</td>
<td>Accessibility and efficiency for students to schedule classes and pay tuition for on- and off-campus courses has been eased. Staff input on problem solving to determine effective ways to enhance procedure to minimize errors in course selection and student frustration will continue. Provisions must be maintained for student/advisor interaction.</td>
<td>Survey first semester students on their opinion of wired scheduling and consider suggestions on how to improve. Offer information sessions on wired capabilities in high schools, particularly in areas of high-risk student populations and workforce development sites, adult learning centers, etc. Maintain option of traditional format.</td>
</tr>
<tr>
<td>3. To increase student awareness of student support services, policies, and campus events (G2.5)</td>
<td>Provide additional student services information for students and parents regarding the student code of conduct and the college mission, goals, and objectives</td>
<td>Student body is better informed on the new student code of conduct and campus regulations; registration process; satisfactory academic progress policy; immunization requirements; and student support services by offering thorough orientation programs</td>
<td>Impact of information sharing determined by student surveys; awareness of and utilization of support services; any issues of disenrolled or dematriculation due to lack of immunization records and of failing to make satisfactory academic progress.</td>
</tr>
<tr>
<td>4. To develop and promote institutional programs and processes that embrace diversity (G3.1)</td>
<td>Funds are being redirected to other activities such as the NCBI workshops for diversity training, and other strategies to enhance the quality of campus life.</td>
<td>NCBI workshops resulted in greater sensitivity to cultural, socio-economic differences; enhanced student leadership training; enhanced instructional and managerial skills for faculty and staff. Voices Lecture Series enhanced cultural, socio-political awareness for campus community by inviting guest lecturers to campus. The Gay Pride Alliance Club, Theatre Club, Black and Latino Student Alliance, and the Muslim Student Association also assisted in promoting institutional programs and processes that embrace diversity.</td>
<td>Impact of diversity programming included an enhanced awareness and greater appreciation of dynamic differences and similarities, based on informal conversations with participants.. A well-rounded and enhanced collegiate experience and work place environment for students and staff, along with a willingness to accept and appreciate those differences via informal debate, dialogue and observations in a neutral setting.</td>
</tr>
</tbody>
</table>
## Administrative Affairs
### 03-04 Strategic Directions

<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Results</th>
<th>Use of Results For 04-05</th>
</tr>
</thead>
<tbody>
<tr>
<td>To promote fiscal responsibility and accountability (G5.8)</td>
<td>Achieve energy independence from Niagara Mohawk with implementation of our campus-based methane cogeneration plant in Spring 2004</td>
<td>The cogeneration plant became operational in April 2004, and, as such, energy independence has been achieved from Niagara Mohawk. Annual energy cost savings of approximately $900,000 will be used to pay Siemens for construction, operation and maintenance of the facility for the length of the 15 year contract. That contract with Siemens also guarantees the college will save a minimum of $1.3 million during the first 15 years of the facility’s operation.</td>
<td>1. Siek Center renovations are expected to be completed by January 2006. Renovations of other buildings will continue based on the Capital Construction program. 2. Aggressive pursuit of property/land acquisition will continue.</td>
</tr>
<tr>
<td>To provide a clean, safe, and accessible environment which meets the needs of students, faculty, and staff (G5.7)</td>
<td>1. Implement Campus Center renovation project at $8.1 million and a project dedicated to the repair and renovation of various buildings at $2.5 million in the 2004-05 year 2. Aggressively pursue property/land acquisition 3. Install security cameras at various locations on campus</td>
<td>1. Renovations of the Sick Center will begin in the late fall of 2004 as will the renovations and repairs to various buildings which will continue beyond 8/31/04. The college has a total of $28 million in capital program funding which includes the renovations to the Sick Center, repairs to various buildings, and the construction of a new administration building. 2. Three possibilities are currently under review and consideration: Country Grove, Wilbur Farm, and Van Rensselaer Manor. 3. Installation to be completed summer 2004</td>
<td>Continue labor management meetings as necessary.</td>
</tr>
<tr>
<td>To implement a non-adversarial and collaborative approach to the bargaining process (G5.6)</td>
<td>Continue to maintain college staff stability through appropriate negotiation of collective bargaining agreements and the maintenance of productive labor management procedures</td>
<td>Successor agreements with the NIEU, the department chairpersons and the faculty associations have been ratified by their respective memberships and have been approved by the Board of Trustees and the county legislature. Labor management meetings continue to prove themselves to be an excellent venue for addressing unit covered issues in a non-adversarial manner. The number of grievances averages one per year.</td>
<td></td>
</tr>
</tbody>
</table>
## Administrative Affairs

### 03-04 Strategic Directions

<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Results</th>
<th>Use of Results For 04-05</th>
</tr>
</thead>
<tbody>
<tr>
<td>To maintain and improve administrative services (G5)</td>
<td>Implementation of Web for employees to provide increased efficiency of reporting routine personnel transactions</td>
<td>The implementation of web for employees will be an on-going objective. During the summer of 2004, we will continue testing of time/attendance for NTPs and classified staff with implementation for these employees scheduled for 9/1/04</td>
<td>On-going with ultimate goal of 100% implementation.</td>
</tr>
</tbody>
</table>
| To regularly assess the effectiveness of all areas under administration (G5.2) | 1. Conduct Bi-annual Affirmative Action Plan audit.  
2. Conduct an instructional capacity study to address enrollment challenges. | 1. Audit conclusion that college is in exceptionally good shape. Findings indicate two areas for improvement: 1) distribution of job postings and lengthening of search time period; 2) alignment of hiring process for adjunct instructors and college workers with process for full time hiring practices.  
2. Architecture+ has been engaged to conduct this study. | 1. Monitor search activity to ensure goal adherence.  
2. Results to be available 04-05 |
## Fiscal Affairs
### 03-04 Strategic Directions

<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Results</th>
<th>Use of Results For 04-05</th>
</tr>
</thead>
<tbody>
<tr>
<td>To develop and maintain a student scheduling system that is driven by student needs (G2.4)</td>
<td>1. Implement web-based payment process for student tuition and fees 2. Request SICAS Center to enhance student and finance Banner modules</td>
<td>SUNY Grant of $487,210 received to enhance student and finance Banner modules.</td>
<td>1. Spring 05 semester 2. Spring 05 semester</td>
</tr>
<tr>
<td>To promote fiscal responsibility and accountability (G5.8)</td>
<td>1. Develop the RFP for banking services for 9/04 – 9/07 2. Update the college five-year fiscal plan 3. Work with Rensselaer County to develop a strategy for sponsor contribution, tuition rates and maintenance of reserves at an acceptable level</td>
<td>1. Completed – Maintain current banking services 2. Completed through 2008 3. Five year fiscal plan to be reviewed with County Leadership in July 04</td>
<td></td>
</tr>
<tr>
<td>To provide for continuous review and upgrading of technology as it serves academic and administrative applications (G4.1)</td>
<td>1. Develop an inventory system in Banner that will allow for depreciation and replacement of equipment as per Regulations 34-35 of Government Accounting Standards Board 2. Upgrade classrooms, labs and LAC per Strategic Technology Plan</td>
<td>1. Completed and system implemented. 2. 841 computers will be distributed during the summer of 2004.</td>
<td></td>
</tr>
</tbody>
</table>
## Fiscal Affairs

### 03-04 Strategic Directions

<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Results</th>
<th>Use of Results For 04-05</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To maintain an administrative database that is useful, integrated, and user friendly (G4.3)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. To promote communication, cooperation, and shared decision making among administrative and academic departments (G5.3)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement a portal system with integration to Banner to improve communication management between all campus constituencies.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquisition mode – Implementation September 04</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To enrich and increase administrative and academic partnerships with businesses and the community (G6.1)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain a leadership position for community colleges within the SICAS governance structure.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hudson Valley Community College is the largest community college in the Banner system and has the most modules in operation.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Institutional Advancement
#### 03-04 Strategic Directions

<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Results</th>
<th>Use of Results For 04-05</th>
</tr>
</thead>
<tbody>
<tr>
<td>To promote and provide friendly, informative, and supportive services for students (G2.1)</td>
<td>Provide improved access to scholarship opportunities—streamlining application process and marketing to students</td>
<td>New publications to be available for students in August 2004.</td>
<td></td>
</tr>
</tbody>
</table>
| 1. To promote fiscal responsibility and accountability (G5.8)  
2. To cultivate relationships with external funding sources and actively pursue financial support for programming, goods, and services not supported by the college budget (G6.8) | 1. Begin the process of a more structured annual appeal, major gifts, and planned giving campaign to provide unrestricted funds for college operations  
2. Develop a naming policy on all college spaces. | 1. Annual fund on target to reach first-ever six figure goal, significant improvement over 2002-2003 annual fund of $25,035. Employee campaign up more than 1,700 percent. First-ever Heritage society dinner scheduled for October 7, 2004. One Foundation position completely retitled with new job description to focus on planned gifts.  
| 1. To enrich and increase administrative and academic partnerships with businesses and the community (G6.1)  
2. Also #2 above | Increase participation of alumni, college faculty and staff, Board of Trustees, and corporate giving in the college fund raising campaigns | 2002-03 annual fund:  
Alumni: $20,611; 1%  
Employee: $1,090; 1%  
BOT: $200; 33%  
Fdn. Bd.: $784; 18%  
Corporate: $2,350 | 2003-04 annual fund:  
Alumni: $23,000; 1%  
Emp.: $20,672; 10%  
BOT: $5,450; 100%  
Fdn.Bd.: $13,850; 78%  
Corporate: $25,805 |
## Expanded Statement of Institutional Purpose

<table>
<thead>
<tr>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Results</th>
<th>Use of Results For 04-05</th>
</tr>
</thead>
<tbody>
<tr>
<td>To promote the image of Hudson Valley Community College as an exemplary educational institution through an institution-wide marketing focus, that highlights the merits of all programs (G6.5)</td>
<td>1. Valley View publication, newly redesigned alumni publication, produced and distributed March 2004.</td>
<td></td>
</tr>
<tr>
<td>1. Develop a new alumni magazine to provide more effective communication with the alumni</td>
<td>2. CISCO print ads and radio ads developed and in use July 2004.</td>
<td></td>
</tr>
<tr>
<td>2. Develop a mini-advertising campaign on the CISCO academy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To promote and provide friendly, informative, and supportive services for students (G2.1)</td>
<td>New television advertisement produced to target non-matriculated students; to debut August 2004.</td>
<td></td>
</tr>
<tr>
<td>Marketing focus this year on non-matriculated recruitment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To promote communication, cooperation, and shared decision making among administrative and academic departments (G5.3)</td>
<td>A 17-member Internal Communications Committee held oneday retreat Feb. 11, 2004; drafted goals and objectives and surveyed college community in April 2004. Some suggestions to be implemented Sept. 2004.</td>
<td></td>
</tr>
<tr>
<td>Create and begin implementing a strategy for internal communications and marketing, with help from a temporary working group representing integral campus constituencies</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Academic Affairs

### 03-04 Strategic Directions

<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Results</th>
<th>Use of Results For 04-05</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To develop and maintain an integrated institutional planning process (G5.1) 2. To regularly assess the effectiveness of all areas under administration (G5.2)</td>
<td>Continue to implement and assess the academic five-year plan</td>
<td>Approaching last year of current plan (04-05). This will serve as the transition year as we develop next round of planning serving 05-2010. Plan of 2001 – 2005 underwent formative evaluation each year. Changes and accomplishments were reported in the Academic Annual Report. The format of the Academic Annual Report was retro-fitted to coincide with the format of the five year plan. Three new offerings are completed and submitted to SUNY for approval as planned: General Education Certificate, Semiconductor program, and Tourism, Convention and Event Management Option in Marketing Program.</td>
<td>Outcomes from 04-05 will be used to inform change to be incorporated into the 05-2010 plan</td>
</tr>
<tr>
<td>1. To assess effectiveness in the teaching and learning environment (G1.7) 2. To ensure that the goals and standards of the College’s academic programs are achieved (G1.8)</td>
<td>1. Continue to implement and refine SUNY approved General Education assessment and establish a GE assessment committee 2. Continue to investigate new degree and certificate offerings</td>
<td>General Education Committee formed First round of results analyzed HVCC GenEd Plan has been amended in preparation for year two of testing Changes to plan submitted to SUNY and approved With the use of environmental scanning documents, the academic unit continually investigates the possibility of new degree and certificate offerings.</td>
<td>Plan amended Year Two of GenEd assessment is underway Committee will recommend additional changes to the plan Committee membership has been expanded to include more stakeholders such as students</td>
</tr>
<tr>
<td>To increase and strengthen articulation agreements with educational institutions and affiliations with educational partnerships (G1.4)</td>
<td>1. Continue to update and revise all articulation agreements 2. Continue to implement articulation of Childhood Education K-6 and teacher assistant certificate with private institutions</td>
<td>Articulation Brochure completed Agreements have been reviewed Work continues to those “older” agreements which are in need of updating Teaching Assistant Certificate SUNY and SED approved Work progresses on jointly registered degree program with Sage Colleges Articulated degree program with New Paltz to be completed this year Full and successful participation with SUNY Teacher Education Template Project</td>
<td>Review cycle continues</td>
</tr>
</tbody>
</table>

To be completed during the 04-05 academic year

Completed with continual review as needed
### Academic Affairs
#### 03-04 Strategic Directions

<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Activities</th>
<th>Use of Results For 05-06</th>
</tr>
</thead>
</table>
| To support faculty with the necessary resources for professional and personal development (G1.2) | 1. Support professional development initiatives  
2. Increase opportunities for Learning Circles | Professional development funds available  
Increase in number and variety of CET workshops  
Focus has shifted away from learning circles (lack of consistent faculty interest) will be revisited. Service learning initiative in place-grant secured | Ongoing  
Ongoing based upon faculty survey results  
3-year grant in place |
| To develop effective teaching methods that will assist the College in adapting to changing student academic needs (G1.3) | Revise new faculty orientation with a focus on pedagogy and learning | Faculty orientation committee redesigned Faculty Orientation Program – 75% of program now focuses on pedagogy and teaching strategies  
Evaluations of program were conducted and will inform future orientations | Positive evaluations – will continue with emphasis on pedagogy. |
| 1. To enrich and increase administrative and academic partnerships with businesses and the community (G6.1)  
2. To promote and support the Office of Workforce Development and the Office of Community Education and Summer Programs as generators of external revenue (G6.2) | Provide both credit and non-credit opportunities for businesses and community organizations | Discussions to expand learning opportunities are ongoing with a variety of groups:  
- Price Chopper  
- SemiTech  
- Nanatech  
- CEG  
- Learn Where You Earn (non-credit)  
- College in the Workplace (credit)  
- DEC – Luther Forest  
- NYSERDA |
<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Activities</th>
<th>Use of Results For 05-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>To promote and provide friendly, informative and supportive services for students (G 2.1)</td>
<td>Maintain quality delivery of student services during massive renovation of student center. Increase the number of students accessing readmission process as a result of the modification of the Fresh Start policy in spring 04 Establish coordinated, routine, regular assessment of student services and commit to using assessment results in planning</td>
<td>1. Implement contingency plan for relocation 2. Conduct informal written student surveys at conclusion of interaction with respective offices. 3. Monitor staff morale throughout relocation processes through informal weekly meetings/walk-throughs. Compare the number of students taking advantage of Fresh Start in 04 to those from 03</td>
<td>On-going to completion of renovation</td>
</tr>
<tr>
<td>To develop and maintain a student scheduling system that is driven by student needs (G2.4)</td>
<td>1. Implement additional functionality to the Banner –WIRED software to complete the payment process on the web. 2. Link admissions activities with academic program directions.</td>
<td>1. Survey first semester students on their opinion of wired scheduling and consider suggestions for improvement. Offer information sessions on wired capabilities in high schools, particularly in areas of high-risk student populations and workforce development sites, adult learning centers, etc. Maintain option of traditional format. 2. Implement an enrollment management system directed by an enrollment management team to centralize the gathering and reporting of retention/attrition/goal attainment data.</td>
<td>On-going use of survey results</td>
</tr>
<tr>
<td>To increase student awareness of student support services, policies, and campus events (G2.5)</td>
<td>Provide additional student services information for students and parents regarding the student code of conduct, judicial system, and the college mission, goals, and objectives</td>
<td>Continue surveys of students to determine the impact of information sharing, focus on awareness of and utilization of support services, any issues of disenrolled or dematriculation due to lack of immunization records and of failing to make satisfactory progress. Assess student understanding and access of clarified judicial system.</td>
<td>On-going use of survey results</td>
</tr>
</tbody>
</table>
# Administrative Affairs
## 04-05 Strategic Directions

<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Activities</th>
<th>Use of Results For 05-06</th>
</tr>
</thead>
</table>
| To provide a clean, safe, and accessible environment which meets the needs of students, faculty, and staff (G5.7) | 1. Continue Campus Center renovation project at $8.1 million and a project dedicated to the repair and renovation of various buildings at $2.5 million in the 2004-05 year.  
2. Aggressively pursue property/land acquisition. | 1. Renovations of the Siek Center will begin in the late fall of 2004 and are expected to be completed by January 2006. Renovations of other buildings will continue based on the Capital Construction program.  
2. Three possibilities are currently under review and consideration: Country Grove, Wilbur Farm, and Van Rensselaer Manor. | . |
| To implement a non-adversarial and collaborative approach to the bargaining process (G5.6) | Continue to maintain college staff stability through appropriate negotiation of collective bargaining agreements and the maintenance of productive labor management procedures | 1. Conclude the successor agreement with the EOC Alliance.  
2. Labor management meetings continue to prove themselves to be an excellent venue for addressing unit covered issues in a non-adversarial manner. The number of grievances averages one per year. | Continue labor management meetings as necessary. |
| To maintain and improve administrative services (4.3) | Implementation of Web for employees to provide increased efficiency of reporting routine personnel transactions | The implementation of web for employees will be an ongoing objective. During the summer of 2004, we will continue testing of time/attendance for NTPs and classified staff with implementation for these employees scheduled for 9/1/04 | On-going with ultimate goal of 100% implementation. |
| To promote affirmative action and equal employment opportunities to increase the number of faculty and staff members from under-represented groups. (G3.2)  
To develop and promote institutional programs and processes that embrace diversity. (G3.1) | Implement Affirmative Action Plan. | Monitor compliance with selection process protocol, and remedy identified underutilization groups. | On-going |
| To provide a clean, safe, and accessible environment which meets the needs of students, faculty, and staff (G5.7) | Analyze the results of the Capacity Study conducted by Architects+ | Utilize results for future capital construction projects | . |
# Fiscal Affairs

## 04-05 Strategic Directions

<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Activities</th>
<th>Use of Results For 05-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>To develop and maintain a student scheduling system that is driven by student needs (G2.1)</td>
<td>Implement web-based payment process for student tuition and fees</td>
<td>1. Implement Spring 05 semester</td>
<td></td>
</tr>
<tr>
<td>To promote fiscal responsibility and accountability (G5.8, G5.2)</td>
<td>1. Update the college five-year fiscal plan 2. Utilize college wide faculty/student ratio of 21:1 as a budgetary tool 3. Support initiatives to increase space for future expansion of the college 4. Begin plan for achieving compliance with Sarbene-Oxley recommendations</td>
<td>1. Expand five-year fiscal plan to 2010 2. Monitor overall college wide ratio in addition to departmental specific ratio goals 3. Explore alternative financing mechanisms for acquisition of land to benefit the college needs in the 21st century 4. Review internal control mechanisms and update the Board of Trustees Policy Manual.</td>
<td></td>
</tr>
<tr>
<td>To provide for continuous review and upgrading of technology as it serves academic and administrative applications (G4.1)</td>
<td>1. Investigate efficacy of Voice Over Internet Protocol system 2. Replace Docstar document storage with a system compatible with Banner</td>
<td>1. Conduct a pilot study 2. Select, acquire, and implement a system</td>
<td></td>
</tr>
<tr>
<td>To maintain an administrative database that is useful, integrated, and user friendly (G5.3) To promote communication, cooperation, and shared decision making among administrative and academic departments (G5.3)</td>
<td>Implement a portal system with integration to Banner to improve communication management between all campus constituencies</td>
<td>Implementation September 04</td>
<td></td>
</tr>
</tbody>
</table>

Implementation September 04
### Expanded Statement of Institutional Purpose

<table>
<thead>
<tr>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Activities</th>
<th>Use of Results For 05-06</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>To develop and foster beneficial relationships with the community (G6)</strong></td>
<td>To enhance public awareness of Hudson Valley’s excellence and value to the community</td>
<td>Coordinate presidential inaugural activities</td>
</tr>
<tr>
<td><strong>To promote communication, cooperation, and shared decision making among administrative and academic departments (G5.3)</strong></td>
<td>To improve and enhance communications among all campus constituencies</td>
<td>Formulate a strategic internal communications action plan that addresses issues raised in internal communication survey and focus interviews.</td>
</tr>
</tbody>
</table>
| **To regularly assess the effectiveness of all areas under administration (G5.2)** To promote communication, cooperation, and shared decision making among administrative and academic departments. (G 5.3) | To improve and enhance the relationship between institutional advancement and the campus community. | 1. Educate the campus community about the mission and role of Institutional Advancement.  
2. Establish relationships with key members of the campus community  
3. Promote IA “success stories”  
4. Engage the campus community in the strategic planning process for a comprehensive campaign to include determination of unfunded needs, prioritization of unfunded needs, and creation of an internal campaign committee | |
| **1. To promote the image of Hudson Valley Community College as an exemplary educational institution through an institution-wide marketing focus, that highlights the merits of all programs (G6.5)**  
2. To cultivate relationships with external funding sources and actively pursue financial support for programming, goods, and services not supported by the college budget (G6.8) | To enhance relationships with non-employee constituencies | 1. Target communications to parents of students  
2. Further engage Board of Trustees and Foundation Board members  
3. Establish a retirees association  
4. Enhance alumni connections  
5. Improve communications with students  
6. Enhance engagement with Advisory Committee members  
7. Schedule and implement “presidential tour” with new president to introduce the new president to important elected officials; community leaders; media; alumni; and major donors and prospects | |
## Institutional Advancement
### 04-05 Strategic Directions

<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Results</th>
<th>Use of Results For 05-06</th>
</tr>
</thead>
</table>
| To cultivate relationships with external funding sources and actively pursue financial support for programming, goods, and services not supported by the college budget (G6.8) | To improve operational effectiveness of the Hudson Valley Community College Foundation | 1. Hold Foundation Board retreat  
2. Develop Foundation strategic plan  
3. Develop/update policies  
4. Evaluate current structure  
5. Pursue more suitable site for Foundation staff offices  
6. Establish curricular endowments |  |
| To cultivate relationships with external funding sources and actively pursue financial support for programming, goods, and services not supported by the college budget (G6.8) | To increase external funding from philanthropic, grant-making and governmental sources | 1. Register CAE/VSE gift income exceeding $750,000  
2. Enhance Annual Fund to meet revenue goal of $200,000  
3. Build a Planned Giving program  
4. Revive brick campaign for president’s patio  
5. Create major gifts program  
6. Establish short- and long-term annual goals  
7. Begin plan for comprehensive fundraising campaign  
8. Issue an RFP for campaign consultant(s) in the areas of fund-raising and communications |  |
<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Results</th>
<th>Use of Results For 04-05</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To support faculty and staff with the necessary resources for professional and personal development (G1.2, G5.5) &lt;br&gt; 2. To create an academic atmosphere that encourages and supports innovation in the teaching environment (G1.6)</td>
<td>To enhance utilization for Foundation resources</td>
<td>1. Conduct focus groups to discuss use of employee campaign funds &lt;br&gt; 2. Develop processes for constituents to access funds &lt;br&gt; 3. Educate employees and the larger community of resource availability &lt;br&gt; 4. Improve marketing of scholarship opportunities to incoming and existing students &lt;br&gt; 5. Identify inactive scholarships and funds and develop a plan to activate them</td>
<td></td>
</tr>
<tr>
<td>1. To promote and provide friendly, informative, and supportive services for students (G2.1) &lt;br&gt; 2. To develop a comprehensive enrollment management system to achieve and maintain effective recruitment, and retention of students (G6.3) &lt;br&gt; 3. To promote the image of Hudson Valley Community College as an exemplary educational institution through an institution-wide marketing focus, that highlights the merits of all programs (G6.5)</td>
<td>1. To assist admissions and the Office of Continuing Education and Summer Sessions to meet the 2004-05 FTE figure of 8,785 &lt;br&gt; 2. To engage in market research to better understand the college’s image among its various constituencies and students’ expectations and experiences</td>
<td>1. Improve communication and outreach to prospective, new, and current matriculated students &lt;br&gt; 2. Improve communication with and outreach to prospective, new, and current non-matriculated and summer session students and local businesses &lt;br&gt; 3. Support Admissions efforts to attract high academic achievers and their parents &lt;br&gt; 4. Coordinate meetings among Admissions, Continuing Ed and EOC representatives &lt;br&gt; 5. Use research techniques to better understand the perceptions of the college, the student experiences, and the college’s student population</td>
<td></td>
</tr>
<tr>
<td>1. To serve as a cultural resource for internal and external communities through both curricular and non-curricular programs and activities (G6.7) &lt;br&gt; 2. To develop and promote institutional programs and processes that embrace diversity (G3.1)</td>
<td>To enhance the cultural affairs program as a resource for faculty, students, employees, and community</td>
<td>1. Expand work with faculty and staff for development of programs &lt;br&gt; 2. Encourage increased student usage &lt;br&gt; 3. Provide multi-cultural programs that support diversity &lt;br&gt; 4. Streamline Cultural Affairs Program during 04-05 and 05-06 to maximize the re-opening of the Maureen Stapleton Theatre &lt;br&gt; 5. Pursue new permanent signage for Cultural Affairs Program sites.</td>
<td></td>
</tr>
</tbody>
</table>
### Academic Affairs
#### 04-05 Strategic Directions

<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Activities</th>
<th>Use of Results For 05-06</th>
</tr>
</thead>
</table>
| 1. To develop and maintain an integrated institutional planning process (G5.1)  
2. To regularly assess the effectiveness of all areas under administration (G5.2) | 1. Continue to implement and assess the academic five-year plan  
2. Complete Program Review for 5 academic areas | Approaching last year of current plan (04-05). This will serve as the transition year as we develop next round of planning serving 05-2010. Plan of 2001 – 2005 underwent formative evaluation each year. Changes and accomplishments were reported in the Academic Annual Report. The format of the Academic Annual Report was retro-fitted to coincide with the format of the five year plan. | Outcomes from 04-05 will be used to inform change to be incorporated into the 05-2010 plan |
| 1. To assess effectiveness in the teaching and learning environment (G1.7)  
2. To ensure that the goals and standards of the College’s academic programs are achieved (G1.7) | 1. Continue to implement and refine SUNY approved General Education assessment and establish a GE assessment committee  
2. Continue to investigate new degree and certificate offerings | 1. HVCC GenEd Plan has been amended in preparation for final year of three year plan. Changes to plan submitted to SUNY and approved.  
2. With the use of environmental scanning documents, the academic unit continually investigates the possibility of new degree and certificate offerings. | Plan amended  
Final year completed  
Committee will recommend additional changes to the plan |
| To increase and strengthen articulation agreements with educational institutions and affiliations with educational partnerships (G1.4) | 1. Continue to update and revise all articulation agreements  
2. Continue to implement articulation of Childhood Education K-6 and teacher assistant certificate with private institutions | 1. Agreements have been reviewed  
Work continues to those “older” agreements which are in need of updating  
2. Teaching Assistant Certificate SUNY and SED approved  
Work progresses on jointly registered degree program with Sage Colleges  
Articulated degree program with New Paltz to be completed this year  
Full and successful participation with SUNY Teacher Education Template Project | 1. Review cycle continues  
2. To be completed during the 04-05 academic year  
3. Completed with continual review as needed |
## Academic Affairs
### 04-05 Strategic Directions

<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Activities</th>
<th>Use of Results For 05-06</th>
</tr>
</thead>
</table>
| To support faculty with the necessary resources for professional and personal development (G1.2) | 3. Support professional development initiatives  
4. Service learning initiative replaced by Learning Circle focus  
5. Develop and implement a Strategic Plan for Faculty Development | 3. Professional development funds available  
4. Increase in number and variety of CET workshops  
5. Focus has shifted away from learning circles (lack of consistent faculty interest). Service learning initiative in place-grant secured  
6. Institute a Certification of Completion to include pedagogy, Technology and creating student-centered environments. | 3. Ongoing  
4. Ongoing based upon faculty survey results  
5. 3-year grant in place  
6. Track number of completers and analyze evaluations of activity. |
| To develop effective teaching methods that will assist the College in adapting to changing student academic needs (G1.3) | Revise new faculty orientation with a focus on pedagogy and learning | Faculty orientation committee redesigned Faculty Orientation Program – 75% of program now focuses on pedagogy and teaching strategies  
Evaluations of program will continue and will inform future orientations | Positive evaluations – will continue with emphasis on pedagogy. |
| To institute an integrated academic and administrative infrastructure that makes optimal employee support a priority (G1.1) | Implement the Strategic Technology Plan | | |
| To assess effectiveness in the teaching and learning environment (G1.7) | Develop a written assessment plan for student learning in collaboration with the Student Learning Assessment Team. | Department chairpersons to document assessment of student learning objectives on a programmatic level. Possible integration of assessment plan in Program Review process | Target deadline spring 05 |
| To promote affirmative action and equal employment opportunities to increase the number of faculty and staff members from under-represented groups (G3.2) | Implement the Affirmative Action Plan when opportunity arises for new hires. | | |
## Academic Affairs
### 04-05 Strategic Directions

<table>
<thead>
<tr>
<th>Expanded Statement of Institutional Purpose</th>
<th>Departmental/Program Intended Outcomes/Objectives</th>
<th>Activities</th>
<th>Use of Results For 05-06</th>
</tr>
</thead>
</table>
| To enhance and promote excellence in teaching and learning (G1) | 1. Implement programs approved in 03-04 | 1. Implement:  
  - Semiconductor  
  - General Education Certificate  
  - Tourism, Convention and Event Management Option  
  - Legal Studies  
  - Networking Information Technology | For 05-06 |
| | 2. Develop new programs for 05-06 | 2. Develop:  
  - Networking and Communication, AAS  
  - Auto Body Repair  
  - CISCO Certificate  
  - Business Administration Weekend Format  
  - Chemical Dependency Counseling Certificate  
  - Human Services, AS  
  - Criminal Investigation AAS | |