

## **Hudson Valley Community College 2019-2024 Strategic Plan**

### **Priority: Commit to Student Success, Inclusion, and Equity**

- Increase student retention and persistence
- Minimize time to completion based on student goals, abilities, and motivation
- Utilize technology and focused interventions to increase student success
- Examine the current advising structure and system holistically from onboarding through completion and identify and implement changes that place students' needs first
- Create targeted support for student populations in need of enhanced or focused assistance to enhance equity and inclusion
- Enhance and grow student engagement offerings
- Holistically measure various dimensions of student success

### **Priority: Enhance Academic Excellence**

- Identify and develop new academic programs that fulfill regional employment needs, provide greater transfer opportunities, and draw interest of current and future students
- Ensure current programs are appropriately resourced to continue to serve our students, faculty and education/workforce
- Examine opportunities for expansion within our service delivery area and design ways to optimize services within targeted areas
- Design and implement specialized academic and student support programs for selected populations
- Explore the possibility of developing a select number of four-year degree programs that build off existing programmatic strengths
- Develop educational guided pathways for students
- Ensure students complete with strong writing, communication, critical thinking, and employment skills from appropriately rigorous courses and programs
- Investigate program delivery and format modalities and course offerings to ensure maximum opportunities for student success
- Develop programs to promote innovative teaching and the scholarship of teaching and learning
- Ensure optimal usage of current and planned campus facilities while enhancing the technological infrastructure to support academic offerings

### **Priority: Optimize Enrollment**

- Ensure enrollment stability and provide opportunities for appropriate growth through a renewed focus on current students and the identification of new markets
- Develop and implement a strategic enrollment pipeline to recruit students and place them directly into programs of interest
- Develop and implement a welcoming and supportive experience for all students aimed at stewarding them through the enrollment process and ensuring opportunities for their success
- Expand programs and opportunities to assist students transitioning to campus
- Connect pathways to careers and transfer opportunities for current and prospective students

### **Priority: Encourage Faculty and Staff Excellence**

- Craft a comprehensive policies and procedures manual that captures the operations of the institution
- Design, implement, and provide student-centered services by all employees of the college
- Develop a comprehensive talent management plan that includes recognition of the importance of diversity and inclusivity to the campus culture
- Develop and implement an onboarding process for all new employees
- Identify areas of potential cross-training and cross-divisional collaboration
- Develop a technology optimization strategy—inclusive of training—that encompasses teaching, learning, leadership, assessment, and institutional infrastructure while ensuring institutional technology is properly resourced

### **Priority: Expand Partnerships and Community Engagement**

- Ensure continued positive relationships with established partners, including SUNY and Rensselaer County
- Expand industry and corporate partnerships supporting job placements, training opportunities, and industry certification attainment
- Ensure the effective utilization of program advisory committees
- Enhance partnerships with K-12 institutions
- Increase number of transfers to post-secondary institutions into programs of choice
- Enhance community outreach efforts
- Enhance and expand advancement opportunities for the institution through corporate and government relations, federal, state, and private grant funding, and fundraising
- Strengthen the relationship between the Foundation and campus stakeholders and corporate and not-for-profit organizations

### **Priority: Reinvigorate Campus Culture and Infrastructure**

- Develop a positive campus culture and environment built on the tenets of shared governance, transparency, and accountability that provide for organizational agility while maintaining financial stability
- Ensure a campus culture that promotes positive, rounded, and transparent communication among senior leadership, department chairs, faculty, staff, and students by creating opportunities for regular discussion and sharing of thoughts and ideas that promote civility
- Develop a data-informed decision-making culture
- Recognize and value all aspects of diversity through services and programs
- Ensure sustainability is considered in all college operations and activities
- Design mechanisms by which assessment data is used to its full potential across all levels of the college in order to document institutional effectiveness and drive continuous improvement
- Evaluate the campus infrastructure and secure funding to maintain and improve as necessary
- Ensure the continued financial sustainability of the institution through collaboration between the institution, Foundation, and Faculty-Student Association