STRATEGIC PLAN

2018 - 2023

A framework for campus growth and enhancement
to prepare students to own their futures

April 12, 2018

SUNY OLD WESTBURY

Own Your Future

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Note: A companion guide to this Strategic Plan, the *Implementation Plan for the 2018-2023 Strategic Plan*, contains details on the implementation of the Strategies proposed herein, including strategy components, responsible parties, target outcomes/actions, timeframes and/or deadlines, and estimated resources required (e.g., facilities, materials, personnel). Strategies without a cost indicated may not necessarily be cost-free, but rather their costs are pending further needs analysis and research. When costs are indicated they are subject to change when actually implemented. Within a specific Strategy, all or some of the various components may ultimately be implemented.

OVERVIEW OF STRATEGIC PLAN

Old Westbury's 2018-23 Strategic Plan is designed to guide the College's growth as a leading educational center on Long Island. It will do this by promoting student success through strengthened academic programs and enhanced support services, and by raising its visibility as a center of intellectual and cultural life with an historic commitment to diversity, social justice, and environmental sustainability. Pursuit of these objectives is intended to, and will be conducted to, further the gains in enrollment, financial stability, and other markers of institutional solidity achieved under the previous strategic plan.

INTRODUCTION

This *Strategic Plan 2018-2023* document, along with its companion *Implementation Plan for the 2018-2023 Strategic Plan* document, is the result of an 18 month-long effort directly involving 70 members of the College community, with many more indirectly involved. It begins with a description of the process and participants involved in developing those documents. It then presents the College's Vision, Mission, and Guiding Principles; a Condensed Strategic Plan containing the Goals and Objectives; and, finally, the complete Strategic Plan, containing the Goals, Objectives, and specific Strategies to implement them.

The companion guide to this *Strategic Plan* document, the *Implementation Plan for the 2018-2023 Strategic Plan*, contains details on the implementation of the Strategies proposed herein, including strategy components, responsible parties, target outcomes/actions, timeframes and/or deadlines, and estimated resources required (e.g., facilities, materials, personnel). Strategy numbers refer to their numbering in the *Implementation Plan*; they do not signify prioritization. Strategies without a cost indicated may not necessarily be cost-free, but rather their costs are pending further needs analysis and research. When costs are indicated they are subject to change when actually implemented. Within a specific Strategy, all or some of the various components may ultimately be implemented.

The *Strategic Plan* and related *Implementation Plan* are intended to be living documents. As facts and circumstances change over the life of the Plans, it is to be expected that Strategies and Objectives will need to be revised. A conscious effort was made to avoid producing a Plan that was too restrictive; thus, the Goals are aspirational with an inclusive list of Objectives and Strategies supporting them. The Strategies within each Objective have been grouped into prioritization categories, with Category A signifying the highest priority and Category C the lowest.

Anthony Barbera
Kathleen Greenberg (2016 - 2017)
Andrew Mattson (2017 - 2018)
Duncan Quarless
Co-chairs, Strategic Planning Process

PROCESS AND PARTICIPANTS

In August 2016, after reviewing the College's June 1, 2016 *Periodic Review Report*, the peer reviewers representing the Middle States Commission on Higher Education (MSCHE) recommended that the College embark on a new institutional strategic planning process as soon as possible. Accordingly, in Fall 2016, President Butts designated as Strategic Planning Process Co-chairs Anthony Barbera (Assistant Vice President for Academic Affairs), Kathleen Greenberg (the then Faculty Senate Chair), and Duncan Quarless (Interim Assistant Vice President for Academic Affairs) to oversee the process of developing a new campus strategic plan during 2017, using a broad and inclusive consultative process encompassing all relevant stakeholders. The Co-Chairs implemented a process made up of multiple phases.

The initial phase in the process began in October 2016, when the Co-chairs constituted, in collaboration with the Faculty Senate Executive Committee, a 14-person Strategic Plan Task Force to develop preliminary recommendations. The Task Force, including faculty, student, alumni, and administration/staff members, consisted of the following:

Co-Chairs:	Edward Bever (Director, SPS)
	Amanda Frisken (SAS)
Student:	Jeanette N. Adelson (then SGA President)
Alumni:	Lionel Chitty (current Alumni Association President),
	Mary D'Antonio (past Alumni Association President)
Faculty:	Laurette Morris (SAS)
	Fernando Nieto (SAS)
	Stephanie Schneider (SOE)
	Margaret Torrell (SAS/Faculty Governance Rep.)
	Lynn Walsh (SOB)
Administration/Staff:	
	Wayne Edwards (Vice President, Student Affairs/Chief Diversity Officer)
	Barbara Hillery (Dean, SAS)
	Pat Lettini (Associate Vice President, Business Affairs)
	Patricia Smith (Registrar)

To facilitate planning, the Task Force received suggestions from the President's Cabinet, as well as documents produced by the College: the Old Westbury *Strategic Plan 2010-15*; the Middle States *Periodic Review Report* (2016), including External Reviewers' Report and formal MSCHE Recommendation; and the SUNY Excels, Performance Improvement Plan, and other recent planning documents submitted to SUNY; and the Middle States Accreditation Standards, especially Standard I dealing with mission and goals. Task Force members engaged in open consultations with campus constituencies (the Faculty Senate Executive Committee, the Student Government Association's town halls and executive sessions, and Alumni Association meetings), individual administrators, faculty members, departments and schools. Finally, the Task Force researched strategic plans at a large number of comparable institutions in the region and across the country.

The Task Force was charged with:
1. Reviewing the existing Vision, Mission and Guiding Principles;
2. Reviewing seven proposed areas of focus suggested by the President's Cabinet for alignment with the Mission and Guiding Principles, and developing Goals that satisfy MSCHE Standard I; and

3. Developing Objectives and Strategies suitable to implement those strategic Goals.

The Task Force agreed on the following foundational assumptions in carrying out its charge:

1. Decisions would be based on assessment of current program needs, costs/benefits, and projections;
2. Strategies would be prioritized through collective, integrative (or "cross-silo") processes; and
3. Strategy proposals would consider costs and include explicit benchmarks with unit responsibilities and deadlines to ensure clear accountability and accomplishment within established timeframes.

Between November 2016 and February 2017, Task Force members drafted Goals, Objectives and Strategies in a series of meetings, consultations and intensive workshops. On March 2 -3, 2017, the Task Force Co-chairs presented a preliminary outline of Goals and Objectives to the Planning Process Co-chairs, the Faculty Senate Executive Committee, and a Full Faculty meeting with President Butts in attendance. The Task Force circulated its March 9, 2017, preliminary draft *Strategic Plan* broadly to campus stakeholders, constituencies and bodies (i.e., students, staff, administrators, faculty, alumni, and the College Council) for review, discussion and suggestions. In addition, the Task Force convened two open Town Hall meetings, widely publicized in advance to all campus constituencies, during Common Hour on Thursday, March 23, and Monday, March 27. Based on this feedback, the Task Force revised the Goals, redistributed the Objectives, and developed the April 14, 2017, revised draft *Strategic Plan*. This revised draft was also widely circulated to the College community and presented to the President's Cabinet.

Meanwhile, for the next phase in the process, the Task Force Co-chairs worked with the Planning Process Co-chairs and the Faculty Senate Executive Committee to establish and staff four Strategic Plan Goal Subcommittees - one for each Goal in the draft Strategic Plan – made up in total of almost 70 members from the various campus constituencies to follow-up on the comments received on the revised draft *Strategic Plan*. In addition, the Subcommittees utilized input received, discussions, and the solicitation of further input from those most directly involved to refine the Strategies, and develop benchmark outcomes/actions, create deadlines/timelines, assign responsibilities to units/individuals, and estimate resources required (e.g., facilities, materials, personnel) for the Strategies. The members of the Goal Subcommittees were the following:

Goal 1: Foster Student Success

Wayne Edwards (Vice President, Student Affairs/Chief Diversity Officer), Co-Chair*
Amanda Frisken (SAS), Co-Chair*
Jeanette N. Adelson (SGA President)*
Mary Marquez Bell (Vice President, Enrollment Services)
Penny Chin (Alumni Affairs)
Bonnie Eannone (First-Year)
Andrew Hashey (SOE)
Thomas Lilly (SAS/Faculty Governance Rep.)

Yves Magloire (College Readiness)
Jerilyn Marinan (Career Planning & Develop.)
Suzanne McLoughlin (Center for Student Leadership & Involvement)
Cristina Notaro (Assistant Dean, SAS)
Frank Sanacory (SAS)
Usama Shaikh (Student Affairs)
Gareth Shumack (Residential Life)
Mildred O'Keefe (Financial Aid)
Jaclyn Vento (Orientation)
Colleen Woods (Secretarial)

Goal 2: Promote Academic Excellence

Edward Bever (SPS), Co-Chair*
Fernando Nieto (SAS), Co-Chair*
Arthur Angst (Business Compliance)
Minna Barrett (SAS/Faculty Governance Rep.)
Nancy Brown (Dean, SOE)
Anthony DeLuca (Honors College)
Patricia Harris (SAS/Dept. Chair representing Undergraduate programs)
Evan Kobolakis (Chief Information Officer)
Roger Mayer (SOB)
Patricia McLaughlin (SAS)
Fred Millan (SAS/representing Graduate programs)
Patrick O'Sullivan (Provost)
Duncan Quarless (Applied Learning)
Shamane A. Smart (SGA Rep.)
Diana Sukhram (SOE)
Jason Zhu (Interim Dean, SOB)

Goal 3: Cultivate Social Justice and Environmental Responsibility (including Vision, Mission, and Guiding Principles)

 Laura Anker (First-Year), Co-Chair
Omar EstradaTorres (Dean of Students), Co-Chair
Jillian Crocker (SAS)
Mary D'Antonio (Alumni Association Rep.)*
Jamie (Dresher) Jones (Center for Student Leadership & Involvement)
Wayne Edwards (Vice President, Student Affairs/Chief Diversity Officer)*
Becky Evans (Enrollment Services)
Laura Gallagher (CSEA Rep.)
Kathleen Greenberg (SAS/Faculty Governance   Rep.)
Timothy McGarry (Facilities)
Laurette Morris (SAS)*
Rose Muzio (SAS)
Nyle V. Rose (SGA Rep.)
Werner Sbaschnik (Library)
Stephanie Schneider (SOE)*

Goal 4: Strengthen Institutional Effectiveness

Barbara Hillery (Dean, SAS), Co-Chair*
Patricia Smith (Registrar), Co-Chair*
Anthony Barbera (Academic Affairs)
Sanja Cale (SOE)
Len Davis(Chief Financial Officer)
Maureen Dolan (SAS/Faculty Governance Rep.)
Joshua Fyman (SOE)
Juan Galvis (SAS/ Liberal Education Committee)
William Kimmins (Administration)
Michael Kinane (Advancement/Public Relations)
Evan Kobolakis (Chief Information Officer)
Hedva Lewittes (SOE/Academic Assessment)
Patrick O'Sullivan (Provost)
Kuldeep Puppala (Inst. Research & Assessment)
Steven Siena (Police Chief)
Kathleen Velsor (SOE)
Lynn Walsh (SOB)*
Ryoko Yamamoto (SAS)

* member of Strategic Plan Task Force.

Finally, the Strategic Plan Coordinating Committee, consisting of the three Process Co-chairs and the eight Goal Subcommittee Co-chairs (Frank Sanacory replaced Amanda Frisken, who was on sabbatical leave during 2017-2018) reviewed the work of the Subcommittees to identify gaps, overlaps, or missing items that still needed to be addressed. A third, November 28, 2017, draft *Strategic Plan*, with its accompanying draft *Implementation Plan*, was then widely distributed to the College community for further comments.

The Strategic Plan Coordinating Committee reviewed the comments received on the November 28, 2017, drafts, performed whatever follow-up was deemed necessary, and revised the *Strategic Plan* and the *Implementation Plan*. None of the revisions to the prior drafts were considered to be significant by the Committee. Those revised documents were presented to President Butts on March 29, 2018 for his review and acceptance. After a few minor revisions, the final *Strategic Plan* and *Implementation Plan* were presented and released to the College community by President Butts at a Town Hall meeting on April 12, 2018.

VISION, MISSION, AND GUIDING PRINCIPLES

Vision Statement

Old Westbury, SUNY's most diverse campus, is a regional academic leader that fosters personal growth and prepares students to embrace the social and environmental responsibilities of our 21st century global community.

Mission Statement

The State University of New York at Old Westbury is a dynamic and diverse public liberal arts college that fosters academic excellence through close interaction among students, faculty and staff. Old Westbury weaves the values of integrity, community engagement, and global citizenship into the fabric of its academic programs and campus life. In an environment that cultivates critical thinking, empathy, creativity and intercultural understanding, we endeavor to stimulate a passion for learning and a commitment to building a more just and sustainable world. The College is a community of students, teachers, staff, and alumni bound together in mutual support, respect, and dedication to the Mission.

Guiding Principles

We are guided by these concepts and principles:

Liberal Education. Old Westbury promotes rigorous intellectual inquiry, grounded in ethical and civic values, that connects learning in the classroom with engagement in the community. Through an integrative curriculum, innovative pedagogy, and small classes we provide a transformative educational experience that fosters the capacity for life-long intellectual and personal growth.

Integrity. Because all human relationships, as well as a just society, rely on the principles of truth, trust and fairness, Old Westbury is committed to the highest ethical standards in academic, institutional and community life.

Participatory Governance. To exemplify in all College policies the values we espouse, Old Westbury upholds the principles of transparency, accountability and democracy in every aspect of governance and planning conducted by students, staff, faculty, administration, trustees and friends of the College alike.

Intercultural Understanding. Old Westbury promotes an inclusive environment and critical awareness of the multiplicity and range of human perspectives and identities (including race, ethnicity, religion, gender, class, sexuality, age, and (dis)ability, among others) through the interactions of students, faculty and staff within its diverse learning community.

Sustainability. The campus community is dedicated to the stewardship of our environment and fragile ecosystem and to equity in the allocation and preservation of shared resources—such as air, water, and land—on campus, on Long Island, and in the larger world.

Social Justice. Old Westbury promotes social justice and equality in living and learning through its historic commitment to educational empowerment, diversity, access, equity, self-determination, community activism and responsible global citizenship.

STRATEGIC PLAN: GOALS AND OBJECTIVES

GOAL 1: FOSTER STUDENT SUCCESS

- Objective 1A: Improve Student Retention and Completion
- Objective 1B: Increase New Student Enrollment through Targeted Recruitment
- Objective 1C: Strengthen Students' College Experiences
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- Objective 2A: Enhance Faculty Effectiveness
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- Objective 3A: Sustain and Increase the Diversity of Faculty and Staff
- Objective 3B: Build on Student Diversity to Foster Campus-wide Community of Inclusion and Respect
- Objective 3C: Expand and Institutionalize the College's Commitment to Social Justice & Capacity as a Regional Community Resource
- Objective 3D: Practice and Promote Environmental Sustainability and Social Justice

GOAL 4: STRENGTHEN INSTITUTIONAL EFFECTIVENESS

- Objective 4A: Increase Revenue and Savings
- Objective 4B: Raise Campus Profile
- Objective 4C: Institutionalize Ongoing Strategic Planning Process
- Objective 4D: Further Implement a Systematic and Continuous College-wide Assessment Process
- Objective 4E: Advance the College's Technological Effectiveness

THE STRATEGIC PLAN: GOALS, OBJECTIVES, AND STRATEGIES

GOAL 1: FOSTER STUDENT SUCCESS

Old Westbury will recruit, support, and graduate a growing, diverse body of students who are achievement-oriented and determined to succeed personally and as engaged community members.

Rationale:

*Old Westbury was founded during a period of democratization of higher education, and student success has been the centerpiece of its mission ever since. As our Mission statement makes clear, the college seeks to further students' academic and career goals by fostering a climate of "**academic excellence** through **close interaction among students, faculty and staff**." Feedback provided by campus stakeholders during the strategic planning process revealed a widespread desire for an explicit goal addressing student success. This Goal builds on the progress made since our prior Strategic Plan (2010-2015) by highlighting further improvements in the areas of retention, student support and campus life.*

Objective 1A: Improve Student Retention and Completion

Strategies (Category A)

1. Expand and renovate teaching and research facilities to meet current and future growth in high-needs STEAM degree offerings and related faculty research
3. Enhance staff compensation
4. Explore best models for the Student Success Center
6. Re-design academic advising and mentoring
8. Remove curricula impediments to timely completion

Strategies (Category B)

2. Expand and renovate other facilities
5. Create a Retention Program for all students
7. Strengthen academic support services

Strategies (Category C)

9. Assess and rationalize class schedule based on student needs and preferences, using survey research data and data analytics
10. Support student service staff and administrative offices with appropriate resources, technology, and professional development
11. Continue to expand and explore additional strategies

Objective 1B: Increase New Student Enrollment through Targeted Recruitment

Strategies (Category A)

1. Strengthen and build additional transfer articulations, collaborations, and relationships between Community College academic departments and the College's academic departments, majors, and faculty
2. Improve access for post-traditional students via the School of Professional Studies
3. Strategically recruit to improve First Year Yield through Completion Rates
4. Increase possible "pipelines" for new First-Time-to-College students to academic departments, majors, and faculty from key high schools

Objective 1C: Strengthen Students' College Experiences

Strategies (Category A)

1. Conduct market and "needs analysis" research of potential and current students for interests and concerns
3. Create a campus clearinghouse for on-campus job opportunities, internships, and work-study positions for students

Strategies (Category C)

2. Explore ways to create academic department events and encourage student participation that complement signature events on campus, such as Panther Pride Homecoming

Objective 1D: Promote Students' Post-college Success

Strategies (Category A)

1. Integrate Career Planning and Development with the Academic mission and objectives
2. Increase alumni engagement with the College community

GOAL 2: PROMOTE ACADEMIC EXCELLENCE

Old Westbury will enrich its academic programs and facilities to enhance its standing as a regional educational center.

Rationale:

*This Goal explicitly references language in our Mission statement about academic excellence in the service of community needs: "In an environment that **cultivates critical thinking, empathy, creativity and intercultural understanding, we endeavor to stimulate a passion for learning** and a commitment to building a more just and sustainable world." It also has direct relevance to our Guiding Principle of Liberal Education. It builds on the gains from our previous Strategic Plan (2010-2015) in expanding academic programs and support, enhancing our image and outreach, and improving retention and enrollment.*

Objective 2A: Enhance Faculty Effectiveness

Strategies (Category A)

1. Increase ratio of full-time/adjunct lines informed by study and report (data driven)
2. Create Center for Social Justice, Sustainability, and Community Engagement (same as 3C.2)
3. Increase Sponsored funding and advance faculty professional development via external funding sources
4. Promote acknowledgement of faculty accomplishments
5. Create dedicated faculty multipurpose Engagement Hub
6. Enhance faculty compensation and benefits

Objective 2B: Enrich/Optimize Academic Offerings

Strategies (Category A)

1. Analyze the current state of the academic programs at the College, identify areas for developing new academic programs, continue support for previously established high growth/needs areas and areas with related academic infrastructure needs within the College, and formulate a set of guiding principles for future academic program development
2. Assess existing and introduce new learning initiatives that increase the quality of learning

Strategies (Category B)

3. Continue to support, expand, and improve the institutional coordination of academic support services

Objective 2C: Showcase Campus as a Hub of Scholarly and Creative Activity

Strategies (Category A)

1. Expand communication of academic strengths through coordinated marketing efforts and increased full-time faculty/student/alumni/public engagement (also see 4B.10)

Strategies (Category B)

2. Enhance outreach of co-curricular activities for community involvement
3. Continue to improve the College website as the face of the institution

Objective 2D: Upgrade Academic Technology

Strategies (Category A)

1. Continuously assess instructional technology needs of the College (Faculty, Students, Staff)
2. Promote access and ensure affordability of teaching and learning resources for faculty and students
3. Develop, implement and expand digital literacy programs in partnership with faculty

Objective 2E: Upgrade and Expand Academic Facilities

Strategies (Category A)

1. Continue to support lobbying efforts for expansion and renovation of the Natural Sciences Building and a new STEM building (also see 2B.1)
5. Develop process for strategic planning of future capital needs

Strategies (Category B)

2. Upgrade the campus television studio (G-wing) to create a Hybrid Production Studio (also see 2B.1)
3. Upgrade and expand Visual Arts facilities (F-wing) (also see 2B.1)
4. Identify and renovate space for the Center for Excellence in Teaching and Learning (also see 2A.5)

GOAL 3: CULTIVATE SOCIAL JUSTICE AND ENVIRONMENTAL RESPONSIBILITY

Old Westbury will promote diversity, intercultural understanding, student engagement, and community partnerships to build a more just and sustainable world.

Rationale:

*This Goal flows from our Mission to weave "the **values of integrity, community engagement, and global citizenship** into the fabric of its academic programs and campus life." It also furthers our Mission to stimulate "a **commitment to building a more just and sustainable world.**" Moreover, this Goal has bearing on the College's Guiding Principles of Integrity, Participatory Governance, Intercultural Understanding, Sustainability and Social Justice. It builds on campus efforts under our prior Strategic Plan (2010-15) to enhance image and outreach; improve retention, student support and campus life; and highlight diversity.*

Objective 3A: Sustain and Increase the Diversity of Faculty and Staff

Strategies (Category A)

1. Recruit faculty and staff whose diversity reflects the student body
2. Develop diversity/inclusion training for department Chairs, division heads, and hiring committees prior to convening faculty and staff searches
4. Develop strategies to retain staff and faculty

Strategies (Category B)

3. Enrich orientation and training for new staff and faculty
5. Develop resources to help faculty and staff manage high cost of living in region

Objective 3B: Build on Student Diversity to Foster Campus-wide Community of Inclusion and Respect

Strategies (Category A)

1. Foster inclusive campus, sense of community, and shared space
2. Promote appreciation of diversity among students
3. Increase effectiveness of Diversity and Inclusion Council

Objective 3C: Expand and Institutionalize the College's Commitment to Social Justice & Capacity as a Regional Community Resource

Strategies (Category A)

1. Pursue Carnegie Community Engagement Designation
2. Implement Center for Social Justice, Sustainability, and Community Engagement (same as 2A.2)

Objective 3D: Practice and Promote Environmental Sustainability and Social Justice

Strategies (Category A)

1. Develop and coordinate strategic initiatives that advance the College as a green campus
2. Assess current environmental sustainability practices on campus
3. Adopt/engage in practices consistent with being a green campus
4. Leverage campus-wide sustainability initiatives for possible external funding, with innovative links to applied learning, civic engagement and/or student research

Strategies (Category B)

5. Publicize our successes as a green campus

GOAL 4: STRENGTHEN INSTITUTIONAL EFFECTIVENESS

Old Westbury will sustain an inclusive, accessible, and safe environment that fosters student success, inspires and supports teaching and learning, and builds community by advancing the efficiency and effectiveness of College operations.

Rationale:

*This Goal is intended to build the College's institutional strength to provide a strong foundation from which to achieve the other three Strategic Goals and to build a student-centered culture. Objectives within this Goal continue to build on the progress made in our prior Strategic Plan (2010-2015) – in revenue growth, image and outreach – and emphasize technology. They directly respond to the Recommendation of our accrediting body, the Middle States Commission on Higher Education, resulting from the June 2016 Periodic Review Report, that Old Westbury "formalize and implement a **systematic, defined assessment plan for the non-academic areas** of the college." Further, the Goal takes up the MSCHE*

*Peer Reviewers' suggestion that a campus-wide body begin to undertake the process of strategic planning, assessment and review. In several ways, this goal upholds the College's identity, as stated in its Mission, as "a **community of students, teachers, staff, and alumni bound together in mutual support, respect, and dedication to the Mission.**"*

Objective 4A: Increase Revenue and Savings

Strategies (Category A)

1. Optimize use of the College's physical space (classrooms and other facilities)
2. Expand the amount of gifts and find additional ways to provide staffing for fund-raising efforts
3. Expand support for research to encourage institutional grant revenue
4. Develop new, sustainable revenue streams

Objective 4B: Raise Campus Profile

Strategies (Category A)

1. Assess staffing needs related to admissions, marketing and fund-raising responsibilities
2. Develop annual data review related to PPC, PPI and other lead generation marketing/advertising avenues to review performance and inform expenditure decisions
5. Plan and design the College's next 3-4 year marketing campaign in support of the "Own Your Future" brand
7. Grow social media audience and engagement
8. Enhance current College website with video and increased graphics
10. Expand communication of academic strengths (also see 2C.1)

Strategies (Category B)

3. Perform annual data review related to new student inquiries submitted to admissions-related functions to identify and clarify lead generation opportunities
4. Improve market research data used in the development of new academic degrees to inform both programs selected for development and future marketing efforts
9. Create next generation College website to launch in 2019-2020
11. Develop region-wide relationships across functions with local SUNY's

Strategies (Category C)

6. Expand and enhance efforts related to "free" publicity via traditional and online media

Objective 4C: Institutionalize Ongoing Strategic Planning Process

Strategies (Category A)

1. Create Strategic Planning, Assessment, Analysis and Review (SPAAR) Committee

Strategies (Category B)

2. Explore the efficacy of expanding the use of data and predictive analytics in the assessment and strategic planning processes

Objective 4D: Further Implement a Systematic and Continuous College-wide Assessment Process

Strategies (Category A)

1. Further implement a process that is systematic, continuous, consistent, coordinated, sustainable and in compliance with Middle States standards

Objective 4E: Advance the College's Technological Effectiveness

Strategies (Category A)

1. Continuously assess technological needs of the College in non-academic areas, starting with current inventory as a benchmark
2. Maintain currency and relevancy of systems and applications to support new digital business models
3. Provide a robust infrastructure that delivers anytime, anywhere service
4. Provide a digitally enriched ecosystem (Digital Campus) by monitoring existing and adopting new and relevant administrative technologies
5. Balance openness, access, agility, and security of data and systems
6. Develop IT funding models that sustain core service, support innovation, and facilitate growth