STRATEGIC PLAN
2018 – 2023

SUNY GCC
Genesee Community College

Framing *Our* Future

DRAFT

April 9, 2018

MISSION As an inclusive, accessible, student-centered community college, we foster exceptional teaching and learning opportunities that result in intellectual and social growth, economic advancement, and engaged citizenship.

VISION GCC will be the college of choice, known for its highly innovative and individualized educational experiences, life-long learning opportunities, and ability to empower students to lead in a changing world.

VALUES In order to offer the highest quality academic experience and maintain a welcoming environment to all students and staff, GCC holds the following core values that we express in both the classroom and our daily lives:

- **Community -** We commit to effective collaboration and open communication; we are united by our shared purpose and we value our connections with the broader community in which we serve.
- **Diversity -** We embrace the uniqueness of all individuals and groups for their ability to enrich every aspect of our teaching and learning environment.
- **Integrity -** We adhere to high ethical standards and practices; we value honesty, fairness, and transparency in all endeavors.
- **Learning -** We foster a creative, innovative, and collaborative environment that stimulates academic achievement and life-long learning.
- **Opportunity -** We invest in student access, equity, and success to support individual growth, development, and advancement; we value each community member's distinctive potential and capacity to contribute.
- **Respect -** We strive for civility, courtesy, and thoughtfulness, while recognizing and appreciating different points of view.

STRATEGIC PRIORITIES and CORE OBJECTIVES

Priority 1: Student Support and Success – Commit to the success of every student; provide programs and services designed to assist our diverse student body in achieving individual educational goals.

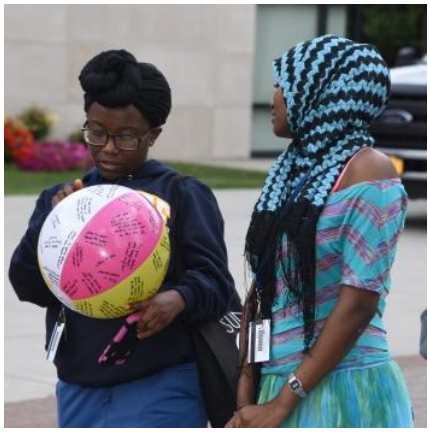
- **Core Objective 1**: Support students in their development and achievement of individual educational goals.
- **Core Objective 2**: Support student progress rates at all segments of the college career.
- **Core Objective 3:** Support academic progress of students needing developmental support.
- **Core Objective 4**: Improve successful outcomes (completion, transfer, and/or employment) for full-time and part-time cohorts.

Priority 2: Teaching and Learning – Provide dynamic educational experiences that afford all members of the college community flexible opportunities to meet their career, educational, and personal enrichment goals.

- **Core Objective 1:** Develop an inclusive teaching and learning-centered environment that fosters student success and attainment of Institutional Learning Outcomes.
- **Core Objective 2:** Support faculty and staff development toward creating an environment of pedagogical and andragogical excellence.
- **Core Objective 3:** Continue meaningful, cyclical assessment of courses and programs to ensure relevance, quality, and compliance.
- **Core Objective 4:** Expand student opportunities to apply learning beyond the classroom environment (e.g. internships, community service, cooperative learning, etc.)

- **Core Objective 5**: Expand student learning opportunities that reduce or eliminate time and place restrictions.

Priority 3: Diversity and Inclusive Excellence - Cultivate a community that fosters respect and appreciation for individual and group differences. Demonstrate our commitment to the values of equity, diversity, and inclusion throughout all endeavors.



- **Core Objective 1:** Increase recruitment, retention, and completion of underrepresented student populations.
- **Core Objective 2:** Create opportunities to help students develop competencies associated with equity, diversity, and inclusion within courses, certificates, and/or degree programs.
- **Core Objective 3:** Expand co-curricular and student life opportunities that will foster interactions to help students develop competencies associated with diversity, inclusion, global citizenship, social justice, equity, and community fairness.
- **Core Objective 4:** Increase employment and retention of underrepresented populations.
- **Core Objective 5**: Enhance the cultural awareness, skills, and competencies of employees.

Priority 4: Fiscal, Operational, and Infrastructure Sustainability - Maintain efficient, effective operations; identify and pursue new or additional sources of revenue and financial support; monitor and improve campus infrastructure; foster a safe environment.

- **Core Objective 1**: Pursue opportunities to increase sources of revenue.
- **Core Objective 2**: Continue offering competitive tuition and fee rates within the Western New York region and beyond.
- **Core Objective 3:** Act as good stewards of college resources and maintain accountability to stakeholders and partners.
- **Core Objective 4:** Develop and implement strategic initiatives in support of economically, socially, and environmentally sustainable goals.
- **Core Objective 5**: Align and execute all institutional master plans (facilities, technology, etc.) in conjunction with the College's Strategic Plan.

Priority 5: Campus and Community Engagement – Create an open and transparent, trust-based environment that inspires creativity and innovation. Cultivate and foster meaningful relationships with community partners.

- **Core Objective 1:** Broaden and refine communication channels to promote institutional transparency, collaboration, and effectiveness.
- **Core Objective 2:** Provide and support faculty and staff with opportunities to contribute to the college community and the GLOW region.
- **Core Objective 3:** Support the emotional, physical, and social wellness of our students, faculty and staff.
- **Core Objective 4**: Enrich the local workforce by increasing collaboration with key employment sectors and offering programs to address gaps in the employment skills throughout the community.
- **Core Objective 5:** Strengthen synergies from community partnerships and legislative advocacy efforts in ways that support our mission and values.

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