

**STRATEGIC PLAN
2018 - 2023**



**Framing
Our
Future**

**Approved by GCC Board of Trustees
May 14, 2018**

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MESSAGE FROM THE PRESIDENT

There's an old proverb that says the past and present cannot be changed, but that the future is yet in our power.

As GCC educators, we are keenly aware of the power and potential of the future. Education, more than any other force in society, is focused on the needs and opportunities that will shape our world decades from now. And the driving belief of education is that we can nurture the skills and talents that people can use to build the great communities and world of tomorrow.

Our strategic plan – "*Framing Our Future*" – is the blueprint that will guide Genesee Community College between 2018 and 2023. But more importantly, "*Framing Our Future*" will provide the tools our students and citizens will use to shape our Genesee, Livingston, Orleans, and Wyoming county communities – and our nation and world – for decades to come.

Yes, our strategic plan is a management tool. We will use it to drive programs, budgets and operations. But our strategic plan also embodies the hopes and aspirations we hold for our students and our neighbors. Underlying the managerial priorities and objectives outlined in "*Framing Our Future*" are bold visions of dynamic citizens and leaders, thriving workplaces, and strong communities.

This strategic plan is our tool of choice for grasping the amazing possibilities that lie before us. I invite you to familiarize yourself with this important document, and join us in harnessing the power of the future.

James M. Sunser, Ed.D.
President

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EXECUTIVE SUMMARY

Genesee Community College's previous Strategic Plans, "*Strength through Collaboration*", and "*Success through Collaboration*" helped to guide the College from 2011 through 2018. To ensure that the College continues to operate in a focused and efficient manner, a comprehensive effort has been undertaken to update the College's Strategic Plan through the 2022- 2023 academic year. The updated strategic plan will be implemented in support of the College's vision and mission that will assist in "Framing Our Future."

The College has had much success in past years, but many challenges remain to meet the needs of the local, regional, and global community. The College's updated strategic plan consists of Strategic Priorities supported by Core Objectives which will provide a road map to meeting key performance indicators. The Core Objectives emphasize Genesee's commitment to helping students successfully complete their educational goals.

With an increasingly diverse student population, the challenge to meet those personal goals is significant, requiring a concerted and strategic approach. The Strategic Plan Steering Committee updated the strategic plan utilizing institutional and industry data, as well as a significant amount of campus and community input received through open forums. Of the many Core Objectives considered, the achievement of student success was a constant theme throughout the process. Additional significant objectives include supporting faculty and staff development; diversity and inclusion; further developing local, regional, and global partnerships; developing initiatives in support of economic, social and environmental sustainability; and providing support to students in the development and achievement of their individual educational goals. Genesee Community College will continue to build on its successes with new collaborative partnerships, innovative academic programs, and an inclusive culture that promotes academic excellence, continuous improvement, and professional development. The 2018-2023 Strategic Plan will serve as a living plan for the College to empower its students, employees and partners in "*Framing Our Future.*"



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.

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STRATEGIC PRIORITIES and CORE OBJECTIVES

PRIORITY ONE

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.



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PRIORITY TWO

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.



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PRIORITY THREE

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.



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PRIORITY FOUR

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.



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PRIORITY FIVE

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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STRATEGIC PLAN DEVELOPMENT PROCESS

The 2018 - 2023 Strategic Plan is based on input received from seven separate college forums where over 150 participants (including faculty, staff, students, high school administrators, Board of Trustee members, Foundation Board members, and GLOW region community members) came together. These groups generated ideas based on critical data they reviewed relating to current remediation rates, changing GLOW region demographics, completion rates, funding rates, and enrollment trends. The results of the open forums were categorized and presented to a Steering Committee consisting of thirty-three (33) individuals representing the above constituents. Based on the over one thousand ideas proposed at these open forums, the Steering Committee was charged with developing a core set of Strategic Priorities supported by Core Objectives which together form the 2018 - 2023 Strategic Plan. The President and his Cabinet were also instrumental in providing regular oversight and input as the Strategic Plan was being developed. Over the next five years, this Strategic Plan will be used as a living document to assist in the development and alignment of annual plans of achievement for each division within the College, thereby bringing us closer to achieving the College's mission.

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STRATEGIC PLAN DEVELOPMENT AND IMPLEMENTATION TIMELINE

	2017				2018				
	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May
Leadership Team / Cabinet reviewed current priorities	X	X							
College-wide Forums are held along with community meetings			X	X	X				
Web page with online comment form made available to the public		X	X	X	X	X	X	X	
Steering Committee: revised mission and vision statements; developed core values; developed and finalized core objectives for each Strategic Priority				X	X	X	X		
Cabinet reviewed plan and provided input					X	X	X		
Strategic Planning co-chairs submitted plan to Board of Trustees								X	
Board of Trustees approved plan and release to all stakeholders									X

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GCC BOARD OF TRUSTEES 2017- 2018

- ◆ Laura J. Bohm, (Chair)
- ◆ Benjamin J. Bonarigo, Sr., Esq.
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- ◆ Peter R. Call (Secretary)
- ◆ Donna M. Ferry (Vice Chair)
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- ◆ Jacalyn F. Whiting
- ◆ Student Trustee Benjamin B. Martis

GCC PRESIDENT AND CABINET MEMBERS

- ◆ Dr. James M. Sunser, President
- ◆ Cathy Costello, Executive Assistant to the President and Secretary to the Board of Trustees
- ◆ William Emm, Executive Vice President of Planning and Institutional Effectiveness
- ◆ Richard Ensman, Director of Development and External Affairs
- ◆ Kevin Hamilton, Vice President of Finance and Operations
- ◆ Dr. Kathleen Schiefen Provost/Executive Vice President of Academic Affairs
- ◆ Dr. Virginia Taylor, Vice President of Student and Enrollment Services

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2018 – 2023 STRATEGIC PLANNING STEERING TEAM

- ◆ Laura Bohm – Board of Trustees
- ◆ Robert Boyce – Board of Trustees
- ◆ Paul Brew, Adjunct Faculty, Social Science Division
- ◆ Sharon Burns, Secretary to the Business & Employee Skills Training (BEST) Ctr. & GCCESPA Union President
- ◆ Patricia Chaya, Dean of Students
- ◆ Amy Churchfield, Associate Dean, Livingston County Campus Centers
- ◆ Cathy Costello, Executive Assistant to the President and Secretary to the Board of Trustees
- ◆ Cindy Delmar, Director of Computer Services
- ◆ Maureen (Moi) Dugan, Professor, Fine Arts & Ceramics
- ◆ Donna Ehrhart, Professor, Business & Computer Information Systems
- ◆ Richard Ensman, Director of Development and External Affairs
- ◆ William Emm, Executive Vice President for Planning and Institutional Effectiveness
- ◆ Cindy Francis, Collection Development Librarian/LMS Administrator/Professor
- ◆ Donna Ferry, Board of Trustees
- ◆ Valerie Hale, Exec. Sec. for Planning & Institutional Effectiveness and Asst. Sec. to the Board of Trustees
- ◆ Kevin Hamilton, Vice President for Finance and Operations
- ◆ Dr. David Johnson, Instructor, Biology and GEA Union President
- ◆ Kathleen Klaiber, Associate Professor, English/ESL
- ◆ Dr. Lina LaMattina, Director of Business Programs/Assistant Professor
- ◆ Dr. Craig Lamb (Co-Chair), Dean of Distributed Learning
- ◆ Carol Marriott, Assoc. Vice President for Institutional Research & Assessment
- ◆ Benjamin Martis, Student Trustee
- ◆ Vickie Restivo, Secretary, Albion Campus Center
- ◆ Dr. Kathleen Schiefen, Provost/Executive Vice President for Academic Affairs
- ◆ Thomas Schulte, Principal at WNY Tech Academy
- ◆ Christopher Suozzi, –GCEDC, Vice President of Business Development
- ◆ Dr. Virginia Taylor, Vice President for Student and Enrollment Services
- ◆ Timothy Tomczak (Co-Chair), Director of Social Sciences/Professor
- ◆ Jennifer Wakefield, Assistant Director of Alumni Affairs
- ◆ Gina Weaver, Associate Vice President for Human Resources, Affirmative Action Officer, Title IX Coordinator
- ◆ Jacalyn Whiting – Board of Trustees
- ◆ Dr. Shelitha Williams, Associate Vice President for Student Success



GENESEE COMMUNITY COLLEGE
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