



SUNY Orange

Strategic Plan

2009-2014

**Approved by the Board of Trustees
Dec. 8, 2008
Joan H. Wolfe, Chair**



**Dr. William Richards
President**

A Look Back

When SUNY Orange commissioned its inaugural long-range strategic planning process in 2004, its goal was clear: formulate a plan that would guide the College in the improvement of educational opportunities for all citizens of Orange County.

Following an exhaustive and intense research process, a Strategic Plan 2005-2010 (approved by the Board of Trustees on Dec. 13, 2004) was devised to sharpen the view of the College as it would appear in 2010 and to broadly define those activities that the College would employ over a five-year period to improve educational quality and support efficient institutional growth. The Plan was also designed to lead SUNY Orange on its journey to the highest levels of educational excellence and quality of service.

It was imperative that the Strategic Plan be closely aligned with the College's mission, vision and values so that SUNY Orange could achieve its core goals in the most cost-effective manner possible (vision), implement the plan in a collegial manner (mission), continue to build upon its considerable strengths (vision) and bolster its commitment to staff and faculty (values).

The original Strategic Plan 2005-2010 identified three primary themes, which included improving students' persistence and academic success, expanding the availability of programs and services, and increasing the effectiveness of all College operations. To assist the College in achieving those goals, the original plan outlined five strategic priorities:

- I. Develop and implement an Academic Master Plan that guides the renewal of current programs and services, the development of new programs and services, and formulates the allocation of resources effectively. The Academic Master Plan will be supported by a Facilities Plan, a Technology Plan, a Resource Development Plan and an Enrollment Management Plan.
- II. Increase the effectiveness of planning and resource allocation for all College operations. Such an approach has three components:
 - a. Expand the scope of responsibility and authority of the Planning Committee
 - b. Improve the collection, usefulness and availability of planning data
 - c. Develop and integrate into the operating life of the College the responses to issues raised by the Middle States Association's Commission on Higher Education
- III. Provide adequate resources to allow the College to realize its strategic goals.
- IV. Review and realign the missions, operations and staffing levels of all College departments in light of the strategic priorities.
- V. Provide a clear, consistent and compelling presentation of the College, its programs and services.

In the years following the implementation of its Strategic Plan 2005-2010, the College has faced a series of challenges brought about by such factors as steady enrollment increases, continued rapid evolution of technology and budgetary constraints. SUNY Orange will continue to face those same issues, along with many others, in the coming years and it remains imperative that the College continue its forward-thinking approach.

Moving Forward

To assure that SUNY Orange can continue to effectively shepherd its resources, efficiently manage its operations and actively support its students, the College's Board of Trustees reviewed its original Strategic Plan during the summer of 2008. That review revealed that the College had taken great strides toward achieving many of the goals set forth by that original document.

The Trustees were satisfied that two of the five original strategic priorities had already been achieved and no longer rose to the level of a strategic priority. They were:

- Review and realign the missions, operations and staffing levels of all College departments in light of the (original) strategic priorities (as outlined in the Strategic Plan 2005-2010)
- Provide a clear, consistent and compelling presentation of the College, its programs and services

The College's efforts to achieve these goals have helped to greatly enhance its profile within the community and have supported its ability to make significant progress toward achieving its other strategic goals.

While the Trustees are committed to seeing the College achieve its three remaining priorities from the Strategic Plan 2005-2010, they also have identified two new initiatives—**sustainability** and **accessibility**—for the College to focus upon as it continues to address current issues and prepare for future challenges.

Concerns regarding environmental preservation, stewardship and sustainability are being addressed on local, regional and global levels by a wide array of businesses, industries, organizations and groups. As an educational leader, the College must be positioned to offer programming that will prepare graduates to succeed and lead within environmental professions. The College will also be called upon as a resource for those in the community who are eager to learn more about sustainability. But, as an institution, it is imperative that the College assess its own operations and implement measures to reduce its environmental footprint and impact.

As part of its mission, the College is "dedicated to reaching out to all citizens of Orange County to enrich their lives through the highest-quality education possible." The College has been successful in expanding its outreach, as witnessed by annual enrollment increases in each year since 2001. Yet there remains a large segment of Orange County residents who may be unable to utilize the College's programming and services due to cultural, language, physical or economic barriers brought about by the county's incredible population growth in recent years.

Therefore, the College will work to make itself more accessible to all residents who desire the opportunity to pursue an education. Accessibility is a broad term that clearly has different meanings to different population groups. But the essence of accessibility is the "openness" of the College and the ease with which the community can navigate the College's facilities, policies, procedures and curriculum.

In lieu of the Trustees' review and assessment of the Strategic Plan 2005-2010, and their subsequent revisions to that plan's five strategic priorities, the College will now move forward with a new **Strategic Plan 2009-2014** that will guide planning and operations over the next five years. SUNY Orange's Strategic Plan 2009-2014 will allow the College to continue in its role as a change agent for the community while also fortifying its reputation as an educational leader.

Priority I

Refine and strengthen the College's Academic Master Plan. Implementation of the Academic Master Plan will be supported by a Facilities Plan, a Technology Plan, a Resource Development Plan and an Enrollment Management Plan.

The underpinning of any well-crafted curriculum is its ability to deliver the vital foundational elements of each academic discipline in an adaptive environment that embraces changing academic and professional trends, and student needs.

A sound, efficient and well-constructed Academic Master Plan, developed following implementation of the College's Strategic Plan 2005-2010, has fueled SUNY Orange's ability to meet current student educational needs, adjust to evolving trends and prepare for future programmatic demands. This plan involves all facets of education, from degree and certificate programs to continuing education, as well as articulation agreements.

The Academic Master Plan assures that the College's graduates are armed for the next step in their academic or professional journey by establishing the necessary educational foundation that will generate a passion for lifelong learning, assure continued academic success and foster those skills that translate directly to the workforce.

The Academic Master Plan will undergo annual evaluations to determine its efficiency and to assure SUNY Orange continues to offer relevant programming for students. The Plan will be adjusted as necessary so the College may remain true to its mission by "reaching out to all citizens of Orange County to enrich their lives through the highest-quality education possible."

The College will refine and strengthen its Academic Master Plan by

- Identifying new and emerging career and transfer opportunities and develop, where practical, corresponding curricula
- In collaboration with CAPE, continuing to service local industry sectors by working to meet their academic and training needs
- Investigating alternative scheduling, accelerated degree options and expanded distance learning offerings
- Exploring the development and expansion of internships and service learning opportunities within College curricula
- Continuing to infuse writing, critical thinking and information literacy throughout the curriculum and encouraging cross-disciplinary courses and programs
- Continuing to support teaching excellence and best practices through professional development activities for full- and part-time faculty
- Seeking and advancing partnerships with four-year institutions, the Hudson Valley Education Consortium and area secondary schools
- Utilizing campus-based facilities as working laboratories to enhance hands-on learning

BENCHmarks



Priority I

The College will:

encourage development of more full distance learning and hybrid distance learning courses by:

Fall 2010

support classroom innovation through increased professional development funding and innovation grants to faculty by:

Fall 2010

integrate installed green technologies and construction, such as wind turbines and revamped greenhouses, into scientific and technological curricula by:

Fall 2011

develop College-wide service learning and internship curriculum by:

Fall 2011

develop connections with workforce leaders to enhance skills development by:

Fall 2011

implement online course shells in support of all academic classes by:

Fall 2011

Priority I (continued)

Those plans targeted to support the Academic Master Plan will be structured and designed to ensure that the College's campuses in Middletown and Newburgh remain true learning laboratories, bolstered with the latest technological advances to aid in the achievement of student learning outcomes.

The College will also commit to providing the resources necessary to maintain its reputation as a rigorous academic institution and will implement an enrollment management plan that supports student success at SUNY Orange and prepares graduates for future challenges both academically and professionally.

The College will enhance its Facilities Master Plan by

- Securing full funding for Science, Engineering and Technology Center at Middletown
- Constructing a tiered parking lot adjacent to Physical Education Building
- Pursuing creation of a pedestrian-friendly walkway by closing South Street
- Providing proposals and business plans to the Board of Trustees for student housing at the Middletown campus

The College will strengthen its Technology Master Plan by

- Completing and implementing cyber-security lab with state-of-the-art technology, including video conferencing, as part of participation in the Hudson Valley Education Consortium
- Expanding wireless network access on campus
- Further implementing Banner computer system and refining methods for extracting useful data
- Developing document imaging/viewing platform that will connect Middletown and Newburgh campuses technologically

The Resource Development Plan will be strengthened by

- Continuing outreach for "Defining Moments" Capital Campaign
- Expanding pursuit/acquisition of grants (particularly in areas of sustainability, technology and science, as well as Title III grants) to strengthen the College
- Having grants office become self-sufficient

Once implemented, the College will enhance its Enrollment Management initiatives by

- Developing a unified and cohesive Student Services Plan
- Strengthening the Advising and Counseling department for improved student success/efficiency
- Increasing utilization of Banner system to provide expanded online self-service options for students, staff and faculty
- Expanding scope of newly created Career and Internship Services program
- Developing retention strategies that will connect students to faculty and peers through group advising models
- Broadening scope and impact of Learning Communities

BENCHmarks



Priority I

The College will:

establish single sign on (SSO) as a gateway to all online College information by:

Spring 2010

assess classroom/physical space needs for academic areas and match with student needs to effectively plan class schedules by:

Fall 2010

create ongoing assessment and updating process for all laboratory facilities and technology-based labs by:

Fall 2010

create a Student Services Plan, to include enrollment management components, by:

Fall 2010

develop and implement programs in new media that effectively match technological changes in communication by:

Fall 2011

develop and create courses/programs that undertake a cross-disciplinary approach, including the exploration of a humanities-based curriculum, by:

Fall 2011

Priority II

Increase effectiveness of planning and resource allocation to allow for data- and research-driven decision-making regarding College operations and programming by

- Expanding scope of responsibility and authority of the Planning Committee*
- Improving the collection, usefulness and availability of planning data*
- Developing and integrating into the operating life of the College the recommendations made by the Middle States Association's Commission on Higher Education.*

Planning is a critical element to the success and efficiency of any organization. Over the course of the College's initial Strategic Plan, SUNY Orange reviewed and realigned the missions, operations and staffing levels of all College departments to help attain key strategic priorities. These changes have enhanced the College's ability to plan and allocate resources more efficiently. However, many economic stressors continue to strain the College and stringent planning will continue to be vital to the College's ability to offer a diverse, relevant and challenging academic curriculum. During the course of this new Strategic Plan 2009-2014, the College will:

Expand the scope of responsibility and authority of the Planning Committee by

- Administering assessment of Planning & Initiative Prioritization (PIP) System to determine progress toward institutional effectiveness
- Modifying PIP System to incorporate assessment information to further increase transparency
- Integrating further the link between the planning process and resource allocation
- Increasing the utilization of the PIP System College-wide to administratively support initiatives and address committee recommendations

Improve the collection, usefulness and availability of planning data by

- Continuing ongoing efforts to enhance the efficiency and effectiveness of report writing
- Developing methods for measuring success in programs and services
- Implementing data-driven informed planning and resource allocation

Develop and integrate into the operating life of the College the recommendations made by the Middle States Association's Commission on Higher Education by

- Utilizing assessment findings to improve College programs and services and to make informed planning and resource allocation decisions
- Ensuring that the Middle States Standards are incorporated into all College planning documents

BENCHmarks



Priority II

The College will:

require annual Progress Reports to be submitted by each College vice president documenting accomplishments and next steps by
Fall 2009

publish Institutional Effectiveness Report by
Spring 2010

finalize College assessment plan, as prepared by Institutional Assessment Group, by
Fall 2010

Priority III

Provide adequate resources to allow the College to realize its strategic goals.

It is imperative that the College continue to diversify its funding streams and increase revenue generation to support funding from state, county and tuition sources. Fundraising efforts must continue to align with the strategic priorities. The College must commit to mining state and federal grants, developing supportive community partnerships and pursuing private gifts.

The College can provide adequate resources by

- Expanding its grants office by two additional staff members
- Adding full-time SUNY Orange Foundation director
- Successfully completing its "Defining Moments" Capital Campaign
- Increasing revenues generated through community training programs offered by CAPE
- Exploring non-traditional revenue-generating activities
- Capitalizing on the merger of the Alumni Association and Educational Foundation, which will allow for efficient and effective alumni outreach

BENCHmarks



Priority III

The College will:

increase state aid remedial offerings and "green" technology programming by:

Fall 2009

establish Alumni Council charter and mission by:

Spring 2010

expand the Grants Office by one person by:

Spring 2011

finish Lead Gift phase of "Defining Moments" Capital Campaign by:

Spring 2011

develop an aggressive alumni outreach and communication plan by:

Spring 2011

conclude community portion of "Defining Moments" Capital Campaign by:

Spring 2013

conclude "Defining Moments" Capital Campaign by:

Fall 2013

complete Grants Office staff expansion by:

Spring 2014

Priority IV

Develop and implement a College-wide Sustainability Plan.

By creating a Sustainability Plan, the College will show its commitment to reducing its impact on the environment in all areas, to include energy conservation, recycling, renewable energy, technology, food services, environmental stewardship and more. This commitment is likely to help SUNY Orange stretch its funding to accommodate those strategic initiatives that target resource allocation and fiscal efficiency. But, the College's focus on sustainability must also extend to the curriculum and into the community.

The College will improve its sustainability programming and lessen its environmental impact by

- Undertaking an energy audit of the College to identify where necessary changes can be implemented quickly and to target long-range goals and projects
- Pursuing the creation of a sustainability director (or office) to oversee the College's efforts
- Utilizing sustainability measures adopted by Orange County and State University of New York to enhance and assist the College's efforts
- Infusing systemic changes campus-wide that will create a more efficient and environmentally friendly Middletown campus
- Employing document imaging, fillable electronic forms, network file sharing and other technological tools to reduce reliance on paper and improve administrative efficiencies
- Utilizing current programs, and investigating creation of relevant new academic and continuing education programs, to make the College a leader in sustainable education and training
- Using new Science, Engineering and Technology Center to advance academic research and education of sustainability issues and initiatives by targeting "new and emergent" technologies and practices
- Creating a campus "culture" of environmental stewardship via programming that stresses outreach, education and awareness
- Raising "Sustainability IQ" of students, faculty and staff through ongoing awareness and promotion programs that stress current trends, the College's "green" procedures and ways that the College community can become involved
- Assisting community organizations, through CAPE programming, wishing to create career pathways to "green" occupations by providing education and training
- Developing an academic technologies department in CAPE that will create programs leading to certifications and accreditations for such green occupations as photovoltaics, wind energy and clean energy

BENCHmarks



Priority IV

The College will:

Develop curriculum for emerging sustainability technologies and programs by:

Fall 2009

Complete a campus-wide energy audit by:

Spring 2010

Conduct, with Orange County Chamber of Commerce, an Orange County Environmental Summit by:

Spring 2010

Hire a sustainability coordinator by:

Fall 2010

Approve a three- to five-year Strategic "Green Plan" by:

Spring 2011

Create footprint for "new and emergent" technologies labs and research space in proposed Science, Engineering and Technology Center by:

Spring 2011

Priority V

Expand and enhance programs, services and operations to ensure the College is accessible to all members of an increasingly diverse community.

During nearly 60 years as one of the top community colleges in the State University of New York system, SUNY Orange has become quite proficient in supporting and educating the diverse student population that it serves. However, the continued growth of Orange County has brought a more diverse general population to the Hudson Valley, and the College must be sure it is reaching out to, and connecting with, all segments of the population.

Expanding and enhancing the College's accessibility will create a more "welcoming" environment for prospective students interested in pursuing education. It will also reduce those barriers—language, cultural, economic and physical—that may inhibit interested community members from initiating or continuing progress toward an education. As the College reaches out to external audiences to facilitate their access, it must also remain committed to addressing the accessibility needs of current students as well.

The College will expand and enhance its accessibility by

- Improving the College's communication with bilingual populations through development of multilingual publications, web pages and videos
- Expanding English as a Second Language (ESL) programming to facilitate transition and admission of advanced ESL students to degree programs
- Recruiting and hiring individuals (faculty, staff, support staff) who reflect the ethnic/cultural diversity of Orange County
- Utilizing technology to enhance students' access and transition to online learning, tutorial support and student services
- Reaching out to non-traditional students (adults, Veterans, displaced homemakers, working students, career-changers, retirees) through creation of re-entry programs and support services designed for students in transition
- Promoting success for students from under-represented and at-risk populations by expanding support programming and services
- Assuring that students with disabilities can safely and efficiently navigate both campuses
- Providing students access to College academic and support programs by creating alternate scheduling options, delivery modes (accelerated, hybrid, online) and multiple entry terms
- Growing its technology infrastructure to accommodate the increasing demands of faculty, students and administrative users
- Reaching out to diverse constituency groups via multiple communication methods to inform them of College events, programs and services
- Expanding the availability, value and diversity of scholarships
- Engaging in collaborations with K-12 school districts, four-year academic institutions and local community agencies
- Expanding dual enrollment and transitional programs in Orange County secondary schools

BENCHmarks



Priority V

The College will:

develop Spanish/English admissions and financial aid information sheets for parents/families of prospective students by:

Fall 2009

create admission, advising, registration and orientation materials and workshops for returning adult students by:

Spring 2011

link advanced ESL students to College admissions/financial aid/advising personnel by:

Spring 2012

implement alternate scheduling options, delivery modes and multiple entry terms by:

Fall 2013

complete Braille room signage throughout campus buildings by:

Spring 2014

establish targeted recruitment and outreach strategies to ensure diverse administrative and faculty applicant pools by:

Fall 2014