

## FOCUS FORWARD

Themes	Strategic Planning Goals	Key Metrics	Strategic Planning Objectives
1.A. Student Success - Readiness	Goal 1.1 -> Strengthen pipeline from high school to college	Overall Placement	a) Increase college readiness in academic and non-academic skills
		FTIC Placed into Math	
		FTIC Placed into English	
		FTIC Placed into Reading	
1.B. Student Success - Engagement	Goal 1.2 -> Increase success in transitions to college	Fall to Spring Retention	a) Increase student satisfaction with academic advising
			b) Improve satisfaction with course scheduling
		Fall to Fall Retention	c) Increase success of at-risk students by providing relevant support services
			d) Overhaul enrollment planning and processes to ensure connection and progression through academic programs. <b>(M)</b>
1.C. Student Success - Student Learning	Goal 1.4 -> Increase quality of instruction for students	Gateway English Completed	a) Increase success in developmental courses and gateway courses
			b) Increase progression from developmental courses to gateway courses
			c) Decrease achievement gaps in targeted populations
		Gateway Math Completed	d) Increase progression from non-credit remedial ESL to college courses (also other noncredit pathways/stackable credentials)
			e) Increase the use of outcomes assessment for course, department, program and institutional learning <b>(M)</b>
			f) Increase alternate and innovative methods of delivering learning activities for students
1.D. Student Success - Completion	Goal 1.3 -> Increase success to college completion	Three year graduation rate	a) Decrease length of time to graduation
		Number of graduates	b) Increase number of graduates

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2. Workforce Development	Goal 2.2 -> Fulfill the workforce needs of area employers	Program Completions - Certificates	a) Increase enrollments and success rates in current and emerging high demand workforce areas
		Program Completions - Associates	b) Increase enrollments and success rates in contract education for credit and non-credit
		Enrollment in Credit Workforce	c) Ensure college offerings meet high demand workforce areas
		Enrollment in Workforce Noncredit	d) Increase transition rates in non-credit to credit pathways
	Goal 2.1 -> Increase success in career and transfer pathways	% of Transfers	c) Increase number of students transferring after graduation (AA/AS)
		% of Job Placements	d) Increase number of students in career placement after graduation (AAS/Certificates) e) Increase number of Career and Technical Education (CTE) Skills (credentials) awarded
3. Community Engagement	Goal 3.1 -> Strengthen external partnerships	Effective Advisory Boards	a) Increase partnerships/relationships with businesses and regional directors of economic development
		FTE Experiential Education	b) Increase participation with SUNY initiatives c) Increase participation with professional organizations
		Precollege enrollments (FTE)	d) Increase precollege enrollments e) Increase yield of local high school graduates
		# of Partner Schools	f) Increase lifelong learning enrollments
			g) Increase community perception, support, and use of WCC

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4. Campus Culture	Goal 4.1 -> Enhance work-life culture	Communication	a) Increase campus wide engagement among administrators, faculty, staff and trustees
		Collaboration	
	Goal 4.2 -> Support and promote diversity, inclusiveness and equity	Job Satisfaction	b) Recruit and retain a diverse workforce
		Pride	c) Promote appreciation of diversity and inclusiveness d) Enhance safety and security
		Professional Development	e) Increase the percentage of hours taught by FT faculty
			f) Foster professional development aligned with college goals to support lifelong learning for employees
5. Stewardship	Goal 3.2 -> Increase external funding in support of student success	Total Scholarship Dollars awarded	a) Utilize the college's strategic priorities to guide all fundraising efforts b) Accomplish a \$30 million, five year comprehensive campaign c) Increase support from alternative funding sources (individuals, foundations, corporations and government agencies)
		Student Default Rate	d) Increase financial literacy of students e) develop strategies to increase college readiness through innovative and responsive programming
		% Students Enrolled with FAFSA	
	Goal 4.3 -> Enhance a Culture of continuous improvement	Policies, Resources & Efficiency	a) Increase evidence based planning to support institutional effectiveness and closing the loop between assessment and resource allocation <b>(M)</b>
			b) Maintain state of the art technology and facilities
			c) Increase impact of sustainable practices to enhance cost-savings
			d) Increase efficiencies in administrative and student structures, services and processes <b>(M)</b>