WESTCHESTER COMMUNITY COLLEGE
2014-2019 STRATEGIC PLAN

Westchester Community College provides accessible, high quality and affordable education to meet the needs of our diverse community. We are committed to student success, academic excellence, workforce development, economic development and lifelong learning.

FOCUS AREA 1: ACADEMIC EXCELLENCE -> ACCESS AND SUCCESS

Goal 1.1 -> Strengthen pipeline from high school to college
(a) Increase college readiness in academic and non-academic skills by working with high school partners
(b) Increase precollege enrollments
(c) Increase yield of local high school graduates

Goal 1.2 -> Increase success in transitions to college
a) Increase new student satisfaction with academic advising
b) Increase financial literacy of students
c) Increase satisfaction with enrollment processes
d) Increase success in gateway courses (developmental courses/1st yr.)
e) Increase progression from developmental courses to 1st year courses in math and reading/writing
f) Decrease achievement gaps in targeted populations (i.e. veterans, Black/Hispanic)
g) Increase progression from non-credit remedial ESL to college courses

Goal 1.3 -> Increase success to college completion
a) Increase satisfaction with academic advising (31+)
b) Decrease length of time to graduation
c) Improve satisfaction with course scheduling
d) Increase number of graduates
e) Increase alternate methods of delivering learning activities for students
f) Increase success of at-risk students by providing relevant support services

Goal 1.4 -> Increase quality of instruction for students
a) Increase the use of outcomes assessment for course, department, program and institutional learning
b) Increase ratio of full-time faculty to part-time faculty
c) Foster professional development aligned with college goals

FOCUS AREA 2: ACADEMIC EXCELLENCE -> CAREER AND TRANSFER

Goal 2.1 -> Increase success in career and transfer pathways
a) Increase number of students transferring after graduation (AA/AS)
b) Increase number of students in career placement after graduation (AAS/Certificates)
c) Increase number of Career and Technical Education (CTE) Skills awarded

Goal 2.2 -> Fulfill the workforce needs of area employers
a) Increase enrollments and success rates in current and emerging high demand workforce areas
b) Increase enrollments and success rates in contract education for credit and non-credit
c) Ensure college offerings meet high demand workforce areas
d) Increase transition rates in non-credit to credit pathways

FOCUS AREA 3: COMMUNITY PARTNERSHIPS & EXTERNAL INVESTMENT

Goal 3.1 -> Strengthen external partnerships
a) Increase partnerships/relationships with businesses and regional directors of economic development
b) Increase participation with SUNY associations/meetings
c) Increase participation with professional organizations

Goal 3.2 -> Increase external funding in support of student success
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)

FOCUS AREA 4: COLLEGE CULTURE AND DIVERSITY

Goal 4.1 -> Enhance work-life culture
a) Increase campus wide engagement among administrators, faculty, staff and trustees
b) Foster professional development aligned with college goals to support lifelong learning for employees

Goal 4.2 -> Support and promote diversity, inclusiveness and equity
a) Recruit and retain a diverse workforce
b) Promote appreciation of diversity and inclusiveness
c) Enhance safety and security

Goal 4.3 -> Culture of continuous improvement
a) Increase evidence based planning to support institutional effectiveness and closing the loop between assessment and resource allocation
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 processes through enhanced technology