

SUNY ULSTER
Strategic Plan
2015-2019



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A Message from the President

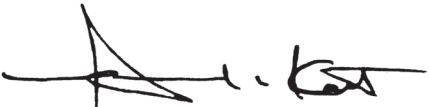
SUNY Ulster’s 2015-2019 Strategic Plan is the result of a six month process, involving a 26 membered Planning Council comprised of representatives from throughout the campus. The Council not only conducted lively discussions when they met, but they also spent time gathering input and reactions from a series of different groups both on and off campus. Focus groups were conducted with faculty, staff, Trustees, Foundation Board Members, students and representatives from the community, including several members of the alumni.

The process began with reflection on our 2010-2014 Strategic Plan. In my opinion the Council Members became impressed as the number of accomplishments grew and the enthusiasm of the presenters sharing their respective accomplishments was contagious. That discussion proved to be a valuable exercise that demonstrated the importance of the task before them and also that a strategic plan can make a difference as an institution moves forward.

Early on, sub-groups of the Council reviewed the previous mission, vision and values statements. Appropriate changes were suggested and discussed with the entire Council and the group collectively approved the revised statements.

This is the fourth Strategic Plan that has been created under my presidency that began in 2000. It is different from the first three, which attempted to include all aspects of the campus and provide goals that could be used to support each area’s purpose and contributions to the institution. As the Council approached the goals setting stage, there seemed to be a consensus that it was time for a change. The Council agreed that rather than trying to be all inclusive, they should identify the most critical issues facing SUNY Ulster and design measurable goals to address them. As you read these goals, you will note that there are measures of success for each one. I applaud the Council for adopting this approach and I believe this Plan will be a useful tool to guide us through the next four years.

The Council is enthused to begin their next step, which will be to guide and monitor implementation strategies to accomplish these very important goals. I share the Council’s enthusiasm and look forward to continue to work with them as we collectively make SUNY Ulster an even stronger institution of higher education.


Donald C. Katt
President of the College

Start Here. **Go Far.**



2015-2019
**Strategic
Planning
Council**

Co-Chairs:
Donald C. Katt
Mindy Kole

- Members:*
Anita Bleffert-Schmidt
Richard Cattabiani
Marianne Collins
Liliana Covington
Cornelia Denvir
Monika Espinasa
John Frampton
Douglas Furman
Miho Iwazaki
Mark Komdat
Iain Machell
Kari Mack
Ann Marrott
Christopher Marx
Wendy McCorry
Jody Mesches
Hank Miller
Dolores Quiles
Jonathan Rhea
Burnelle Roser
James Truitt
Hope Windle

Chrissy Coley,
Ellucian
Principal Strategic Consultant

Faculty, Staff & Instructors

Attract, retain and develop full and part-time faculty, staff, and instructors

Goal

Improve the ratio of full to part time faculty & attract a higher number of qualified part time faculty prospects.

Measure of Success

- Keep a ratio of part time to full time faculty of 1.75 part time to 1 full time
- 50% or more of total department credit hours taught by full-time faculty

Goal

Design and implement a Center for Teaching Excellence to brand our efforts, to increase awareness, and develop and facilitate a professional development program for faculty and staff.

Measure of Success

- Increase participation in at least one college-sponsored professional development activity to 100% of full-time faculty and staff and 70% of adjunct faculty and part-time staff

Local Economy

Continue to play a role in the revitalization of the local economy

Goal

Optimize business and industry relations to provide increased employee training, support business creation and expansion, and assist businesses to improve efficiency and quality assurance.

Measures of Success

- Increase in number of Development Center for Business (DCB) training programs and contracts for incumbent workers by 5%per year
- Increase in Small Business Development Center (SBDC) client investment in business start-up and expansions by 5% per yearw
- Increase in number of internship placements by 5% per year
- Increase market share of Ulster County workers trained/educated by SUNY Ulster by 2% per year
- Partner with 4 new businesses each year through START-UP NY

Goal

In conjunction with the SUNY “Big Idea” of SUNY and the Entrepreneurial Century, continue to spread an entrepreneurial mindset among students across campus regardless of major.

Measures of Success

- Increase in the number of Darlene L. Pfeiffer Center for Entrepreneurial Studies activities and events by 10% per year

Goal

Strategically increase certificate programs related to employment preparation and employ DACUM (Developing a Curriculum) to ensure effectiveness and sustainability.

Measures of Success

- Develop at least one new certificate or industry certification program related to employment preparation per year

Mission

SUNY Ulster is a comprehensive community college dedicated to providing high-quality and cost-effective learning experiences that meet the educational, professional, and individual goals of our students. Responsive to the broader economic and regional needs of our community, SUNY Ulster prepares students for the challenges and opportunities of tomorrow in a diverse, ever-changing, and interconnected global community.

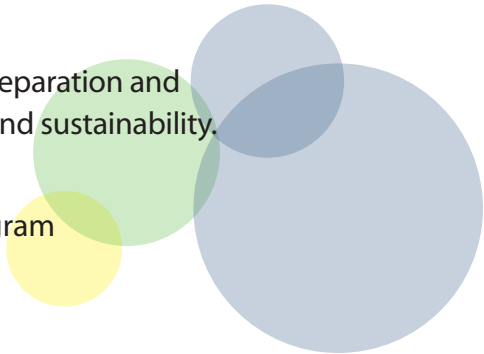
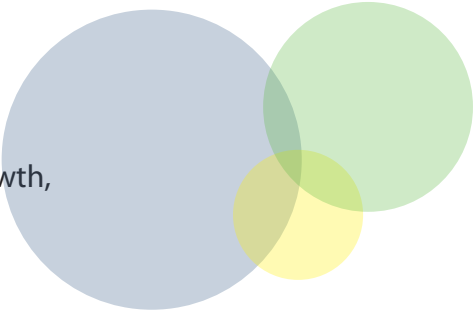


Vision

SUNY Ulster is committed to improving lives by fostering intellectual growth, cultural enrichment, and economic prosperity.

Values

- 1. Student Success**
Keeping student needs first and foremost in our minds as we develop curriculum, services, and delivery systems that help students plan and achieve their goals.
- 2. Diversity and Civility**
Building a culture of inclusiveness, a sense of community, and a respect for diverse beliefs, thoughts, and individual contributions.
- 3. Commitment to Excellence**
Setting, maintaining, and rewarding high standards of academic excellence and always striving to create positive learning outcomes and increased levels of student achievement.
- 4. Community Collaboration**
Developing a variety of opportunities for interaction and exchange of ideas among all members of our internal and external communities through the promotion of open and respectful dialogue.
- 5. Innovation and Creativity**
Fostering critical thinking and reasoning, fresh ideas, questioning, and the expression of different points of view.
- 6. Flexibility, Responsiveness, and Commitment to Quality**
Recognizing that we live in a constantly changing environment in which we need to reflect, reassess, and improve our programs and services on an ongoing basis to ensure we are responsive to the needs of students, faculty, staff, and the community.
- 7. Accountability and Sustainability**
Being responsible to our environment, the community and to each other for the careful use of resources by making data-driven decisions that accomplish the completion of College goals that support the College mission.
- 8. Balance in Our Lives**
Promoting time for reflection, renewal, and a healthy learning and working environment with reasonable expectations and workloads.



Academic Standards

Maintain a high level of academic standards providing our students with the best possible education to prepare them for transfer and/or the job market

Goal

Increase the level of student learning and teaching excellence.

Measures of Success

- Increase successful course completion by 2% per year for five years reaching a total of 10% by 2019

Enrollment & Retention

Manage and realize enrollment growth, exploring new markets and programs, online education, as well as retention and completion strategies

Goal

Expand enrollment in online and blended programs and courses, and COIL collaborations.

Measures of Success

- Increase enrollment in online courses by 9%
- Increase enrollment in online programs by a minimum of 8%
- Increase enrollment in blended courses by a minimum of 6%
- Double the number of COIL collaborations in the Fall and Spring semesters

Goal

Improve retention and completion rates campus-wide.

Measures of Success

- Increase first-time full-time (FTFT) student Fall to Spring retention rate by 4%
- Increase first-time full-time (FTFT) student Fall to Fall retention rate by 4%
- Increase second-year (continuing student type) full-time Fall to Spring retention rate by 4%
- Increase student success rates (FTFT cohort) by 3%



Strategic Plan 2015 - 2019

Developmental Education

Improve developmental education in English, math and reading, exploring alternative models and solutions

Goal

Reduce the percentage of students enrolled in developmental coursework.

Measures of Success

- Reduce student enrollments in developmental coursework by at least 2% per year for each of the next 5 years (total of at least 10%)

Goal

Increase the percentage of students who successfully complete gatekeeper courses.

Measures of Success

- Increase students' successful completion of gatekeeper courses by at least 2% per year for each of the next 5 years (total of at least 10%)

Operations

Creatively explore alternative sources of revenue, along with reallocation of resources

Goal

Strengthen our financial position by strategically increasing revenue and reducing costs.

Measures of Success

- Increase the fund balance by \$100,000 per year to reach a total of \$750,000 by the end of 2019

Goal

Improve efficiency by creating rubrics for determining feasibility and sustainability of programs and initiatives.

Measures of Success

- Establish program and initiative rubrics by the end of fiscal year 2015
- Utilize program and initiative rubrics in 100% of departments by the end of fiscal year 2016
- Report annual savings and reallocations of resources at the end of fiscal years 2017, 2018 and 2019



SUNY ULSTER