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
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

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

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%)

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%

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