FIVE-YEAR STRATEGIC PLAN
2016 - 2020
Our Community. Our College. Our Future.

VISION

Dutchess Community College aspires to be an innovative, transformative community of learners that promotes exemplary student success.

MISSION

Dutchess Community College offers educational opportunities that prepare individuals to realize their full potential and contribute to a diverse and global society.

VALUES

EXCELLENCE
ACCESS
DIVERSITY
Accountability

GOALS

Increase student success.

Embrace diversity as an integral part of our institutional identity.

Contribute to the vitality of the region through community engagement.

Promote collaborative campus culture.

Enhance institutional effectiveness through integration of assessment, planning and resource allocation.

Approved by the Board of Trustees April 2015
GOAL

Increase student success

INITIATIVE 1
Focus on effective educational practice to ensure students’ academic success

- Invest in faculty as a critical factor in improving student outcomes.
- Implement, expand and assess evidence-based teaching strategies that significantly improve student learning.
- Expand and support alternative delivery modalities.
- Develop career pathways and stackable credentials that are relevant and responsive to regional, state and national needs.
- Optimize all student-learning environments with appropriate technologies.

INITIATIVE 2
Enhance student support services

- Invest in our workforce as a critical factor in improving student outcomes.
- Implement and expand evidence-based student support strategies that significantly improve student persistence and completion from onboarding through graduation.
- Reduce financial barriers that impede student access and completion.
- Focus on campus-based housing as a student success strategy.

INITIATIVE 3
Enhance access for an increasingly diverse student body

- Recruit, hire and support a diverse workforce.
- Through expanded collaborations with K-12 and community partners, increase the percentage of college-bound students in Dutchess County.
- Ensure our learning environment is inclusive and values the culture and heritage of our entire student body.
- Enrich our campus and learning community through targeted programs, events, materials and visitors that expand our collective experience with others.
GOAL

Promote collaborative campus culture

INITIATIVE 1
Strengthen and reinforce culture of transparency and accountability and facilitate participatory structure

- Develop sustainable methods of shared governance.
- Create and maintain open communication channels accessible by the entire campus community.
- Foster collaboration and respect between management and organized labor groups of Dutchess United Educators and CSEA.

INITIATIVE 2
Recruit and retain great faculty and staff

- Align all current and future positions with articulated college goals and initiatives.
- Balance promotion from within with aggressive external recruitment strategies.
- Promote continuous learning as an expectation for every employee.
- Ensure that personnel evaluation is an opportunity to assess individual growth, professional development and career advancement.
GOAL
Enhance institutional effectiveness through integration of assessment, planning and resource allocation

INITIATIVE 1
Design and implement a strategic planning process
- Achieve full compliance with the Middle States Commission on Higher Education Standards of Excellence.
- Attain routine utilization of strategic plan to guide decision-making at all levels.

INITIATIVE 2
Focus on assessment of student learning
- Establish ongoing authentic assessment measures of student learning as an integral component of routine work of faculty, staff and administration.
- Investigate, implement and support best practices in student learning assessment.

INITIATIVE 3
Enhance administrative effectiveness
- Review and update college policies to increase efficiency and effectiveness throughout institution.
- Align institutional units to enhance collaboration and improve services to all constituents.
- Routinely monitor and assess college operations to increase quality and efficiency of services.

INITIATIVE 4
Secure financial sustainability and growth of the institution through increased revenue and the effective allocation of resources
- Establish a multi-year budget framework for tuition, sponsor share and state support.
- Maintain operational integrity of campus facilities to ensure program effectiveness.
- Increase grant funding from public and private sources.
- Increase philanthropic support through the Foundation.
GOAL
Contribute to the vitality of the region through community engagement

INITIATIVE 1
Align college with regional economic development

- Leverage college representation on all major regional economic development bodies.
- Explicitly link program planning and implementation to community identified needs.
- Ensure that college programs and services are accessible throughout Dutchess County.

INITIATIVE 2
Expand community partnerships

- Develop community-based curricular and co-curricular learning opportunities.
- Expand and utilize college representation on community boards, organizations and associations to align and leverage college resources with community-identified needs.
GOAL

Embrace diversity as part of our institutional identity

INITIATIVE
Model an inclusive organization that educates and celebrates the unique contributions of all members of our community

• Ensure a welcoming and supportive campus.
• Increase the diversity of our campus community, particularly that of faculty and staff.
• Expand diverse curricular offerings.
• Play a leadership role in supporting diversity in the surrounding community.
In 2020 Dutchess Community College will be a leader in student success, both within SUNY and nationally.

- First-year retention rates will increase by 5%.
- Three-year graduation rates will increase by 3%.
- Average time to degree will decrease to 3.25 years.
- The achievement gap for traditionally underserved students will decrease by 50%.
- Our community’s return on investment in DCC will increase.