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From the President

March 1, 2013

In one of his great speeches off the football field, Vince Lombardi once said that the achievements of an organization are the results of the combined efforts of each individual.

So it is with Success Through Collaboration, Genesee Community College’s strategic plan for the years 2013 to 2018.

The farsighted goals outlined in Success Through Collaboration build on the remarkable record of success Genesee has enjoyed since its founding in 1966. Equally important, the goals represent six months of thoughtful and concentrated effort by more than 125 faculty members, staff and community leaders who committed themselves to capturing this great college’s values, vision and potential in our strategic plan.

As the plan unfolds, we will achieve success because of the combined efforts of thousands of committed people: the hundreds of faculty and staff who teach, serve and care for the needs of students; the members of our volunteer Board of Trustees and College Foundation Board of Directors; our 23,000+ alumni; our many community supporters; and of course, our students themselves. Under this strategic plan, we will challenge our students to learn and achieve as never before, and to prepare with vigor for the leadership and citizenship roles we expect them to fulfill in the years ahead.

“Success Through Collaboration” will guide us through the 50th anniversary of the founding of Genesee Community College. As we celebrate this milestone during the 2013-2018 period, I hope and expect that this strategic plan will harness the extraordinary talents and enthusiasm of all Genesee stakeholders. I am confident that, through our individual and collective efforts, our students and communities will be ready for the great challenges that await us.

James M. Sunser, Ed.D.
President
Executive Summary

Genesee Community College’s previous Strategic Plan, “Strength Through Collaboration,” helped to guide the College from 2011 through 2013. To insure the College continues to operate in a focused and efficient manner, a comprehensive effort has been undertaken to update the College’s strategic plan through the 2017-2018 academic year. The updated strategic plan will be implemented in support of the College’s vision and mission that will help students to achieve “Success Through Collaboration.”

The College has had much success in past years, but many challenges remain to meet the needs of the local, regional and global community. The College’s updated strategic plan consists of strategic priorities supported by directional statements which provide a road map to achieving intended outcomes. The intended outcomes emphasize Genesee’s commitment to helping students successfully complete their personal educational goals.

With an increasingly diverse student population, the challenge to meet those personal goals is significant, requiring a concerted and strategic approach. The Strategic Plan Steering Committee updated the strategic plan utilizing institutional and industry data, as well as a significant amount of campus and community input received through open forums. Of the many intended outcomes considered, the achievement of student success was a constant theme throughout the process. Additional significant outcomes include supporting and nurturing employee success, further developing local, regional and global partnerships, embracing a philosophy of economic, social and ecological sustainability, and providing integrated and systematic information and advisement services to improve student goal development and academic completion.

Genesee Community College will continue to build on its successes with new collaborative partnerships, innovative academic programs, and a culture that promotes academic excellence, continuous improvement, and professional development. The 2013-2018 Strategic Plan will serve as a living plan for the College to empower its students, employees and partners to achieve “Success Through Collaboration.”
Our Vision

Genesee Community College will be the center of educational excellence and innovation; empowering individuals, organizations and communities to meet the demands of a changing world.

Our Mission

Dedicated to meeting the changing needs of individuals and the community, Genesee Community College, a public, open-admission, student-centered college, commits to providing educational experiences which promote intellectual and social growth, workforce and economic development, and global citizenship.

Our Strategic Priorities

♦ Student Readiness and Access
♦ Student Success and Completion
♦ Faculty and Staff Success
♦ Economic Development and Impact
♦ College Culture
♦ Sustainability
Strategic Priorities 2013 - 2018

Student Readiness and Access

Student Success and Completion

Faculty and Staff Success

Economic Development and Impact

College Culture

Sustainability

Success Through Collaboration
Student Readiness and Access

Directional Statements

♦ Reduce personal and geographical barriers to educational services.

♦ Collaborate with our educational, business and community partners to ensure students are better prepared for college and to promote a seamless educational pipeline.

Intended Outcomes

♦ Provide services that assist in improving academic preparedness prior to enrollment.

♦ Improve student readiness by streamlining student enrollment and business processes.

♦ Establish programs, support services and college processes designed to reduce barriers to college enrollment (e.g. personal, geographical, and financial).
Directional Statements

♦ Focus on the individual needs of our students in everything we do.
♦ Enable students to successfully meet their educational goals including graduation, transfer and/or employment.
♦ Prepare students to become contributors in a dynamic and vibrant community through relevant and impactful programming.
♦ Prepare students to thrive in an ever changing global environment.

Intended Outcomes

♦ Maximize college resources to facilitate student success after graduation.
♦ Maintain and improve current student satisfaction levels.
♦ Expose students to programs to enhance their interpersonal skills and promote shared language as global citizens.
♦ Provide integrated and systematic information and advisement services designed to improve student goal development and academic completion.
♦ Establish or redesign academic programs, support services and college processes to reduce barriers to completion (e.g. personal, geographical, academic and financial).
♦ Increase programming designed to expand student engagement beyond the classroom.
Facility and Staff Success

Directional Statements
- Provide an atmosphere that promotes and supports continuous personal and professional improvement.
- Develop programs and processes to promote college-wide collaboration.

Intended Outcomes
- Improve collaboration, communication, cooperation and mentoring among college personnel.
- Maintain and/or increase current faculty/staff satisfaction.
- Provide full-time and part-time faculty and staff members with relevant training and development opportunities to help them grow professionally and personally.
Economic Development and Impact

Directional Statements
- Support and develop local, regional and global partnerships to foster economic success and entrepreneurship.
- Expand relationships and partnerships to positively impact college and student resources through increased private, local, state, and federal funding.

Intended Outcomes
- Collaborate with manufacturers/businesses to develop the strongest connection with the GLOW region and NYS employers.
- Develop programs that meet the workforce readiness needs of work trades and industry in regional and global markets.
- Make and market GCC as the center for innovation and entrepreneurship.
Directional Statements

❖ Embrace diversity and foster a culture of trust, collaboration and mutual respect that is shared among all faculty, staff, students and all stakeholders.

❖ Maintain a welcoming and safe environment for the entire college community.

❖ Create a culture of excellence that encourages and nurtures continuous improvement and innovation that is shared among all faculty, staff, students and all stakeholders.

Intended Outcomes

❖ Continuously evaluate programs and services to ensure relevance, quality and student success in a changing world.

❖ Increase the number of health and wellness initiatives designed to promote academic, emotional, financial, physical and social wellbeing.

❖ Promote the use of college facilities and intellectual resources to foster social, cultural, technological, scientific and global awareness/appreciation throughout the GLOW Region.

❖ Maintain a high degree of accountability and transparency in the college’s operations and reporting.

❖ Develop, reinforce and model consistent standards of conduct suitable for college and business environments to promote a welcoming and safe environment.
Directional Statements

- Embrace a fiscally sustainable approach to college resources, positioning the college to achieve strategic priorities today and in the future.
- Embrace a philosophy that supports economic, ecological and social sustainability.
- Act as good stewards of college resources and maintain accountability to external stakeholders and partners.
- Position GCC as an academic leader among peer institutions.

Intended Outcomes

- Maintain a Net Operating Cost per FTE well below the state-wide average.
- Expand opportunities to increase enrollment.
- Maintain a fund balance that is consistent with higher education industry standards.
- Align and execute all institutional master plans (facilities, technology, etc.) in conjunction with the College’s Strategic Plan.
- Expand the development and implementation of socially equitable, economically and ecologically sustainable initiatives.
- Market GCC as the college of choice.
Strategic Plan Development Process

The 2013 – 2018 Strategic Plan is based on input received from four separate college forums where over 130 participants including faculty, staff, high school administrators, Board of Trustee members, Foundation Board members, and GLOW region community members came together. These groups generated ideas based on critical data they reviewed relating to current remediation rates, changing GLOW region demographics, completion rates, funding rates and enrollment trends.

The results of the open forums were categorized and presented to a Steering Committee consisting of twenty-five (25) individuals representing the above constituents. Based on the over one thousand ideas proposed at these open forums, the steering committee was charged with developing a core set of Strategic Priorities supported by Directional Statements and Intended Outcomes which together form the 2013 - 2018 Strategic Plan. The President and his Cabinet were also instrumental in providing regular oversight and input as the Strategic Plan was being developed. Over the next five years, this Strategic Plan will be used as a living document to assist in the development and alignment of annual plans of achievements for each division within the College, thereby bringing us closer to achieving the College’s mission.

Strategic Plan Development and Implementation Timeline

<table>
<thead>
<tr>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>September</td>
<td>December</td>
</tr>
<tr>
<td>Leadership Team / Cabinet reviews of current priorities</td>
<td>College-wide Forums are held along with community meetings</td>
</tr>
</tbody>
</table>

Success Through Collaboration
Strategic Planning Steering Team

Joanna Barefoot, Technical Specialist for Student Activities
Laura Bohm, Secretary, Board of Trustees
Becky Dziekan, Director of Health and Physical Education
William Emm, Executive Vice President of Planning and Institutional Effectiveness
Patti Furness, Albion Campus Center Associate
Norman Gayford, Professor, English
Maureen Goodsell, Data Entry Clerk, Admissions
Valerie Hale, Executive Secretary, Planning and Institutional Effectiveness
Jessica Hibbard, Warsaw Campus Center Associate
Katharina Kovach-Allen, Dean of Human Communications and Behavior
Lina LaMattina, Director, The Business and Employee Skills Training (BEST) Center
Edward Levinstein, Associate Dean, Accelerated College Enrollment Program
Judith Littlejohn, Technical Assistant, eLearning
Carol Marriott, Associate Vice President of Institutional Research and Assessment
Todd Masters, Vice President/Batavia and Attica Branch Manager, First Niagara Bank
Kathryn Meloon, Bursar
Samson Olaode, Director of Grant Services
Lyndsey Oliver-Farewell, Technical Specialist, Records Management
Russ Romano, GCC Foundation Board of Directors Member
Peter Soscia, Associate Dean, Dansville Campus Center
Michael Stoll, Interim Executive Vice President for Academic Affairs
Raymond Strzelecki, Building Maintenance Supervisor
Donna Rae Sutherland, Associate Director of Marketing Communication
Diane Torcello, Vice Chairperson, Board of Trustees
Nina Warren, Director of Library Services
Gina Weaver, Associate Vice President of Human Resources
Board of Trustees Members
GENESEE COMMUNITY COLLEGE
BOARD OF TRUSTEES
2012-13

Mrs. Laura J. Bohm, Secretary
Mr. Benjamin J. Bonarigo, Sr., Esq.
Mr. Peter R. Call
Ms. Donna Ferry
Ms. Maureen Marshall (Chair)
Ms. Laurie Miller
Mr. Glenn Morton
Ms. Diane Torcello (Vice Chair)
Dr. Melvin J. Wentland

Student Trustee for 2012-13 academic year:

Ms. Samantha Vogt

President and Cabinet Members
Dr. James M. Sunser, President
Cathy Costello, Executive Assistant to the President
William Emm, Executive Vice President of Planning and Institutional Effectiveness
Richard Ensman, Director of Development and External Affairs
Kevin Hamilton, Vice President of Finance and Operations
Michael Stoll, Interim Executive Vice President for Academic Affairs
Dr. Virginia Taylor, Vice President for Student and Enrollment Services
<table>
<thead>
<tr>
<th>Strategic Priorities</th>
<th>Directional Statements</th>
<th>Intended Outcomes</th>
</tr>
</thead>
<tbody>
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<td>Reduce personal and geographical barriers to educational services. Collaborate with our educational, business and community partners to ensure students are better prepared for college and to promote a seamless educational environment.</td>
<td>Provide services that assist in improving academic preparedness prior to enrollment. Improve student access by streamlining student enrollment and business processes. Establish programs, support services and college processes designed to reduce barriers to college enrollment (e.g. personal, geographical, and financial).</td>
</tr>
<tr>
<td>Student Success and Completion</td>
<td>Focus on the individual needs of our students in everything we do. Enable students to successfully meet their educational goals including graduation, transfer and/or employment. Prepare students to become contributors in a dynamic and vibrant community through relevant and impactful programming. Prepare students to thrive in an ever changing global environment.</td>
<td>Maximize college resources to facilitate student success after graduation. Maintain and improve current student satisfaction levels. Expose students to programs to enhance their interpersonal skills and promote shared language as global citizens. Provide integrated and systematic information and advisement services designed to improve student goal development and academic completion. Establish or redesign academic programs, support services and college processes to reduce barriers to completion (e.g. personal, geographical, academic and financial). Increase programming designed to expand student engagement beyond the classroom.</td>
</tr>
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<td>Improve collaboration, communication, cooperation and mentoring among college personnel. Maintain and/or increase current faculty/staff satisfaction. Provide full-time and part-time faculty and staff members with relevant training and development opportunities to help them grow professionally and personally.</td>
</tr>
<tr>
<td>Economic Development and Impact</td>
<td>Support and develop local, regional and global partnerships to foster economic success and entrepreneurship. Expand relationships and partnerships to positively impact college and student resources through increased private, local, state, and federal funding.</td>
<td>Collaborate with manufacturers/businesses to develop the strongest connection with the GLOW region and NYS employers. Develop programs that meet the workforce readiness needs of work trades and industry in regional and global markets. Make and market GCC as the center for innovation and entrepreneurship.</td>
</tr>
<tr>
<td>College Culture</td>
<td>Embrace diversity and foster a culture of trust, collaboration and mutual respect that is shared among all faculty, staff, students and all stakeholders. Maintain a welcoming and safe environment for the entire college community. Create a culture of excellence that encourages and nurtures continuous improvement and innovation that is shared among all faculty, staff, students and all stakeholders.</td>
<td>Continuously evaluate programs and services to ensure relevance, quality and student success in a changing world. Increase the number of health and wellness initiatives designed to promote academic, emotional, financial, physical and social wellbeing. Promote the use of college facilities and intellectual resources to foster social, cultural, technological, scientific and global awareness/appreciation throughout the GLOW Region. Maintain a high degree of accountability and transparency in the college’s operations and reporting. Develop, reinforce and model consistent standards of conduct suitable for college and business environments to promote a welcoming and safe environment.</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Embrace a fiscally sustainable approach to college resources, positioning the college to achieve strategic priorities today and in the future. Embrace a philosophy that supports economic, ecological and social sustainability. Act as good stewards of college resources and maintain accountability to external stakeholders and partners. Position GCC as an academic leader among peer institutions.</td>
<td>Maintain a Net Operating Costs/FTE well below the state-wide average. Expand opportunities to increase enrollment. Maintain a fund balance that is consistent with higher education industry standards. Align and execute all institutional master plans (facilities, technology, etc.) in conjunction with the College’s Strategic Plan. Expand the development and implementation of socially equitable, economically and ecologically sustainable initiatives. Market GCC as the college of choice.</td>
</tr>
</tbody>
</table>
GLOW Job Outlook - Positions Requiring Associate/Certificate

<table>
<thead>
<tr>
<th>Occupation</th>
<th>2010</th>
<th>2018</th>
<th>Growth</th>
<th>% Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate Sales Agents</td>
<td>1,331</td>
<td>1,565</td>
<td>234</td>
<td>18%</td>
</tr>
<tr>
<td>Paralegals and Legal Assistants</td>
<td>132</td>
<td>185</td>
<td>53</td>
<td>40%</td>
</tr>
<tr>
<td>Security/Fire Alarm Systems Installers</td>
<td>77</td>
<td>117</td>
<td>40</td>
<td>52%</td>
</tr>
<tr>
<td>Legal Secretaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Real Estate Appraisers/Assessors</td>
<td>202</td>
<td>235</td>
<td>33</td>
<td>16%</td>
</tr>
<tr>
<td>EMTs and Paramedics</td>
<td>153</td>
<td>176</td>
<td>23</td>
<td>15%</td>
</tr>
<tr>
<td>Chemical Technicians</td>
<td>14</td>
<td>34</td>
<td>20</td>
<td>143%</td>
</tr>
<tr>
<td>Massage Therapists</td>
<td>82</td>
<td>102</td>
<td>20</td>
<td>24%</td>
</tr>
<tr>
<td>Welders, Cutters, Solderers, and Brazers</td>
<td>277</td>
<td>297</td>
<td>20</td>
<td>7%</td>
</tr>
<tr>
<td>Nursing Aides, Orderlies, and Attendants</td>
<td>679</td>
<td>698</td>
<td>19</td>
<td>3%</td>
</tr>
<tr>
<td>Fitness Trainers and Aerobics Instructors</td>
<td>126</td>
<td>141</td>
<td>15</td>
<td>12%</td>
</tr>
<tr>
<td>Interior Designers</td>
<td>49</td>
<td>83</td>
<td>34</td>
<td>29%</td>
</tr>
<tr>
<td>Industrial Engineering Technicians</td>
<td>66</td>
<td>80</td>
<td>14</td>
<td>21%</td>
</tr>
<tr>
<td>Computer Support Specialists</td>
<td>199</td>
<td>213</td>
<td>14</td>
<td>7%</td>
</tr>
<tr>
<td>Travel Agents</td>
<td>36</td>
<td>49</td>
<td>13</td>
<td>36%</td>
</tr>
<tr>
<td>Mechanical Drafters</td>
<td>47</td>
<td>60</td>
<td>13</td>
<td>28%</td>
</tr>
</tbody>
</table>

GLOW will experience a population shift over the next ten years, with a declining young population replaced by higher numbers of seniors.

The GLOW Region will experience job growth in positions requiring an Associate Degree or Certificate.

Projected Change in NYS High School Graduates

<table>
<thead>
<tr>
<th>County</th>
<th>Change '08 to '19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orleans</td>
<td>-36.2%</td>
</tr>
<tr>
<td>Ontario</td>
<td>-20.2%</td>
</tr>
<tr>
<td>Seneca</td>
<td>-20.6%</td>
</tr>
<tr>
<td>Delaware</td>
<td>-20.0%</td>
</tr>
<tr>
<td>Genesee</td>
<td>-19.9%</td>
</tr>
<tr>
<td>Livingston</td>
<td>-19.7%</td>
</tr>
<tr>
<td>Monroe</td>
<td>-19.5%</td>
</tr>
<tr>
<td>Wyoming</td>
<td>-19.5%</td>
</tr>
<tr>
<td>Cattaraugus</td>
<td>-19.2%</td>
</tr>
<tr>
<td>Steuben</td>
<td>-19.0%</td>
</tr>
<tr>
<td>Allegany</td>
<td>-18.8%</td>
</tr>
<tr>
<td>Wyoming</td>
<td>-18.8%</td>
</tr>
<tr>
<td>Yates</td>
<td>-18.7%</td>
</tr>
<tr>
<td>Madison</td>
<td>-18.6%</td>
</tr>
<tr>
<td>Wyoming</td>
<td>-18.6%</td>
</tr>
</tbody>
</table>

The result of this population shift will be declines in the size of high school classes, and thus in the number of high school graduates.

Source: NYSED, Dec. 2008
As the number of high school graduates declines, so will the number of “college-bound” (“CB”) students.

As high school class sizes continue to drop, GCC will need to attract a larger portion of college-bound high school graduates to maintain the current numbers of entering freshmen.

GCC’s enrollment peaked in 2010-11.
Albion, Medina, and Arcade Full-Time Equivalent (FTE) enrollment peaked in 2009-10; Warsaw and Lima in 2004-05; and Dansville in 2011-12.

Approximately one-third of fall students are concurrently enrolled in high school.

While most students still come from Genesee County, the portion of students from Monroe and Erie Counties is growing.
### Average Age by Location

<table>
<thead>
<tr>
<th>Location</th>
<th>Average Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Batavia</td>
<td>25.0</td>
</tr>
<tr>
<td>Warsaw</td>
<td>25.8</td>
</tr>
<tr>
<td>Medina</td>
<td>26.0</td>
</tr>
<tr>
<td>Albion</td>
<td>26.1</td>
</tr>
<tr>
<td>Arcade</td>
<td>26.8</td>
</tr>
<tr>
<td>Dansville</td>
<td>27.0</td>
</tr>
<tr>
<td>DL</td>
<td>28.4</td>
</tr>
<tr>
<td>Lima</td>
<td>29.5</td>
</tr>
</tbody>
</table>

Students at campus center locations tend to be slightly older than students at Batavia. (Average age from Fall 2009, 2010 and 2011.)

### Degrees Awarded by Type

- **AS General Studies**: 408 degrees (40% of all degrees)
- **AAS Nursing**: 322 degrees (32% of all degrees)
- **AS Teacher Education**: 52 degrees (5% of all degrees)
- **AAS Criminal Justice**: 41 degrees (4% of all degrees)
- **AAS Business Admin**: 46 degrees (4% of all degrees)

Degrees for students planning to transfer to baccalaureate colleges (AA and AS) are being replaced by degrees for students planning to immediately enter the workforce (AAS and Certificate).

### Top Degrees Awarded (2007 – 2011)

- **AS General Studies**: (avg. 19% of all degrees)
- **AAS Nursing**: (avg. 10% of all degrees)
- **AS Teacher Education**: (avg. 9% of all degrees)
- **AAS Criminal Justice**: (avg. 6% of all degrees)
- **AAS Business Admin**: (avg. 5% of all degrees)
  - Business shifted from AS to AAS after 2008

The most popular degree is the AS degree in General Studies, followed by degrees in Nursing, Education, Criminal Justice and Business.
Freshmen’s class size peaked at 1,399 students in fall 2010.

Approximately one-third of GCC freshmen first attended GCC while in high school through the ACE Program.

The most popular degree sought by freshmen is the AS degree in General Studies, followed by degrees in Health Studies, Criminal Justice, Education and Business.
Approximately 75% of full-time freshmen require remediation in one or more subject areas.

The likelihood of staying in college decreases as the need for remediation increases.

The likelihood of completing college, even with extra time, decreases as the need for remediation increases.
GCC consistently leads all other peer groups in successful completion rates.

As state support decreases, support from local sources and/or tuition must increase.

Genesee’s Net Operating Cost per Full-Time Equivalent Student (FTE) is consistently lower than that of its SUNY peers.