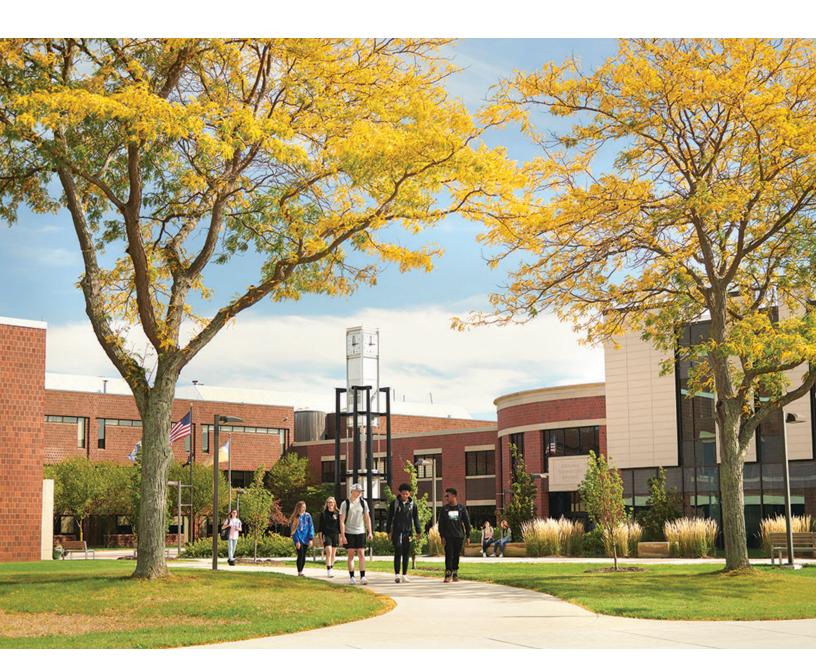# SUNY GCC
Genesee Community College

2023-2028
GENESEE COMMUNITY COLLEGE
Strategic Plan

Connect | Include | Evolve
Approved by GCC Board of Trustees - May 8, 2023

Contents

Connect | Include | Evolve

Executive Summary

Genesee Community College's previous Strategic Plan, "Framing Our Future" helped to guide the College from 2018 through 2023. To ensure that 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 2027- 2028 academic year. The updated strategic plan will be implemented in support of the College's vision and mission that will assist in the new plan named "Connect | Include | Evolve."

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 Core Objectives which will provide a road map to meeting key performance indicators. The Core Objectives emphasize Genesee's commitment to helping students successfully complete their educational goals.

With an increasingly diverse student population, the challenge to meet those personal goals is significant, requiring a concerted effort.

Genesee Community College will continue to build on its successes with new collaborative partnerships, innovative academic programs, and an inclusive culture that promotes academic excellence, continuous improvement, and professional development. The 2023-2028 Strategic Plan will serve as a living plan for the College to empower its students, employees and partners to "Connect | Include | Evolve."

Connect | Include | Evolve

Mission Statement

As an inclusive, learner-centered community college, we foster exceptional teaching and educational opportunities that support equitable intellectual and social growth, a commitment to diversity, economic advancement, and engaged citizenship, while focusing on individualized service.

Vision Statement

GCC will be the college of choice, known for its highly innovative, flexible, and individualized educational experiences, life-long learning opportunities, and ability to empower those in our community to thrive in a changing world.

Values

In order to offer the highest quality academic experience and maintain a welcoming environment to all students and staff, GCC holds the following core values that we express in both the classroom and our daily lives:

Community: We commit to effective collaboration and open communication; we are united by our shared purpose and we value our connections with the broader community in which we serve.

Diversity: We embrace the uniqueness of all individuals and groups for their ability to enrich every aspect of our teaching and learning environment.

Integrity: We adhere to high ethical standards and practices; we value honesty, fairness, and transparency in all endeavors.

Learning: We foster a creative, innovative, and collaborative environment that stimulates academic achievement and life-long learning.

Opportunity: We invest in student access, equity, and success to support individual growth, development, and advancement; we value each community member's distinctive potential and capacity to contribute.

Respect: We strive for civility, courtesy, and thoughtfulness, while recognizing and appreciating different points of view.

Sustainability: We pledge to achieve long-term success and viability through environmental protection, stable economic performance, social cohesion and improving the quality of campus life for the college community.

Strategic Priorities and Core Objectives

1. Student Support and Success

Commit to the success of every student; provide programs and services designed to assist our diverse student body in achieving individual educational goals.

Core Objective 1.1: Support student progress rates at all segments and levels of their Genesee college career.

Core Objective 1.2: Improve successful outcomes (completion, transfer, and/or employment) for all of our students.

Core Objective 1.3: Create an educational environment that addresses the needs of post traditional students..

2. Teaching and Learning

Provide dynamic educational experiences that afford all members of the college community flexible opportunities to meet their career, educational, and personal enrichment goals.

Core Objective 2.1: Further develop an inclusive teaching and learning-centered environment that fosters student success and attainment of Institutional Learning Outcomes.

Core Objective 2.2: Continue to improve pedagogical and andragogical excellence through faculty and staff development.

Core Objective 2.3: Leverage continuous assessment outcomes to ensure dynamic adaptation of courses and programs.

Core Objective 2.4: Augment student experiences to apply learning beyond the classroom environment, such as internships, community service, and cooperative learning.

Core Objective 2.5: Expand innovative learning modalities that continue to reduce time and place restrictions and enrich the learning experience.

3. Diversity, Equity, Inclusion, and Wellness

Nurture a community that fosters respect and values global citizenship and social justice. Reinforce our commitment to diversity, equity, inclusion, and wellness throughout all endeavors.

Core Objective 3.1: Expand current efforts to increase recruitment, retention, employment, and success of underrepresented populations within the college community.

Core Objective 3.2: Foster an environment of belongingness by broadening opportunities to better understand, embrace, and celebrate our individual differences.

Core Objective 3.3: Evaluate and improve upon services that support the wellness of the campus community.

Connect | Include | Evolve

4. Fiscal, Operational, and Infrastructure Sustainability

Maintain efficient, effective operations; identify and pursue additional sources of revenue and financial support; improve infrastructure; and foster a safe environment.

Core Objective 4.1: Pursue opportunities to increase sources of revenue, including grants, strategic enrollment management, and community partnerships, while maintaining competitive tuition rates.

Core Objective 4.2: Act as good stewards of resources and maintain accountability to stakeholders.

Core Objective 4.3: Develop and implement initiatives in support of economically and environmentally sustainable goals.

Core Objective 4.4: Ensure alignment and execution of all institutional master plans (including but not limited to facilities, technology, enrollment, academic and diversity) with the College's Strategic Plan.

5. Campus and Community Engagement

Value our collegial, open, and transparent environment that inspires creativity and innovation. Foster meaningful relationships with community partners to elevate the profile of GCC.

Core Objective 5.1: Continuously refine communication channels to promote institutional transparency, collaboration, and effectiveness.

Core Objective 5.2: Provide and support faculty and staff with opportunities to innovate within the college community and the GLOW region.

Core Objective 5.3: Enrich the local workforce by increasing collaboration with key employment sectors. Develop programming to advance evolving employment skills needed throughout the community.

Core Objective 5.4: Strengthen synergies with community partners and engage in legislative advocacy to support our mission and values.

Core Objective 5.5: Create and facilitate avenues to connect students with the broader community (e.g., local businesses, external events).

Connect | Include | Evolve

Strategic Plan Development Process

The 2023 – 2028 Strategic Plan is based on input received from six separate college forums where approximately 150 participants (including faculty, staff, students, 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 Leadership Team consisting of ten (10) individuals representing the above constituents. In addition, the Leadership Team referenced existing College Master Plans to integrate into the planning process. Based on the over one thousand ideas proposed at these open forums, the Leadership Team was charged with developing a core set of Strategic Priorities supported by Core Objectives which together form the 2023 – 2028 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 achievement for each division within the College, thereby bringing us closer to achieving the College's mission.

Development and Implementation Timeline

September 2022 – October 2022: Leadership Team / Cabinet reviewed current priorities.

November 2022 – January 2023: College-wide Forums were held along with community meetings. Webpage with online comment form made available to the public through April 2023.

December 2022 – March 2023: Steering Committee revised mission and vision statements; developed core values; developed and finalized core objectives for each Strategic Priority. Cabinet reviewed plan and provided input throughout.

March 2023 – April 2023: Webpages went live and college community was asked to review and provide feedback.

April 2023: Strategic Planning co-chairs submitted plan to Board of Trustees.

May 2023: Board of Trustees approved the plan and released to all stakeholders.

Connect | Include | Evolve

Strategic Plan Steering Team

Ms. Patricia Chaya (Co-Chair), Dean of Students
Ms. Patti Furness, Assistant Director for Operations
Mr. Thomas Kinsey, Reporting Analyst
Dr. Lina LaMattina, Director of Business Programs
Mr. John Maloney, Assistant Director of Marketing Communications
Ms. Carol Marriott, Associate Vice President for Institutional Research and Planning
Ms. Michelle Peck, Secretary of Athletics
Mr. Timothy Tomczak (Co-Chair), Dean of Human Communications and Behavior
Ms. Gina Weaver (Co-Leader), Vice President of Finance and Operations
Dr. Shelitha Williams (Co-Leader), Vice President for Student and Enrollment Services / Chief Diversity Officer

GCC Board of Trustees 2022-2023

Mr. Phillip DiMartino
Ms. Donna Ferry
Mr. David Hagelberger
Mr. Jacob Kasmarek, Student Trustee
Ms. Diana Kastenbaum
Ms. Maureen Marshall
Ms. Laurie Miller
Ms. Sarah Noble-Moag
Ms. Mary Alice Panek
Ms. Jacalyn Whiting, Chair

GCC President and Cabinet Members 2022-2023

Dr. James M. Sunser, President
Ms. Bethany Aradine, Executive Assistant to the President and Secretary to the Board of Trustees
Mr. Justin Johnston, Vice President for Development and External Affairs, Foundation Executive Director
Dr. Craig Lamb, Provost/Vice President for Academic Affairs
Mr. Nikolas Varrone, Vice President/Chief Information Officer
Ms. Gina Weaver, Vice President for Finance and Operations
Dr. Shelitha Williams, Vice President for Student and Enrollment Services/Chief Diversity Officer

SUNY GCC

Genesee Community College

Connect | Include | Evolve

Please note:
The 2023-2028 Strategic Plan is also
available on the College website at:

www.genesee.edu/about/offices-departments/administration/strategic-planning-23/

One College Road, Batavia, NY 14020
www.genesee.edu