SUNY Sullivan Strategic Plan
2023 - 2028

Why SUNY Sullivan?

SUNY Sullivan is a forward-looking, top-tier community college in New York offering over 40 degree programs, certificates, and micro-credentials for learners at all levels of their educational goals. We value critical inquiry and creativity while supporting our students in a culture of inclusion and respect.

SUNY Sullivan's 405-acre campus provides a living sustainability lab with an organic farm, geothermal heating and cooling, solar farm, wind turbine, and apiary. We commit to environmental and social responsibility to inform our campus operations and curriculum. Whether from an urban environment or local hometown, our students benefit from our mind-body wellness initiatives and excel in championship Division II Athletics programs. We partner with Garnet Health, New Hope Community, Sullivan County Partnership for Economic Development, The Sullivan Catskills Visitors Association, Sullivan Renaissance, Sullivan 180, The Center for Discovery, and other regional organizations to offer educational and cultural opportunities for our students and the wider community.

SUNY Sullivan is housed in facilities designed by the classic New York firm of Edward Durrell Stone and Associates. Our Catskill Mountains campus thrives with its cosmopolitan student community, many of whom come from outside the county and live in our residence halls. Since the college opened its doors in 1963, we remain at the forefront of meeting the ever-changing needs of society, and will continue to do so into the future.

The Intention of this Strategic Plan

The purpose of this Strategic Plan is to guide and unite *the entire SUNY Sullivan College Community* through shared goals in support of our Mission Statement.

Vision Statement

SUNY Sullivan is the heart of higher education and culture in the Catskills.

Mission Statement

SUNY Sullivan is the leader of innovative higher education and a catalyst for workforce development throughout the Sullivan Catskills and beyond. Our diverse community cultivates personal growth and professional advancement, preparing students for success in a sustainable and interconnected world.

Core Values

The SUNY Sullivan community values these elements as core to our identity:
1. <u>Equitable access</u> to educational opportunities.
2. <u>Critical inquiry and creativity</u> as paths to transformation.
3. <u>Enhancement of mind-body wellness</u> and social belonging.
4. <u>Educational and cultural partnerships</u> across our communities.
5. <u>Sustainable stewardship</u> of resources.
6. <u>Student-centered</u> physical activities and athletic programs.
7. <u>A culture</u> of diversity, equity, inclusion, respect, and social justice.
8. <u>Development of civic-minded</u> leadership, accountability, and responsibility in society.

Strategic Goals

These three strategic priorities direct our efforts. They are not presented in any order of priority:

These are the essence of our 2023-2028 Strategic Direction:

1. **Priority A: Student Enrollment and Success**
   1. Goal 1: Review and revise the Student Enrollment Management Plan (including College in the High School (CIHS), other secondary school partnerships, articulation agreements, dual acceptance, additional pathways, and out-of-county recruiting).
      i. Create implementation tactics for the Strategic Student Enrollment Management Plan
      ii. Determine assessment metrics for success
      iii. Analyze and Evaluate the evidence
   2. Goal 2: Use Jenzabar Student Retention Module to establish tracking and reporting of student engagement, and correlate with academic success to identify interventions and assess outcomes.
      i. Implement the Jenzabar Student Retention Module
      ii. Create assessment metrics
      iii. Analyze and Evaluate the evidence
   3. Goal 3: Create a comprehensive review and assessment metrics for student development services: the athletics program.
      i. Create program review document
      ii. Create assessment metrics
      iii. Gather initial evidence
      iv. Analyze and evaluate the evidence
   4. Goal 4: Create dedicated resources and student spaces to promote academic success, connection, community, diversity, and inclusivity.
      i. Design and disseminate a needs analysis

<pre>   ii.   Create assessment metrics
          iii. Implement spaces and resources
          iv.   Analyze and Evaluate the evidence
   5. Goal 5: Review of admission enrollment and onboarding process
          i.   Identify barriers to processes for enrollment and housing
          ii.   Determine strategies to remove the barriers
          iii. Create assessment metrics
          iv.   Update and implement enrollment and housing processes
          v.   Analyze and evaluate the evidence
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2. **Priority B: Financial Stability and Analysis**
   1. Goal 1: Partner with SUNY resources for technical support for planning and budgetary analysis.
   2. Goal 2: Implement resource planning and allocation that connects to Annual Planning & Institutional Improvement.
   3. Goal 3: Prioritize capital projects to maintain facilities and support institutional growth.
   4. Goal 4: Establish a financial management plan for fiscal stability related to student billing, retirement costs, and affiliate entities.
   5. Goal 5: Build capacity to establish and implement an advancement and stewardship strategy with the Foundation Board.
   6. Goal 6: Complete a comprehensive financial analysis of academic programs.

3. **Priority C: Academic Success: Nursing**
   1. Goal 1: Secure grant funding to pay and retain additional qualified nursing faculty.
          i.   Identify what funding is needed and available
          ii.   Complete applications and apply
   2. Goal 2: Establish a high-school-to-college pathway to prepare, advise, and recruit qualified nursing students.
          i.   Identify intended outcomes
          ii.   Design a Pathway plan
          iii. Develop and Implement the plan
          iv.   Analyze and Evaluate the evidence + Submit Report
   3. Goal 3: Establish a health sciences pathway to prepare, advise, mentor, and recruit qualified nursing students.
          i.   Identify intended outcomes
          ii.   Design a Pathway plan
          iii. Develop and Implement the plan
          iv.   Analyze and Evaluate the evidence