



ONONDAGA
COMMUNITY COLLEGE

Strategic Plan

2023-2028



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Message from the President

Dr. Warren Hilton

Dear Colleagues,

As members of the OCC family, we all have the ability to play a role in this institution's future and its critical place in the community. Last year we launched a Strategic Planning Task Force. The campus-wide representative group of faculty, staff, students, and administrators was led by Co-chairs Lisa Hoff and Dr. Sean Vormwald. I thank them for their work on this important initiative which included intense and provocative discussion about how best to serve our students.

It has been my experience that many Strategic Plans are often cumbersome and include too many goals which stretch resources so thin that few, if any, can be achieved. I'm proud to say our Strategic Plan has three main goals centered around the following: academic success, student experience, and communication.

I believe this plan will point the way for us as we fortify our position as Central New York's Partner in Education for Success. Through our 2023-2028 Strategic Plan we will continue to serve a higher purpose and contribute to the greater good.

The Strategic Plan is one of the main tenets of our institution along with our Mission and Values, our Enrollment Management Plan, our Diversity, Equity & Inclusion Master Plan, and our Facilities Master Plan.

Go Lazars!

Warren Hilton
President



Task Force Membership

Strategic Planning Task Force Members 2022-2024

Lisa Hoff, Co-chair, Library Department Chair, Associate Professor, VP Faculty Senate

Dr. Sean Vormwald, Co-chair, Director of Data Insights & Visualization

Dr. Agatha Awuah, Vice President, Institutional Planning, Assessment, & Research

Helaine Lubar, Professor of English

Daniel Nemeth-Neumann, J.D., Assistant Dean, Student Affairs

Amy Proulx, Assistant Controller

Olin Stratton, Professor of Mathematics, President Faculty Senate (2023-24)

Dr. Chris Thuot, Assistant Provost (2022-23)

Shayne Turo, Student Representative

Anthony Vadala, Instructor, Broadcast Media Communications (2022-23)

Dr. Eunice Williams, Vice President, Chief Diversity Officer



Task Force Charge

In the fall of 2022, Onondaga Community College (OCC) began a collaborative and inclusive effort to develop a new strategic plan that will provide a roadmap for the institution to reach its short- and long-term goals. OCC President, Dr. Warren Hilton, charged the Strategic Planning Task Force with creating a plan to advance OCC as a supportive and welcoming college dedicated to student success and achievement. This encouraged the Task Force to consider a plan that is:

- Aspirational and achievable;
- Considers our unique role in the region;
- Simple, direct, and coherent;
- Keeps student success at the forefront of all that we do; and
- Ensures good stewardship of resources.



Mission, Vision, and Core Values

Mission

Onondaga Community College is Central New York's partner in education for success.

Achieving our mission through:

- Student Access, Retention, Completion, Transfer
- Academic Excellence
- Student Engagement and Support
- Career and Workforce Advancement
- Responsible Stewardship of Resources
- Community Engagement

Vision

Onondaga Community College will be recognized as a dynamic leader in higher education and as one of the nation's most innovative community colleges.

Core Values

- Students First – Keep students at the center of all we do.
- Learning – Embrace the lifelong pursuit of knowledge and free expression of ideas in a safe environment to advance the individual and the community.
- Excellence – Strive for continual improvement and innovation to seek our highest potential.
- Diversity – Enrich learning through an inclusive campus environment that respects human dignity and difference.
- Community – Foster active and productive participation in building a mutually supportive environment for members of the campus and broader communities.
- Responsibility – Build a culture of integrity and accountability to develop both self and others.



Equity Statement

Onondaga Community College is committed to addressing all inequities in its policies, practices, services, and programs. The following statement was endorsed by the College Leadership Council, Student Association, and Faculty Senate, accepted by former college president, Dr. Casey Crabill, and approved on January 26, 2021, by the OCC Board of Trustees:

At Onondaga Community College, equity permeates all we do. We believe everyone should have access to higher education and be treated equitably and fairly as a member of our community. Our institution recognizes the structural barriers and histories of systemic discrimination that have limited opportunities for marginalized, underrepresented, and underserved groups. We are invested in addressing the imbalances of power that contribute to patterns of exclusion and disparities in access to education, retention, and completion.

Our commitment to equity entails routinely assessing the fairness of our institutional policies, practices, and culture and implementing data-driven improvement plans. We are dedicated to informing our community when inequities manifest at our institution and in the broader society. Through ongoing dialogue and critical reflection, we will continue to identify and ameliorate gaps in equity consciousness on our campus and cultivate an inclusive environment that facilitates every individual's self-actualization and success. It is our priority to ensure our students and employees receive access to the resources they need to thrive and achieve their goals. We remain steadfast as an ally in the pursuit of justice and meaningful change. With our efforts to advance educational opportunities and equitable outcomes for all, we collectively affirm equity as not only an institutional value, but our promise.



Overview of Strategic Planning Process

To assist OCC in the advancement of a strategic planning process to create a shared vision, strategy, and implementation framework, Alla Breve Consulting engaged internal and external stakeholders in the identification of challenges and opportunities as they relate to the key areas of new student enrollment, student success (retention, persistence, and graduation), social justice, and management and care of resources.

Input was gathered formally via focus groups, interviews, and surveys from various groups connected to the institution including students, prospective students, faculty, staff, administrators, Board of Trustees members, local school district representatives, community organizations, local businesses, and local government representatives. Most groups had representation across genders, race/ethnicity, age, and years of work experience.

In addition to soliciting direct feedback from internal and external stakeholders, existing plans, program evaluations, progress reports, and data dashboards were reviewed to provide a well-rounded snapshot of the College's current condition, perceptions, and challenges based on multiple inputs.

The themes that emerged from the stakeholder input and data analysis were synthesized into the development of a primary focus for the strategic plan and goals, strategic priorities, and key performance indicators that support the primary focus.



Primary Focus: Persistence

Based on stakeholder engagement and data analysis results, one primary focus emerged as being critical to student success: Persistence. While it is clear from the feedback from all groups that student success has always been at the core of the college's mission and there is a shared desire to help students achieve their potential, the precursor to student success is students' ability to persist. Persistence was selected as the primary focus of the strategic plan to ensure the college's systems, processes, and support services are designed to enable students to achieve their goals despite challenges that come their way. To support student persistence, the strategic plan addresses three goals that aim to foster student academic success, ensure a positive student experience, and enhance strategic communications to promote student success.

Goals

Academic Success

Goal 1: Help students achieve their educational and career goals through responsive academic experiences, innovative teaching strategies, and exemplary learning support services.

Student Experience

Goal 2: Foster a student-centered and equitable campus experience where all students feel welcomed, valued, connected, and empowered to succeed.

Communication

Goal 3: Ensure communication systems are consistent, transparent, and designed to promote student success.

Academic Success



Goal 1: Help students achieve their educational and career goals through responsive academic experiences, innovative teaching strategies, and exemplary learning support services.

Strategic Priorities

- Ensure that academic programs and course modalities meet student demand and foster student success.
- Promote teaching innovation and excellence that utilizes inclusive, equity-minded pedagogy.
- Enhance academic support services and intervention systems to foster successful course completion and sufficient credit momentum.

Key Performance Indicators

- Retention rate
- Graduation rate
- Early momentum metrics
- Underrepresented minority and first-generation achievement gaps

Student Experience



Goal 2: Foster a student-centered and equitable campus experience where all students feel welcomed, valued, connected, and empowered to succeed.

Strategic Priorities

- Ensure systems and procedures are student-centered and equitable to make it easier for students to navigate college processes.
- Integrate diversity, equity, and inclusion principles and practices throughout campus.
- Foster student belonging, engagement, and wellbeing.
- Enhance support systems to address non-cognitive barriers to success.

Key Performance Indicators

- Students' self-efficacy
- Students' sense of belonging
- Students' perception of positive experience
- Students' perception of college's responsiveness to student concerns

Communication



Goal 3: Ensure communication systems are consistent, transparent, and designed to promote student success.

Strategic Priorities

- Ensure communication messages and tactics are consistent, well-coordinated, and focused on promoting academic success and a positive student experience.
- Enhance and expand strategic communication interventions that support student success.
- Improve employees' understanding of how their area contributes toward overall college goals.
- Ensure all stakeholders have a mechanism to share their ideas and concerns.
- Enhance recognition of OCC's brand and increase positive perceptions of the college in the community.

Key Performance Indicators

- Results of periodic communication audit
- Results of campus climate survey
- Employees' understanding of their responsibility in OCC's efforts to improve student experience and academic success
- Extent to which stakeholders would recommend OCC (Net Promoter Score)



Implementation of the Strategic Plan

With a Strategic Plan articulated, Onondaga Community College will develop annual operational plans which will include objectives, tasks, timelines, and evaluation measures that align to goals, strategic priorities, and key performance indicators. Progress will be evaluated through formative assessment practices mid-year and summative evaluation activities at the end of each academic or fiscal year. Refinements to operational plans will be based on results to date and impact on key performance indicators.

OCC will repeat the strategic planning cycle in the 2027-28 school year.

Contact



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Strategic Plan at a Glance

Primary Focus: Persistence

Academic Success

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