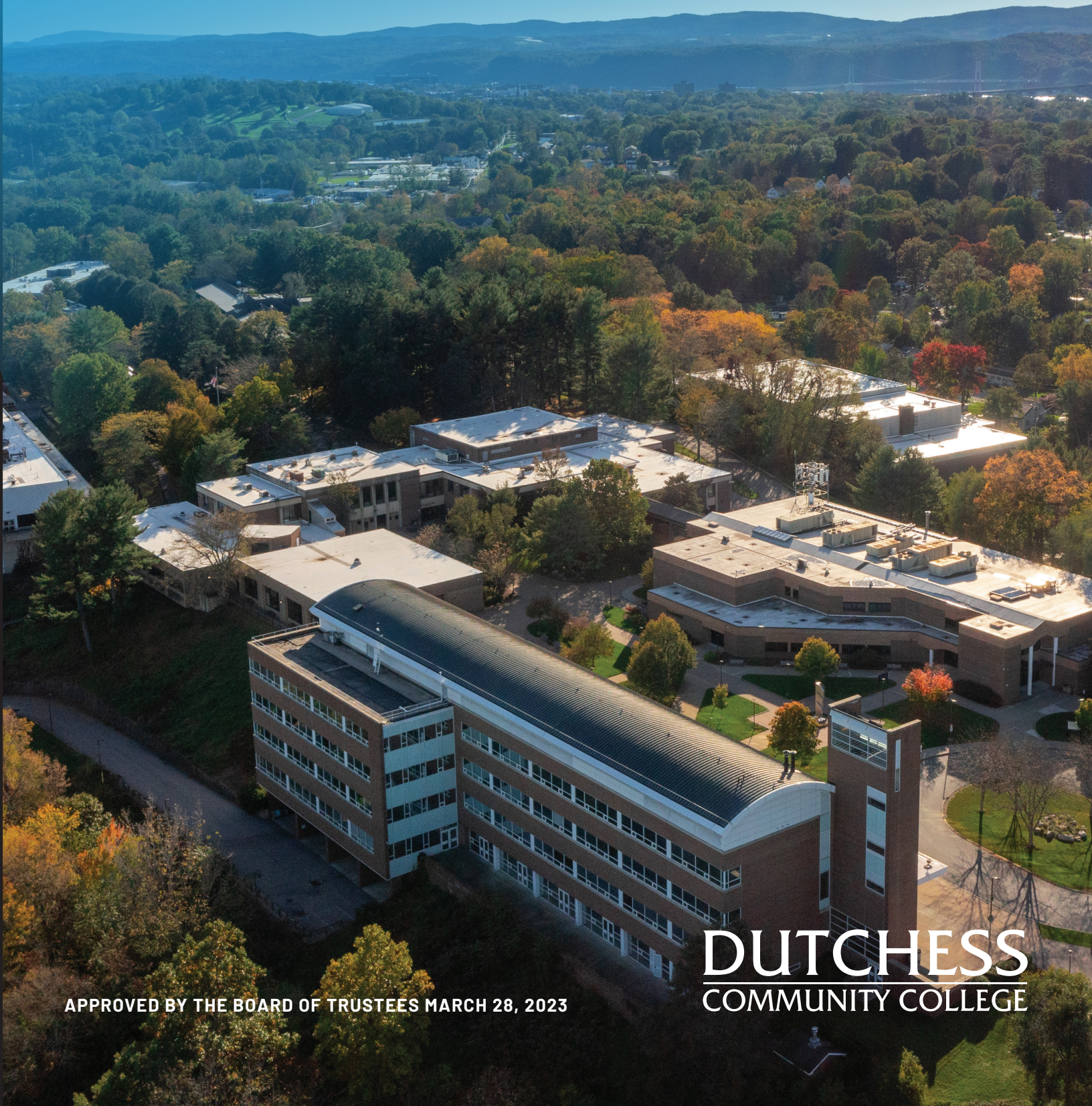


DUTCHESS COMMUNITY COLLEGE

# 2023-2028 STRATEGIC PLAN

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APPROVED BY THE BOARD OF TRUSTEES MARCH 28, 2023

**DUTCHESS**  
COMMUNITY COLLEGE

# Planning is Everything.

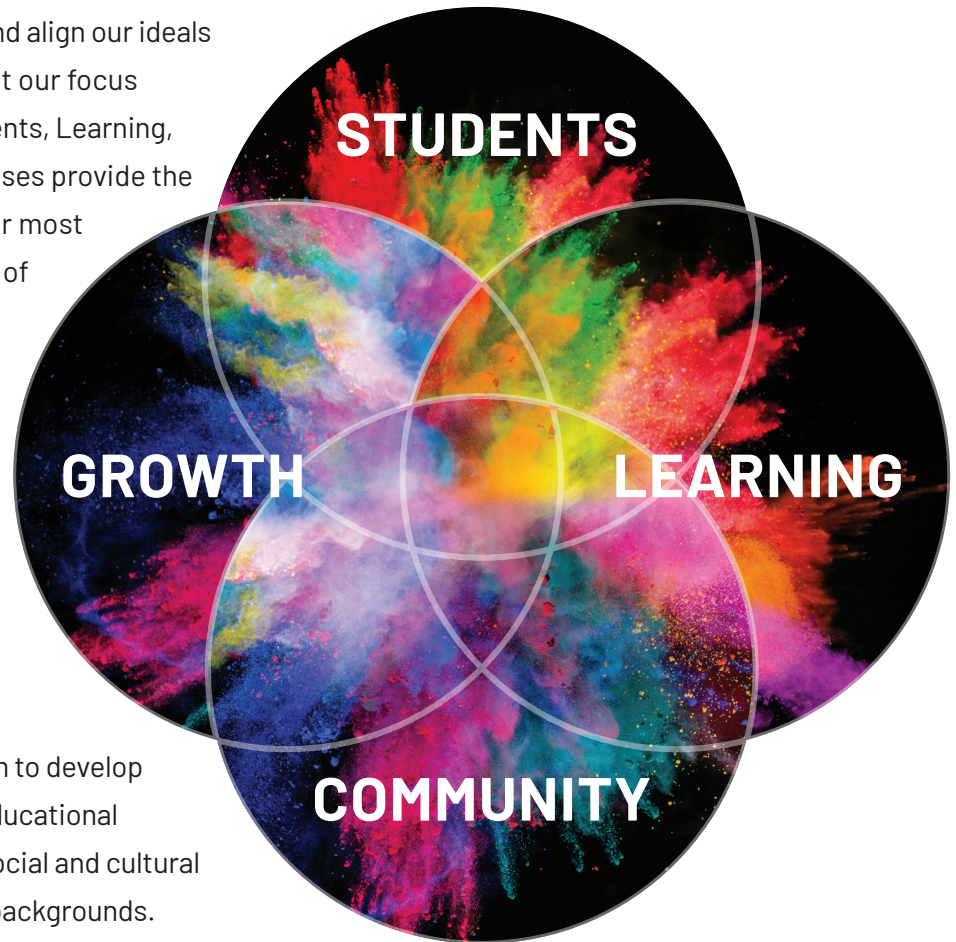
President Eisenhower once said that plans are worthless, but planning is everything. Planning allows us to step back and look at the big picture, consider what's important to us, and ensure that our resources are focused on helping us achieve our aspirations. At an institutional level, this process is crucial if we want to have confidence that our goals are in line with all of those we serve and represent – our students, faculty, staff, alumni, business and community leaders, K-12 educators, and elected officials. DCC has taken a collaborative approach to crafting and drafting our strategic plan, bringing our community together in an exciting new way. This document represents countless conversations, focus groups and meetings gathering input from our stakeholders who worked together to answer the question, “Who do we want to be now?”



# Our Guiding Lenses

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As we look ahead to the future of DCC and align our ideals with the work we do each day, we direct our focus through four overlapping lenses – Students, Learning, Community and Growth. These four lenses provide the structure that allows us to prioritize our most important goals as a public institution of higher learning.



## Lens 1: Students

We serve a diverse student body and aim to develop lifelong learners by offering enriching educational experiences that support intellectual, social and cultural development for people of all ages and backgrounds.

## Lens 2: Learning

Whether a student attends DCC with the plan to transfer, upskill or prepare to enter the workforce, we seek to connect their instruction with in-demand skills and clearly defined career pathways.

## Lens 3: Community

At Dutchess Community College, we must always strive to live up to our middle name – to be a hub of learning and opportunity for our community, across generations and the education pipeline.

## Lens 4: Growth

We endeavor to grow in an intentional and sustainable manner, paving the way for social and economic mobility for our students, while responding to regional and state workforce development needs.

## Slogan

*Where Community Meets Opportunity.*

## Mission

Dutchess Community College offers access to a broad range of learning opportunities and experiences to meet the educational needs of a diverse community.

## Vision

We empower our community to achieve their intellectual, economic and creative capacities to contribute as informed and engaged members of our society.





# The WIG

Wildly Important Goal

Increase overall headcount in credit-bearing coursework (excluding high school concurrent programs) to 5000+ students by 2028.

# The WHY

Helping more students meet or exceed their goals every day.

# Institutional Goals & KPIs

## Goals



## Lens 1: Students

*Develop lifelong learners.*

DCC provides students with a holistic educational experience, which supports greater engagement, persistence and goal completion.

1



## Lens 2: Learning

*Connect instruction with in-demand skills and careers.*

DCC aligns learning with academic and career paths while promoting intellectual curiosity and growth.

3



## Lens 3: Community

*Ensure access to learning across generations and the education pipeline.*

DCC fosters an internal environment that promotes inclusion, collaboration and a deep sense of belonging.

5



## Lens 4: Growth

*Fuel individual, economic and workforce development.*

DCC uses evidence to develop and improve programming, marketing, recruitment and retention efforts to serve a larger and more diverse community of learners.

7

## KPIs

DCC is committed to being a 'student-ready' college.

2

Increase the 150% time completion rate to 40% for credit-bearing degrees, certificates, and microcredentials by 2028.

Achieve a Guided Pathways model of Student Services through the design, implementation, and staffing the One-stop and Learning Commons by 2028.

DCC offers the infrastructure required to support exceptional instruction and learning.

4

Achieve a Guided Pathways model of Academic Services through the design, implementation, and staffing of select Centers of Excellence by 2028.

Based upon the Academic and Facilities master plan, conduct renovation and remodeling of identified campus facilities and services by 2028 to support state of the art teaching and learning.

DCC strengthens external partnerships with public and private stakeholders to provide and promote learning opportunities.

6

Increase diversity among faculty and staff to better reflect and connect to the student population.

Create, engage and leverage advisory boards for academic clusters.

DCC is committed to employee learning and professional development to benefit individuals and the College.

8

Manage data and resources that support goals within a balanced budget and maintain a fund balance equal to 15% of the College's operating budget.

Improve campus culture such that DCC achieves a "Good" or higher rating on all sub-categories of the Great Colleges to Work For survey by the 2027-2028 administration of the measure.

# Unit Targets and Actions

## Enrollment and Student Success

	STUDENTS	LEARNING	COMMUNITY	GROWTH
Improve student retention so that students stay on the paths to their degrees.	●			
Eliminate enrollment barriers so students get on their paths.	●			
Foster more high-impact student engagement.	●			
Expand partnerships with public and private four-year institutions to provide students more options to further their education.		○	●	
Stabilize occupancy rate in Conklin Hall to at least 75%.				●
Increase non-traditional and underserved student enrollment.	○			●
Improve communication between divisional offices and increase professional development opportunities.			○	●

## Finance and Administration

Improve transportation to the main, hangar, and Fishkill campuses.		●		
Create a welcoming and supportive atmosphere for our students and community.		●		
Create/maintain a consistent infrastructure that meets or exceeds the evolving needs of academic programming.		●		
Create a more inclusive and understandable budget process.			●	
Reduce the College's reliance on the fund balance by 25% each fiscal year to balance the budget.				●
Provide varied and continuous skill development opportunities for division staff on and off campus.				●

## Institutional Effectiveness

Leverage grants to develop, launch, and grow programs for adult learners.		●	○	
Foster and improve an inclusive environment through supportive, participatory leadership regarding DEI.			●	
Develop and assess a culture of transparency and pride evident in internal and external communications and branding.			●	
Increase prospective student engagement via digital ads and social media campaigns.				●
Develop and implement a Plan for Institutional Effectiveness outlining the processes of regular unit administrative assessment; use assessment data for decision-making, included budget decisions, professional development priorities, and more.				●
Change institutional culture by eliminating fear and mistrust, and addressing the results and follow-up findings of the 2022-2023 morale study.				●

## Instruction and Learning

Improve the success and completion rates in high-enrolled and gateway courses.	●			
Integrate the Learning Commons into the campus community.	●			
Create new academic programs (degrees, certificates, and/or micro-credentials).		●	○	
Create and refine clear pathways for K-12 and adult students.		●	○	
Create new and enhance existing articulation agreements.		●	○	
Increase faculty and staff participation in high-quality professional development.				●

● PRIMARY GOALS      ○ SECONDARY GOALS