

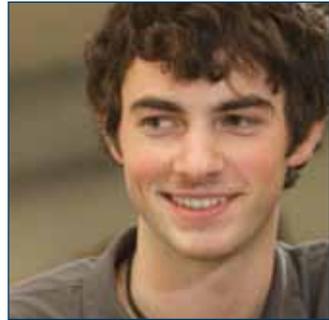


**A  
Framework  
For  
Success**

2011-2016  
Strategic Plan



**ONONDAGA**  
COMMUNITY COLLEGE



## Message From the President

For the past 50 years, Onondaga Community College has responded to the changing educational needs of the Central New York community and beyond. As the College begins its 6th decade of service, postsecondary education has become even more important as a pathway to opportunity for individuals of all ages and backgrounds, and as a resource for employers seeking skilled, credentialed workers. At the same time, as public colleges across the nation face new challenges as a result of shrinking resources and increasing demand, protecting access, academic excellence, and opportunity will require innovation, creativity, and the collaborative efforts of individual stakeholders working together to achieve extraordinary results in support of student success.

Onondaga's strategic planning process is a primary vehicle through which all stakeholders help to shape the College's mission, vision and future. In creating the plan, the College employed a year-long "strategic learning" process. We analyzed performance data, environmental shifts, and industry dynamics. We gathered ideas from students, alumni, parents, faculty, staff, employers, community partners, and citizens through dozens of planning sessions and meetings. We tapped the expertise of the Strategic Planning Council—a group of 28 leaders representing the K-12 sector, partners in higher education, business and industry, and community agencies—who provided keen insight into the needs of our region. We synthesized hundreds of comments, ideas and suggestions and translated them into the goals, targeted outcomes, and strategic initiatives outlined in Onondaga's 2011-2016 strategic plan, *A Framework for Success*. I extend heartfelt appreciation to all who contributed to this rigorous process.

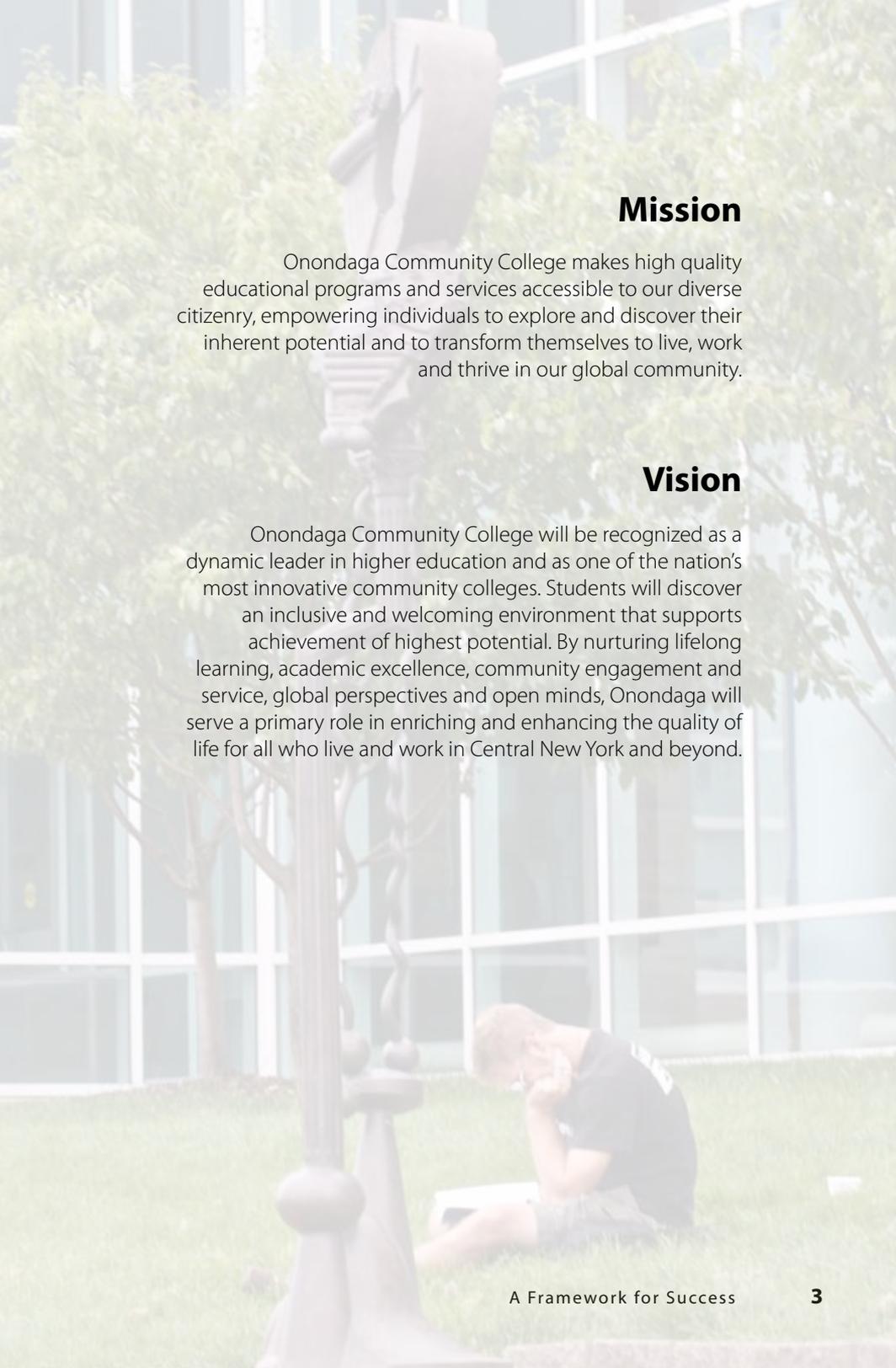
Approved by the Board of Trustees in September, 2011, *A Framework for Success* serves as Onondaga Community College's 'road map' for the next five years. By working together to achieve the bold and far-reaching goals set forth in *A Framework for Success* 2011-2016, I am confident that we will honor Onondaga's promise to enable all students to explore their interests, discover their talents and transform their lives—a promise that is, has been, and will always be Onondaga's hallmark.

Best regards,



Debbie L. Sydow, Ph.D.

President, Onondaga Community College



## **Mission**

Onondaga Community College makes high quality educational programs and services accessible to our diverse citizenry, empowering individuals to explore and discover their inherent potential and to transform themselves to live, work and thrive in our global community.

## **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. Students will discover an inclusive and welcoming environment that supports achievement of highest potential. By nurturing lifelong learning, academic excellence, community engagement and service, global perspectives and open minds, Onondaga will serve a primary role in enriching and enhancing the quality of life for all who live and work in Central New York and beyond.

# Principles of Community

Respecting the *dignity* and *diversity* of others is fundamental to the educational process, as well as the hallmark of citizen participation and interpersonal relationships. *Respect* knows no bounds whatever our differences in socioeconomic status, race, age, gender, sexual orientation, ability, ethnic heritage or religious conviction.

***Therefore, I will respect the dignity and diversity of all people.***

Personal *integrity* is a highly held value to be consciously chosen by an individual both in the classroom and throughout the campus community.

***Therefore, I will sincerely pursue knowledge with honesty.***

We are all in this life and community together. And each of us is 100% *responsible* for our own actions.

***Therefore, I will learn to work as a member of the community as well as independently.***

We each affect one another; we are *interdependent*. We are role models for each other. What happens to one affects us all. A community characterized by *civility* and decency brings out the best in each of us.

***Therefore, I am committed to act with the greatest compassion and deepest wisdom.***

*Adopted by the Faculty  
Approved by the Board of Trustees*

# Onondaga's Promise

*At Onondaga, we are firmly committed to helping students to explore their interests, discover their talents, and transform their lives through education. The following guiding principles serve as the foundation for the fulfillment of our core promise.*

## Explore.

**D**esign systems and spaces that encourage innovation and enhance effectiveness.

**i**nspire a continuous quest for knowledge and understanding.

**S**trive for curricular excellence, student engagement and high quality learning experiences.

**C**reate a culture of inquiry and evidence by engaging in research, applying research to problem-solving and decision-making.

**O**wn the mission, and fulfill Onondaga's promise to students and the community.

**V**alue, respect and optimize all college resources—human, fiscal, physical plant, and information and technology resources—to advance student success.

**e**mbrace the seventh-generation philosophy of environmental conservation and sustainability.

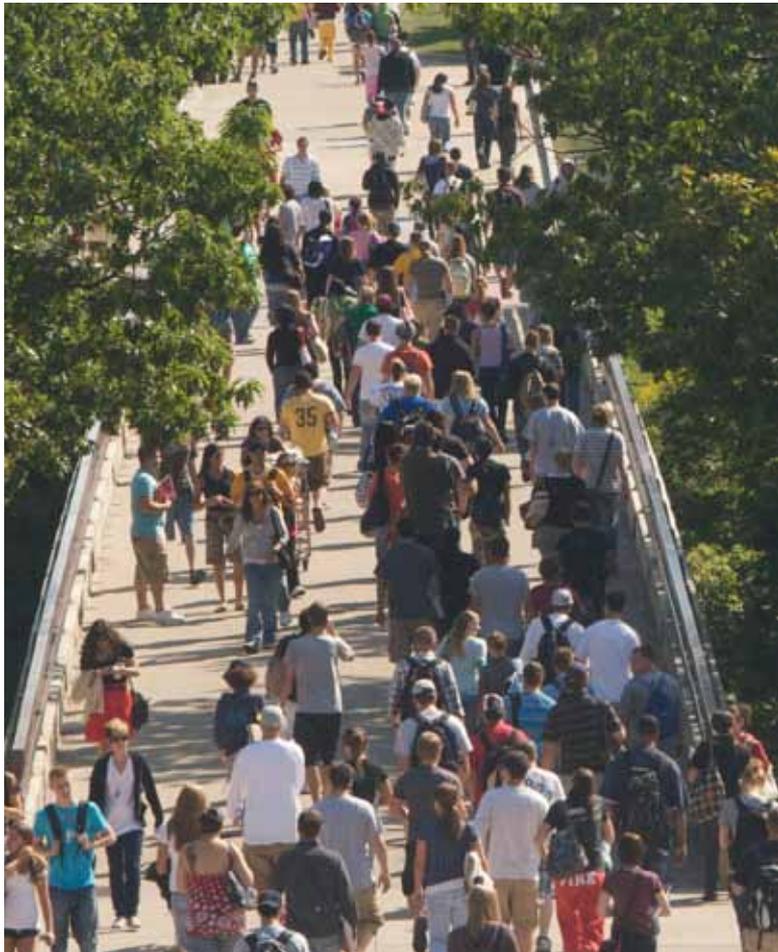
**r**each beyond the boundaries, take risks and continuously work to advance a culture of caring, trust, personal responsibility, diversity, integrity, transparency and teamwork.

## Transform.

## Goal 1:

# Student Success

As an active partner in the revitalization of Central New York, Onondaga will invest its limited resources only in those programs and services that help students achieve their academic and career goals.



## Targeted Outcomes

1. By 2016, 13,500 students (9,500 annual FTE) will be enrolled in the fall term college-wide.
2. By 2016, high school enrollment (Early College, concurrent, etc.) will increase to 1800 students (250 annual FTE) per semester.
3. By 2016, 5% of students will be enrolled in extension sites, including a new site serving the City of Syracuse and the northern suburbs. (Baseline: 2.6%).
4. Annual degree and certificate completion rate will exceed the national average of 30%.
5. Fall to fall retention rates of first-time, full-time degree-seeking and certificate students will be 65%.
6. 30% of first-time, full-time students will transfer within 3 years to 4-year schools.
7. 95% of students will state their learning experience at Onondaga Community College highly contributed to their knowledge, skills and personal development, as measured by the Community College Survey of Student Engagement.
8. By 2016, the endowment for scholarships will increase to \$11 million.

## Goal 2:

# College Readiness

In partnership with K-12 school districts, Onondaga will increase the percentage of students who enter “college-ready” and improve the success rates of Onondaga students who enter under prepared by re-engineering developmental education.



## Targeted Outcomes

1. By 2013, a comprehensive assessment of the content and delivery of developmental programming and services, as well as the current admission, placement, credit for experience, and referrals process will yield information, recommendations, and an implementation plan for revising admissions/intake procedures and launching a new approach to developmental education grounded in best practices and proven outcomes.
2. By 2016, students requiring developmental coursework in their first semester of college will decrease to 30%.
3. By 2016, 80% of students who place into one or more developmental courses will complete at least 20 college credits within the first year.
4. By 2016, at least 90% of students who complete developmental courses will successfully complete credit-bearing courses the following semester with a grade C or higher.

## Goal 3:

# Seamless Transfer

Onondaga will provide clear and direct educational pathways by delivering flexible, relevant and high quality transfer programs and related support services that result in seamless transfer to four-year colleges and universities.



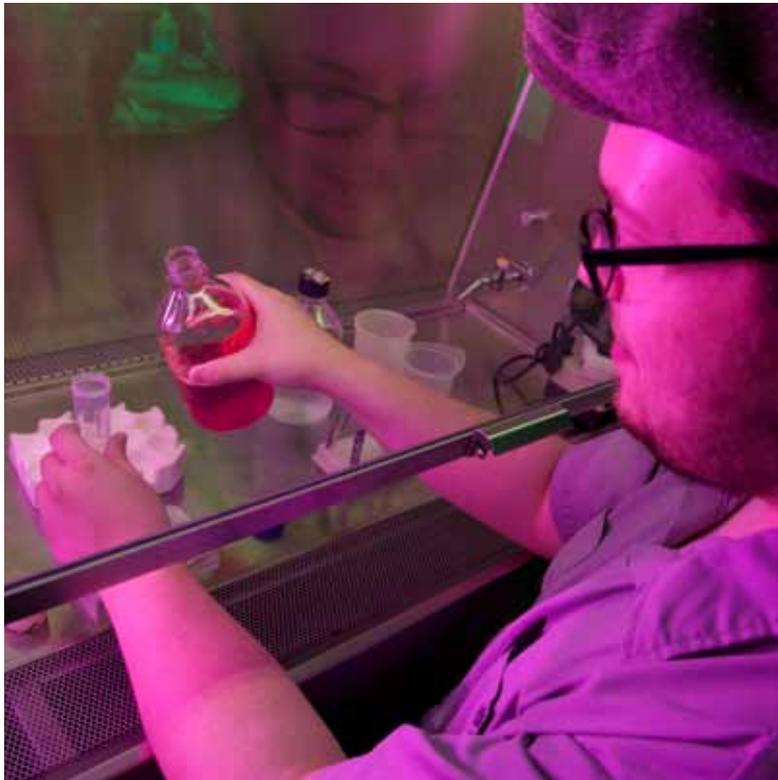
## Targeted Outcomes

1. By 2013, a rigorous analysis of admission and matriculation procedures, academic rules, scholastic standards and all Associate of Arts and Associate of Science degree program curricula, delivery modes and support services will be completed to ensure full alignment with articulated baccalaureate degree programs, and that graduates are prepared with core competencies and skills necessary to succeed in baccalaureate studies.
2. By 2016, all core student support services will be accessible to students in person and online.
3. By 2016, 16 degree and certificate programs will be fully online.

## Goal 4:

# Career Pathways

Onondaga will strengthen career pathways for students by expanding partnerships with local businesses and community organizations, supporting pathways to STEM careers, and by ensuring that career and technical degrees and certificates, and workforce programs and services result in marketable, industry-recognized competencies and credentials.



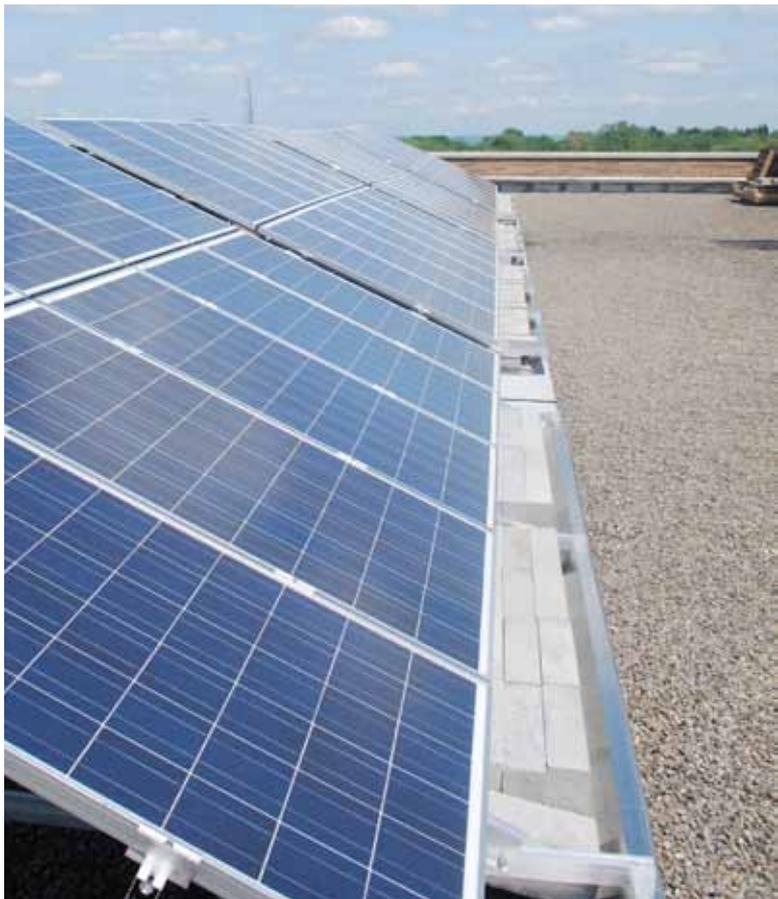
## Targeted Outcomes

1. By 2013, a rigorous analysis of all applied science programs, workforce programs, and related applied learning programs and support services will be conducted to ensure they are aligned with industry standards and demand provide students with “stackable,” marketable credentials and result in relevant employment opportunities.
2. The cost-efficiency of the Health Professions and Technologies programs will be significantly improved by 2016.
3. By 2016, at least 16 new certificate programs that enable individuals to develop or maintain competencies in high-demand occupations and industries will be developed and implemented.
4. All Career and Technical programs will meet or exceed current professional accreditation standards, where applicable.
5. Increase the number of state or industry-recognized credentials, such as licenses and certificates, awarded annually.
6. 100% of graduates of AAS degree programs who desire immediate employment upon graduation will obtain a job related to their field of study within one year.

## Goal 5:

# Long-term Sustainability

Onondaga will maximize resources in order to achieve financial sustainability and continuously enhance core academic programs and services.



## Targeted Outcomes

1. By December 2011, procedures for conducting a comprehensive cost benefit analysis prior to the implementation of any new program or service will be established and implemented as a standard practice to ensure that the proposed program or service will at a minimum generate sufficient funds to be self sustaining and beneficial to the mission of the college.
2. By January 2013, a rigorous review of appropriate college policies, procedures and practices will be completed utilizing a comprehensive cost-benefit analysis which ensures all services and college operations are efficient and provide sufficient funds to be self sustaining.
3. Foundation net assets will increase to \$20 million by 2016.
4. Identify a combination of sustainable revenue increases and cost savings totaling \$5 million by 2016.
5. By 2015 the College will achieve a 16% reduction in its greenhouse gas emissions over its 2006-07 baseline year.
6. By 2016, all publicly supported programs will be evaluated to document their impact and reduce the programs' overall vulnerability to public funding cuts.



# New Strategic Initiatives

In support of the strategic goals and outcomes identified in *A Framework for Success 2011-16*, a limited number of high-priority, strategic initiatives have been identified. Within the broad context of each of these large-scale initiatives, a number of high-priority project plans will be developed and implemented over the course of the five-year period. With appropriate input from College and community stakeholders, strategic initiative workgroups will develop project plans using Onondaga Community College's project management framework. Strategic initiatives and projects will be added, deleted, or modified as necessary to ensure progress toward goals and outcomes.

## **1. High School Pre-College**

Onondaga will strengthen the pipeline between secondary and postsecondary education by expanding opportunities for high school students to prepare for college and earn college credits through effective partnerships and bridges with area high schools and businesses, programs such as early college, concurrent enrollment, and intensive academic, career and financial counseling services.

## **2. Virtual OCC**

A virtual campus will make it possible for students to have a complete learning experience without ever actually visiting the college. Virtual OCC will include a range of innovative online learning and collaborative tools and digital resources to create a sense of community among students and accelerate learning.

## **3. Developmental Education Redo**

Onondaga Community College is committed to re-thinking developmental education by exploring alternative models, tapping internal and external expertise, and pursuing innovative approaches and strategies to improve college-readiness and support student success.

## **4. Seamless Pathways to Baccalaureate Programs**

The College will provide a seamless educational pathway for students by analyzing its transfer programs; developing new tools such as cost calculators, road maps, task lists, and one-stop web resources; and by recommending new strategies that ensure maximum transferability.

## **5. Career Pathways**

Onondaga will conduct a thorough analysis of regional workforce needs and existing degrees, certificates, workforce programs, and applied learning programs to identify gaps and recommend new strategies that result in strong pathways to high-demand, high-growth industries and occupations and ensure individuals are prepared with industry-recognized skills, competencies, and credentials. Onondaga will strengthen partnerships with employers to build seamless connections and expand the student/employer/alumni network.

## **6. Philanthropy, Entrepreneurial Initiatives**

Onondaga will establish campus-wide habits of thinking and acting that identify critical assets – human, physical, and intellectual – within the College’s sphere of influence and leverage those assets to create opportunities that generate sustainable revenue streams and cost savings, as well as to generate increased philanthropic support to advance the College’s mission and diminish Onondaga’s vulnerability to unstable public funding streams.

## **7. The Self-Discovery Center**

Onondaga will design a comprehensive center that provides individuals with opportunities to discover their inherent strengths and potential, assess their life priorities and needs, and strategically navigate change through intensive, specialized aptitude and career exploration tools, planning assistance, and experiences.

## **8. I - College**

I-College is an innovative, flexible learning model that will provide the infrastructure and expertise needed to ‘sense and respond’ to our economic challenges and community workforce training needs. I-College will serve as an alternative pathway to credential completion, enabling students, with faculty guidance, to take control of their own learning and customize their degrees. Key components of this initiative include programs offering portable, stackable industry-recognized credentials, workforce certification, experiential credit and a range of learning strategies designed to increase personal, learning and employment outcomes.

## **9. Language Institute**

The Language Institute will serve a diverse population of students studying English as a second language. The Institute will offer custom and intensive English programs, expert tutoring, classes, activities and events to match personal, academic and professional needs. Full and part time study, short courses, and evening and online classes will be available in a dynamic and enjoyable learning environment.



## About the College

In 1962, Onondaga Community College opened its doors to 1,294 entering freshman at Midtown Plaza in the urban center of Syracuse, New York. Outgrowing the city center location, the College moved to its present site in 1973, situated on the 280 acres on Onondaga Hill, four miles from the city. Ten buildings housing academic departments and student services, and three student residence halls make up the present campus. Enrollment has grown from the original 1,294 to nearly 12,000 students. As one of the fastest-growing community colleges in the nation and the second-largest undergraduate college in Central New York, Onondaga Community College is a college of the State University of New York system and one of the 30 locally sponsored community colleges throughout New York state. Onondaga County is the local sponsor for Onondaga Community College.

The curricula have been expanded from an original offering of five programs to nearly 50 today. The original graduating class of 1964 numbered 177; now, nearly 1,500 degrees are awarded annually. More than 500,000 citizens have availed themselves of the College's programs and services. Onondaga Community College students experience success in transferring to four-year colleges, both within and outside the State University of New York system. At the same time, many students complete technology and career-oriented programs that can also be applied directly to the workforce.

The College endeavors to provide the full college experience and offers a full complement of clubs and organizations to enrich student life. A comprehensive array of student support services enables students to be successful in achieving their academic goals. Onondaga Community College values diversity and is committed to creating an atmosphere where all students are recognized, honored and encouraged to contribute to the rich fabric of the campus environment. Onondaga Community College continues to serve the educational and economic development needs of its region and has more than 40,000 graduates.

## Special Thanks

to all who contributed to the development of Onondaga's 2011-16 strategic plan, including the members of the Strategic Planning Council (Tony Baird, Terry Brown, Virginia Donohue, William Fisher, Judy Flanagan, Kathryn Goldfarb-Findling, Charlotte Holstein, Sharon Jack-Williams, Paul Kronenberg, M.D., Daniel Lowengard, Orrin MacMurray, Peter Maier, Anthony Malavenda, Fred Pestello, Ph.D., Thomas Quinn, Nancy Rurkowski, Irene Scruton, Lenore Sealy, Richard Shirtz, Robert Simpson, Dirk Sonneborn, Eric Spina, Ph.D., Mark Tryniski, Arthur Vercillo, M.D., Jack Webb, Hal Welsh, Randy Wolken, and John Zak, M.D.); as well as FOCUS, the Thursday Morning Roundtable, and others who hosted discussion forums and meetings; and to all of the alumni, students, parents, faculty, staff, businesses, and citizens who shared their experiences, thoughts and ideas.

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