



A FRAMEWORK
FOR SUCCESS

2006 - 2011





A Framework for Success: 2006-2011

Since initiating the strategic plan, *A Framework for Success*, more than six years ago, extraordinary progress has been achieved on all fronts. It is now time to build upon the strong foundation that has been laid in order to more fully realize Onondaga's mission in the years ahead. In establishing goals for the next five years, the College has actively sought input and guidance from all constituents so that its strategic direction will accurately reflect community priorities. After careful consideration and analysis of all input, the following Key Performance Indicators and Critical Success Factors have been identified, grounded in the firm foundation of the mission, vision and Principles of Community at Onondaga Community College.

Mission¹

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.

Vision¹

Onondaga Community College will be recognized as a leader in higher education and as one of the nation's most innovative community colleges. Students will discover at Onondaga highly credentialed faculty who have chosen to dedicate their careers to teaching, employees who focus on the value of and service to a diverse student body, and an inclusive and welcoming environment that supports achievement of highest potential. Lifelong learning will be nurtured by personal connection, innovative technology, global perspectives and open minds. Through its unique stewardship and public responsibility to prepare citizens for productive careers in this region, Onondaga will serve a primary role in enriching and enhancing the quality of life for all who live and work in Central New York.

Principles of Community²

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.

¹Approved by the College Board of Trustees, October 2005

²Endorsed by the College Faculty, January 2006; presented to the Board of Trustees, February 2006

KEY PERFORMANCE INDICATORS

Key Performance Indicators are a set of metrics for assessment of institutional effectiveness relative to the institutional mission.

► Student Access

Onondaga Community College will attract and retain a diverse student body and will provide a dynamic, relevant and high quality educational program with continuous learning embedded in every aspect of the institution and a variety of delivery modes and flexible scheduling will be implemented to increase student accessibility to courses.

1. Reasonable cost

Onondaga will remain among the most affordable institutions of higher education in the State by securing appropriate funding levels as specified by statute, and by exercising proper fiscal stewardship and control in managing College funds in direct support of its mission.

2. Convenience in location, time and mode of delivery

A variety of delivery modes and flexible scheduling will be implemented and assessed to increase student accessibility to courses.

3. Diversity

Onondaga Community College, at all levels, will be an inclusive environment that celebrates and promotes understanding and respect within a diverse student body, staff and community.

4. Admission and reasonable accommodation of academically under-prepared students

Onondaga Community College will ensure a dynamic, relevant and high quality educational program with support systems that motivate students to succeed.

5. Convenient access to baccalaureate degrees

Onondaga Community College will contribute to a well-educated citizenry by engaging in partnerships to expand the College's reach and service.

► **Quality Educational Programs and Services**

Educational programs, curricula, co-curricular offerings and assessment practices will undergo ongoing, systematic review to ensure quality, viability, relevance and continuous improvement. Proper stewardship and a commitment to the public trust dictate that limited resources be committed only to those educational programs and services that meet the highest quality standards and the needs of the community.

1. Obtain degree

Student retention and degree completion will be improved through appropriate enhancements to College programs, services, and the overall campus environment. Systematic and routine assessment of all programs and services will be implemented to measure and plan continuous improvement.

2. Transfer to 4-year school

Students will meet and/or exceed transfer-institution expectations with appropriate subject area knowledge, skills and coursework.

3. Employment

Students will meet and/or exceed employer expectations with appropriate knowledge and the capacity to read, write, compute, speak, listen, use technology, think critically and work effectively in teams, and engage in their communities.

4. Professional licensure

The College will meet the requirements of all its accrediting and licensing agencies.

5. Demonstration of general education competency

Clear learning criteria will be specified, and outcomes will be measured for each educational program, course and learning experience.

6. Exploration/self discovery

Education is a major factor in the growth and development of society. Onondaga Community College enriches the lives of those it serves by creating an atmosphere dedicated to life-long learning and intellectual inquiry.

continued on next page

▶ Value to Community

Onondaga Community College is successful to the extent that it adds value to individuals and organizations in the community it serves.

1. Provide programs and services that respond to educational needs of local citizens and employers

Proper stewardship and a commitment to the public trust dictate that limited resources be committed only to those educational programs and services that meet the highest quality standards and the needs of the community.

2. Contribute to economic welfare

The College will be a significant resource to the county and city in responding to appropriate societal and economic concerns.

CRITICAL SUCCESS FACTORS

Critical Success Factors are the limited number of areas in which results, if they are satisfactory, will ensure successful competitive performance for the organization. They are the few key areas where things must go right.

Critical Success Factors are areas of activity that should receive constant and careful attention from management.

▶ Enrollment

A data-driven strategic enrollment management plan will be initiated that will enable the College to determine, achieve and maintain optimum enrollment and effective financial planning.

▶ Revenue

The College community will build and maintain strong relationships with sponsors that will result in an enhanced understanding of the College's contributions to the community and in increased support in the form of advocacy and sensitivity to the need for additional resources from sponsors. Internal operations will be effective, efficient and in direct support of the College's mission.

▶ **Gifts to the College**

Onondaga will increase the financial contributions from all its significant stakeholders as a result of the quality of the relationships established and the services provided.

▶ **Student Satisfaction**

Student success will be improved through appropriate enhancements to College programs, services, and the overall campus environment. Systematic and routine assessment of all programs and services will be implemented to measure and plan in the interest of continuous improvement.

▶ **Quality Faculty**

The College will hire and retain a highly competent and diverse workforce and provide a comprehensive employee development program, as well as appropriate recognition and rewards.

▶ **Physical Environment Conducive to Teaching and Learning**

The physical environment throughout the campus and at off-campus sites will be clean, well maintained, safe and conducive to learning.

▶ **Positive Image in the Community**

The College will implement and monitor marketing and communications strategies designed to reinforce its strong positive image and improve its visibility throughout Onondaga County, New York and the Northeast region.



EXPLORE. DISCOVER. TRANSFORM.