UTICA COLLEGE

STRATEGIC PLAN
2020-2025

Laura Casamento
PRESIDENT

BUILDING FROM STRENGTH:
THE NEXT STRATEGIC PLAN

What follows is a plan for the road ahead – one that places a sharper focus on our core principles, bringing UC's mission forward to embrace the challenges and opportunities of a new era.

This five-year strategic plan leverages the knowledge and insights of the College community to prioritize five key goals in support of innovation and achievement in student success, equity and inclusiveness, and institutional strength and competitiveness. Designed to leverage existing strengths, the new plan empowers faculty and staff to develop specific measures in pursuit of these goals, utilizing improved data analysis, best practices, and meaningful benchmarks to grow enrollment and net assets, increase persistence to graduation, and create a more welcoming and responsive campus community.

From its earliest days, Utica College has been an institution driven by its values and guided by strategic vision and an entrepreneurial spirit. As we build upon this rich legacy through the implementation of the new plan, we will be well-positioned to thrive in an increasingly dynamic higher education marketplace and fulfill our founding mission for generations to come.

MISSION STATEMENT:

We empower learners to achieve their career and life goals through personally enriching experiences and outstanding educational pathways.

VISION:

We will focus our innovative energy on inspiring learners to create a future beyond their imagining.

VALUES:

Our mission rests upon a foundation of values that guide our decisions and actions:

- · Individual attention
- · Intellectual growth, creativity, and scholarship in the pursuit of knowledge
- · Innovative and relevant approaches to teaching and learning
- · Diversity of perspective, background, and experience in an equitable, respectful, and inclusive environment
- · Freedom of expression and civil discourse
- · Community engagement and service
- · Ethical behavior and integrity
- · Continuous pursuit of excellence

INCREASE PERSISTENCE TO GRADUATION.

TACTICS:

1. Create general education pathways that honor broad interdisciplinary perspectives, transferrable skills, and integration of majors.
2. Create academic offerings (majors, minors, and others) to attract and retain underserved student populations.
3. Implement a coherent model of experiential learning opportunities that integrate major-related experiences for first-year students.

MEASURES:

1. Launch a Core (general education) model as outlined above effective for entering freshmen in Fall 2022.
2. Achieve a four-year graduation rate of 50%; a six-year graduation rate of 70%; and graduate program completion rates set at industry benchmarks by May 2025.
3. Achieve a first-to-second-year retention rate of 82% by Fall 2025.
4. Eliminate the gaps between underrepresented students and the student population as a whole across all measures (four-year graduation rate, six-year graduation rate, and first-to-second-year retention) by May 2025.

DEVELOP A MORE DIVERSE, EQUITABLE, AND INCLUSIVE CLIMATE.

TACTICS:

1. Implement the Diversity, Equity, and Inclusion operational plan; and improve communication and resources to support it.
2. Recruit, hire and retain employees from underrepresented populations.
3. Implement mandatory professional development in diversity, equity, and inclusion to include all employees and full-time contracted vendors.

MEASURES:

1. Open the Intercultural and Student Organization Center by Fall 2020.
2. Attain employee racial and ethnic diversity representative of student racial and ethnic diversity by May 2025.
3. Attain Joint Cabinet racial and ethnic diversity representative of student racial and ethnic diversity by May 2022.
4. Require 100% employee compliance with identified in-person and online diversity, equity, and inclusion trainings.
5. Establish at least five new academic offerings (including major, minor, and general education opportunities) directly supporting diversity, equity, and inclusion by May 2025.

GROW ENROLLMENT INTENTIONALLY.
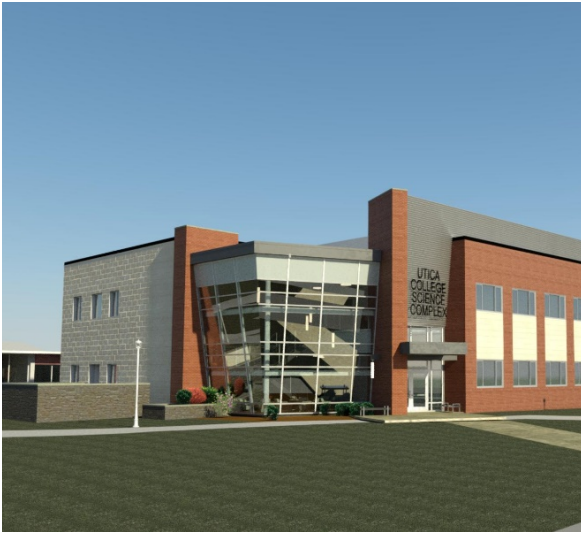
TACTICS:

1. Develop and implement a "Go-to-Market" strategy by which new academic programs are designed, approved, marketed, and enrolled.
2. Deliver an Academic Plan in support of the goals established by the College Strategic Plan.
3. Deliver an Enrollment Management Plan in support of the goals established by the College Strategic Plan.

MEASURES:

1. Complete the Academic Plan by May 2020.
2. Complete the Enrollment Management Plan by September 2020.
3. Gordon Science Center Annex completed during the 2021-2022 academic year.
4. Achieve enrollment targets of total students—including on-ground, online and offsite students—that align with net tuition revenue targets established in the Strategic Goal on net assets.

GROW NET ASSETS.

TACTICS:

1. Diversify revenue streams across the College.
2. Limit institutional debt.
3. Develop a resource allocation model based upon a return on investment strategy, to include stewardship of College resources.
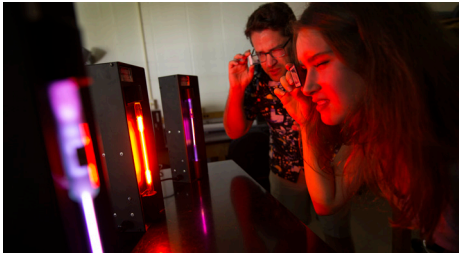
MEASURES:

1. Grow the College endowment to $35 million by May 2025.
2. Increase fundraising (exclusive of grants) incrementally to $6 million/year by May 2025.
3. Increase grant procurement incrementally to $3 million/year by May 2025.
4. Achieve net asset growth of $3 million each year of the plan.
5. Increase non UC-ground net tuition revenue by $5 million by May 2025.
6. Complete scenario planning for risk of failure to achieve institutional strategic goals, and create a dashboard assessment of the institutional risk profile.

CREATE A HIGH-PERFORMING, RESPONSIVE CULTURE.

TACTICS:

1. Enhance collaboration and innovation among faculty, staff, and administration to produce superior performance.
2. Improve college-wide communications.
3. Continually improve emergency management preparedness.

MEASURES:

1. Arrive at a common understanding of "shared governance" for the College by May 2021.
2. By Fall 2020, provide relevant professional development activities annually for every employee, and track participation.
3. Benchmark communication efficiency in 2020 to identify gaps; close gaps by May 2025, including expanded usage of social media opportunities.
4. Track progress on after-action reports from emergency events, in addition to trainings and education across all sites.

STRATEGIC PLANNING COMMITTEE

Larry Aaronson, Professor of Biology

Adrianne Arnone, Student Success Coordinator

Lukus Becker '19, Student Government Association Representative

Bob Brvenik '77, Trustee and Alumni Representative

Laura Casamento, President

Brianna Colley '21, Student-Athlete

Ann Damiano, Dean for Academic Assessment

Michael Delia '20, Student Government Association Representative

Shannon Farrell, Director of Administrative Services

Jeff Gates, Senior Vice President for Student Life and Enrollment Management

CiCi Holloway '79, Trustee and Alumni Representative

James Knippen, Adjunct Lecturer of English

Kim Lambert, Vice President for Institutional Planning and Senior Executive Assistant to the President

Stephanie Nesbitt, Assistant Professor of Risk Management and Insurance

Todd Pfannestiel, Provost and Senior Vice President for Academic Affairs

Ahmed Radwan, Associate Professor of Physical Therapy

Polly Smith, Vice President for Online and Extended Studies and Associate Provost for Online Learning

Colleen Sunderlin, Associate Professor of Occupational Therapy

Jessica Thomas, Associate Professor of Biology

Jeremy Thurston '00, Trustee and Alumni Representative

Mark Vrooman, Assistant Professor of Management

David Wittner, Professor of History

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