

# CAYUGA UNBOUND

## Charting a New Path in a Collaborative World

*2022-2025 Strategic Plan for Cayuga Community College*





Center for Academic Success

CAYUGA COMMUNITY COLLEGE  
STATE UNIVERSITY OF NEW YORK FOUNDED JULY 1, 1948  
FIBER EST QUISQUE FORTUNAE SUAE  
FOUNDED 1953

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# A MESSAGE FROM PRESIDENT DURANT

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Dear Friends and Colleagues,

I am pleased to present “Cayuga Unbound — Charting a New Path in a Collaborative World,” the strategic plan to guide Cayuga Community College through 2025.

“Cayuga Unbound” represents years of effort from members of our college community, with the President’s Council dedicating the past year to finalizing the new strategic plan now before you. This invaluable collaborative attitude is essential

to our culture of shared governance and accountability for the future of our institution.



The title signifies our intention to approach the next three years boldly, without recognizing limits on what our institution can accomplish. Across three Strategic Focus Areas and six goals, “Cayuga Unbound” states our plan to reaffirm our presence and demonstrate our contributions to the Central New York higher education and workforce communities. We recognize this means evolving on multiple levels and an even stronger investment in our workforce partnerships for the good of our students and our communities. We welcome these changes and the opportunities they present.

“Cayuga Unbound” is our map for the foreseeable future, and it’s one I’m eager to follow. In meeting its objectives and goals, Cayuga Community College will continue its evolution as the institution we know it to be and our communities need it to be. I look forward to joining our college community on what promises to be an exciting new route for our institution.

Sincerely,

A handwritten signature in blue ink that reads "Brian M. Durant". The signature is fluid and cursive, with a long horizontal line extending to the right.

Dr. Brian Durant  
*President*  
Cayuga Community College

# IMPROVE INSTITUTIONAL OUTCOMES AND ENGAGEMENT

## GOAL 1

*Create a vibrant learning community where students succeed.*

### OBJECTIVES:

- A** Build an inclusive student experience fostering a sense of belonging that embraces the diverse academic, socioeconomic, gender identity, sexual orientation, racial, cultural, disability and ethnic backgrounds of our students.
- B** Develop a broad sense of campus-wide responsibility for improved enrollment, student persistence, retention, success, graduation, transfer and career development.
- C** Endorse and promote Cayuga's value proposition: All Cayuga academic programs will lead to junior standing at partner transfer institutions or a family-sustaining wage in the workforce.



### KEY PERFORMANCE INDICATORS

- 12-month FTE Enrollment
- Persistence & Retention
- Credit Achievement
- Completion
- Graduation
- Transfer



## ALIGN AND ENHANCE PARTNERSHIPS

### GOAL 2

*Enhance integration of academic offerings with workforce development priorities.*

#### OBJECTIVES:

- A** Identify, develop and map credit and noncredit curriculum pathways that have defined career or transfer outcomes, are based on priority occupations and follow an institutional career pathway model.
- B** Develop a shared vision with regional education partners for student access to and preparation for postsecondary fields of study that promote upward mobility by connecting historically under-represented students to high-opportunity postsecondary pathways.
- C** Develop and promote short-term training opportunities that support regional needs with embedded student supports and career development opportunities.

## ALIGN AND ENHANCE PARTNERSHIPS

### GOAL 3

*Explore shared services opportunities with other community colleges and entities with a goal to increase efficiencies, maximize resources and expand services.*

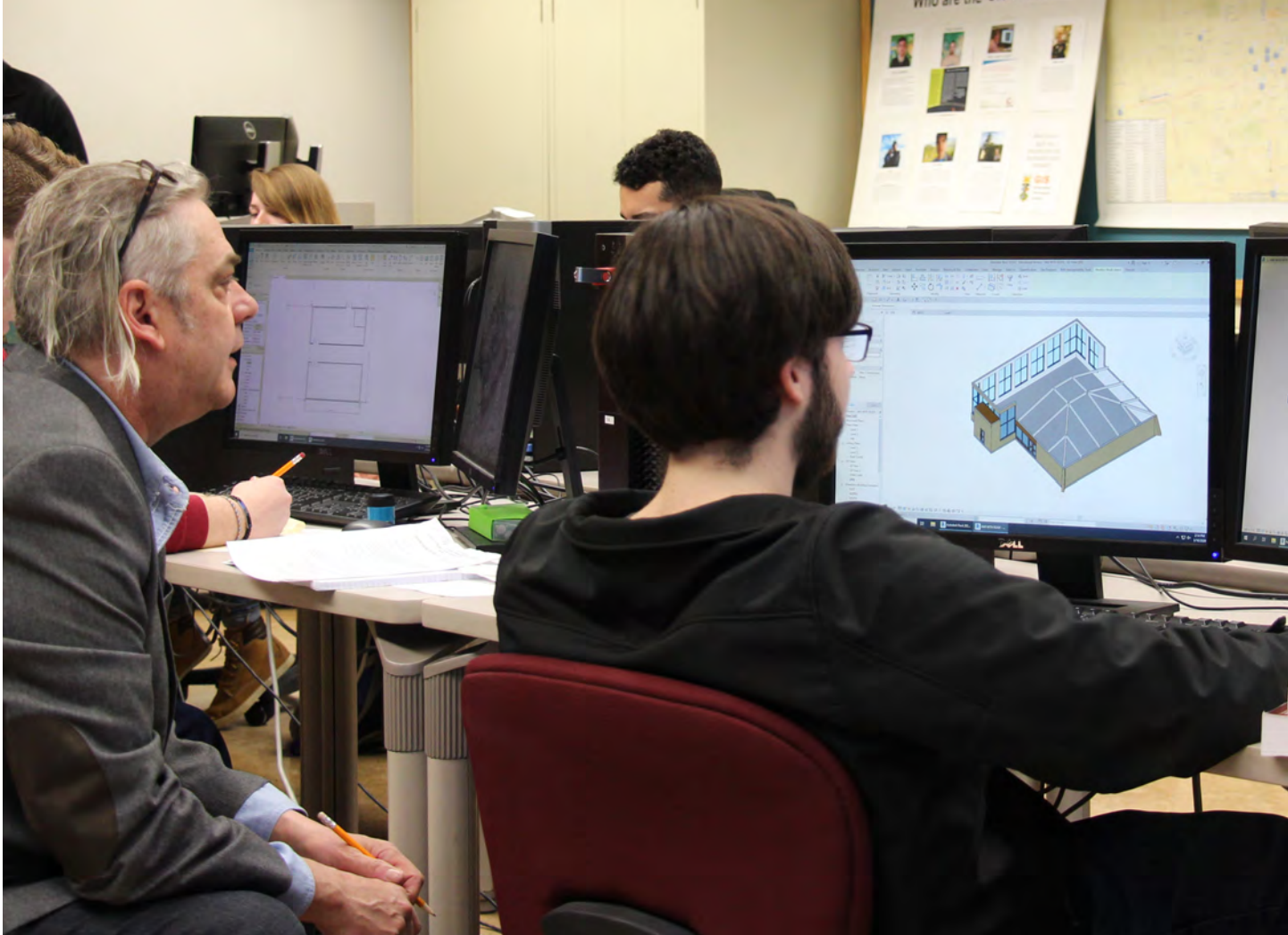
#### OBJECTIVES:

- A** Collaborate with Cayuga County entities to create a vibrant Workforce Development Center.
- B** Continue working with peer institutions to promote community college as a regional opportunity.



#### KEY PERFORMANCE INDICATORS

- High School Capture Rate
- Partnerships
- Non-credit to Credit Pathways
- Credit for Prior Learning



## MODERNIZE INFRASTRUCTURE

### GOAL 4

*Improve organizational alignment to strengthen area identity, maximize institutional talent, and increase employee engagement.*

#### OBJECTIVES:

- A** Update office placement, organization, and collaboration considering the emerging needs and realities of the educational landscape.
- B** Build a culture of assessment and data-informed practices in all areas.

# MODERNIZE INFRASTRUCTURE

## GOAL 5

### *Build and revitalize inclusive state-of-the-art facilities*

#### OBJECTIVES:

- A** Update the Facilities Master Plan.
- B** Develop, and sufficiently fund, a Technology Infrastructure Plan that supports the academic goals of the college and the needs of employees as they support students.

#### KEY PERFORMANCE INDICATORS

- Average Net Price of Attendance
- Sponsored Projects
- Technology Infrastructure







## MODERNIZE INFRASTRUCTURE

### GOAL 6

#### *Continue developing predictable financial modeling*

##### OBJECTIVES:

- A** Increase community understanding of and accountability for College finances, developing a campus-wide recognition for the role of each office in contributing to institutional fiscal health.
- B** Budget using sound financial principles such as matching revenue with expense, strategic use of fund balance, and maintaining appropriate fund balance.

# CAYUGA COMMUNITY COLLEGE

## 2021-2022 FACTS & FIGURES

<b>FALL 2021 ENROLLMENT</b> .....	3,558
Auburn Campus.....	298
Fulton Campus .....	203
Online .....	1,107
High School/Other .....	1,950
<b>FULL-TIME STUDENTS</b> .....	24%
<b>PART-TIME STUDENTS</b> .....	76%
<b>STUDENT DEMOGRAPHIC</b>	
First-Time College Students.....	470
Transfer Students.....	296
Continuing/Returning Students .....	866
Concurrent High School Enrollment .....	1,926
Student Gender Demographics	
Female .....	61%
Male .....	39%
<b>MEDIAN STUDENT AGE</b> .....	22
<b>STUDENT COUNTY OF RESIDENCE</b>	
Cayuga County .....	45.9%
Oswego County.....	26.3%
Onondaga County .....	14%
Seneca County.....	1.9%
Wayne County .....	1.9%
Other .....	10%
<b>POPULAR PROGRAMS</b>	
Liberal Arts & Sciences:	
Humanities & Social Science AA.....	492
Health Sciences AS.....	108
Business Administration AAS .....	106
Liberal Arts & Sciences:	
Mathematics & Science AS .....	99
Nursing AAS .....	83
Business Administration AS.....	66
Criminal Justice–Police AAS.....	43
Studio Art & Design AS.....	34
Human Services AS.....	30
Liberal Arts & Sciences:	
Adolescence Education AA .....	27
<b>2021-22 GRADUATES</b> .....	300

All information from Cayuga Community College's 2022-23 course catalog and the College's Office of Institutional Research & Planning.



*The Cayuga Community College 2022-2025 Strategic Plan  
is drafted and presented by the College President's Council.*

DR. KEIKO KIMURA

*Vice President for Workforce Development & Partnerships*

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*Director, Centers for Student Engagement & Academic Advisement*

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*Chief Financial Officer/Treasurer*

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*Provost & Vice President of Academic Affairs*

DR. CATHLEEN DOTTERER

*Vice President for Student Affairs*

ANNETTE LEFEVER

*Executive Assistant to the President*

JOSH ROGALSKI

*Network Desktop Support Specialist*

HALEY VITALE

*Confidential Administrative Assistant to the Provost & Vice President of Academic Affairs*

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