

FLCC Strategic Plan 2014-18

Academic Focus Area

Academic Goal: Graduate Proficiency in Written Communication

Graduates will demonstrate proficiency in written communication

Measures:

- A1.1: In academic year 2017-18, 53 percent of students referred to developmental composition will successfully meet the established learning outcomes of a subsequent college-level composition course for which their developmental course was a prerequisite.
- A1.2: Future measure: In academic year 2017-18, 37 percent of graduates will meet established proficiency levels in composition.

Operational Goals

Operational Goal One: Financial Strength

The College will strengthen its financial position by improving the efficiency of its operations, identifying new sources of revenue and increasing philanthropic support, thereby enabling investments in innovative programs and college-wide improvements.

Measures:

- O1.1: The 2017 annual audited financial statement will show unrestricted net assets, defined as fund balance for the purpose of this plan, to be between 10 and 15 percent of budget as of August 31, 2017.
- O1.2: In 2017-18, annual grants, scholarships and operating support of the College from the Office of Resource Development will increase by at least \$325,000 over the base year of 2013-14.

Operational Goal Two: Institutional Effectiveness

The College will develop and implement systems and processes that lead to continuous improvement in support of the College's strategic plan.

Measures:

- O 2.1: Annually, the Institutional Effectiveness Dashboard will indicate positive trends in 80 percent of selected measures of institutional effectiveness as established by the American Association of Community Colleges.

Strategic Goals

Strategic Goal One: Student Completion

The College will contribute to sustainable futures for our students and the cultural and economic vitality of the region by increasing the number of certificates, degrees or other credentials our students complete.

Measures:

- S1.1: In academic year 2017-18, the College will confer a total of 987 certificates and degrees, an increase of 16 percent from 2014-15.
- S1.2: The College will award 1,823 state or industry recognized credentials in academic year 2017-18, an increase of 9 percent from 2015.
- S1.3: The College's program for students seeking a New York State High School Equivalency (HSE) diploma through the new Test Assessing Secondary Completion (TASC) will award 70 HSE credentials in academic year 2017-18.

Strategic Goal Two: Regional Educational Leadership

The College will provide regional educational leadership by partnering with service area school districts to strengthen the educational pipeline. The College will align non-credit and credit programs in support of regional workforce needs.

Measures:

- S2.1: In academic year 2017-18, 2,850 high school students will complete Gemini courses, and increase of 43% from base year 2012-13.
- S2.2:
 - a. The percent of first-time full-time students from service area high schools that place into a college level composition course will increase annually.
 - b. The percent of first-time full-time students from service area high schools that place into a college-level mathematics class as required in their academic program will increase annually.

[Note: The placement process is under review. Specific targets will be established after the pilot study is complete.]

- S2.3: In academic year 2017-18, the College will have in place five internal articulation agreements between non-credit and credit offerings.





MISSION: Finger Lakes Community College serves as a **dynamic** learning resource, **empowering** our students to succeed and **fueling** the cultural and economic vitality of the region.

VISION: Finger Lakes Community College will build **innovative** programs to meet evolving educational needs, drawing on **partnerships** in the community and beyond. FLCC will offer an educational environment that is intentionally designed to **engage** our students as learners and propel them to **completion**.

VALUES: Finger Lakes Community College values its rich history of developing and providing high quality programs and services for the benefit of our students and community. From the historic Canandaigua storefronts to the natural beauty surrounding our campus locations, we continue to value the development of the individual through **inquiry, interconnectedness, perseverance, and vitality**.



Success. It's In Our Nature.

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FLCC is a State University of New York (SUNY) community college serving Ontario, Seneca, Wayne and Yates counties.