Mission Statement: "Suffolk County Community College promotes intellectual discovery, physical development, social and ethical awareness, and economic opportunities for all through an education that transforms lives, builds communities, and improves society."

Vision Statement: "Suffolk County Community College commits to maintaining high educational standards, to fostering and inspiring student success, and to creating diverse opportunities for life-long learning. By attracting strong leadership and distinguished faculty to a college of excellence, we create an enriched learning environment that empowers students to transform their lives."

Values: *As a united college community, we endorse the following values as a foundation for our shared mission and goals.*

- Academic freedom, academic excellence, and student success
- Open access to educational opportunity and lifelong learning
- Student engagement and the priority of each student's experience
- Collaboration with the community that meets the needs of students and our region
- Honesty, civility, and shared governance
- Equity, diversity, inclusion, and social justice
- Responsible civic engagement and global citizenship
- Ethical stewardship of our financial, physical, and human resources
- Transparent communication, assessment, innovation, and continuous improvement

Institutional Goals: *In accordance with our mission and values, we affirm the following as long-term aspirational goals that guide college objectives and annual operations.*

Open Access: To ensure the college is ready to meet the needs of all students, regardless of background or previous education.

Student Learning: To offer the highest quality academic programs that support student attainment of their educational and professional goals.

Student Engagement and Success: To provide a full range of support services promoting student engagement, development, and success.

Equity and Social Justice: To create a welcoming culture in which every community member understands that they belong, and to eliminate disparities in student access and achievement.

Community Partnerships: To advance the equitable development of our region's economy, workforce, and communities.

Effectiveness and Sustainability: To add value to all students' education through innovative and conscientious improvement of institutional operations and services.

DRAFT

Strategic Objectives: *In accordance with our values and goals, we are committed to the following as priority strategic objectives and embrace mutual accountability for assessing and achieving them.*

Open Access: To ensure the college is ready to meet the needs of all students, regardless of background or previous education.

- Strengthen proactive outreach and recruitment to secondary schools
- Create and implement strategy for recruiting and enrolling adult students
- Partner with employers to recruit in-service workers for further education
- Recognize and address student basic needs in order to optimize access and enrollment

Student Learning: To offer the highest quality academic programs that support student attainment of their educational and professional goals.

- Integrate comprehensive student enrollment, equity, learning outcomes, and success data into academic planning and assessment
- Create student pathways that facilitate student retention, progression, and completion
- Instill research-based best practices within all instructional modalities
- Link instruction to scaled academic support services in significant areas of student challenge
- Ensure career programs reflect employer-identified outcomes and incorporate current industry practice (e.g., internships, professional certifications, licensure)

Student Engagement and Success: To provide a full range of support services promoting student engagement, development, and success.

- Implement a college-wide onboarding process that optimizes enrollment and retention
- Create and implement consistent expectations and anticipated outcomes for one-stop student services
- Standardize and improve systems that facilitate student retention (e.g., consistency of advising; early alert notifications; digital "companion" for students; student notifications)
- Provide and enhance opportunities that encourage personal and professional growth for students

Equity and Social Justice: To create a welcoming culture in which every community member understands that they belong, and to eliminate disparities in student access and achievement.

- Establish baseline measures and equity goals for student access, services, and academic achievement and implement strategies to eliminate disparities
- Ensure best practices in the recruitment, hiring, and retention of college employees to advance diversity, equity, and inclusion, and to better reflect the demographics of the community
- Through systemic and intentional professional and student development, foster a unified college culture of inclusion, belonging, and equity

Effectiveness and Sustainability: To add value to all students' education through innovative and conscientious improvement of institutional operations and services.

- Amplify organizational and professional development opportunities that support student success and continuous institutional improvement
- Integrate student outcomes data as a tool for supporting resource allocation
- Enhance fiscal sustainability through ongoing collegewide cost analysis

Community Partnerships: To advance the equitable development of our region's economy, workforce, and communities.

- Partner with social services organizations to identify and meet the needs of underserved communities and populations
- Advocate with all community stakeholders to increase public visibility of the college, enhance public perception, and recruit investment
- Partner with industry stakeholders to meet regional workforce and economic development needs

DRAFT