



Mission: Herkimer College's mission is to provide dynamic educational programs and services in an inclusive, engaging community where all learners have the opportunity to grow and succeed.

Vision: Herkimer College will be the college of choice, delivering an innovative, transformative student experience inspired by a new generation.

STRATEGIC PLAN 2022-2027

Building on our Legacy; Investing in the Future.

I. Choices. Herkimer College will take purposeful, impactful actions that positively affect the living and learning experience for new generations of students, establishing the institution as *the college of choices*.

Expected Outcomes:

- a) The College expands and diversifies its portfolio of academic programs, non-credit programs, and support services to meet the needs of diverse student populations, in accordance with current work place and educational trends.
- b) The College develops and maintains a competitive edge through high impact practices to achieve desired projected capacity in courses and programs.
- c) Herkimer College implements data-informed promotion of the Herkimer Brand to entice uniquely targeted prospective students through success stories and familiarity with specific program features.
- d) Collaborative efforts between college departments restore, revitalize and/or create new choices for students to grow intellectually and personally in a welcoming, inclusive, safe and healthy environment.
- e) Program and service options are monitored for success, while improved choices for a quality, valuable student experience are established within an organized, systematic planning cycle.

II. Opportunities. Herkimer College will design and deliver flexible, innovative, and relevant educational programs and services that prepare students for careers, future learning, and personal and professional growth.

Expected Outcomes:

- a) The College considers and implements operational structural changes to facilitate innovation, flexibility in program and services offerings and establishes new opportunities for all constituents.
- b) Institutional use of demographics and psychometrics is defined specifically within integrated planning to determine new and revitalized offerings and action plans for more diverse and/or expanded student populations.
- c) Departments design and deliver purposefully targeted opportunities for growth in cultural diversity and awareness through planned, structured events, programs and training.
- d) Community education offerings are revived and/or created to provide intergenerational, business and service opportunities to connect the College, its students, and the community.
- e) Career paths, transfer options and personal and professional growth programs and services are developed and improved in accordance with current trends in higher education.



III. Connections. Herkimer College will revitalize existing partnerships and establish new connections that support the mission of the College and benefit students, staff, and community stakeholders.

Expected Outcomes:

- a) The College establishes robust partnerships through holistic, purposeful processes that develop inclusive relationships from onboarding through departure, for the mutual benefit of internal and external constituents.
- b) The College communicates a unique brand image that differentiates Herkimer's advantages and successes, creating greater student interest and loyalty, based on continual review of student data trends.
- c) The College uses updated, accurate, inclusive, and diverse language in all forms of College communications, as appropriate to all recipients through varied delivery media.
- d) The College delivers consistent communications and procedural practices across the institution through interdepartmental collaboration.
- e) The College develops programs and services that provide opportunities for students to learn and grow through relationships with community agencies and/or businesses.

IV. Resources. Herkimer College will maximize the effectiveness and sustainability of its full spectrum of resources to achieve robust, planned growth toward the highest standards of teaching and learning environments.

Expected Outcomes:

- a) Herkimer's living and learning environments are contemporary, technologically relevant, and ergonomically supportive of teaching and learning that results in desired levels of student growth and achievement.
- b) Formal, comprehensive onboarding, mentoring, training and professional development for college personnel results in desired productivity, updated practices and increased satisfaction.
- c) Herkimer attracts and retains a qualified, talented, diverse work force, reflective of the student population that meets the needs of all areas of instruction and college operations.
- d) The College prioritizes compliance in relevant policies, laws and regulations.
- e) The College adopts innovative uses and development of revenue streams toward maintaining effective fiscal stability.
- f) Formalized technology growth and implementation is evident and useful for institutional and student progress/success.
- g) The College efficiently uses resources to upgrade, update and uphold excellence in quality standards of functioning, toward best impressions and well-being for all constituents, resulting in a positive brand image.
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