

## **DRAFT Elmira College 2023-2028 Strategic Plan Goals**

### **I. Enhance Strength and Stability**

- A) Ensure strong enrollment and student success
  - 1. Increase undergraduate enrollment
  - 2. Grow graduate and professional studies enrollment
  - 3. Build student success structure and programming to increase retention, persistence, and graduation rates
  
- B) Attract and retain exceptional faculty and staff
  - 1. Increase the competitiveness of faculty and staff salaries
  - 2. Support professional development opportunities for all faculty and staff
  
- C) Strengthen financial position
  - 1. Diversify and augment revenue
  - 2. Enhance the College's commitment to environmental sustainability through participation in and implementation of environmentally focused partnerships and initiatives
  - 3. Enrich a culture of philanthropy through meaningful experiences that deepen connection with the College.
  - 4. Develop a campus master plan to maximize space utilization
  - 5. Develop Strategic Capital Improvement Plans for facilities and technology infrastructure
  - 6. Develop shared services opportunities to enhance purchasing power and cost savings
  
- D) Use best practices to continuously improve institutional sustainability and effectiveness
  - 1. Promote and facilitate increased collaboration across departments and divisions
  - 2. Ensure a safe and secure physical and virtual campus environment
  - 3. Establish a data infrastructure that supports the College's analytics needs, provides data access to end users, and optimizes resources to support data informed decision making.

### **II. Foster Innovation**

- A) Support academic program offerings to meet enrollment demand in current and emerging fields of study
  - 1. Develop a relevant portfolio of online professional and certificate programs to meet industry professional development needs
  - 2. Research, develop, and implement additional graduate programs to enhance student advancement
  - 3. Develop and grow interdisciplinary programs to help ensure students are career-ready
  
- B) Support advancement of research, creative works, and knowledge generation
  - 1. Increase grant-writing activities and administrative support for scholarship
  - 2. Enhance cross-disciplinary research and creative activities
  - 3. Explore partnerships with local businesses/organizations

- C) Enhance organizational infrastructure to support innovation and collaboration
  - 1. Utilize campus master plan to identify or develop spaces that encourage collaborative research, teaching, and other learning activities
  - 2. Ensure students are career- and life-ready through integration of curricular and co-curricular programs
  - 3. Enhance productivity and creativity through utilization of technological solutions

### **III. Nurture Diversity and Inclusion**

- A) Enhance diversity of faculty, staff, and student populations across the inclusion spectrum
  - 1. Provide access to, and increase awareness of, resources for the recruitment of diverse faculty, staff, and students

### **IV. Support Physical and Mental Wellbeing**

- A) Invigorate the campus community by providing resources to support mental and physical wellbeing
  - 1. Provide on-campus access to recreational activities for students and employees
  - 2. Enhance mental health services and programs to students
  - 3. Develop a holistic approach to improve faculty and staff engagement, satisfaction, and connection to the College.