

2021 STRATEGIC PLAN
PROGRESS REPORT



The State University
of New York

INTRODUCTION

In 2019, driven by the need for a future-focused strategic plan to guide the college, Hudson Valley launched a comprehensive effort to plan the way forward. A campus-wide committee made up of educators, administrators, students, and both internal and external stakeholders from all aspects of the college came together to join in listening sessions, town hall meetings, surveys and conferences to construct the future-oriented plan. The plan was the impetus behind the six strategic priorities that you will see outlined in this document.

Throughout the planning process, attention was laser focused on the college's mission: "Hudson Valley Community College provides transformative, student-centered and high quality educational opportunities that address the diverse needs of local and global communities." The actions outlined within the plan were carefully crafted to maintain institutional drive toward the college's vision: "Deliver what the future demands. HVCC will meet the educational needs of a rapidly transforming world by leading today and anticipating tomorrow."

The six priorities outlined in the 2019-2024 Hudson Valley Community College Strategic Plan include 44 goals and 174 specific strategies. Faculty, staff and the college's executive team have been focused on developing and implementing these strategies for more than a year. Implementation of Phase 1 of the plan began in late 2019. Phase 2 strategies are expected to be implemented within two to three years, and Phase 3 strategies within five years. Organizational Unit Plans, filed annually, contain details for how each entity plans to achieve their goals related to the Strategic Plan. The majority of strategies have been woven into daily work activities geared toward institutional improvement and excellence.

Key Performance Indicators (KPIs) have been adopted as means of measuring the impacts of the strategic plan's implementation as of the first completed year. In the pages that follow, both quantitative and qualitative results and highlights are displayed in an effort to mark the progress and recognize the accomplishments of the many individuals and organizations which have taken responsibility for plotting the future course of our college, and to set benchmarks from which we have committed to measure and display longitudinal improvement as we realize the future state that we have mapped for ourselves.

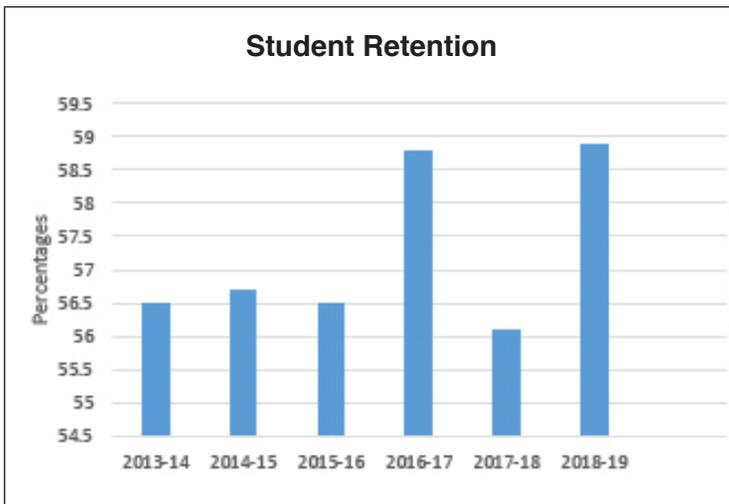


KPI RESULTS

KEY PERFORMANCE BY STRATEGIC PRIORITY

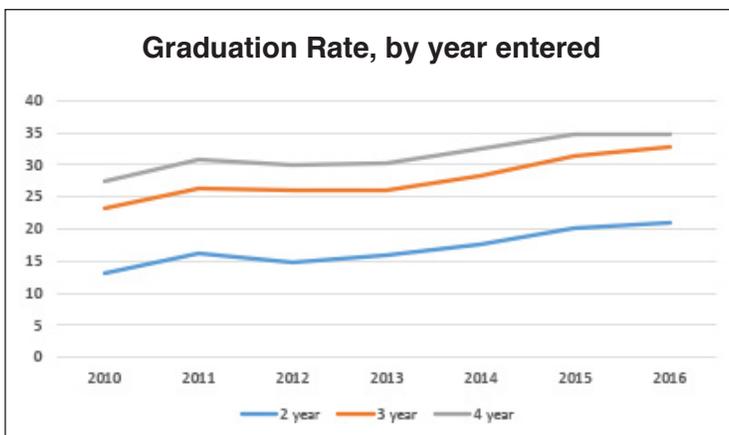
PRIORITY #1

COMMIT TO STUDENT SUCCESS, INCLUSION AND EQUITY



Student Retention

Student retention has always presented challenges for the college. Though many programs and services are in place to help students reach their goals and succeed academically, the college is continually looking to develop new student support services and enhance existing ones. The new Retention Plan (drawn in part from the 2017 Retention Plan) and the new 2019-2024 Strategic Plan strongly emphasize the importance of retaining students, and include a number of strategies to improve student retention and success.

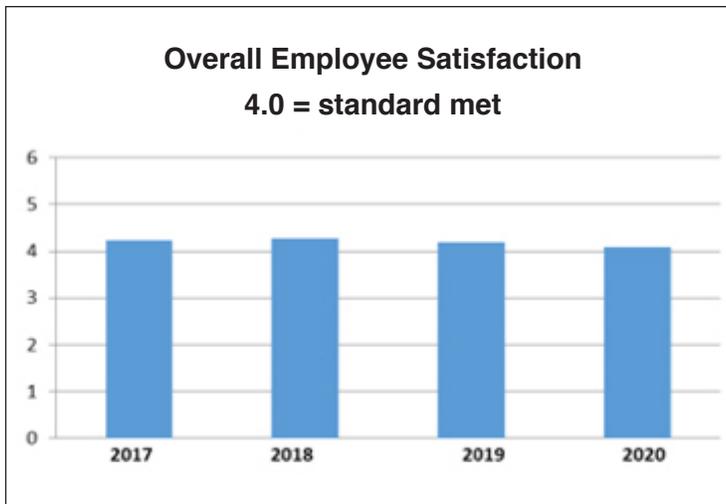


Graduation Rate

Because many students transfer before completing their programs of study, the college's graduation rate does not provide a complete picture of student retention and success, but it is a useful tool in providing an outlook on student persistence. Hudson Valley's two-year, three-year and four-year graduation rates have increased in recent years. The three-year graduation rate for students entering in 2015 was 31.4%, compared to previous year's rate of 28.4%. Similarly, the four-year rate for students entering in 2014 was 32.4%, up from the previous year's rate of 30.3%.

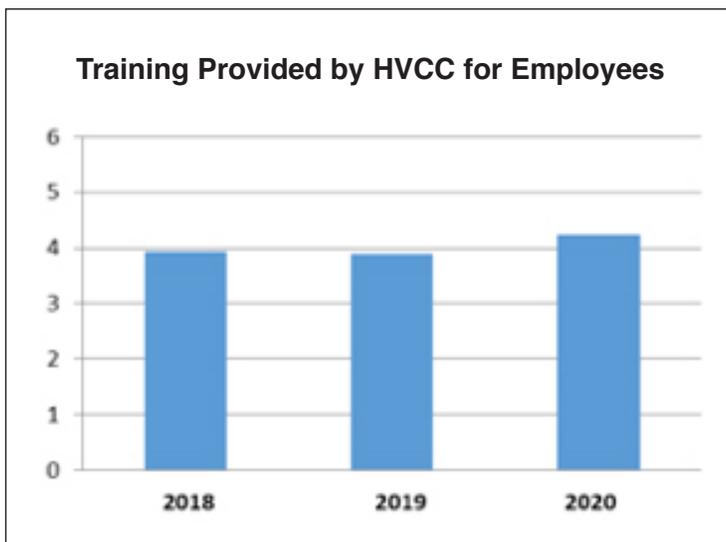
PRIORITY #2

ENCOURAGE FACULTY AND STAFF EXCELLENCE



Employee Satisfaction

This measure of overall employee satisfaction is an average taken from 11 of the 32 items in the annual Employee Satisfaction survey: development, training, support, communication, innovation in academics, transparency, shared governance, civility, assessment, orientation and technology. All but three areas – communication, cooperation, and shared governance – improved between 2019 and 2020.



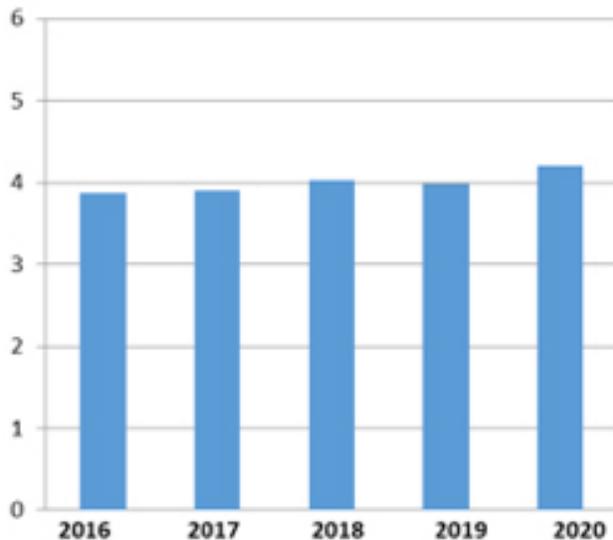
Provide Non-Mandatory Training

The Human Resources department has been very active in providing training opportunities, such as communications, customer service, conflict resolution, and Banner training, to employees. The results of these improvements in training and development are reflected in increased satisfaction and in the comments provided by survey respondents.

PRIORITY #3

ENHANCE ACADEMIC EXCELLENCE

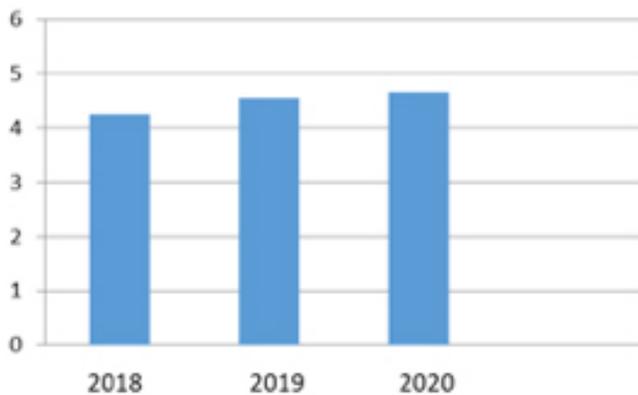
Encourage and Support Innovative Programming



Encourage and Support Innovative Programming

This chart shows data from the annual Employee Satisfaction Survey regarding HVCC's encouragement and support of innovative programming. The early Spring 2020 survey showed the highest level of satisfaction in five years.

Technical Support and Resources

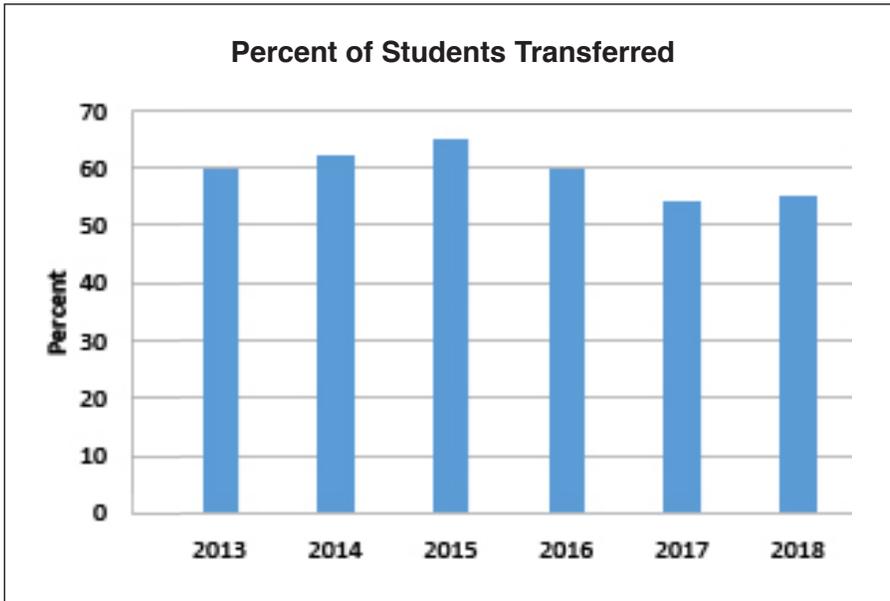


Provide necessary support and resources

This graph shows employee satisfaction with HVCC support and resources. The 2020 average of 4.66 is the highest level recorded in recent history.

PRIORITY #4

EXPAND PARTNERSHIPS AND COMMUNITY ENGAGEMENT



Students Transferred/Employed

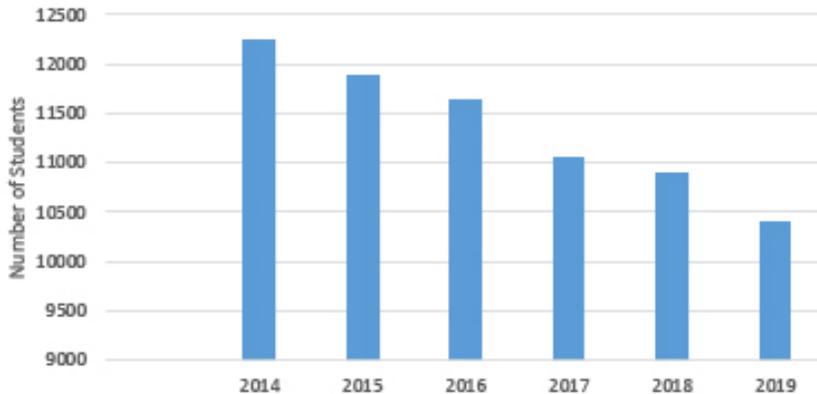
This graph illustrates the percentage of Hudson Valley graduates in a given year who transfer to a SUNY or non-SUNY post-secondary institution. This data was obtained through the National Student Clearinghouse Research Center, which reported that while, on average, approximately one in four community college students transfers upon graduation, more than half of Hudson Valley graduates typically transfer.



PRIORITY #5

OPTIMIZE ENROLLMENT

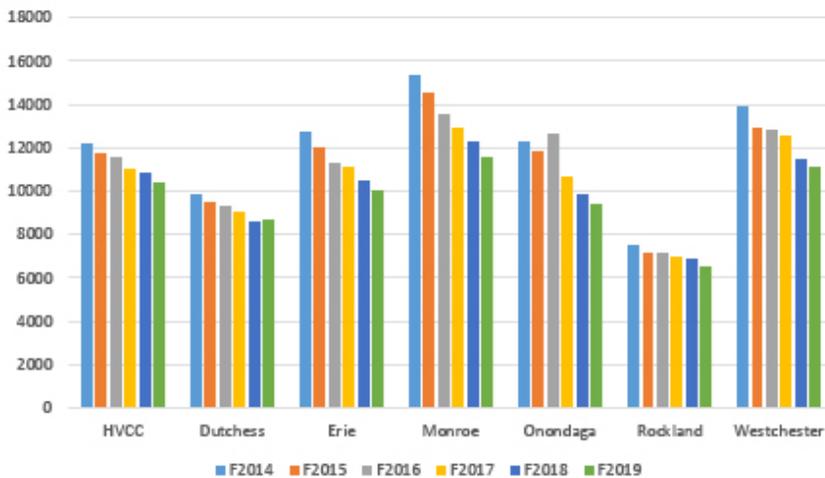
Enrollment - Headcount - Fall Counts



Enrollment Headcount

As demographic shifts provide fewer entrants of college age, enrollment continues to be one of the college's primary challenges. Multiple comprehensive initiatives have been launched to address the issue, despite the uncertainty created by the COVID-19 pandemic.

Enrollment Trends at HVCC and Peer Community Colleges

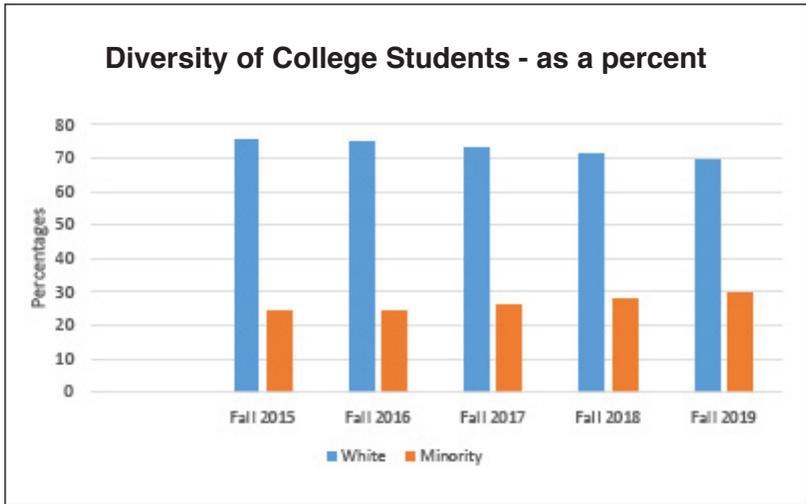


Enrollment Trends

It is important to note that Hudson Valley is not the only college facing enrollment challenges. As displayed in this chart, enrollment has been in decline at most colleges since 2010. Our peer community colleges have experienced similar declines.

PRIORITY #6

REINVIGORATE CAMPUS CULTURE AND INFRASTRUCTURE



Diversity of Students

In the Fall of 2019, 30.0% of students enrolling at the college identified as belonging to an underrepresented group, continuing a gradual but steady increase over decades past. For example, only 4.8% of students enrolled at the college during the Fall 1987 semester identified as non-white. Growth in the number of students the college serves from underrepresented groups is expected to continue.

An important goal of the Strategic Plan is to provide for organizational agility while maintaining financial stability.

One of the many standards that the United States Department of Education (USDE) utilizes to gauge the financial strength of an institution is the Composite Score Rating, a composite of three ratios derived from an institution’s audited financial statements. To develop our composite score rating, we applied the same weighting percentages as the USDE for private not-for-profit institutions: primary reserve ratio (40%), equity ratio (40%), and net income ratio (20%). Composite score ratings fall under the following categories:

1.5 - 3.0

FINANCIALLY RESPONSIBLE

1.0 - 1.4

FINANCIALLY RESPONSIBLE, BUT ADDITIONAL OVERSIGHT IS REQUIRED

-1 - .09

NOT FINANCIALLY RESPONSIBLE



ADDITIONAL QUANTITATIVE AND QUALITATIVE MEASURES RELATED TO STRATEGIC PLAN PRIORITIES/GOAL/STRATEGIES



The Office for Institutional Effectiveness recently launched an automated platform called Nuventive Improve to gather, house, analyze and track college activities related to assessment and unit plans created by organizations within the college, including all academic and non-academic departments. The strategies associated with the Strategic Plan were also entered into the system and linked to the assessment and unit plans. We now measure the numbers of Assessment and Unit Plan initiatives that are in direct support of the strategic plan. We have seen these numbers increase year over year, and we expect the increases to continue

This automated method of association between plans and strategies not only serves as a guardrail for assuring that the college is properly focused on the future, but also allows for ready access to analysis and summarization of results. It also demonstrates that our plans and actions are in alignment, and are actively assessed on a regular basis to allow for adjustments or enhancements to our direction.



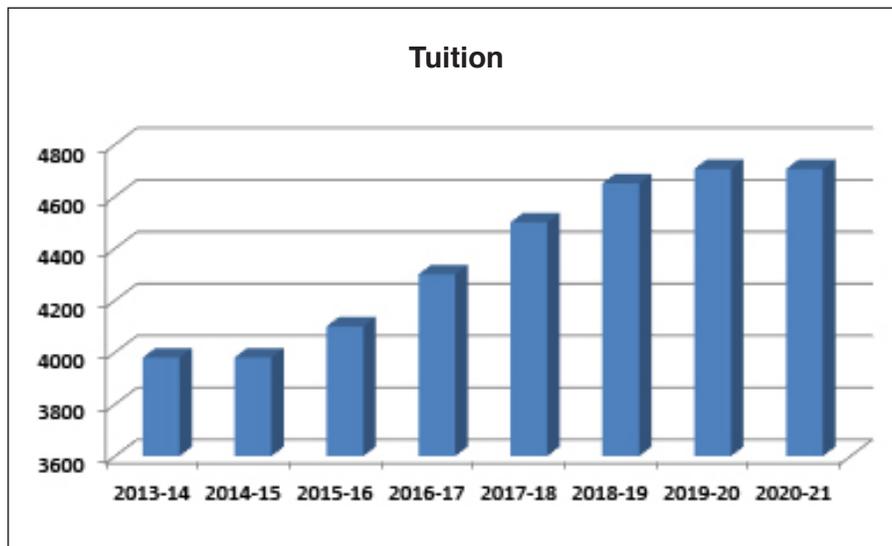
PRIORITY #1

COMMIT TO STUDENT SUCCESS, INCLUSION AND EQUITY

Strategy #1.5.3 - Examine affordability as a barrier to student success and consider ways to lower costs.

Textbooks

Hudson Valley has developed an OER (Open Educational Resources) comprehensive subject guide, allowing students to access class materials without having to purchase textbooks. Over the past two years, OERs have saved Hudson Valley students more than \$250,000 in potential textbook costs.



Tuition

For 2020-21 academic year, HVCC has frozen tuition at 2019-20 rates for the first time since 2013-14. This move helps students afford their college educations more readily.

Child Care

In December 2020, Hudson Valley was notified by SUNY that the Viking Child Care Center would receive \$114,500 from the Child Care and Development Block Grant to use for tuition subsidies for children of income-eligible students, and for investment in improvements to the quality of the programs. Implementing programs and providing resources like this will help the college continue to offer students the support they need to stay on track and reach their goals.

PRIORITY #2

ENCOURAGE FACULTY AND STAFF EXCELLENCE

Strategy #2.4.5 – Maximize utilization of current and capable technologies.

Technology Utilization

In 2019, Information Technology Services finished a campus-wide classroom technology overhaul, updating 231 academic spaces with the latest equipment and a new standard control system. Now, students, faculty and staff find the same easy and smooth user experience in every classroom on campus. Hudson Valley now has the second largest fully-standardized campus on the East coast, second only to Georgia State University, and while GSU completed their standardization efforts over the course of three years, Hudson Valley completed ours in just a few months. Now, as we are gaining recognition as a leader in this space, Hudson Valley and Crestron Electronics will be hosting a “Classroom of the Future” technology showcase where technology leaders will be invited from all regional colleges to tour our new digital classrooms and learn from our initiative.



PRIORITY #3

ENHANCE ACADEMIC EXCELLENCE

Strategy # 3.2.1 – Develop a Guided Pathways model to improve timely program completion and maximize transfer potential for students in relevant programs.

Guided Pathways

In May 2019, Hudson Valley was among seven colleges added to SUNY's Guided Pathways initiative. SUNY's Guided Pathways is an integrated approach to student success. It focuses on providing structured educational experiences from high school through attainment of credentials at SUNY campuses. As part of the Pathways work, the college will implement strategies to help students identify a more structured academic path and stay on course, with hopes of increasing retention, graduation and student success rates.

Strategy # 3.6.3 – Work with community partners to offer micro-credential and badging opportunities across academic and co-curricular programming created specifically to meet their needs.

Micro-credentialing

The college's Human Services academic department has developed a new micro-credential for those interested in becoming certified alcohol and substance abuse counselors. Using curriculum that is already part of the Chemical Dependency Counseling program, this three-part micro-credential is designed for those who have an existing associate's or bachelor's degree in a relevant field. It allows students to complete the core courses required by the NYS Office of Alcohol and Substance Abuse Services for the CASAC-T in three semesters.

Additionally, the Office of Community and Educational Partnerships launched a non-credit micro-credential in Community Health Navigation during the summer of 2020. Fourteen students enrolled from four different agencies. Once they complete the coursework, they are eligible for up to 4 credits if they enroll in the Community Health Navigation certificate or degree programs at the college.

Strategy # 3.9.1 – Create programs that lead to bachelor's, master's, and professional degrees for articulation agreements. Network with both government and private agencies to gather information that will be used to best anticipate emerging markets and opportunities, enabling the college to explore creating programs that will fulfill needs before they exist.

Articulation/Student Success

Acting on Academic Senate recommendations that would make it easier for students to earn credit and complete degrees at the college, the Board of Trustees reviewed and approved several policies at its December 2019 meeting. These include updates that:

- 1) Allow greater flexibility in granting transfer credit from other accredited institutions. These policies allow students to earn credit through a greater variety of non-traditional learning experiences, including a challenge credit by examination option, micro-credentials, and the use of college credit recommendation services endorsed by the American Council on Education and SUNY's National College Credit Recommendation Service;
- 2) Provide greater flexibility in allowing students who have previously earned degrees to enroll and complete an additional degree at the college;
- 3) Formalize changes to the college's micro-credential completion policy.

PRIORITY #4

EXPAND PARTNERSHIPS AND COMMUNITY ENGAGEMENT

Strategy # 4.3.1 – Enhance current dual enrollment partnerships, emphasizing a willingness to assist local school districts in maximizing opportunities for their students, including potential alignment of curriculum; and supporting student understanding of their choices of majors.

Partnerships

The Hudson Valley Office of Community and Educational Partnerships - School Programs has strong partnerships with more than 35 local school districts. This program generates more than 900 FTEs annually. Many area high schools are pursuing CTE (Career and Technical Education) programs with NYSED, and have asked Hudson Valley to partner. Current partnerships include Bethlehem High School, East Greenbush High School, Shaker High School and Shenedehowa High School. Albany High School is also interested in partnering, and we are currently in the process of reviewing courses with them to that end.

Additionally, the Educational Opportunity Center (EOC) has announced a new workforce training partnership with National Grid. Enrollment is now open for an 11-week Energy Technician Certificate program, which will prepare students for entry-level work in the electric and gas service field.



PRIORITY #5

OPTIMIZE ENROLLMENT

Strategy # 5.4.5 - Grow and expand high school programming, including College in the High School and Early College High School programs

Cultivating Future Enrollment

Hudson Valley continues to work with local districts to explore new opportunities and get new faculty approved to teach in these programs. During the summer of 2020, as a result of the pandemic, the college offered online summer courses to this population that led to an enrollment increase of 50% in this area.

Beginning with the 2021-2022 academic year, Hudson Valley will host an Early College High School program on campus, in partnership with Questar III BOCES. Currently, the college serves as a higher education partner to Ballston Spa High School P-TECH, Troy High School P-TECH, Capital Region BOCES P-TECH, and Cohoes Future Pathways. More than 450 students are enrolled in these programs.



PRIORITY #6

REINVIGORATE CAMPUS CULTURE AND INFRASTRUCTURE

Strategy # 6.7.1 - Approach infrastructure needs with an agile focus on operational projects that enhance the student on-campus experience.

Infrastructure

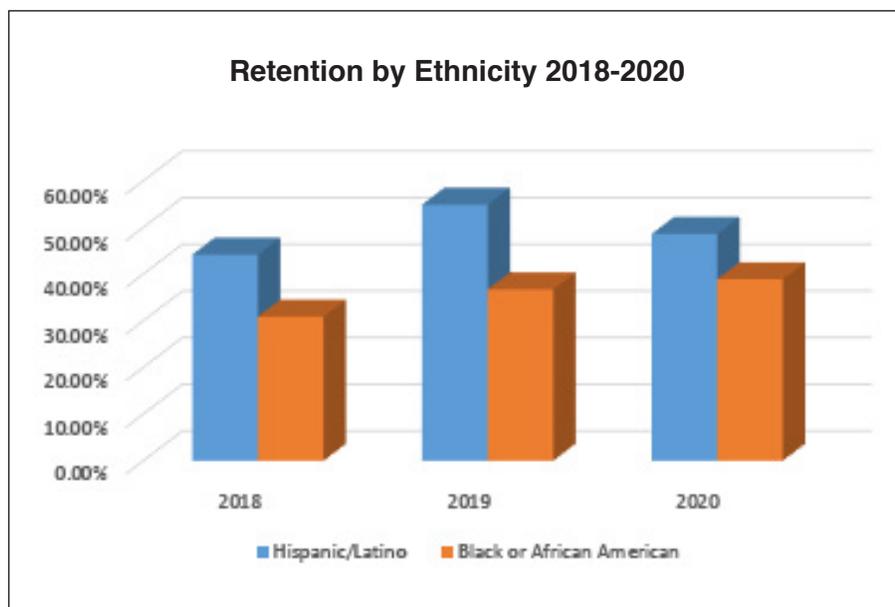
Hudson Valley has embarked upon a new Facilities Master Plan. JMZ, our master planning consultant, presented to the Academic Senate and to the Board of Trustees, which approved the implementation of Phase 1 projects, including renovations to the Guenther Enrollment Services Center, Lang Technical Building and Fitzgibbons Health Technologies Center.

In addition, the college is now in the design phase of creating a new 15,000 square-foot, two-story facility at TEC-SMART to house science labs, classroom and office spaces to enhance opportunities at our existing extension center site. This expansion is one proposed part of the Facility Master Plan.

Strategy # 6.8.1 - Develop a formalized, shared, and publicized campus definition and vision for diversity.

Diversity, Equity and Inclusion

Established in 2017, The Office of Diversity, Equity and Inclusion is committed to creating awareness, increasing resources and providing opportunities to the diverse students, faculty and staff of Hudson Valley Community College and our surrounding community. The office works with community organizations, businesses, school districts, interfaith groups of all denominations, and other partners to help develop collaborative relationships within and between the college and the community, both on- and off-campus.



Retention by Ethnicity

Since 2018, and 2020, Hudson Valley has seen an increase in retention rates among Black/ African American and Hispanic/ Latino students, while retention rates among other groups remained flat or dropped.

SUMMARY / CONCLUSION



During the first year of its implementation, Hudson Valley Community College has made significant progress in implementing the 174 strategies associated with the 2019-2024 Strategic Plan. In addition to highlights cited in this document, the college has made other promising moves forward, including building international relationships to stimulate new sources of enrollment; continuing to arrange partnerships with other colleges to expand student transfer opportunities; cultivating partnerships with business and government entities to create opportunities to serve our students and our community; and a reorganization in Academic Affairs, geared toward meeting the ever-changing needs of our students. Senior leadership positions have been redefined and staffed with highly qualified educational professionals with proven track records and a shared commitment to the future of our college and our students. The Strategic Plan has been woven into the daily activities of every department and business unit of the college, both on- and off-campus.

Though there are significant challenges facing the college from many directions, including a demographic shift in the region, financially strained state and county budgets, and recovery from the coronavirus pandemic, the college remains uniquely and strategically well-positioned to overcome these obstacles and continue our forward motion, while improving in many areas vital to delivering the highest quality education to our students.

In this year of monumental challenges, it has been proven that even in the face of daunting new realities, Hudson Valley Community College remains ready to lead the way toward a successful future, for the college, for our students, and for our community at large.





The State University
of New York

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Leading today.
Anticipating tomorrow.

FUTURE
FORWARD