



*Honoring Our Past, Forging Our Future*  
2022-2027 Strategic Plan

**Mission Statement:** *SUNY Suffolk is a student-centered college community serving Suffolk County and beyond by providing open access to exceptional educational opportunities.*

**Vision Statement:** *SUNY Suffolk will be the education partner of choice for all Suffolk County students, families, communities, and businesses.*

**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.

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

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



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**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.*

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

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

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

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

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

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



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**4. 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.

4.1: Establish baseline measures and equity goals for student access, services, and academic achievement and implement strategies to eliminate disparities

4.2: Ensure best practices in the recruitment, hiring and retention of college employees to better embrace the ideals of diversity, equity and inclusion, and reflect the demographics of the community

4.3: Through systemic professional and student development, foster a unified college culture of inclusion and belonging

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

5.1: Enhance continuous process of collegewide cost and staffing analysis

5.2: Integrate student outcomes data as a tool for supporting resource allocation

5.3: Identify professional development and training needs throughout the college that support improvement and professional advancement

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

6.1: Partner with social services organizations to identify and meet the needs of underserved communities and populations

6.2: Advocate with all community stakeholders to increase public visibility of the college, enhance public perception, and recruit investment

6.3: Partner with industry stakeholders to meet regional workforce and economic development needs