

CAZENOVIA COLLEGE  
STRATEGIC PLAN  
2021-2024

Longitudinal Broad Institutional Goals:

**BG1. Provide a high-quality, personalized education dedicated to student success**

- a. Continue to offer high-quality, in-demand programs that meet student needs
- b. Support individualized learning opportunities that combine academic programs, community engagement, and future employment
- c. Provide continued support for programs and practices that enhance student success and persistence
- d. Demonstrate ongoing program assessment

**BG2. Foster an engaging and welcoming learning environment**

- a. Develop and maintain campus infrastructure to support learning and livability
- b. Advance and deepen commitment to diversity, equity and inclusion
- c. Promote student engagement and community development
- d. Ensure the campus technology infrastructure serves the needs of users

**BG3. Develop the resources and relationships needed for a strong future**

- a. Update and advance the Strategic Enrollment and Marketing Plan
- b. Enhance the College's brand and profile regionally and nationally
- c. Invest in athletics through implementation of the Athletics Strategic Plan
- d. Increase alumni participation in networking, recruitment, and giving
- e. Increase charitable giving and external funding
- f. Grow alternate business operations to provide additional revenue

**BG4. Attract and retain high-quality and diverse faculty and staff**

- a. Increase applicant interest and employee retention by increasing the competitiveness of the compensation package
- b. Support current faculty and staff through professional development and mentorship
- c. Increase the opportunities for employee recognition and appreciation

CAZENOVIA COLLEGE  
STRATEGIC PLAN 2021  
ACTION ITEMS

1. Develop/Revise and implement/enhance Strategic Enrollment and Marketing plan to increase enrollment (BG1) (BG2) (BG3) (BG4)
2. Develop and implement a plan responding for ongoing COVID-19 factors for students and for staff and faculty. (BG1) (BG2) (BG3) (BG4)
3. Implement programs and spaces to increase attention to and provide additional resources for mental health for students and for staff and faculty. (BG1) (BG2) (BG3) (BG4)
4. Develop sustainable sources of income consistent with mission but separate from student enrollment (BG1) (BG2) (BG3) (BG4)
5. Develop and implement policies to streamline and enhance campus communication (BG1) (BG2) (BG4)
6. Promote successes of both current students and alumni both internally and externally (BG1) (BG2) (BG3)
7. Create/Enhance clear pathways and programs for alumni engagement (BG3)
8. Expand and deepen campus commitment to and understanding of diversity (BG1) (BG2) (BG4)
9. Improve and increase programs and services for student academic success (BG1) (BG2)
10. Improve campus living, learning and working spaces (BG1) (BG2) (BG4)