



**Charting a Course for the
Future of York College**

**Strategic Plan for 2010 – 2020
Mission, Values, Vision,
Goals & Initiatives**

This document was created as a result of a year-long process by the York College Strategic Planning Committee. It was reviewed and approved by the College Senate on February 15, 2011.

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YORK COLLEGE STRATEGIC PLAN FOR 2010-2020

A. MISSION

York College enriches lives and enables students to grow as passionate, engaged learners with the confidence to realize their intellectual and human potential as individuals and global citizens.

B. CORE VALUES

Integrity

York College/ CUNY embraces integrity as a central value in all aspects of its engagement including teaching, learning, research and service; Integrity will emerge from committed, continuing and rigorous evaluation of all college policies, procedures and processes.

Diversity

York College values cultivating a climate of acceptance, mutual respect and appreciation of unique differences across the human spectrum.

Intellectual Discovery & Creativity

York College values providing an *intellectual* environment where students and faculty will take ownership for and responsibility to excel in academic inquiry, *creativity*, scholarship, research, interdisciplinary collaboration and professional growth.

Intentional Interactions

York College creates opportunities for productive and creative intentional interactions among the **various** groups of the college to foster a small college atmosphere.

Self-Reflection & Accountability

Each member of the York Community, on an ongoing basis, will reassess their effectiveness, identify challenges, create a plan to meet the challenges, and improve decision-making and institutional effectiveness.

Civic Engagement

Each member of the York College community assumes personal responsibility and awareness of our respective communities and strives to serve the common good.

C. VISION

A Vision for the Future of York College in 2020:

York College's hallmark academic programs in liberal arts and sciences will be recognized as centers of excellence within CUNY, attracting and graduating some of the best and most highly motivated students from New York City and the greater New York area. We will be the first choice for prospective CUNY students interested in the health professions, allied health sciences, and business, including aviation management. York College will also establish itself as a model for enabling first generation college students to earn an undergraduate degree, and will fulfill students' individual academic goals while preparing them for graduate education and the competitive marketplace.

“York College will be a transformative urban institution and cultural hub.”

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Students are at the center of their own learning at York College. We offer multiple opportunities for student engagement, inquiry and research-based scholarship, and experiential learning. York maintains a vibrant campus where students actively participate in extra-curricular programs and collaborate with faculty and academic peers whose backgrounds are distinctly different from their own. The College has a dynamic student life with athletic and visual/performing arts programs, special interest clubs and social organizations where students develop enduring relationships and refine interpersonal skills.

The College will enable faculty and students to pursue their highest goals and foster their development as individuals and professionals. York College will be an attractive place to work, which will draw highly qualified candidates for its academic, executive, professional and administrative positions. The multicultural nature of our sustainable academic and social environments enriches the collegiate experience for all students, faculty and staff.

York College will be a magnetizing institution within the Queens community where students and graduates are mobilized as advocates/participants in continuous civic engagement. Our strong alumni network supports our programs, serves as ambassadors and donates time, talent and capital to advance our mission. Our Continuing and Professional Education function attracts students, graduates, individuals and professionals in pursuit of continued personal and professional

development. Our business outreach activities engage the business community to strengthen our town-grown relationships.

D. GOALS & STRATEGIC INITIATIVES

1. Enhance and expand opportunities for engaging, rigorous and transformative learning experiences.

Strategic Initiatives:

- Expand all efforts in addressing the innovation, integrity and cohesion of pedagogies
- Expand experiential activities beyond the classroom, in service learning and community-based learning, for faculty and students
- Identify and create new majors and graduate/professional programs
- Expand opportunities for undergraduate research and creative activities across the disciplines

2. Integrate student support services throughout all stages of student life to ensure student success at York College/CUNY.

Strategic Initiatives:

- Develop and implement an intentional, mandatory first-year experience program
- Promote awareness and transparency of all student support services
- Bolster existing student support services that support student persistence and graduation rates

3. Ensure a culture of development and continuous improvement through appropriate and meaningful assessment.

Strategic Initiatives:

- Embed assessment into all York College activities and ensure continuing resources for assessment
- Review and improve assessment processes within academics, services and administration
- Instill values for continuous improvement and assessment among faculty and staff
- Communicate the culture of continuous improvement and assessment to all stakeholders

4. Develop and implement an institutional advancement and financial model to support York College's programs, students, faculty, staff, and facilities.

Strategic Initiatives:

- Diversify revenue sources
- Implement standardized operational procedures

5. Ensure the planning and building of facilities that meet and sustain the long-range strategic needs of York College in concert with the surrounding community.

Strategic Initiatives:

- Construct and configure campus spaces that enable interactive learning
- Upgrade the technological infrastructure to enhance faculty and administrative productivity
- Integrate sustainability principles across the campus
- Promote York College as a destination for learning and the arts