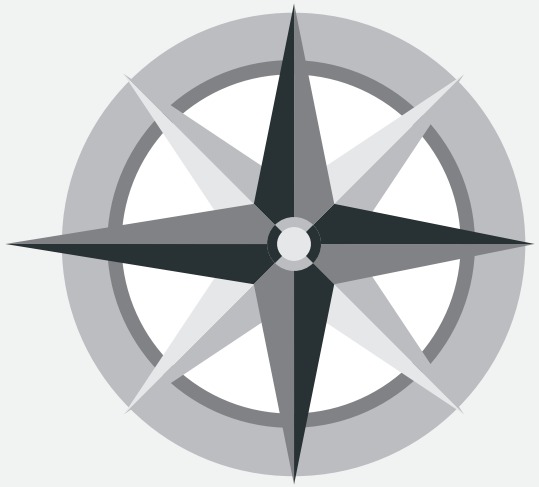


**SUNY BROOME  
STRATEGIC PLAN  
2024 - 2027**



## STRATEGIC PLANNING COMMITTEE MEMBERSHIP

**Dr. Tony D. Hawkins**

**President**

**Co-Chairs:**

**Mr. James Testani**

**Board of Trustee Member  
AVP/Dean of Health Sciences &  
Institutional Effectiveness**

**Dr. Kim McLain**

Libin Babu

Assistant to Director of Facilities  
Management for Capital Project  
Development, Space Utilization & Energy  
Management

Evan Bigam

Director of Housing and Residential Life

Lorie Brewer

Staff Assistant, Dean of Students Office

Danielle Britton

Director of Training, Education, & Workforce  
Development

Stacy Duncan

President & CEO, Greater Binghamton  
Chamber of Commerce

Sandy Gobble

Assistant Registrar, Guild Union VP  
(Processing, Registrar, Guild)

Alejandro Chavarria Gonzalez

BOT, Student

Dr. Diana (Lee) Heron

Associate Professor (BPS Division)

Dr. Penny Kelly

Vice President for Academic Affairs

Hilba Kahn

Student

Dr. Sushma Madduri

Associate Professor (STEM Division)

Dr. Stephanie Malimberg

Associate Dean for Distance Learning,  
Professional Development &  
Student Success

Dr. Meghan McGuinness

Professor (Health Science Division)

Loreta Paniccia

Senior Learning Specialist/Coordinator of  
Tutoring Program

Robin Petrus

Director of Cecil C. Tyrrell Library

Dr. Carol Ross-Scott

Vice President for Student Development &  
Chief Diversity Officer

Dr. Giovanni Scaringi

Professor (Liberal Arts Division)

Michael Streeter

Technical Assistant IIA, Information  
Technology Services

Michael Sullivan

Vice President for Administrative & Financial  
Affairs

Donna Ward-Stevenson

Student Records Specialist (Financial aid,  
Processing, ESPA)

Jesse Wells

Executive Enrollment Management,  
(MarCom, Enrollment, Admissions,  
Fast Forward, International)

Tracey Wheeler

EVP/Chief Experience Officer, Visions

Cathy Williams

Executive Director of BCC Foundation

# SUNY BROOME

## CIVILITY STATEMENT

SUNY Broome is committed to providing an environment which is conducive to learning and civility. Civility is a commitment to respect one another and encourage professional and academic growth with open communication, honesty, and empathy. Civility is a dedication to provide these values to everyone within this community. The College wishes to promote civility through these core values in every aspect of campus affairs:

- Respect one another and property
- Significance of every person's right to be heard
- Help one another to succeed
- Be accepting of all people
- Open communication between; administration, faculty, staff and students
- Honesty
- Personal integrity
- Acting with kindness and consideration towards others
- Safety
- Promoting social responsibility
- Professional and academic growth
- Non-violence
- Pride of institutional and collegiate community
- Promotion of Shared Governance

SUNY Broome commits to producing well rounded students who are not only educated, but skilled and prepared for challenges of the future. While this civility statement cannot guarantee the principled and considerate conduct we all would hope for, it can serve as a guideline for all members of this academic community. All members of the SUNY Broome community are expected to uphold the above outlined commitments to promote civility amongst one another.

*Endorsed by Student Assembly on November 19, 2013  
Endorsed by Council for Academic Issues on December 18, 2013  
Endorsed by Council for Operational Issues on December 19, 2013  
Endorsed by College Assembly on January 27, 2014  
Endorsed by Executive Council on March 10, 2014  
Endorsed by Board of Trustees on March 20, 2014*

## IMPLEMENTATION, ASSESSMENT & ACCOUNTABILITY

Following adoption of the Strategic Plan 2024-2027 by the SUNY Broome Community College Board of Trustees, the President will work with the Executive Council members annually to collaboratively develop divisional action plans to accomplish the goals and strategies outlined within the Strategic Plan. These will be shared with the campus each Fall.

Implementation will include these identified action plans, responsible parties, timelines for achievement and will be documented on a Strategic Plan Implementation Plan Report. Executive Council will meet on a quarterly basis to report on the progress of the action plan and to engage in collaborative discussions about resources and support of which the various areas of the College would benefit in order to achieve the Strategic Plan.

Progress will be shared at Board of Trustees meetings, during Shared Governance, and other campus-wide meetings, as well as during divisional and departmental meetings. Updates on annual goal achievement will be provided to the campus at the end of each Spring semester.

Published communication about goal accomplishments will be reported on the College's Strategic Planning website. Key Performance Indicators (KPIs) will help measure the College's progress. A dashboard will be developed and published on the website of the Office of Institutional Effectiveness to track progress Key Performance Indicator achievement.

## SUNY BROOME BOARD OF TRUSTEES

Kathryn Connerton  
Chairperson

Barbara Fiala  
Vice-Chairperson

Dr. Jason Andrews

Margaret M. Coffey

Tina Fernandez Esq.

Marc Newman

James Orband Esq.

Anthony Paniccia

James Testani

Hiba Khan  
Student Trustee

## SUNY BROOME ADMINISTRATION

Dr. Tony D. Hawkins  
President

Dr. Penny Kelly  
Vice President for Academic Affairs

Dr. Carol A. Ross-Scott  
Vice President for Student Development &  
Chief Diversity Officer

Michael J. Sullivan  
Vice President for Administrative &  
Financial Affairs

Dr. J.M. Anderson  
Associate Vice President and Dean of  
Liberal Arts and Business & Professional  
Studies

Laura Hodel  
Assistant Vice President Human Resources  
and Student Finance

Dr. Christine Martey-Ochola  
Associate Vice President and Dean of  
STEM and Workforce Development

Dr. Kimberly B. McLain  
Associate Vice President and Dean of  
Health Sciences and Institutional  
Effectiveness

Jesse Wells  
Executive Enrollment Management Officer

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## MESSAGE FROM THE PRESIDENT

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Dear SUNY Broome Stakeholders,

It is with great pride and excitement that I share the 2024-2027 Strategic Plan for SUNY Broome Community College. Much of the first year of my presidency was dedicated to the development of the Strategic Plan, and I extend my appreciation to the committee, the Board of Trustees, and all who provided feedback. The support and guidance we received was truly invaluable, and it is wonderful knowing so many are invested in the future and success of SUNY Broome.

The Board of Trustees elected for a three-year Strategic Plan, as we know the College is in a time of transition. Higher education in general is also in a transformational period, with community colleges becoming even more relevant and essential to those we serve. Our new Strategic Plan will position SUNY Broome to shine in that spotlight.

As we developed the institution's roadmap for these next three years, we aimed to capitalize on our strengths and address areas where we can improve. We will embrace our diversity and ensure we are a truly inclusive academic environment where students are valued and supported. We will ensure that every individual has the opportunity to become the best possible version of themselves at SUNY Broome, regardless of their postsecondary or career goals.

I'm confident we have crafted a comprehensive plan with ambitious but attainable goals to ensure the College continues moving in the direction of success and sustainability. We will remain committed to communication, accountability and will be regularly assessing and reporting on our progress. We are grateful for the commitment of our tremendous faculty and staff, who all play a key role in helping us meet and achieve our goals.

The importance of SUNY Broome to the Southern Tier region cannot be understated. It quickly became apparent, during my days of listening and learning, how much this institution means to so many. This institution is woven into the fabric of so many lives and success stories, and we truly are the community's college. Together, we will continue that legacy, and continue to enrich the lives of individuals and families for generations to come.

I believe strongly in this institution, our faculty and staff, and most of all, our current and prospective students. Together, we can be our best at SUNY Broome. Please consider this your invitation to help us get there, as we move the institution forward in the spirit of community, collaboration, and innovation.

With appreciation,



Dr. Tony D. Hawkins

President, SUNY Broome Community College



## 4. Optimization of Campus Culture and Organizational Sustainability

**Goal:** Cultivate a service-focused campus culture through inclusive, sustainable, and efficient practices that promote growth, while nurturing a sense of belonging and well-being.

**Strategies:**

- Create an inclusive and supportive work environment to promote a sense of belonging, where ideas and equitable participative contributions are embraced and nurtured.
- Develop a human-focused employee engagement process, including a comprehensive orientation experience for new employees and ongoing feedback mechanisms to support continuous improvement.
- Foster a service-focused culture through cross-training, leadership and professional development, and the recognition of individual contributions to the College.
- Identify and address inefficiencies to redundancy, foster growth, and promote sustainable practices.

### 3. Community Engaged Partnerships

**Goal:** Strategically collaborate with community partners to cultivate educational and workforce opportunities that optimize enrollment and meet student and regional needs.

**Strategies:**

- Expand opportunities for civic and service engagement with the community and connection with alumni to reaffirm and strengthen our commitment as the community's college.
- Enhance data driven responsiveness to community needs in order to inform programmatic decisions that will create a future-ready workforce.
- Increase the number of career and educational opportunities for students in grades pre-K through 12 to strengthen an educational pipeline.
- Increase the number of formalized partnerships and advancement efforts with individuals, businesses, educational, and community-based organizations to create synergistic relationships with the community.



# VISION

Transforming futures, creating opportunity:  
Be Your Best at Broome.

# MISSION

As the community's college, we create an environment of inclusive excellence that aligns with each learner's educational, career, and personal goals, serving as a catalyst for local and global economic advancement.

# VALUES

**Community:**

We forge trusting, caring, and collaborative relationships within and beyond the College.

**Equity:**

We are enriched by the diversity of our community, ensuring opportunity and belonging through inclusive, accessible, and equitable practices.

**Integrity:**

We strive for continuous improvement through accountable, transparent, and sustainable practices.

**Learning:**

We cultivate a safe and supportive environment that fosters innovation, encourages inquiry, and empowers everyone to realize their potential.



## 1. Inclusive Student Support

**Goal:** Create an inclusive student experience through implementation of wraparound services, increased opportunities for engagement, and the elimination of barriers to ensure student success.

**Strategies:**

- Fully implement holistic advising and create an inclusive student support network to provide comprehensive wraparound services throughout the student lifecycle.
- Modernize and streamline College processes, leveraging technology and innovative solutions in order to eliminate barriers for students and improve efficiency.

- Engage students beginning with pre-enrollment through creation of a strategic, timely, and intentional communication plan to provide students with relevant information critical to their success.
- To foster connection and a sense of belonging for students, implement mandatory College and program specific orientations, and milestone recognitions.



## 2. Equitable Educational and Career Pathways to Improve Student Outcomes

**Goal:** Create equitable educational and career pathways that lead to improved student outcomes and post-completion success.

**Strategies:**

- Enhance program pathways to ensure alignment with transfer or career goals that lead to an economically sustaining wage.
- Expand opportunities for stackable educational experiences, including Credit for Prior Learning, non-credit to credit, microcredentials, and alternative delivery modalities.
- Improve underrepresented student success outcomes to reduce equity gaps.

