

## SUNY Ulster Board Policy Manual

### Policy Section 2 Vision, Values, Mission and Goals of Ulster County Community College

## Policy Number 2.1 Vision Statement

Approval Date: May 5, 1965

A vision statement describes what the organization aspires to become, to achieve or to create. It is based on the organization's core purpose, its mission, and its values. The vision statement forms the framework and context for developing strategic and tactical goals, determining priorities and making decisions. The Ulster County Community College Vision Statement is as follows:

SUNY Ulster transforms lives by inspiring a community of lifelong learners.

Adopted May 5, 1965

Superseded March 26, 1968

Superseded June 3, 1975 as tabled from April 22, 1975

Adopted May 17, 1983 (83-5-40A)

Revised May 13, 1991 (91-5-73)

Revised June 20, 2000 (00-6-101)

Revised September 25, 2005 (05-9-108)

Revised October 19, 2010 (10-10-104)

Revised December 16, 2014 (14-12-171)

Revised January 15, 2019 (18-11-215)

Revised January 30, 2024 (24-01-01)

## Policy Number 2.2 Mission Statement

Approval Date: May 5, 1965

A mission statement should be a clearly written and compelling statement that describes the major purpose of the institution — it's ultimate reason for existing. The Ulster County Community College Mission Statement is as follows:

SUNY Ulster educates the individual and elevates the community.

Adopted May 5, 1965

Superseded March 26, 1968

Superseded June 3, 1975 as tabled from April 22, 1975

Adopted May 17, 1983 (83-5-40A)

Revised May 13, 1991 (91-5-73)

Revised June 20, 2000 (00-6-101)

Revised September 25, 2005 (05-9-108)

Revised October 19, 2010 (10-10-104)

Revised December 16, 2014 (14-12-171)

Revised January 15, 2019 (18-11-215)

Revised January 30, 2024 (24-01-01)

## Policy Number 2.3 Values Statement

Approval Date: May 5, 1965

The Strategic Planning Council reaffirmed the common set of values that the College adheres to as we work to accomplish our mission:

Equity  
Excellence  
Integrity  
Innovation  
Collaboration  
Respect

Adopted May 5, 1965  
Superseded March 26, 1968  
Superseded June 3, 1975 as tabled from April 22, 1975  
Adopted May 17, 1983 (83-5-40A)  
Revised May 13, 1991 (91-5-73)  
Revised June 20, 2000 (00-6-101)  
Revised September 25, 2005 (05-9-108)  
Revised October 19, 2010 (10-10-104)  
Revised December 16, 2014 (14-12-171)  
Revised January 30, 2024 (24-01-01)

## Policy Number 2.4 Institutional Goals

Approval Date: January 15, 2019

SUNY Ulster in 2023: Fostering a Community of Excellence, Empowering a Culture of Achievement:

1. Serve regional needs.

2. Improve student success and completion.
3. Support and enrich the academic portfolio.
4. Increase institutional effectiveness

Adopted January 15, 2019 (18-11-215)  
Strategic Plan Adopted August 20, 2024

Policy Number 2.5 Strategic Plan 2024-2029  
Approval Date: May 5, 1965

Strategic Plan 2024-2029

SUNY Ulster in 2023: Fostering a Community of Excellence, Empowering a Culture of Achievement:

**Goal 1: Serve regional needs.**

**Objective:** Increase the number of Ulster County residents over the age of 25 who have a post-secondary credential from SUNY Ulster.

**Objective:** Establish and implement a plan to better serve Ulster County’s growing Hispanic population at the College, leading to degree completion and expanded economic opportunity.

**Objective:** Make it possible for any student, regardless of financial means, to participate in an internship.

**Goal 2: Improve student success and completion.**

**Objective:** Graduate more students annually.

**Objective:** Increase diversity in hiring to have faculty and staff population more closely mirror student population.

**Objective:** Fully leverage student-assistance funds (grant and scholarship) to support student success and completion by developing a packaging strategy, auto-awarding student funds, and fully using Ulster Community College Foundation’s annual scholarship budget.

**Objective:** Improve the College’s established student success indicators (KPIs) while simultaneously closing the opportunity gap.

**Goal 3: Support and enrich the academic portfolio.**

**Objective:** Formalize and expand relationships with four-year partners to enhance seamless transfer opportunities.

**Objective:** Evaluate existing academic offerings and potential new programs to improve alignment with the region’s needs.

**Objective:** Annually create or revise one workforce credential in partnership with a regional employer.

**Goal 4: Increase institutional effectiveness.**

**Objective:** Identify and secure additional revenue streams to strengthen the College’s financial position.

**Objective:** Implement a regular, standard process and schedule to ensure all areas (academic and non-instructional) complete assessments by 2030 and that the results are incorporated to improve performance.

**Objective:** Maximize capital funding to address critical maintenance issues and ensure that the physical plant accommodates College programs and enhances access and inclusion.

**Objective:** Develop and implement a professional development curriculum to enable staff to grow and expand expertise in their field.

**Objective:** Develop and implement a plan to improve work-life satisfaction.

Adopted May 5, 1965

Superseded March 26, 1968

Superseded June 3, 1975 as tabled from April 22, 1975

Adopted May 17, 1983 (83-5-40A)

Revised May 13, 1991 (91-5-73)

Revised June 20, 2000 (00-6-101)

Revised September 25, 2005 (05-9-108)

Revised October 19, 2010 (10-10-104)

Revised December 16, 2014 (14-12-171)

Endorsed November 19, 2019 by the SUNY Ulster Board of Trustees

Adopted August 20, 2024