Cazenovia College is an old and storied institution. Founded in 1824, the College has operated at its original site in the Village of Cazenovia for over 183 years. In more recent years, Cazenovia College has seen persistent and meaningful change as it continues to establish itself as a leader in higher education. As an undergraduate baccalaureate college, Cazenovia has an opportunity to create educational experiences that are individualized for students, matching skill sets with available programs and co-curricular offerings. This individualized approach to the educational experience is what sets Cazenovia apart from others.

Throughout its long history, the College has been, and will continue to be, a community focused on learning, nourished by diversity, and strengthened by integrity. As we focus now on Student Success as a central theme in this five-year planning cycle, our efforts will be directed toward accountability, excellence in teaching, and assessment of student learning outcomes. Members of the Cazenovia College community will jointly share in achieving recognition of Cazenovia as one of the nation’s leading independent colleges.

- President
Mark J. Tierno
Founded in 1824, Cazenovia College is a small, independent, coeducational college offering baccalaureate programs in the liberal arts and professional studies. Embracing student success as its primary mission, the College comprises a diverse yet close-knit residential community that fosters intellectual, social, and ethical growth. Our experiential and co-curricular learning opportunities and dedicated team of faculty and staff provide for an individualized educational experience that balances academic and student life. Graduates of Cazenovia College possess the knowledge and skills necessary to become informed and successful participants in the global community.

All members of the Cazenovia College community will jointly share in achieving recognition of Cazenovia as one of the nation’s leading independent colleges. The cultural, intellectual, and physical environments of the College; its academic and student life programs; athletic and co-curricular successes; and opportunities developed through its alumni network will form the foundation of an uncommon, uncompromisingly excellent education.

Graduates of Cazenovia College will be empowered by an innovative combination of liberal and professional education. By connecting theory with insights gained from practice, they will be able to solve concrete problems in the world around them. Our alumni will possess the high-level abilities - analytical, communicative, practical, and ethical - required for active, responsible participation in both public and private life. With skills that are transferable from discipline to discipline, career to career, and one environment to another, Cazenovia College graduates will possess the abilities to work in their chosen fields as well as fields not yet imagined.

Cazenovia College will create a community of learning that meets the highest expectations. The College will, as a result, be positioned to continue its long tradition of making an active, ongoing contribution to the intellectual and economic success of a diverse democracy in an increasingly interconnected world.
Introduction to the Plan

Planning Assumptions:

- The College will remain small with an average enrollment around 975.
- The residential population will continue to exceed 80%.
- Cultural diversity will demand institutional attention.
- The College will maintain fiscal stability and stewardship.
- Faculty scholarly and creative activities will be supported by the College.
- Effective communication plays an important role in sustaining institutional well-being, and in enhancing external perceptions and reputation.
- Improvement, expansion, and maintenance of the institution’s facilities will remain necessary.
- Technology will play an increasingly important role in the learning, operating, and service environment of the College.
- Engagement of alumni and other external constituents will remain important in all aspects of college development.
- Institutional effectiveness requires an evolving curriculum appropriately matched to institutional resources and goals.
- Accomplishing the institution's goals requires consistent and ongoing planning, based upon assessment.
- Student retention will require a campus-wide effort.

The 2007-2012 Strategic Plan for Cazenovia College builds on the success of the previous five-year plan. As during the creation of the previous plan, the process was inclusive involving over ninety trustee, faculty, staff, alumni and student participants. The creation of a strategic plan is always an important step for an institution. More important, however, is the creation of a continuous, systematic, and sustained planning cycle. The ultimate goals of this planning process are threefold. First, the process will ensure the College’s operations are guided by realistic and widely-understood goals. Second, it will provide greater stability and effectiveness for the entire institution - ensuring responsible resource development and allocation, more successful operations, and more efficient reaccreditation. And finally, grounding the planning process in assessment and accountability will create a culture of trust and confidence about the future of the College.
Institutional Goal One:
Be recognized as one of the nation’s leading independent small colleges by actualizing the College’s Vision Statement.

Institutional Objectives:
● Enhance information and communication efforts.
● Implement a competitive master plan consistent with historical preservation goals.
● Enhance the recognition and public awareness of the College.
● Increase student enrollment.
● Increase revenue through fundraising and other operational activities.

Institutional Goal Two:
Create a community of learning that is uncompromisingly excellent.

Institutional Objectives:
● Enhance the learning environment to match enrollment expectations.
● Improve recruitment, reward, and retention of faculty, staff, and administration.
● Implement effective assessment across the institution.
● Upgrade technology to support teaching and learning.
● Enhance employee satisfaction and engagement.
● Improve communications within the campus community.
● Create an atmosphere of learning beyond the classroom.
● Build a diverse community that fosters inclusiveness.

Institutional Goal Three:
Improve students’ overall success.

Institutional Objectives:
● Improve retention, especially from year 1 to year 2.
● Develop students to be life-long learners and responsible citizens.
● Improve individual and institutional performance through ongoing assessment.
● Enhance collaborative efforts that support student learning.
● Further engage alumni, parents, and students in support of the College’s mission and vision.

Institutional Goal Four:
Improve institutional efficiency through good stewardship.

Institutional Objectives:
● Advocate for and implement programs to conserve our own physical resources and beyond.
● Make efficient use of resources.
During the course of the 2007-2012 planning cycle:

- Fall Enrollment will be around 1,000 with an average enrollment of 975.
- The Male Enrollment will increase to 33%.
- The Overall Retention Rate of students from fall to fall will improve to 80%.
- The Retention Rate of First Year students from fall to fall will increase by 5 percentage points to 70%.
- The Six Year Graduation Rate will increase by 8 percentage points over the 2006-07 baseline.
- Seventy-five percent of First Year Courses will be Taught by Full Time Faculty.
- The Faculty Average Salary will be at the 50th percentile for AAUP peer institutions.
- Our Alumni Giving Rate will increase by 7 percentage points over the 2006-2007 baseline.
- The Debt to Expendable Net Assets will be 70%.
- Operational Cash to Cover Debt Principal and Capital will achieve $2.4 million.
- The Net Tuition Revenue per Average Full Time Student will reach $13,900.
- Graduates Employed or in Advanced Study at the time of graduation will increase to 62%.
For More Information

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