



ACCESS

TEACHING AND LEARNING

STUDENT SUPPORT

DIVERSITY, EQUITY, AND INCLUSION

CAREER SUCCESS



LaGUARDIA
COMMUNITY COLLEGE

2025 – 2029
STRATEGIC PLAN

Why do this?

We are dedicated to pursuing the goals of the 2029 Strategic Plan because...

We believe in the transformative power of education.

Education is a fundamental human right.
A college degree is essential for economic and social mobility.

We believe in our students.

We believe that all our students have the potential to succeed.
We believe that our students can change their lives through education and training.

We believe in our community.

We believe in the power of a diverse community united in pursuit of a common goal.
We believe in the power of relationships for students – faculty and student; staff and student; student and student.
We believe in the importance of friendship, of increasing connectedness and belonging, and strengthening the social fabric that binds us together.
We believe in the power of collaboration and partnerships.
We believe that for a community to thrive it must be diverse, inclusive, and welcoming to all.

We believe in New York City.

We are a public institution with a civic obligation to ensure that New York City is healthy and prosperous.
We offer students education and training so that they can achieve economic and social mobility – the core purpose of CUNY.
Approximately 2.3 million people live in Queens; only about one-third of them have a college degree.

We believe we can do better.

We acknowledge that a 26% graduation rate for our degree-seeking students is unacceptable.
We must help a much greater percentage of our students achieve their goals.
We must ensure equitable outcomes – we are only as successful as our least successful students.
We are all fully committed to student success and accept responsibility for it collectively.
We are committed to quality -- to the highest quality associate degree and workforce training programs, and the highest quality student support services.
We believe in data, and data-guided planning and decision-making.
We are a learning college dedicated to continuous improvement; we design evidence-driven solutions, evaluate them, and then embrace, modify, or reject them based on their results.

We believe in ourselves.

We believe we can make a difference in the lives of our students.
We believe in our ability to unlock and develop our students' potential.
We believe that we have the capacity to teach and support our students in ways that will help a greater percentage of them achieve the results they seek.
As we have high expectations for our students, we have equally demanding expectations of ourselves.



ACCESS

GOALS

ACTIONS

MEASURES *

Increase enrollment

Increase enrollment of adult learners

- Schedule classes to meet student needs
- Increase the awarding of Credit for Prior Learning
- Ensure that adult learners get adequate financial support

Increase the number of ACE students that transition into degree programs

- Enhance advising to ACE students to inform them of degree program opportunities and support their enrollment
- Increase the number of ACE workforce training programs that award credit toward an associate degree
- Increase enrollment in pre-college programs (TELC, CLIP, CUNYStart, Math Start, etc.) and increase the percentage of these students that transition into degree programs

Make LaGuardia more affordable

- Increase the awarding of federal and state financial aid to students who are eligible (Pell, TAP, GI benefits, Federal Work Study, Part-Time TAP, Workforce TAP, etc.)
- Increase Foundation support for degree student scholarships, ACE scholarships, paid internships, on-campus employment, and emergency aid
- Provide financial literacy training
- Provide counseling to help students create financial plans for paying for their entire college education - including their baccalaureate degrees

Strengthen partnerships

- Work with feeder high schools to engage students and their families earlier in their academic careers
- Strengthen Dual Enrollment programs
- Build deeper relationships with CBOs, faith-based organizations, employers, and unions

Improve the student experience

- Build a culture of responsiveness - a Student Experience Mindset
- Provide students with state-of-the-art instructional facilities
- Simplify and shorten the application to registration process



* See www.laguardia.edu/strategicplan/2025-2029 for operational and institutional baselines and 5-year targets.



TEACHING AND LEARNING

GOALS

Ensure students build the competencies, skills, and dispositions needed for success in education and careers

Ensure that all students benefit from meaningful academic advising

Increase transfer rates

ACTIONS

- Increase faculty professional development in high-impact practices, including culturally responsive teaching, equity-minded practices, online teaching, course design, AI and learning outcome assessment
- Increase use of academic data to identify barriers to student progression and direct resources accordingly, for example, to courses with high DFWI rates or limited availability
- Increase enrollment in First-Year Seminar during students' first semester
- Promote a culture of student responsibility in which students commit to their academic success and meet the college's expectations for their effort, participation, and contributions
- Increase the number of students who have access to, and utilize, tutoring services
- Schedule classes based on student demand
- Increase opportunities for experiential and global learning
- Increase support for faculty research that provides experiential learning opportunities
- Provide regular assessment of academic programs to ensure positive outcomes for students and drive continuous improvement

- Coordinate academic advising systems, protocols, training, and practices for professional advisors and faculty mentors to ensure students receive consistent, proactive support across all advising and mentoring units; in doing so, develop a common standard of care for all students, regardless of advising unit (ASAP, CD, SAS)
- Support students' degree planning to prevent unintended accumulation of excess credits
- Enrich the student experience by bringing advisors and faculty mentors together for ongoing PD to support inclusive advising and data-informed intervention practices, enabled by tools such as EAB Navigate and Brightspace
- Ensure that advising services are available outside of regular working hours

- Develop and implement a transfer experience that enables students to move seamlessly and successfully between CUNY campuses with appropriate supports, such as peer mentors
- Provide faculty, advisors, and student success mentors with discipline-specific professional development so they can guide students along their career and transfer pathways

MEASURES *



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STUDENT SUPPORT

GOALS

Ensure the equitable delivery of student support services

Increase students' awareness and utilization of support services

Increase participation in clubs, athletics, student government, and other extra-curricular activities

Improve the student experience

ACTIONS

- Schedule support services to meet all students' needs
 - Ensure that ACE students have access to as many support services as possible
 - Provide professional development to faculty, staff, and advisors to help them respond effectively to students who display a need for counseling or other mental health support
 - Increase availability of childcare services
 - Increase support for students with disabilities, including neurodiverse students, and students who are deaf or hard of hearing
 - Increase availability of emergency support from LaGuardia CARES
 - Increase support for international students (advising, financial assistance, language barriers, on-campus employment, etc.)
 - Provide regular assessment of student support programs to ensure positive outcomes for students and drive continuous improvement
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- Ensure that all students (degree-seeking and ACE) get access to support services
 - Increase use of financial risk indicators to identify students that may need emergency aid or other financial support
 - Use data and predictive analytics to predict needs, anticipate obstacles, and communicate in a timely manner with students that may need support
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- Schedule events to maximize student participation/Reduce number of conflicting activities
 - Increase opportunities for students to serve as tutors and peer mentors
 - Develop Co-Curricular Transcripts and provide them to students
 - Create paid and unpaid community service opportunities for students with CBOs and other partners
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- Provide programs, services, spaces, and resources that foster a sense of belonging
 - Create leadership opportunities that empower students and build confidence and agency
 - Increase on-campus employment of students

MEASURES *



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DIVERSITY, EQUITY AND INCLUSION

GOALS

ACTIONS

MEASURES *

Foster an inclusive and equitable campus environment

- Reduce achievement gaps by race/ethnicity, gender, and student status (PT/FT)
- Ensure a welcoming, inclusive, and supportive community for all
- Develop a Social Equity Plan
- Encourage inclusive teaching practices
- Provide cultural competence training for faculty and staff
- Increase support for affinity groups and supportive networks for faculty and staff
- Provide mentorship programs for underrepresented faculty and staff
- Manage diversity of faculty, staff, and administration in response to student demographics
- Improve fairness, consistency, and accountability of P&B processes and procedures
- Educate faculty and staff on ADA accommodations

Strengthen community engagement and partnerships

- Build partnerships with high schools, community organizations, and businesses
- Provide internships and experiential learning activities to increase students' sense of inclusion and belonging

Enhance leadership and accountability for inclusive excellence

- Implement Shared Equity Leadership Action Plan
- Collect feedback from the campus community on efforts to create a welcoming, inclusive, supportive community for all, and use it to drive continuous improvement



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CAREER SUCCESS

GOALS

ACTIONS

MEASURES *

Develop Guided Pathways by connecting fields of interest, ACE programs, degree programs, internships, work-based learning, credit for prior learning, academic advising, and career planning support

- Ensure that all Degree Maps include information on career pathways and occupations/wages
- Ensure transparency for students regarding ACE and degree programs' alignment with living wage occupations
- Increase the number of degree-seeking students that earn micro-credentials and industry certifications via ACE programs
- Integrate career planning resources into FYS courses
- Engage alumni as career mentors and advisors
- Ensure that academic advisors are well informed regarding labor market conditions, career pathways, and the occupations and wages that correspond to the degree programs about which they counsel students

Improve employment outcomes for graduates

- Increase the number of associate degree and ACE programs that prepare students for living wage occupations
- Improve AAS employment outcomes for graduates
- Provide regular assessment of career services programs to ensure positive outcomes for students and drive continuous improvement

Promote career connected learning

- Embed career awareness, NACE Competencies, and job readiness skills in degree program curricula
- Increase opportunities for faculty to forge partnerships with industry professionals who work in their fields

Increase students' early utilization of Career Services

- Encourage students to engage in career advising from the moment of enrollment
- Provide updated digital tools that connect students to career services support as early as possible.
- Develop and provide co-curricular transcripts to record career-readiness activities and work-based learning
- Ensure that ACE students have access to Handshake

Increase opportunities for experiential learning

- Increase number of internship/apprenticeship opportunities for all students (Degree and ACE)
- Increase partnerships with employers to provide more internships



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Our Commitments

As we do the work of the 2029 Strategic Plan we commit to...

1. Build a Caring Community: kindness, respect, empathy, support
2. Pursue a Student Experience Mindset: Strive to see LaGuardia from our students' points of view
3. Share responsibility for the quality of our students' experiences
4. Collaborate across divisions and departments
5. Ensure the effective and transparent allocation of college resources

Mission Statement

LaGuardia Community College's mission is to educate and graduate one of the most diverse student populations in the country to become critical thinkers and socially responsible citizens who help to shape a rapidly evolving society.

Thank You

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