

2025-2028 Strategic Plan

Strategic Initiative 1: Foster an environment which promotes equity and opportunity for student success and cultivates a sense of belonging for everyone at the College

Goal #1: Provide a spectrum of learning opportunities to reflect inclusion and the mission of an open access institution

Objectives:

- Expand accelerated learning opportunities for students who are underprepared for degree pathways.
- Develop onboarding practices that identify and address individual student needs and goals at the point of entry or return.
- Increase alternative learning opportunities, both academic and non-academic, such as microcredentials, certificates, workforce training, and personal development workshops to meet community needs.
- Connect international student programs, with CCC focusing on students needing ESL reading, writing, and listening/speaking, starting their educational journey at CCC and then transferring to Plattsburgh.
- Foster a culture of professional growth among all College employees and cultivate highly engaged employees.

Goal #2: Provide a holistic network of strong support services that enhances academic success and student engagement.

Objectives:

- Extend programming that includes frequent “touchpoints” for students with student support staff (ASAP, StAR).
- Expand opportunities for student involvement (clubs and activities).
- Build on current success and grow athletic programming.
- Continue to develop and implement a comprehensive, preventative mental health education program.
- Evaluate the changing needs and expectations of students with disabilities with regard to sustainable staffing, practices and policies.

Goal #3: Identify and remove barriers to student retention, completion and success.

Objectives:

- Strengthen resources and support for online learning.
- Implement and adhere to course sequences that support timely completion of programs.
- Expand Learning Communities with enhanced support for “at risk” degree seekers (i.e. pre-nursing).

Goal #4: Support and prepare students for success beyond graduation

Objectives:

- Promote dual matriculation (acceptance) with SUNY Plattsburgh for seamless transfer pathways.
- Increase student support for microcredential and certificate pathways to degrees and careers.
- Explore possibilities for re-establishing career and transfer planning services to support students as they explore possible career and educational pathways to success.

Strategic Initiative 2: Grow Partnerships Across the Community Education Landscape

Goal #1: Pursue new and enhanced academic and student service opportunities with SUNY Plattsburgh.

Objectives:

- Increase collaboration between institutions.
- Update existing degree pathways and develop more complementary pathways between the two institutions to streamline educational opportunities.
- Identify and focus on those transfer academic programs that build on the strengths of both institutions and the needs of our regional students.
- Explore additional student services such as on-campus housing, meal plans, career services, health services, and student programs that are educational, social, and culturally diverse.

Goal #2: Increase educational opportunities with CV-TEC and CVES to serve the wider community.

Objective:

- Explore pre-apprenticeship to apprenticeship pathways.
- Implement programming in IAM that utilizes the collective skills and available resources
- Develop distinct and collaborative programming: summer youth programs such as STEAM, educational conferences, and retreats.

Goal #3: Create collaborative services with CVPH that jointly support student success and the greater North Country community.

Objectives:

- Strengthen regional nursing pathway from admission in CCC's RN program to employment at UVMHN.
- Build on current EMT program success and expand educational opportunities and pathways in EMS.
- Implement mutually beneficial professional development opportunities for faculty and staff.

Strategic Initiative 3: Drive Regional Success and Growth

Goal #1: Sustainably grow student enrollment in credit-bearing and non-credit bearing programs through enhanced recruitment and marketing strategies.

Objectives:

- Promote Clinton Community College as an accessible, quality academic institution dedicated to enhancing student growth and development.
- Target distinct viable student populations (like athletes, out-of-state, etc.) with tailored recruitment messaging.
- Employ varied marketing delivery approaches to reach diverse student demographics.

Goal #2: Offer academic and workforce programs that align with job market trends and student needs.

Objectives:

- Identify in-demand degree offerings and areas of high growth potential and use this information to modify existing programs or develop new sustainable programs.
- Identify the workforce qualifications and skills desired by local industries and use this information to develop training and professional development programs that align with employer and community needs.
- Create customizable educational pathways for degree completion and continued education.
- Offer continuing education courses and workshops for personal enrichment.

Goal #3: Create and expand educational, workforce, and community partnerships

Objectives

- Partner with local employers to offer training programs in the technology, manufacturing, and healthcare sectors.
- Expand and strengthen the Prison Education Program.
- Establish pre-apprenticeships with local agencies in coordination with SUNY and the Department of Labor.
- Strengthen the College Advancement Program by expanding course offerings at partner high schools and providing innovative dual enrollment opportunities.
- Collaborate with community and educational partners to provide cultural enrichment and civic engagement activities.

Strategic Initiative 4: Build and Maintain Financial Sustainability

Goal #1: Build a sustainable financial model that utilizes a transparent and collaborative process where resources are directed to strategic priorities

Objectives:

- Provide accurate and timely financial information for internal and external use in compliance with Federal, State, College and other stakeholders' policies, procedures and legal requirements.
- Engage in financial planning that prioritizes the educational and student service mission of the college and aligns with strategic planning.

Goal #2: Maintain a sustainable portfolio of programs and assess their profitability

Objectives:

- Conduct a comprehensive review of credit-bearing and non-credit bearing programs offered.
- Determine opportunities for adding new programs and expanding programs based on evaluation of market data and cost ratios.

Goal #3: Maintain sustainable services and organizational infrastructure to support portfolio programs through routine evaluation and prioritization for the purpose of resource allocation

Objectives

- Conduct review of organizational structure in academic and non-academic sectors.
- Identify opportunities to contain or share costs as well as improving and streamlining process efficiencies.
- Assess technology and implement a maintenance and replacement plan.
- Assess risk management plan to ensure appropriate protocols are in place for managing unforeseen circumstances.
- Optimize the use of the college's physical space (classrooms and other facilities).

Goal #4: Generate alternative revenue to support the goals of the college

Objectives

- Develop an entrepreneurial approach to partnering with local businesses, organizations, philanthropies, and community groups in ways that help grow the college and diversify and strengthen revenue streams.
- Strengthen the college's institutional advancement network (alumni, friends, etc.) to meet fundraising goals for critical projects, scholarships, and programs.