

# 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.
- 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) and build on current success to 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 and other institutions 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.**

##### **Objectives:**

- 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.
- Examine options for community-centered, off-campus learning opportunities.

**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.
- 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.

**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.