Clinton Community College
Strategic Plan 2020-2025
Draft 09.10.2020

Mission

The mission of Clinton Community College is to provide educational opportunities in an inclusive and safe environment that empower individuals to create their own paths to personal and professional growth.

Vision

As a result of our efforts in Clinton County and the North Country, Clinton Community College helps students bridge academic, economic, technological, and cultural divides, participate in local and global communities, and enhance their lives in practical and visionary ways.

Core Values

In order to provide the highest quality educational experiences and maintain a welcoming environment to all students, faculty and staff, Clinton Community College holds the following core values that we express in all that we do as a college community:

- **Success/Quality**
  The highly qualified faculty and staff at Clinton Community College continually deliver strong and diverse career- and transfer-relevant educational programs. Institutional engagement, small class size and integrated student support provide for effective individualized attention to students which focuses on their personal goal attainment and culminating in their graduation.

- **Respect**
  Clinton Community College is dedicated to the respect of all community members by continually working to create a positive organizational atmosphere. Respecting diversity, maintaining a safe learning environment, and engaging in communication based on transparency and inclusiveness are hallmarks of the College's organizational culture.

- **Access**
  Clinton Community College offers opportunity for study to students from diverse demographic backgrounds in Clinton County and beyond. Access to academic programs, courses and training is enhanced by the College's level of preparedness, dedicated technology for teaching and learning and affordability of attendance.

- **Region**
  Clinton Community College has a strong partnership with its sponsor, Clinton County, and a plethora of local and regional businesses, agencies, and educational institutions. These strong community partnerships are essential for building and maintaining a strong workforce development capacity.

Institutional Learning Outcomes

Clinton Community College is committed to providing students with opportunities to develop the skills, knowledge, and awareness that will prepare them to be successful in further education and careers. To this end, the College has identified eight Institutional Learning Outcomes (ILOs) that are embedded in the learning experiences of all CCC degree program graduates.

- **Written Communication:** Students will demonstrate organized, developed, and coherent writing skills that adapt to the needs of the discipline and to the rhetorical situation.

- **Oral Communication:** Students will demonstrate effective spoken communication by presenting ideas clearly and concisely with regard to subject, audience, and purpose.

- **Quantitative and Scientific Reasoning:** Students will demonstrate the ability to apply logical thinking to solve quantitative problems and understand natural phenomena.

- **Aesthetic Appreciation:** Students will develop an appreciation for arts, literature, design, and the creative process.

- **Technological Competence:** Students will use appropriate technologies to effectively research, communicate, analyze, and apply information.

- **Information Literacy:** Students will obtain, evaluate, and synthesize information from a variety of sources.

- **Global Awareness and Cultural Sensitivity:** Students will develop an awareness of and respect for the diverse perspectives among individuals and cultures within a global society.

- **Personal Development:** Students will develop individual and social responsibilities through healthy lifestyle choices, ethical behavior, civic engagement, and a commitment to lifelong learning.

The Strategic Planning Process

During 2019, the executive leadership at Clinton Community College began the process of engaging with internal constituents and external stakeholders to craft a new strategic plan for 2020 through 2025. The College President, Mr. Ray DiPasquale, formally charged the Strategic Planning Committee, a representative group of faculty, staff and administrators, with the responsibility for developing the new strategic plan in a transparent and inclusive manner. At the onset of the plan development process, it was decided that the new plan will retain the same mission statement, vision and core values from the previous strategic plan. The first step taken by the Strategic Planning Committee was identifying, vetting and endorsing the institutional priorities in October of 2019. After securing campus-wide approval, these priorities became the framework for the new strategic plan, anchored by the College's mission and values. These priorities were also proposed as the focus for the Middle States Commission on Higher Education institutional self-study which was to commence in January of 2020.

The Strategic Planning Committee next engaged the campus community in the development of the new plan. During the opening day meeting for the spring 2020 semester, all college employees and trustees were invited to participate in a group planning activity. Each group was asked to list strategies for addressing the institutional priorities. The Strategic Planning Committee compiled the responses and then began the lengthy process of categorizing and streamlining the ideas generated by the groups. After several extensive brainstorming sessions, the Strategic Planning Committee utilized the categorized ideas to develop a draft of the goals, associated key strategies and core objectives within the framework of the institutional priorities. Committee members solicited input from colleagues in their respective organizational units in a highly collaborative manner to maintain an inclusive process of plan development.

According to the original timeline, the plan was to be presented to the Student Senate, Board of Trustees, career advisory boards, and College faculty and staff during April and May of 2020, but due to the disruptions to the school year caused by the COVID-19 pandemic, the Strategic Planning Committee had to temporarily suspend its meetings and adjust the development timeline. The Committee switched to virtual meetings and email communication to continue working on the draft document. During April and May of 2020, the Committee continued to review the emerging draft, focusing on refinement of key strategies and core objectives. The Committee met in May in virtual fashion to identify key performance indicators aligned to the core objectives for planned assessment of progress on the strategic plan upon implementation. The strategic plan draft with strategic goals, key strategies, core objectives and key performance indicators was reviewed by the College Board of Trustees for additional input, comments and suggested modifications. (Still need input from advisory boards, students, Cabinet, approval by Faculty Council, then BOT approval; This part to be completed when plan is done)

Strategic Plan Implementation and Performance Assessment

This strategic plan will be implemented immediately upon approval by the Clinton Community College Board of Trustees. Implementation and progress on the plan will be monitored by the Strategic Planning Committee. Specific action plans will be developed by the appropriate organizational units in consultation with the Strategic Planning Committee. These action plans will be designed to address core objectives in the strategic plan by identifying data needed to measure progress on performance indicators and establishing timelines for achieving outcomes. The timeline on implementation of core objectives may be accelerated or delayed, as affected by unanticipated conditions in the organizational environment as, for example, the continuing challenge of the COVID-19 pandemic and its impacts. Institutional progress on the core objectives for each key strategy will be assessed by the Strategic Planning Committee on an annual basis using performance indicator data. Performance reports will be compiled by the Strategic Planning Committee and submitted to the President for distribution to the full college community and Board of Trustees on an annual basis. Performance updates will also be provided to the President's Cabinet, Faculty Council, and the Board of Trustees on a more frequent basis as needed or requested.

Institutional Priorities, Strategic Goals, Strategies and Objectives

Institutional Priority: Teaching, Learning and Student Success

Strategic Goal 1: *Provide dynamic and innovative learning experiences through quality teaching that lead to success of students in achieving educational, career and personal enrichment goals.*

Key Strategy 1.1: Strengthen institutional commitment to professional development

> **Core Objectives:**
> - Seek and secure grants and other alternative funding to support professional development
> - Review the duties and responsibilities of the Faculty Council Professional Development Committee for goal alignment
> - Support totally inclusive campus participation in professional development opportunities
> - Establish practice of sharing key professional development outcomes and applications with the full college community
> - Align professional development initiatives to specific College Institutional Priorities

Examples of Performance Indicators:

- Annual participation in professional development
- Level of funding support for professional development
- Employee satisfaction with professional development
- Climate survey outcomes

Key Strategy 1.2: Demonstrate excellence in teaching

Core Objectives:

- Advance subject matter and teaching expertise by enhancing pedagogical and discipline-specific knowledge and methods
- Increase use of innovative and effective teaching methods that promote student learning
- Optimize utilization of flexible curriculum delivery methods including remote, online, flex and hybrid approaches
- Continue to increase adoption of open educational resources across all academic programs as informed by best practices

Examples of Performance Indicators:

- Student satisfaction with learning experiences on student opinion survey
- Types of pedagogical innovations adopted
- Diversity of instructional delivery modes including remote, online, flex and hybrid
- Number of courses taught with OER

Key Strategy 1.3: Provide positive and meaningful student learning experiences

Core Objectives:

- Broaden use of relevant applied learning experiences such as internships, field experiences, and job shadowing
- Develop and implement consistent internship standards of practice across all academic programs excluding those with unique program requirements such as nursing or human services
- Promote student engagement beyond the classroom environment
- Provide opportunities for students to learn from practitioners in the field as course enhancements

Examples of Performance Indicators:

- Student satisfaction with learning experiences on student opinion survey
- Internship site/employer satisfaction feedback
- Number and type of applied learning experiences offered by semester
- State of implementation of standardized internship practices

Key Strategy 1.4: Create an inclusive and welcoming student-centered learning environment

    Core Objectives:

- Improve student understanding of and respect for inclusivity as suggested by the outcomes of the student opinion survey
- Modify the College course syllabus template to include a uniform statement on inclusivity and its meaning
- Create a robust policy on student behavior/conduct in online settings with clear articulation of ramifications of inappropriate conduct
- Develop online tutoring capability for subject matter areas with identified need

    Examples of Performance Indicators:

- Student opinion survey outcomes
- Student satisfaction with online learning and tutoring experiences
- State of implementation of policy on student conduct/behavior in online settings

Institutional Priority: New and Retained Student Enrollment

Strategic Goal 2: *Stabilize student enrollment by adapting to changing institutional environment, addressing critical resource needs, and implementing a highly integrated approach to student retention.*

Key Strategy 2.1: Refine the College's identity as an educational institution of choice for local and regional communities

    Core Objectives:

- Highlight and promote student-driven successes in recruitment and marketing initiatives
- Identify what opportunities exist for offering novel and unique programs that serve an identified need or trend
- Create customizable educational pathways to academic success

    Examples of Performance Indicators:

- Alumni survey outcomes
- Retention and graduation rates
- Employer satisfaction feedback

Key Strategy 2.2: Enhance recruitment by identifying and pursuing viable markets

Core Objectives:

- Review practices for engaging with students who have struggled academically at Clinton CC and at other colleges
- Expand promotion of athletics as a viable option for students
- Explore financial incentives for out-of-state students
- Increase yield of program enrollments from College Advancement Program

Examples of Performance Indicators:

- Student satisfaction with onboarding advisement
- CAP yield to program matriculation
- Athletic recruitment yield
- Out-of-state recruitment outcomes

Key Strategy 2.3: Commit financial support to strategic marketing

Core Objectives:

- Ascertain financial cost to implement strategic marketing
- Allocate resources to Admissions Department to engage in strategic marketing

Examples of Performance Indicators:

- Level of funding support for strategic marketing

Key Strategy 2.4: Evaluate, improve, and implement campus-wide retention efforts

Core Objectives:

- Monitor off-campus concerns for students such as food security and childcare
- Assess the College's support for students' off-campus needs
- Enhance capacity for providing student support services in diverse modes of delivery including remote in an integrated, seamless manner
- Work towards a more holistic and integrated student support experience involving tutoring, counseling and advisement, accommodative services and career services
- Enhance collaboration between academic programs and academic support for students
- Explore possibility of developing an E-Sports program
- Improve student engagement with campus events

Examples of Performance Indicators:

- Student satisfaction with support services on student opinion survey
- Student satisfaction with academic advisement
- Student retention and graduation outcomes
- Level of student participation in student activities and events

Key Strategy 2.5: Promote campus-wide diversity, inclusivity, and acceptance

Core Objectives:

- Enhance offerings of diversity-related events on campus
- Analyze the College's methods for addressing needs of non-local students

Examples of Performance Indicators:

- Annual number of diversity-related events on campus
- Student and employee participation in diversity-related events

Institutional Priority: Institutional Financial Sustainability

Strategic Goal 3: *Build and maintain effective and efficient operational systems with strategically guided resource allocation and data-informed decision making.*

Key Strategy 3.1: Diversify and strengthen revenue streams

Core Objectives:

- Explore grants and other alternative funding sources
- Evaluate concept of renting campus facilities for events hosted by external organizations
- Promote the establishment of booster clubs to support athletics and student activities
- Strengthen relationships with businesses and transfer institutions

Examples of Performance Indicators:

- Type and level of alternate sources of funding secured
- Status of renting campus facilities for external use
- Number of new booster clubs established
- Enrollment in programs that are part of partnerships with businesses and transfer institutions.

Key Strategy 3.2: Improve and streamline process efficiencies

Core Objectives:

- Conduct review of organizational structure in academic and non-academic sectors
- Identify opportunities for increasing process efficiencies
- Integrate student information systems for students in credit and non-credit programs and courses

Examples of Performance Indicators:

- Recommendations for structural change based on review
- Identified process efficiency priorities
- Status of integration of student information systems

Key Strategy 3.3: Employ data-driven decision making

Core Objectives:

- Evaluate resource utilization for efficiency assessment
- Utilize market and institutional data to inform decision making
- Develop and utilize a process for tracking goals from internal climate survey

Examples of Performance Indicators:

- Identified opportunities and measures for efficiency improvements
- Goal achievement based on climate survey

Key Strategy 3.4: Align allocation of financial resources to strategic plan initiatives

Core Objectives:

- Determine degree of current alignment between resource utilization and strategic initiatives
- Develop framework and protocol to ensure that allocation of resources is driven by the strategic planning process
- Utilize strategic planning manual to operationalize alignment of resource utilization with strategic plan goals

Examples of Performance Indicators:

- Status of process for aligning resource allocation to strategic planning

Institutional Priority: Educational and Employment Pathways

Strategic Goal 4: *Maintain and expand partnerships and collaborations with businesses, agencies, and educational institutions to diversify options for students for career placement or advancement.*

Key Strategy 4.1: Define student as any individual seeking an educational experience

Core Objectives:

- Enhance recruitment of students not seeking a degree
- Promote availability and use of student services by students in non-credit programs

Examples of Performance Indicators:

- Recruitment yield of non-degree students
- Non-credit student satisfaction with support services
- Level of student services use by students in non-credit programs.

Key Strategy 4.2: Create customized and responsive approach to market need

Core Objectives:

- Build information sets for all students focused on their individual goals
- Review and strengthen program offerings based on local and regional opportunities and needs

Examples of Performance Indicators:

- Student satisfaction with customized academic planning and advisement
- Employer satisfaction with program outcomes

Key strategy 4.3: Optimize partnerships that advance the college strategic initiatives

Core Objectives:

- Improve engagement with existing program advisory boards and committees
- Create advisory boards for all academic programs for enhancement of program review process
- Enhance partnerships with local high schools and colleges

Examples of Performance Indicators:

- Outcomes of enhanced engagement with advisory boards and committees
- Number and type of new advisory boards established
- High school satisfaction with partnership enhancements

Key Strategy 4.4: Create synergistic and flexible pathways across college offerings

    Core Objectives:

- Engage campus in professional development focused on educational and career pathways
- Provide members of all departments and offices with knowledge and resources to support CCWD programming
- Synergize credit and non-credit programs and initiatives

    Examples of Performance Indicators:

- Employee satisfaction with professional development on pathways
- Number and type of fully aligned non-credit and credit programs