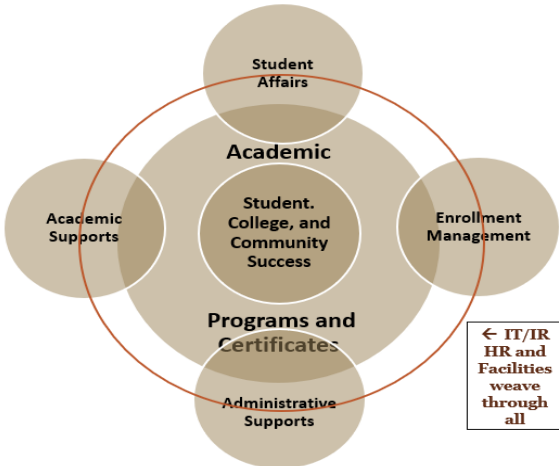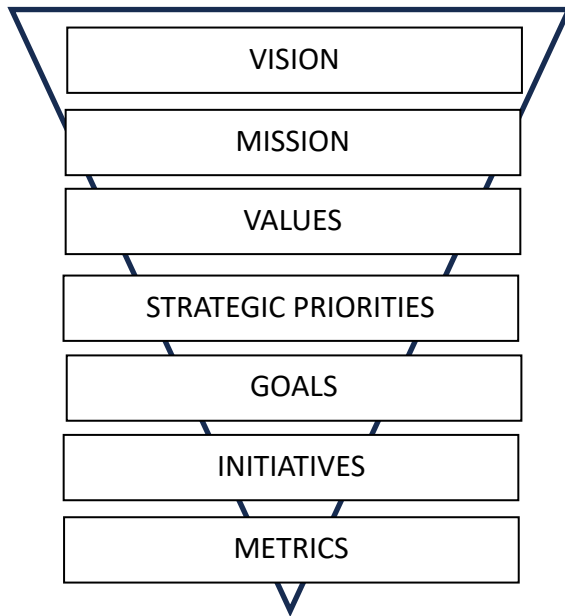## Vision

Provide opportunities for growth and success for our students and community. We are committed to educational experiences that build on the unique environment of the Adirondacks and our institutional values, while nurturing the academic and personal achievement of individuals with diverse backgrounds and aspirations.

Mission

Provide open access to high quality academic programs that prepare students for transfer and career success. Contribute significantly to the enrichment of our communities by cultivating an educated citizenry, a skilled workforce, and opportunities for lifelong learning.

Values

Academic Rigor and Intellectual Curiosity	Diversity and Individuality
Accountability, Integrity and Transparency	Openness to Change
Compassion and Kindness	Shared Governance

Institutional Goals

#1. Provide a meaningful and engaging education that prepares students for transfer or career opportunities.		#2. Create and nurture a supportive environment that welcomes diversity and difference and focuses on student success and growth.	
Goals		*Goals*	
1.1 - Develop a Liberal Arts Advisory Board	*1.2 - Establish a comprehensive program to address academic use of Artificial Intelligence (AI)*	*2.1 - Incorporate DEISJ learning outcomes into academic program reviews*	*2.2 - Ensure that the College is fully accessible in our facilities, technology, instruction, and programming.*
#3. Act as a strong and valued partner in the communities we serve.		#4. Ensure the financial sustainability of the institution through strengthening enrollment and maximizing use of resources.	
Goals		*Goals*	
3.1 - Develop a comprehensive Continuing Education Department that can respond to evolving community needs with non-credit programming and accessible facilities.	*3.2 - Expand and, where needed, establish our relationships with DOCCS, BOP and County Jails* *3.3 - Explore and implement micro-credential opportunities to better serve students and employers.*	*4.1 - Implement a new department-level review process*	*4.2 - Increase non-student revenue streams by 5% annually to support the College mission.*

Model and Approach to Strategic Planning

At the core of the strategic plan is student success which is expressed through our academic programs and certificates - the mission of the College. Relatedly, as students realize success, so too does the College and the communities we serve.

The institutional goals are the ways the College realizes its vision and carries out its mission, with actions and activities guided by its values.

The faculty create, deliver, assess and improve the curriculum. Other areas of the institution support student learning, the student experience, and teaching excellence.

Each area adds value to and supports the student experience, while the efforts of some areas/departments are threaded through all operations.

Areas/Departments

Academics	Financial Operations
Enrollment	Human Resources
Facilities	Information Technology/Institutional Research
Financial Aid	Student Life

Approved by NCCC Board of Trustees- June 27, 2024

Strategic Implementation Plan 2024-2027

GLOSSARY and MODEL

| VISION |
| MISSION |
| VALUES |
| STRATEGIC PRIORITIES |
| GOALS |
| INITIATIVES |
| METRICS |

- **Vision**: this is an aspirational statement of where we want to be heading as an organization.
- **Mission**: this is what we deliver and why we exist.
- **Values**: principles we hold as important and vital. Our values guide how we accomplish our mission, our actions and help define who we are as a culture.
- **Strategic Priorities**: these are what will drive our energies strategically to advance our mission and vision.
- **Goals:** these are the specific, measurable, attainable, relevant, and timebound (SMART) objectives that address a problem or area of concern we have identified.
- **Initiatives:** these are the activities we do to move the goal toward completion.
- **Metrics:** these are the data points, quantitative and qualitative, that demonstrate progress at incremental pre-determined points in time and at the end of a goal cycle. Metrics inform adjustments to our initiatives.

STRATEGIC PRIORITIES for 2024-2027: At a Glance

1. **PATHWAYS:** *Provide a meaningful and engaging education that prepares students for transfer or career opportunities.*

2. **STUDENT EXPERIENCE**: *Create and nurture a supportive environment that welcomes diversity and difference and focuses on student success and growth.*

3. **PARTNERSHIPS**: *Act as a strong and valued partner in the communities we serve.*

4. **SUSTAINABILITY**: *Ensure the financial sustainability of the institution through strengthening enrollment and maximizing use of resources.*
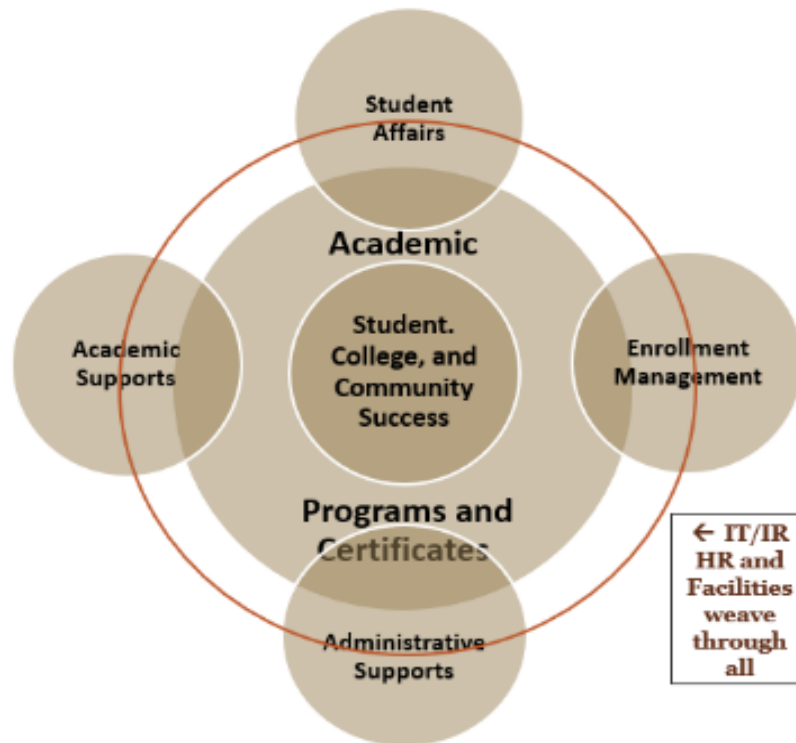
PRIORITY # 1: Pathways

Provide a meaningful and engaging education that prepares students for transfer or career opportunities.

GOAL 1.1: By August 2024, our objective is to develop a Liberal Arts Advisory Board to advise departments on how to align liberal arts curriculum to strengthen students' transfer and career success.

WHY: To ensure that current programs are meeting the needs of students, the community, and local employers in order to maintain and increase enrollment in the liberal arts.

SPECIFIC INITIATIVES	POSITION/OFFICE RESPONSIBLE	TARGET TIMELINE	PROGRESS MEASURES	MEASURABLE INDICATOR OF OBJECTIVE REACHED
Obtain and analyze baseline data specifying student transfer success to other SUNY institutions and Paul Smiths	Office of Academic Affairs (OAA)	Annually every July	Report	Quantify students who sustain enrollment, GPA, and graduation at transfer institutions
Develop protocol for liberal arts advisory board scope and membership	Office of Academic Affairs	May 20th, 2024	Protocol Developed	Establishes Board mission, membership, and procedure so that board members are able to fulfill their roles
Recruit membership and schedule initial meeting	OAA/Lib Arts Dept Chairs	August 1st 2024	Board positions filled and meeting scheduled	Initial meeting held by November 1st, 2024
Compile and analyze feedback from advisory board; make recommendations to respective liberal arts departments	OAA/Lib Arts Dept Chairs	November 30th, 2024	Report to Departments	Departments have guidance on how to maximize efficacy
Document and assess department actions	OAA/Lib Arts Dept Chairs	May 30th, 2024	Department reports to VPAA	CQI baseline established for ongoing tracking

GOAL 1.2: By the end of the 24-25 academic year, our objective is to establish a comprehensive program to address academic use of Artificial Intelligence (AI).

WHY: Students and staff need to know how to use AI effectively and appropriately in an educational setting, including being able to leverage the technology for instruction. It also includes guidance on how to use this new technology within the boundaries of academic integrity.

SPECIFIC INITIATIVES	POSITION/OFFICE RESPONSIBLE	TARGET TIMELINE	PROGRESS METRICS	MEASURABLE INDICATOR OF OBJECTIVE REACHED
Identify staff lead for AI to • Serve as the College's liaison with SUNY. • Stay current with technological advances with AI and communicate professional development opportunities to the campus community. • Curate guidance/resources for use by the College community. This may include a comprehensive guidance document.	President's Office/Office of Academic Affairs	Sept 2024	• The AI Lead is identified and in place.	The college has an expert, reliable resource to help faculty, staff, and students navigate the use of AI.
Under the guidance of the staff AI Lead, each college area and academic department develops its approach for utilizing AI with ethics and integrity, using the SUNY FACT[2] "Guide to Optimizing AI in Higher Education".	President's Office/ Office of Academic Affairs/AI Lead/ Department reps	Sept 2024	• College-wide workshop focused on AI with departmental breakout sessions to develop area approaches to leveraging and managing AI • Departmental approaches drafted	Each area and department understands basic AI functionality and pitfalls in the context of their particular area, department, or program goals.
Compile each individual area's approaches into a comprehensive guidance document. Coordinate annual review and update of the guidance document.	AI Lead	May 2025	• AI Lead has coordinated the completion of a written guidance document.	All college staff can become familiar with how AI is being used and regulated throughout the college and understand how to follow current best practices.

AI Policy Regarding Academic Integrity and Appropriate Use of AI in academic work.	Office of Academic Affairs/Academic Policy and Standards Committee	Sept 2024	• Policy on Academic Integrity and Appropriate Use of AI is developed and enacted.	Policy is approved and recommended by the Senate and approved by the BoT.
Professional Development • Develop a calendar of training/ professional development series for internal audience. • Faculty/staff completing AI trainings will present back/debrief internally to NCCC faculty/staff	Office of Academic Affairs	January 2025 and annually thereafter (calendar)	• Calendar is developed. • At least one presentation (teach-out) is made each semester by faculty/staff completing AI trainings.	Post-presentation survey indicates that participants learned at least one new skill/tool they can apply.
Student Development/Education (departments, orientation…) • Develop and deliver AI training and honor agreements that align with College Academic Integrity policy and expectations	Office of Academic Affairs/Student Affairs	Sept 2024	• Student AI Training is developed. • Students sign an honor agreement (or similar) committing to proper use of AI	No violations of academic integrity due to deliberate inappropriate use of AI.

PRIORITY # 2: Student Experience

Create and nurture a supportive environment that welcomes diversity and difference and focuses on student success and growth.

GOAL 2.1: **Our objective is to** incorporate DEISJ learning outcomes into *academic program reviews* by May 2025 so the SUNY wide DEISJ student learning outcomes, which launched in Fall 2023, are embedded into the self-assessments conducted by degree programs.					
WHY: SUNY-wide DEISJ student learning outcomes are compulsory as part of general education requirements. NCCC desires to continue being a welcoming and supportive environment for all.					
SPECIFIC INITIATIVES	**POSITION/OFFICE RESPONSIBLE**	**TARGET TIMELINE**	**PROGRESS METRICS**		**MEASURABLE INDICATOR OF OBJECTIVE REACHED**
Ensure that program review documents are updated to include criteria for self-evaluation of DEISJ student learning outcomes inclusion in the curriculum	VPAA & CDO	May 2025	• Benchmark how other colleges have incorporated DEISJ into program reviews. • Create rubric for self-assessment by degree program. • Engage Chairs/Directors, Academic Standing Committee and Diversity Task Force in early reviews of proposal		Program reviews that begin after May 2025 will include the expectation of DEISJ self-assessment and recommendations

GOAL 2.2: **Our objective is to** ensure that the College is fully accessible in our facilities, technology, instruction, and programming.					
WHY: The College is required to meet federal accessibility standards, physical as well as academic. A comprehensive assessment has not been undertaken in years, doing so would both assure compliance, ensure students, employees and visitors are provided with accessible experiences, and identify capital and academic planning to improve conditions.					
SPECIFIC INITIATIVES	**POSITION/OFFICE RESPONSIBLE**	**TARGET TIMELINE**	**PROGRESS METRICS**		**MEASURABLE INDICATOR OF OBJECTIVE REACHED**
After completion of OCR Civil Rights Review being conducted Spring 2024 by NYSED evaluate the need for further assessment of accessibility needs.	College Diversity Officer/Facilities/ADA-504 Coordinator	January 2025	• Completed OCR Review in Spring 2024 • Reviewed initial findings in Summer 2024 • Reviewed findings and action plan (anticipated Sept 2024) • Developed task force to respond to findings and assess need for further assessment.		The College demonstrates it meets all applicable civil rights laws and standards.

PRIORITY # 3: Partnerships

Act as a strong and valued partner in the communities we serve.

GOAL 3.1: **Our objective is to** develop a comprehensive Continuing Education Department that can respond to evolving community needs with non-credit programming and accessible facilities.
WHY: As a community college, part of our mission is to provide programs that educate and improve the lives of the residents in the communities we serve. We are currently not delivering on this: there is a gap in our resources available to students and giving people what they need for life skills.

SPECIFIC INITIATIVES	POSITION/OFFICE RESPONSIBLE	TARGET TIMELINE	PROGRESS METRICS	MEASURABLE INDICATOR OF OBJECTIVE REACHED
Identify and deliver continuing education starting Summer 2024 as an in-person rebranding of North Country Live.	VPAA	Summer 2024	• Identify 3-4 continuing education opportunities to be delivered in Summer 2024. • Create a marketing campaign to ensure public awareness of CE opportunities. • Rebranding of North Country Live focusing on in-person events.	Successful relaunch of North Country Live. Conduct post-event surveys to assess interest and ongoing demand.
Increase and market non-credit course offerings that meet the needs of community stakeholders in our service area.	VPAA/WFD Coordinators	Summer 2024	• Conduct assessment by July 2024 regarding how continuing ed can be resourced when a) resources are tight, and b) employers are more focused on getting employees rather than upskilling. • Assess regional workforce and community partners' needs for non-credit courses, upskilling, microcredentials (pre- and post-degree), continuing ed needs, and lifelong learning courses. • Revisit the Adirondack Career Corridor to glean additional continuing needs in the region.	Identify the number and scope of those queried as part of the assessment. Complete a written assessment with a set of observations and recommendations. Use of the assessment results to plan for 2024-2025 calendar and need for permanently resourcing the position.
Explore options for hiring a point-person to lead Continuing Ed (CE), Workforce Development (WFD) and Career and Technical	VPAA/CFO/Foundation	Spring 2025	• Identify possible funding sources by the end of Fall 2024 to support this position permanently if such a need is identified.	Assessment of need for permanent position completed by the responsible office.

Education (CTE) area permanently.			• Develop a position description if needed. • Identify a physical and virtual locations to serve as a hub for Continuing Ed (e.g., Community Education and Applied Research (CEdAR Center)	If determined to move forward, establish a location, virtual and physical, to house Continuing Ed.

GOAL 3.2: Our objective is to expand and, where needed, establish our relationships with DOCCS, BOP and County Jails by August 2027.

WHY: The College began the Second Chance Pell experiment in 2017 with four facilities and has seen 1278 students enrolled between 2017-2023 and 204 graduates. As a community college with a mission to serve our region which is home to several incarcerated individuals, the continued partnership with correctional facilities aligns with our vision, mission and values.

SPECIFIC INITIATIVES	POSITION/OFFICE RESPONSIBLE	TARGET TIMELINE	PROGRESS METRICS	MEASURABLE INDICATOR OF OBJECTIVE REACHED
Explore formalized coordination of re-entry needs for formerly incarcerated students	Director of Second Chance Pell/VPAA	December 2024	• Establish the list of re-entry needs for students. • Create a mechanism for tracking referrals for basic needs like housing, computer skills, employment, and continuing education. • Establishing a resource library for addressing frequent re-entry barriers • Explore formalized partnerships with social service entities to assist	The list of needs has been identified and reviewed. The mechanism is completed and tested. A resource library has been developed and distributed. Formalized partnerships with county social services entities are in place.
Complete an assessment of the support needs for formerly incarcerated students to find academic and career success.	Director of Second Chance Pell/Student Life/NCCC Foundation	December 2024	• Work with DOCCS, BOP and SUNY to identify a list of common resources/needs of recently released students. • Identify those needs that NCCC we help address (e.g., basic needs such as food insecurity and housing insecurity)	Completion of the assessment and use of those findings to formalize and communicate supports to formerly incarcerated students.

			• Ensure our current suite of services is communicated to these students. • Explore options for Human Services and/or CRJ student involvement through applied learning, volunteer, and/or internship.	
Increase our enrollment back to pre-2020 levels	Director of Second Chance Pell/VPAA	By end of Summer 2025	• Increase awareness of the program among faculty and staff. • Work with DOCCS and BOP to incentivize participation by establishing prior learning credit pathways for programs that students take while incarcerated. • Assess SCP staffing to ensure it complements expansion needs.	By Summer 2025, the enrollment in SCP will return to pre-2020 levels and staffing matches new needs.
If and when approved for a Prison Education Program (PEP). expand our instructional offerings within the current partner facilities	Director of Second Chance Pell/VPAA	By end of Spring 2026	• Identify other academic programs able to be offered within the facilities. • Work with SUNY, DOCCS, and BOP on types of programs students are interested in, that the facilities would/could support, and lead to transfer/career paths available to formerly incarcerated students. (Depending on the facility, this could include directly surveying students and prospective students) • Identify non-credit credentialing programs possible to be offered within the facilities (e.g., Basic Wastewater Operator Course) • Prior learning credits for programs that students take within the prison system.	Where there is an intersection of student interest, facility support, and College expertise, develop 1-2 new credit/non-credit program offerings designed to attract more students. **BHAG:** working with DOCCS, SUNY, BOP and employer partners, develop clear employment paths for recently incarcerated individuals... improving their chances at reentry and helping address critical workforce shortages.
Expand our instructional sites to include new facilities.	Director of Second Chance Pell/VPAA	By end of Spring 2027	• Expand into Upstate CF. • Develop educational programming possibilities for delivery in county jails.	Expansion into additional facilities where possible.

GOAL 3.3: Our objective is to explore and implement microcredential opportunities to better serve students and employers.

WHY: By offering microcredentials, we will be able to attract students that may not want a formal degree including upskilling opportunities. Microcredentials could also offer the students opportunities to learn new applications and topics to enhance their job skills and to provide pathways to academic programs.

SPECIFIC INITIATIVES	POSITION/OFFICE RESPONSIBLE	TARGET TIMELINE	PROGRESS METRICS	MEASURABLE INDICATOR OF OBJECTIVE REACHED
Explore local needs and assess areas where microcredentials may be of benefit	Workforce Development Coordinators/VPAA	Ongoing assessment, first year completed by end of Spring 2025	• Meet with local businesses, county offices, and healthcare facilities to determine interest and areas of credentialing need. • Meet with academic departments to determine interest and need for possible offerings (could include new students or community members looking for post-graduate/continuing ed). • Join program and campus advisory boards to assess interest and need of microcredentials in respective areas.	Established a list of offerings desired by employers and employees. Evaluate interest from various advisory board(s) input.
Establish stackable opportunities for microcredentials to pathways into degree programs	Workforce Development Coordinators/VPAA	By start of Fall 2025	• Identify stackable opportunities aligned with regional need and student interest. • Work with academic departments to establish and approve pathways.	Create at least one stackable credential pathway that aligns with regional need, provides students with improved prospects and is revenue positive.

PRIORITY # 4: Sustainability

Ensure the financial sustainability of the institution through strengthening enrollment and maximizing use of resources.

GOAL 4.1: Our objective is to implement a new department level review process by May 31, 2024, using clearly defined guidelines and self-assessment evaluations so employees and department heads can more competently evaluate institutional effectiveness and alignment with strategic plan.

WHY: Our 2021 Middle States self-study identified the need for more robust evidence of institutional effectiveness practices and processes.

SPECIFIC INITIATIVES	POSITION/OFFICE RESPONSIBLE	TARGET TIMELINE	PROGRESS METRICS	MEASURABLE INDICATOR OF OBJECTIVE REACHED
Launch Department Level Review process and procedure for institutional effectiveness	AVPSA/Identify Other	Spring 2024	• Design a training schedule that breaks the program review process into relevant phases. • Launch initial cohort of reviews by May 2024 • Pair department leads with mentors who have previously completed program reviews.	All non-academic unit areas use Institutional Effectiveness (IE) Department Level Review guide to produce a self-assessment report within the first cycle of scheduled reviews. Reviews will aid the assessment of the Strategic Plan.
Implement Year 1 Cycle of Department Level Reviews	Department Heads	Spring 2024-Spring 2025	• Monthly mentorship meetings with department heads • Quarterly progress report meetings with cohort offices conducting reviews	Year 1 – identified department use IE Department Level Review guide to produce a self-assessment report
Implement Year 2 Cycle of Department Level Reviews	Department Heads	Spring 2025-Spring 2026	• Monthly mentorship meetings with department heads • Quarterly progress report meetings with cohort offices conducting reviews	Year 2 – identified units use IE Department Level Review guide to produce a self-assessment report
Implement Year 3 Cycle of Department Level Reviews	Department Heads	Spring 2026-Spring 2027	• Monthly mentorship meetings with department heads • Quarterly progress report meetings with cohort offices conducting reviews	Year 3 – identified units use IE Department Level Review guide to produce a self-assessment report

GOAL 4.2: Our objective is to increase non-student revenue streams by 5% annually by August 2026 to support the College mission.

WHY: Our enrollment declines require more creative means to generate and sustain revenue while still remaining competitive and affordable to students.

SPECIFIC INITIATIVES	POSITION/OFFICE RESPONSIBLE	TARGET TIMELINE	PROGRESS METRICS	MEASURABLE INDICATOR OF OBJECTIVE REACHED
Implement the Foundation advancement plan.	Foundation Director	July 2024 for Opportunity Scholarship Dec 31, 2024 for annual targets.	• Compare trends of previous donor support to identify historical averages and develop maintenance for annual target. • Increase support for Opportunity Scholarship from $45,000 to $50,000 for 2024-2025 year.	Maintain 100% of year (2023-24) support for all scholarships and other supports.
Host a strategic dialogue engaging regional partners to explore the future of NCCC and need/role for expanded private, philanthropic support.	Foundation Director College President	June 4, 2024	• Establish agenda and secure commitments from presenters. • Complete required planning (invitations, hospitality) to ensure a successful event. • Host event and leave with specific actions that can be followed up on.	Strengthen existing and expand the universe of potential donors and supports leading to increased philanthropic and public support.
Acquire funding to support grant writer/manager position.	College President	Spring/Summer 2024	• Submit SUNY Transformational Funding Proposal • Revise and post Grant Manager position by March 2024 • Hire Grant Manager in Spring/Summer 2024 • Set target to sustain Grant Manager salary	The incoming grant revenues will exceed the cost of the Grant Manager position and be incorporated into operations
Continue to advocate for equitable and fair funding of community colleges at the state and county levels.	College President	Spring 2024- Spring 2027	• Maintain or increase annual contribution from sponsoring counties. • Maintain or increase annual contribution from state	Legislation wins