

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.	
Principal Strategies		Principal Strategies	
A - Faculty and Staff Professional Development	B - New Academic Programs and Certificates	A - Student Success Initiatives	B - Revitalized First-Year Seminar
C - Enhancing Existing Programs and Certificates	D - Facilities to support new and enhanced programs	C - College-wide Diversity Commitments	D - Expand integrated diversity-focused programming and services
#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.	
Principal Strategies		Principal Strategies	
A - Expand K-12 and Higher Ed partnerships	B - Continuing Education - K-12 and Licensed Professionals	A - "Right-size" College operations to enrollment/ finance and "work smarter" improving efficiencies across areas	B - Reconfigure organizational structure - faculty and staff size matches instructional, operational and strategic needs
C - Expand Partnership with St. Regis Mohawk Tribe	D - North Country CC - Workforce Development Partnership	C - Develop prior learning assessment framework and process	D - New revenue streams to support mission and student experience
Model and Approach to Strategic Planning			
		<p>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.</p> <p>The institutional goals are the ways the College realizes its vision and carries out its mission, with actions and activities guided by its values.</p> <p>The faculty create, deliver, assess and improve the curriculum. Other areas of the institution support student learning, the student experience, and teaching excellence.</p> <p>Each area adds value to and supports the student experience, while the efforts of some areas/ departments are threaded through all operations.</p>	
Areas/Departments			
Academics		Financial Operations	
Enrollment		Human Resources	
Facilities		Information Technology/Institutional Research	
Financial Aid		Student Life	

* Model for one-page strategic plan adopted from Rowan College.

Institutional Goal #1	<i>Provide a meaningful and engaging education that prepares students for transfer or career opportunities.</i>			
Principal Strategies	A - Faculty and Staff Professional Development		B - New Academic Programs and Certificates	
Initiatives	<i>i. New Faculty Training Program</i>	<i>ii. Ongoing Professional Development</i>	<i>i. Entrepreneurship Certificate</i>	<i>ii. Health Care Admin track</i>
	<i>iii. Faculty and Staff Positions and Patterns</i>	<i>iv. Commitment to Diversity, Equity and Inclusion</i>	<i>iii. Cybersecurity</i>	<i>iv. Teacher Asst Certificate?</i>
			<i>v. Wastewater Technology?</i>	<i>vi. Med Office Asst?</i>
			<i>vii. Green Technologies?</i>	<i>viii. Childcare?</i>
		<i>ix. Other Healthcare (Public Health)?</i>	<i>x. AOS Programs?</i>	
	C- Enhancing Existing Programs and Certificates		D - Facilities to support new and enhanced programs	
Initiatives	<i>i. Program analysis and realignment to fit within workforce needs and student desires</i>	<i>ii. Reinvest in health careers and health science programs where a) workforce needs exist, b) student desires exist, and c) our capacity to instruct or recruit faculty exists.</i>	<i>i. Create 1-2 state-of-the-art classrooms to support high-flex model of teaching and learning</i>	<i>ii. Work with Nursing Department to modernize Nursing Labs on all three campuses</i>
	<i>iii. Focus on data-driven decision-making with improved IR functionality</i>	<i>iv. Increase enrollment in existing programs where student interest and regional demand exist</i>		
	<i>v. Expansion of low-residency programs</i>			
Related Institutional Goals	#2	#3	#4	
Related Principal Strategies	<i>A. Student Success Initiatives (onboarding, earlier advisement, advising infographics)</i>	<i>A. Expand partnerships with area colleges</i>	<i>A. "Right-size" College operations to enrollment/finance and "work smarter" improving efficiencies across functional areas</i>	
	<i>B. Revitalized First-Year Seminar</i>	<i>B. Provide Continuing Education for Licensing Programs (healthcare, childcare, education) and K-12 Educators</i>	<i>B. Reconfigure organizational structure so that employee (faculty and staff) size matches instructional, operational and strategic needs</i>	
	<i>C. Commitment to Diversity, Equity and Inclusion</i>	<i>D. Expand workforce development and continuing education activities</i>	<i>C. Develop prior learning assessment framework and process</i>	
			<i>D. New revenue streams to support mission and student experience</i>	

Institutional Goal #2	<i>Create and nurture a supportive environment that welcomes diversity and difference and focuses on student success and growth.</i>			
Principal Strategies	A. Student Success Initiatives		B. Revitalized First-Year Seminar	
Initiatives	<i>i. Develop and map out College Navigator/ Onboarding restructuring proposal</i>	<i>ii. Earlier advisement to help students be better informed and plan for their future</i>	<i>i. Replace and refresh CSP 100 College Success Seminar with more current and topical content and delivery</i>	<i>ii. Common Read integration into First-Year Seminar</i>
	<i>iii. Develop infographics for students to use to visualize academic pathways to careers and transfer opportunities.</i>			
	C. College-wide Diversity Commitments		D. Expand integrated diversity-focused programming and series	
Initiatives	<i>i. Regular Climate Assessment</i>	<i>ii. Preferred Name Policy</i>	<i>i. Common Read</i>	<i>ii. North Country Live - Continuing Education series</i>
	<i>iii. Accessibility Assessment</i>	<i>iv. Explore inclusion of diversity commitment assessment as part of program review</i>	<i>iii. Self-paced diversity course</i>	
Related Institutional Goals	#1	#3	#4	
Related Principal Strategies	<i>A. Faculty and Staff Professional Development</i>	<i>A. Expand K-12 and Higher Ed partnerships</i>	<i>A. "Right-size" the College operations to align with changing enrollment and financial picture</i>	
	<i>B. New Academic Programs and Certificates</i>	<i>C. Expand Partnership with St. Regis Mohawk Tribe</i>	<i>B. Reconfigure organizational structure so that employee (faculty and staff) size matches instructional, operational and strategic needs</i>	
	<i>C. Enhancing Existing Academic Programs and Certificates</i>	<i>D. Expand workforce development and continuing education activities</i>	<i>C. Develop prior learning assessment framework and process</i>	
	<i>D. Facilities to support new and enhanced programs</i>			

Institutional Goal #3	<i>Act as a strong and valued partner in the communities we serve.</i>			
Principal Strategies	A - Expand K-12 and Higher Ed partnerships		B - Continuing Education - K-12 and Licensed Professionals	
Initiatives	<i>i. Establish regional college consortiums with opportunities for shared services and cross-institutional enrollment</i>	<i>ii. Development of new program collaborations, co-location of 4-year institutions on campus and specific shared service agreements</i>	<i>i. Provide Continuing Education for Licensing Programs (healthcare, childcare, education)</i>	<i>ii. Provide Continuing Education Programs for K-12 Teachers</i>
	<i>iii. Expanded 2+2 agreements, articulation agreements, and increased transfer opportunity for students.</i>		<i>iii. Offer More Training Programs (i.e. Business Dept. current plan for offering professional skills training)</i>	
	C - Expand Partnership with St. Regis Mohawk Tribe		D - North Country CC - Workforce Development Partnership	
Initiatives	<i>i. Strengthen and nurture the working relationship with the St. Regis Mohawk Tribe including exploring other ways to support the academic and continuing educational needs of tribal members</i>	<i>ii. Working with St. Regis Mohawk Tribe's education partners, expand offerings that best serve student and tribal needs</i>	<i>i. Assess need for a point-person to lead Continuing Ed (CE), Workforce Development (WFD) and Career and Technical Education (CTE) area permanently.</i>	<i>ii. Continue to host North Country CC-Workforce Development Partnership with county, tribal and regional workforce representatives, identifying employment needs</i>
			<i>iii. Increase partnerships with area employers and identify business training and continuing education needs that the college can provide (e.g. IP, St. Joe's, Mtn Lakes, Elderwood)</i>	
Related Institutional Goals	#1	#2	#4	
Related Principal Strategies	<i>A. Faculty and Staff Professional Development</i>	<i>A. Student Success Initiatives (onboarding, earlier advisement, advising infographics)</i>	<i>A. "Right-size" the College operations to align with changing enrollment and financial picture</i>	
	<i>B. New Academic Programs and Certificates</i>	<i>B. Revitalize First-Year Seminar</i>	<i>B. Reconfigure organizational structure so that employee (faculty and staff) size matches instructional, operational and strategic needs</i>	
	<i>C. Enhancing Existing Academic Programs and Certificates</i>	<i>C. College-wide Diversity Commitments</i>	<i>C. Develop prior learning assessment framework and process</i>	
	<i>D. Facilities to support new and enhanced programs</i>			

Institutional Goal #4	<i>Ensure the financial sustainability of the institution through strengthening enrollment and maximizing use of resources.</i>			
Principal Strategies	A - "Right-size" College operations to enrollment/finance and "work smarter" improving efficiencies across functional areas		B - Reconfigure organizational structure - faculty and staff size matches instructional, operational and strategic needs	
Initiatives	<i>i. Program analysis and realignment to fit within workforce needs and student desires</i>	<i>ii. Identify additional operational efficiencies leading to reduced costs</i>	<i>i. Develop and map out College Navigator/ Onboarding restructuring proposal</i>	<i>ii. Create more nimble staffing pattern, leveraging strengths and contribute talents in new ways</i>
	<i>iii. Analysis of administrative, campus and support operations leading to increased efficiencies</i>	<i>iv. Explore more cost-effective solutions related to printing</i>		
	C - Develop prior learning assessment framework and process		D - New revenue streams to support mission and student experience	
Initiatives	<i>i. Assess cost-benefits of adopting prior learning assessment framework for students and college</i>	<i>ii. If feasible, develop prior learning assessment implementation plan, process and policy.</i>	<i>i. Partner with NCCC Foundation and NCCC Association to develop strategies to diversify funding to support mission of the College.</i>	<i>ii. Assess need and funding to support grant writer position.</i>
			<i>iii. Explore opportunities to strengthen the Board of Trustees and the Foundation Board in their fundraising capacities, including collaborative fundraising efforts.</i>	
Related Institutional Goals	#1	#2	#3	
Related Principal Strategies	<i>A. Faculty and Staff Professional Development</i>	<i>A. Student Success Initiatives (onboarding, earlier advisement, advising infographics)</i>	<i>A. Expand K-12 and Higher Ed partnerships</i>	
	<i>B. New Academic Programs and Certificates</i>	<i>B. Revitalize First-Year Seminar</i>	<i>C. Expand Partnership with St. Regis Mohawk Tribe)</i>	
	<i>C. Enhancing Existing Academic Programs and Certificates</i>	<i>C. College-wide Diversity Commitments</i>	<i>D. Expand workforce development and continuing education activities</i>	