



Strategic Plan

2025-2030



Jefferson

COMMUNITY COLLEGE
STATE UNIVERSITY OF NEW YORK

Table of Contents

Message from Strategic Planning Committee Co-Facilitators	1
Message from Board Chair	2
Message from President	3
Accomplishments from Last Strategic Plan	4
Strategic Planning Committee	6
Mission & Vision Statements	7
Institutional Values	8
Commitment to Our Students	9
Value Statement	10
Strategic Framework	11
Strategic Pillars	12
Pillar 1: Student Experience	13
Pillar 2: Innovative Teaching, Learning, and Pathways	14
Pillar 3: Community Partnerships	15
Pillar 4: Employee Development	16
Pillar 5: Institutional Sustainability and Effectiveness	17
Moving Forward	18
Cabinet Members and Trustees	19

Message from the Strategic Planning Committee Co-Facilitators

When the College began the journey of developing a new Strategic Plan in summer 2024, our goal was clear. We wanted this plan to represent the voices of the entire Jefferson community. The 2025-2030 Strategic Plan reflects more than fifteen months of collaborative work. From retreats with Cabinet, Leadership, and the Board of Trustees, to campus-wide surveys and focus groups, to open forums where draft ideas were discussed and refined, every step was guided by input from across our College.

Nearly sixty colleagues served on planning workgroups, and countless others shared their perspectives throughout the process. The Strategic Planning Committee, Cabinet, and Board of Trustees provided continuous guidance and support. We extend our gratitude to every student, faculty member, staff member, and community partner who contributed their time and ideas.

From the beginning, the Committee was committed to ensuring that the planning process was collaborative, inclusive, and transparent. The resulting plan is stronger because it was built with participation from across all levels of the College and reflects our collective vision for the future.

This roadmap will guide Jefferson in serving students, strengthening the institution, and supporting our region in the years ahead. Grounded in shared values and informed by broad engagement, the plan positions Jefferson to navigate the challenges of higher education while pursuing new opportunities for growth and innovation.

Thank you again to everyone who invested in our next Strategic Plan.

Dawn Bartlett & Larry Danforth

Strategic Planning Committee Co-Facilitators

Message from the Board Chair



Dear Jefferson Community,

On behalf of the Board of Trustees, it is my honor to share with you Jefferson Community College's 2025–2030 Strategic Plan. This plan reflects not only the vision and leadership of our administration, faculty and staff, but also the voices of students and community partners who contributed their time, ideas, and energy to shaping Jefferson's future.

The Board of Trustees is deeply proud of the College's role as both an educational institution and a cornerstone of the North Country. We know that Jefferson changes lives by creating opportunities, building partnerships, and preparing students to thrive in an ever-changing world. This plan strengthens that mission and positions Jefferson to remain a leader in accessible, innovative, and student-focused education.

Our strategic pillars Student Experience, Innovative Teaching, Learning, and Pathways, Community Partnerships, Employee Development, and Institutional Sustainability and Effectiveness represent not just goals, but commitments. They reflect Jefferson's responsibility to ensure

that every student who walks through our doors finds the support, opportunity, and encouragement to achieve success.

The Board fully supports this Strategic Plan and is committed to working alongside President Dupee, the College's faculty and staff, and our community partners to bring it to life. Together, we will ensure that Jefferson Community College continues to thrive and remains a vital source of strength and opportunity for the North Country.

With gratitude,

David Males

Chair, Board of Trustees, Jefferson Community College

Message from the President



Dear Jefferson Community,

It is with great pride and optimism that I present Jefferson Community College's 2025–2030 Strategic Plan. This plan reflects the dedication, vision, and collaboration of our faculty, staff, students, and community partners. Together, we have charted a course that builds on Jefferson's legacy while embracing the opportunities and challenges of a rapidly changing world.

At Jefferson, we believe education transforms lives. Our mission to Educate, Inspire, and Empower guides every decision we make and every relationship we build. This plan reaffirms that commitment by placing students at the center of all we do, investing in innovative teaching and learning, strengthening our community partnerships, supporting the growth of our employees, and ensuring the long-term sustainability of the College.

The five strategic pillars outlined in this plan; Student Experience, Innovative Teaching, Learning, & Pathways, Community Partnerships, Employee Development, and Institutional Sustainability and Effectiveness, are more than aspirations. They are a call to action.

Each represents our responsibility to serve students today while preparing for the needs of tomorrow.

Jefferson has always been more than a place of learning; we are a cornerstone of the North Country. Our impact reaches beyond classrooms into families, businesses, and communities across the region. We are a community, and we are Jefferson, connected by a shared purpose to foster opportunity, strengthen lives, and build a stronger future together.

As we look ahead to 2030, I am confident that Jefferson will continue to thrive, not just because of this plan, but because of the people who bring it to life every day. I am deeply grateful to all who contributed their ideas, energy, and commitment to shaping our future together.

With great anticipation for the work ahead,

Daniel J. Dupee II, Ed.D.

President, Jefferson Community College

Accomplishments from Last Strategic Plan

Due to the work completed as part of the 2020-2025 Strategic Plan, Jefferson has achieved measurable gains in student success.

Graduation Rate

The fall 2022 cohort of new, full-time students achieved a **33.3%** graduation rate – highest in more than **20 years**.

(BASELINE: 28%, FALL 2017 COHORT)

Developmental Course Need

Only **35%** of fall 2024 incoming students required developmental coursework – a major improvement.

(BASELINE: 59%, FALL 2018 COHORT)

24-Credit Momentum

In 2024, **31%** of all incoming students completed at least **24 credits** in their first year – a key indicator of on-time graduation.

(BASELINE: 22%, FALL 2018 COHORT)

Employed Graduates

According to the 2024 Graduate Survey, **86%** of respondents were employed within six months of graduation.

(BASELINE: 64%, 2017 GRADUATE SURVEY)



Guided Pathways

Streamlined program offerings, identified gateway courses, and established clear semester-by-semester pathways to graduation.



New Student Experience

Introduced a required College Foundations course, launched Cannoneer Kickoff, and enhanced Online Orientation.



Reorganization

Completed an organizational study and revised the reporting structure to improve efficiency.



Academic Advising

Clarified advising processes, implemented an early alert system, and developed comprehensive advising resource materials.



Community Partnerships

Expanded workforce training with 30+ employer partners and increased internship host sites to 56 employers.



Professional Development

Delivered training for emergency remote teaching during COVID-19 and expanded PD opportunities in technology, equity, and instructional design.



Institutional Sustainability

Developed a Strategic Enrollment Management Plan, added a new turf field, and launched an e-sports program.



Microcredentials

Introduced 14 microcredentials to provide stackable, career-focused certifications in condensed formats.

Strategic Planning Committee

- ★ Dr. Rabab Aoun
- ★ Dawn Bartlett
- ★ Eric Carden
- ★ Katie Corbin
- ★ Larry Danforth
- ★ Jack Donato
- ★ Dr. Daniel Dupee
- ★ Jerilyn Fairman
- ★ Emmanuel Garrick
- ★ Matt Gorman
- ★ Tim Grosse
- ★ Paul Keller
- ★ David Males
- ★ Bill McMahon
- ★ Amy O'Donnell
- ★ Monica Papagni
- ★ Hannah Pentoney
- ★ Sidney Pond
- ★ Dr. Megan Stadler
- ★ Donna Stevenson
- ★ Gabrielle Thompson

MISSION

Educate. Inspire. Empower.

Our mission captures the essence of Jefferson's purpose: to educate students for today's opportunities, to inspire lifelong curiosity and ambition, and to empower individuals and communities to achieve their full potential.

VISION

Jefferson Community College delivers exceptional value through innovative, accessible education, fostering success and empowering our students and communities for the future.

This vision speaks to Jefferson's role not only as an academic institution, but also as a community partner, economic driver, and cultural hub. We envision a future where education transforms individual lives while contributing to the vitality of the entire region.



Institutional Values

Our values represent the shared commitments and beliefs that define Jefferson's culture. They guide how we work, how we serve, and how we strive to make a lasting impact on our students and our region.

- I** **Inclusion**
Creating a welcoming, accessible, and affordable learning environment for all.
- N** **Nurture**
Supporting growth with empathy and integrity through mentorship and guidance.
- S** **Success**
Fostering an environment for personal growth, academic achievement, and professional development.
- P** **Partnership**
Building strong connections with businesses, organizations, and our local communities.
- I** **Innovation**
Encouraging creative thinking, adaptability, and the use of emerging technologies to enhance educational opportunities.
- R** **Resilience**
Promoting the ability to overcome challenges and adapt to change.
- E** **Education**
Equipping all with the tools and confidence to achieve their full potential.

Commitment to Our Students

Jefferson Community College provides a quality education exemplified by an empowering and transformative student experience. That student experience is characterized by:

- ★ An academically challenging education that fosters intellectual curiosity, leadership skills, and lifelong learning;
- ★ Innovative teaching practices and an enriching curriculum emphasizing a balance between transfer- and career-focused education;
- ★ Flexible and accessible programs and services that promote equitable outcomes for all students; and
- ★ A sense of belonging created through inspiring and encouraging relationships with faculty, staff, and other students.

Jefferson Community College faculty, staff, and administration support this commitment with:

- ★ A student-ready institution with clear pathways to meet students' diverse goals, whether they be short-term credentials, a degree, or transfer opportunities;
- ★ Welcoming and personalized campus services that are easy to navigate and empower students, particularly in enrollment, financial aid, and academic advising;
- ★ A comprehensive orientation and new student experience that provide all students with financial and information literacy and the ability to effectively use technology; and
- ★ A commitment to equity including an inclusive community that challenges students to grow beyond their comfort zones within a safe environment.

Value Proposition Statement

Jefferson Community College empowers students to achieve academic and career success through high-quality, affordable education that builds a strong foundation for lifelong learning and upward mobility. By offering accessible pathways to bachelor's degrees, workforce programs with competitive earning potential, and substantial cost savings, Jefferson delivers exceptional value for students seeking a smart start to their futures.

A

Affordability

A high-quality education at a fraction of the cost of four-year institutions, reducing student debt and increasing economic mobility.

C C

Community Connection

As an anchor institution, Jefferson strengthens the regional workforce, enriches the local culture, and drives economic growth.

E

Excellence

Rigorous academics, caring faculty, and relevant workforce programs prepare students for both immediate employment and continued education.

S S

Student Success

At Jefferson, every student is known, supported, and encouraged to reach their full potential.

In short, Jefferson Community College provides ACCESS to flexible programs, multiple instructional modalities, and comprehensive student support, making higher education attainable for all learners, transforming lives and strengthening communities.



Strategic Framework

The 2025-2030 Strategic Plan recognizes the opportunities and challenges of higher education today: demographic shifts, evolving workforce needs, technological advancements, and the imperative of equity and inclusion.

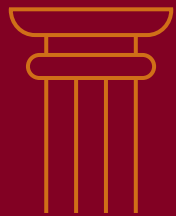
The framework reflects Jefferson's responsibility to deliver a high-quality, student-centered education while strengthening the economic and cultural vitality of our region. The Plan is organized around five strategic pillars and goals, each designed to advance our mission while responding to current realities and positioning Jefferson for long-term sustainability.

Strategic Pillars

PILLAR

1

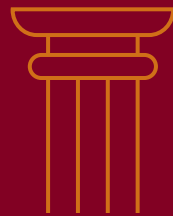
Student Experience



PILLAR

2

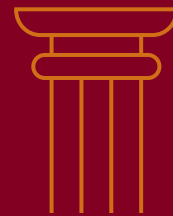
Innovative Teaching, Learning, and Pathways



PILLAR

3

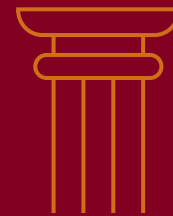
Community Partnerships



PILLAR

4

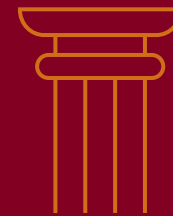
Employee Development



PILLAR

5

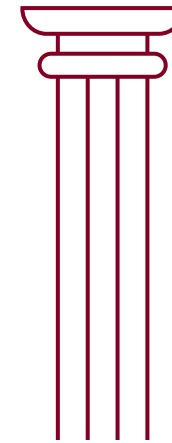
Institutional Sustainability and Effectiveness



Student Experience

PILLAR

1



The foundation of Jefferson’s mission is student success. Students today face multiple barriers, financial pressures, family obligations, and the lingering effects of disrupted learning. By prioritizing the student experience, Jefferson affirms that education must extend beyond the classroom. Holistic support, belonging, and equitable access to resources ensure that every student has a fair opportunity to succeed and thrive.

GOAL

Empower every student to succeed.

STRATEGY 1.1

Amplify student support initiatives to better prepare students for academic success.

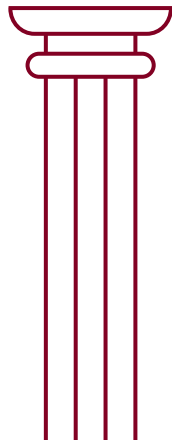
STRATEGY 1.2

Ensure proactive, equitable, and holistic support services for students.

Innovative Teaching, Learning and Pathways

PILLAR

2



The world of work is changing rapidly, and education must evolve with it. Employers increasingly expect graduates who possess both academic knowledge and practical, adaptable skills. This pillar ensures Jefferson provides innovative teaching strategies, flexible learning modalities, and clear pathways that connect students to further education or meaningful employment. It underscores our responsibility to be forward-thinking and responsive to the needs of students and the workforce.

GOAL

Deliver innovative, equitable, and student-focused educational experiences.

STRATEGY 2.1

Enhance the student experience across instructional modalities.

STRATEGY 2.2

Embed professional skills in academic and co-curricular programming to prepare students for post-graduation success.

STRATEGY 2.3

Enhance and expand seamless transfer pathways that incentivize students to continue their education.

Community Partnerships

PILLAR

3



Jefferson is not only an educational institution but also a community anchor. By strengthening relationships with schools, businesses, and local organizations, the College aligns its programming with real regional needs. This pillar emphasizes our role as an economic driver, cultural partner, and civic collaborator. Strong partnerships extend the reach of the College, reinforce the value of education, and create opportunities that benefit both students and the broader community.

GOAL

Ensure College programming aligns with student and community needs.

STRATEGY 3.1

Strengthen employer and local collaboration and respond to emerging workforce needs.

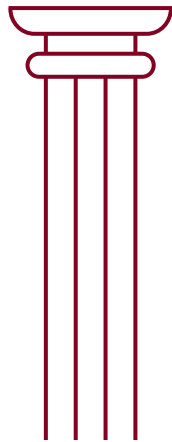
STRATEGY 3.2

Expand the College's visibility in the community.

Employee Development

PILLAR

4



The student experience is built on the commitment and expertise of Jefferson's faculty and staff. Supporting professional growth, fostering collaboration, and building inclusivity are essential to sustaining excellence. This pillar recognizes that employees must be equipped with the tools and training needed to adapt to emerging technologies, new pedagogies, and evolving student needs. When employees thrive, so do students.

GOAL

Develop and retain a skilled, inclusive, and collaborative workforce.

STRATEGY 4.1

Invest in student-centered professional development to enhance faculty and staff expertise.

STRATEGY 4.2

Prepare employees to effectively apply emerging technologies in their campus roles.

Institutional Sustainability and Effectiveness

PILLAR

5



Jefferson's ability to serve students depends on financial stability and operational strength. With fluctuating enrollments and shifting state and federal funding models, higher education institutions must plan carefully to ensure long-term sustainability. This pillar reflects Jefferson's commitment to efficiency, fiscal responsibility, and continuous improvement. By maintaining strong systems and resources, the College ensures that it can fulfill its mission well into the future.

GOAL

Improve institutional effectiveness to ensure sustainability.

STRATEGY 5.1

Design and implement a blueprint to stabilize student enrollment.

STRATEGY 5.2

Secure financial sustainability.

STRATEGY 5.3

Build consistent assessment practices to continuously improve organizational efficiency.

Moving Forward

The Jefferson Community College 2025-2030 Strategic Plan builds on our legacy while charting a bold course for the future. It is both aspirational and practical, designed to inspire progress while guiding everyday decision-making.

The Plan is a living document that will be operationalized by developing initiatives in support of each goal. Owners will be assigned to initiatives based on alignment with their current roles to ensure accountability. Departmental plans will cascade to maximize impact. Cabinet will monitor, assess, and update initiatives during the annual planning cycle.

Planning on an annual basis, with continuous adjustment, will allow us to focus on gaps in our goal achievement and shift to address disruptions or trends that make change important. As we measure progress and adapt to change, the Plan will remain focused on what matters most: students, community, and mission.

JCC President and Cabinet Members 2024-2025

- Dr. Daniel Dupee
- Benjamin Foster
- Jerilyn Fairman
- Michaela Frederick
- Paul Keller
- Margaret LaVancha
- Gillian Maitland
- Sidney Pond
- Dr. Megan Stadler
- Donna Stevenson
- Gabrielle Thompson

JCC Board of Trustees 2024-2025

- David Males, Chair
- Cindy Intschert, Vice Chair
- Genesis Crice, Student Trustee
- Maureen Aiken
- Michael Crowley
- Damon Draught
- Elizabeth Fipps
- Judith Gentner
- Nathan Hunter
- Stephen Todd



Jefferson Community College was chartered in 1961 and was initially accredited in 1969 by the Middle States Commission on Higher Education (MSCHE), 1007 North Orange Street, 4th Floor, MB #166, Wilmington, DE 19801, 267-284-5011. The College's accreditation was reaffirmed by MSCHE on June 27, 2024. www.msche.org.



In addition to its MSCHE accreditation, the College is accredited by the Accreditation Commission for Education in Nursing (ACEN), 3343 Peachtree Road NE Suite 850, Atlanta, GA 30326, 404-975-5000. www.acenursing.org.

