



2018-2023 Strategic Plan

A Message from the President

On behalf of White Mountains Community College (WMCC) and the many communities we serve, I am pleased to share the 2018-2023 Strategic Plan.

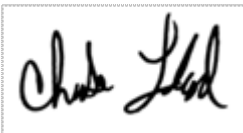
This important document reflects the best thinking of our Advisory Board, our faculty and staff, our administration, our students, our communities, and our partners and policy makers across the state. The Plan derives from an extensive outreach effort rooted in a strategy of community engagement involving several years of meetings, focus groups, and feedback solicitations.

Over the past couple of years, our constituents throughout the North Country have shared narratives of their experiences, their needs, their challenges, their successes, and their aspirations for the future, including those for WMCC, its communities, the Community College System of New Hampshire (CCSNH), and the state. Students are our focus. We are proud of the thousands of students who benefit from our caring faculty and staff, as well as from our thoughtfully conceived and delivered education and services. We appreciate the dedication of our communities' leaders, who support our mission and affirm our relevance.

Across the country, leaders recognize the essential role of community colleges in creating a viable workforce, enhancing social mobility while ensuring financial stability. We have heard this message in New Hampshire: stories of how our partnerships have built businesses and local economies, of how our students have left the institution to become leaders in the communities they serve.

The challenges of higher education demand that we grow and adapt to the changes ahead, that we deconstruct and modify old models and develop new ones to reach our collective goals. This Plan is our roadmap to the future. Our desire to enhance student success drives our will to implement bold, forward-looking strategies.

I want to thank the hundreds of people across the State of New Hampshire who contributed to this Plan. You shared your stories of pride and success, of challenges and achievements. As importantly, you shared your dreams for the future. Your stories and aspirations are the foundation for this important work.

A handwritten signature in black ink, reading "Charles R. Lloyd". The signature is written in a cursive, flowing style. The first name "Charles" is written in a larger, more prominent script, and the last name "Lloyd" follows in a similar but slightly smaller script. The signature is contained within a thin black rectangular border.

Charles R. Lloyd, Ed.D.

President

Mission

White Mountains Community College is a comprehensive, student-centered academic institution that provides opportunities for educational and career mobility while sustaining community development.

Vision

White Mountains Community College will excel as a sustainable educational and community resource for the North Country. Our vision is to be the region's first choice for accessible, high-quality education that provides direction and opportunity for those seeking a new path: a change in career, proficiency in a trade, or an opportunity for transfer to a four-year institution of higher education.

Community College System of NH Mission Statement

The Community College System of New Hampshire will provide comprehensive, market-driven, accessible, quality programs of higher education and services that respond to the needs of students, businesses, and communities.

CCSNH Strategic Goals

The Board of Trustees has approved the following strategic goals as a means to achieve CCSNH's vision:

- Increase enrollment across New Hampshire's community colleges
- Foster an environment in which CCSNH is an employer of choice that works to improve employee engagement
- Improve CCSNH's net revenue and financial sustainability, as well as its overall financial and budget processes
- Use technology to expand credit transfer and course sharing among the seven colleges
- Address the unique needs of its rural colleges and communities
- Serve as a strong bridge for pathways from high schools to four-year institutions to employment with a focus on STEM and high-demand careers
- Advance efforts at data collection, analysis, and communication to attain strategic goals

Process

Our Strategic Plan reflects our commitment to the region, our goal to offer excellent services to our students, and our passion to provide quality education, all of which are driven by industry and state needs. Through a campus-wide initiative, with feedback from faculty and staff, members of the Strategic Planning Committee have developed this Strategic Plan. Five committees, one for each of the primary pillars of the Plan, will oversee and monitor its progress.

Members of the Strategic Planning Committee

John Holt, Department Chair for STEM Programs

Suzanne Wasileski, Institutional Researcher

Kristen Miller, Associate Vice President of Academic Affairs

Fran Rancourt, Vice President of Academic Affairs

Laura Cleaves, Registrar

Jessica Hill, Senior Accounting Technician

Jennifer DeMoras, Program Coordinator for Accounting and Business

Debora Beck, Assistant Director of Financial Aid

Tamara Roberge, Project Manager

Chuck Lloyd, President

The Pillars Explained

There are five pillars to the Strategic Plan that serve as guiding principles for WMCC. These pillars are specifically designed to foster student success, which we believe will promote organizational sustainability, an overarching theme of our Strategic Plan.

Pillar I: Access

As the only institution of higher education in New Hampshire's North Country, WMCC offers an entry point into higher education for recent high-school graduates in Coos, Carroll, and Grafton Counties, as well as for students in northern Vermont and Maine. WMCC likewise meets the needs of adult learners residing in northern regions of the three states. We strive to expand access to higher education for all North Country residents, including those with minimal economic resources and those who represent first-generation college students.

Goal: To address the unique needs of rural communities, providing high-quality education through strategic program offerings and increased use of technology.

Key Strategies:

- A. Satellite locations - Establish and maintain an intentional program mixture and sustainable plan for the locations in both Littleton and North Conway.
- B. Scheduling - Revise the scheduling process with a particular focus on maximizing access for students, traditional and non-traditional, at all three locations and online.
- C. High School Partnerships - Expand early credit opportunities through Running Start, Early College and articulation, and other partnerships that engage students with the College.
- D. Lifelong Learning - Expand access to both credit and non-credit offerings for career advancement and enrichment.

Key Performance Indicators: Increased college-going rates in the surrounding counties (NH DoE data); improved CCSNH indices for 65x25; increased Running Start conversions; increased Early College participation.

Timeline: Annual and Ongoing.

Pillar II: Pathways

WMCC is committed to strengthening pathways for student success. By mapping processes and academic programs for students, all faculty and staff will be able to assist students in reaching their goals. WMCC will align student outcomes and assessments within each department and track student progress using frequent feedback.

Goal: To provide clear pathways for students seeking academic and career success.

Key Strategies:

- A. Mapping - Map all programs and certificates to streamline and provide clarity for student academic pathways, an effort that aligns with the 15-to-Finish initiative.
- B. Integrate Technology – Utilize new and existing technology and timely data to support student success and completion: Canvas, SIS, EAB Navigate, and Degree Works.
- C. Purpose First - Avail students of career advising and college-success strategies early in their college career through, for example, Career Coach and Ethnography of Work.
- D. Completion - Cultivate and clarify transfer agreements with four-year institutions and likewise cultivate industry partnerships to expand advisory activity, to establish apprenticeships, and to engage in other agreements.
- E. Onboarding - Review and streamline the advising and course-registration process through the College Access Navigator grant.

Key Performance Indicators: Increased rates in graduation, retention, and persistence, as well as increased rates in transfer to and completion at four-year institutions (CCA indices); decreased “summer melt”; strong technology-usage reports indicating faculty/staff/student adoption; increased number of articulation agreements with both high schools and four-year institutions.

Timeline: Annual attainment assessment.

Pillar III: Communication

WMCC will use a systems-based approach to improve communication among all members of the WMCC community. By mapping processes, WMCC plans to clarify and increase communication both internally and externally. Internally, enhanced communication with offices, faculty, staff, and students is critical to our success. Externally, growth in communication is vital to maintain current partnerships and to develop new ones. Such growth is also vital in our efforts to support WMCC's mission. WMCC will continue to improve its processes and procedures to enhance communication.

Goal: To increase internal and external communication so that key constituents acquire pertinent information for advocacy and efficient action.

Key Strategies:

- A. Internal Communication - Host monthly "Campus Conversations" and assess the effectiveness of meetings, emails, newsletters, and the like in disseminating information and getting members involved.
- B. External Communication - Improve communication channels with alumni and external "friends of the College" to highlight press releases, news, and events, and to maintain enduring relationships.
- C. Marketing - Maximize our efforts and resources to promote our brand and to recruit students and industry partners in existing and new markets.

Key Performance Indicators: Increased community awareness of events at WMCC; increased collaboration and joint planning of these events; and increased participation and attendance at them. In addition, increased frequency of contact with alumni and friends, and consistency in committee meetings.

Timeline: Monthly and ongoing.

Pillar IV: Sustainability

With an ever-changing academic landscape, WMCC must maintain a balance between financial accountability and academic integrity. While protecting the latter, the College must remain adaptable, providing educational opportunities in accordance with the changing times while remaining true to its mission. Future planning based on quality decision making is essential for the College and the greater community.

Goal: To sustain long-term financial viability and academic success.

Key Strategies:

- A. Educational Quality - Use data-driven decision-making and program reviews, along with active Advisory Boards, to improve the quality of WMCC's educational product.
- B. Fiscal Responsibility - Improve planning and budgeting processes to support long-term financial stability.
- C. Alumni - Connect with and involve alumni in an effort to collect data and garner support.
- D. Diversify Funding - Explore opportunities for new funding, such as grants, fundraising, and non-credit programming.
- E. Data-driven Decisions - Increase the regularity and depth of data collection and use that data to inform decisions.

Key Performance Indicators: Measurable achievement of defined academic program outcomes; increased institutional knowledge of alumni outcomes; improved measures of financial stability; increased number of grant applications; increased income from grants and fundraising; increased CE/CEU enrollment.

Timeline: Ongoing and evaluated each semester.

Pillar V: Community

WMCC has been part of the White Mountains region for over fifty years. We take seriously our role as a vital resource for the community and the regional economy. We embrace our heritage and understand the unique natural resources that surround us. Our faculty, staff, and students will stay connected to the local community, contributing to North Country's growth and realization of its full potential.

Goal: To respond to the ever-changing needs of our faculty, staff, and students, as well as those of local industry and community partners.

Key Strategies:

- A. Partnerships - Create and expand relationships with industry partners.
- B. Economic Development – Engage actively in discussions concerning local and state policy and support workforce development efforts.
- C. Student Engagement - Provide opportunities for students to engage with faculty, staff, the community, as well as future students.
- D. Employee Engagement - Provide opportunities for collaboration, recognition, and pride-enhancing initiatives.

Key Performance Indicators: Improved quality and quantity of relationships with stakeholders; quick response to partnership opportunities; improved scores on *Great Colleges to Work For* survey; improved CCSSE scores; positive social mobility for graduates; decreased regional unemployment and poverty.

Timeline: Annual evaluation and review with the College Advisory Board.