

# LAKES REGION COMMUNITY COLLEGE

Website: [www.lrcc.edu](http://www.lrcc.edu)

## Strategic Plan 2018-2021



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# Executive Summary

The Strategic Plan is centered around 6 strategic objectives which frame the College's activities and align to our mission and vision. The Strategic Objectives are:

- ◇ Increase Enrollment
- ◇ Build Partnerships with the Community
- ◇ Improve Revenue and Sustainability
- ◇ Enhance the Quality of Academic Programs
- ◇ Improve/Enhance the Student Experience
- ◇ Create an Environment of Collaborative Planning, Effective Communication and Operational Transparency





# LRCC Spotlight

## Who are we?

Lakes Region Community College is a rural, non-profit, public, two-year institution located in Laconia, NH. The College takes its name from its beautiful region which is home to several lakes including New Hampshire's largest lake, Lake Winnepesaukee. LRCC is one of seven community colleges making up the Community College System of New Hampshire (CCSNH).

We enroll approximately 1200 students per year in credit, non-credit and workforce training programs. As a comprehensive community college with a technical history, we offer a variety of educational options from transfer-friendly programs in Liberal Arts and Business to technical degrees in Nursing, Fire Science, Automotive Technology and Culinary Arts. We are one of seven community colleges in the State and one of only two which offer housing. Residential students not only have the Lakes Region as their backyard, but also experience college life in furnished apartments just one mile from campus.



# Mission and Values

## LRCC Mission

Lakes Region Community College provides a dynamic, community-based, high-quality learning environment, delivering a personalized education experience that prepares learners for success.

## LRCC Vision

Lakes Region CC will continue its development as a learning-centered institution, characterized by innovation, responsiveness, flexibility, caring, collegiality, accountability and educational excellence.

## CCSNH Mission

Our purpose is to provide residents with affordable, accessible education and training that aligns with the needs of New Hampshire's businesses and communities, delivered through an innovative, efficient and collaborative system of colleges. CCSNH is dedicated to the educational, professional and personal success of its students; a skilled workforce for our state's businesses; and a strong New Hampshire economy.

## CCSNH Vision

65 by 25: To maintain New Hampshire's positive economic indicators, including low unemployment and high per capita income, NH will need 65 percent of adults with education beyond high school. CCSNH is committed to achieving this vision by 2025.

## LRCC / CCSNH Strategic Goal Alignment

Increase Enrollment

Increase enrollment across NH's community colleges

Build Partnerships with the Community

Serve as a strong bridge for pathways from high schools and to 4-year institutions and employment with a focus on STEM and high demand careers

Improve Revenue and Sustainability

Improve CCSNH's net revenue and financial sustainability, as well as overall financial and budget processes

Enhance the Quality of Academic Programs

Serve as a strong bridge for pathways from high schools and to 4-year institutions and employment with a focus on STEM and high demand careers

Improve/Enhance the Student Experience

Address the unique needs of our rural colleges and communities

Create an Environment of Collaborative Planning, Effective Communication and Operational Transparency

Foster an environment where CCSNH is an employer of choice and works to continuously improve employee engagement

## Goal: Increase Enrollment

Strategic Initiative	Deliverable Status
<ol style="list-style-type: none"> <li>1. Improve Strategic Recruitment               <ol style="list-style-type: none"> <li>a. Develop recruitment and marketing plan</li> <li>b. Improve data-driven marketing</li> <li>c. Explore organizational structure in recruitment</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>a. <i>Strategic Enrollment Management Plan completed Feb. 2019. Currently being implemented.</i></li> <li>b. <i>In progress.</i></li> <li>c. <i>Review completed. Hired FT recruiter.</i></li> </ol>
<ol style="list-style-type: none"> <li>2. Improve Student Onboarding and Retention               <ol style="list-style-type: none"> <li>a. Create Student Advising Center</li> <li>b. Annual review of Orientation programming</li> <li>c. Develop program mapping for part-time students</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>a. <i>In progress. Redesigning student support to include: tutoring, support services, library and career planning.</i></li> <li>b. <i>Ongoing.</i></li> <li>c. <i>AY 19-20 goal.</i></li> </ol>
<ol style="list-style-type: none"> <li>3. Create pathways from high school to 4-yr institutions</li> </ol>	<ol style="list-style-type: none"> <li>a. <i>Attempt at establishing pathway with Laconia High School and Plymouth State University unsuccessful. Intend to revisit in AY 20-21. Dual enrollment (Running Start and Early College) continue to grow.</i></li> </ol>





## Strategic Goal 2:

### Goal: Build Partnerships with the Community

Strategic Initiative	Deliverable Status
1. Improve Relationships with College Alumni a. Establish Alumni Affairs Office	<i>a. Postponed.</i>
2. Strengthen Connection with Businesses and Industry a. Enhance role of College Advisory Board in advocacy b. Improve business and industry presence on program advisory boards	<i>a. In progress. 4 new CAB members. Adoption of by-laws and new subcommittees.</i> <i>b. Program advisory board membership review is ongoing.</i>
3. Increase Presence and Visibility in the Community a. Establish Community Relations Committee b. Increase the number of community events on campus.	<i>a. Completed and functioning.</i> <i>b. Facilities rentals requests by outside parties have increased dramatically since 2018.</i>





## Goal: Improve Revenue and Sustainability

Strategic Initiative	Deliverable Status
<ol style="list-style-type: none"> <li>1. Increase Revenue Streams               <ol style="list-style-type: none"> <li>a. Increase number of residential students</li> <li>b. Increase workforce development revenue</li> <li>c. Increase awareness of grant opportunities</li> <li>d. Increase off-campus revenue sources</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>a. <i>Did not meet Fall 19 target.</i></li> <li>b. <i>Worked to detangle revenue lines. Second half of 2019 showed increase in revenue as well as new energy grants.</i></li> <li>c. <i>Continuing to apply for grants. Awarded NBRC and two energy grants, Workforce Energy Training grant from NH Charitable Foundation and Rural Energy for America Program.</i></li> <li>d. <i>Ongoing</i></li> </ol>
<ol style="list-style-type: none"> <li>2. Explore Savings Options               <ol style="list-style-type: none"> <li>a. Explore shared services within CCSNH</li> <li>b. Reduce Energy costs</li> <li>c. Examine all current rental agreements for cost savings</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>a. <i>Ongoing.</i></li> <li>b. <i>Ongoing. Switch to natural gas completed in 2020.</i></li> <li>c. <i>Eliminated CSV lease and phased out 4<sup>th</sup> floor of housing lease.</i></li> </ol>



## Strategic Goal 4:

### Goal: Enhance Quality of Academic Programs

Strategic Initiative	Deliverable Status
<ol style="list-style-type: none"> <li>1. Improve Assessment               <ol style="list-style-type: none"> <li>a. Complete Program Reviews for each academic program</li> <li>b. Review and revision (as needed) of program outcomes</li> <li>c. Comprehensive review of academic assessment measures/activities</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>a. <i>Completed. Each on a 3-yr cycle.</i></li> <li>b. <i>In progress. Implementing electronic tracking of program outcomes via LMS.</i></li> <li>c. <i>Standardizing process across curriculum.</i></li> </ol>





## Goal: Improve the Student Experience

Strategic Initiative	Deliverable Status
1. Improve Student Services a. Develop a One-Stop Model	<i>a. One-Stop opened in 2018. Staff development and cross-training is ongoing.</i>
2. Improve Student-oriented Technology a. Research an LRCC phone application b. Enhance instructor usage of Learning Management System	<i>a. Delayed</i>  <i>FY 19 \$14K investment in library technology. FY 20 \$40K investment in classrooms</i>  <i>b. Prior to COVID-19 all faculty expected to utilize LMS for grading. Post COVID-19, 95% adoption.</i>
3. Increase Student Opportunities on campus a. Increase participation in clubs, activities and community service opportunities.	<i>a. Ongoing</i>





## Goal: Create an Environment of Collaborative Planning, Effective Communication and Operational Transparency

Strategic Initiative	Deliverable Status
<ol style="list-style-type: none"> <li>1. Establish Operational Procedures and Communication <ol style="list-style-type: none"> <li>a. Create operational manuals for each administrative area</li> <li>b. Develop an Internal Communication Plan</li> <li>c. Develop an External Communication Plan</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>a. <i>In progress</i></li> <li>b. <i>In progress.</i></li> <li>c. <i>In progress.</i></li> </ol>
<ol style="list-style-type: none"> <li>2. Improve Data Collection, Utilization and Access across the College <ol style="list-style-type: none"> <li>a. Survey data needs by LRCC employees</li> <li>b. Provide access to basic data to broader campus community</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>a. <i>Working with WMCC on IR needs</i></li> <li>b. <i>Technology Committee survey in development employees and students. Data used to provide CLT direction for potential investments.</i></li> <li>c. <i>Democratizing data access. Since 2018, employees have much more access to data through a variety of software tools (Veera Bridge, Navigate and Target X (expected 2021))</i></li> </ol>
<ol style="list-style-type: none"> <li>3. Develop, Implement and Publish a Comprehensive List of Plans <ol style="list-style-type: none"> <li>a. Review College Mission Statement</li> <li>b. Develop an Academic Plan</li> <li>c. Develop a Master Plan</li> <li>d. Develop a Technology Plan</li> <li>e. Develop a Human Resources Plan</li> <li>f. Develop a Financial Plan</li> <li>g. Develop a Library Plan</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>a. <i>Completed Spring 2019.</i></li> <li>b. <i>Being implemented.</i></li> <li>c. <i>Capital budget expected to fund master plan in 2020.</i></li> <li>d. <i>Completed and approved (2018).</i></li> <li>e. <i>On hold.</i></li> <li>f. <i>First Draft of 5-year plan completed.</i></li> <li>g. <i>In progress.</i></li> </ol>

