



2021-2024 Strategic Plan





Hello.

Lakes Region Community College is a small, public, comprehensive community college focused on advancing the success of our students and the economic prosperity of our region.

We are located in a region of immense natural beauty, nestled among the mountains and lakes of the Lakes Region of New Hampshire. Yet, it is our people who truly distinguish us. Our faculty and staff firmly believe that our work has the power to transform lives. For that reason, representatives from all areas of the college came together for over a year to work on our latest Strategic Plan. This document is both actionable and aspirational and will be our road map for the next three years.

The 2021 -24 Strategic Plan coincides with a new shared governance structure. These new priorities and mechanism for implementation provide us with fitting opportunity to continue our work helping students reach their goals and adding to the socio-economic progress of the communities we serve. I am excited to be part of this journey, and look forward to seeing the outcomes of everyone's hard work.

Cordially,

A blue ink handwritten signature, appearing to read "Larissa R. Baia", written in a cursive style.

Larissa R. Baia
President





OUR VISION

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



OUR MISSION

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

STRATEGIC PLANNING COMMITTEE

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Patrick Cate, Vice President
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Larissa Baia, President



Goal 1: Conduct modern and unique programs that meet the needs of our communities.

OBJECTIVE 1: Deliver an innovative teaching and learning environment.

1. Increase the number of professional development offerings targeting pedagogical innovation and improvements in student completion.
2. Fund small innovation grants for faculty and staff aimed at enhancing program development and student success.
3. Annually evaluate and upgrade/modernize classroom and laboratory technology and equipment.
4. Create a new program development process.

OBJECTIVE 2: Offer a personalized education that improves student engagement, retention, and completion.

1. Develop and implement an Integrated Studies Pathway program which incorporates credit for experience / prior learning assessment and competency-based standards.
2. Increase the use of badges by 30% and develop pathways from non-credit to credit-bearing credentials.
3. Explore and implement pedagogical modalities to expand access and inclusion for all students.
4. Develop and implement 3 seamless academic pathways that map dual enrollment courses into existing degree programs.
5. Increase completion or transfer out rates for Liberal Arts and Nursing non-completers.
6. Fully implement Navigate functions to foster engagement and awareness of transfer and career planning and academic supports.
7. Track retention and completion/transfer out rates for each program.

OBJECTIVE 3: Prepare learners for success in a changing world.

1. Evaluate and rebuild general education program to ensure academic content is relevant to the demands of a diverse and evolving world.
2. Add a cooperative education, internship or experiential learning experience to all degrees.
3. Develop a career development program consisting of mentoring, life-skills workshops, non-credit/credit bearing activities aimed at improving retention and completion.
4. Identify and reduce barriers, from recruitment through onboarding, that prevent student success.

ALIGNMENT:

- NECHE Standards 4 (Academic Program), 5 (Students), 6 (Teaching, Learning and Scholarship) and 8 (Educational Effectiveness)
- CCSNH Pillars: Student Success, Diversity Equity and Inclusion and Workforce Development





Goal 2: Become an integral player in the intellectual, economic, social, and creative culture of the Lakes Region.

OBJECTIVE 1: Become the leader in workforce development programs in the greater Lakes Region.

1. Create a set of offerings targeting seasonal residents addressing the intellectual, economic, social, and creative culture of our region.
2. Develop industry sector strategies and work with employers to create and offer 3 new employer-driven trainings annually.
3. Improve the onboarding process for students participating in short-term and non-credit programs.
4. Establish compensation model for full time faculty to develop new curriculum and curricular pathways from non-credit coursework to degrees.
5. Standardize the collection and use of data in the workforce unit.

OBJECTIVE 2: Promote LRCC as collaborative resource for the region.

1. Conduct market research study and develop a targeted marketing plan for workforce development unit activities.
2. Re-purpose under-utilized campus spaces to bring local economic development organizations to the campus.
3. Engage program advisory committees and College Advisory Board to identify opportunities for collaborations with the community.
4. Host a minimum of three community events annually in support of community building and/or civic engagement.

ALIGNMENT:

- NECHE Standards 1 (Mission and Purpose), 2 (Planning and Evaluation), 7 (Institutional Resources) and 9 (Integrity, Transparency and Public Disclosure)
- CCSNH Pillars: Workforce Development and Financial Sustainability





Goal 3: Foster a learning culture.

OBJECTIVE 1: All employees engage in professional development activities that foster discipline-specific expertise and are aligned with the College's mission and strategic initiatives.

1. Extend employee onboarding program to include regular digital platform and software trainings and a campus-wide employee peer mentorship program.
2. Phase-in a professional development goal into all annual performance evaluations.
3. Create and implement an employee professional development badge pathway to recognize employee accomplishments and learning.
4. Supervisors utilize professional associations to gain expertise and disseminate current best practices within their units.
5. Assess employee satisfaction via the Great Colleges to Work For Survey and utilize the results to improve job satisfaction.

OBJECTIVE 2: Strengthen shared governance.

1. Evaluate active participation in governance work in employee's performance evaluations.
2. Reorganize and streamline governance structure by defining the charge and authority of each body, improving information dissemination, and providing more opportunities for employees to participate in decision-making.

OBJECTIVE 3: Promote diverse, inviting, and inclusive communities.

1. Task Equity Committee with developing learning activities that promote equity and inclusion within our campus and broader communities where the end goal is the respect for the human dignity of all individuals.
2. Provide training and support to operationalize the diversification of the curriculum.
3. Task each academic department with identifying or creating methods/activities that embed diversity and inclusion into student learning and retention.
4. Provide educational programming to develop/expand cultural competency among all employees.
5. Conduct regular campus climate surveys assessing employees' and student's views on inclusivity on campus.

ALIGNMENT:

- NECHE Standards 2 (Planning and Evaluation), 3 (Organization and Governance) and 8 (Educational Effectiveness)
- CCSNH Pillars: Employer of Choice, Diversity, Equity and Inclusion and Financial Sustainability

