

5-YEAR STRATEGIC PLAN – 2020-2025



STUDENT SUCCESS

NECHE Standard Five (Students), Six (Teaching, Learning, and Scholarship), Standard Eight (Educational Effectiveness)
Lead: Associate Vice President of Student Success and Enrollment

We increase academic success and college completion by providing all students with pathways, valuable supports, and programs to achieve their professional goals.

GOAL 1 Improve student engagement, retention, and completion.

- Improve credential attainment rate to 65% by 2025 through partnerships with industry, 4-year colleges, and high schools.
- Track success and retention rates in Math and English and provide innovative interventions to support students to improve rates from baseline.
- Develop effective strategies to track student engagement in student organizations, leadership opportunities, athletics/wellness events, and residence life, increasing student involvement by 10% annually.
- Increase by 5% the retention rate in all programs.

GOAL 2 Create pathways and programs for all students.

- Construct pathways for Allied Health students who did not get accepted into the program of their choice or were not able to continue in their program of choice.
- Build seamless and sequenced pathways for non-matriculated students into degree/certificate programs.
- Create a Summer Bridge Program for underrepresented students and offer foundation Math and English courses.

GOAL 3 Advance the vibrancy and academic excellence of teaching and learning and the student experience.

- Offer 10% more XC (co-requisite) courses, for high-risk courses.
- Expand the number of Open Educational Resources (OER) or No Cost Low Cost (NOLO) courses offered to obtain 50% of courses being OER or NOLO.
- Increase the number and quality of professional development offerings for staff and faculty annually.

GOAL 4 Grow credit transferability and program articulation with 4- and 2-year partners.

- Use technology such as Navigate to expand credit transfer among CCSNH colleges.
- Use technology such as Navigate to expand credit transfer among non-CCSNH colleges (transfer in and transfer out).
- Increase the number of our Dual Admissions programs by 20%.

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WORKFORCE DEVELOPMENT

NECHE Standard Four (The Academic Program), Six (Teaching, Learning, and Scholarship), Eight (Educational Effectiveness)
Lead: Vice President of Academic Affairs

We prepare individuals to meet the emerging workplace needs of employers.

GOAL 1

Promote existing programs and develop new career pathways that meet current and future labor market trends.

- Analyze 100% of current programs and certificates for enrollment, retention, students success, completion, market trends, and program outcome applicability to employment needs.
- Establish an institutional program review process including sunset review for new programs.
- Create a targeted marketing plan for 100% of certificates and degrees offered at NHTI that includes adult learners and underrepresented students.

GOAL 2

Strengthen relationships with education, business/industry, professional, and community to support training partnerships and career placement.

- Have NHTI represented at meetings with the Business and Industry Associations of N.H., N.H. Department of Business and Economic Affairs, Sector Partnerships Initiatives, and the Innovation Lab.
- Partner with CCSNH to create three apprenticeship programs with community partners.
- Create and publish an NHTI Speaker's Bureau.

GOAL 3

Expand participation in professional certification, project and work-based learning, internships, and clinical placement in students' educational pathways.

- Increase by 15% the number of degree and certificate programs aligned with emerging and high-growth jobs that will be accessible to traditional and new-traditional students.
- Increase accessibility by expanding to 30% the number of new-traditional alternative format courses and 100% online degree programs aligned with high-growth jobs.
- Conduct data analysis of all internship programs. Of the academic programs that do not require or offer internships, increase participation through the use of the Innovation Lab by 15%.

GOAL 4

Align programs, program scheduling, equipment, facilities, instructional methods, budgets, and teaching environments with emerging workforce needs.

- Increase employer involvement/investment by developing working partnerships with top area employers, emerging businesses, and community organizations to create a pipeline to prospective students and a pathway to student careers.
- Create satellite teaching locations for credit classes at area employers and community organizations.
- Create a space for non-credit courses and a business incubator that includes access by employers.
- Use facilities for a community career center in partnership with local job placement organizations.

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INSTITUTIONAL EFFECTIVENESS AND SUSTAINABILITY

NECHE Standard Two (Planning and Evaluation), Three (Organization and Governance), Seven (Institutional Resources)
Lead: Chief Financial Officer

We plan for future sustainability through effective data analysis in inclusive decision-making, eliminate redundant services and/or ineffective programs, use emerging technologies to improve service delivery, and seek additional revenue streams.

GOAL 1 Use accurate, well-defined data to make informed and timely decisions.

- Develop an annual plan to evaluate data collection, utilization, and implementation in strategy by 2021.
- Create a sustainable protocol, process, and audit system for shared drive file management by 2021.
- Evaluate the plausibility of purchasing an intranet by 2022.

GOAL 2 Track the effectiveness of shared governance and the Strategic Plan.

- Assess shared governance by the Institutional Effectiveness and Sustainability subcommittee annually by 2021.
- Evaluate and communicate Strategic Plan achievements and challenges.
- Survey employee satisfaction with the Great Colleges to Work For Survey and improve participation and job satisfaction 10% annually.

GOAL 3 Determine new revenue sources and cost-savings measures.

- Use project management software and track cost savings for building and equipment purchases monthly.
- Implement eco-friendly initiatives annually.
- Build the Business Training Center capacity by 15% annually.
- Increase fundraising and grant proposal results by 10% annually.

GOAL 4 Improve and secure facilities.

- Use the master plan to maintain and renovate campus buildings and parking lots by 2025.
- Move the Visual Arts program on site by 2022.
- Update campus-wide equipment and safety procedures annually.
- Develop a new 5-year campus technology plan integrated with CCSNH plans by 2021.

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DIVERSITY, EQUITY, AND INCLUSION

NECHE Standard Five (Students), Eight (Educational Effectiveness)

Lead: Vice President of Student Affairs

We create a welcoming and caring culture through attention to and appreciation for diversity, equity, and inclusion in our programs, employees, and community.

GOAL 1

Demonstrate appreciation for diversity, equity, and inclusion for our students, faculty, staff and community.

- Develop a diversity statement to create a campus climate that is inclusive, welcoming, and just by 2021.
- Review, refine, and communicate current civil rights, equity, and discrimination policy and response plans to reflect best practices annually.
- Increase and sustain the percentage of diversity-focused campus life events, programs, and offerings (images, music, food, art) by 75% by 2025.

GOAL 2

Assess, enhance, and promote recruitment, retention, and support programs for underrepresented and diverse students.

- Review and make recommendations to improve the recruitment/admissions process as it relates to the recruitment of diverse students by 2021.
- Create up to two proven curricular support programs based on best practices to improve the institutional capacity to support the academic success of students.
- Identify and implement up to two social and emotional supports for diverse and underrepresented students that align with best practices.

GOAL 3

Enhance and promote recruitment, retention, and support programs for underrepresented and diverse faculty and staff.

- Establish faculty and staff recruitment protocols and procedures consistent with best practices to attract and retain diverse faculty and staff.
- Increase and retain the number of staff and faculty members identifying as diverse by 25% by 2025.

GOAL 4

Create professional development and educational programs to enhance the college community's awareness of and ability to address social injustice and cultural competency.

- Integrate and embed diversity into academic programs and curricula annually.
- Develop voluntary and mandatory educational programs to develop cultural competency among all faculty and staff annually.
- Support student clubs and programs that increase cultural competency annually.