2020-2025 Strategic Plan

Updated: 01-04-22

Pillar 1: Student Success

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

Year 2 of 5 Update: 9 of 13 Goals Met

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 vibrancy and academic excellence of teaching and learning and 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%

Student Success

	Completed in 2020
	Completed in 2021

Pillar 2: Workforce Development

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

Year 2 of 5 Update: 9 of 13 Goals Met

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, student 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.

Workforce
Development

	Completed in 2020
	Completed in 2021

Pillar 3: Institutional Effectiveness and Sustainability

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.

Year 2 of 5 Update: 12 of 14 Goals Met

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.

Institutional Effectiveness and Sustainability

	Completed in 2020
	Completed in 2021

Pillar 4: Diversity, Equity, and Inclusion

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

Year 2 of 5 Update: 6 of 11 Goals Met

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.

Diversity, Equity, and Inclusion