



2024-2028 Strategic Plan

A Message from the President

White Mountains Community College has been since its inception the beacon of higher education in the North Country. This College has provided thousands with the tools they need to advance their lives and to have a bright future. WMCC is a quality, affordable academic institution armed with faculty that are experts in their areas and staff that are caring, dedicated and determined to do all they can to ensure students are provided with every opportunity to succeed.

Our mission is to remove barriers for success and ensure that no hurdles can prevent our students from reaching their goals and meeting their objectives. We are here to ensure that there is a college going culture in the North Country and that we drive the region's economic growth through education.

Our programmatic offerings meet the needs of our communities and industry in our region. These offerings are taught by devoted experts in their fields that hold students' success as their solitary goal and objective. Programs such as, but not limited to, Culinary, Baking, Welding, Diesel and Heavy equipment, Massage Therapy, Medical Assistant, Power Generation, Automotive Technician, Nursing, Business, Liberal Arts, and others.

With the student in mind, our courses are offered in a variety of modalities and locations. We have various methods of course delivery that would meet the needs of our students considering the vast North Country region thus ensuring that students would have the means to be educated. Our offerings include online, hybrid, and hyflex in addition to the traditional in person teaching at both of our locations in Berlin, and Littleton.

These programs continue to be updated as everything around us is in continuous motion so are our programs they with advice from many such as our Advisory committee and our academic and industry partners. Many worked on this final product I proudly present to you the White Mountains Community College 2024-2028 strategic plan.

Sarmad Saman

President- White Mountains Community College.

Mission

White Mountains Community College is student centered, providing opportunities for success, while enriching lives and communities through quality education and valued partnerships.

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 (**CCSNH**) mission is to provide residents with affordable, accessible, high-quality 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

The Board of Trustees has approved the following vision for CCSNH:

1. By providing affordable, accessible, and high-quality education focused on student success, we will ensure that our students have access to meaningful learning that is well-aligned with their personal and professional aspirations and with the needs of New Hampshire's workforce today and into the future; and

2. CCSNH will be recognized as a foremost and essential postsecondary resource for a well-educated workforce in New Hampshire.

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 feedback from faculty and staff, advisory committee and community members, this plan has been developed.

Members of the Strategic Planning Committee

Dr. Mark Desmarais, Vice President of Student Affairs

Fred King, Retired NHTI Business Faculty Member

Leah Maciejewski, Vice President of Academic Affairs

Nik Nutting, Associate Professor, Department Chair of Business / Program Coordinator of Accounting and Business

Administration

Melanie Robbins, Director Littleton Academic Center

Gretchen Taillon, Human Resources Manager

Sarmad Saman, 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: Develop targeted outreach programs and partnerships to increase access to higher education and Work Force Training for the rural communities we serve.

Access Key Strategies:

Locations

Establish and maintain an intentional program mixture and sustainable plan for Berlin, Littleton and Online.

Expand Prison Education program.

Increase program sharing from sister CCSNH colleges.

Modalities

Expand course modality offerings.

Increase course offerings with sister CCSNH Colleges.

Scheduling

Increase alternative term lengths including short-term courses and weekends for non-traditional students.

Evaluate program mapping for part-time, Early College, and workforce development programs.

Early College

Expand early credit opportunities through Early College, articulation agreements and engagement opportunities for high school students.

Affordability

Expand access to financial assistance and reduce student costs through NOLO course resources.

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

Timeline: Annual and Ongoing.

Pillar II: Pathways

WMCC is committed to strengthening pathways for student success. Alternative course scheduling and modalities will provide options for students to complete programs. Creating additional mapping for part-time students will provide a clearer path for the who cannot complete under a full-time program schedule. Expanding use of the Navigate platform will increase communication between students and support staff to increase student success.

Goal: Implement comprehensive admission, onboarding and advising systems that support students through tailored academic and career pathways.

Pathways Key Strategies:

Mapping

Establish and maintain program maps for clarity of educational pathway for traditional, part-time, and Early College students.

Integrate Technology

Use data-driven advising tools to provide personalized support and track student progress more effectively.

Internships

Develop internship and apprenticeship programs that align with local economic needs and engage local employers in curriculum design to ensure relevancy and responsiveness to job market trends.

Prior Learning Assessment

Increase crosswalks between industry recognized credentials and credit bearing courses and credit by portfolio.

Transfer

Expand transfer agreements with four-year institutions for students to transfer with junior status.

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: Quality

WMCC will use a systems-based approach to continually improve the quality of our educational effectiveness with regularly scheduled program review, analyzing metrics to evaluate student outcomes and providing pedagogical training for new faculty.

Goal: Regularly assess and adapt strategies based on feedback, data, and emerging trends to ensure ongoing relevance and effectiveness of our educational programs.

Quality Key Strategies:

Program Review

Incorporate recommendations from academic and student services program reviews into annual program reviews to promote implementation.

Outcome Focus

Analyze metrics to improve student learning and program outcomes.

Continuous Improvement

Provide pedagogy training for online instruction, short-term course modalities and new faculty.

Advisory Boards

Prioritize the use of advisory boards to help shape relevant curriculum, provide student experience opportunities and hire graduates.

Graduate Success

Establish a robust system for gathering feedback from students, faculty, and community partners, and use this data to drive iterative improvements in programs and instruction services.

Key Performance Indicators: Increased course completion and student satisfaction scores. Increased graduate external program exam success rates.

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: Diversify funding sources and optimize resource allocation to support long-term sustainability while maintaining academic excellence

Sustainability Key Strategies:

Fiscal Responsibility

Improve planning and budget process to support long-term financial stability.

Diversify Funding

Explore alternative revenue streams such as targeted grants and community fundraising events.

System Integration

Collaborate with CCSNH sister colleges for administrative efficiencies and program sharing.

Workforce Development

Strengthen collaboration with local industries to align educational programs with market needs and create opportunities for student internships and job placements.

Strategic Enrollment Management

Utilize Best Practices around recruitment, retention, and student success to grow student population.

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 the North Country's growth and realization of its full potential.

Goal: To respond to the ever-changing needs of business and industry and provide a trained and educated workforce to grow the regional economy.

Community Key Strategies:

Partnerships

Increase outreach programs and volunteer opportunities, and actively engage in local economic and community initiatives.

Sense of Belonging

Provide opportunities for students, faculty and staff to engage with others within the college and throughout the community.

Employee Engagement

Provide opportunities for recognition, collaboration and connection to the college.

Communication

Maintain commitment to continuous internal communication between leadership, faculty and staff. Improve communications channels with alumni and community partners.

Community Connection

Increase adult education and community trainings and workshops.

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 Committee.