2022 – 2027
STRATEGIC PLAN

ABOUT LUNA COMMUNITY COLLEGE

Luna Community College (LCC) is the only community college in northeastern New Mexico. LCC is located on the lower slopes of the Sangre de Cristo Mountain Range overlooking the city of Las Vegas, New Mexico. LCC offers courses and programs in person and via distance learning at all instructional centers, including Las Vegas, Santa Rosa, Springer and Mora. All locations are administered and governed by LCC and its Board of Trustees who are elected from the service area. Programs may be offered in any community of the service area where a need is demonstrated. The Vision, Mission, Guiding Principles, and Strategic Goals outlined in the 2022-2027 Strategic Plan apply to LCC as a whole.

Vision

Where future leaders aspire to create, collaborate, communicate, and think critically to bring positive change to the world.

Mission

Luna Community College is dedicated to providing accessible, innovative, and integrated learning experiences that prepare students to compete at the forefront of their chosen fields and to lead in their community.

Motto

Creating opportunities for you!

Guiding Principles

Demonstrate Integrity, Excellence, and Resilience
Demonstrate Collaboration, Empathy, and Community
Demonstrate Innovation and Creativity
Demonstrate Diversity, Equity, and Inclusion

Strategic Goals

1. **Offer students diverse, challenging, and regularly assessed programs.**
   Objectives
   A. Prepare students for completion and transfer.
      Measurables
      a. All programs complete and use Course Learning Outcome Assessment (CLOA) reports and other assessment tools to make changes
      b. Proportions of completion rates
      c. Proportion of students transferring to four-year
      d. Number of Articulation Agreements
      e. Number of faculty that complete Professional Development
   B. Prepare students for success in their chosen fields and to meet workforce demands.
      Measurables
      a. Proportion of students' first destination job in the field or related field of study after leaving LCC
      b. Number of industry-recognized certifications and/or licenses earned
   C. Instill lifelong learning skills that foster creativity, collaboration, communication, and critical thinking.
      Measurables
      a. All programs complete and use CLOA reports and/or other assessment tools to make changes
      b. Regular General Education Curriculum Assessment of essential skills and institutional academic skills
      c. Number of students satisfactorily completing General Education essential skills and institutional academic skills

2. **Thoroughly utilize cutting-edge technology and innovative strategies to support students.**
   Objectives
   A. Expand and deliver quality instruction using current technology.
      Measurables
      a. Number of courses using institutional learning management system (LMS)
      b. Number of students satisfied with technology-assisted delivery of instruction
      c. Student enrollment in programs implementing new technology
   B. Facilitate and implement technology-use best practices, emphasizing effectiveness and efficiency.
      Measurables
      a. Number of offices reporting increased automation in end of year (EOY) reports
      b. Number of employees/students satisfied with institutional services
   C. Develop and implement a professional development technology-use plan for faculty and staff.
      Measurables

      a. Plan completion and implementation
      b. Number of professional development activities for faculty/staff
      c. Number of professional development attendees
  D. Provide student support using current technology.
    Measurables
      a. Number of offices effectively utilizing technology
      b. Number of students utilizing technology

3. Promote institutional financial growth to support students.

Objectives

A. Identify and diversify prospective revenue streams available to LCC.
    Measurables
      a. Number and type of new revenue streams created
      b. Amount of revenue generated through new streams.

B. Partner with the LCC Foundation to increase revenue.
    Measurables
      a. Number of restricted and unrestricted donations
      b. Number of LCC Foundation grant applications submitted and funded
      c. Total LCC Foundation revenue generated

C. Practice effective and efficient use of revenue within current LCC operation.
    Measurables
      a. Maintain yearly expenditures within yearly revenue
      b. Maintain institutional targeted reserve

D. Increase institutional grant applications.
    Measurables
      a. Number of restricted and unrestricted grant awards
      b. Number of institutional grant applications submitted
      c. Total external funding revenue

4. Establish and develop a culture of data collection, assessment, and utilization through best practices in student support

Objectives

A. Align data collection and management systems.
    Measurables
      a. Number of systems upgraded and aligned between offices
      b. Participation in Shared Service Agreements
      c. Creation of key performance indicators dashboard for all units within the institution
      d. Utilization of key performance indicators.

B. Provide data analytics training.
    Measurables
      a. Number of professional development opportunities in analytics
      b. Number of individuals participating in each PD activity

C. Implement data assessment to meet discipline and program-specific requirements.

Measurables
   a. Number of CLOA reports submitted
   b. Number of courses revised based on CLOA reports
   c. Submission and implementation of an annual strategic budgeting plan
   d. Evaluation of strategic budgeting plan
D. Improve data management for General Education assessment.
   Measurables
   a. Consolidated reports of general education student outcomes

5. **Increase student enrollment.**
Objectives
A. Develop and implement a strategic enrollment management plan focused on recruiting, retaining, and completing students.
   Measurables
   a. Plan completion and implementation
   b. Number of student applications
   c. Student application conversion rate
   d. Student headcount
   e. Student full time equivalent (FTE)
   f. Student credit hour production
   g. Student retention rates
   h. Student completion rates
B. Develop and implement a marketing plan that targets all demographics.
   Measurables
   a. Regularly assessed return on investment (ROI) of marketing efforts
C. Develop and implement innovative and diverse programs.
   Measurables
   a. Number of new/revised programs developed, implemented, and evaluated per year
   b. Student enrollment in new/revised programs
D. Recruit and Retain qualified employees using innovative strategies
   Measurables
   a. Number of new employees
   b. Number of employees retained
   c. Type of employee incentive offers
E. Develop and implement outreach activities.
   Measurables
   a. Number and type of outreach events
   b. Participation in outreach events
F. Develop, implement, and evaluate co-curricular and extracurricular activities.
   Measurables
   a. Number of campus life activities and number of participants
   b. Number of active clubs, organizations, and teams
   c. Number of offerings and participants in community education programs

    d.   Number of contract education trainings
    e.   Number of off campus events and participants
    f.   Campus climate surveys and focus groups with different demographics

6. **Cultivate and strengthen public and private partnerships to support students.**
   Objectives
   A. Support and encourage employee and student engagement in local, regional, state, and national public and professional organizations, which will benefit LCC.
      Measurables
      a. Number and types of organizations LCC employees and students participate in
      b. Amount and type of institutional support
      c. Annual recognition of achievements and service
   B. Use/create stakeholder advisory boards.
      Measurables
      a. Number of different advisory boards partnering with LCC
      b. Advisory board satisfaction
   C. Develop and fund student internship/work experiences with public and private partners that strengthen academic and workforce program outcomes.
      Measurables
      a. Number of memorandums of understanding (MOUs) with partners to provide LCC experiential learning opportunities
      b. Number of students participating in experiential learning opportunities
      c. Number of partners providing experiential learning opportunities
      d. Partners and participants satisfaction