

Lebanon College

Trustee Statement of Goals Fall, 2009

This memorandum is a statement by the Board of Trustees of Lebanon College that we hope will be helpful to those wishing to understand the goals of the Board as the existing administration of President Donald Wenz draws to a close and the College seeks a new President.

Mission

The mission of Lebanon College is to offer excellence in both undergraduate and lifelong education to students of diverse ages and educational and cultural goals.

Specifically, the mission of the College is:

- To train and educate individuals in professional, managerial, technical and support applications, leading to meaningful careers in business, public service, health care, and computer science;
- to inspire students toward educational growth and social responsibility;
- to benefit the entire community by offering a credible, ethical and consistent learning environment;
- to provide professional as well as personal enrichment to the traditional and non-traditional student; and
- to broaden critical thought and creative expression.

History

In the past decade the College has made great progress in fulfilling its mission. Student matriculate enrollment has more than doubled, increasing from 46 in 2005 to 138 in 2009. Of the current matriculates, 79 are part time 59 are full time. There are an additional 900 students taking credit and non-credit courses. The average age of the student body is over 30; 20% are traditional college age, 58% are women. There are students from five states and seven foreign countries. The “core” faculty has increased in size from two to 11, with an additional 39 adjunct instructors. Curriculum has expanded so that programs and courses today are offered in business, education, criminal justice, behavioral science, writing, computer science, graphic design, health, languages, fine art, and science. The College serves many organizations and industries in the region that use its facilities and instructors to train employees in many areas. The College is now accredited to offer a four year Bachelor of Science program in radiography; it plans to offer this four year course in the near future.

In the past decade, the College has acquired its own campus, now inhabiting a creatively renovated building on the plaza adjoining Lebanon Common and the center of the “historic district.” In 2008 it purchased an adjacent retail building that is being

refurbished in stages for additional classroom, laboratory, and administrative space. The College successfully floated a \$2.8 million municipal bond in 2008 to finance its building acquisition and renovations.

Trustee Objectives

Looking to the future, we have an ambitious set of academic, community outreach, financial and organizational goals for the College. Goals in these four areas are seamlessly interrelated; success in each depends on the success of the others.

Academic Goals

The most significant academic goal for the College is to continue and expand our training programs for professionals and technicians required by the two important medical institutions in the immediate area, Dartmouth Hitchcock Medical Center and Alice Peck Day Hospital. The College currently offers successful training programs in Medical Imaging, Radiography, Medical Coding, and Ultrasound/Sonography. It has developed a program available to registered nurses that would permit them, within two years, to obtain a Bachelor of Science in Nursing degree. The College is working to obtain appropriate accreditation for that RN to BSN program.

A second academic goal for the College is to broaden and deepen its role as a vocational training center for the local business community. The Upper Valley is the home to an increasing number of high technology companies in various fields with expanding businesses and, presumably, an increasing need for support from a well trained technical work force. The College envisions itself as ideally placed to become a highly valued training center, working with the local business community to meet that community's expanding needs.

As an outgrowth of its training programs, the College has been authorized to offer a Bachelor of Science Degree in radiography. The College wishes to institute that course in the immediate future. This is a first step toward an ultimate outcome which would be a range of four year degree programs in fields of direct economic relevance to the Upper Connecticut River Valley.

Accompanying these initiatives, we want to encourage the College to increase the number and attractiveness of the informal educational opportunities it offers to adults and senior citizens in the Upper Valley. The College already offers many courses of this type, including training in music, the pictorial arts, foreign languages and computer literacy.

As is the case of any educational institution, the quality of Lebanon College offerings depend most directly on the qualifications and commitment of its full and part time faculty. The College has been fortunate over the years in having attracted many talented individuals to the faculty ranks. The attraction and retention of high caliber instructors

continues to be a principal short and long term goal of the College which we completely support.

Finally and most importantly the College and its Board recognize that accountability for the academic programs is the responsibility of the faculty and its leadership, represented by its newly-hired Dean of Academic Affairs. The College and Board intend to provide high priority responses to the opportunities identified by its newly-hired Dean, under whose leadership the foregoing programs will be improved and expanded.

As it pursues the foregoing goals, we fully support Lebanon College in its effort to obtain accreditation from the New England Association of Schools and Colleges. While the College is accredited by the Accrediting Council for Independent Colleges and Schools, it is clear that the qualification criteria established by that organization are designed for traditional four year post secondary educational institutions that do not have the very large component of vocational education and adult recreational education that characterizes the Lebanon College curriculum.

Community Outreach Goals

There are two communities served by the College, each requiring outreach goals- those *outside* of the College community and those *within* the College community itself, including current and graduated matriculates, current and prior vocational attendees, full- and part-time faculty, and administration/staff members.

One of our principal objectives for the College is that it strengthen and deepen its external relationships with local businesses and public service organizations. This appears to us to be an important step toward its academic goal of serving as an education and vocational training center, oriented to meet specifically identified community needs. This goal will require active involvement with local public bodies, not for profit organizations, and commercial enterprises to develop mutually beneficial programs.

Closely related, and at times overlapping, is the objective for the College to increase its marketing and public relations initiatives so that it will grow to be seen as an important contributor to the cultural and public life of the community. This is an important end in itself, central to the College's mission, and, in addition, will be a helpful ingredient in the College's effort to obtain greater private community financial support for its programs. By surveying community interests, nurturing leaders in the cultural and artistic community in cooperation with other similarly motivated institutions such as the AVA Gallery, the Lebanon Opera House, and others, and by identifying and promoting opportunities for other educationally or culturally oriented community events, the College should become a public and cultural center for Lebanon and the Upper Valley.

In this connection, the College recognizes that, as an adult education center, a great majority of its training programs take place in the later afternoon or the evening. It plans to promote the daytime use of its facilities in ways that will increase its contributions to the community.

Financial Goals

Revenue growth is essential to the financial health of the College. Obviously, as use of the College and its facilities increases, both by full time and part time students, its tuition revenues will increase. The relationship involves a multiplier effect. With increasing financial health, the strength and ability of the College to offer creative new and complementary programs that will attract and retain students correspondingly increase.

Even though Lebanon College is the least expensive college in all of Northern New England, 60% of all students receive financial aid; 85% of those studying in a training program receive some form of financial aid.

For these reasons, the College places an extremely high priority on obtaining additional significant financial support by way of gifts and grants and we fully support that effort. To that end, the College continues to work to establish an effective Development Office under the leadership of the President. That office will focus on opportunities to obtain grants from various public bodies, to stimulate additional private support from philanthropic families and foundations, including regional or national organizations as well as those in the Upper Valley, and to build a stabilizing endowment in other ways.

Equally important, an effective Development Office will allow the College to implement new initiatives directed at its internal community, namely its matriculate and professional graduates. These will include efforts to involve these groups in its Annual Fund drives and capital campaigns. As a first step, we strongly encourage the creation of an alumni association. After over fifty years of educating, the College has a large untapped known body of potential supporters and donors that could become a steadily increasing revenue source separate from tuition revenues.

Organizational Goals

Lebanon College, being a community resource, must be tied organizationally to community institutions. Its Board of Trustees now consists of community members who have been recruited by word of mouth and among acquaintances to provide guidance to the administration. This informal arrangement is working adequately, but it should be replaced with a more stable organizational structure in which voting members of the corporation are drawn from local business and civic organizations as well as the interested public. Voting members would discharge their responsibility by electing a representative Board of Trustees. The Board intends to establish this framework through sequential steps in the next several years.

The Board wishes to strengthen its communications and working relationships with the administration and the teaching faculty. The recent appointment of a new Dean of Academic Affairs provides an excellent opportunity to reinvigorate existing relationships and to establish new lines of communications. Through enhanced communications, it will be possible to increase awareness in each of these components of the College of the

issues facing the others, thus permitting each to appreciate the interests and concerns of the others and thereby identify opportunities for improvement that can be obtained through cooperative effort. The Board realizes that it is not directly responsible for the administration of the College. That is the job of the President and his/her staff. But the Board does have an oversight and supervisory function that requires that it be well informed.

Next Steps

The mission statement set forth at the beginning of this memorandum is substantially unchanged from that which has oriented the activities of the College since its inception. In contrast, the statement of Board objectives that follows represents the Board's current view of its priorities. A principal function of the Board of Trustees, acting in concert with the College community, is to oversee the review and update of the College's strategic plan. The process of change originates and is implemented in a cooperative process involving the faculty, the administrative staff, and the Board. We hope this statement of Trustee goals will be a helpful first step in the process of reformulating the strategic plan that will be an early task of a new College Administration.