

#1 Student Experience

Lakeland will continue to provide and continuously evaluate the effectiveness of holistic support services designed to allow all students the opportunity to access an affordable, quality education in support of their educational and occupational goals.

Strategies

- 1.1 Establish** a culture of exceptional customer service through human-centered design thinking
 - Marketing established a monthly automated process which sends birthday wishes to prospective students in the college's customer relationship management (CRM) system during their respective birth month.
- 1.2 Ease** student navigation of college processes, information and resources
 - The Recruitment Center offered 32 Campus Tour and Information Sessions for current high school juniors, seniors and recent graduates, and nine Transfer Thursday Information Sessions. This provides attendees an opportunity to learn more about Lakeland and steps for admission, receive information about financial aid, and discover transfer opportunities through Lakeland's Holden University Center Partnership Program and more.
 - The Recruitment Center offered a Virtual Information Week providing a variety of virtual information sessions that included steps for admission, information on funding opportunities, and transfer options. In collaboration with faculty, various academic program information sessions were also offered to prospective students.
 - The Recruitment Center expanded communications to prospective students to include texts and video email messaging using the college's customer relationship management (CRM) system. This provides prospective students with direct messaging from their respective recruitment specialists to connect them to a resource throughout the enrollment process.
 - The Office of Student Engagement & Leadership held Connect Fest in collaboration with the Library on Oct. 4. Connect Fest provides students with opportunities to informally meet faculty and staff, and to learn about programs, degrees, resources, services, departments, courses, etc.
 - Lakeland refreshed its website and myLakeland to a new style to enhance overall website usability and readability. A new recruitment-centric design helps move prospective students into the application process.
 - Marketing consistently updates the Enrollment Guide. In Fall 2023, it was updated to provide instructions for finding necessary information in the new myLakeland portal. Digital signs with QR codes were created to make access to the Enrollment Guide, Important Dates, and online schedule viewer more accessible campuswide (and save printing costs).
 - Marketing reestablished monthly table tents highlighting events, resources and registration periods.

- Marketing supported the Student Service Center (SSC) with stanchions, digital signs and table tents promoting the virtual line system for appointments with the SSC.
- Marketing installed "Map your route around campus" signage at entrances. All entrance signs have a QR code to lakelandcc.edu/findit, mapping the route from the door entered to the Student Service Center (SSC). Posters also have instructions to join the SSC virtual line. This was in response to students entering buildings and not being able to find the SSC. However, once on the wayfinding website, they can change the destination to anywhere on campus from the door they entered.
- Marketing worked with Arts & Sciences to provide updated Transfer Pathway Guides for the AA and AS degrees.

1.3 Maintain access to an affordable high-quality education

- Lakeland and Laketran offered a Lakers GO bus pass to provide Lakeland students free access to Laketran's Local Routes 1-9 to get to college, jobs, internships, activities, community resources, and more. Registered students receive a semester bus pass for unlimited rides in their EZ fare app to simply tap and ride.
- In Nov. 2023, Brook Arnold RN was approved for a Faculty Challenge Grant award by The Lakeland Foundation for her proposal, "Simulation Room Dividers to Facilitate Safe Medication Administration Practices," to enhance the simulation learning environment for our nursing students.
- The STNA program launched the Fall 2023 semester College Credit Plus (CCP) program at Perry High School. Five high school students successfully passed the State of Ohio certification written and skills exam for the State Tested Nursing Assistant.
- The EMT program launched in Fall 2023 semester, a yearlong EMT Basic course for College Credit Plus (CCP)/Career Technical Education (CTE) students at Mentor High School. This enables high school seniors to obtain the EMT certificate and qualify for the State of Ohio test after high school graduation.

1.4 Increase student access to support services, including enhancing delivery of mental health supports

- Lakeland partnered with University Hospitals to offer a health clinic on campus. The clinic offers convenient, walk-in appointments at no cost to eligible employees and students and the services of a University Hospitals nurse practitioner.
- Lakeland received a \$119,362 grant from the ODHE Mental Health Support Fund for the creation of a "Mental Health and Wellness Services Concierge" position at the college, to update the "Reach Out" mobile app, and to support expenses related to student enrollment in COUN 1050 / Skills for Self-Care and Resilience.

1.5 Expand distance learning and flexible delivery methods

- Corrie Bergeron, instructional designer and learning systems administrator, attended the New Explorations in Teaching Conference 2023 at The University of Akron Oct. 6, gathering information and resources on faculty-led presentations on experiential learning, 360° immersive VR/AR video, and classroom applications of AI to share with Lakeland faculty.

1.6 Practice empathy in meeting the basic human needs of students

- The Cares Cupboard provided food pantry items to support 2,060 people, including 794 households, 223 seniors (age 60+), 1,288 adults (ages 18-59), and 549 children (ages 0-17).

1.7 Promote equity, inclusivity and belonging

- The Veterans Center hosted a Patriot Day Remembrance Ceremony Sept. 11, the 22nd anniversary of the Sept. 11 attacks. The ceremony honored those we have lost and focused on recognizing the connections that continue to strengthen our country and communities today.
- Student Engagement and Leadership Campus hosted an Involvement Fair Sept. 12 and 13, featuring student clubs, organizations, and opportunities for students to get involved at Lakeland.
- The Women’s Center celebrated their move to a new, expanded center, located in A-Building, Room A-2110. This new space will help to serve the student community with its large collaboration space, new lounge, and meeting areas, including the defining feature of a vibrant three-wall mural in the new lounge area created by Kim Kennedy, mural artist and Lakeland student.

1.8 Provide co-curricular activities to improve the student learning experience

- Lakeland's Center for International Education hosted several events, free and open to the public:
 - A discussion and book signing event with Megan Buskey, author of “Ukraine Is Not Dead Yet: A Family Story of Exile and Return,” Sept. 14.
 - A discussion via WebEx Sept. 27 with Dani Hedlund, CEO of The Brink Literacy Project, working to empower incarcerated women within the Scottish prison system to lead successful, more fulfilling lives.
 - Alysia Ramos, associate professor and chair of dance at Oberlin College, presented Oct. 11, discussing the widespread cultural impact of Brazilian samba.
 - Dr. Jonathan Graham read poetry Oct. 19, documenting his Czech family’s immigrant experience in Southeast Ohio.
 - A two-day screening of “Andor,” a film on the life of Brazilian-born Holocaust survivor Andor Stern, followed by a discussion with filmmaker Vitor Vilaverde Dias was held Nov. 14 and 16.
 - Dr. Samuel Adu-Poku from Youngstown State University spoke on Nov. 28, providing information on the philosophical significance behind traditional African art.
 - Classically trained chef John Hadzigeorge wrapped up the series of events on Dec. 5, discussing his Greek heritage while sharing traditional Greek cuisine.
- The Hispanic Club presented a Quinceañera for Kala Heasley Sept. 19 as part of the Hispanic Heritage month celebrations. Coming together as a community to celebrate a Quinceañera opens the door to learning, understanding, and cherishing the customs and values that shape this significant rite of passage, a momentous occasion that included the vibrancy of Latin music, the elegance of traditional dresses, and the warmth of family bonds, all while deepening appreciation for the diverse cultures that make up Hispanic heritage.
- Lakeland hosted live interviews with two local business leaders as part of the Dworken & Bernstein Learn from Leaders series. Dione DeMitro, president and CEO of United Way of

Lake County, spoke Oct. 5, and Andy Graham, founder and CEO of BoltsandNuts.com, spoke Nov. 15.

- Lakeland hosted a helicopter medical evacuation drill Oct. 4. The event was organized by University Hospitals Aeromedical Services team in partnership with the Kirtland Fire Department and the college. The event provided a real-life training opportunity for Lakeland students to experience handling a medical evacuation situation.
- The Veterans Center at Lakeland held their annual Veterans Day Ceremony Nov. 7 with the theme of “HERstory” which focused on the contributions of women in the military and commemorating the 75-year anniversary of women serving in the military. The Veterans Center also held a ribbon cutting and dedication for the new Veterans Center space on campus as part of the ceremony.
- Lakeland joined hundreds of organizations worldwide Nov. 15, celebrating GIS Day to recognize the impactful work of Geographic Information Systems (GIS) professionals. Students and community members participated in GIS Day’s free festivities in HIVE.
- The Campus Police welcomed representatives from Forbes House to speak at the Coffee with the Cops session Oct. 18. Forbes House is an organization dedicated to empowering individuals and families to end the cycle of domestic abuse, because limited resources should never be a barrier for anyone to overcome the challenges posed by intimate partner violence.
- Lakeland received a grant through the U.S. Forest Service International Programs Office to promote the conservation of migratory species through community education, awareness, and training. Through this partnership, Lakeland will be able to create programming related to migration science and conservation biology accessible to classroom teachers, students, and the community. The grant will also provide funds to install a MOTUS tower, which will allow us to track the migratory behavior of birds, insects, and other mammals in the area.
- Lakeland hosted several Arts at Lakeland events which were free and open to the public:
 - "THE BIG @SS @RT SHOW" was on display through Sept. 8 in the Gallery at Lakeland.
 - The "The Skull and Skeleton in Art VIII: Folk Art to Pop Culture" was in the Gallery Sept. 21 - Nov. 3 along with an artist reception, costume party and "Boneyard Market" Oct. 26.
 - The Lakeland Civic Theatre, under the direction of Dr. Martin Friedman, presented a staged reading of "King Lear" Sept. 29 and Sept. 30 in the Wayne L. Rodehorst Performing Arts Center.
 - The Lakeland Civic Band kicked off the end-of-year celebration by presenting “Winter Solstice” Dec. 3.
 - The Lakeland Civic Flute Choir presented “Holiday Fantasy” on Dec. 8.
 - The Lakeland Civic Chorus and Lakeland Civic Orchestra presented “Hallelujah!” Dec. 10 on campus and Dec. 11 at Painesville United Methodist Church.

#2 Academic Success

Lakeland will strengthen academic pathways and mitigate barriers to completion to help more students succeed and graduate.

Strategies

- 2.1 Fully implement** the Guided Pathways model to clarify effective paths from entry to credentials
 - A team of faculty, administrators and staff participated in an OACC Student Success Leadership Institute event which included sessions such as "Building Back Enrollments and Engaging Students in Program Choice," "Fostering a Student Centric Community Model for Student Success," and "Strategic Redesign of Onboarding to Enhance the Student Experience."
- 2.2 Enhance** intervention systems to keep students on track to completion
 - Lakeland collaborated with Civitas Learning, Inc. to develop a Success & Action Plan to focus outreach to students in need of support and create efficiencies when responding to early alerts. Using the group functionality, populations of students were identified to help monitor early alerts and persistence concerns with plans to create additional outreach campaigns in the future. Groups identified were current probation students, students in danger of going on probation, online learners, and students with multiple alerts in a semester. (Note: Some of these will go into effect in the spring, but the plan was developed in the fall and the groups were created in Civitas Inspire).
- 2.3 Continue** behavioral nudging via text and email to encourage success
 - Through the improved Persistence Plus portal, we were able to identify student populations (adults, online, part-time, student parents, etc.) to receive pertinent support nudges, identify challenges our students face to inform communication plans, and prioritize offices and events to encourage student engagement with campus resources.
- 2.4 Increase** opportunities for adults to earn college credits through Prior Learning Assessments
 - No status updates this semester.
- 2.5 Provide** quality opportunities for high school students to graduate with college credit
 - Marketing and Administrative Technologies created a College Credit Plus (CCP) Partner Update e-newsletter for the CCP office to keep partner schools informed of upcoming events, resources, professional development opportunities, registration support opportunities, Honors Program course opportunities, and more.
 - The new Lakeland website features testimonials from several former CCP students.
 - The College Credit Plus Office, in collaboration with our academic departments, continues to expand workforce-related options for high school students. In addition to the launch of our

STNA and EMT programs, course work was added in welding, construction, business, CAD, and health technologies. The office is working directly with business advisory committees and local districts to offer meaningful options leading to industry related credentials and certificates in high demand fields. They are also intentionally including districts with larger under-represented populations to improve equity and access.

2.6 Attract high-performing students through the honors program

- Marketing created posters for the honors lounge which highlight activities, awards and opportunities for honors program students.
- Marketing and Administrative Technologies supported the Honors Program with an e-newsletter encouraging registration, announcing field trip opportunities and welcoming students to the honors lounge.
- The Honors Program received a \$25,000 donation for programming and scholarships. Such funding supports cultural activities including museum and theatre trips, service projects, and travel to the National Collegiate Honors Council (NCHC) events. Honors Leadership Team members, Ashley Allard and Leela Williams, attended the NCHC annual conference in Chicago this fall. Several Honors students also attended a fall cultural event at the Maltz Museum.

#3 Workforce Development

Lakeland will ensure that academic programs align with employer needs to prepare more skilled graduates to keep our local workforce and economy strong.

Strategies

3.1 Expand outreach to working age adults to pursue workforce-ready education and training

- The Recruitment Center offered nine Adult Learner Information Sessions for adult learners, age 25 or older considering enrolling at Lakeland for the first time. The sessions provided targeted information for adults returning to school including how long might it take to earn a degree or certificate, how to afford college, childcare, online classes, credit for prior learning and experience, and resources to balance work, home, and study.
- The Recruitment Center offered nine Returning Learner Information Sessions, providing targeted information for those that may have been previously accepted and/or attended Lakeland but never registered for classes, including but not limited to former College Credit Plus and Career Technical Education students.
- The Marketing Department regularly advertises to the adult learner community through media partner, Fahlgren Mortine. Advertising is targeted to households within a 30-mile radius with people 25 years and older with some college. Tactics include connected TV (smart TVs, game consoles, streaming services/devices ads), cross-screen video (mobile ads, tablets, desktop full screen ads), online video (Twitch - 57% of audience are 25+), streaming radio, digital banners, paid social media ads, and paid search word ads.

3.2 Engage employers to identify industry trends and ensure job training meets workforce needs

- Career Services hosted a “Make Money Mondays” event Sept. 11 to bring local employers to campus who are presently hiring new employees. All students were encouraged to stop by employers' booths to learn about opportunities available to them.
- Lakeland provided a free opportunity for students and community members to explore real estate careers Oct. 25. The evening included a ‘meet and greet’ session with local real estate professionals from Asa Cox Homes, Berkshire Hathaway Home Services, Brick House Realty, Diversified Homes LLC, Howard Hanna, Keller Williams, and McDowell Homes Real Estate Services who shared insights on licensure, income prospects, and other facets of the real estate industry.

3.3 Develop new degrees, certificates, short-term credentials, and training programs to meet evolving employer need for qualified workers

- Lakeland has engaged in a major restructuring of our College Credit Plus (CCP)/Career Technical Education (CTE) programs in partnership with three primary career centers and several local school districts. The college has begun the process of moving from bi-lateral agreements with the career centers to direct college credit through CCP. To expand the level

of access, we have applied for Innovative Program Waivers for IT&CS, Welding, Construction, EMT, and Advanced Manufacturing, enabling greater access to CCP credit for more students.

- Lakeland has completed Career Pathways for all Career Technical Education (CTE) programs to clarify post-high school options in given career fields. Targeted funding from both Work Ready and Talent Ready grants will provide scholarship funding for each of the priority pathways post-high school.
- Recruitment and Retention Navigators have been hired with funding from the Strengthening Community Colleges (DOL) and Talent Ready grants to provide wrap-around support to students in IT&CS, Engineering Technologies, and related programs for both.

3.4 Keep classrooms, labs and technologies updated to train students for the jobs of today and tomorrow

- Lakeland criminal justice program faculty Dan Winterich designed a mock crime scene room to recreate realistic, real-world scenarios that will help prepare students for a life of crime solving and field work as they transition from the classroom to employment in the community.

3.5 Increase internship and co-op experiences for students

- For the first time, Lakeland's Career Services Department hosted virtual internship workshops for accounting students. The workshops were a partnership between Lakeland's Career Services Department and area employers Zappitelli Financial Services and Martinet Recchia. The workshops were to recruit Lakeland students for paid tax internships offered in spring semester 2024. A total of 30 students attended the workshops.

3.6 Expand Holden University Center partnership programs in high-demand careers

- The Holden University Center Partnership Program expanded its bachelor's degree program offerings to include a Bachelor of Science in respiratory care (BSRC) in partnership with Ursuline College beginning in the fall semester 2023.

3.7 Ensure students have the general education and soft skills to succeed in the workplace

- The Career Services Department hosted "Career Week" Sept. 25-28. The department hosted a series of events and activities designed to guide students through work and explore employer expectations. These expectations included examination of the soft skills necessary for workplace success. The schedule of events was as follows:
 - Representatives from Cleveland Cavaliers conducted on-campus recruitment for various customer service, sales and marketing internship and employment opportunities.
 - An agent from the U.S. Secret Service discussing specialized jobs with the U.S. Secret Service in areas such as cybersecurity and how a college degree can help students enter and advance in careers with this branch of government.
 - Academic staff from Lakeland's Geospatial Technology along with area employers presented a workshop titled "Love Drones as a Hobby... Make It a Career." This workshop marked the first time that Career Services sponsored an event geared toward high school students. Students from West Geauga High School, Chardon High School, Fairport Harbor High School, iSTEM, and Ashtabula County Technical Center were in attendance.

- Local entrepreneur Tenora Edwards, CEO of Tenora Mia Consulting, recently featured on Fox 8 News, facilitated a workshop on “The Importance of Networking and Mentorship for Entrepreneurs.”
- Lakeland Career Services partnered with Cleveland State University to host a lunch and learn workshop regarding Cleveland State University’s “Pathways to Practice” program. “Pathways to Practice” assists students from targeted populations who wish to become physicians by providing them with information and strategies regarding entrance and completion of medical school.

#4 Community Stewardship

Lakeland will strengthen its brand reputation, strategic partnerships, and financial resources to meet student needs and improve the quality of life in our community.

Strategies

4.1 Demonstrate good stewardship of taxpayer resources

- Lakeland was ranked the #2 community college in Ohio, according to WalletHub's 2023 Best & Worst Community Colleges rankings which evaluated 668 schools nationwide on three key dimensions, including cost and financing, education outcomes and career outcomes. Additional metrics included tuition and fees, average amount of financial aid, school spending efficiency, graduation and retention rates, student-faculty ratio, and median salary after attending.
- The college annually creates operational efficiencies resulting in cost savings to the college, taxpayers, and students as shown in the Fall 2023 Lakeland Efficiency Report.
- Events and Facility Rentals provided meeting and event space 56 times for nine external clients during the Fall 2023 semester. Clients included the American Cancer Society, the Northeast Ohio Regional Library System, and the American Red Cross.

4.2 Enhance public awareness and value perception of the college

- Co-sponsored by Lakeland and Lake Erie College, the Lake County Fall College Fair was held in the Athletic and Fitness Center Oct. 8. This annual event is free and open to the public, providing prospective students an opportunity to speak with representatives from participating colleges and universities about their programs.
- The Recruitment Center hosted the Lake Area Counselor Association (LACA), providing college information and program updates to school counselors from Lake and Geauga counties.
- The Marketing Department published 34 press releases in fall semester earning 80 media placements across local print and broadcast media, and national higher education publications.

4.3 Continue environmental sustainability principles and practices

- Facilities Management reduced contract custodial services in all office spaces and suites to once a week instead of daily and staggered the cleaning schedule throughout the week. The change in contract custodial services will save about \$7,000 per month or \$84,000 annually.

4.4 Increase fundraising to support student success and college priorities

- Lakeland received a \$290,000 Choose Ohio First (COF) grant for IT&CS scholarships from the Ohio Department of Higher Education. The COF scholarship program is committed to developing STEM talent in the state of Ohio and awards will be made to qualified students over a five-year period beginning fall semester 2024 through spring semester 2029.

- The Lakeland Foundation announced a \$150,000 grant from The Jerome T. Osborne and Georgeanne S. Osborne Charitable Trust to create the Jerome T. and Georgeanne S. Osborne Endowed Scholarship in Welding to assist students with tuition and fees or other costs associated with training such as books, supplies, equipment, certification fees, transportation, childcare and other living expenses.
- The Lakeland Foundation, through a three-year grant from KeyBank, is funding the Begin the Conversation (BTC) initiative designed to promote a successful higher education experience for prospective students from low-income and minority populations by providing tuition, wraparound support, mentoring and job training at no financial cost to the students.
- A grant from the Cleveland Foundation Lake-Geauga Fund provided an opportunity for the Veterans Center to host a series of hydroponic farming workshops that aim to promote personal growth and wellness through agriculture. The program is free and open to the public.
- The Business Management Department announced the return of the Dollar\$ for Dream\$ microgrant program, a grant funded initiative from the Burton D. Morgan Foundation, supporting student entrepreneurs who are starting a business or currently operating their own business.

4.5 Improve processes for measuring effectiveness and analyzing results for continuous improvement

- The annual Department and Program Review (DAPR) process began in October. This process gives faculty and deans an opportunity to review data for their programs and departments and then reflect on successes and challenges based on the data.

4.6 Explore partnership opportunities to serve the unmet needs of our aging population

- Lakeland serves as the educational partner for Vitalia Mentor, a university-based retirement community near campus. Vitalia aims to increase intergenerational relationships by providing positive interactions for both students and residents: personal enrichment and volunteer opportunities for residents and mentoring and employment opportunities for Lakeland students.

4.7 Facilitate conversations with community partners to address common challenges and opportunities

- Kimberly Blaugh and Laurie Daigle of the Physical Therapist Assistant (PTA) program coordinated an all-day clinical readiness workshop between PTA students and hiring managers from area hospitals and Lakeland's career services department. Hiring managers in from area hospitals along with career services conducted mock interviews and a panel discussion. Area physical therapy clinicians participated as evaluators and patient simulators for our students doing individual patient treatments. This event assists faculty in determining clinical readiness of students.