

The 2024 Economic Forum

Lake County Development Council

Sunil Ahuja, Ph.D.
President, Lakeland Community College
September 10, 2024

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Outline for Today

Themes • Baselines • Future

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Strategic Themes

Reset • **Reshape** • **Rebuild**
Resilient • **Responsive** • **Relevant**

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College Agenda Items

- **Performance Audit**
- **Financial Sustainability**
- **Enrollment and Retention**
- **Academic Portfolio**
- **Workforce Development**
- **Organizational Structure**
- **Strategic Plan**

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Performance Audit Items

- General Fund Minimum Balance Policy
- Low-Enrollment Course Cancellation Policy
- Low-Enrolled Programs
- Key Performance Indicators
- Health Insurance Expenditures
- Faculty Salary Schedule
- Faculty Summer Pay Rate
- Facility Utilization
- Cybersecurity Internal Controls
- Accurate IT Inventory

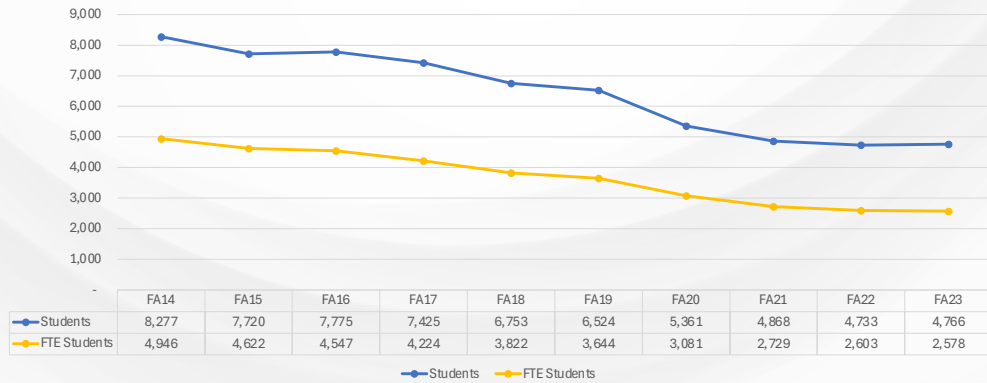
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Baselines

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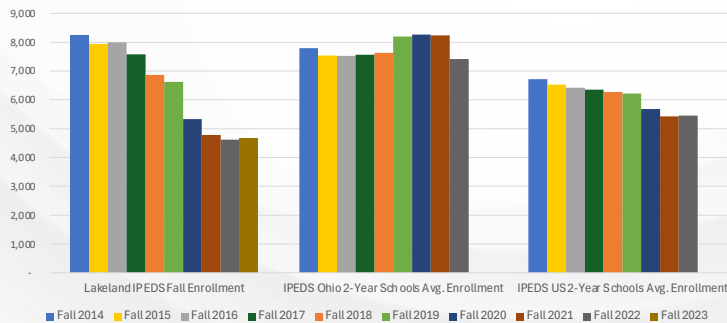
Enrollment Trends

Student Count and FTE: Fall 2014-2023



Enrollment Trends

Lakeland, Ohio, and US 2-Year Public IPEDS Fall Enrollment, Fall 2014 to Fall 2023



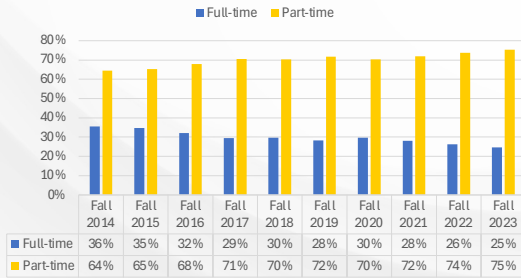
Comparisons of change from Fall 2014 to Fall 2023

Lakeland IPEDS Enrollment	-44%
Ohio 2-Year Public Avg. IPEDS Enrollment	-5%
US 2-Year Public Avg. IPEDS Enrollment	-19%

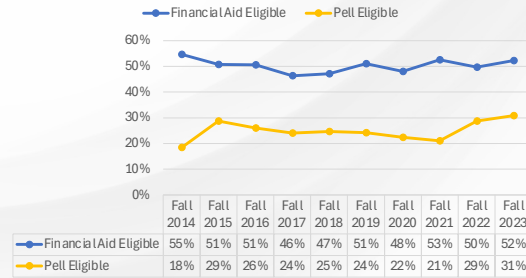


Enrollment Trends

FT and PT Students: Fall 2014 - 2023



Financial Aid and Pell Eligible Students, Fall 2014 - 2023

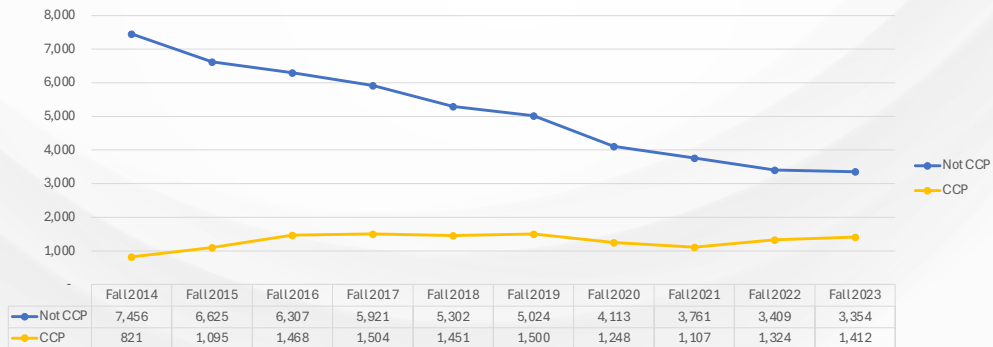


NOTE: This chart excludes College Credit Plus students.

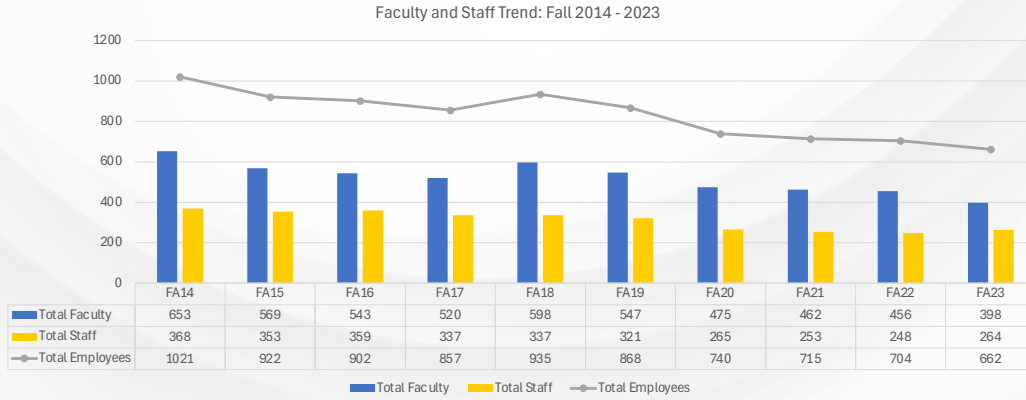


Enrollment Trends

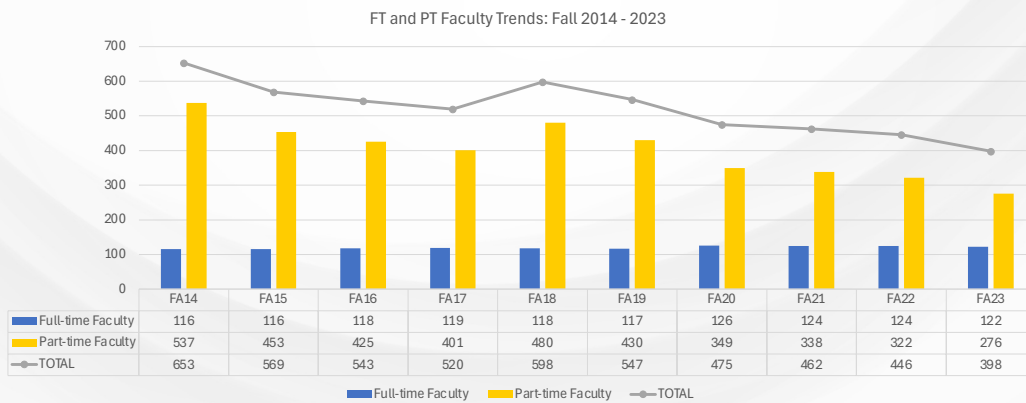
CCP Enrollment: Fall 2014 - Fall 2023



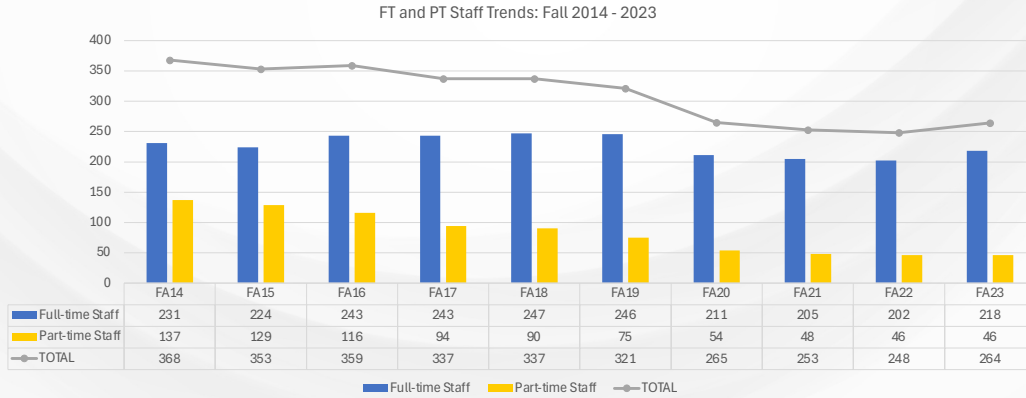
Lakeland Employment Trends



Faculty Trends



Staff Trends



Student-Faculty Ratios

	FA14	FA15	FA16	FA17	FA18	FA19	FA20	FA21	FA22	FA23
Lakeland	16:1	17:1	17:1	16:1	13:1	14:1	12:1	10:1	10:1	11:1
Ohio 2-Year Schools Avg.	unavailable	17:1	18:1	18:1	17:1	18:1	20:1	20:1	17:1	unavailable
US 2-Year Schools Avg.	unavailable	19:1	19:1	19:1	18:1	18:1	18:1	17:1	17:1	unavailable

Data Source: IPEDS Student: Faculty Ratios from Fall Enrollment Survey



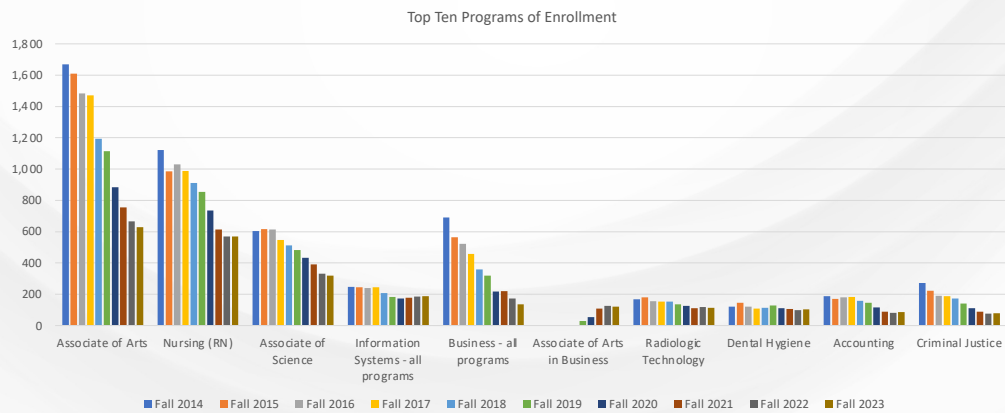
Student-Staff Ratios

	FA14	FA15	FA16	FA17	FA18	FA19	FA20	FA21	FA22	FA23
Lakeland	17:1	17:1	16:1	15:1	13:1	13:1	12:1	11:1	11:1	10:1
Ohio 2-Year Schools Avg.	unavailable	unavailable	unavailable	unavailable	16:1	19:1	21:1	19:1	16:1	unavailable

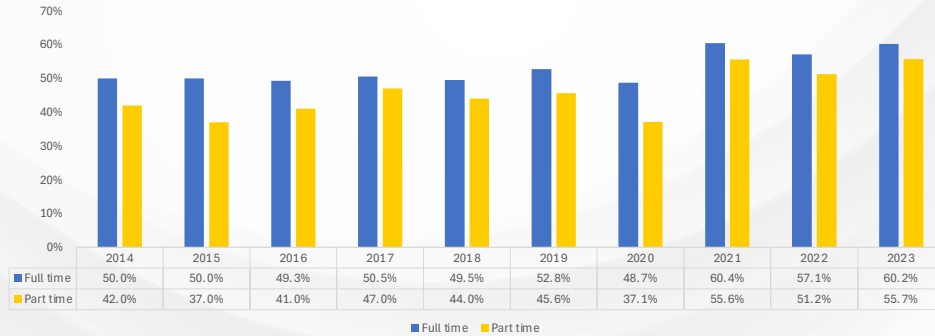
NOTES:
 Student-Staff Ratio is Full-time Equivalent (FTE) Student over FTE Staff; FTE calculations FT+(PT/3)
 Student Data from IPEDS Fall Enrollment Survey
 Staff Data from ODHE



Top Ten Associate Degree Programs, Fall 2014 – Fall 2023



Fall-to-Fall Retention Rates

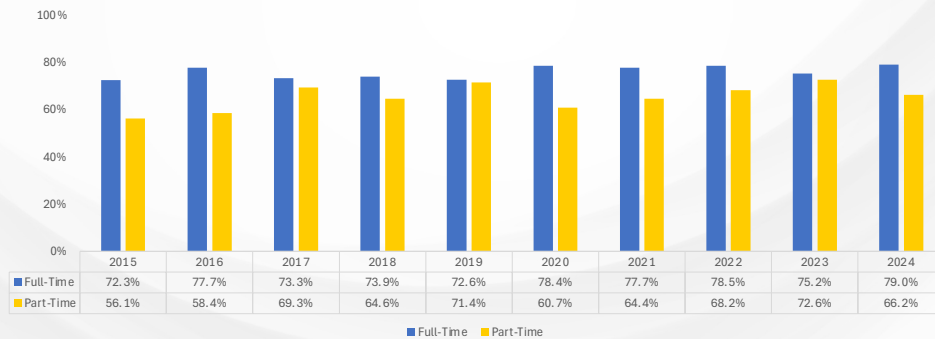


Note: Retention is the percentage of entering first-time degree/certificate-seeking students enrolled as of the 15th day of fall term who either re-enroll in at least one for-credit class or successfully complete a program by the 15th day of the following fall. Retention of first-time college students is reported to the Department of Education Integrated Postsecondary Enrollment Data System (IPEDS). In the chart, students entered the prior fall.

Student populations excluded from the data: transfer students, high school students, and all other students who were not reported in the cohorts as first-time degree/certificate-seeking students.



Fall-to-Spring Persistence Rates

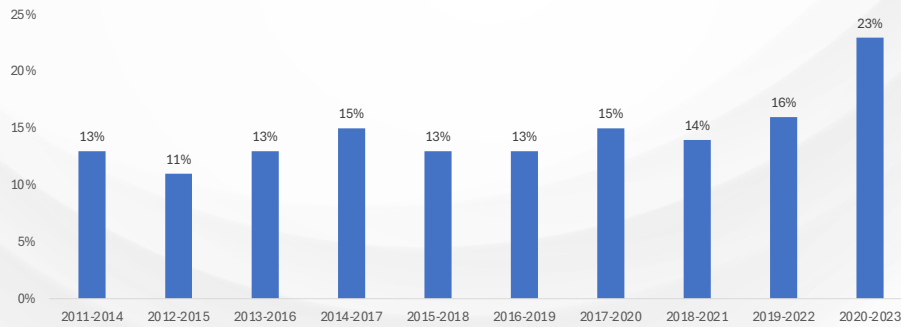


Note: Fall-to-Spring Persistence is the percentage of entering first-time degree/certificate-seeking students enrolled as of the 15th day of fall term who either re-enroll (in at least one for-credit class) or successfully complete a program by the 15th day of the following spring. In the charts, students entered the prior fall.

Student populations excluded from the data: transfer students, high school students, and all other students who were not reported in the cohorts as first-time degree/certificate-seeking students.



Three-Year Graduation Rates

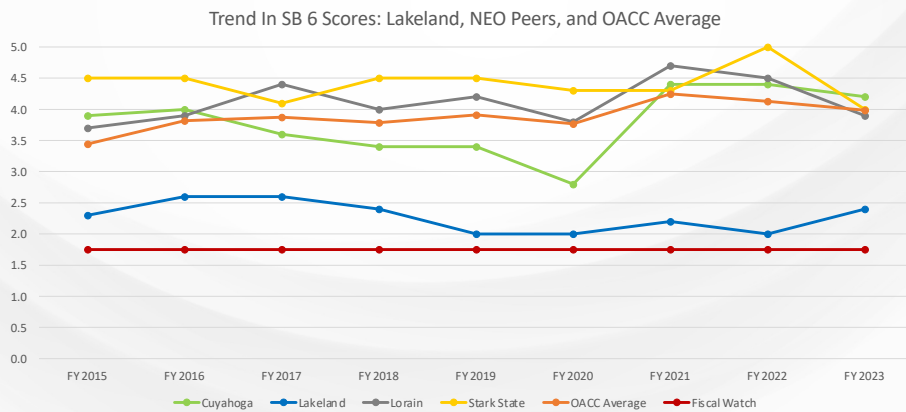


Note: Year ranges reflect the graduate's year of entry and the reporting year.

The Three-Year Graduation Rate is the percentage of first-time, full-time degree/ certificate seeking students enrolled for credit on the 15th day of the fall entry term who complete a degree or certificate by the end of August of the third year.



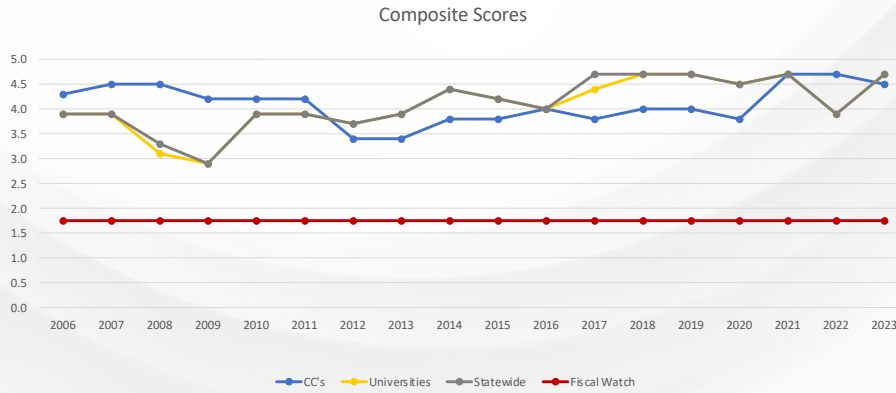
SB 6 Score



Data Source: [Ohio Department of Education Campus Accountability](https://www.ohio.gov/education/campus-accountability)



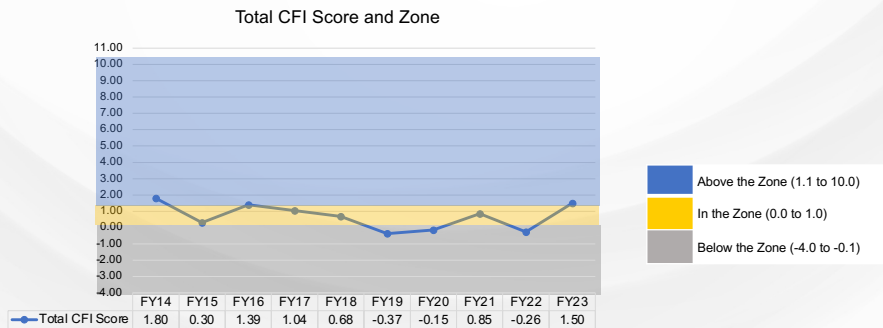
SB 6 Score



Data Source: [Ohio Department of Education Campus Accountability](#)



Composite Financial Indicator Scores



NOTE: HLC reported; figures exclude the effects of GASB 68.



Lakeland Enrollment by County

County	Fall 2020		Fall 2021		Fall 2022		Fall 2023		Fall 2024		% Change 2020 to 2024
	#	%	#	%	#	%	#	%	#	%	
Ashtabula	267	5%	231	5%	220	5%	238	5%	224	5%	-3%
Cuyahoga	851	16%	838	17%	708	15%	710	15%	746	16%	-11%
Geauga	642	12%	556	11%	592	13%	630	13%	540	12%	-3%
Lake	3452	64%	3090	63%	3069	65%	3048	64%	2996	65%	-3%
Portage	29	1%	31	1%	37	1%	34	1%	28	1%	-10%
Summit	35	1%	37	1%	30	1%	33	1%	25	1%	-32%
Out Of State	14	0%	19	0%	21	0%	19	0%	27	1%	42%
Out of Country	0	0%	0	0%	0	0%	1	0%	1	0%	N/A
Other Ohio Counties	71	1%	66	1%	56	1%	53	1%	50	1%	-24%
Total	5361	100%	4868	100%	4733	100%	4766	100%	4637	100%	-5%

Note: Fall 2024 numbers are prior to census. All other fall numbers are as of the census date.



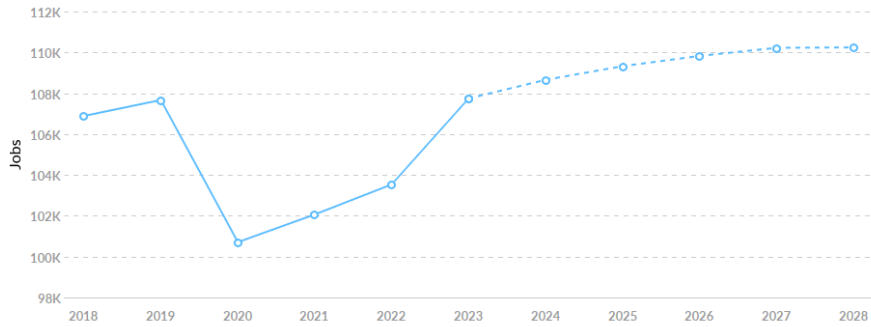
Highest Educational Attainment of Adults (ages 25 and older) in Northeast Ohio

COUNTY	No High School Diploma		High School		Some College, No Degree		Associate Degree		Bachelor's Degree		Master's Degree or Higher	
	2016	2023	2016	2023	2016	2023	2016	2023	2016	2023	2016	2023
Lake	10%	7%	34%	31%	23%	23%	8%	10%	17%	19%	9%	10%
Cuyahoga	12%	9%	28%	27%	22%	21%	7%	8%	18%	20%	12%	14%
Geauga	9%	9%	28%	26%	19%	19%	8%	7%	23%	25%	14%	14%
Ashtabula	14%	14%	45%	43%	20%	20%	7%	8%	9%	11%	5%	5%

Data source: [Ohio Department of Development County Trends](#)

Lake County Jobs Trends

From 2018 to 2023, jobs increased by 0.8% in Lake County, OH from 106,884 to 107,747. This change fell short of the national growth rate of 4.3% by 3.5%.

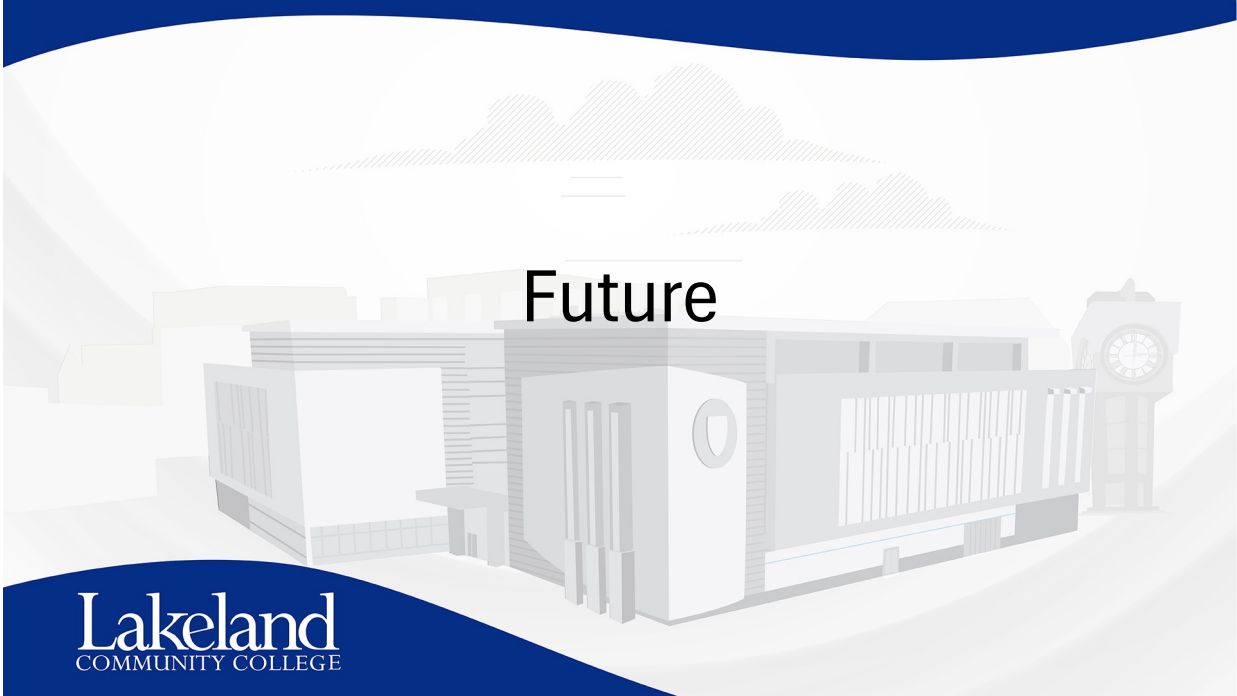


Data source: Lightcast Analyst Economy Overview: Lake County

Lake County Largest Industries

Industry	2018 Jobs	2023 Jobs	National Average in 2023 Jobs	Change in Jobs	% Change in Jobs	2023 Employment Concentration	2023 Earnings Per Worker	2023 GRP
Manufacturing	21,713	21,943	8,283	230	+1%	2.65	\$89,174	\$4.33B
Retail Trade	12,567	12,724	10,179	157	+1%	1.25	\$43,142	\$1.19B
Health Care and Social Assistance	12,410	11,444	14,041	-966	-8%	0.82	\$59,055	\$800.84M
Government	12,478	11,350	15,472	-1,128	-9%	0.73	\$74,245	\$946.87M
Accommodation and Food Services	10,258	9,976	8,968	-282	-3%	1.11	\$24,555	\$403.11M
Administrative and Support and Waste Management and Remediation Services	6,417	5,846	6,488	-571	-9%	0.90	\$46,239	\$414.21M
Construction	5,469	5,702	6,217	233	+4%	0.92	\$75,339	\$647.62M
Finance and Insurance	1,656	5,360	4,388	3,704	+224%	1.22	\$107,657	\$1.79B

Data source: Lightcast Analyst Economy Overview: Lake County



Lakeland 2027

**Lakeland at 60:
Resilient, Responsive, Relevant**

Strategic Direction

- **Selective and strategic**
- **Market-responsive, margin-sensitive, mission-appropriate**
- **What does Lakeland stand for? Unique? Distinctive?**
- **Community's college**

Strategic Priorities

- **Establish, monitor, and report KPIs**
- **Financial Sustainability**
 - **Balance budget and increase reserves**
 - **Rebalance our resources**
- **Enrollment**
 - **Align programs with market needs**
 - **Explore new programmatic opportunities**
- **Retention and Completion**
- **Workforce Development**
- **Facilities Planning and Space Utilization**
- **Philanthropic growth**

Academic Revitalization and Innovation

- **Academic Programs**
 - **Healthcare (Nursing, Dental Hygiene, Radiologic Technology), Information Technology, Computer Science, Business & Accounting, Criminal Justice**
- **E-Building**
 - **Welding & Fabrication, Construction Management, Mechanical Engineering Technology, Electronics Engineering Technology, Computer Integrated Numeric Manufacturing, Nuclear Engineering Technology**
- **Certificates and short-term credentials**
- **Applied baccalaureates (RN to BSN, Engineering with Lake Erie College)**

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Questions

- **What can we do to help you with what you are already doing?**
- **How can we partner?**

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Thank you!

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