STRATEGIC
PLAN 2022/2024

Annual Report AY 2023

EXCELLENCE

ACCESSIBILITY

DIVERSITY

INTEGRITY

INNOVATION

JOY

Lakeland
COMMUNITY COLLEGE

PURPOSE:

Lakeland Community College's Strategic Plan is a fluid, dynamic plan involving stakeholders campuswide. It is through Lakeland's Mission, Vision, Core Purpose, and Core Values, that strategic work is carried out and accomplished throughout the year. This report serves as a high-level summary of Lakeland's *Key Indicators of Progress* as indicated for each of the four strategic priorities.

#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.

Key Indicators of Progress:
- Headcount Enrollment
- FTE Enrollment
- CCSSE Results
- Graduate Exit Survey

Headcount and FTE Enrollment:

Each fall and spring semester, the Institutional Research Department creates the Enrollment Highlights Report[i] capturing enrollment data at time of census[ii]. The report provides an in-depth analysis of student enrollment as well as student characteristics and demographics.

FALL 2022 HEADCOUNT   &   FTE

4,733   2,603

SPRING 2023 HEADCOUNT   &   FTE

4,414   2,350

6,081

12-MONTH UNDUPLICATED ENROLLMENT

CCSSE Results:

Every three years, Lakeland participates in the Community College Survey of Student Engagement (CCSSE)[iii], which was last administered during the Spring 2023 semester. The survey fosters analysis of student behaviors and institutional practices that are highly correlated with student learning and retention. Lakeland's *CCSSE 2023 Executive Summary of Results* can be found here.

Graduate Exit Survey:

Lakeland's Graduate Exit Survey is administered on a rolling basis throughout the academic year as students apply for graduation. The survey provides insight into the graduates' satisfaction with their educational experiences at Lakeland. Once per academic year, the Institutional Research Department creates a Graduate Exit Survey Report, summarizing the results from the summer, fall, and spring graduate application windows. Lakeland's *2022-2023 Graduate Exit Survey Results* can be found here.

#2 Academic Success

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

Key Indicators of Progress:
- Fall-to-Fall Retention
- Fall-to-Spring Persistence
- Graduation and/or Transfer Rates
- College Credit Plus Enrollment
- Honors Program Enrollment

Fall-to-Fall Retention:

Fall-to-fall retention[iv] 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 credit-bearing class) or successfully complete a program by the 15th day of the following fall semester. Retention of first-time college students is reported to the Department of Education Integrated Postsecondary Enrollment Data System (IPEDS).

FT FALL 2022 RETENTION   PT FALL 2022 RETENTION

57.1%   51.2%

Fall-to-Spring Persistence:

Fall-to-Spring persistence[v] 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 credit-bearing class) or successfully complete a program by the 15th day of the following spring semester.

FT FALL TO SPRING 2023 PERSISTENCE

PT FALL TO SPRING 2023 PERSISTENCE

75%

73%

Graduation & Transfer Rates:

The three-year graduation rate[vi] 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. Three-year graduation rates of first-time college students are reported to IPEDS.

The transfer-out rate[vii] is the percentage of first-time, full-time degree/certificate seeking students enrolled for credit on the 15th day of the fall entry term (cohort) that left the institution without completing a program and enrolled at another institution by the fourth year. Transfer-out rates of first-time, full-time colleges students are reported to IPEDS.

FALL 2022 GRADUATION RATE

FALL 2022 TRANSFER RATE

16%

17%

College Credit Plus Enrollment:

According to the Ohio Department of Higher Education, "College Credit Plus is Ohio's dual enrollment program that provides students in grades 7-12 the opportunity to earn college and high school credits at the same time by taking courses from Ohio colleges or universities. The purpose of this program is to enhance students' career readiness and postsecondary success, while providing a wide variety of options to college-ready students, at no or limited costs to students and families."[viii]

FALL 2022 CCP ENROLLMENT

SPRING 2023 CCP ENROLLMENT

1,324

1,213

Honors Program Enrollment:

The Honors Program[ix] at Lakeland offers leadership development and opportunities for service, travel and social activities while providing an excellent academic experience. Students can participate in honors-level course work, research, and career development programming.

FALL 2022 HONORS COHORT   **42**

#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.

Key Indicators of Progress:
- Adult Enrollment
- New Enrollment in Workforce Training Programs
- Number of Workforce-ready degrees, certificates and credentials awarded
- Number of Holden University Center Graduates

Adult Enrollment:

Adult learners are students ages 25 and older.

FALL 2022 ADULT ENROLLMENT   SPRING 2023 ADULT ENROLLMENT

1,453   **1,421**

New Enrollment in Workforce Training Programs:

Lakeland's Basic Police Academy[x] is administered by the College in conjunction with the Ohio Peace Officers Training Council (OPOTC). The Basic Policy Academy is required training to become a police officer in the state of Ohio. To maintain a safe and quality learning environment, the size of a police academy class will not exceed 30 students/cadets.

NEW BASIC POLICE ACADEMY ENROLLMENT   **19**

Number of Workforce-Ready Degrees, Certificates and Credentials Awarded

Lakeland offers an extensive array of workforce-ready credentials. The following count of credentials awarded during Academic Year 2023 (Summer 2022, Fall 2022, and Spring 2023 semesters) excludes generalist degrees and certificates Associate of Arts, Associate of Arts in Business, and Associate of Science.

WORKFORCE READY CREDENTIALS AWARDED   **976**

Number of Holden University Center Graduates

Lakeland Community College's Holden University Center[xi] partners with 10 Ohio four-year colleges and universities so area residents can complete their bachelor's or graduate degrees right here in Lake County.

HUC UNDERGRADUATES   HUC GRADUATES

67   **30**

#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.

Key Indicators of Progress:
- Unqualified (Clean) Financial Audits
- Ohio Efficiency Reports
- Funds Available to Support Student Scholarships
- Community Survey Results
- Number of Strategic Community Partnerships

Unqualified (Clean) Financial Audits

Lakeland's FY2023 Financial Audit was released on January 23, 2024, and can be found on the Ohio Auditor's State website[xii].

Ohio Efficiency Reports

Lakeland's Board of Trustees adopted Resolution 24-23 authorizing the college's FY23 Report on Affordability and Efficiency on November 2, 2023.

Funds Available to Support Student Scholarships

Lakeland awards several scholarships each year, including Choose Ohio First Scholarships, Short-term Certificate Scholarships, Foundation-related scholarships, and scholarships for the Basic Police Academy and Medical Mutual awards.

FY 2022 – $1,585,238.87

FY 2023 – $1,516,683.70

Community Survey Results

Lakeland's most recent Community Survey of Voter Attitudes was administered 2021 by The Tarrance Group. Previous surveys were conducted in 2011, 2015, and 2018. Lakeland's next administration of a community survey is pending and contingent upon the hiring of Lakeland's next College President.

Number of Strategic Community Partnerships

Lakeland has 34 Academic Advisory Committees[xiii]. These committee members volunteer their time, talent, and expertise to ensure Lakeland's programs are teaching the most current and in-demand knowledge and skills.

Revised April 16, 2024

i To learn more about the Enrollment Highlights Dashboards, please visit
https://www.lakelandcc.edu/web/about/enrollment-highlights

ii Note: all enrollment numbers in this report are based on census unless they are 12-month
unduplicated counts.

iii To learn more about CCSSE, please visit https://www.ccsse.org/aboutccsse/aboutccsse.cfm

iv For retention trends, please visit Student Outcomes: Fall-to-Fall Retention

v For persistence trends, please visit Student Outcomes: Fall-to-Spring Persistence

vi For graduation rate trends, please visit Student Outcomes: Three-Year Graduation Rates

vii For transfer-out rate trends, please visit Student Outcomes: Transfer-Out Rates

viii To learn more about College Credit Plus, please visit
https://highered.ohio.gov/initiatives/access-acceleration/college-credit-plus/ccp-home

ix To learn more about the Honors Program, please visit https://www.lakelandcc.edu/web/about/honors-
program

x To learn more about the Basic Police Academy, please visit
https://www.lakelandcc.edu/web/about/basic-police-academy

xi To learn more about the Holden University Center, please visit
https://www.lakelandcc.edu/web/about/holden-university-center

xii To view the Financial Audit report, please visit
https://ohioauditor.gov/auditsearch/detail.aspx?ReportID=4f5c554e-ddc3-4473-917f-7f4fafbac7af

xiii To learn more about Lakeland's Academic Advisory Committees, please visit
https://catalog.lakelandcc.edu/advisory-committees/