



LAKELAND COMMUNITY COLLEGE

Strategic Plan 2010-2015

 **Opportunity**
starts **HERE**

2010-
2015

Strategic Plan

Lakeland Community College

Core Purpose

To impact lives through learning.



Core Values

Excellence - ensuring high quality services and learning opportunities through assessment for continuous improvement

Accessibility - serving as a center of learning for all people by removing barriers, strengthening relationships, and maintaining affordability

Diversity - fostering civility by respecting and celebrating differences among individuals and communities

Integrity - committing to high standards of personal and professional behavior within a culture of honesty and trust

Innovation - empowering learners and communities to be creative and versatile in their thinking and performance

Joy - creating diverse and vibrant learning communities that inspire lifelong learning

Vision

To be the best in creating quality learning opportunities.

Mission

To provide quality learning opportunities to meet the social and economic needs of the community.

1:

Priority

Student Success

Foster student success by providing service and support so that each individual student can achieve his/her educational goal



Student Success



Background

Whether students view success as earning a two-year degree, obtaining a certificate, or completing a few courses, Lakeland provides the appropriate education and support to assist them in reaching their personal goal(s). In the national community college arena much attention has focused on improving student success through the development and implementation of new enrollment and retention strategies and programs. Likewise, Lakeland has piloted several new strategies such as new orientation sessions, changes to the assessment and placement process and the Ladders to Lakeland program (a cohort based program for at-risk students). Evaluating the success of these efforts provides opportunities to improve programs and to implement new ideas to meet the diverse needs of the student population.

Strategies

- Prepare students for the college experience through participation in continuously updated orientation modules and programs
- Position and assist students to be successful in their academic courses through appropriate placement, advising, and faculty mentoring
- Improve student retention by maintaining our existing successful practices and adapting new “best practices” to our culture and community
- Modify and expand our cohort-based learning communities based on evidence of success
- Improve developmental education in order to move students into college-level courses more quickly

Progress Indicators

- Improved retention of new students
- Improved success of students in Math and English courses
- Increased number of degrees and certificates awarded each year

2:

Priority

Access & Affordability

Expand access by building the college's resource capacity and by maintaining affordability





Access & Affordability

Background

Expanding access requires not only the building of capacity, but also being diligent in continuing to find ways to maintain affordability to our students. Over the past 10 years, Lakeland's FTE students increased by 54%, exceeding the state average for community colleges. Academic year 2009-2010 is the first time Lakeland has grown less than the state average, which is due in part to capacity issues. Meeting the increasing demand for instruction can be accomplished with qualified faculty teaching in additional classrooms or through the increased use of alternative course delivery which minimizes the use of physical space. Barriers of all types must be reduced to make it easier for un-served or underserved populations to access higher education.

Strategies

- Identify opportunities for additional classroom space on-campus and at off-site locations
- Improve the efficiency of our existing resources, both human and physical
- Increase the number of students served through alternative delivery systems
- Reduce barriers for enrollment of un-served and under served populations
- Work with the state and Higher Learning Commission to develop effective alternatives for adding capacity and increasing access
- Increase access to and available funds for Lakeland Foundation scholarships

Progress Indicators

- Increased number of new students, including un-served and underserved populations
- Increased number of students served through alternative delivery systems
- Increased number of students receiving scholarships through The Lakeland Foundation

3:

Priority

Financial Capacity

Maintain the college's financial stability by diversifying our sources of revenue to become more self-reliant



Financial Capacity



Background

The University System of Ohio Strategic Plan for Higher Education calls for a diversification of revenue sources for public colleges. Given the status of the state budget, the need for all colleges and universities to become less reliant on state support has never been stronger. The state strategic plan states that private giving can play an integral role in lowering tuition and increasing financial aid. In addition, Lakeland is one of six community colleges in Ohio with local support. Within the time period covered by this strategic plan, Lakeland's support from local property tax will be determined. Likewise, federal grants and appropriations can be used to supplement tax money. All revenue options need to be examined to reduce the burden on students and the reliance on state support.

Strategies

- Align local taxpayer support with the benefits received from the college's mission
- Increase private foundation and public government agencies' support of our mission
- Increase private donors' support of our mission in areas that make the college and the community strong
- Identify and pursue grant opportunities to support program development and capital needs

Progress Indicators

- Continued local taxpayer support
- Increased revenue from donations to support our mission
- Increased number of grants from public and private organizations

4:

Priority

Quality

Ensure high quality services and learning opportunities through assessment for continuous improvement



Quality



Background

As an AQIP (Academic Quality Improvement Program) institution, Lakeland is committed to providing quality education and services that are continually enhanced through a quality improvement process. By assessing our processes for continual improvement, we will provide high-quality, up-to-date academic programs and support services. Developing metrics with effectiveness targets linked to outcomes will help to ensure quality in both the educational and operational aspects of the college.

Strategies

- Develop assessment strategies for student learning and associated metrics that include direct measures, especially those associated with individual learning outcomes
- Develop and implement a more formalized continuous improvement process that includes the identification of measurable outcomes with target metrics, data collection and analysis, and plans for systematic improvement
- Develop new credit or noncredit educational programs in response to societal and business and industry needs
- Promote professional development opportunities to increase the effectiveness of faculty and staff in the delivery of educational offerings and services
- Improve internal communication of the college's strategic priorities and process improvements
- Ensure that technology and curriculum are up-to-date

Progress Indicators

- Enhanced assessment of learning outcomes that includes direct measures
- Increased evidence of formalized continuous improvement processes
- Continued implementation of technology master plan

Priority 5:

Opportunity

Expand educational opportunities for personal development to improve the overall quality of life in our community



Opportunity



Background

The goal of the University System of Ohio's Strategic Plan for Higher Education is to raise the educational attainment of Ohio citizens. By providing opportunities for learning to take place, citizens are able to achieve social mobility, which leads to expanded choices. To the extent that education prepares people for employment or better options within an economy, it is clear that education and the economy are linked. Thus, expanding the opportunities for learning might include: formal educational opportunities such as the opportunity to earn a four-year degree; customized learning opportunities such as updating skills in the workplace; or learning in a less formal environment such as an arts program.

Strategies

- Partner with four-year colleges and universities to increase opportunities to obtain a bachelor's or master's degree at a Lakeland site
- Partner with business and industry to promote economic and workforce development
- Prepare students for the demands and challenges of today's globalized economy
- Increase arts and cultural enrichment programming

Progress Indicators

- Increased number of students enrolled in university partnerships
- Increased clients served in workforce development initiatives
- Increased participation in arts, cultural and international activities