



Lakeland Community College
STRATEGIC PLAN
2003-2008

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.

OVERVIEW AND CONTEXT

As we enter the 21st century, Lakeland Community College recognizes that a KNOWLEDGE ECONOMY is growing alongside, and transforming, the agricultural and manufacturing economies that dominated our community for the past 200 years. Success in the Knowledge Economy requires that individuals and communities engage in continuous learning activities, as well as work to create and sustain a culture of innovation in the community. The result will be a continually improving quality of life.

As a LEARNING COLLEGE of distinction, Lakeland embraces students as full partners in learning. To do so, the College is committed to offering as many learning opportunities as possible to meet the needs of diverse students. Lakeland also encourages the emergence of vibrant learning communities and other collaborative experiences that result in new ideas, understandings, and substantive changes in individual learners.

STRATEGIC GOALS

Lakeland Community College is a place where students and community members engage in learning that is:

High quality
Supportive
Convenient
Continual



Goal 1 High Quality

Objective 1.1 Make “Learning First” the primary principle guiding College decisions and daily activities.

Strategies

- 1.1.1 Deepen understandings of Learning College principles and challenges.
- 1.1.2 Offer diverse learners a broader range of vibrant learning communities.
- 1.1.3 Create a culture of continuous learning at Lakeland and in Lake County.
- 1.1.4 Establish Lakeland as the central provider of resources and opportunities to sustain the Knowledge Economy in Lake County.

Proposed Key Indicators of Progress (KIPs)

- Number of “repeat learners” that come to Lakeland.
- Increase in varieties of learning opportunities at Lakeland.

Objective 1.2 Offer learning experiences that create and sustain innovation.

Strategies

- 1.2.1 Ensure that Lakeland’s curriculum is up-to-date.
- 1.2.2 Increase learning opportunities (for Lakeland employees as well as other groups of learners) for the development of professional competencies.
- 1.2.3 Ensure that learning spaces are updated and meet the needs of learners.
- 1.2.4 Develop new programs in response to emerging job needs.

Proposed KIPs

- Growth in professional development opportunities for Lakeland employees.
- Growth in professional development opportunities offered to businesses, government entities and nonprofit organizations in Lake County and surrounding communities.
- Increased number of learning spaces that are updated.
- Increase in favorable ratings by Program Advisory Committees.

Objective 1.3 Educate the whole person.

Strategies

- 1.3.1 Help learners develop the knowledge, intellectual flexibility, and ethical awareness necessary to balance their individual needs with their social commitments in an interdependent/multicultural world.
- 1.3.2 Help learners become their own “career managers” by offering learning opportunities along all points in their career paths.
- 1.3.3 Help learners develop both intellectual and emotional intelligences.
- 1.3.4 Help learners deepen their awareness of international issues, as well as the challenges of globalization.
- 1.3.5 Create an environment that respects and celebrates humanity and individual differences.

Proposed KIPs

- Increase in courses that have documented general education outcomes embedded within them.
- Increase in “repeat learners” at Lakeland.
- Increase in favorable feedback from area employers regarding graduates’ emotional intelligence skills.
- Increase in number of international students and employees on campus.
- Increase in number of international partnerships and learning opportunities.
- Positive stakeholder attitude regarding attitudes toward individual differences at Lakeland.
- Increase in number of initiatives to promote respect for, and celebration of, humanity and individual differences.

Objective 1.4 Engage in assessment to ensure continuous improvement.

Strategies

- 1.4.1 Integrate course, program, and institutional assessment.
- 1.4.2 Assess general education outcomes.
- 1.4.3 Create a culture of continuous assessment for improvement.
- 1.4.4 Create measures to assess the assessment process.
- 1.4.5 Facilitate community discussions assessing “Lake County’s success in the Knowledge Economy” by focusing on the extent to which our community sustains continuous learning, innovation, and an improving quality of life.
- 1.4.6 Link the results of assessment for continuous process improvement with the allocation of college resources.

Proposed KIPs

- Establishment of processes for continual, integrated assessment within the College.
- Adoption of measures regarding the assessment process.
- Increased number of Lakeland-facilitated community discussions regarding Knowledge Economy issues.
- Documented linkages between resource allocation and assessment results.



Objective 1.5 Harness financial resources to sustain and expand quality initiatives.

Strategies

1.5.1 Expand partnerships to leverage resources and improve services.

1.5.2 Expand grants and Foundation activities.

Proposed KIPs

- Increase in number of partnerships with educational institutions and community organizations.
- Increase in number of grant submissions and awards.
- Increase in donations to the Lakeland Foundation.

Goal 2 Supportive

Objective 2.1 Create learner-friendly space.

Strategies

2.1.1 Examine options for the expansion of multi-purpose space.

2.1.2 Build smart classrooms.

2.1.3 Create more comfortable learning environments.

2.1.4 Create a stronger atmosphere of college cohesiveness and “school spirit.”

2.1.5 Create gathering spaces to support the academic and social needs of learners.

Proposed KIPs

- Creation of cost/benefit analysis of various options for expansion of multi-purpose space.
- Increase in number of smart classrooms on campus.
- Incorporation of specific space-related items in learner surveys, combined with positive learner ratings on these items.
 - President’s Cabinet approval of one or more initiatives (from list of options generated by Lakeland Student Government) to increase college cohesiveness and “school spirit.”
- Increase or expansion of number of gathering spaces for learners.

Objective 2.2 Ensure that learners are able to access the information they need.

Strategies

- 2.2.1 Ensure that College employees have knowledge to answer questions through continuous, comprehensive employee training programs.
- 2.2.2 Maximize communication throughout campus.
- 2.2.3 Expand community members' knowledge of what Lakeland has to offer.

Proposed KIPs

- Increase in number of employee training programs.
- Increase in College or cross-divisional information-sharing meetings.
- Improvement in employee satisfaction regarding campus-wide communication as measured by focus group discussions.
- Documented increase in community knowledge of what Lakeland has to offer.

Objective 2.3 Ensure that learners are able to get the academic support they need.

Strategies

- 2.3.1 Increase coordination among academic programs, the library, learning center, counseling and other student support areas.
- 2.3.2 Improve learner attrition and retention rates.
- 2.3.3 Increase coordination between student support areas and workforce development areas.

Proposed KIPs

- Increase in number of communications occurring between student support areas.
- Increase in number of learners who complete courses.
- Increase in number of Fall-to-Fall learner return rates.
- Development of cooperative projects between student support areas and workforce development areas.



Objective 2.4 Ensure that technology is used appropriately to support and foster learning.

Strategies

- 2.4.1 Expand instructional design and support services for distance learning courses.
- 2.4.2 Create processes to integrate data throughout campus.
- 2.4.3 Expand the range of real-time, online student services.
- 2.4.4 Increase availability of information and data throughout campus.



Proposed KIPs

- Growth in number of instructors that utilize instructional design and support services.
- Decline in the number of independent, non-integrated databases that are utilized in the College.
- Improved student satisfaction ratings regarding online student services.

Goal 3 Convenient

Objective 3.1 Expand options for blended delivery of learning opportunities.

Strategies

- 3.1.1 Integrate credit and noncredit learning opportunities more fully within the academic affairs division.
- 3.1.2 Create new pathways between credit and noncredit learning opportunities.
- 3.1.3 Begin with a focus on learners' needs rather than on the "supply" of programs and courses.
- 3.1.4 Offer degrees and certificates via distance learning.
- 3.1.5 Bring credentialing opportunities to learners via on-site workplace learning opportunities.
- 3.1.6 Expand the College's offering of "anytime, anywhere" learning opportunities.

Proposed KIPs

- Increased satisfaction level of learners regarding academic options from which they can choose.
- Increase in number of degrees and certificates that can be obtained entirely through distance learning.
- Growth in number of “suitcase” courses delivered to learners at their places of work.
- Growth in number and variety of distance learning courses.

Objective 3.2 Enhance advanced degree opportunities for learners.

Strategies

- 3.2.1 Create more opportunities for learners to receive bachelors and masters degrees at Lakeland campus.
- 3.2.2 Enhance transfer and articulation experiences for Lakeland students.

Proposed KIPs

- Growth in number of partnerships with four-year colleges and universities.
- Decrease in number of student complaints about transfer experiences.

Objective 3.3 Make it easier for learners to be at Lakeland.

Strategies

- 3.3.1 Investigate ways to expand child care options for Lakeland students.
- 3.3.2 Search for ways to improve access to campus buildings by examining issues such as parking, pedestrian access, walkways, etc.
- 3.3.3 Investigate options for better meeting the diverse culinary tastes of learners.
- 3.3.4 Ensure that Lakeland’s safety and security planning remains top-quality and responsive to emerging needs.

Proposed KIPs

- Generation of options for consideration by President’s Cabinet on childcare, physical access and culinary offering.
- Continued high ratings by learners and employees regarding safety and security issues at Lakeland.

Objective 3.4 Expand community understanding regarding learning opportunities at Lakeland.

Strategies

- 3.4.1 Involve Lakeland employees directly with the community.
- 3.4.2 Expand use of grass-roots marketing.
- 3.4.3 Increase understanding of financial aid opportunities among current and potential Lakeland learners.

Proposed KIPs

- Increased perception among community members regarding Lakeland's "value-added" to the community.
- Increase in number of Lakeland employees that participate in College marketing initiatives.
- Increase in number of people who receive financial aid counseling or financial aid educational materials from Lakeland.

Goal 4 Continual

Objective 4.1 Promote economic development by identifying and responding to community needs.

Strategies

- 4.1.1 Promote community understanding of the "Knowledge Economy" and the link between education and life success.
- 4.1.2 Expand partnerships for economic development and regional degree opportunities.
- 4.1.3 Update curriculum and create new programs where necessary to meet emerging needs.
- 4.1.4 Develop strategies for maximizing responsiveness to emerging educational needs.
- 4.1.5 Develop consultative relationships with area employers.



Proposed KIPs

- Increase in the number of references made in Lake County public discussions or newspapers to “Knowledge Economy,” continual learning, or the link between knowledge and quality of life.
- Increase in number of partnerships for economic development with colleges, universities, businesses, government entities and nonprofit organizations.
- Growth in number of repeat services offered to area employers.
- Continued or increased favorable ratings by Program Advisory Committees regarding the extent to which Lakeland's academic programs are current and responsive to community needs.

Objective 4.2 Promote workforce development and individual career entrepreneurship.

Strategies

- 4.2.1 Position Lakeland as a core resource for career entrepreneurship in the Knowledge Economy.
- 4.2.2 Promote awareness of occupational trends and related educational opportunities.
- 4.2.3 Create specific learning opportunities targeted at low-income workers.
- 4.2.4 Support career entrepreneurship among Lakeland employees by creating a Lakeland Employee Career Development Program.
- 4.2.5 Expand Lakeland's role as a bridge to opportunity for learners (internships, jobs, volunteer opportunities).
- 4.2.6 Expand partnerships with area high schools, four-year colleges and universities.
- 4.2.7 Support workforce development by offering integrated assessment, training and career development support for workers.



Proposed KIPs

- Establishment and utilization of “career management” services for learners.
- Increase in the number of Lakeland communications highlighting Lakeland learning opportunities as they relate to specific occupational trends.
- Increase in number of Lakeland students that move into higher-wage positions.
- Creation and utilization of Career Development Program by Lakeland employees.
- Increased participation of Lakeland learners and employees (whether on paid or volunteer basis) in other Lake County organizations.
- Increase in number of partnering initiatives with high schools, four-year colleges, and universities.
- Increase in number of SkillsMax contracts awarded to the College.

Objective 4.3 Make Lakeland the center for learning in Lake County and surrounding communities.

Strategies

- 4.3.1 Create more connections with diverse populations within Lake County and surrounding communities.
- 4.3.2 Act as a key resource for other nonprofit organizations in Lake County and surrounding communities.
- 4.3.3 Act as gathering place and intellectual hub for Lake County seniors.
- 4.3.4 Expand ways to bring people to the Lakeland campus.
- 4.3.5 Develop collaborations with other educational providers in the community.

Proposed KIPs

- Ensure that Lakeland’s ethnic and racial diversity continues to meet or exceed Lake County demographic patterns.
- Increase in number of international students and employees at Lakeland.
- Growth in number of nonprofit organizations that rely on Lakeland for consultative services or learning opportunities.
- Growth in number of seniors who attend Lakeland programs.
- Increased number of people who report being first-time visitors to the Lakeland campus.
- Increase in collaborative initiatives with other educational providers in the community.





