

#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
- A team from the president’s office, administrative technologies and marketing met to discuss how to improve the web registration experience for senior adults wanting to audit classes which led to extending the senior registration period, developing a separate Athletic Fitness Center (AFC) access card and other improvements.
 - An academic team from Lakeland joined the Advising Success Network initiative sponsored by the Ohio Association of Community Colleges. The network takes a holistic approach to advising which focuses on students’ personal, academic, and career goals and helps them achieve success.
 - A team from administrative technologies, marketing and recruiting meet regularly to discuss prospective communications through the new Customer Relationship Management software (CRM). Outcomes have included implementing “SparkPost” emails, creating event registration forms, researching and creating video messaging – all creating a record of contact with prospective students in the CRM, and meeting students where they are in terms of communication styles. This approach provides ease of one “guest account” for requesting information, registering for events, completing an application, communicating with recruitment specialists, etc.
- 1.2 Ease** student navigation of college processes, information and resources
- Lakeland’s new student orientation received updates to its online navigation platform and provides students with a more seamless experience to review each module. Upon completion of the orientation session, all new students participate in an “About Me” inventory, where students can share additional information that is used to provide personalized support and resources.
 - Ellucian Banner CRM went live in summer 2022, allowing us to better track and monitor prospective students’ progress from application to registration. Outreach efforts include personal phone calls, emails and texts.
 - Lakeland’s recruitment team visited 60 high schools throughout Lake, Geauga, Ashtabula, and eastern Cuyahoga counties to provide high school counselors and students with information regarding opportunities to earn a degree or certificate, transfer options, career-ready programs, or to take a class upon completion of graduation.

- Lakeland hosted a Fall Campus Visit Day and Information Fair Nov. 5, to help prospective students learn about opportunities to earn a degree or certificate, upgrade job skills or take a class. The fair included sessions on registration, financial assistance, and academic programs with faculty available to answer questions.
- Lakeland hosted a fall College Credit Plus (CCP) to Degree Night to help CCP seniors understand their options in continuing at Lakeland post-high school graduation to earn a degree before transferring to a four-year college. The event included scheduling counseling appointments, registering for classes, financial support, student services, honors program options and Holden University Center partnership programs.
- Lakeland hosted a Business Management-Information Technology & Computer Science (BUSM-ITCS) Tech Prep Day in fall 2022. The event focused on claiming college credit for tech prep courses and continuing at Lakeland to earn a degree or certificate.
- Marketing promoted Lakeland Welcome Days for Student Engagement and Leadership (SEAL). The Welcome Days event is meant to ease students into college by gathering before the first day of classes to discover the campus and available resources, as well as, visit the bookstore and get their student IDs.

1.3 Maintain access to an affordable high-quality education

- Lakeland continued to reduce the cost of books by providing more online and open access books and materials and working with publishers.
- Lakeland's provider for prescription drug coverage changed from CVS Caremark to Express Scripts/Medical Mutual resulting in considerable cost savings to the college with minimal member impact in regard to the drug formulary and pharmacy network. The college also offered employees an opportunity to switch to a less costly plan and/or tier, resulting in further cost-savings to the college.
- Marketing promoted Ohio College Comeback, which offers up to \$5,000 of debt forgiveness for students interested in returning to college to finish a degree or certificate, by sending more than 500 mailers to previous students.

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

- Lakeland was awarded a Rise and Thrive grant by the State of Ohio through the Governor's Emergency Education Relief (GEER) Fund to create a Wellness at Lakeland program designed to promote and enhance physical, emotional, financial, relationship and mental wellness for Lakeland students.
- Introduced Wellness@Lakeland, a multifaceted wellness initiative that includes:
 - Indoor and outdoor relaxation zones
 - An electronic wellness interest form, with individualized feedback and resources for students who complete it
 - A Wellness Course Menu, compiling and listing courses across the curriculum that contribute to student wellness
 - A student wellness challenge, with over 250 students participating

- Lakeland was awarded a \$19,995 grant from The Cleveland Foundation to launch a new veteran wellness initiative, Cultivating Veteran Wellness through Agriculture. Program participants will take part in a structured, holistic approach to veteran mental health through targeted agriculture and wellness initiatives.
- The counseling department crisis response procedures were revised and enhanced.
- A new electronic records system for documentation of psychological services was implemented.

1.5 Expand distance learning and flexible delivery methods

- The medical assisting program was approved to transition to a completely hybrid model to meet the needs of working adults.

1.6 Practice empathy in meeting the basic human needs of students

- Marketing worked with the financial aid office to promote Supplemental Nutrition Assistance Program (SNAP) benefits to eligible students, helping to ensure basic nutrition is made available to Lakeland students.
- The Lakeland Cares Cupboard continues to offer fresh produce, dairy, bread, frozen meat, nonperishable foods, and personal hygiene items such as shampoo, soap, deodorant, toothpaste, etc., free of charge. The Cares Cupboard is meant to be a supplement to a student's main food source, so a student can take up to three days' worth of food per visit.
- The Financial Aid Office has been able to assist students with emergency financial support with funding made possible from the Lakeland Foundation, which at times was needed for basic human needs. Students are provided with funds to ensure they have a roof over their head, clothing to wear, food to eat, and assistance when they face any unanticipated financial stress or other situations that may prevent them from continuing their enrollment.

1.7 Promote equity, inclusivity and belonging

- Lakeland's Women's Center, Men's Center and Hispanic Program provided many opportunities for a variety of students to experience a sense of belonging. Some of these affinity groups include the Student Mothers Achieving Real Triumph (SMART) Program, Female Empowerment Through Merging Minds (FEMM), Pathfinders, Hispanic Union, Women's Math Empowerment Tutoring Group, QuickStart and Student Parent Association (SPA). Participants were able to network, attend classes together, participate in workshops, seminars and receive targeted support.
- Lakeland affirmed its support for our military-connected students with the "8 Keys to Veteran Success" steps, which is in line with Executive Order 13607 "The Principles of Excellence." These are key steps in creating an environment where veterans can get the best possible experience in higher education.
- For the first time, Lakeland's Veterans Center received the prestigious Collegiate Purple Star Award from the Chancellor of the Ohio Department of Higher Education for supporting and providing an inclusive environment for military-connected students. The Veterans Center was also designated by GI Jobs as a "GOLD" Military Friendly School.

- The Veterans Center held a Veterans Day Celebration Nov. 10, bringing together our community of veterans and supporters with guest speakers from the Ohio Veterans Hall of Fame and the Disabled Veterans Association. The Center works diligently to safeguard the pathway to educational success for our military affiliated students.
- The Lakeland Foundation secured a \$20,000 grant from EATON Charitable Fund in support of Lakeland’s Men’s, Women’s and Veterans Centers.
- Starting in the fall 2022 semester, select Lakeland Community College administration and faculty participated in the Achieve the Dream (ATD) Capacity for Change cohort.
- Marketing promoted “Hellos” – “Helping English Language Learnings Optimize Success” – a support group for students with English as their second language which offers funding for students in need. The program is run by professor Joanna Whetstone.

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

- Lakeland’s Emerging Leaders Program, coordinated by the Student Engagement and Leadership Department, hosted four of their eight workshops in the fall semester. The program is designed to introduce students to leadership skills and techniques that can be transferred to the workplace, student organizations and other leadership opportunities on campus. Workshops included, “The Seven Skills of Fruitful Leadership,” “Reading & Leading – Lessons on Leadership from Children’s Books,” “Flicks & Tricks – Lessons on Leadership in Movies & TV,” and the “Student Leadership Conference.” Participants learned about leadership styles, behavioral styles, discovered personal strengths and connected with students, employees and community leaders.
- Lakeland’s Dworken & Bernstein Learn from Leaders series featured interviews with Pamela D. Kurt, Esq., Kurt Law Office, LLC, Oct. 20, and Tim McCarthy, founder of The Business of Good Foundation, Nov. 16. Free and open to the public, the series provides value-added experiences for students and the community.
- The Center for International Education offered six fall events, including:
 - “Displaced but Not Defeated: Ukrainian War Refugees in Europe,” Sept. 15, with presenter Dr. Anastasia Gordienko, assistant professor of Russian and Slavic Studies at the University of Arizona.
 - “What is the Role of Architecture in Contemporary Culture?” on Sept. 22, with presenter Ashley Bigham from the Knowlton School of Architecture at the Ohio State University and co-director of the architectural practice Outpost Office.
 - “Using Mathematics to Try to Understand the World” (in collaboration with the Lakeland Hispanic Program), Oct. 11, with presenter Dr. Alicia Prieto-Langarica, a distinguished professor in the mathematics department at Youngstown State University.
 - There was a discussion with Native American Advocate and Activist and the City Club of Cleveland's Director of Programming, Cynthia Connelly, Oct. 20.
 - “Operation Babylift: An Adoptee's Perspectives on the Vietnam War,” (in collaboration with the Lakeland Veterans Program) Nov. 3, with presenter Mahli Xuan Mechenbier from Kent State University Geauga Campus.

- There was a discussion with Literary Translator and the Chautauqua Institution's Director of Literary Arts, Sony Ton-Aime, Nov. 15.
- The Literary Festival Events for fall 2022 included:
 - Keith Manos, Oct. 6, adjunct professor of English at Lakeland Community College and a 40+ year teaching veteran, recipient of the 2022 Lakeland Excellence in Teaching Award, and the 2021 Distinguished Service Award
 - Vernon Williams, Oct. 13, the Travis Bogard Artist in Residence at Eugene O'Neill's Tao House home in Danville, California
 - Katherine Towler, Oct. 18, author of a memoir, *The Penny Poet of Portsmouth*, chosen as a Best Book of 2016 by *Entropy Magazine* and the novels *Snow Island*, *Evening Ferry* and *Island Light*
 - Mitch James, Nov. 15, Professor of Composition and Literature at Lakeland Community College and managing editor at *Great Lakes Review*
 - Open Mics, Oct. 27 and Nov. 29, for poetry, prose, music and more in HIVE

#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
 - Lakeland joined the Ohio Consortium for Transfer Pathways to Liberal Arts to enhance opportunities for students earning an associate degree to transfer to an independent college or university in Ohio.
- 2.2 Enhance** intervention systems to keep students on track to completion
 - Through analysis of the data from year one of using Inspire Software, we learned that new students received the largest share of early alerts. To help support students as they transition to college and to help manage the volume of alerts being raised, a collaborative partnership with the new student orientation office was developed. This collaboration provided additional resources for reviewing and assigning alerts, increased student outreach, and improved the overall efficiency of the early alert system.
- 2.3 Continue** behavioral nudging via text and email to encourage success
 - College Credit Plus (CCP) and students nearing degree completion were added to the Persistence Plus platform, providing behavioral nudging via text messaging. The nudges sent were specific to these populations, with a focus on growth mindset to encourage near completers across the finish line and building a sense of belonging and a connection to the college for CCP students.
- 2.4 Increase** opportunities for adults to earn college credits through Prior Learning Assessments
 - The college continues to award credit for prior learning to veteran students who have submitted a Joint Services Transcript. With the expansion of the veteran services department, this opportunity for students to earn credit for their military training has received renewed interest. Veteran students typically earn 14 to 16 credit hours depending upon the military training they completed which equates to about one semester of a degree program.
- 2.5 Provide** quality opportunities for high school students to graduate with college credit
 - Lakeland’s business management and ITCS faculty presented “Next Steps...Secure Your Future,” Sept. 30, for 200 area Tech Prep students to encourage them to continue their

education at Lakeland. Students attended sessions on team building and design thinking and received information about scholarships and articulating credit to Lakeland.

- Lakeland hosted a fall CCP to Degree Night to help CCP seniors understand their options in continuing at Lakeland post-high school graduation to earn a degree before transferring to a four-year college. The event included scheduling counseling appointments, registering for classes, financial support, student services, honors program options and Holden University Center partnership programs.
- Lakeland hosted a BUSM-ITCS Tech Prep Day in fall 2022. The event focused on claiming college credit for tech prep courses and continuing at Lakeland to earn a degree or certificate.

2.6 Attract high-performing students through the honors program

- The Lakeland Foundation secured a \$25,000 gift to support Lakeland's Honors Program.

#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
- Recruitment held 10 Adult Learner Information Sessions, 10 Returning Student Information Sessions, and nine Transfer Thursday Information Sessions during summer and fall 2022.
 - Lakeland’s business management department hosted a Real Estate Information Session Sept. 22 for prospective students to learn about careers from local real estate professionals and to learn about Lakeland’s real estate certificate programs.
- 3.2 Engage** employers to identify industry trends and ensure job training meets workforce needs
- College representatives visited many local employers to discuss industry needs including Swagelok in Solon and Rimeco Products in Willoughby.
 - Various health program advisory committee meetings held in fall 2023 (nursing, histotechnology, dental assisting, occupational therapy assistant {OTA}, and medical assisting {MDAS}) engaged committee members in reviewing the status of the workforce needs as well as changing industry best practices and competencies.
- 3.3 Develop** new degrees, certificates, short-term credentials, and training programs to meet evolving employer need for qualified workers
- Lakeland launched a new physical therapist assistant degree in fall 2022.
 - The Respiratory Therapy Program received a Distinguished Registered Respiratory Therapist (RRT) Credentialing Award and the President’s Award for Excellence from the Commission on Accreditation for Respiratory Care (CoARC). The awards are a part of the CoARC’s continued efforts to value the RRT credential as a standard of professional achievement.
 - Lakeland developed a partnership with Ursuline College for the respiratory therapy progression program to completion of the 4-year degree.
 - Lakeland provided outreach to the Painesville school system to develop CTP stackable certificate pathways for Heritage High School students was created.
 - Marketing promoted the Short-Term Certificate Program, which is funded by a \$159,000 Ohio Department of Higher Education (ODHE) grant. It provides need-based financial aid to in-state students who are enrolled in a program that may be completed in less than one

year. Eligible programs are those meant to help improve Ohio's workforce development capacity.

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

- The U.S. Department of Commerce awarded Lakeland a \$4.2 million grant from the Economic Development Administration to renovate the Industrial Skills Training Center for Advanced Manufacturing. The grant aims to boost manufacturing workforce training efforts and provide individuals with skills needed to fill manufacturing jobs across northeast Ohio.
- Lakeland was awarded a Regionally Aligned Priorities in Delivering Skills (RAPIDS) grant from the State of Ohio and the Ohio Department of Higher Education (ODHE) totaling more than \$165,000 to be allocated toward new equipment in nursing, histotechnology, geospatial technology and dental hygiene classrooms.

3.5 Increase internship and co-op experiences for students

- Career services collaborated with Cleveland Clinic's Revenue Cycle Management Department to develop and pilot a paid summer internship program. The first of its kind, this 12-week rotational internship program prepares students for non-clinical employment at Cleveland Clinic in the Revenue Cycle Management Department. Four Lakeland students were hired in fall 2022 and career services is working with Cleveland Clinic on a second iteration of the program.

3.6 Expand Holden University Center partnership programs in high demand careers

- The Holden University Center added four new bachelor's degree programs offered through Ursuline College including a B.A. in Business Management, B.S. in Nursing (RN to BSN), B.A. in Psychology and B.S. in Social Work.
- Ursuline College's Master of Science in Nursing (MSN) and Doctor of Nursing Practice (DNP) expanded to include additional RN to MSN and RN to DNP pathways.

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

- The Emerge Project offered through career services is grant funded and supports Black students with activities, resources, networks and skills, laying the groundwork for these students to emerge as successful professionals.

#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

- Administrative technologies implemented many network security protocols including multifactor authentication. Simulated phishing email attacks are now scheduled to run continuously and will test employees quarterly.
- Events and facility rentals provided meeting and event space on 39 occasions for eight external clients during the fall 2022 semester. Clients included the Lake County Council on Aging, Fifth Third Bank and the American Red Cross. The Lake Erie Food Festival also chose Lakeland as the location for their introductory event.
- Marketing eliminated outside printing of promotional stanchions by using the large format printer in HIVE, which estimates a savings of \$5,000 annually.

4.2 Enhance public awareness and value perception of the college

- Lakeland's summer 2022 registration advertising campaign through our media buying partner Fahlgren Mortine delivered over 22 million impressions and over 11,000 website visits with nearly all campaign traffic coming from new users.
- Lakeland's fall 2022 registration advertising campaign delivered over 18.6 million impressions and over 139,990 total clicks. The campaign generated 47,918 pageviews, with 98.3% being new users. The average time spent on the landing page shows users were interested and engaged in the content.
- Support for area high schools with Lakeland brand advertising on high school scoreboards, gymnasium scoring tables and athletic websites. This initiative promotes Lakeland's value with PSAs during games, recruitment sponsor nights and shout-outs on high school social media platforms.
- Lakeland showed support for community events with sponsorships, program ads, etc., including the Lake County Fair, Dancing Under the Stars, Forbes House Cash Dash and Dinner Bash, Leadership Geauga County Emerald Ball, Eastern Chamber of Commerce, Mentor Chamber of Commerce, Western Willoughby Chambers of Commerce, and recently added Ashtabula Chambers of Commerce and Chardon Area Chamber of Commerce.
- Lakeland has a partnership with Lake/Gauga Educational Association Foundation (LEAF) including monthly articles in their eNewsletters to high school students and their parents.

- Marketing promoted the Arts at Lakeland increasing awareness and positioning the college as a valuable center for the arts in Lake County. The Arts at Lakeland delivered three gallery shows and seven civic music concerts during fall semester.
- Lakeland offered three Knowledge Exchange sessions during fall semester, increasing awareness and sharing knowledge with the community. Topics ranged from elder fraud to birding.
- Marketing delivers monthly ads and articles to Lake Community Newspaper, servicing Mentor, Willoughby, Eastlake, Willowick and Painesville (circulation over 48,000). Articles range from celebrating student successes (PTK awards) to financial assistance available and program offerings (short-term certificates, CCP, bachelor's/graduate degrees, etc.) to veteran services and welcoming transient students for the summer.
- Lakeland hosted the annual Fall College Fair, bringing more than 100 colleges to campus for local high school students to learn more about their higher education options. While the event showcases Lakeland competition, it also increases awareness for Lakeland and positions the college as a leader in the local area.
- Lakeland's recruitment team participated in 69 off-campus events such as college, career and military fairs, community expos and local chamber of commerce events, and back-to-school community activities.
- Marketing delivered more than 30 press releases during fall semester and answered eight media requests.

4.3 Continue environmental sustainability principles and practices

- On Aug. 16, 2022, a policy for a smoke-free environment went into effect on Lakeland's campus. To support this effort, marketing promoted our tobacco-free campus demonstrating "Lakeland Community College is dedicated to providing a healthy, comfortable, and productive working and learning environment for all members of the college community."

4.4 Increase fundraising to support student success and college priorities

- Lakeland's respiratory therapy program received a \$5,000 donation from the National Board for Respiratory Care (NBRC) to be awarded to part-time or full-time respiratory therapy students within the 2023 calendar year who meet NBRC scholarship criteria.
- Lakeland was awarded a Campus Safety Grant from the Ohio Department of Higher Education (ODHE) in the amount of \$79,300 for security projects to enhance the safety of students and staff on campus.
- Lakeland was the recipient of the Regionally Aligned Priorities in Delivering Skills (RAPIDS) grant for \$167,208.00. Grant dollars support equipment needs in select programs (RN, Histotechnology, Geospatial and Dental Hygiene) to prepare highly skilled graduates and meet workforce needs.
- Marketing promoted the popular "Crafts for the Mansion" craft fair benefiting Mooreland Mansion gardens helping to keep Mooreland and the surrounding gardens relevant and a point of pride for the college.

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

- A team from Lakeland attended the Higher Learning Commission's Student Success Academy Data and Initiatives Roundtable in Rosemont, Illinois Oct. 10 and 11. The team analyzed data about Lakeland's students to better understand the student populations served by the college. Discussions included the results of the Perceptions of Student Success survey administered to Lakeland employees in September. The roundtable ended with Lakeland's team beginning an inventory of all campus student success initiatives.
- Through participation in the Higher Learning Commission's Student Success Academy this fall, a team from Lakeland's Academic and Student Affairs Division gathered data and attended a workshop to better understand Lakeland's population. They also began a discussion of the effectiveness of Lakeland's current student success initiatives in light of the current student population data.
- A workgroup comprised of administrators, faculty, staff and students was formed to discuss the role of the Planning Advisory Council. The group will recommend a process and structure to provide all constituencies with the opportunity to provide meaningful input into planning and continuous quality improvement at the college.

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

- Through a partnership with Omni's Vitali Senior Living, Lakeland offers residents from their senior living communities across Northeast Ohio opportunities to participate in guided, hands-on projects in HIVE. About 10-12 Vitalia residents participate weekly in such projects as glass engraving, laser cutting and 3-D printing. Additional partnership opportunities are being explored including with the Arts at Lakeland.
- Recruitment delivered senior audit and non-credit promotional materials to nine senior centers and senior living facilities.
- This fall, with the return to more on-campus programming, Lakeland's partnership with Case Western Reserve University's Siegal Lifelong Learning Program led to the offering of in-person Siegal Lifelong Learning Program courses and one day seminars for seniors at the Holden University Center. Topics included *Westward Ho! How America Spanned a Continent* and *Lost Worlds of South America*.

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

- Lakeland hosted educators from 10 school districts in Lake, Geauga and Cuyahoga counties for #DesignCampCLE - a free, professional development experience at HIVE Makerspace. Educators practiced human-centered design methods and mindsets to transform education for their students and gained tools to implement in their own classrooms.
- Cleveland Clinic hospital leadership was given a guided tour of the H-building to discuss the new Mentor location of Cleveland Clinic hospital and job placement.