

Lakeland
COMMUNITY COLLEGE

STRATEGIC PLAN 2022/2024



EXCELLENCE
ACCESSIBILITY
DIVERSITY
INTEGRITY
INNOVATION
JOY

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INTRODUCTION

As a core component of the Higher Learning Commission's criteria for accreditation, Lakeland Community College engages in systemic and integrated planning and improvement. Our strategic plan guides our vision for the future and aligns budgeting with our strategic priorities.

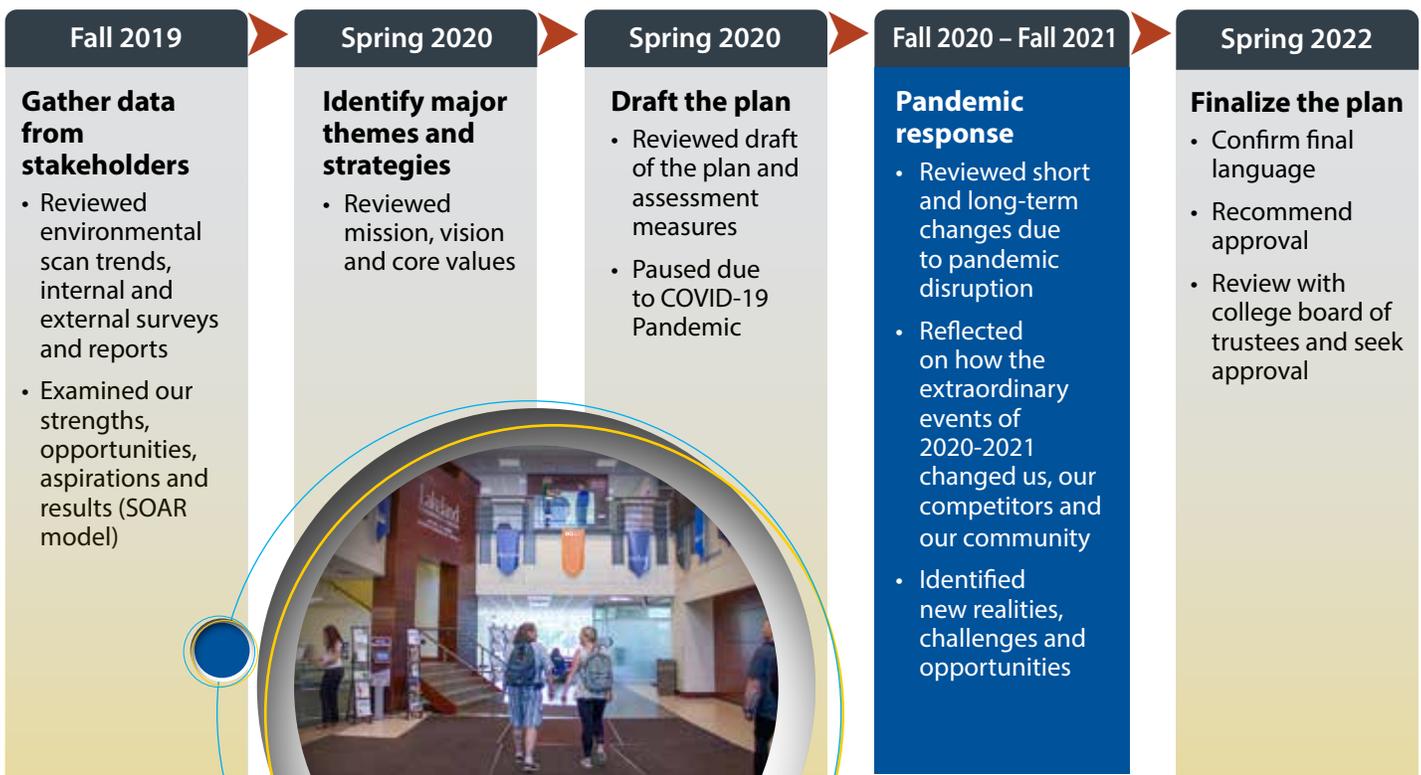
At the same time, our strategic plan is a dynamic plan which allows us to be responsive to adapt to unanticipated future events and create emergent strategies. There may be no better example of an institution's need to remain nimble than the global pandemic of 2020.

This strategic plan is a fluid, living document. We will continue to put students' and community needs first, be creatively proactive, and not limit ourselves to what fits our current resources. We will monitor our external and internal environments and make quick decisions when opportunities and challenges suddenly arise.

Creation of this new strategic plan was a collaborative effort led by the college's Planning Advisory Council with input from the campus community. The Strategic Planning Committee will monitor the implementation of the plan and report progress.



STRATEGIC PLANNING PROCESS





EXCELLENCE

ACCESSIBILITY

DIVERSITY

INTEGRITY

INNOVATION

JOY

MISSION

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

VISION

To be the best in creating quality learning opportunities

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 equity, inclusion and 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





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.

Strategies

- 1.1 Establish** a culture of exceptional customer service through human-centered design thinking
- 1.2 Ease** student navigation of college processes, information and resources
- 1.3 Maintain** access to an affordable high-quality education
- 1.4 Increase** student access to support services, including enhancing delivery of mental health supports
- 1.5 Expand** distance learning and flexible delivery methods
- 1.6 Practice** empathy in meeting the basic human needs of students
- 1.7 Promote** equity, inclusivity and belonging
- 1.8 Provide** co-curricular activities to improve the student learning experience

Key Indicators of Progress

- Headcount enrollment
- FTE enrollment
- CCSSE results
- Graduate exit survey



#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
- 2.2 Enhance** intervention systems to keep students on track to completion
- 2.3 Continue** behavioral nudging via text and email to encourage success
- 2.4 Increase** opportunities for adults to earn college credits through Prior Learning Assessments
- 2.5 Provide** quality opportunities for high school students to graduate with college credit
- 2.6 Attract** high-performing students through the honors program

Key Indicators of Progress

- Fall to fall retention
- Fall to spring persistence
- Graduation and/or transfer rate
- College Credit Plus enrollment
- Honors Program enrollment

Opportunity
starts **HERE**



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STRATEGIC PRIORITIES

#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
- 3.2 Engage** employers to identify industry trends and ensure job training meets workforce needs
- 3.3 Develop** new degrees, certificates, short-term credentials, and training programs to meet evolving employer need for qualified workers
- 3.4 Keep** classrooms, labs and technologies updated to train students for the jobs of today and tomorrow
- 3.5 Increase** internship and co-op experiences for students
- 3.6 Expand** Holden University Center partnership programs in high-demand careers
- 3.7 Ensure** students have the general education and soft skills to succeed in the workplace

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

#4 Community Stewardship

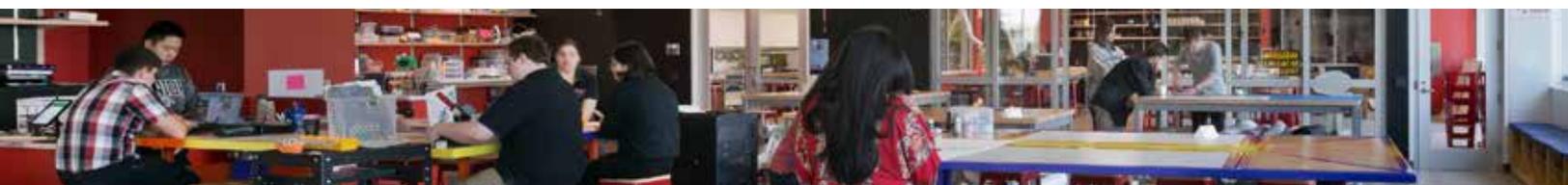
Lakeland will strengthen its brand reputation, strategic partnerships, and financial resources to meet student needs and improve the quality of life in our community.

Strategies

- 4.1 Demonstrate** good stewardship of taxpayer resources
- 4.2 Enhance** public awareness and value perception of the college
- 4.3 Continue** environmental sustainability principles and practices
- 4.4 Increase** fundraising to support student success and college priorities
- 4.5 Improve** processes for measuring effectiveness and analyzing results for continuous improvement
- 4.6 Explore** partnership opportunities to serve the unmet needs of our aging population
- 4.7 Facilitate** conversations with community partners to address common challenges and opportunities

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



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Student Experience

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Academic Success

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Lakeland Community College is
accredited by the Higher Learning
Commission (HLC).

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Opportunity
starts **HERE**

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