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**

<table>
<thead>
<tr>
<th>Fall 2019</th>
<th>Spring 2020</th>
<th>Spring 2020</th>
<th>Fall 2020 – Fall 2021</th>
<th>Spring 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gather data from stakeholders</td>
<td>Identify major themes and strategies</td>
<td>Draft the plan</td>
<td>Pandemic response</td>
<td>Finalize the plan</td>
</tr>
<tr>
<td>• Reviewed environmental scan trends, internal and external surveys and reports</td>
<td>• Reviewed mission, vision and core values</td>
<td>• Reviewed draft of the plan and assessment measures</td>
<td>• Reviewed short and long-term changes due to pandemic disruption</td>
<td>• Confirm final language</td>
</tr>
<tr>
<td>• Examined our strengths, opportunities, aspirations and results (SOAR model)</td>
<td></td>
<td>• Paused due to COVID-19</td>
<td>• Reflected on how the extraordinary events of 2020-2021 changed us, our competitors and our community</td>
<td>• Recommend approval</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Identified new realities, challenges and opportunities</td>
<td>• Review with college board of trustees and seek approval</td>
</tr>
</tbody>
</table>
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.

### INTRODUCTION

- **Fall 2019**
  - Gather data from stakeholders
  - Reviewed environmental scan trends, internal and external surveys and reports
  - Examined our strengths, opportunities, aspirations and results (SOAR model)

- **Spring 2020**
  - Identify major themes and strategies
  - Reviewed mission, vision and core values

- **Spring 2020**
  - Draft the plan
  - Reviewed draft of the plan and assessment measures
  - Paused due to COVID-19 Pandemic

- **Pandemic Pandemic**
  - Reviewed short and long-term changes due to pandemic disruption
  - Reflected on how the extraordinary events of 2020-2021 changed us, our competitors and our community
  - Identified new realities, challenges and opportunities

- **Spring 2022**
  - Finalize the plan
  - Confirm final language
  - Recommend approval
  - Review with college board of trustees and seek approval

### STRATEGIC PLANNING PROCESS

- **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
#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
STRATEGIC PRIORITIES

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

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
**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, Accessibility, Diversity, Integrity, Innovation, Joy

---

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

**Academic Success**
- **Fully implement** the Guided Pathways model to clarify effective paths from entry to credentials
- **Enhance** intervention systems to keep students on track to completion
- **Continue** behavioral nudging via text and email to encourage success
- **Increase** opportunities for adults to earn college credits through Prior Learning Assessments
- **Provide** quality opportunities for high school students to graduate with college credit
- **Attract** high-performing students through the honors program

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

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

---

For the full Strategic Plan, visit lakelandcc.edu/strategicplan.
Lakeland Community College is accredited by the Higher Learning Commission (HLC).

The Higher Learning Commission
230 South LaSalle Street, Suite 7-500
Chicago, IL 60604-1413
800.621.7440
www.hlcommission.org