

Lakeland  
COMMUNITY COLLEGE

# Strategic Plan

Focus on Student Success 2020



Opportunity  
starts **HERE**  
[www.lakelandcc.edu](http://www.lakelandcc.edu)

## 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

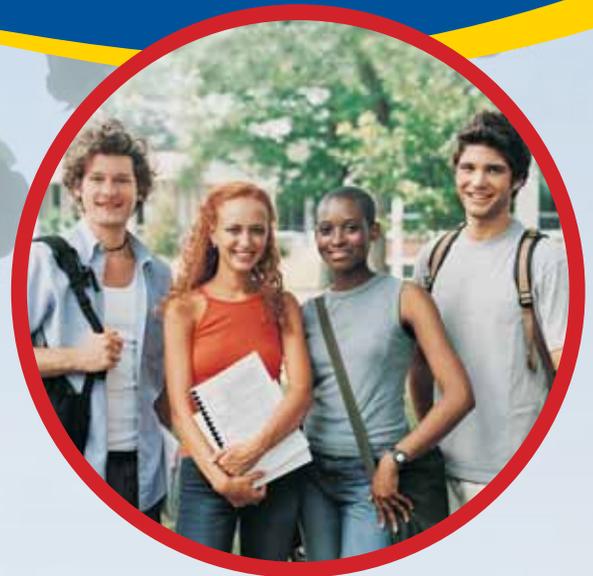
**Accessibility** - serving as a center of learning for all people by removing barriers, strengthening relationships, and maintaining affordability

**Diversity** - fostering 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 Goal 1:**

### **Increase student success and completion to ensure students meet their educational goals**



## **Objective 1:**

### **Strengthen our connection to prospective students**

- Broaden early awareness of connections between college completion and career opportunities
- Expand opportunities for earning college credits that count toward a degree or certificate before graduating from high school
  - Increase opportunities for adults to earn college credits for meaningful knowledge and skills documented through Prior Learning Assessments
    - Grow enrollment of specific target audiences, including adult learners, minority students, and military veterans



## Objective 2: Position students for success

- Reform developmental education to accelerate student progression into college-level courses
- Strengthen collaboration with K-12 to improve college readiness
- Develop incentives to attract high-performing students
- Increase student access to advising and learning support services
- Position students for success through mandatory orientation and a first year experience course
- Align student support services to ease student navigation of college processes, information and resources
- Prepare students for a globally and culturally diverse economy and workforce





### **Objective 3: Monitor student progress and accelerate completions**

- Institute an early intervention system to keep students on track to completion
- Reward success and provide incentives to drive persistence to completion
- Develop innovative ways to reduce the time and cost of degree completion while maintaining quality
- Expand distance learning and flexible delivery methods
- Devise increasingly flexible, innovative scheduling and registration practices to remove barriers to completion

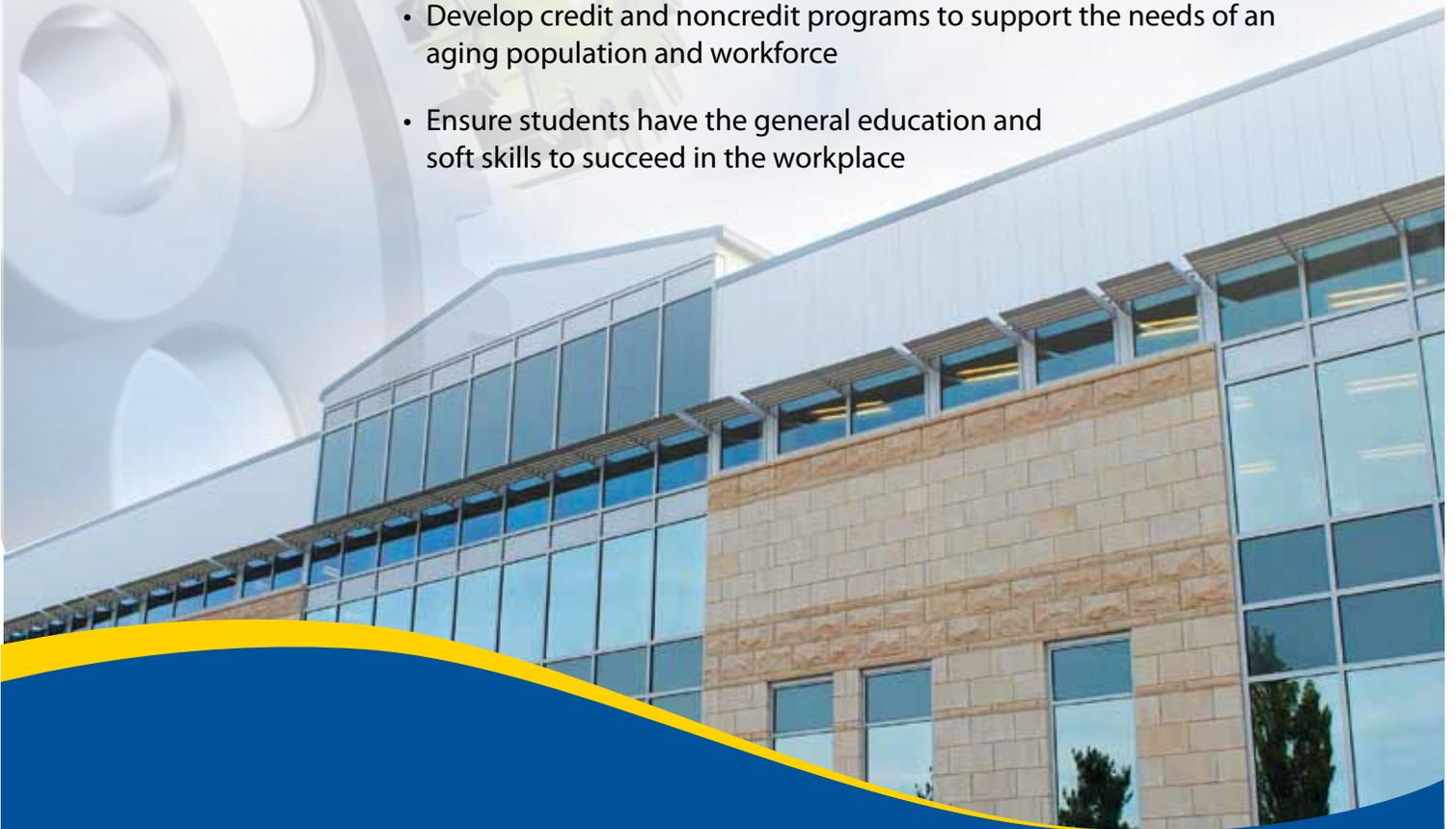




## **Objective 4: Bridge educational attainment and workforce needs**



- Expand Holden University Center partnership programs in high-demand careers
- Strengthen job training and workforce development programs
- Develop new degree and certificate programs in growing occupations to meet the need for qualified workers
- Increase industry-recognized certification and training programs to meet employer needs
- Increase internship and co-op experiences for students
- Develop credit and noncredit programs to support the needs of an aging population and workforce
- Ensure students have the general education and soft skills to succeed in the workplace





## **Strategic Goal 2:**

### **Strengthen our institutional effectiveness through assessment for continuous improvement**

- Strengthen the use of data for more in-depth analysis and document processes for continuous improvement
- Ensure that learning technology, equipment and furnishings are state-of-the-art
- Strengthen professional development opportunities to maintain a culture of excellence
- Enhance internal communications and collaborations
- Capture and document institutional knowledge to assist in succession planning
- Adopt best practices in supporting adjunct faculty
- Lead and facilitate conversations and collaborations to address critical community issues



### **Strategic Goal 3:**

## **Increase alternative sources of revenue and control costs to maintain affordable tuition for students**

- Secure ongoing local levy support
- Identify and secure alternative sources of revenue that advance the college's mission and vision
- Continue cost containment through sound financial management
- Increase contributed income from individual, corporate, foundation, and government sources to support institutional funding priorities
- Engage the Lakeland Alumni and Friends Network to support the college



# Performance Measures for Student Success

## Enrollment Measures

- Enrollment – all students
- Enrollment – adults age 25 and older, Pell-eligible, and minority students
- Enrollment – College Credit Plus
- Enrollment – distance learning

## Persistence Measures

- Course completion
- Semester to semester persistence
- Completion of 12, 24 and 36 credit hours
- Developmental education English success
- Developmental education Math success

## Completion Measures

- Time to degree
- Associate degree completion
- Certificate completion
- Transfer to a four-year college or university
- Number of four-year college or university partnership programs

## Employment Measures

- Certification and licensure exam passing rate
- Number of internships and co-op experiences
- New degrees, certificates and workforce training programs in high-demand fields

## Institutional Effectiveness Measures

- Student engagement/satisfaction
- Employee engagement/satisfaction
- Community perception

## Financial Capacity Measures

- Ongoing local levy support
- Revenue from alternative sources
- Cost efficiencies

