Lake Land College
Strategic Plan
2010-2012

engaging minds, changing lives through the power of learning
Lake Land College Values and Behaviors

CARING – Showing respect and compassion for others
- I treat others as equals.
- I hear and recognize the ideas/beliefs of others.
- I recognize a job well-done.
- I respect my own and others’ work-life balance.
- I bring a positive attitude to each situation.

COMMUNICATION – Creating an environment that values the open exchange of ideas
- I follow through by returning phone calls and acknowledging correspondence with others in a timely manner.
- I listen to feedback to help me grow.
- I speak directly with those involved.
- I use the open door policy.
- I withhold judgment until the entire idea is expressed.
- I share all appropriate information that can be shared.

TEAMSHIP – Working together and with others to create a whole greater than the sum of the parts
- I work for the good of the group.
- I hold myself and others accountable.
- I celebrate individual and team success.
- I identify, utilize, and challenge strengths in myself and others.
- I regularly support team members.

INNOVATION – Taking risks to create new opportunities
- I evaluate current processes and constantly look for new and better ways to improve.
- I solve problems with old and new ideas.
- I openly voice new ideas.
- I integrate my experiences into my daily work.
- I constantly improve.
- I share with others what I have learned from my past experiences.

EXCELLENCE – Consistently achieving the highest level of quality
- I support and encourage personal and professional growth.
- I practice high ethical standards.
- I exhibit passion and enthusiasm in my daily tasks.
- I accept no less than the highest levels of integrity in myself and others.
- I go above and beyond.
Lake Land College Strategic Plan
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Strategic Priorities

The four major areas the college community will focus on for the next three years are:

1. Innovation
2. Assessment and Quality
3. Enrollment
4. Culture

Focusing key resources on these four priorities will result in a concentrated drive toward implementation of the realistic, achievable goals you’ll find in this document. As you read the affirmations for each goal, you’ll find that we will all have an opportunity to grow outside our comfort zones and influence the future of Lake Land College.

All implementation dates will be identified in team charters and action plans.
Strategic Goals

INNOVATION

Affirmation: We engage in an ongoing search for information which reveals the needs of the people we serve. Through this process we discover and act on opportunities for innovation.

Goal 1: Stimulate Discovery
Explore and define the process we will use to learn from and find out more about the people we serve. Gather and use this information as a catalyst for innovation.

Goal 2: Actively Support Innovation
Set in place a support structure and essential resources for innovation to occur.

Goal 3: Make Innovation Visible
Create physical environments in the college community that facilitate and are conducive to innovative thinking.

Goal 4: Prepare People to Innovate
All employees are prepared with the skills and knowledge needed to pursue innovation.

“It’s an ongoing process that I am glad to be a part of. I’ve enjoyed facilitating different stages of the plan.”

Brian Lynch
Economics Instructor
Strategic Planning Team Member
Innovation Implementation Team Leader
Strategic Goals

ASSESSMENT AND QUALITY

Affirmation: We seek to enhance and support the learning experience for students at Lake Land College. We recognize that it is the responsibility of the entire institution to work together for that purpose. Through systematic use and monitoring of assessment activities across the college, we foster a learning environment of the highest quality for every student.

Goal 1: Establish Learning Goals
We will establish common institutional learning goals.

Goal 2: Identify Departmental Outcomes
All areas will develop three to five outcomes that demonstrate how we add to or enhance the student experience and/or student learning.

Goal 3: Enhance Student Learning and Experience
All areas will develop and implement action plans to enhance student learning based on institutional and departmental outcome results.

Goal 4: Assess Quality of Student Experience
All areas will ensure that all students receive the same quality of service and instruction regardless of point of access or mode of delivery.
Strategic Goals

ENROLLMENT

Affirmation: We implement enrollment strategies to build an environment that increases student success, expands educational opportunities, inspires innovation and responds to community needs.

Goal 1: Increase Enrollment
Increase credit hour enrollment by 20 percent* through new strategies in marketing and recruitment, retention and student success and academic program and course offerings.

*Benchmark for this goal is the end of term credit hour enrollment for the academic year 2008- 2009.

“Serving on this team was a good opportunity to have my voice heard and to make a difference in the college.”

Brett Roberts
Library Clerk
Strategic Planning Team Member
Strategic Goals

CULTURE

Affirmation: We live our ideal culture by developing and fostering trust, accountability, individuality and inclusivity.

Goal 1: Live
The OCES Survey will reveal that the current culture mirrors the ideal culture. Every person has an individual relevance/value statement and resources are allocated to work that must be done to move us forward.

Goal 2: Strengthen
Our vision and values are integrated into the employee life cycle.

Goal 3: Participate
One hundred percent of employees have participated in 21 Keys.

“I have seen the changes as far as people working together, the teamship and better communication. It makes for a harmonious working relationship. I look forward to coming to work every day and will enjoy working with others on campus towards these goals.”

Mike Reedy, Jr.
Lead Custodian
Culture Goal Sub Team Member
Question and Answer with President Scott Lensink

Q: What will Lake Land look like when this is completed?

A: As we implement this plan, I see us in control of our destiny - creating and improving systems that produce the results we envision. As we implement our strategies, our work and our goals will determine our outcomes, progress and success.

Q: Who was involved in creating this plan?

A: A group of faculty, staff, administrators, trustees and students from the college community served on the core Strategic Planning Team. In addition, several more people joined us in creating affirmations and goals for each priority. As we evaluated the priorities we asked all college employees to provide feedback through a survey. As we move forward, several additional college community members will serve on Implementation Teams, as well as provide expertise to teams.

Q: How does the Strategic Plan fit in with our Vision and Values?

A: The priorities of the strategic plan were created with the vision and values in mind. In fact, one of the priorities is Culture. This means we will devote resources to weaving the vision and values further into the college community. We used tools and techniques such as affirmations and bold goals in creating the plan.
Question and Answer with President Scott Lensink

Q: How will this impact our work life at Lake Land?

A: First of all let me say how much I appreciate everything you do for the college. You are a valuable member of the Lake Land College community and the work you do is vital to our continued excellence. As we move forward, the decisions we make will be evaluated based on our college’s vision, values and strategic priorities. For instance, as we create budgets we will align our spending with our strategic priorities and values. As we face new challenges and opportunities this plan will serve as a resource that will direct us into a successful future.

Q. What can I do?

A: As we implement this plan you will be asked to try new things, to be engaged in new activities and to evaluate procedures. This is an exciting time for Lake Land College and we want everyone to be a part of it. I ask that you keep an open mind, see opportunity when presented with challenges and join in as we work toward our goals.

Strategic Planning Process

Lake Land College followed a standard planning process when developing its plan.

- **Situational Analysis**
  How are we performing and what does our environment look like today?

- **Gap Analysis**
  Sometimes called SWOT (Strength, Weakness, Opportunity Threat) analysis.

- **Problem-Opportunity Identification**
  Synthesizing everything from the previous two stages.

- **Prioritization of Problems and Opportunities**
  Narrowing focus down to what’s important.

- **Goal Setting**
  Establishing bold performance metrics.

- **Strategic Planning**
  Transitioning from deciding “what to do” to deciding “how to do it”, which is the whole point of the strategic planning process.

- **Action Planning**
  **Implementation**
Strategic Planning Team Members

Kelly Allee  
Director of Communications & Creative Services

Jeri Beel  
Director of Grants Development

Lynn Breer  
Director of Institutional Research

John Carpenter  
Business Instructor/Coordinator of Management/Marketing Programs

Pam Crisman  
Vice President for Development

Jim Hull  
Vice President for Academic Services

James Jarrett  
History Instructor

Bambi Jones  
Mathematics Instructor

Michael Kasdorf  
Director of Facility Planning

Teresa Lang  
Early Childhood Education Instructor/Coordinator

Scott Lensink  
President

Brian Lynch  
Economics Instructor

Tina Moore  
Director of Career Services

Tom Niebrugge  
Trustee

Kord Nolte  
Student

Ray Rieck  
Vice President for Business Services

Brett Roberts  
Library Clerk

Robin Rollings  
Student

Mike Rudibaugh  
Geography/Earth Science Instructor

Lee Spaniol  
Director of Information Systems and Services

Tina Stovall  
Vice President for Student Services

Mike Sullivan  
Trustee

Jon Van Dyke  
Dean of Admissions Services

Timothy Van Dyke  
Division Chair, Technology/Civil Engineering Technology Instructor

Linda VonBehren  
Associate Vice President for Workforce Development

Jim Hull  
Vice President for Academic Services

Brett Roberts  
Library Clerk

Robin Rollings  
Student

Mike Rudibaugh  
Geography/Earth Science Instructor
Timeline

Launch Strategic Planning - February 2009
A cross-functional core team embarked on the strategic planning process.

Research - February - April 2009
Situational Analysis involved many hours of research and approximately eight hours of presentations covering multiple topics of strategic importance identified by the team. Presentations reviewed historical performance data, best practices in targeted areas of interest, and benchmark findings from other institutions of higher learning. Sometimes referred to as gap analysis, the process served to raise team awareness of strengths and weaknesses of the institution within its operating environment and in relation to its peers and competitors.

Select Strategic Priorities - April-June 2009
Drawing on information shared during Situational Analysis and in consultation with other members of the college community, team members identified the most significant strategic problems and opportunities facing the college. When organized into categories of like ideas, this activity produced nine areas of critical interest, including (alphabetically): Enrollment, Finances and Resources, Innovation, Instructional Assessment and Quality, Marketing and Image, Organizational Culture, Organizational Metrics, Services and the Student Experience.

To broaden the team’s perspective in these areas of interest, the college community was invited to participate in a feedback tool. Survey input expanded the critical interest list to further include Academics, Faculty, Facilities, Students, Tuition Cost, Online Learning, College Community Communication, Technology, Community, Partnerships, and Economic Development. Survey multi-voting produced a shortened list of eight categories, the top four being: 1) Innovation, 2) Assessment and Quality, 3) Enrollment and 4) Culture.
Timeline

Set Strategic Goals - July-August 2009
Four sub-teams were formed within the Strategic Planning Team and tasked with preparing goal statements for each of the priority areas.
- Innovation
- Assessment and Quality
- Enrollment
- Culture

Strategic Implementation Teams Formed - November-December 2009

Outline Strategies - January 2010
Teams began meeting to formulate strategies and begin action planning.

Implement Action Items - January 2010 - 2012

“What I liked about the strategic planning process was the inclusiveness of it, the attempt to have all constituencies of the college involved. I also felt the motivation at all times was to improve the student experience. There will be a process in place to express, evaluate and act upon new ideas.”

Tom Niebrugge
Board of Trustees Member and Strategic Planning Team Member
Glossary

21 Keys - Pacific Institute training that provides you with a set of tools to set and reach goals in the areas of your life you choose to concentrate on.

Affirmation - a statement written in the first person and in the present tense that positively states the goal you are going to reach.

Assessment - As it relates to education, determines the progress that students make toward educational goals. Basically, when conducting assessment in an educational setting, the questions to ask and address include: A) Are students learning? B) How do we know they are learning?

Blue Culture - In a “blue” Constructive Culture, there are high levels of:
  - Achievement: People explore alternatives, set goals, take risks, learn from mistakes – and truly experience that success is the result of performance and accountability (not luck or power or who you know).
  - Self-Actualizing: People demonstrate strong desire to learn and experience new things, display creative yet realistic thinking, have balanced concern for people and ideas.
  - Humanistic Encouraging: When people are interested in growing and developing our own people and we devote the time and energy to coaching, counseling, supporting and encouraging each other.
  - Affiliative: Where people share thoughts and feelings with each other, are friendly and cooperative and make others feel a part of things.

Bold Goal - a goal that stretches your skills and allows you to grow.

Circumplex - provides a snapshot of what drives performance in an organization including individual contributors, leaders, and work teams. It breaks the factors underlying performance down into 12 styles of thinking, behaving, and interacting. Some styles are effective and productive; some are not. Whether effective or not, they all describe what's happening inside the organization and provide a direction for change and development.

Credit Hours - total number of hours all Lake Land students are enrolled in for credit per a specific time frame.
Glossary

**Culture** - reflects what people feel they must do to “fit in” at an organization in order to succeed.

**Employee Life Cycle** - the stages in which an employee moves through in a workplace from recruitment to retirement.

**Evaluation** - examines the effectiveness and/or impact of a product, process or program in terms of carefully defined and agreed on objectives or values. Evaluation results are used to identity what aspects of a product, process, or program need to be improved in order to develop recommendations for enhancing or improving the product, process or program. It is not concerned with generalizations that may be extended to other settings. Evaluation questions frequently ask: A) How well are we meeting our goals? B) To what degree are we succeeding?

**Implementation Teams** - teams focused on the four priorities that will develop strategies for each goal and then lead the college through the implementation of those strategies.

**Individual Relevance/Value Statement** - short statements that describe how you contribute to the college's success

**OCES** - an online survey tool used to assess an organization's culture. Lake Land has taken two.

**Pacific Institute** - an international company founded by Lou Tice that provides 21 Keys training materials and assists organizations in implementing cultural shifts.

**Priority** - areas of strategic focus

**STEP or Strategic Enrollment Plan** - a team formed to create a targeted enrollment plan.