

A photograph of a campus scene. In the foreground, there are lush green trees and purple flowers. In the background, there are brick pillars with dark roofs, a paved area, and more trees under a clear blue sky.

STRATEGIC PLAN

FY 2023-2027

LAKE LAND
COLLEGE

INTRODUCTION

OUR COLLEGE

Lake Land College District No. 517 is a community college that serves almost 9,500 students a year. Founded in 1966, Lake Land College serves the second largest geographic community college district in the state of Illinois, comprising all or part of 15 counties and 31 public school districts in rural east-central Illinois within a 4,000 square mile area. The 317-acre main campus is located in Mattoon, Illinois, with three extension centers including: the Kluthe Center for Higher Education in Effingham, the Eastern Region Center in Marshall and the Western Region Center in Pana.

OUR MISSION

Lake Land College creates and continuously improves an affordable, accessible, and effective learning environment for the lifelong educational needs of the diverse communities we serve. Our College fulfills this mission through:

- ♦ University transfer education.
- ♦ General education.
- ♦ Technical and career education.
- ♦ Workforce development.
- ♦ Community and continuing education.
- ♦ Intellectual and cultural programs.
- ♦ Support services.

OUR VISION

Engaging minds, changing lives, through the power of learning.

OUR VALUES

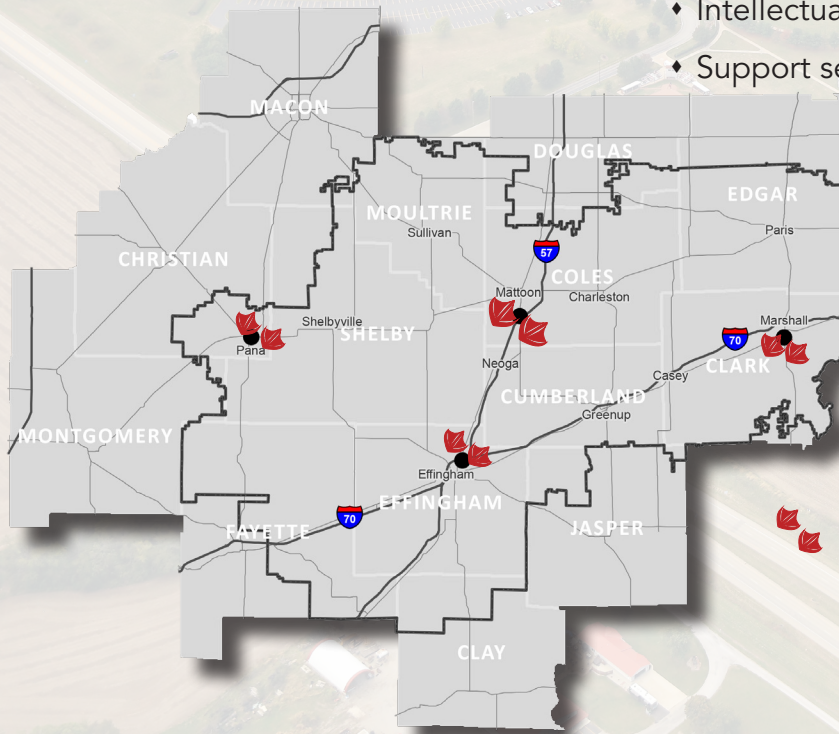
CARING ♦ Showing respect and compassion for others.

COMMUNICATION ♦ Creating an environment that values the open exchange of ideas.

TEAMSHIP ♦ Working together and with others to create a whole greater than the sum of the parts.

INNOVATION ♦ Taking risks to create new opportunities.

EXCELLENCE ♦ Consistently achieving the highest level of quality.



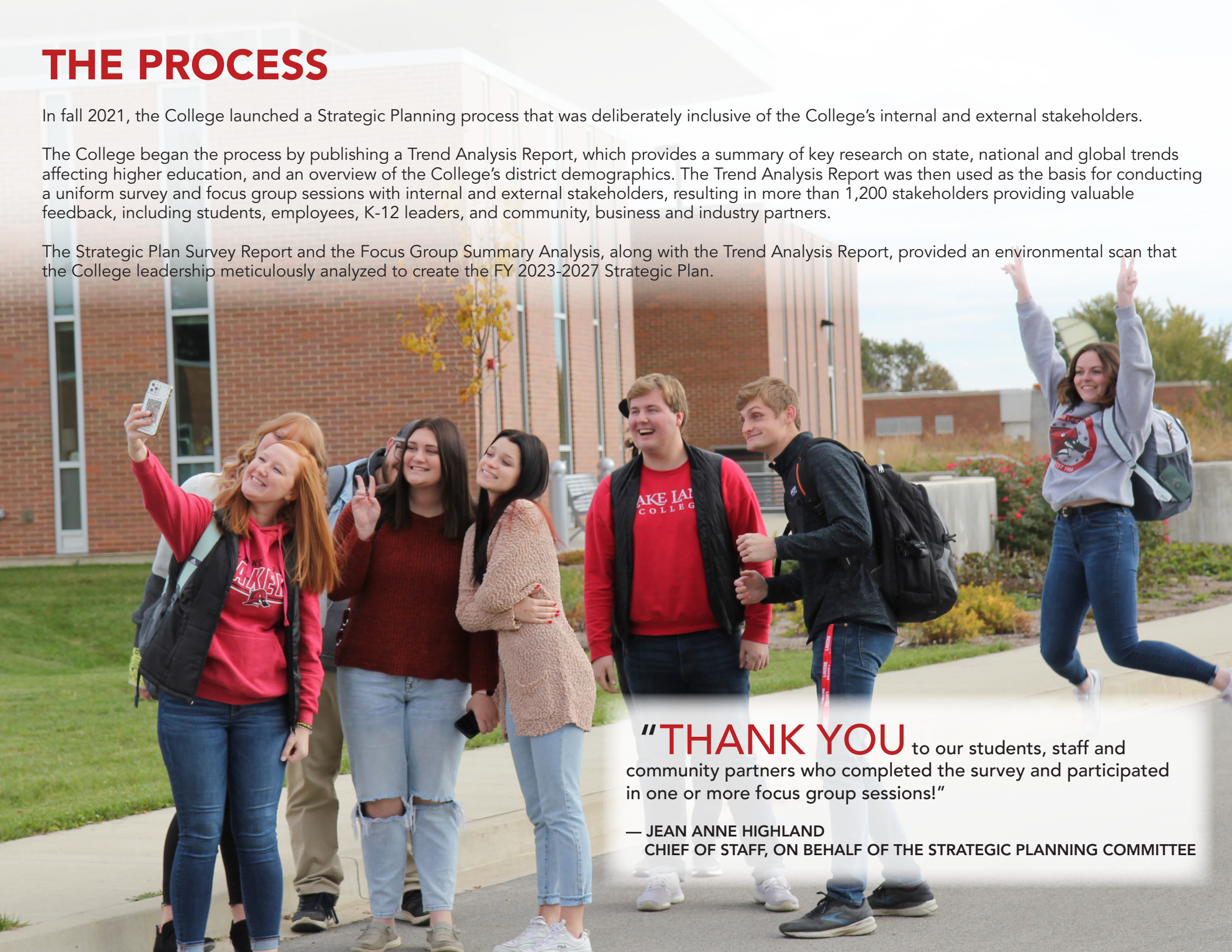
LAKE LAND COLLEGE LOCATIONS

THE PROCESS

In fall 2021, the College launched a Strategic Planning process that was deliberately inclusive of the College's internal and external stakeholders.

The College began the process by publishing a Trend Analysis Report, which provides a summary of key research on state, national and global trends affecting higher education, and an overview of the College's district demographics. The Trend Analysis Report was then used as the basis for conducting a uniform survey and focus group sessions with internal and external stakeholders, resulting in more than 1,200 stakeholders providing valuable feedback, including students, employees, K-12 leaders, and community, business and industry partners.

The Strategic Plan Survey Report and the Focus Group Summary Analysis, along with the Trend Analysis Report, provided an environmental scan that the College leadership meticulously analyzed to create the FY 2023-2027 Strategic Plan.



"THANK YOU to our students, staff and community partners who completed the survey and participated in one or more focus group sessions!"

— JEAN ANNE HIGHLAND
CHIEF OF STAFF, ON BEHALF OF THE STRATEGIC PLANNING COMMITTEE

KEY FOCUS AREAS

1. STUDENT EQUITY & SUCCESS -
TEACHING & LEARNING
2. STUDENT EQUITY & SUCCESS –
PROCESSES & STUDENT SUPPORT
3. INSTITUTIONAL & EMPLOYEE
EXCELLENCE
4. PARTNERSHIPS TO ENHANCE
STUDENT SUCCESS

HOW WILL THE COLLEGE MEASURE SUCCESS?

STUDENT EQUITY & SUCCESS

- ♦ Retention, persistence and completion rates
- ♦ Enrollment trends
- ♦ Graduation and transfer rates
- ♦ Affordability
- ♦ Student matriculation - percentage of high school graduates choosing Lake Land College for postsecondary education
- ♦ Diversity, equity, inclusion and belonging – disaggregated data for underrepresented groups

INSTITUTIONAL & EMPLOYEE EXCELLENCE

- ♦ Assessment and Program/Institutional Reviews
- ♦ Data dashboards and reporting
- ♦ Employee retention and engagement – annual climate assessment or survey

PARTNERSHIPS

- ♦ Student internships/apprenticeships and employer satisfaction
- ♦ Expansion of dual credit
- ♦ Expansion of short term training and credentials
- ♦ Expansion of funding sources



LAKE LAND COLLEGE 2023-2027 STRATEGIC PLAN MATRIX

Lake Land College creates and continuously improves an affordable, accessible and effective learning environment for the lifelong educational needs of the diverse communities we serve.

FOCUS AREAS	1. STUDENT EQUITY & SUCCESS - TEACHING & LEARNING	2. STUDENT EQUITY & SUCCESS – PROCESSES & STUDENT SUPPORT	3. INSTITUTIONAL & EMPLOYEE EXCELLENCE	4. PARTNERSHIPS TO ENHANCE STUDENT SUCCESS
GOAL STATEMENTS	A. Provide effective and innovative instruction for traditional and non-traditional students. B. Offer programs, multiple modalities and flexible schedules that meet student and community demand for a 21 ST century workforce.	A. Improve retention, persistence and completion. B. Close equity gaps and support student access and affordability.	A. Invest strategically in personnel, facilities, technology and equipment. B. Support and engage employees through enhanced communication and inclusive practices.	A. Advance relationships among education, community and workforce partners to support job readiness, local industry and workforce development. B. Strengthen and continually support transfer options and career pathways.
PRIORITY OBJECTIVES	<ol style="list-style-type: none"> 1. Research, design, and implement high quality, innovative teaching and learning solutions to support new and re-imagined modalities and flexible student schedules. 2. Ensure students leave Lake Land with essential skills for employment. 3. Implement associate degree, diploma and targeted short-term technical programs, certificates, and credentials to meet 21ST Century workforce demands. 4. Employ innovative practices to support students and reduce time in remedial coursework. 	<ol style="list-style-type: none"> 1. Provide and connect students to the technology tools, support and service delivery options that will ensure more user-friendly and equitable student access and outcomes. 2. Operationalize the separate Strategic Enrollment Management Plan within the Guided Pathways framework to elevate recruitment, retention and completion. 3. Enhance predictive modeling to support student success and the Guided Pathways framework. 4. Provide and connect students to wrap-around services to holistically support students and their human experiences, with an emphasis on mental health. 5. Design strategies to more effectively communicate with students and prospective students. 6. Identify and redesign college processes and practices to eliminate pain points and unnecessary barriers for student access and success. 7. Implement an institutional diversity, equity, inclusion and belonging plan to provide a welcoming, safe and supportive environment for all students. 8. Engage unserved and underserved populations. 	<ol style="list-style-type: none"> 1. Enhance employee engagement, communication and a sense of belonging (inclusion). 2. Expand data-driven decision making and assessment to support employee, academic and institutional accountability. 3. Modernize equipment, facilities and grounds to support a diverse learning environment. 4. Strengthen support for faculty and staff technology tools and professional development to improve student learning experiences, including leadership development. 5. Become a preferred employer by providing a flexible working environment, paying competitive wages, and offering valued benefits. 6. Emphasize innovative, future-focused planning at every level of the College. 7. Celebrate internally and showcase externally the advantage of a Lake Land educational experience. 	<ol style="list-style-type: none"> 1. Engage students at all levels of district K-12 schools. 2. Increase district high school student participation in dual credit and dual enrollment partnership opportunities. 3. Expand corporate partnerships, work-based learning opportunities and apprenticeship programs. 4. Grow and leverage relationships that support student access, funding and needs. 5. Strengthen and expand transfer pathways with four-year institutions. 6. Enhance programming and services for IDOC and IDJJ students.



Lake Land College creates and continuously improves an affordable, accessible, and effective learning environment for the lifelong educational needs of the diverse communities we serve.

STRATEGIC PLAN 2023-2027

College
Level Key
Performance
Measures

STRATEGIC PLAN MATRIX 2023-2027

FOCUS AREAS

GOAL STATEMENTS

PRIORITY OBJECTIVES

Guided Pathways
Strategic
Enrollment
Management Plan

ACTION PLAN STATEMENTS

STRATEGIC PROJECT DESCRIPTIONS

Project
Leader

Worksheet
for Strategic
Action Plan
Projects

Key
Performance
Measures

STRATEGIC PLANNING MANAGEMENT SYSTEM

Focus Area 1: Student Equity & Success - Teaching & Learning

Goal Statements

- A. Provide effective and innovative instruction for traditional and non-traditional students.
- B. Offer programs, multiple modalities and flexible schedules that meet student and community demand for a 21st century workforce.

Objective 1: Research, design, and implement high quality, innovative teaching and learning solutions to support new and re-imagined modalities and flexible student schedules.

Action Plan Statements

Study the needs of working and non-traditional learners and develop relevant learning solutions and delivery modalities.

Study the needs of traditional students and develop relevant learning solutions and delivery modalities.

Develop and scale a framework and guiding principles for the effective use of technologies that would support HyFlex modalities.

Implement a framework for Universal Design to enhance learning and accessibility.

Objective 2: Ensure students leave Lake Land with essential skills for employment.

Action Plan Statements

Implement a framework to identify and assess student attainment of employability skills, including technical and soft skills.

Create and promote contextualized general education courses to align student learning with relevant workforce expectations.

Objective 3: Implement associate degree, diploma and targeted short-term technical programs, certificates, and credentials to meet 21st Century workforce demands

Action Plan Statements

Enhance and streamline program development and curriculum processes to be responsive to workforce needs.

Expand apprenticeships and other work-based learning opportunities to meet student and employer needs.

Objective 4: Employ innovative practices to support students and reduce time in remedial coursework.

Action Plan Statements

Evaluate and enhance multiple measures placement.

Expand and create additional pathways for students to accelerate through remedial education or coursework.

Create and promote contextualized remedial courses for reaching and engaging students.

Focus Area 2: Student Equity & Success – Processes & Student Support

Goal Statements

- A. Improve retention, persistence and completion.
- B. Close equity gaps and support student access and affordability.

Objective 1: Provide and connect students to the technology tools, support and service delivery options that will ensure more user-friendly and equitable student access and outcomes.

Action Plan Statements

Remove technology barriers for current and potential students.

Implement the EAB Navigate student-facing, student success tool.

Objective 2: Operationalize the separate strategic enrollment management plan within the Guided Pathways framework to elevate recruitment, retention and completion.

Action Plan Statements

Develop a multi-year SEM plan based on the Guided Pathways Model which follows the same cycle as the College-wide Strategic Plan and includes goals and objectives that address recruitment, retention, and completion.

Objective 3: Enhance predictive modeling to support student success and the Guided Pathways framework.

Action Plan Statements

Strengthen integration of data analytics to rapidly identify at risk students.

Utilize academic and student support services data to optimize service impact on student success.

Objective 4: Provide and connect students to wrap-around services to holistically support students and their human experiences, with an emphasis on student mental health.

Action Plan Statements

Research and develop a mental health service framework with the goal of implementing expanded mental health services.

Explore opportunities to leverage the EAB Navigate platform to connect student to wrap-around resources to promote student success and retention.

Enhance internal and external awareness of College and community wrap-around services for students.

Objective 5: Design strategies to more effectively communicate with students and prospective students.

Action Plan Statements

Develop a comprehensive student and prospective student communication plan integrating multiple media and modalities (texting system, emails, social media, etc.).

Develop a comprehensive communication plan for current students that integrates multiple media and modalities (texting system, emails, social media, print, etc.).

Objective 6: Identify and redesign college processes and practices to eliminate pain points and unnecessary barriers for student access and success.

Action Plan Statements

Study and adapt current industry trends and applications to ensure the future of College's textbooks remains viable, relevant and efficient in supplying physical, electronic textbooks and/or learning resources.

Value stream map critical college processes to streamline the student experience.

Optimize scheduling of student activities.

Objective 7: Implement an institutional diversity, equity, inclusion and belonging plan to provide a welcoming, safe and supportive environment for all students.

Action Plan Statements

Create a DEIB framework that aligns with ICCB and IBHE guidance to integrate into all aspects of the College.

Objective 8: Engage unserved and underserved populations.

Action Plan Statements

Study the needs of those high school students electing not to attend post-secondary education and develop a plan to engage them in higher education.

Study the needs of non-traditional students not attending post-secondary education and develop a plan to engage them in higher education.

Develop recommendations for stop out students to re-engage them.

Upskill non-traditional students to meet employer and labor market demands.

The library will strategically market to community members in Summer 2023 to increase physical and electronic traffic to the campus library. Providing this type of outreach and equitable service to the community will help close equity gaps in our community service area and engage unserved populations.

Focus Area 3: Institutional & Employee Excellence

Goal Statements

A. Invest strategically in personnel, facilities, technology and equipment.

B. Support and engage employees through enhanced communication and inclusive practices.

Objective 1: Enhance employee engagement, communication and a sense of belonging (inclusion).

Action Plan Statements

Develop communication protocols and tools to enhance communication.

Operationalize a training plan to provide resources and guidance regarding effective communication, enhancing employee engagement and creating an inclusive environment.

Partner with an outside agency to regularly assess the College climate related to EECI and integrate findings into College processes.

Update the College values and assimilate into College interactions.

Centralize employee DEIB efforts in alignment with focus area 2, objective 7.

Promote appreciation of the College community.

Objective 2: Expand data-driven decision making and assessment to support employee, academic and institutional accountability.

Action Plan Statements

Expand library of Tableau reports.

Develop departmental and divisional key performance indicators.

Enhance the current process of Institutional and Academic Assessment for continuous improvement.

Objective 3: Modernize equipment, facilities and grounds to support a diverse learning environment.

Action Plan Statements

Update and operationalize Master Facilities Planning Document with Campus architect.

Create and operationalize a long term landscaping plan with Campus landscape architect.

Develop a master academic equipment upgrade plan.

Objective 4: Strengthen support for faculty and staff technology tools and professional development to improve student learning experiences, including leadership development.

Action Plan Statements

Develop and implement leadership skills capacity.

Establish a professional development plan at the departmental and divisional level.

Develop a training and communication plan for technology updates, installations and employee skill upgrades.

Objective 5: Become a preferred employer by providing a flexible working environment, paying competitive wages, and offering valued benefits.

Action Plan Statements

Develop a comprehensive employee attraction and retention plan.

Objective 6: Emphasize innovative, future-focused planning at every level of the College.

Action Plan Statements

Establish departmental and divisional master plans.

Expand mechanisms for fostering innovation and continuous improvement.

Objective 7: Celebrate internally and showcase externally the advantage of a Lake Land educational experience.

Action Plan Statements

Utilize diversified media to build personalized relationships and communicate the significance of Lake Land faculty, staff and Alumnus.
(Faculty web pages, video shorts, etc.)

Regularly identify and communicate key data points highlighting Lake Land's value, innovative educational opportunities and student successes.

Focus Area 4: Partnerships to Enhance Student Success.

Goal Statements

- A. Advance relationships among education, community, and workforce partners to support job readiness, local industry, and workforce development.
- B. Strengthen and continually support transfer options and career pathways.

Objective 1: Engage students at all levels of district K-12 schools.

Action Plan Statements

Strategically engage with high school students during each year of high school to advise them on their specific academic and career goals and what paths at LLC are available to them.

Leverage and support existing K-12 academic and career engagement programs and activities; assess for future opportunities for additional programs and activities in this area.

Objective 2: Increase district high school student participation in dual credit and dual enrollment partnership opportunities.

Action Plan Statements

Actively participate in high school career focused programs (LIFT, ERCA, etc.).

Continue to develop clear pathways for students to transition from high school to Lake Land.

Provide a financial structure to ensure all district students have access to dual credit opportunities.

Enhance opportunities for Lake Land faculty to teach dual credit and dual enrollment courses.

Objective 3: Expand corporate partnerships, work-based learning opportunities and apprenticeship programs.

Action Plan Statements

Develop a process map for apprenticeships, registered and non-registered.

Integrate work-based learning with post graduation employment opportunities.

Research and implement a comprehensive industry partnership database.

Objective 4: Grow and leverage relationships that support student access, funding and needs.

Action Plan Statements

Expand relationships at the local, state and federal level to enhance grant and private donor funding opportunities for students.

Develop a plan to identify and respond to prioritized notice of funding opportunities and Request for Proposals.

Increase faculty and staff membership involvement in local, regional, state, and national organizations and boards.

Objective 5: Strengthen and expand transfer pathways with four-year institutions.

Action Plan Statements
Expand 3+1 and 2+2 partnerships with four-year institutions.
Operationalize the early childhood education consortium model.

Objective 6: Enhance programming and services for IDOC and IDJJ students.

Action Plan Statements
Annually enhance and/or introduce one to two CTE programs to ensure student and industry needs are met.



FY 2023 PRESIDENTIAL PRIORITIES:

- ♦ Enhance student equity through ongoing implementation of Guided Pathways to Student Success, the Strategic Enrollment Management Plan and technology tools.
- ♦ Modernize campus infrastructure and grounds.
- ♦ Promote innovation and adaptation to the state, national and global trends affecting higher education.
- ♦ Foster a culture of belonging and celebrate the uniqueness of every student and employee.



STRATEGIC PLANNING FY 2023-2027

TIMELINE - CREATING A SHARED DIRECTION

We utilized FY 2022 as a transition planning year, inclusive of our internal and external stakeholders, to optimally set the stage for the next planning cycle, FY 2023-2027. Additionally, by following a timeline of targeted actions throughout the five-year planning cycle we will ensure development of an innovative and adaptive strategic plan that addresses local, state, national and global trends impacting higher education and positions us to meet the district's student and workforce needs of the future.

ENVISION: ENGAGE WITH INTERNAL AND EXTERNAL STAKEHOLDERS.

Sept. 2021 to Oct. 2021

- ♦ Publish and disseminate a Trend Analysis Report and related Executive Summary that provides key takeaways from research on state, national and global trends affecting higher education as well as demographic data for the Lake Land College district and the diverse communities we serve.

Oct. 2021 to Nov. 2021

- ♦ Conduct a uniform survey of internal and external stakeholders (e.g. staff, students, K-12 leaders, community partners, business and industry, etc.) to seek feedback on how well Lake Land is positioned to meet the district's changing educational needs and future challenges of the trends impacting higher education as summarized in the Trend Analysis Report and related Executive Summary.
- ♦ Strategic Planning Committee members and other college leaders facilitate focus group discussions (virtual and/or in person) with various student, College and community groups, utilizing the Trend Analysis Report Executive Summary and key takeaways of trends impacting higher education as the basis for any topical discussion. Focus group facilitators will be paired with internal and external stakeholder groups by areas of expertise.

REFLECT: ANALYZE AND SYNTHESIZE NEWLY COLLECTED DATA.

Nov. 2021 to Dec. 2021

- ♦ Prepare Environmental Scan Report that includes:
 - ♦ Trend Analysis Report,
 - ♦ Summary of survey feedback, and
 - ♦ Summary of focus groups feedback.

Jan. 2022 to Feb. 2022

- ♦ Board of Trustees, President's Cabinet, Strategic Planning Committee, and department/division leaders assess compiled feedback.
- ♦ President's Cabinet reviews all feedback and drafts proposed FY 2023 – 2027 college-level goals and objectives.
- ♦ Strategic Planning committee reviews Cabinet's proposed goals and objectives and provides feedback to the Cabinet.

March 2022

- ♦ President's Cabinet finalizes college-level goals and objectives.
- ♦ Board of Trustees approves college-level goals and objectives and the approved Strategic Plan FY 2023-2027 is communicated to the College community.

INSTITUTIONALIZE: INTEGRATE DATA TO IDENTIFY APPROPRIATE STRATEGIES.

March 2022 to July 2022

- ♦ President's Cabinet and department/division leaders work with their respective teams, collaborating across College departments/divisions, to identify strategies with measurable outcomes to address each objective.
- ♦ President's Cabinet reviews and approves strategic initiative requests and appropriate college-level key performance indicators (KPIs).

IMPLEMENT: ADJUST, MEASURE, RE-ADJUST.

Aug. 2022 to June 2027

- ♦ Implement actions of newly identified college-wide strategic initiatives and associated strategies.
- ♦ Adjust actions as needed based on data-driven results and decision-making.
- ♦ The President's Office will present a biannual report to the Board and College community on college-wide KPI achievement, strategic initiative development and historical progress statements. The report will include a summary reference on progress for the separate Strategic Enrollment Management Plan, which is incorporated into the Guided Pathways to Student Success initiative.

ACTIONS TO OCCUR THROUGHOUT THE TIMELINE:

1. The administration will integrate the strategic planning process into the College's budgeting process.
2. Actions of the College-wide committees, task forces and review boards support the strategic plan.
3. Department/division leaders will work with their teams and supervisor to develop departmental/divisional goals and objectives that align with the College's strategic plan.
4. Individual employees work with their supervisors to establish individual goals during their annual performance review that align with the College's strategic plan.
5. Strategic planning committee serves as a champion for the planning process and promotes awareness of the College's mission, vision, values and strategic plan.

TERMINOLOGY

STRATEGIC PLAN	Process the College will follow to realize our vision of an ideal future state. It provides a road map for how we will get there.
STRATEGIC PLAN MATRIX	Summary document of focus areas, goal statements and objectives, arranged in columns by focus area.
FOUR FOCUS AREAS	Major categories for efforts to enhance student equity and success, along with institutional and employee excellence.
GOAL STATEMENTS	Defines the results we wish to produce.
PRIORITY OBJECTIVES	Actions we hope to achieve over the duration of the plan.
ACTION PLAN STATEMENTS	Brief statement of how we will achieve a particular goal and objective. Note: All action plan statements have been finalized for the FY 2023-2027 planning cycle.
STRATEGIC PROJECT DESCRIPTION	Summary of a strategic initiative to be undertaken to achieve a goal and objective. Note: Strategic projects may be added throughout the FY 2023-2027 planning cycle. FY 2023 Strategic Projects should be submitted by September 15, 2022.
WORKSHEET FOR STRATEGIC ACTION PLAN PROJECTS	Tool to help identify, clarify, and plan for what resources will be needed to reach a goal and objective, including a timeline of expected activities, milestones, KPI indicators or measures of progress and team members needed to complete various tasks.
STRATEGIC PLANNING MANAGEMENT SYSTEM	Internal software tool available to record, monitor and support bi-annual reporting on progress of strategic initiatives throughout the planning cycle.
KEY PERFORMANCE INDICATORS (KPI'S)	KPI stands for key performance indicator, a quantifiable measure of performance over time for a specific objective . KPIs provide targets for teams to shoot for, milestones to gauge progress, and insights that help people across the organization make better decisions.
MEASURABLE GOALS	Goals should be able to be quantified and tracked. Data should be available to quantify your goals. Makes it easier to track progress and know when you've reached the finish line.
INSTITUTIONAL EFFECTIVENESS PLANNING	Institutional Effectiveness Planning (IEP) is a process whereby institutions engage in ongoing evaluation, assessment, and improvement initiatives so the institution can determine how well it is fulfilling its mission and achieving its goals.
INSTITUTIONAL EFFECTIVENESS TEAM	The Institutional Effective Team consists of Data Analytics, Research & Reporting, Assessment and Grants. The team supports all other areas of the College in providing data for decision making, reporting, grant proposals and assessments.

STRATEGIC PLANNING COMMITTEE MEMBERS

Purpose: Assist with facilitating the development and maintenance of the College's strategic plan. Serve as a resource to the President's Cabinet on issues related to the strategic plan. Be champions for the planning process and aid in communicating the process with the College community.

CHAIR

Jean Anne Highland, Chief of Staff

COMMITTEE ASSISTANT

Seirra Laughunn, Executive Assistant to the President's Office

MEMBERS

Cheryl Beam, Nursing Instructor/
Director of Nursing Programs

Lynn Breer, Director of Institutional Research & Reporting

John Carpenter, Business Instructor/Program Coordinator,
Management/Marketing

Lisa Cole, Director of Data Analytics

Tanishia Fulk, Student Services Specialist III - Admissions

Pam Hartke, Associate Dean of Enrollment

Lisa Madlem, Director of Assessment & Program Review

Kaitlyn Nead, Coordinator for Student Communication
& Initiatives

Ike Nwosu, Vice President for Academic Services

Tony Sharp, Director of Enterprise Applications

Madge Shoot, Comptroller

Lisa Shumard-Shelton, Director of Student Life

David Stewart, Chief Information Officer

Joe Tillman, Renewable Energy Instructor/Program
Coordinator

Laura Tucker, Custodian

Tessa Wiles, Director of Dual Credit & Honors Experience

SPONSOR

Josh Bullock, President

