

Strategic Planning FY 2023-2027

“Growing the Laker Advantage!”

Bi-Annual Report to the Board of Trustees

January 5, 2023

Mission Statement:

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; technical & career education; workforce development, community and continuing education; intellectual and cultural programs; and support services.

Vision Statement:

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

LAKE LAND
COLLEGE

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Update from the President:

We present the first *Strategic Plan Bi-Annual Report* for the FY 2023-2027 planning cycle to the Board of Trustees and College community.

In the fall of 2021, we launched a 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.

We then utilized The *Trend Analysis Report* 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. We are so grateful for the community's support and participation!

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.

This report details our new focus areas, goals and objectives that will concentrate on enhancing student equity and success in three key areas: excellent teaching and learning, effective processes for student support, and expanding partnerships. The plan will also focus on institutional and employee excellence.

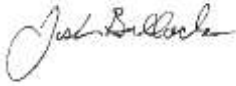
This report also details our related action plan statements and 111 strategic projects we have identified to pursue at various times within the five-year planning cycle. As evidenced by the numerous College employees leading the various projects and project teams, this will be a collaborative effort across all departments, divisions and units of the College.

As with prior planning cycles, we will report on the progress of the strategic projects to provide transparency and accountability throughout our process, with the first strategy status update provided in the fall of 2023. We will also regularly monitor and report college level metrics for student success and institutional effectiveness, and we will continue providing our monthly data point updates during each regular meeting of the Board of Trustees for an in-depth review of specific metrics. Additionally, all college-level metrics are publicly available via our Data Digest web page.

We are incredibly proud of our 55-year heritage for being one of the best community colleges in the nation, with our ranking five times in the top 10% of community colleges by the Aspen Institute as a testament to our success. We call it the Laker Advantage! We have been deeply rooted in our mission to create and continuously improve an affordable, accessible and effective learning environment for the lifelong needs of the diverse communities we serve. However, to continue our proud tradition, and based upon data in the extensive environmental scan, we know we must relentlessly grow and innovate to ensure we offer the very best

educational experience for our students – today, tomorrow and for years to come. That is at the heart of our new strategic plan and why we are titling it as “*Growing the Laker Advantage*.”

Our collective commitment to this plan will position Lake Land College to navigate the rapidly changing landscape of higher education and continue our proud heritage of being a leader in providing relevant, quality training and education that meets the needs of our students and the diverse communities we serve.

A handwritten signature in black ink, appearing to read "Josh Bullock". The signature is fluid and cursive, with the first name "Josh" being more prominent than the last name "Bullock".

Dr. Josh Bullock, President

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

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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	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 21 ST Century workforce demands. 4. Employ innovative practices to support students and reduce time in remedial coursework.	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.	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.	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.

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	Strategic Project Description	Year Project Starts	Project Leader
Study the needs of working and non-traditional learners and develop relevant learning solutions and delivery modalities.	Identify opportunities for hybrid programs for technical training and implement hybrid and open lab models.	FY 2023	Michael Beavers
	Enable more Hybrid-Flexible or HyFlex courses for students.	FY 2023	David Stewart
	Identify opportunities for incumbent worker training.	FY 2023	Chris Strohl
	Create cross-discipline learning communities.	FY 2023	Matt Landrus
	Evaluate the scheduling process, with the potential to offer more block scheduling.	FY 2024	Gavin Shawver
Study the needs of traditional students and develop relevant learning solutions and delivery modalities.	Explore potential implementation of CBE models at Lake Land	FY 2024	Ike Nwosu
Develop and scale a framework and guiding principles for the effective use of technologies that would support HyFlex modalities.	Develop a pedagogy adoption framework.	FY 2023	Chair of HyFlex Taskforce TBD
Implement a framework for Universal Design to enhance learning and accessibility.	Establish a working group targeting accessibility guidelines and best practices for implementation	FY 2023	Jessica Wohlschlaeger

Objective 2: Ensure students leave Lake Land with essential skills for employment.			
Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Implement a framework to identify and assess student attainment of employability skills, including technical and soft skills.	Complete Curriculum Mapping to show competencies, employability skills including technical and soft skills to showcase student learning mastery	FY 2023	(Chair of Gen Ed Committee)
	Engage professional advisory groups at each of the extension centers.	FY 2023	Jerry Tkachuk
Create and promote contextualized general education courses to align student learning with relevant workforce expectations.	Produce contextualized courses across the Humanities Division	FY 2023	Salisa Hortenstine Olmstead
	Explore developmental reading and adult education courses to provide students with additional opportunities to increase reading comprehension.	FY 2023	Chris Strohl
Objective 3: Implement associate degree, diploma and targeted short-term technical programs, certificates, and credentials to meet 21st Century workforce demands.			
Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Enhance and streamline program development and curriculum processes to be responsive to workforce needs.	Conduct DACUMS on a rotational basis for all CTE programs.	FY 2023	Lynn Breer
	Strengthen the program improvement and enhancement (PIE) process and expand PIE to include other programs and departments across the College beyond CTE.	FY 2023	Lynn Breer
	Strengthen the STEM Workforce Pipeline for the College District.	FY 2023	Ike Nwosu
Expand apprenticeships and other work-based learning opportunities to meet student and employer needs.	Develop partnerships with local employers to support their employees as students in apprenticeships programs.	FY 2023	Bonnie Moore
Objective 4: Employ innovative practices to support students and reduce time in remedial coursework.			
Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Evaluate and enhance multiple measures placement.	Assess the impact of multiple measures.	FY 2023	Ike Nwosu

Expand and create additional pathways for students to accelerate through remedial education or course work.	Explore developmental reading and adult education courses to provide students with additional opportunities to increase reading comprehension.	FY 2023	Shannon McGregor
	Expand and streamline co-requisite models.	FY 2023	Bambi Jones

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	Strategic Project Description	Year Project Starts	Project Leader
Remove technology barriers for current and potential students.	Study which technology tools our area high school students have experienced and bridge to the College's technology tools where appropriate.	FY 2023	David Stewart
	Enhance marketing to the district the available technology tools such as free laptop rentals available to potential students.	FY 2023	David Stewart
	Improve email and Microsoft Office experience for active students, faculty and staff.	FY 2023	Jay Westendorf
	Use text messaging to communicate more effectively to students and prospective students. Provide college community (Students, Faculty, Staff, etc.) with real-time communications about emergencies and other situations that impact the College's operations.	FY 2023	Tony Sharp
	Enhance the onboarding process to ensure new students can more easily become acquainted with the College's technology tools - refer to GPSEM plan.	FY 2023	Pam Hartke
	Offer digital literacy course options for any student.	FY 2023	Chris Strohl
Implement the EAB Navigate student-facing, student success tool.	Refer to GPSEM plan.	FY 2023	Pam Hartke

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

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
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.	The GPSEM plan will be communicated effectively across campus and to key stakeholders based on an intentional communication plan and timeline. Refer to GPSEM Plan.	FY 2023	Pam Hartke
	Focus area working teams within the larger GPSEM Team will develop action plans to operationalize the GPSEM plan over the strategic planning cycle. Refer to GPSEM plan.	FY 2023	Pam Hartke

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

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Strengthen integration of data analytics to rapidly identify at risk students.	Create KPI's for different student populations and identify DEI categories and other risk factors to better predict the success of students and for the need of modified advisement or additional instruction or support.	FY 2023	Lisa Cole
Utilize academic and student support services data to optimize service impact on student success.	Implement an academic and student services tracking system that enhances use of EAB Navigate.	FY 2023	Valerie Lynch
	Focus on improved retention by attending ACUE classes on retention strategies, and creating division wide retention strategies.	FY 2023	Michael Beavers

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	Strategic Project Description	Year Project Starts	Project Leader
Research and develop a mental health service framework with the goal of implementing expanded mental health services.	Benchmarking by researching and identifying mental health best practices of similar community colleges in Illinois.	FY 2023	Amber Niebrugge

Explore opportunities to leverage the EAB Navigate platform to connect student to wrap-around resources to promote student success and retention.	Refer to GPSEM plan.	FY 2023	Jennifer Melton
Enhance internal and external awareness of College and community wrap-around services for students.	Conduct quarterly meetings of the College Community Service Awareness Taskforce to communicate and collaborate new and existing services.	FY 2023	Chris Strohl
	The VPSS will serve as the Benefits Navigator in order for the College to comply with state law. We expect guidance to come from ICCB that includes training in Fall 2022. The VPSS will attend the training to determine several factors: expectations for the College and the Benefits Navigator, the best fit at Lake Land College, benefits or wrap around services we can provide or connect our students to, and next steps.	FY 2023	Valerie Lynch (as "Benefits Navigators" for now)

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

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Develop a comprehensive student and prospective student communication plan integrating multiple media and modalities (texting system, emails, social media, etc.).	Audit the current communication plan for prospective students and the modes of message delivery. Analyze the results of the audit to identify the gaps in effectiveness. Establish, implement and assess a new communication plan for prospective students that incorporates multiple media and modalities.	FY 2023	Peighton Hinote
Develop a comprehensive communication plan for current students that integrates multiple media and modalities (texting system, emails, social media, print, etc.).	Audit the current communication plan for current students and the modes of message delivery. Analyze the results of the audit to identify the gaps in effectiveness. Establish, implement and assess a new communication plan for current students that incorporates multiple media and modalities.	FY 2023	Peighton Hinote

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

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
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.	Establish a College textbook strategy and system that incorporates faculty and students demands and ensuring the College stays current with trends including the areas of digital textbooks and OER resources. Collect and analyze data regarding course materials, which will allow the current textbook process to be updated to ensure the College is remaining current with industry trends, technology and format preference of both students and faculty. Then using that information to establish a course material system that fits the needs of the students, faculty and College.	FY 2023	Amanda Arena
Value stream map critical college processes to streamline the student experience.	Refer GPSEM plan.	FY 2023	Pam Hartke
	Enhance bridge for alternative and adult education students to transition to college courses. Refer to GPSEM plan.	FY 2023	Shannon McGregor
Optimize scheduling of student activities.	Evaluate the impact of student activity scheduling on course accessibility and program completion.	FY 2024	Emily Ramage

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	Strategic Project Description	Year Project Starts	Project Leader
Create a DEIB framework that aligns with ICCB and IBHE guidance to integrate into all aspects of the College.	Assess the leadership needs to evaluate and oversee the planning, implementation and ongoing efforts to enhance accessibility, diversity, equity, inclusion and belonging.	FY 2023	Valerie Lynch
	Following assessment of DEIB leadership needs, assess and re-evaluate the institutional definitions of diversity, equity, inclusion, and belonging (DEIB).	FY 2024 or later	(to be determined)

Objective 8: Engage unserved and underserved populations.

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
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.	Create a comprehensive student tracking system to help identify students not attending any higher education institutions and determine if predictions can be made to identify those high school students prior to their graduation from high school for greater outreach.	FY 2023	Pam Hartke
	Complete study and develop recommendations on high school students not electing to attend a postsecondary education. (faculty study)	FY 2023	Lynn Breer
Study the needs of non-traditional students not attending post-secondary education and develop a plan to engage them in higher education.	Audit the current recruiting and marketing efforts of non-traditional students. Analyze results of the recruiting and marketing audit to identify the gaps in effectiveness. Establish, implement and assess strategies to increase the enrollment of the non-traditional and adult populations.	FY 2023	Brittany Aitken
Develop recommendations for stop out students to re-engage them.	Identify and evaluate current and previous campus initiatives and best practices for re-engaging stop-out populations with the goal of recommending and implementing strategies	FY 2023	Emily Hartke
Upskill non-traditional students to meet employer and labor market demands.	Create a partnership with local employers and social service agencies to expand ESL offerings in additional college communities.	FY 2023	Shannon McGregor
Strategically market to community members in the Lake Land College district unserved by public library districts to encourage utilization of the College's library and familiarize community members to the college campus.	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.	FY 2023	Sarah Hill

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	Strategic Project Description	Year Project Starts	Project Leader
Develop communication protocols and tools to enhance communication.	Promote concise, transparent and timely dissemination of information at all levels of the institution. This will include adoption of a SBAR template to support awareness of decision making, developing an infographic that depicts key points in our definition for effective communication and investigating how to improve use of the College's shared drive or some other means to more easily locate forms and College materials.	FY 2023	Kelly Allee
	Provide additional opportunities for employees to gather together, in a safe space, to express concerns and ask questions, with the cabinet level administration.	FY 2024	Jean Anne Highland
Operationalize a training plan to provide resources and guidance regarding effective communication, enhancing employee engagement and creating an inclusive environment.	Provide training topics each year for supervisors and all staff regarding effective employee engagement, communication, and inclusion - utilizing adopted definitions, related infographic and best practices.	FY 2023	Chris Uphoff Nees
	Formalize training practices for college level duties and job specific duties.	FY 2023	Chris Uphoff Nees
	Broaden opportunities & scope for training to support culture of belonging for all employees.	FY 2023	Chris Uphoff Nees
	Enhance the onboarding process by establishing and operationalizing a mentorship program for new employees and newly promoted employees, providing a pathway to internal promotion.	FY 2023	Dustha Wahls
Partner with an outside agency to regularly assess the College climate related to EECI and integrate findings into College processes.	Conduct an initial College climate assessment.	FY 2023	Lynn Breer

	Following an initial College climate assessment, commit to a bi-annual College climate or culture survey of employees that seeks feedback for effective organizational communication, engagement, inclusion and belonging to gauge progress and recognize areas of concern to address.	FY 2024	Lynn Breer
Update the College values and assimilate into College interactions.	Establish a College Values Task Force to review and modernize the College values and value statements that reflect the College community.	FY 2024 or FY 2025 - depending upon development of DEIB efforts so we reiew values from a DEIB lens	Jean Anne Highland
	Intentionally support or promote employee team events or work group social activities that help foster interpersonal relationships among staff, empathy, getting to know one another, etc.	FY 2023	Dustha Wahls
Centralize employee DEIB efforts in alignment with focus area 2, objective 7.	Implement a DEIB communication plan (e.g. infographics, inclusive practices, reviewing our language, processes, employee resource groups, etc.).	FY 2024 or later	HR - TBD
Promote appreciation of the College community.	Develop materials to enhance employee appreciation efforts (e.g. Helping Hand Cards, Thank You Cards, "Feather Grams")	FY 2023	Kelly Allee
	Enhance opportunities to recognize staff for their positive contributions to the Lake Land educational experience.	FY 2023	Dustha Wahls
	Develop and promote employee appreciation events and activities throughout the year. (e.g. Book - <i>5 Languages of Appreciation in the Workplace</i>)	FY 2023	Dustha Wahls

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

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Expand library of Tableau reports.	Provide at least one Tableau report and train users for each functional area of the institution.	FY 2023	Lisa Cole
	Create, maintain and publish a comprehensive list of reports that are available in Tableau.	FY 2023	Lisa Cole

	Utilize the Data Management module of Tableau to enhance the data dictionary for all Tableau Reports	FY 2023	Lisa Cole
Develop departmental and divisional key performance indicators.	Create at least one KPI dashboard for each functional area of the institution as well as for any special initiatives throughout the Strategic Plan.	FY 2023	Lisa Cole
	Identify and create KPI's that should be public facing and publish these on the Institutional Effectiveness Team web page. This would include KPI's appropriate for potential students and parents.	FY 2023	Lisa Cole
Enhance the current process of Institutional and Academic Assessment for continuous improvement.	Taking Assessment to the next level. Advancing and improving Course Assessment, Program Assessment, Institutional Assessment, as well as General Education Assessment.	FY 2023	Lisa Madlem
	General Education Assessment: Engage Faculty and other key stakeholders in a revamp of the current Gen Ed Assessment and incorporate employability skills in CTE Programs.	FY 2023	Lisa Madlem
	ICCB Program Review enhancements implementing ICCB Recognition recommendations.	FY 2023	Lisa Madlem
	Develop and implement a plan to effectively assess co-curricular activities for students at the College.	FY 2023	Lisa Shumard Shelton

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

Action Plan Statements	Strategic Project Description		Project Leader
Update and operationalize Master Facilities Planning Document with Campus architect.	Conduct feasibility analysis on all existing campus buildings and develop a remodel/repair schedule based on most significant need.	FY 2023	Greg Nuxoll
Create and operationalize a long term landscaping plan with Campus landscape architect.	The Campus landscaping is dated and overgrown in some places. The College plans to work with a Landscape architect to create and act on a long-term master landscape plan that will serve as a guide to rejuvenate and renovate the landscaping.	FY 2023	Greg Nuxoll

Develop a master academic equipment upgrade plan.	Create a master plan for modernizing equipment, and upgrading teaching skills to improve the student learning experience for all division.	FY 2024	Ike Nwosu
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Objective 4: Strengthen support for faculty and staff technology tools and professional development to improve student learning experiences, including leadership development.

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Develop and implement leadership skills capacity.	Expand utilization of the Franklin Covey Leadership Development Suite.	FY 2023	Chris Uphoff Nees
Establish a professional development plan at the departmental and divisional level.	Provide a means for employees to assess their current skills and knowledge, establish career goals, and determine resources available to help make those goals attainable.	FY 2023	Dustha Wahls
Develop a training and communication plan for technology updates, installations and employee skill upgrades.	Improve adoption of technology by effectively communicating and training employees.	FY 2024	David Stewart

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

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Develop a comprehensive employee attraction and retention plan.	Assess and implement flexible work alternatives, including the Flex Work Pilot.	FY 2023	Dustha Wahls
	Research market practices and trends in wages and benefits for full- and part-time staff.	FY 2023	Dustha Wahls
	Proactively market the overall benefits of Lake Land College employment.	FY 2023	Dustha Wahls

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

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Establish departmental and divisional master plans.	Develop and disseminate a template for departmental and divisional master planning and train leaders on its usage.	FY 2023	Jean Anne Highland
Expand mechanisms for fostering innovation and continuous improvement.	Develop and promote mechanisms to recognize and reward innovation and continuous improvement throughout the College.	FY 2024 or later	(to be determined)

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

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Utilize diversified media to build personalized relationships and communicate the significance of Lake Land faculty, staff and Alumnus. (Faculty web pages, video shorts, etc.)	1. Develop Faculty Web pages 2. Develop Individual Program Marketing Pages that will include a video, faculty spotlight, alumni spotlight and the hands-on opportunities from the program 3. Continue to produce videos 5. Continue to analyze data to determine best practices for content on each of the college's 8 social media platforms and the college community's 34 accounts that we monitor. 6. Raise awareness of the eight social media platforms throughout the college community. 7. Determine a means to connect more frequently with faculty to capture video moments and/or empower them to do so on their own social media accounts. 8. Complete a College Website Redesign	FY 2023	Kelly Allee
Regularly identify and communicate key data points highlighting Lake Land's value, innovative educational opportunities and student successes.	Increase community awareness of innovative educational opportunities and services.	FY 2023	Kelly Allee
	Actively promote highly affordable Business Division programs.	FY 2023	Tynia Kessler

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	Strategic Project Description	Year Project Starts	Project Leader
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.	Refer to GPSEM Plan.	FY 2023	Pam Hartke
	Actively engage potential Business Division students to explore campus and division programs. Engage students in an interactive GooseChase activity to increase their interest in exploring careers offered in the Business Division.	FY 2023	Tynia Kessler
	Visit various high schools to recruit and present divisional program information.	FY 2023	Charles Jarrell
	Offer and expand upon inaugural MSD Open House for in-district high schools	FY 2023	Mike Rudibaugh
	Implement an Allied Health Recruitment Master Plan	FY 2023	Erin Swingler
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.	Foster activities that create an early and deep connection between elementary/secondary students and Lake Land College.	FY 2024	TBD

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

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Actively participate in high school career focused programs (LIFT, ERCA, etc.)	Continue development of partnerships with LIFT and ERCA to expand availability of high school career focused programs.	FY 2023	TBD
Continue to develop clear pathways for students to transition from high school to Lake Land.	Refer to GPSEM Plan.	FY 2023	Pam Hartke

Provide a financial structure to ensure all district students have access to dual credit opportunities.	(to be submitted)	FY 2024	TBD
Enhance opportunities for Lake Land faculty to teach dual credit and dual enrollment courses.	Develop a data centered understanding of the impact and value of Dual Credit	FY 2023	Ike Nwosu

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

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Develop a process map for apprenticeships, registered and non-registered.	Expand apprenticeships into new employment sectors.	FY 2023	Chris Strohl
	Develop relevant and industry supported pre-apprenticeships and youth apprenticeships.	FY 2023	Bonnie Moore
	Create class schedules that allows students to work in the field while working on a degree.	FY 2024	Michael Beavers
Integrate work-based learning with post graduation employment opportunities.	Centralize the collection and promotion of work-based learning opportunities.	FY 2023	Tina Moore
Research and implement a comprehensive industry partnership database.	Collobrate with key college staff to implement a database to be utilized by staff to best serve local employers.	FY 2023	Chris Strohl

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

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Expand relationships at the local, state and federal level to enhance grant and private donor funding opportunities for students.	Identify priorities and areas of support needed and funders to help make introductions of existing and current relationships to match with projects of support.	FY 2023	Christi Donsbach
	Pursue networking opportunities with internal and external partners to benefit grant opportunities.	FY 2023	Beth Craig
	Create and utilize an internal Grant Advisory Committee.	FY 2023	Beth Craig
Develop a plan to identify and respond to prioritized notice of funding opportunities and Request for Proposals.	Pursue National Science Foundation (NSF) training to develop a plan that engages the college community in the grant process.	FY 2023	Beth Craig

Increase faculty and staff membership involvement in local, regional, state, and national organizations and boards.	Develop and raise awareness of a database of faculty and staff external board member or organizational involvement.	FY 2023	Lynn Breer
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Objective 5: Strengthen and expand transfer pathways with four-year institutions.

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Expand 3+1 and 2+2 partnerships with four-year institutions.	Develop a database for all current and future articulation agreements.	FY 2023	Emily Ramage
	Improve and streamline the transfer process for students to four-year institutions.	FY 2024	Emily Ramage
Operationalize the early childhood education consortium model.	Evaluate and monitor the implementation of the early childhood consortium model	FY 2023	Charles Jarrell

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

Action Plan Statements	Strategic Project Description	Year Project Starts	Project Leader
Annually enhance and/or introduce one to two CTE programs to ensure student and industry needs are met.	Work with IDOC and IDJJ leadership to study occupational needs.	FY 2023	Jennifer Billingsley



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

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

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.
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



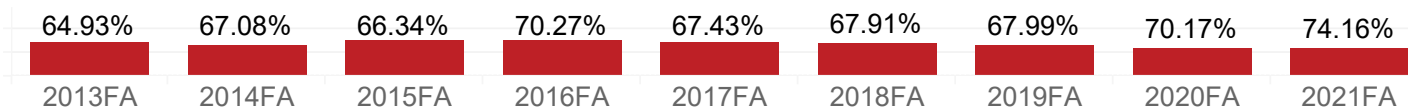
Strategic Plan 2023 - 2027 Key Performance Indicators

STUDENT EQUITY & SUCCESS

Retention - measures the rate of the number of students who re-enroll from one term or one year to the next. Retention takes into account students who completed a degree or certificate.

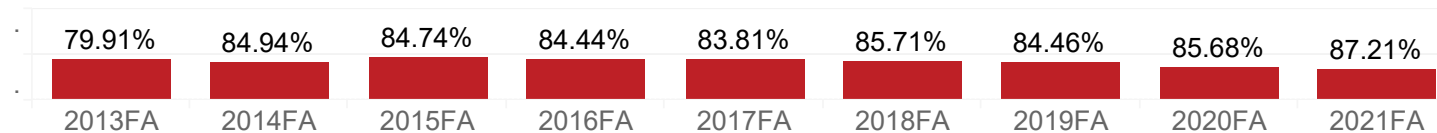
Year to Year

Fall to Fall - First-Time, Full-Time



Term to Term

Fall to Spring - First Time, Full-Time



Persistence - to quantify the drive, determination, and success that a student has towards their degree or certificate. It is determined by the number of attempted credits compared to the number of successfully earned or completed credits. We define successful completion of a course when a student receives a C or better.

Reporting Year Persistence Rates - Summer, Fall & Spring

	2017	2018	2019	2020	2021	2022
Fall	80.0%	81.6%	81.4%	80.8%	82.3%	80.9%
Spring	84.0%	84.1%	84.5%	85.7%	85.1%	85.5%
Summer	83.9%	83.2%	85.2%	83.5%	85.5%	88.1%
Grand Total	82.2%	82.9%	83.2%	83.3%	83.9%	83.8%

Full detailed reports on all KPI's can be viewed at
<https://www.lakelandcollege.edu/institutional-effectiveness/data-digest/>

Strategic Plan 2023 - 2027 Key Performance Indicators

Retention - Retention: First Time - Full Time Enrollment after graduation from High School. % of students that are retained to the first year for DEIB categories.

Economically Disadvantaged					
2017FA	2018FA	2019FA	2020FA	2021FA	
83.4%	85.5%	83.1%	85.1%	87.1%	
Academic Disadvantaged					
2017FA	2018FA	2019FA	2020FA	2021FA	
83.1%	82.2%	81.2%	81.4%	77.9%	
First Generation					
2017FA	2018FA	2019FA	2020FA	2021FA	
82.2%	83.8%	79.8%	82.0%	84.7%	
Single Parent					
2017FA	2018FA	2019FA	2020FA	2021FA	
70.3%	78.6%	81.5%	85.7%	84.4%	
Ethnicity					
	2017FA	2018FA	2019FA	2020FA	2021FA
American/Alaska Native	70.0%	76.9%	78.6%	70.0%	71.4%
Asian	100.0%	66.7%	100.0%	100.0%	83.3%
Black or African American	74.1%	83.9%	65.4%	69.2%	67.9%
Hawaiian/Pacific Islander		100.0%	80.0%		
No Response or Unknown	84.4%	89.1%	87.2%	85.9%	88.2%
White	84.3%	86.1%	85.4%	86.6%	88.1%

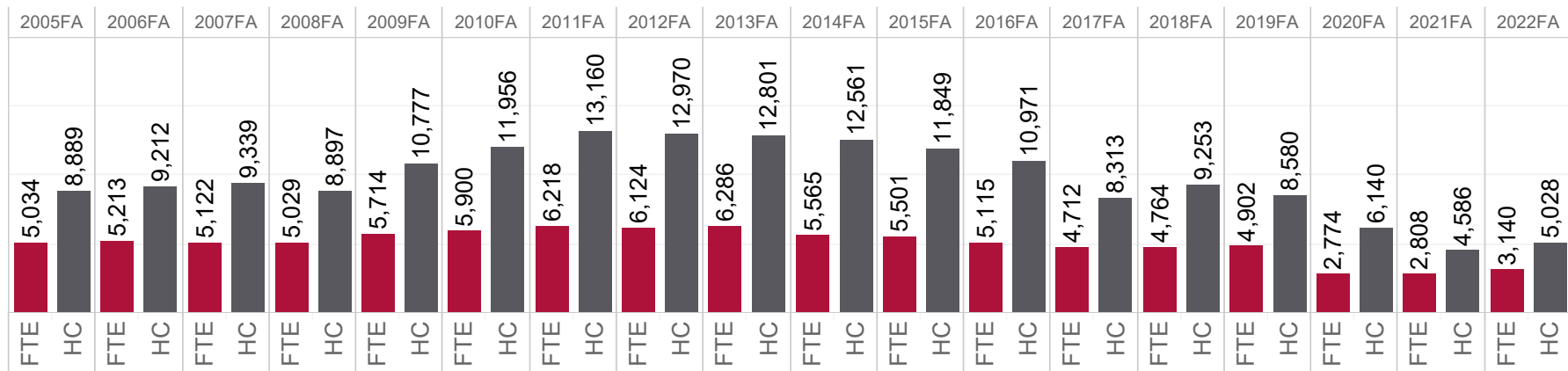
**Diversity,
Equity,
Inclusion
and
Belonging**

Strategic Plan 2023 - 2027 Key Performance Indicators

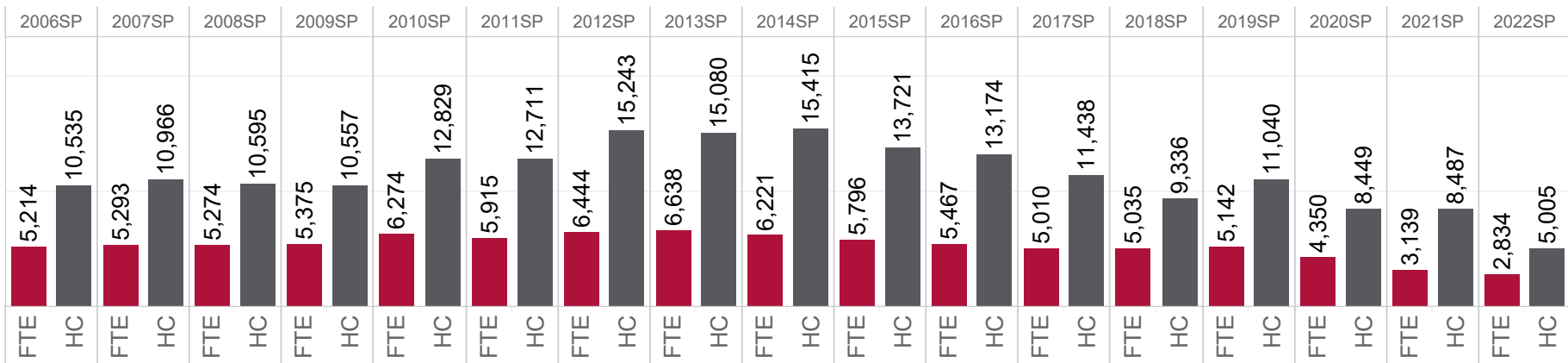
STUDENT EQUITY & SUCCESS

Enrollment Trends - Head Count and FTE as of the end of the term excluding IL Department of Corrections and Department of Juvenile Justice students.

Fall Enrollment



Spring Enrollment



Strategic Plan 2023 - 2027 Key Performance Indicators

STUDENT EQUITY & SUCCESS

Enrollment Trends - Head Count and FTE as of the end of the term excluding IL Department of Corrections and Department of Juvenile Justice students.

Summer Enrollment

2006SU	2007SU	2008SU	2009SU	2010SU	2011SU	2012SU	2013SU	2014SU	2015SU	2016SU	2017SU	2018SU	2019SU	2020SU	2021SU	2022SU
FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
1,542	1,569	1,511	1,618	1,915	1,844	2,162	2,028	1,955	1,785	1,867	1,572	1,642	1,718	644	845	802
HC	HC	HC	HC	HC	HC	HC	HC	HC	HC	HC	HC	HC	HC	HC	HC	HC
4,373	4,508	4,401	4,826	5,971	5,629	6,598	6,485	6,615	6,213	5,740	4,667	4,581	4,968	1,859	2,020	2,055

Strategic Plan 2023 - 2027 Key Performance Indicators

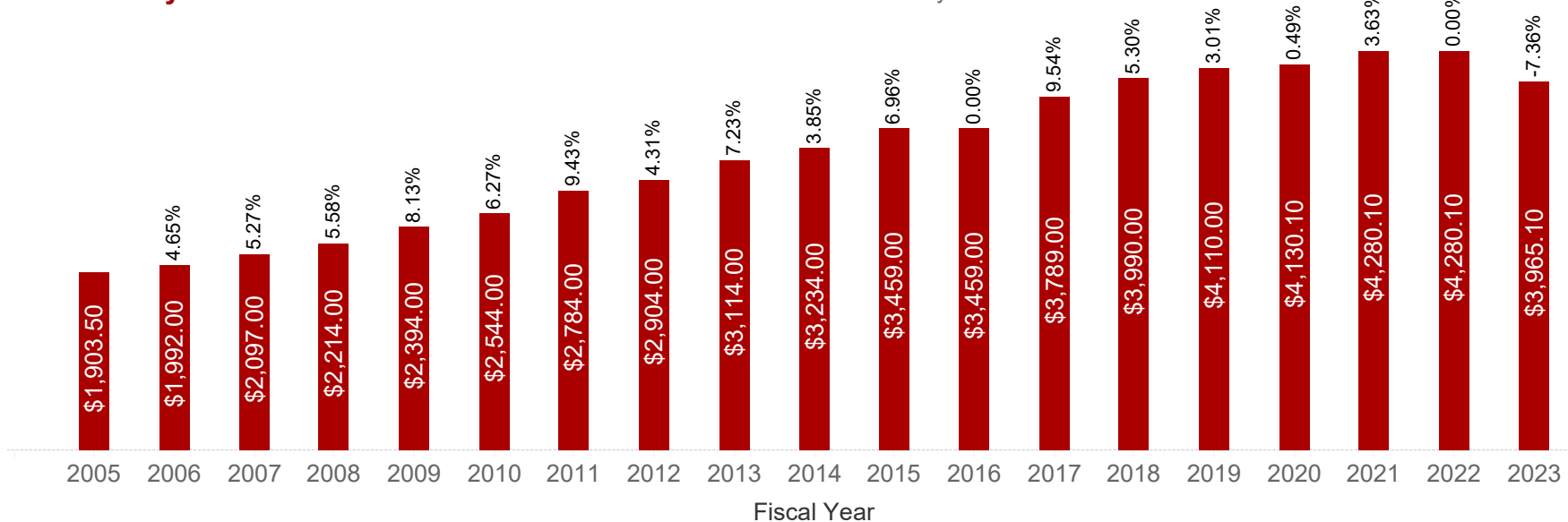
STUDENT EQUITY & SUCCESS

Completions/Graduates - Students who complete a degree, certificate or non-degree credential during the reporting year. This is a duplicated number. It counts each degree or certificate awarded for each person.

Degrees Awarded

Degree	2017	2018	2019	2020	2021	2022
Associate Engineering Science	5	8		5	5	7
Associate in Applied Sciences	374	376	397	356	311	340
Associate in Arts	124	198	288	286	281	243
Associate in Liberal Studies	49	41	44	47	38	25
Associate in Science	201	164	73	55	49	58
Certificate	234	276	278	266	282	279
Department of Corrections	2,464	2,200	2,433	2,700	292	773
Technical Training	339	262	231	176	186	189
Grand Total	3,790	3,525	3,744	3,891	1,444	1,914

Affordability - Tuition and Fees based on In-District Tuition and 30 Credit hours annually.

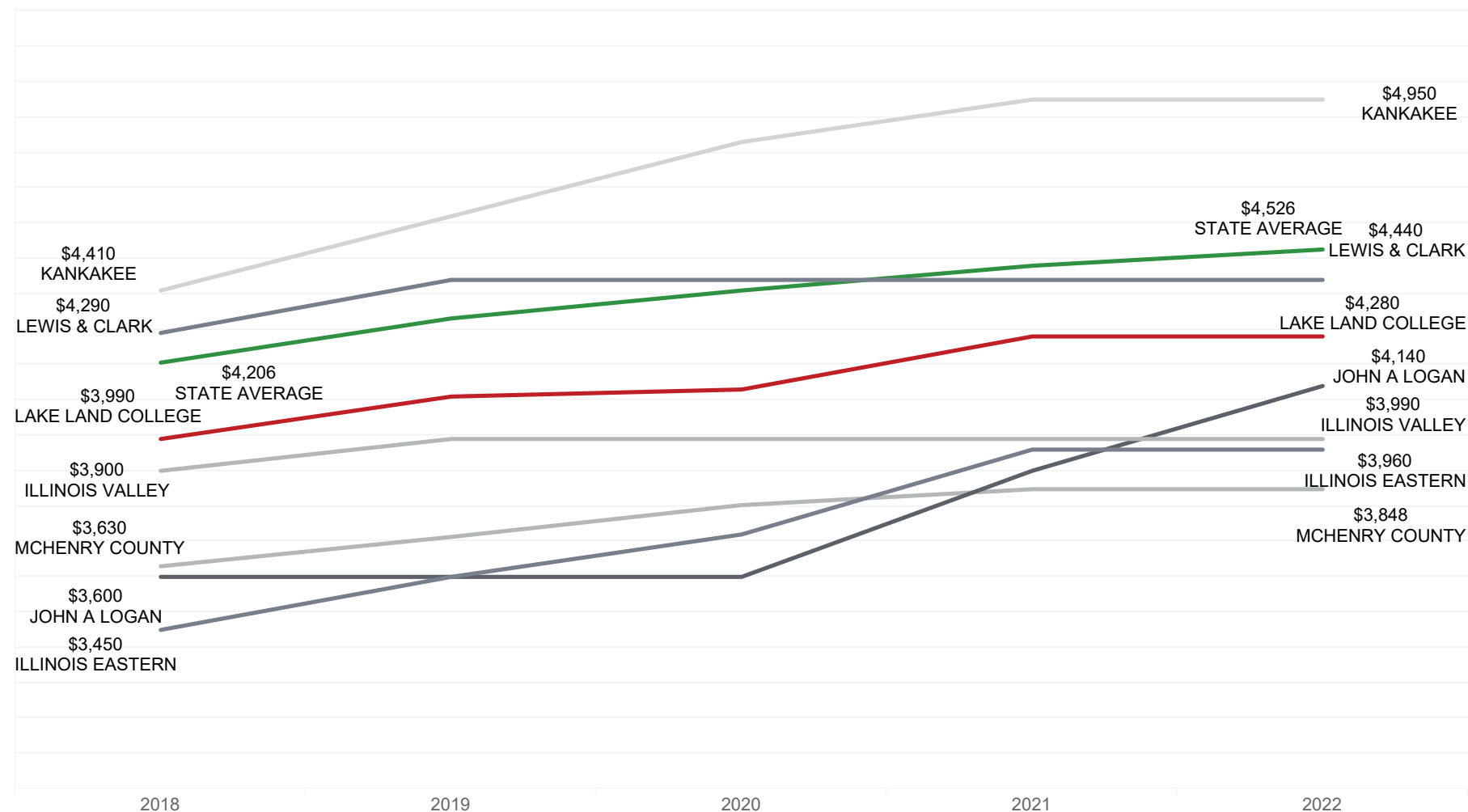


Strategic Plan 2023 - 2027 Key Performance Indicators

STUDENT EQUITY & SUCCESS

Affordability - Comparing Tuition and Fees charged to students based on our ICCB Peer Group and the State Average. This information is as it is reported to ICCB. Each College has a different fee structure which may or may not be included in the totals.

Tuition and Fees based on 30 student credit hours



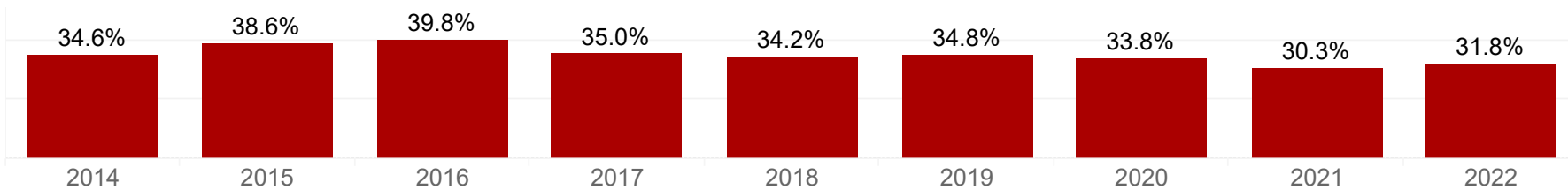
In prior KPI Reports our textbook rental fee was removed from our total. To maintain consistency with ICCB Publications the textbook fee is now included in these six years thus the shift of where we rank.

Strategic Plan 2023 - 2027 Key Performance Indicators

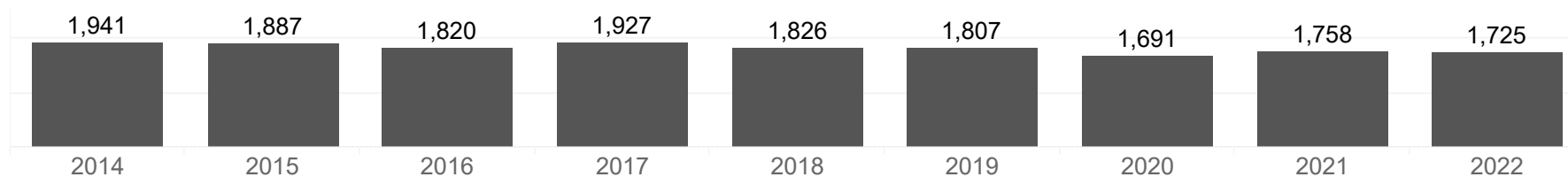
STUDENT EQUITY & SUCCESS

Student Matriculation - percentage of in-district high school graduates that attend Lake Land College for postsecondary education.

Percentage Attending Lake Land



Number in the High School Class



Percentage of Students Attending Some Form of College/University After High School

As of the date of this publication the information for percentage of students attending any college or university after high school is not available in a format to include as a dashboard. For reference the following percentages can be used to compare the number of students choosing Lake Land to continue their education beyond high school for the last 4 years:

2019 - 54.4%
 2020 - 51.3%
 2021 - 47.4%
 2022 - 50.4%