

# Strategic Planning FY 2016-2018

## Mid-Year Report to the Board of Trustees

February 5, 2018

### 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; and intellectual and cultural programs.

### Vision Statement:

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

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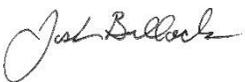
## Update from the President:

The *FY 2016-2018 Strategic Plan Mid-Year Report* to the Lake Land College Board of Trustees highlights the dedicated work of numerous staff across all units who have embraced the strategic planning process to transform innovative ideas into routine practices for the betterment of our students and the communities we serve.

Since 2016, we have been developing 107 strategies focused on three goals: advance student success; fulfill evolving and emerging education and training needs; and commit to quality, access and affordability. Additionally, we continue to utilize the strategic planning process to prepare for the College's November 2018 Higher Learning Commission (HLC) visit by monitoring progress on 17 high-priority action items identified by HLC during the College's successful 2015 Reaccreditation Review. Thus far, we have achieved our goals for 13 of the 17 HLC-related strategies and we are meeting progress targets for the remaining four strategies.

This report provides updated college-level key performance indicators (KPIs), numerous performance dashboards, historical progress statements and brief narrative updates for each strategic initiative. To date, we are meeting expected outcomes or have realized achievement for 88 percent of the 107 strategies, with 57 strategies completed and 38 strategies meeting progress targets. The remaining 12 percent have been placed on hold (three strategies), abandoned (seven strategies), or not meeting progress targets (two strategies) - largely due to the historic state budget impasse and resulting lack of available funds. Several narrative updates reveal cross-department collaboration, creative problem solving and a willingness by staff to seek new methods for helping every student succeed in every class. Two great examples include partnering with an external social service agency to potentially offer a food pantry on campus and internal collaborations between Student Services and Academic Services units to expand volunteerism credential opportunities for our students.

As we finalize development of our strategies associated with the current three-year planning cycle, we are simultaneously identifying appropriate actions necessary for the next three-year planning cycle, FY 2019-2021, to continue advancing our goals and objectives and build upon our successes over the long-term. Thank you to the strategic planning committee members and numerous staff who regularly champion and implement action strategy development to help the College ensure a transparent, accountable, and ongoing process. Thank you also to our partners throughout the College community and district who help us continue our rich, 50-year tradition of engaging minds, and changing lives, through the power of learning.



Dr. Josh Bullock, President

Lake Land College Strategic Plan College Level KPIs 2016-2018										
Metric	Baseline	FY2016		FY2017		FY2018		3 YR goal	NOTES	Data Source
		Goal	Outcome	Goal	Outcome	Goal	Outcome			
<b>Goal 1: Advance Student Success</b>										
CCSSE Benchmarks	Spring 2013	Spring 2016		Spring 2017				> 5%	CCSSE not implemented due to state budget impasse and reduced State funding	CCSSE: Mean of scales
Retention for degree seekers (excludes DOC)	Fall 2013		Fall 2014		Fall 2015		Fall 2016	> 5%	Completed (fall) includes only students who completed in the reporting fall term (i.e., fall 2013); transfers includes students transfer after reporting fall term; completed fall to fall includes students who complete fall, spring and summer; transfer in fall to fall includes students who transfer after fall, spring or summer terms	IR Enrollment Reports and National Student Clearinghouse
Cohort	4,123		3,734		3,263		3,452			
Fall to Spring										
Enrolled	69.20%		73.00%		77.80%		72.8%			
Completed (fall)	5.60%		6.80%		5.70%		4.2%			
Transferred	1.10%		4.00%		5.20%		3.5%			
<b>Total Success Fall to Spring</b>	<b>75.6%</b>	76.9%	<b>78.90%</b>	78.1%	<b>84.00%</b>	79.4%	<b>78.4%</b>			
Fall to Fall										
Enrolled	41.10%		42.40%		45.90%		45.0%			
Completed (fall, spring, summer)	27.90%		20.50%		31.50%		23.0%			
Transferred	11.90%		19.30%		19.20%		15.2%			
<b>Total Success Fall to Fall</b>	<b>67.8%</b>	68.9%	<b>68.50%</b>	70.1%	<b>77.40%</b>	71.2%	71.8%			
Persistence for Degree Seekers (excludes DOC)	FY2014		FY2015		FY2016		FY2017	> 3%	Full time based on number of hours earned during fall term. If 12 or more student full time or if less than 12 student considered part time.	A1 Report-not available until mid-end of August
Full Time Students	2,199		1,918		1,872		2,256			
Completed 24 or more Hours	76.0%	76.8%	78.3%	77.5%	79.7%	78.3%	<b>65.4%</b>			
Part Time Students	3,746		2,925		2,646		2,057			
Completed 12 or more hours	31.1%	25.1%	36.0%	25.3%	34.5%	32.0%	34.6%			

Blue = Midyear figure

Black = Goal met

Red = Did not meet goal

Yellow Highlight = new numbers

Purple = preliminary figures

Text Color Code:

Goal 2: Fulfill evolving and emerging education and training needs											
Metric	Baseline	FY2016		FY2017		FY2018		3 YR Goal	NOTES	Data Source	
		Goal	Outcome	Goal	Outcome	Goal	Outcome				
<b>FTE Growth for All Students<sup>3</sup></b>	<b>FY2015</b>		<b>FY2016</b>		<b>FY2017</b>		<b>FY2018</b>	<b>&gt; 1%</b>	FY16 FTE based on end of term reports data not available from ICCB yet	ICCB Summary Profile of all CC	
Total FTE	6,658.5	6,392.1	6,376.9	6,593.3	6,067.0	6,733.6					
DOC FTE	2,585.1	2,585.1	2,551.7	2,585.1	1,827.0	2,585.1					
College FTE (non-DOC)	4,073.4	3,910.5	3,825.2	4,008.3	4,240.0	4,148.6					
<b>Employment</b>	<b>FY2015</b>		<b>FY2016</b>		<b>FY2017</b>		<b>FY2018</b>	<b>&gt; 1%</b>	shifting data source from OFS to Perkins Job Placement and Peer to Peer data collection	OFS results for all AAS and CRT grads	
Employment Status	36.50%	36.8%	41.8%	37.1%	28.60%	37.5%					
Job Related to Field of Study (of employed)	96%	95.3%	94.1%	95.6%	95.40%	97.0%					
<b>Employer Survey Results</b> * Began surveying Professional Advisory Boards fall 2015	Baseline TBD	TBD		TBD		TBD		<b>TBD</b>	Began fall 2015 with minimal results	Employer Survey	
<b>Partnerships</b>	<b>FY2016</b>		<b>FY2016</b>		<b>FY2017</b>		<b>FY2018</b>		Top Box answers only are provided (i.e., strongly agree, great value) Baseline developed in 2016	Student Internship Survey	
As a result of my work based learning experience, I have a better understanding of concepts, theories, and skills in my program of study.	51% strongly agree		51% strongly agree		50.2% strongly agree						
How valuable was your work based learning experience in providing additional experience beyond the classroom?	50% of great value		50% of great value		47.5% strongly agree						
Were you offered a permanent full or part time position with the organization providing the work based learning experience?	35% Yes		35% Yes		30.7% Yes						
<b>Graduates who Transfer (Excludes DOC)</b>	<b>FY2014</b>		<b>FY2015</b>		<b>FY2016</b>		<b>FY2017</b>	<b>&gt; 5%</b>	Can't submit data to NSC until October for Transfer Data on Students	NSC/IR Grad Files Numbers related to cohort graduates within 200% time represent Associate Degree participants. Students receiving Certificates only are not included in the totals and percentages.	
Total graduates	1,211		1,070		975		1,062				
Number of Transfer Program Grads	404		389		311		302				
Percent that Transfer	66%	67.2%	66.3%	68.3%	67.8%	69.4%	71.20%				
Number of Career/Tech Program Grads	807		681		664		760				
Percent of Career/Tech that Transfer	16%	16.7%	11.6%	16.9%	16.9%	17.2%	15.90%				
<b>Cohort Graduates Transfer and Graduate within 200% after leaving LLC (excludes DOC)</b>	<b>FY2011 Grads</b>		<b>FY2012 Grads</b>		<b>FY2013 Grads</b>		<b>FY2014 Grads</b>				
<b>Total Graduates</b>	<b>930</b>		<b>944</b>		<b>882</b>		<b>843</b>				
<b>Total graduates with transfer degree</b>	<b>334</b>		<b>330</b>		<b>318</b>		<b>404</b>				
Percent of graduates with transfer degree	36%		35.0%		36.1%		47.9%				
Percent of transfer grads that transfer to another institution	78%		94.8%		68.6%						
Percent of transfer grads that transfer and graduate from transfer institution	63%		54.5%		53%						
<b>Total graduates with CTE associate degree</b>	<b>596</b>		<b>614</b>		<b>564</b>		<b>439</b>				
Percent of graduates with CTE degree	64.1%		65.0%		63.9%		52.1%				
Percent of CTE Program Grads that transfer to another institution	24.8%		26.9%		24.6%						
Percent of CTE grads that transfer and graduate from transfer institution	10.9%		9.9%		11.0%						

Blue = Midyear figure      Black = Goal met      Red = Did not meet goal      Yellow Highlight = new numbers      Purple = preliminary figures

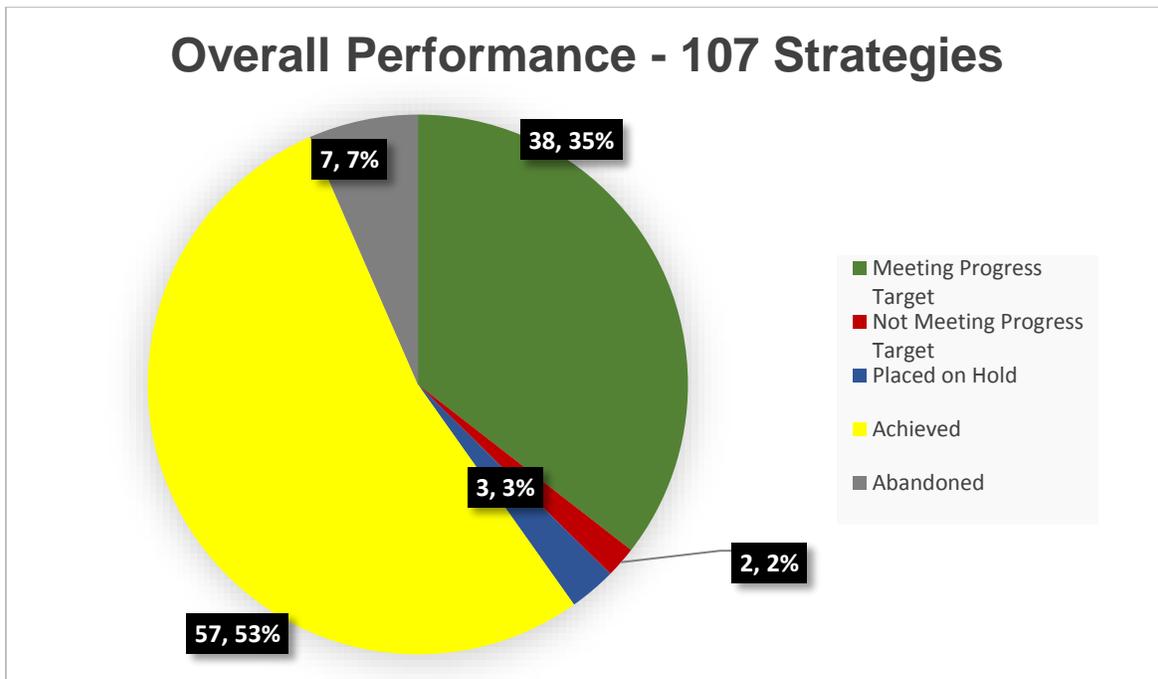
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Goal 3: Commit to quality, access, and affordability										
Metric	Baseline	FY2016		FY2017		FY2018		3 YR Goal	NOTES	Data Source
		Goal	Outcome	Goal	Outcome	Goal	Outcome			
<b>Tuition and Fees</b>	<b>FY2015</b>		<b>FY2016</b>		<b>FY2017</b>		<b>FY2018</b>	Bottom quartile		ICCB (less book rental fees \$11.30 for LLC) Table IV-8 in data book
Tuition and Fees Cost less book rental	\$105.00	\$105.00	\$105.00		\$116.00		\$121.70			
LLC Rank of all 39 Community Colleges Districts	tied for 30th	30th or below	31st of 39	30th or below	31st of 39	30th or below	34th of 38			
<b>Costs versus Inflation</b>	<b>FY2015</b>		<b>FY2016</b>		<b>FY2017</b>		<b>FY2018</b>	<=Rate of Inflation	As of 07/2017 rate of inflation is 1.7% and will be updated at the end of the year.	see footnote
Inflation <sup>1</sup>	1.6%		0.0%		1.3%		1.7%			
Tuition and Fees	\$115.30	\$115.30	\$115.30	\$118.76	\$126.30	\$135.14	\$133.00			
Percent Change in Tuition and Fees	6.9%	0.0%	0.0%	1.0%	9.5%		5.3%			
<b>Market Penetration</b>	<b>Fall 2014</b>		<b>Fall 2015</b>		<b>Fall 2016</b>		<b>Fall 2017</b>	40%		Fall 10th Day Report IR Enrollment Report & Census
% of In District High School Graduates enrolled following fall	34.6%	40.0%	38.6%	40.0%	40.2%	40.0%	35%			
% of in district population enrolled between ages of 18 and 64	3.20%	3.28%	3.32%	3.36%	3.45%	3.44%	2.60%			
<b>Cost/FTE</b>	<b>FY2014</b>		<b>FY2015</b>		<b>FY2016</b>		<b>FY2017</b>	30th or below	FTE=Full time equivalent per student calculated by adding total end term credit hours/30.	ICCB Table IV-11 for Operating Revenues and IV-1 for FTE: Audit for FTE less DOC.
Audited Operations Revenue (Funds 1 & 2 Less DOC <sup>2</sup> )	\$41,504,769		\$44,001,440		\$37,234,516		\$ 51,842,010			
Audited Operations SURS Contribution pass through	\$8,711,368		\$10,090,935		\$11,679,457		\$ 15,227,551			
Total Audited Operations Revenue Less SURS Pass Through	\$32,793,401		\$33,910,505		\$25,555,059		\$ 36,614,459			
Annual FTE Less DOC	5,187.0		4,580.0		4,364.0		4,240.0			
Cost/FTE <sup>2</sup>	\$6,322.23		\$7,404.04		\$5,855.88		\$8,635.49			
Cost/FTE (where LLC falls compared to all other CC in IL)*	38th of 39	30th or below	35th of 39	30th or below	38th of 39	30th or below				
<a href="http://www.usinflationcalculator.com/inflation/current-inflation-rates/">http://www.usinflationcalculator.com/inflation/current-inflation-rates/</a> <a href="http://www.iccb.org/data/?page_id=998">http://www.iccb.org/data/?page_id=998</a> <sup>2</sup> <a href="http://64.107.108.133/pdf/reports/Annual_Enroll_Comp_2014.pdf">http://64.107.108.133/pdf/reports/Annual_Enroll_Comp_2014.pdf</a>										

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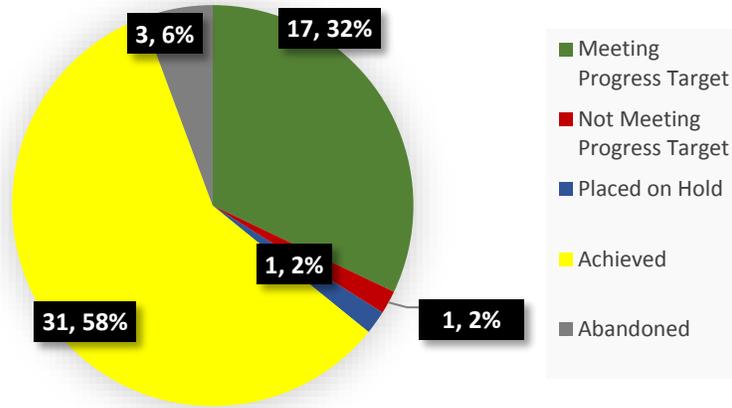
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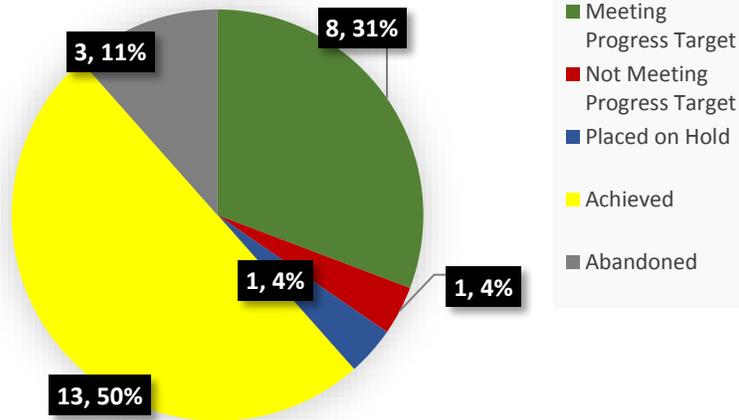
### 107 Total Strategies:

- 83 strategies initiated in 2015.
- 24 additional strategies initiated in 2016.
- 17 strategies are to address priority action items recommended by the Higher Learning Commission (HLC) from the 2015 Reaccreditation Review. To date, we have achieved our goals for 13 HLC high-priority action item strategies and we are meeting progress targets for the remaining four strategies.

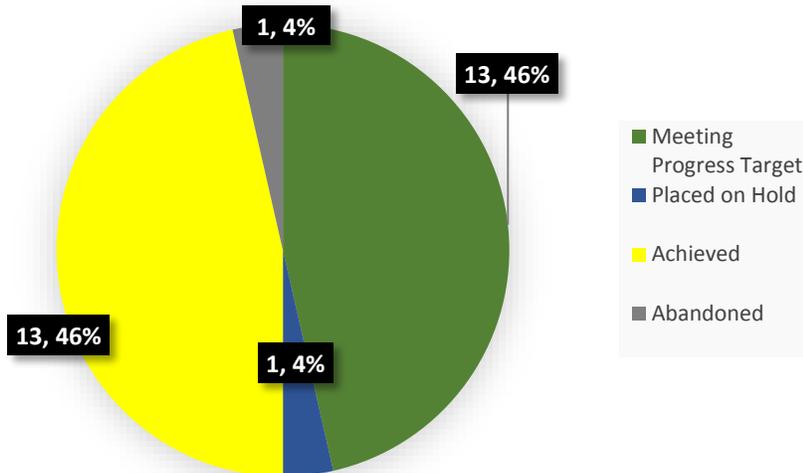
### Advance Student Success- 53 Strategies



### Education and Training Needs - 26 Strategies



### Quality, Access, and Affordability - 28 Strategies



## Performance Overview by College's Three Goals and Nine Objectives

COLLEGE GOAL / OBJECTIVE	# of strategies	Meeting progress target	Not meeting progress target	Placed on hold	Achieved	Abandoned
<b>Advance student success</b>	<b>53</b>	<b>17</b>	<b>1</b>	<b>1</b>	<b>31</b>	<b>3</b>
Foster a holistic student experience through academic and social integration.	14	5	0	0	9	0
Ensure a student-centered culture through excellent teaching and exceptional service.	9	3	0	0	6	0
Improve retention, persistence and completion.	30	9	1	1	16	3
<b>Fulfill evolving and emerging education and training needs</b>	<b>26</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>13</b>	<b>3</b>
Partner with community, business, and education.	17	6	1	1	7	2
Align programs, services and delivery methods.	5	1	0	0	3	1
Expand transfer options and career pathways.	4	1	0	0	3	0
<b>Commit to quality, access and affordability</b>	<b>28</b>	<b>13</b>	<b>0</b>	<b>1</b>	<b>13</b>	<b>1</b>
Innovate for advancement.	3	2	0	0	1	0
Invest strategically in personnel, facilities and equipment.	12	7	0	0	4	1
Demonstrate personal and institutional accountability through data-driven decision making.	13	4	0	1	8	0
<b>TOTALS</b>	<b>107</b>	<b>38</b>	<b>2</b>	<b>3</b>	<b>57</b>	<b>7</b>

UPDATED 2/1/2018

### Unit Objectives for Goal "Advance Student Success"

COLLEGE OBJECTIVE	UNIT OBJECTIVE	No. of STRATEGIES	MID-YEAR REPORT PAGE(S)
<b>Foster a holistic student experience through academic and social integration.</b>		<b>14</b>	<b>30-40</b>
	Improve the experience of students through quality teaching and learning.	5	
	Implement new branding and marketing strategies to further student engagement.	9	
<b>Ensure a student-centered culture through excellent teaching and exceptional service.</b>		<b>9</b>	<b>23-29</b>
	Improve the experience of students through quality teaching and learning.	6	
	Improve campus way finding.	1	
	Collaborate with community agencies to provide support for students beyond college services.	2	
<b>Improve retention, persistence and completion.</b>		<b>30</b>	<b>41-64</b>
	Improve retention, persistence, and completion.	13	
	Meet WIA performance rates for employment, retention and earnings.	1	
	Promote completion in 100% time.	6	
	Decrease student withdrawals.	10	

## Unit Objectives for Goal "Commit to Quality, Access and Affordability"

COLLEGE OBJECTIVE	UNIT OBJECTIVE	No. of STRATEGIES	MID-YEAR REPORT PAGE(S)
<b>Innovate for advancement.</b>		<b>3</b>	<b>75-78</b>
	Seek innovative funding sources.	1	
	Increase institutional readiness for a capital campaign to raise financial resources in support of the student learning experience.	1	
	Implement Customer Relations Management software to provide quality communication with potential students and applicants.	1	
<b>Invest strategically in personnel, facilities and equipment.</b>		<b>12</b>	<b>79-88</b>
	Provide a safe work environment.	4	
	Provide exceptional service to support technology needs to ensure a student-centered culture.	1	
	Develop and manage a five-year budget plan tied to the strategic plan.	1	
	Improve internal communication and collaboration.	3	
	Work with area leaders and legislators to ensure strategic capital and operational funding needs are met.	1	
	Invest in staff training in areas of leadership development, quality improvement and customer service.	2	
<b>Demonstrate personal and institutional accountability through data-driven decision making.</b>		<b>13</b>	<b>65-74</b>
	Improve decision-making processes through the collection and use of data.	8	
	Improve text book rental experience for students.	1	
	Maintain technology quality and availability across campus.	1	
	Develop and monitor financial metric to manage costs.	1	
	Mitigate the cost of print services.	1	
	Create a standard format for evaluating success of student services initiatives.	1	

## Unit Objectives for Goal "Fulfill Evolving and Emerging Education and Training Needs"

COLLEGE OBJECTIVE	UNIT OBJECTIVE	No. of STRATEGIES	MID-YEAR REPORT PAGE(S)
<b>Partner with community, business, and education.</b>		<b>17</b>	<b>97-110</b>
	Pursue new and innovative partnering opportunities.	2	
	Increase WIA partnerships with community, business and education.	1	
	Actively engage local leaders and legislators in the support of new and existing partnerships.	1	
	Collaborate with high schools to help students successfully transition to the College.	3	
	Pursue new and innovative ways to inform nontraditional students about Lake Land College.	10	
<b>Align programs, services and delivery methods.</b>		<b>5</b>	<b>89-93</b>
	Provide student-centered course scheduling and delivery options.	1	
	Implement models to respond to non-traditional educational opportunities.	2	
	Develop student-centered solutions for class planning.	2	
<b>Expand transfer options and career pathways.</b>		<b>4</b>	<b>94-96</b>
	Create new and innovative transfer opportunities.	1	
	Assist students with transfer and career pathway options.	3	

	Meeting progress target
	Not meeting progress target
	Project placed on hold
	Achieved - strategy development complete
	Abandoned

\* Denotes a strategy to address an action item recommended by the Higher Learning Commission (HLC) from the 2015 HLC Reaccreditation Review.

## Performance Dashboard of Strategies by Unit

### Academic Services

Focus Strategy	HLC	Status	Page	Goal	Lead Requestor
Better Beginnings: Improving the Book Pick Up Process for Students				Advance student success	Christina Kramer
Dental Hygiene Enrichment Labs				Advance student success	Deborah Thomason
Student Transition				Advance student success	Dirk Muffler
Create a Dedicated Math & Science Learning Lab for the Math & Science Division				Advance student success	Ikemefuna Nwosu
Develop a Course Schedule Task Force				Advance student success	Jon Althaus
Finish What You Started Campaign				Advance student success	Kathy Black
Improve Class Scheduling				Advance student success	Charles Jarrell
Increase Employer and John Deere Involvement in the Education Process				Advance student success	Allen Drake

Pre-Veterinary Medicine Boot Camp				Advance student success	Ryan Wildman
Renewal of Plagiarism Detection Software ("Turnitin")				Advance student success	Steve Garren
Instructor's Round Table for ENG120				Advance student success	Casey Reynolds
Business and Computer Contest				Fulfill evolving and emerging education and training needs	Kathy Black
CNC Machine Tools for Computer Integrated Manufacturing Program (CIM)				Fulfill evolving and emerging education and training needs	Joseph Tillman
Douglas County Public Health Rotation				Fulfill evolving and emerging education and training needs	Deborah Thomason
Machine Tools for Introductory Machine Tool Technology (MTT) Classes				Fulfill evolving and emerging education and training needs	Joseph Tillman
Potential Employers in Horticulture Industry of SOE (internship) and Employment Opportunities				Fulfill evolving and emerging education and training needs	Dyke Barkley
Lake Land College Faculty Academy				Fulfill evolving and emerging education and training needs	Jon Althaus
Creation of 2+2 Agreement with SIU-C College of Agricultural Sciences				Fulfill evolving and emerging education and training needs	Jon Althaus
Use Assessment Data to Boost Donations				Commit to quality, access and affordability	Lisa Madlem
Develop Periodic Data Reports for the Math and Science Division				Commit to quality, access and affordability	Ikemefuna Nwosu

Giving Our Patrons a Voice: Using Patron Input to Help Optimize Library Service Offerings				Commit to quality, access and affordability	Scott Drone-Silvers
Alumni of Lake Land College Showpig Sale				Advance student success	Samuel Orrick
HLC Online Learning Action Statements	*			Advance student success	Jon Althaus
DACUM Facilitator Training				Fulfill evolving and emerging education and training needs	Lisa Madlem
Program Accreditation and the Lake Land College Website	*			Commit to quality, access and affordability	Jon Althaus
Dental Hygiene Program Credits	*			Commit to quality, access and affordability	Karla Hardiek
Comprehensive Course Reviews	*			Commit to quality, access and affordability	Jon Althaus
Enhanced Program Review Process	*			Commit to quality, access and affordability	Jon Althaus
Communication between Dual Credit and Lake Land Instructors	*			Advance student success	Jon Althaus
High Credit Courses in Compressed Format	*			Commit to quality, access and affordability	Jon Althaus
Measure the Number of Online Courses	*			Commit to quality, access and affordability	Jon Althaus
Standardized Syllabi	*			Advance student success	Jon Althaus

## Business Services

Focus Strategy	HLC	Status	Page	Goal	Lead Requestor
Implement Way Finding System of Signs and Other Visual Devices for the College				Advance student success	Bryan Gleckler
On-Going Safety Training at DOCs				Commit to quality, access and affordability	Dustha Wahls
Formalize Job Orientation in Physical Plant and Print Shop				Commit to quality, access and affordability	Dustha Wahls
Reevaluate Safety Committee Usage				Commit to quality, access and affordability	Dustha Wahls
Safe College Training				Commit to quality, access and affordability	Dustha Wahls
Provide Needed Technology and Related Support Services to Aid Instructors and Students in Attainment of Their Goals				Commit to quality, access and affordability	Lee Spaniol
Development of a Five-Year Budget Plan				Commit to quality, access and affordability	Madge Shoot
Helping Students Succeed and Save Money on Course Materials				Commit to quality, access and affordability	Christina Kramer
Implement Proactive Maintenance Procedures to Maintain Technology				Commit to quality, access and affordability	Lee Spaniol
Financial Ratios				Commit to quality, access and affordability	Madge Shoot
Ensuring College Print Costs Remain Minimal				Commit to quality, access and affordability	David Earp
Engage New Hires in Policy-related Training on Federal Compliance Policies that Impact Title IX	*			Commit to quality, access and affordability	Dustha Wahls

## President's Office

Focus Strategy	HLC	Status	Page	Goal	Lead Requestor
Why Do Students Withdraw From All Courses				Advance student success	Mary Breer
"Community Connections" Portal via the Office of the President's Webpage				Fulfill evolving and emerging education and training needs	Jean Anne Grunloh
Employer Survey				Fulfill evolving and emerging education and training needs	Mary Breer
Analyze and Implement Enhancements to Annual Giving Program				Commit to quality, access and affordability	Jacqueline Joines
Redesign College-wide Committee Structure	*			Commit to quality, access and affordability	Josh Bullock
Enhance Relations with Legislators and His/her Aids to Gain Optimal Legislative Support for Funding and Policy Needs				Commit to quality, access and affordability	Jean Anne Grunloh
Leadership Series Training Offered by CBI to Lake Land Employees				Commit to quality, access and affordability	Jean Anne Grunloh
Develop a College-wide Communication Flowchart	*			Commit to quality, access and affordability	Jean Anne Grunloh
Institutional Review Board	*			Commit to quality, access and affordability	Mary Breer

## Student Services Unit

Focus Strategy	HLC	Status	Page	Goal	Lead Requestor
Provide Quality Leadership Training Opportunities to Students				Advance student success	Valerie Lynch
Expand Volunteerism Program to Better Meet the Needs of the Students and the Communities Served				Advance student success	Valerie Lynch
Implement Intermediate Wayfinding Solutions				Advance student success	Kelly Allee
Introduce and Integrate New Laker Mascot into Campus and Community Events				Advance student success	Lisa Shumard-Shelton
Sharing Student Success Stories				Advance student success	Martina Stovall
Consistently Implement New Lake Land College Brand in All Communications				Advance student success	Martina Stovall
Walking Billboards: Building Branding Awareness through T-shirts				Advance student success	Jon Van Dyke
Update College Website				Advance student success	Martina Stovall
Create Standard Informational Packets for Potential and Admitted Students				Advance student success	Kelly Allee
Formalize Curriculum and Assessment				Advance student success	Tina Moore
Implement an "Honors Experience"				Advance student success	Martina Stovall
Expanded Partnerships with Critical Social Services Agencies				Advance student success	Martina Stovall
Incorporate Community Support for Students				Advance student success	Lori Ohnesorge
Create a Bridge from High School to College Including Connection to TRiO SSS				Advance student success	Lori Ohnesorge

Increase Personal Education Planning for Students				Advance student success	Krista Burrell
Ensure Appropriateness and Usefulness of Information Presented to New Student During Orientation				Advance student success	Heather Nohren
Implement a "Full Time Is" Campaign				Advance student success	Martina Stovall
Implement Advising-Focused Staff Development				Advance student success	Krista Burrell
Encourage Early Transcript Evaluations for Students				Advance student success	Jon Van Dyke
Decrease Withdrawals of Student Athletes				Advance student success	William Jackson
TRiO SSS Student Testimonials				Advance student success	Amber Niebrugge
Enhance Communication and Intervention for Students through Improving Academic Standing Process Enforcement				Advance student success	Jennifer Melton
Increase Student Athlete Completion				Advance student success	Bryan Burrell
Implement Financial Aid Self-Service Module in Colleague				Advance student success	Paula Carpenter
TRiO SSS Noel Levitz College Student Inventory and Intrusive Advising				Advance student success	Amber Niebrugge
Explore Opportunities to Improve the Complete Withdrawal Process				Advance student success	Paula Carpenter
Keeping Students On-Track with Career Cruising				Advance student success	Lisa Dittamore
Rename/Refocus LAC to Align Tutoring and Other Services to Promote Academic Success				Advance student success	Karla Miller
Alumni Connections with Business				Fulfill evolving and emerging education and training needs	Kelly Allee
Create Marketing Plans That Ensure Touch Points with High				Fulfill evolving and emerging	Kelly Allee

School Students in Each Year of Their High School Career				education and training needs	
Increase Information Sharing Between the Office of Student Accommodations and High School Students				Fulfill evolving and emerging education and training needs	Andrew Gaines
Develop Career Pathway Models to be Used by Others in LLC				Fulfill evolving and emerging education and training needs	Lori Ohnesorge
Develop an Outreach Campaign to Those People in the District Who Do Not Have Library Services				Fulfill evolving and emerging education and training needs	Kelly Allee
Fully Implement Director of Community Outreach Position and Establish a Plan for Adult and Community Recruitment				Fulfill evolving and emerging education and training needs	Jon Van Dyke
Department of Corrections Re-Entry Summits Recruitment Plan				Fulfill evolving and emerging education and training needs	Jon Van Dyke
Collaborate with CEFS to Implement Rapid Response				Fulfill evolving and emerging education and training needs	Christine Strohl
Support Model for New Non-Traditional Education and Training Opportunities				Fulfill evolving and emerging education and training needs	Martina Stovall
Career Success Video Training Series				Fulfill evolving and emerging education and training needs	Tina Moore
Improve Availability of Transfer Information to Students				Fulfill evolving and emerging education and training needs	Jane Cox
Bachelor's Degree Completion Pathways for ALS (Liberal Studies)				Fulfill evolving and emerging education and training needs	Emily Hartke

Implement CRM Software				Commit to quality, access and affordability	Jon Van Dyke
Assessment Model for Student Services Programs				Commit to quality, access and affordability	Martina Stovall
Promotional Materials-Advisement				Advance student success	Krista Burrell
Adult Week 2017				Advance student success	Jon Van Dyke
One Stop Community Christmas				Advance student success	Christine Strohl
Laker Louie! Enhancement of Laker Mascot at Events				Advance student success	Lisa Shumard-Shelton
Course Pre-Requisite Checking	*			Advance student success	Martina Stovall
Diversity Education: First Amendment Rights	*			Advance student success	Martina Stovall
Training regarding Student Academic Integrity Code	*			Advance student success	Martina Stovall
Associate Degree Requirements	*			Fulfill evolving and emerging education and training needs	Martina Stovall

## Workforce Solutions & Community Education

Focus Strategy	HLC	Status	Page	Goal	Lead Requestor
Measure WIOA Performance Outcomes				Advance student success	Gerry Schlechte
Track WIOA Community, Business, Education Partnerships and Contacts				Fulfill evolving and emerging education and training needs	Gerry Schlechte
Improving the Effectiveness of Effingham Mfg. Day as a Recruitment Opportunity for Technology and Information Technology (IT) programs				Fulfill evolving and emerging education and training needs	Karen Kull
Update CDL Program to Align with New Law for Entry Level Commercial Drivers and Refreshers				Fulfill evolving and emerging education and training needs	Justin Onigkeit

Goal: **Advance student success**

College Objective: **Ensure a student-centered culture through excellent teaching and exceptional service.**

<b>Strategy:</b>	Formalize Curriculum and Assessment
<b>Unit Objective:</b>	Improve the experience of students through quality teaching and learning.
<b>Requestor(s):</b>	Tina Moore
<b>Description:</b> Career Services works diligently to collaborate with faculty across the college and develop specific, specialized curriculum to meet the needs of students and graduates in multiple industries. This strategy is designed to formalize the curriculum through documented learning outcomes and processes and formalize the assessment process to ensure the desired outcomes are being met.	
<b>Status Statement:</b>	<div style="background-color: #e0f2f7; padding: 10px;"> <p>01/24/2018  Achieved - strategy development complete</p> <p>08/29/2017  Meeting progress target</p> <p>02/16/2017  Meeting progress target</p> <p>08/22/2016  Meeting progress target</p> <p>11/18/2015  Meeting progress target</p> </div>
<b>Mid-Year Progress Report:</b> Career Services staff members work with instructors to evaluate program-specific curriculum and make changes as needed.	

<b>Strategy:</b>	Dental Hygiene Enrichment Labs
<b>Unit Objective:</b>	Improve the experience of students through quality teaching and learning.
<b>Requestor(s):</b>	Deborah Thomason
<b>Description:</b> Provide additional, faculty supported, learning opportunities for Dental Hygiene students outside of the classroom. Students needing one on one assistance/remediation will be offered access to additional skill development/learning opportunities from part time faculty. Two-three hours per week will be scheduled as open labs.	

<b>Status Statement:</b>	01/23/2018  Meeting progress target
	01/23/2018  Meeting progress target
	01/18/2017  Meeting progress target
	08/01/2016  Meeting progress target
	11/23/2015  Meeting progress target
<b>Mid-Year Progress Report:</b> The students and program have benefited greatly from the continuation of this strategy. Without it, Dental Hygiene students would be unable to find qualified re-remediation and enhancement experiences. The students have all expressed appreciation for this opportunity.	

<b>Strategy:</b>	Implement an "Honors Experience"
<b>Unit Objective:</b>	Improve the experience of students through quality teaching and learning.
<b>Requestor(s):</b>	Tina Stovall & Deb Hutti
<b>Description:</b> Bring together the Presidential Scholars, Phi Theta Kappa and Honors programs to create an "Honors Experience".	
<b>Status Statement:</b>	08/28/2017  Achieved - strategy development complete
	02/08/2017  Meeting progress target
	08/08/2016  Meeting progress target
	11/16/2015  Meeting progress target
<b>Mid-Year Progress Report:</b> The initial Honors Experience implementation has been completed. Board policy changes to align honors and PTK requirements have been	

completed. Additional changes to better align requirements with Presidential Scholars will be implemented in the coming year. Continuous process improvements will continue to enhance the experience.

<b>Strategy:</b>	Implement Way Finding System of Signs and Other Visual Devices for the College
<b>Unit Objective:</b>	Improve campus way finding.
<b>Requestor(s):</b>	Bryan Gleckler

**Description:** Who: Facilities (Lead), Faculty, (academic’s input), CCS (branding), Student Life (Student Input), various staff (Staff input). How: Research current similar, available installations. Investigate the cost and feasibility. Involve above groups/people to determine if project requires a consultant/Bid process. Develop concept. Field test. Implement.

<b>Status Statement:</b>	01/25/2018  Meeting progress target
	09/13/2017  Meeting progress target
	02/22/2017  Meeting progress target
	08/22/2016  Meeting progress target
	11/17/2015  Project placed on hold

**Mid-Year Progress Report:** Wayfinding Task Force has been established and continues to meet. Specific tasks are being assigned to develop recommendations on improving wayfinding on campus. The FY2018 budget for wayfinding improvements is \$25,000. The timeline to have these improvements completed is no later than June 30, 2018.

<b>Strategy:</b>	Expanded Partnerships with Critical Social Services Agencies
<b>Unit Objective:</b>	Collaborate with community agencies to provide support for students beyond college services
<b>Requestor(s):</b>	Tina Stovall

**Description:** Expand partnerships with community agencies to enhance critical services for students. The initiative will focus on three agencies: Foodbanks, Life Links and Sexual Assault Counseling and Information Center (SACIS).

<b>Status Statement:</b>	01/26/2018  Meeting progress target
	09/05/2017  Meeting progress target
	02/08/2017  Meeting progress target
	08/08/2016  Meeting progress target
	11/23/2015  Meeting progress target
	11/16/2015  Meeting progress target

**Mid-Year Progress Report:** As noted in previous updates, Student Services has worked to expand partnerships with critical social services agencies including Life Links, SACIS and One Hope United. During the 2017-2018 year, we are working to expand our relationship with the Eastern Illinois Area Foodbank for support for a small, permanent food pantry to be located on the Lake Land College campus.

<b>Strategy:</b>	Incorporate Community Support for Students
<b>Unit Objective:</b>	Collaborate with community agencies to provide support for students beyond college services
<b>Requestor(s):</b>	Lori Ohnesorge, Casey Harley, Julie Gosnell, Molly Myracle, Kim Manion
<b>Description:</b> Collaborate with community and Lake Land College programs and services to address barriers to post-secondary education. This will involve seeking out social service directories for our areas, and creating a directory of other businesses and organizations that provide a service to pre-college students. This list will be used as a resource to collaborate services to these students (YMCA services, financial literacy education at area banks, transportation resources, etc.).	

<b>Status Statement:</b>	08/08/2016  Achieved - strategy development complete
	11/25/2015  Meeting progress target
<b>Mid-Year Progress Report:</b> A resource directory has been created. Students will have a summarized version distributed to them, and the resources are available to them at this time.	

<b>Strategy:</b>	HLC Online Learning Action Statements *
<b>Unit Objective:</b>	Improve the experience of students through quality teaching and learning.
<b>Requestor(s):</b>	Jon Althaus
<p><b>Description:</b> Higher Learning Commission (HLC) action items associated with the College's Academic Services Leadership in relationship to online courses offered by the College include the following:</p> <ul style="list-style-type: none"> <li>• Develop a consistent structure for online course program design and delivery. To include master course shells, mandatory training for new faculty to the delivery mode and quality assurances to guide course development.</li> <li>• LLC has significant opportunities in the areas of engagement with the new learning management system, inclusion of new and emerging online technologies, and developing ancillary activities (currently only available to face-to-face students) available to online students.</li> <li>• The College must seek broader authorization for online degrees (currently at 5%) from the Higher Learning Commission as the technological environment continues to change.</li> </ul> <p>Lake Land College embraced online learning as early as 1997 by providing incentives for faculty to develop and teach courses to be offered via the Internet. However, through the years the College has not had a formal process by which instructors were required to develop consistent course design and delivery. Still today, though advocated by the Associate Vice-President for Educational Services and the Director of Learning Technologies to increase online learning pedagogy, online courses are created by instructors with minimal or sporadic help from the Center for Technology and Professional Development (CTPD).</p> <p>Attempts by the CTPD throughout the years to engage faculty in online course design through a course called "Teaching in the Online Environment or through staff development workshops was initially successful. However, as the demand for online courses and sections offered by the College each semester grew, more and more</p>	

College faculty bypassed these educational opportunities in order to get their online course up and running as fast as they could.

Throughout the development of online courses and the subsequent instruction of those courses at Lake Land College, there has been no formal evaluation process by which the quality of an online course can be rendered prior to it being rolled out or in subsequent years after initial development. Opportunities exist such as Quality Matters (<https://www.qualitymatters.org/>) or Illinois Online Network's (ION) Quality Online Course Initiative (QOCI) (<http://www.ion.uillinois.edu/initiatives/qoci/index.asp>) which gives the ability for the College to measure quality.

<b>Status Statement:</b>	01/23/2018  Achieved - strategy development complete
	09/14/2017  Meeting progress target
	02/17/2017  Meeting progress target
	08/24/2016  Meeting progress target
	08/24/2016  Meeting progress target

**Mid-Year Progress Report:** The On-Line Quality Task Force presented recommendations to cabinet and will continue progress toward implementation.

<b>Strategy:</b>	Training regarding Student Academic Integrity Code *
<b>Unit Objective:</b>	Improve the experience of students through quality teaching and learning.
<b>Requestor(s):</b>	Martina Stovall
<b>Description:</b> Provide training for new faculty and staff regarding Academic Integrity Code.	
<b>Status Statement:</b>	01/26/2018  Achieved - strategy development complete
	09/05/2017  Meeting progress target

	<p>02/08/2017  Meeting progress target</p> <p>08/08/2016  Meeting progress target</p>
<p><b>Mid-Year Progress Report:</b> Training regarding the Academic Integrity Code and its relationship to the Student Code of Conduct and Disciplinary Procedures was provided to faculty and staff through all Employee Group meetings throughout the month of September 2017. Information was provided to all students through the online Student Handbook and Right to Know which is emailed to all students after tenth day each semester and is available on the College's website.</p>	

<b>Strategy:</b>	Standardized Syllabi *
<b>Unit Objective:</b>	Improve the experience of students through quality teaching and learning.
<b>Requestor(s):</b>	Jon Althaus
<b>Description:</b> Consider standardization of course syllabi.	
<b>Status Statement:</b>	<p>01/23/2018  Achieved - strategy development complete</p> <p>08/31/2017  Meeting progress target</p> <p>02/07/2017  Meeting progress target</p> <p>08/15/2016  Meeting progress target</p>
<p><b>Mid-Year Progress Report:</b> A faculty task force developed a syllabus template and minimum required information grid for implementation. The completed documents were first introduced at a Faculty/Cabinet meeting in late fall 2017 and are now available at S:Academics/Academic Forms. Academic Services is working with ISS to develop online access to these documents via IRIS and the Hub. Once completed, college-wide dissemination will occur from Academic Services.</p>	

Goal: **Advance student success**

College Objective: **Foster a holistic student experience through academic and social integration.**

<b>Strategy:</b>	Provide Quality Leadership Training Opportunities to Students
<b>Unit Objective:</b>	Improve the experience of students through quality teaching and learning.
<b>Requestor(s):</b>	Valerie Lynch
<p><b>Description:</b> Develop a collaboration between faculty, staff, and Student Life to create meaningful and quality leadership training for students. Enlist a committee of faculty and staff to discuss different cohorts of students who could benefit from intentional and well-developed leadership curriculum. Create a program in which the leadership training becomes an expectation and/or requirement for specific cohorts of students. Solicit the expertise of various individuals on campus to assist the Student Life Office in planning and providing this Leadership Workshop Series.</p>	
<b>Status Statement:</b>	<p>01/26/2018  Meeting progress target</p> <p>08/29/2017  Meeting progress target</p> <p>02/09/2017  Meeting progress target</p> <p>08/07/2016  Meeting progress target</p> <p>11/24/2015  Meeting progress target</p>
<p><b>Mid-Year Progress Report:</b> Starting in June 2017 the decision was made to implement the National Society for Leadership and Success starting in the Fall 2017 semester. The implementation of this leadership society has provided quality leadership training and activities for students. Students have the option to join the NSLS by paying an \$85 one-time fee. They then work towards "Induction" by completing several hours of leadership training in the form of Speaker Broadcasts, Orientations, and Leadership Training Days. Students who either don't meet the requirements for induction or choose not to pay the fee can still participate for free in the Speaker Broadcasts offered by the NSLS. As of 1-17-18, we have 11 members who have completed all the steps to Induction (Orientation, Leadership Training Day, 3 Speaker Broadcasts, and 3 Success Networking Team Meetings). 1,371 invitations have been sent for Spring 2018, with a deadline to register by 2/12/18 to work towards</p>	

Induction to NSLS. To be invited to join, students must have completed 15 credit hours, have at least a 2.75 GPA, and be involved in a club or organization. We have 215 students who have registered and paid to join our chapter as of 1/26/18. These students will continue to work towards the steps to Induction.

<b>Strategy:</b>	Expand Volunteerism Program to Better Meet the Needs of the Students and the Communities Served
<b>Unit Objective:</b>	Improve the experience of students through quality teaching and learning.
<b>Requestor(s):</b>	Valerie Lynch
<b>Description:</b> Student Life will build on the existing volunteerism program by providing "packaged" volunteer opportunities. Student Life will collaborate with Academic Services to seek advice on potential volunteer opportunities that could tie to the curriculum. Students will be given options of specific hour requirements and locations in order to earn a credential on their transcript. For example, students who choose to volunteer for the Special Olympics as a Friend for the Day and maybe complete one other related activity would earn the credential.	
<b>Status Statement:</b>	<p>01/26/2018  Meeting progress target</p> <p>08/29/2017  Meeting progress target</p> <p>02/09/2017  Meeting progress target</p> <p>08/07/2016  Meeting progress target</p> <p>11/24/2015  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> Student Life has increased the number of Volunteer Opportunities available to students. We have made several relationships with local entities looking for student volunteers. We will continue to work towards creating more "packaged" opportunities and finding innovative ways to advertise these to the student body.	

<b>Strategy:</b>	Better Beginnings: Improving the Book Pick Up Process for Students
<b>Unit Objective:</b>	Improve the experience of students through quality teaching and learning.
<b>Requestor(s):</b>	Chris Kramer & Scott Drone Silvers
<b>Description:</b> Give students information, service and ease of obtaining their courses materials for the fall semester by beginning the book pick up process in the Learning Resource Center. By using this central location students are introduced to the LRC and all it can provide. They can obtain their student ID as well as a Library Card. Students have access to all library materials, refreshments, assistance from ISS and LRC as well as Accounting within the building.	
<b>Status Statement:</b>	<p>01/30/2017  Achieved - strategy development complete</p> <p>08/16/2016  Meeting progress target</p> <p>08/16/2016  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> Utilizing the LRC for the beginning of book pick-up in the fall and spring semesters has allowed for the students to have more space, access to computers and printers, ask questions of Perkins, Accounting, Trio, ISS, Work & Learn, bookstore and Library staff. Students can get their Lake Land student ID card, their library card, reset their Laker Hub passwords, pay their bills, surf the internet, get a snack or browse the LRC's many items. The central location makes it ideal if the student does need to visit another office on campus. Each semester departments are all invited to participate with having a table with information and/or staff present. The needs of the student will continue to be first priority when setting up this area for the beginning of the process but at this time the goal has been met to establish this location as the base and it has been a major step in the right direction.	

<b>Strategy:</b>	Implement Intermediate Wayfinding Solutions
<b>Unit Objective:</b>	Implement new branding and marketing strategies to further student engagement.
<b>Requestor(s):</b>	Kelly Allee
<b>Description:</b> There are some simple solutions we can implement throughout campus while the committee addresses the overall campus wayfinding initiative. We will also begin using the Laker prints to guide people to specific locations.	

<b>Status Statement:</b>	11/04/2015  Achieved - strategy development complete
<b>Mid-Year Progress Report:</b> This summer we used duck prints to direct students to Book Pick-up. We also hung new signs on the back doors of the Luther Student Center.	

<b>Strategy:</b>	Introduce and Integrate New Laker Mascot into Campus and Community Events
<b>Unit Objective:</b>	Implement new branding and marketing strategies to further student engagement.
<b>Requestor(s):</b>	Kelly Allee, Lisa Shumard-Shelton, Valerie Lynch, Bill Jackson, Chris Strohl
<b>Description:</b> Develop guidelines, physical mascot costume, and duck prints that will all be used to introduce the Laker mascot into the college community and district communities.	
<b>Status Statement:</b>	08/02/2016  Achieved - strategy development complete 11/24/2015  Meeting progress target
<b>Mid-Year Progress Report:</b> Laker Louie has been busy around the campus and community building affinity and pride in a college with current students, alumni and the community in general. Items completed from this requests are as follows: 1. Finalized guidelines for use of digital files. 2. Completed an RFP process for a physical costume. 3. Established a paid position for the mascot, worked with the cheerleading team to coordinate activities. 4. Planned an audition process for the mascot actor/actress. 5. Developed duck prints. 6. Created ways in which to use the Laker to welcome people, invite people and to inspire Laker Pride. 7. Found a reasonably priced mascot giveaway (duck calls) to share with employees and people in the community. 8. Worked with Alumni to share the Laker pride. 9. Integrated the mascot supervision and scheduling into the position of Director of Community Outreach, while working with Athletics to meet their needs.	

<b>Strategy:</b>	Sharing Student Success Stories
<b>Unit Objective:</b>	Implement new branding and marketing strategies to further student engagement.
<b>Requestor(s):</b>	Tina Stovall

**Description:** Develop means for collecting and sharing student success stories across the college. Some may also be highlighted in college publications.

<b>Status Statement:</b>	01/26/2018  Meeting progress target
	08/28/2017  Meeting progress target
	02/08/2017  Meeting progress target
	08/08/2016  Meeting progress target
	11/16/2015  Meeting progress target

**Mid-Year Progress Report:** A model for collecting and sharing student success stories has been identified and will include an opportunity for individuals to easily share stories through a website application. The project has been scored by the Information Technology Committee and is awaiting their scheduling for development/implementation.

<b>Strategy:</b>	Consistently Implement New Lake Land College Brand in All Communications
<b>Unit Objective:</b>	Implement new branding and marketing strategies to further student engagement.
<b>Requestor(s):</b>	Tina Stovall
<b>Description:</b> All SSLT leaders will work with staff from Marketing and Publications to update all marketing and communications pieces to consistently represent the Lake Land College brand.	
<b>Status Statement:</b>	02/08/2017  Achieved - strategy development complete
	08/08/2016  Meeting progress target
<b>Mid-Year Progress Report:</b> The Student Services Leadership Team was on target for meeting the goal to have all printed and online promotional materials and communication pieces updated according to the college's new branding standards by	

July 1, 2016. Major initiatives in this area include implementation of the college's new website and implementation of the Customer Relations Management Software.

<b>Strategy:</b>	Walking Billboards: Building Branding Awareness through T-shirts
<b>Unit Objective:</b>	Implement new branding and marketing strategies to further student engagement.
<b>Requestor(s):</b>	Jon Van Dyke

**Description:** Who: Admissions staff. Lake Land College employees have access to t-shirts for recruitment purposes. What is the plan: As part of an outreach campaign and coordinated recruiting effort, the college purchases t-shirts in bulk that will be used exclusively for recruitment. The shirts' usage by employees will be a structured recruitment plan. The shirts will help to build brand awareness of our new logo and mascot as we need to be highly visible. Implementing a large scale effort to disseminate t-shirts with new College mascot and branding will give widespread integration of our new branding. How: In addition to building branding awareness, the t-shirts will be an excellent recruitment tool.

The recruitment plan is as follows. The shirts will be housed in admissions and used for two overall purposes. Purpose 1 - The shirts will be used during the college's premier recruitment event - Career Day - as incentive for students to attend and take part in the event activities. Purpose 2 - The shirts will be used throughout the year for exclusive recruitment activities. Employees could request a shirt to be used as a give-a-way if there is opportunity for one-on-one recruitment of a student. When: Begin on Career Day on October 6, 2015. Additional info: See attachment on cost estimate.

<b>Status Statement:</b>	01/30/2018  Meeting progress target
	09/05/2017  Meeting progress target
	02/08/2017  Meeting progress target
	12/06/2016  Meeting progress target
	08/03/2016  Meeting progress target
	11/17/2015  Meeting progress target

	11/17/2015  Meeting progress target
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**Mid-Year Progress Report:** We started the fall recruitment season with 750 t-shirts. T-shirts were given out at the Career Day in October and at various recruitment events such as Laker Visit Day and for campus tours. At the start of the spring 2018 term, we have 160 t-shirts left to distribute. The t-shirts have been extremely popular.

<b>Strategy:</b>	Update College Website
<b>Unit Objective:</b>	Implement new branding and marketing strategies to further student engagement.
<b>Requestor(s):</b>	Tina Stovall
<b>Description:</b> MPR and ISS staff will work with consultant, SEM Geeks, to update college website utilizing a new content management system.	
<b>Status Statement:</b>	08/08/2016  Achieved - strategy development complete
	11/16/2015  Meeting progress target

**Mid-Year Progress Report:** While the task has required a great deal more time than originally anticipated or scheduled, the website has been updated to utilize a content management system as recommended during the marketing/branding audit. The new website is scheduled to go live during the week of August 8, 2016, prior to the start of the fall semester.

<b>Strategy:</b>	Create Standard Informational Packets for Potential and Admitted Students
<b>Unit Objective:</b>	Implement new branding and marketing strategies to further student engagement.
<b>Requestor(s):</b>	Kelly Allee & Lisa Shumard-Shelton
<b>Description:</b> We would like to create consistent, uniform packets for students who come to campus for a visit or request more information from the website. In addition, we would like to expand our communication response to students who are admitted to the college by moving from a single acceptance letter to an admissions packet that consists of a colorful envelope, the acceptance letter, a nice "what to do next" piece and a small gift such as a pennant or window cling with the new mascot.	

<b>Status Statement:</b>	02/08/2017  Achieved - strategy development complete
	08/03/2016  Meeting progress target
	11/04/2015  Meeting progress target

**Mid-Year Progress Report:** A new welcome packet was implemented via a joint effort of MPR and Admissions & Records. The new packet includes new brochures based on the student's status for example degree seeking, non-degree, readmit, dual credit, special admission; a Laker Louie window adhesive; a welcome letter; and a Sync Your Mail business card to assist students in logging into the Laker Hub and email. This concept was implemented in the fall along with the new CRM system. A strategic mailing system has been created using a combination of printed materials and emails via the CRM system to communicate on a regular basis with students who have applied, but not yet registered. An email marketing campaign has been created to reach out to students who we have information for, but have not yet submitted an intent to enroll.

<b>Strategy:</b>	Alumni of Lake Land College Showpig Sale
<b>Unit Objective:</b>	Implement new branding and marketing strategies to further student engagement.
<b>Requestor(s):</b>	Samuel Orrick
<b>Description:</b> The Agriculture division of Lake Land College will offer a showpig sale via an online platform. The sellers will consist of our extraordinary alumni. Students will be responsible for organizing the information from the sellers and delivering that information to a professional online sale company such as <a href="http://www.showpig.com">www.showpig.com</a> . The online sale company does all selling, clerking and management of the auction. A small percentage of the gross sale will be generated to the judging team for additional revenue for travel expenses.	

<b>Status Statement:</b>	01/26/2018  Meeting progress target
	09/06/2017  Meeting progress target
	01/31/2017  Meeting progress target

	 08/22/2016 Meeting progress target
<p><b>Mid-Year Progress Report:</b> The second alumni of Lake Land College sale will take place on February 28, 2018. The sale has grown to 21 consignors.</p>	

<b>Strategy:</b>	Laker Louie! Enhancement of Laker Mascot at Events
<b>Unit Objective:</b>	Implement new branding and marketing strategies to further student engagement.
<b>Requestor(s):</b>	Lisa Shumard-Shelton, Chris Strohl, Dessie Boeser

**Description:** A new mascot is a perfect means to build affinity and pride in a college with current students, alumni and the community in general. It provides a perfect reason to attend campus and community events and share Lake Land College. It also adds Laker spirit to athletic events. Through this strategy, we hope to further student engagement through the marketing strategy of Laker Louie.

Louie has been making appearances throughout 2015-2016 year. Through this strategy, we would like to offer one additional scholarship - a Talented Student Award - onto the current Cheerleading team's scholarships, in order for a person to specifically focus on making sure Louie is at all home, indoor sport events. This is part of an overall initiative between Athletics and Admissions and Records to create a procedure manual on the mascot.

<b>Status Statement:</b>	 09/07/2017 Achieved - strategy development complete
	 02/09/2017 Meeting progress target
	 08/03/2016 Meeting progress target

**Mid-Year Progress Report:** Louie has been making appearances now for two years! He has been a learning curve for many employees at the college. And while our ultimate goal of creating a TSA position for the mascot representative has not been met, we are pleased to report, this strategy can be marked completed. In summer 2017, we have finalized procedure manual guidelines for Laker Louie which preserves the integrity of Louie while increasing exposure. We have also worked to hire 3-4 mascot representatives in order to keep Louie meeting with current students, alumni and the community in general. Louie continues to provide a perfect reason to attend campus and community events and share Lake Land College. We hope the college continues to support this venture.

<b>Strategy:</b>	Diversity Education: First Amendment Rights *
<b>Unit Objective:</b>	Improve the experience of students through quality teaching and learning.
<b>Requestor(s):</b>	Martina Stovall
<b>Description:</b> As recommended by the HLC Review team, explore opportunities to enhance training for staff and students regarding the nexus of freedom of expression and first amendment rights. This strategy is to become a goal of the Inclusion and Diversity Education Committee.	
<b>Status Statement:</b>	<p style="text-align: center;">                01/26/2018  Achieved - strategy development complete                           08/28/2017  Meeting progress target                           02/08/2017  Meeting progress target                           08/08/2016  Meeting progress target         </p>
<b>Mid-Year Progress Report:</b> As recommended by the Higher Learning Commission in their "Report of a Comprehensive Visit to Lake Land College," March 2015, the College identified opportunities to enhance training for staff and students regarding the nexus of freedom of expression and first amendment rights on the college campus. As part of this process, nine College policies were reviewed and updated, effective December 2017: 11.09 - First Amendment Guarantees; 07.28.01 - Student Code of Conduct and Disciplinary Procedures; 07.32 Navigator; 09.06 - Outside Group Usage; 09.08 - Use of Facilities on a Non-Charge Basis; 09.16 - Temporary Indoor Signage and Distribution of Materials; 11.14 - Solicitation by Non-College Personnel; 11.16 - Speakers, Performers and Presenters. One additional policy, 06.01 - Academic Freedom, was reviewed with no changes needed. The final policies were then presented and discussed with the following employee and student groups throughout the Fall 2017 semester: Police Department Leadership, Inclusion and Diversity Education Committee, Student Government Association, Academic Council, Navigator staff, Student Conduct Review Board, Administration, Supervisory/Support Staff, Faculty, Custodial/Maintenance Staff and Paraprofessional Staff. During the Spring 2018 semester, the information will be incorporated into the online Student Handbook and Right to Know that is emailed to all students after tenth day each semester and is available on the College's website. Additionally, the Inclusion and Diversity Education Committee continues to sponsor opportunities for staff, students and community members to come together to explore diverse perspectives and create a more inclusive and richer learning environment.	

<b>Strategy:</b>	Communication between Dual Credit and Lake Land Instructors *
<b>Unit Objective:</b>	Improve the experience of students through quality teaching and learning.
<b>Requestor(s):</b>	Jon Althaus
<b>Description:</b> The vice president for academic services will work in concert with the director of Dual Credit and representatives of the Lake Land College Faculty Association to offer an articulation meeting between faculty members and dual credit instructors in order to enhance academic quality.	
<b>Status Statement:</b>	<p>01/23/2018  Achieved - strategy development complete</p> <p>08/31/2017  Meeting progress target</p> <p>02/07/2017  Meeting progress target</p> <p>08/15/2016  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> A Dual Credit portfolio Review Task Force was assembled to better communicate with Dual Credit instructors.	

Goal: **Advance student success**

College Objective: **Improve retention, persistence and completion.**

<b>Strategy:</b>	Student Transition
<b>Unit Objective:</b>	Improve retention, persistence, and completion.
<b>Requestor(s):</b>	Dirk Muffler

**Description:** Adult education staff will integrate transition activities into all adult education programming. This will include the addition of a new career class, resume assistance, and post-secondary recruitment activities in all adult education classes. Adult education staff will work with students to create a transition plan.

<b>Status Statement:</b>	01/11/2018  Meeting progress target
	09/13/2017  Meeting progress target
	01/30/2017  Meeting progress target
	07/26/2016  Not meeting progress target
	11/20/2015  Not meeting progress target

**Mid-Year Progress Report:** Many of the programmatic supports for Adult Education students was resumed this past fall with the passage of the stop-gap budget. We saw the return of the careers class, WIOA staff continued to stop by our respective classrooms, the Director of Community Outreach continued her visits and recommended support services to the students and classrooms. As has been true for the past three years, when funding either dips or is non-existent our ability to fulfill this commitment wavers. We are still working through the new WIOA and would expect enhanced tracking of these students to help us better track students after they leave our programming in FY18. Future meetings with ICCB staff will help us better navigate the DAISI system and compliance under WIOA. Additionally, under the One Stop System within WIOA we further believe we will have enhanced tracking of our students.

<b>Strategy:</b>	Create a Dedicated Math & Science Learning Lab for the Math & Science Division
<b>Unit Objective:</b>	Improve retention, persistence, and completion.

<b>Requestor(s):</b>	Ike Nwosu
<b>Description:</b> The division will create a math and science lab dedicated to helping students of the math and science division.	
<b>Status Statement:</b>	<p>01/10/2018  Abandoned</p> <p>09/08/2017  Project placed on hold</p> <p>02/08/2017  Project placed on hold</p> <p>08/05/2016  Project placed on hold</p> <p>11/25/2015  Not meeting progress target</p> <p>11/25/2015  Not meeting progress target</p>
<b>Mid-Year Progress Report:</b> This potential funding and availability of room for the project remains a significant challenge.	

<b>Strategy:</b>	Develop a Course Schedule Task Force
<b>Unit Objective:</b>	Improve retention, persistence, and completion.
<b>Requestor(s):</b>	Jon Althaus
<b>Description:</b> The purpose of this task force will be to define scheduling needs and recommend appropriate software technology needed to develop a more consistent scheduling process that recognizes the interdependency between departmental course needs and offerings. They will also utilize data to review and evaluate our current scheduling process, recommending changes and improvements necessary to create a streamlined, relevant and efficient scheduling process that keeps students' needs as the priority.	
<b>Status Statement:</b>	<p>08/31/2017  Achieved - strategy development complete</p> <p>02/07/2017  Meeting progress target</p>

	<p>08/16/2016  Meeting progress target</p> <p>11/23/2015  Meeting progress target</p>
<p><b>Mid-Year Progress Report:</b> The Scheduling Task Force has provided numerous recommendations to divisions regarding student scheduling and a coordinated process for developing the master registration schedule.</p>	

<b>Strategy:</b>	Finish What You Started Campaign
<b>Unit Objective:</b>	Improve retention, persistence, and completion.
<b>Requestor(s):</b>	Kathy Black
<p><b>Description:</b> Every two years, our division plans to request a database of business majors who have started, but not finished, degrees and certificates and actively market to them to complete their degrees/certificates.</p>	
<b>Status Statement:</b>	11/04/2015  Achieved - strategy development complete
<p><b>Mid-Year Progress Report:</b> The project was completed &amp; for fall 2016, 4.7% (just under the predicted 5%) of students contacted re-enrolled because of this initiative. Because of the success of the project, division faculty have decided to pursue the activity yearly (instead of bi-yearly as originally planned).</p>	

<b>Strategy:</b>	Improve Class Scheduling
<b>Unit Objective:</b>	Improve retention, persistence, and completion.
<b>Requestor(s):</b>	Charles Jarrell
<p><b>Description:</b> As a division, we are going to work as a team to develop a student friendly class offerings schedule. With the decrease in enrollment, the need to strategically schedule classes has never been more important. With the collaboration of the entire division, this will lend extra eyes and minds about how to best serve our students. The goal will be to make a student friendly schedule. By working together, we will have a collegial buy-in to the process on what is best for students.</p>	
<b>Status Statement:</b>	01/10/2018  Meeting progress target

	<p>09/06/2017  Meeting progress target</p> <p>02/09/2017  Meeting progress target</p> <p>08/03/2016  Not meeting progress target</p> <p>11/12/2015  Meeting progress target</p>
<p><b>Mid-Year Progress Report:</b> This is an ongoing process and we are continuing to implement and compare data.</p>	

<b>Strategy:</b>	Increase Employer and John Deere Involvement in the Education Process
<b>Unit Objective:</b>	Improve retention, persistence, and completion.
<b>Requestor(s):</b>	Allen Drake
<p><b>Description:</b> Attend meetings with the John Deere field staff with the idea of helping them to better understand the challenges of our students and to request more involvement from the field staff. Deere &amp; Co. field people are constantly changing jobs from level to level and also different locations. This will have to be an on-going effort. Meet with more John Deere dealership personnel to help them better understand the necessity of keeping in touch with their students throughout the entire education process.</p>	
<b>Status Statement:</b>	<p>01/22/2018  Meeting progress target</p> <p>09/06/2017  Meeting progress target</p> <p>02/01/2017  Meeting progress target</p> <p>08/19/2016  Meeting progress target</p> <p>11/05/2015  Meeting progress target</p>

**Mid-Year Progress Report:** We held our annual Advisory Council meeting on Jan. 17th and at that meeting a majority of the discussion centered around how to increase student enrollment. Present at the meeting were representatives from the John Deere Company Aftermarket Division representing Illinois, Indiana, and Missouri. The discussion started with what Lake Land College is doing to increase awareness of the John Deere Tech Program to how the company and the dealerships can help with recruiting. The company personnel have all been charged with helping their respective dealerships increase student count. One of the Lake Land initiatives we have started is a Lake Land College-John Deere Tech Facebook page. In less than a week of operation we have received 1400 hits on the page. We hope to see more prospective student interest through the Facebook page.

<b>Strategy:</b>	Pre-Veterinary Medicine Boot Camp
<b>Unit Objective:</b>	Improve retention, persistence, and completion.
<b>Requestor(s):</b>	Ryan Wildman
<b>Description:</b> This would be a one-day "boot camp" for incoming LLC students who have selected AS.PVET as their major. It will include information about the academic rigor and expectations for success in this course of study, career planning guidance, and speakers from the UIUC College of Veterinary Medicine and local veterinarians. Students will also be provided with alternative majors and career paths related to their interest in animals.	
<b>Status Statement:</b>	<p>01/31/2017  Achieved - strategy development complete</p> <p>07/25/2016  Meeting progress target</p> <p>11/13/2015  Meeting progress target</p>

**Mid-Year Progress Report:** The "Pre-Vet PREP" program was held on October 17, 2016. While the original plans were modified in conducting the activity, due to time constraints and budget, the overall mission of the program held true to the initial implementation plan. In conducting the activity, approximately three weeks prior to the event, invitations were sent out to all Pre-Veterinary Science advisees via the Lake Land College e-mail system. As students were making their responses, plans were finalized with guest presenters and workshop information was compiled. A follow-up phone call was made to those attendees who failed to respond via the e-mail system. From a data perspective, there were 22 Pre-Veterinary Science majors at the beginning of the Fall 2016 semester; of those 22 students, 14 students were in attendance at the workshop. Instead of having a day-long event, the program was

modified to an abbreviated format, in which the goals were achieved within a 2-hour presentation. This modification was made in order to encourage attendance and accommodate busy schedules for both students and presenters. During the program, attendees received informational materials and participated in a presentation conducted by representatives from the University of Illinois. After a question and answer session, attendees then participated in a session provided by local Veterinarian (and Lake Land College graduate), Dr. Wes Keller. Dr. Keller spoke on the expectations both while in college and as a professional after graduation. While this too was a change from the original plan of having a panel-type discussion, I feel that by having one individual work with students, they were less intimidated and more willing to ask questions. From the 14 who attended the workshop, 12 have continued on within the major, while 2 have chosen other majors. While some may view these two changes as a negative event, they may be viewed positively as well, as those students hopefully changed to majors in which they will be more successful long term. I plan to update progress data for the Pre-Vet major during each semester to evaluate program effectiveness and decide whether or not to potentially continue the program in the future.

<b>Strategy:</b>	Renewal of Plagiarism Detection Software (Turnitin)
<b>Unit Objective:</b>	Improve retention, persistence, and completion.
<b>Requestor(s):</b>	Steve Garren/Plagiarism Detection System Task Force
<p><b>Description:</b> In August 2014, Turnitin (plagiarism detection Software Company utilized by the College) contacted the Center for Technology and Professional Development and indicated the College would not be able to purchase a departmental license and would now have to purchase a campus license based on the College's FTE according to the National Center for Education Statistics (<a href="http://nces.ed.gov/ipeds/datacenter/">http://nces.ed.gov/ipeds/datacenter/</a>). The license increased from \$6,590 to \$ 10,315 (57%). After speaking with Lee Spaniol, Director of Information Systems and Services and with the Fall 2014 semester beginning, it was decided to pay the renewal fee for this academic year. A task force was created to determine if the cost of the software compared to the utilization of the software by Lake Land faculty warrants a campus license from Turnitin or if alternative plagiarism software at a lower cost could be found. The Plagiarism Detection System Task Force was created in the Spring of 2015. The charge of the task force was to:</p> <ul style="list-style-type: none"> <li>• Gather information from campus constituencies and determine the need to continue utilizing plagiarism software and reasons for or against continuing the plagiarism detection license. Determine if there is a viable alternative solution to Turnitin. •Make recommendations to the Cabinet regarding plagiarism detection software. The Task Force would like to recommend the College continue to use the Turnitin software, allowing for integration with the Canvas learning management system for a period of three (3) years. After three (3) years the College should conduct another needs analysis and determine if faculty usage has increased. The task force would also like to recommend the following strategies be used to increase usage of Turnitin: • Integration with</li> </ul>	

Canvas. Though an added cost to the already increasing license fee, the Task Force determined that integration with the College's learning management system will more than likely increase use by instructors. This has been seen with other institutions and is recommended by Turnitin. \* Integration also relieves the student from the burden of first learning Canvas and then learning the Turnitin system. Requiring students to learn both systems at the beginning of a semester can be overwhelming, especially to those students who have little experience with academic technology.

- Request the new dual credit director encourage high school instructors to utilize the College's learning management system and Turnitin systems to increase awareness of plagiarism mistakes and prevent high school students from entering higher education lacking the skills needed to write at this level. ·The Center for Technology and Professional Development should explore ways to utilize Turnitin in other courses. For example, Turnitin could be used in Strategies for Success courses to educate students on preventing plagiarism. ·The Center for Technology and Professional Development should implement more workshops on using Turnitin including other alternative assignment formats.

<b>Status Statement:</b>	07/28/2016  Achieved - strategy development complete
	11/04/2015  Meeting progress target

**Mid-Year Progress Report:** Turnitin is fully integrated with Canvas. Several workshops were held introducing the integrated feature to faculty.

<b>Strategy:</b>	Instructor's Round Table for ENG120
<b>Unit Objective:</b>	Improve retention, persistence, and completion.
<b>Requestor(s):</b>	English Faculty with Casey Reynolds as the Lead Requestor

**Description:** Full time, adjunct, and dual credit instructors for ENG 120 (Composition I) will meet twice each semester to share ideas for assignments and best practices in the classroom. Other topics may include appropriate student interventions, review of textbooks and course materials, and course assessment processes and results. Since funding for conference travel is increasingly limited, the round table will allow the College to maximize its investment of travel funds for ENG 120 faculty. Travel under the umbrella of English Studies could be tied to an understanding that conference attendees will present their findings at the next round table meeting.

<b>Status Statement:</b>	01/24/2018  Abandoned
	09/06/2017  Not meeting progress target
	02/07/2017  Meeting progress target
	07/26/2016  Meeting progress target
	11/13/2015  Meeting progress target

**Mid-Year Progress Report:** One of the keys to this Strategic Planning request was the expectation that English faculty would be able to travel to conferences in order to bring in new ideas to the hive. However, the budget business never allowed for travel, so the round tables quickly became a redundant exploration of what we already knew, rehashing of what we already did, and, thus, the interest waned.

<b>Strategy:</b>	Measure WIOA Performance Outcomes
<b>Unit Objective:</b>	Meet WIA performance rates for employment, retention and earnings.
<b>Requestor(s):</b>	Gerry Schlechte
<b>Description:</b> Who: Workforce Investment, CEFS. What: Gather data - Publish Key Metrics and Performance Management reports.	
<b>Status Statement:</b>	01/23/2018  Meeting progress target
	08/30/2017  Meeting progress target
	02/03/2017  Meeting progress target
	08/02/2016  Meeting progress target

	 11/23/2015 Meeting progress target
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**Mid-Year Progress Report:** Each program year, Local Workforce Innovation Area 23 is required to meet nine performance measures as negotiated with the Illinois Department of Commerce and Economic Opportunity. Performance results are to be met by the end of the program year, 6/30/xx. There are three measures for each of the main funding streams (Youth, Adult, & Dislocated Worker). For the year ending 6/30/17, LWIA 23 exceeded five goals and met the remaining four. If a workforce area does not meet all goals, DCEO will provide technical assistance which could lead to a reduction or loss of funds and makes LWIA 23 ineligible to receive Incentive funds.

<b>Strategy:</b>	Create a Bridge from High School to College Including Connection to TRiO SSS
<b>Unit Objective:</b>	Promote completion in 100% time.
<b>Requestor(s):</b>	Lori Ohnesorge

**Description:** Support the transition from the eight TRiO DC high schools to college. For example, we plan to pick senior students up from their school and transport them to orientation and Laker Visit Days. We also plan to provide personal assistance to students with extenuating circumstances/barriers, including transportation, academic advice, guidance to Lake Land counseling/financial aid/TRiO SSS appointments, etc. Last, we plan to hold an annual fun, but informative event for all TRiO DC (low-income, potential first generation) students who plan to attend Lake Land, providing college prep information, tour of campus, personal assistance completing the TRiO SSS application and fun campus events. We would also like to provide them a small college prep supply kit that promotes Lake Land College.

<b>Status Statement:</b>	01/24/2018  Achieved - strategy development complete  09/13/2017  Meeting progress target  02/10/2017  Meeting progress target  08/08/2016  Meeting progress target  11/25/2015  Meeting progress target
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**Mid-Year Progress Report:** Each year, bridging needs are assessed by TRiO staff and appropriate arrangements are made to meet the needs of participants.

<b>Strategy:</b>	Increase Personal Education Planning for Students
<b>Unit Objective:</b>	Promote completion in 100% time.
<b>Requestor(s):</b>	Krista Burrell

**Description:** Increase the number of students who prepare for advisement, including the completion of a Personal Education Plan.

<b>Status Statement:</b>	01/19/2018  Achieved - strategy development complete
	08/31/2017  Meeting progress target
	02/07/2017  Meeting progress target
	08/04/2016  Meeting progress target
	11/18/2015  Meeting progress target

**Mid-Year Progress Report:** During fall 2017, 473 surveys were collected from students regarding their advising experience. There was representation from every academic division, as well as from transfer and workforce ready programs. One question incorporated into this survey was, "Do you have a personal education plan"? Of the students who participated, 73% "Agreed" or "Strongly Agreed" with this statement. This is up 6% from the 2015 baseline survey. The Advising Committee will continue to work on increasing the number of students with a personal plan but will be exploring different ways and new technology, including Student Planning, to continue progress towards this goal of improving retention and advising experience at Lake Land College.

<b>Strategy:</b>	Ensure Appropriateness and Usefulness of Information Presented to New Student During Orientation
<b>Unit Objective:</b>	Promote completion in 100% time.
<b>Requestor(s):</b>	Heather Nohren

**Description:** I would like to add an online assessment for online orientation via canvas. An online assessment would allow us to track the number of students participating, evaluate the information that is presented and determine how well the information that is presented is retained by students. Orientation is an important tool with student retention. Having the ability to track student participation and evaluate content presented will allow us to continuously evaluate, revise and improve the program.

<b>Status Statement:</b>	01/23/2018  Meeting progress target
	09/07/2017  Project placed on hold
	02/10/2017  Meeting progress target
	07/26/2016  Project placed on hold
	11/24/2015  Meeting progress target

**Mid-Year Progress Report:** The financial aid checklist is now complete! At the end of the Fall, 2017 semester, the Financial Aid Office and I worked together to complete the Paying for College section of online orientation. With the counseling and paying for college sections complete, we are moving forward with developing the assessments we will give to students during online orientation to ensure they understand the information presented. Once this portion is complete, we will work with ISS to roll out online orientation for new students. HN

<b>Strategy:</b>	Implement a "Full Time Is" Campaign
<b>Unit Objective:</b>	Promote completion in 100% time.
<b>Requestor(s):</b>	Tina Stovall

**Description:** Implement a campaign to inform students about requirements to complete an associate degree "on-time" in two years.

<b>Status Statement:</b>	01/26/2018  Meeting progress target
	09/05/2017  Meeting progress target

	<p>02/08/2017  Meeting progress target</p> <p>08/08/2016  Project placed on hold</p> <p>11/16/2015  Meeting progress target</p>
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**Mid-Year Progress Report:** The College articulates an approximate 15 credit hours/semester as the recommended semester load for degree programs in the college catalog and other academic planning/advisement materials. During the 2017-2018 year, the College established Guided Pathways for Success as one of two strategic priorities for 2019-2021. Establishing program models and course-taking pathways specific to degree requirements will move the College much further in this area. The College will be utilizing GPS best practice research through our recent membership with the Educational Advisory Board. Much more to come in this area!

<b>Strategy:</b>	Implement Advising-Focused Staff Development
<b>Unit Objective:</b>	Promote completion in 100% time.
<b>Requestor(s):</b>	Krista Burrell & Dave Seiler

**Description:** In April 2015, the college invested in 12 faculty advisors to attend a regional National Academic Advising Association (NACADA) conference during our two day Staff Development. Faculty would like to share what they learned in relationship to RPC. Opening Day fall 2015 and spring 2016 are great opportunities for this exchange of information. Krista Burrell and Dave Seiler met with Dr. Bullock to review sessions attended and we have narrowed down the topics to those that everyone can relate to. The Employee Development Committee will be working with the NACADA faculty to development a plan for who will present and assignment of work.

<b>Status Statement:</b>	<p>08/04/2016  Achieved - strategy development complete</p> <p>11/10/2015  Meeting progress target</p>
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**Mid-Year Progress Report:** Fall 2016 and Spring 2017 Opening Days included presentations from faculty who attended NACADA conference. Great feedback from attendees!

<b>Strategy:</b>	Encourage Early Transcript Evaluations for Students
<b>Unit Objective:</b>	Promote completion in 100% time.
<b>Requestor(s):</b>	Jon Van Dyke
<b>Description:</b> Encourage students to have their university/college transcripts evaluated earlier to improve successful transferability of credits to Lake Land College.	
<b>Status Statement:</b>	<p>01/11/2018  Not meeting progress target</p> <p>09/13/2017  Not meeting progress target</p> <p>02/08/2017  Not meeting progress target</p> <p>08/04/2016  Meeting progress target</p> <p>11/20/2015  Meeting progress target</p>
<p><b>Mid-Year Progress Report:</b> Due to the reduction of staff in the admissions and records office we have not been able to implement the necessary strategies to keep this project on target. The TES Software is increasing our efficiency in evaluating transcripts, but we still need to find a way to encourage students to send us their transcripts and request the evaluations sooner. As time allows we will continue to work on this strategy.</p> <p><b>Reason for not meeting actions:</b> The office returned to full staffing in January 2018. Once our newest employee has been trained we will revisit this strategy. Currently transcript evaluations are being completed in a timely fashion and shared with students.</p>	

<b>Strategy:</b>	Decrease Withdrawals of Student Athletes
<b>Unit Objective:</b>	Decrease student withdrawals.
<b>Requestor(s):</b>	Bill Jackson
<b>Description:</b> Research, develop and implement plan to monitor and manage student athlete enrollment to ensure successful completion of at least 12 credit hours each semester.	

<b>Status Statement:</b>	<p>08/10/2016  Achieved - strategy development complete</p> <p>11/25/2015  Meeting progress target</p>
<p><b>Mid-Year Progress Report:</b> We met with the ISS team and devised an initiative to put a block on students accounts that would not allow them to drop a class until Bryan Burrell approved them dropping the class.</p>	

<b>Strategy:</b>	TRiO SSS Student Testimonials
<b>Unit Objective:</b>	Decrease student withdrawals.
<b>Requestor(s):</b>	Amber Niebrugge
<p><b>Description:</b> Description: New TRiO participants will read/view student testimonials from demographically similar students to learn that students like them belong in college and can succeed in earning a degree. Through these shared narratives new participants will also learn successful non-cognitive coping strategies. New participants will also be asked to document their own narrative for purposes of future reflection, motivation, and to strengthen their confidence and academic performance. Such narratives may in turn be requested for use with new participants in the TRiO program.</p> <p>Strategy leader/Strategy Team: TRiO staff. Roles of each team member: To be determined. Specific activities of strategy: Identify and select alumni/sophomore subjects for testimonials. Record testimonials. Prepare testimonials for online viewing. Solicit testimonials from new participants. Measure number and percentage of students who continued enrollment or were awarded a degree or certificate each semester from one program year to the next.</p>	

<b>Status Statement:</b>	<p>01/23/2018  Meeting progress target</p> <p>09/13/2017  Meeting progress target</p> <p>01/26/2017  Meeting progress target</p> <p>08/04/2016  Meeting progress target</p>
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	 11/19/2015 Meeting progress target
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**Mid-Year Progress Report:** This strategy is still in process. Through the use of the program's own recording device, the Learning Skills Specialist has increased the variety of student testimonials to show to incoming students. These testimonials, gathered from a greater variety of student profiles, allow for a more individualized "model" to be presented to each incoming participant. The intended result is participants' more closely identifying with a successful role model, thereby increasing their own perceived self-efficacy, sense of belonging in the college environment, and persistence to completion of their degree. Our programs Annual Progress Report (APR) is expected to have a completion date of March 2018. Once our APR is complete, we will have the information needed to update our retention rate for the 2016-2017 academic year.

<b>Strategy:</b>	Enhance Communication and Intervention for Students through Improving Academic Standing Process Enforcement
<b>Unit Objective:</b>	Decrease student withdrawals.
<b>Requestor(s):</b>	Jennifer Melton & Andrea Bright

**Description:** In an attempt to be more in line with our Academic Standards Policy, we would like to investigate implementing a block to require students who have already registered for a subsequent term but fall onto Academic Probation (PRO) or Good Standing Warning (GOWA) to enroll for the mandatory Strategies for Success (SFS) 101 course. The current registration rule which catches PRO and GOWA students at the time of registration does not work to catch this subset of students who have registered prior to earning PRO or GOWA status.

<b>Status Statement:</b>	09/05/2017  Achieved - strategy development complete  01/25/2017  Meeting progress target  07/28/2016  Meeting progress target  11/10/2015  Meeting progress target
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**Mid-Year Progress Report:** At this point, the co-creators of this initiative believe that the strategy has been fully implemented and the target has been achieved. The booklist block effectively forces 100% of students into compliance with academic

standing policy, unless the student has been given permission by an academic counselor, based on their professional discretion, to bypass the block in a given term. Just as accounting blocks prevent booklist access until addressed by the student, the booklist block has become a part of the college's process and procedures. It has effectively ensured that any continuing student on academic probation or good standing warning can no longer evade the requirement to enroll in SFS 101 if not previously completed satisfactorily, which was our goal at onset.

<b>Strategy:</b>	Why Do Students Withdraw From All Courses
<b>Unit Objective:</b>	Decrease student withdrawals.
<b>Requestor(s):</b>	Lynn Breer

**Description:** I would like to develop an electronic survey of about five questions for students who withdraw from all their courses in a semester. My goal is to identify the main and other reasons students withdraw from courses. If we obtain a better understanding of why students withdraw from all courses as well as when we may be able to develop strategies to identify and help these students complete their educational goals. This process will involve working with Admissions, ISS, Counseling and faculty.

<b>Status Statement:</b>	08/24/2017  Achieved - strategy development complete
	01/24/2017  Meeting progress target
	07/28/2016  Meeting progress target
	11/24/2015  Meeting progress target

**Mid-Year Progress Report:** The survey has been developed, tested, and modified based on the first semester. Reports have been developed and disseminated and are posted on the IR website. This strategy has been achieved.

<b>Strategy:</b>	Increase Student Athlete Completion
<b>Unit Objective:</b>	Decrease student withdrawals.
<b>Requestor(s):</b>	Bryan Burrell

**Description:** Identify strategies that the Counselor to Student Athletes will implement to increase completion, starting with requiring advisement for withdrawals.

<b>Status Statement:</b>	02/17/2017  Achieved - strategy development complete
	08/04/2016  Meeting progress target
<b>Mid-Year Progress Report:</b> Student athletes are blocked from withdrawing from a class until they see Bryan Burrell, academic counselor, for advising. This process was implemented in Spring 2016.	

<b>Strategy:</b>	Implement Financial Aid Self-Service Module in Colleague
<b>Unit Objective:</b>	Decrease student withdrawals.
<b>Requestor(s):</b>	Paula Carpenter
<b>Description:</b> Strategy Description: We will implement the Financial Aid Self-Service module in Colleague, which provides online guidance and interactions to help students navigate the Financial Aid process. It streamlines and simplifies the process using a personalized, interactive checklist as a launch pad to complete Financial Aid requirements.	
Who: Financial Aid, ISS. What is the plan / How: Review Colleague set-up documentation once it is approved in the budget. Consider customization based on specific requirements at Lake Land College. Complete set-up and testing within Colleague. Pilot test. Implement.	
<b>Status Statement:</b>	02/14/2017  Achieved - strategy development complete
	08/09/2016  Meeting progress target
	11/19/2015  Not meeting progress target
<b>Mid-Year Progress Report:</b> Financial Aid Checklist implemented October 1, 2017.	

<b>Strategy:</b>	TRiO SSS Noel Levitz College Student Inventory and Intrusive Advising
<b>Unit Objective:</b>	Decrease student withdrawals.
<b>Requestor(s):</b>	Amber Niebrugge

**Description:** Description: The Noel-Levitz College Student Inventory will be administered to new program participants during their orientation. The resulting customized report will be used in conjunction with other program assessments to target students' greatest service needs. Strategy Team: TRiO Staff. Roles of each team member: To be determined. Specific activities of strategy: SP-SU 2015: Implement administration of NLCSI to new participants. 2015-2016: Develop and implement communication campaign for intrusive advising.

<b>Status Statement:</b>	01/23/2018  Meeting progress target
	09/13/2017  Meeting progress target
	01/26/2017  Meeting progress target
	08/04/2016  Meeting progress target
	11/19/2015  Meeting progress target

**Mid-Year Progress Report:** The Noel-Levitz College Student Inventory (CSI) remains a standard element of the entry process for all students that have been accepted for service into the TRiO Student Support Services program. The student's strengths and challenges, as identified in their CSI report, continue to be incorporated into the first Individual Student Plan they develop with their TRiO Advisor as leverage points for increasing their academic success in the semester/year to follow. Our program's Annual Progress Report (APR) is expected to have a due date in March 2018. Once we have completed the APR we will update information on our program retention numbers for the 2016-2017 academic year.

<b>Strategy:</b>	Explore Opportunities to Improve the Complete Withdrawal Process
<b>Unit Objective:</b>	Decrease student withdrawals.
<b>Requestor(s):</b>	Paula Carpenter
<b>Description:</b> Strategy Description: We will discuss and review the withdrawal process for students to determine if a better system exists to provide information and intervention to students who are considering a complete withdrawal from the college. Who: Financial Aid, Admissions & Records, Counseling, Accounting, ISS. What is the plan / How: Review current process and challenges. Research new ways to communicate information and implications prior to total withdrawal. Discuss if we	

should continue allowing students to withdraw completely on their own. Develop new system, if desired. Pilot test. Implement.

<b>Status Statement:</b>	01/29/2018  Project placed on hold
	09/06/2017  Project placed on hold
	02/14/2017  Project placed on hold
	08/09/2016  Project placed on hold
	11/19/2015  Project placed on hold

**Mid-Year Progress Report:** Will revisit at a later time.

<b>Strategy:</b>	Keeping Students On-Track with Career Cruising
<b>Unit Objective:</b>	Decrease student withdrawals.
<b>Requestor(s):</b>	Lisa Dittamore

**Description:** Who: Career Services  
 How: Increasing the use of Career Cruising to improve retention, persistence and completion. We will promote the program by offering staff development sessions for faculty and also offer to make classroom visits to facilitate.

<b>Status Statement:</b>	08/24/2017  Achieved - strategy development complete
	02/16/2017  Meeting progress target
	08/04/2016  Meeting progress target
	11/12/2015  Meeting progress target

**Mid-Year Progress Report:** Keeping Students On-Track with Career Cruising has been achieved.

<b>Strategy:</b>	Rename/Refocus LAC to Align Tutoring and Other Services to Promote Academic Success
<b>Unit Objective:</b>	Decrease student withdrawals.
<b>Requestor(s):</b>	Karla Miller
<b>Description:</b> Who: ISS, IR, CCS, Student Life. What is the plan/How: Rename Learning Assistance Center. Promote tutoring services by communicating to students through our social media, Monthly Stall, classroom visits, etc. Research and implement swipe card tutor tracking software system in order to create data that tracks student progress in order to develop success initiatives. Swipe card tutor tracking system would improve efficiency and provide opportunities to assist students in new ways. Explore ways to implement online tutoring and live chat.	
<b>Status Statement:</b>	<p>01/24/2018  Achieved - strategy development complete</p> <p>09/18/2017  Project placed on hold</p> <p>09/18/2017  Project placed on hold</p> <p>08/04/2016  Meeting progress target</p> <p>11/25/2015  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> * Rename Learning Assistance Center - achieved in late 2015. Our name changed to the Tutoring and Testing Center. Changes were made on the website, for new catalogs, and all other places for marketing purposes. * Promote tutoring services by communicating to students through our social media and Monthly Stall. Regular communications about tutoring are made through the Monthly Stall, the Laker Low Down, and text messages/social media. In addition, classroom visits, welcome day, table information during the book pick up process, and other opportunities provide opportunities to communicate to students.	

<b>Strategy:</b>	Promotional Materials-Advisement
<b>Unit Objective:</b>	Improve retention, persistence, and completion.
<b>Requestor(s):</b>	Krista Burrell

**Description:** This request is to replace promotional materials and shirts to advertise the advising period to our current students. Materials will be designed without specific dates so that they can be used for years.

Prior to the branding standards we had shirts that faculty would wear once per week during advising. We also displayed posters and fliers when the schedule came out. With mandatory advisement it is crucial that the message for advisement is everywhere. Students receive information in a lot of different modes and we need to make every effort to inform them that registration is coming. In order to retain the students that we already have here on campus, it is important for them to know when it is time to contact their advisor. The advisor is a key connection to campus and that relationship leads to retention and completion.

<b>Status Statement:</b>	01/19/2018  Achieved - strategy development complete
	02/07/2017  Abandoned

**Mid-Year Progress Report:** Although there was not enough funding for faculty shirts to promote advising, advising posters were designed and printed. Counseling used them beginning during the spring 2017 advisement promotion period.

<b>Strategy:</b>	Adult Week 2017
<b>Unit Objective:</b>	Improve retention, persistence, and completion.
<b>Requestor(s):</b>	Jon Van Dyke

**Description:** Adult Week is an annual activity at Lake Land College. This is a two-fold event. One goal is to celebrate our current adult student population. The second goal is to recruit new non-traditional students. Through the years the event has grown. In addition, now that the college has a full-time Director of Community Outreach, we would like to enhance the event with additional funds to increase awareness. However, there is no current budget line for this event.

In the past, Adult Week has been an initiative of the Admissions and Records and Marketing and Public Relations offices, however the entire week was a collaborative effort throughout the entire college community. The Board of Trustees graciously grants a tuition waiver for the recruiting events. Otherwise, with no set budget for this event, the only funds are \$100 chipped in from MPR, along with additional support coming from different areas and department in terms of donations for give-a-ways. We are asking for a \$1,250 budget for this event.

In 2015, for Adult Week, Lake Land representatives touched the lives of nearly 60 current adult students and visited with 15 new students, resulting in 65 credit hours, or

4.3 FTE, of new enrollment for summer and fall. Overall, 10 new students took advantage of the Board’s generous offer to enroll in one class tuition-free. We generated 41 additional credit hours of enrollment on top of the hours generated by the tuition waiver.

Since the event is two-fold, our goal is also two-fold. We hope to increase the awareness and attendance, and ultimately increase enrollment of non-traditional students. And retain current non-traditional students for completion of programs.

<b>Status Statement:</b>	01/30/2018  Meeting progress target
	09/07/2017  Meeting progress target
	02/16/2017  Meeting progress target
	08/22/2016  Meeting progress target

**Mid-Year Progress Report:** Explore Lake Land was held this past fall. An event was held at Kluthe on November 28 and on campus on Thursday November 30. Total number of students who participated in Explore and earned opportunity for tuition waiver – 45. 33 of 45 (73%) enrolled in at least one class. The 138 credit hours generated 9.2 FTE. Of that, we provided a tuition waiver for 99 credits (6.6 FTE) and generated an additional 39 credits of tuition (2.6 FTE). Kluthe--14 students at 52 credit hours. Campus--19 students at 86 credit hours. Total--33 students at 138 credit hours.

<b>Strategy:</b>	One Stop Community Christmas
<b>Unit Objective:</b>	Improve retention, persistence, and completion.
<b>Requestor(s):</b>	Christine Strohl

**Description:** One Stop is a collaborative effort of many different area organizations (civic groups, schools, businesses, aid organizations, churches, sororities, healthcare providers, etc.) to come together at Christmas time and provide help and hope to families from 7 counties during the holiday season. One Stop is an effort to band together and help even more families who need it, while making sure to provide a really positive experience for everyone involved. One Stop is about the power of partnership to make a difference in the community. Lake Land College hosts the event each year in the West Building. As the Director of Community Outreach, it is important to help those less fortunate and provide them with the opportunity to see how education can change their lives. I would like to provide a bag for personal products and groceries that can be reused by the family for shopping etc.

<b>Status Statement:</b>	<p>09/20/2017  Achieved - strategy development complete</p> <p>02/16/2017  Meeting progress target</p> <p>12/20/2016  Meeting progress target</p> <p>08/16/2016  Meeting progress target</p>
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**Mid-Year Progress Report:** One Stop Community Christmas has been a successful recruitment activity. For the event this December, Perkins will be purchasing grocery bags for the family to use. The grocery bags will be packed with their food to take home.

<b>Strategy:</b>	Course Pre-Requisite Checking *
<b>Unit Objective:</b>	Improve retention, persistence, and completion.
<b>Requestor(s):</b>	Tina Stovall

**Description:** As recommended as part of the HLC review, identify best practices in pre-requisite checking, evaluate the college's current pre-requisite checking system and make recommendations for improvements.

<b>Status Statement:</b>	<p>01/26/2018  Achieved - strategy development complete</p> <p>09/05/2017  Meeting progress target</p> <p>02/08/2017  Meeting progress target</p> <p>08/08/2016  Meeting progress target</p>
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**Mid-Year Progress Report:** As noted in previous updates, prerequisite checking is "hardwired" in Reading, English and Mathematics. During the process of this initiative, some assessment was completed in the math and science division considering placement and success of students who had completed a prerequisite course

compared to those who had not. Preliminary results did not show a significant difference. During this time, some departments have reviewed and changed or eliminated prerequisites for courses (LIT130 for example). As part of this initiative, discussion was held between the VP's for Academic Services and Student Services, Division Chairs for Mathematics/Science and Communications/Humanities, Dean for Admissions Services, Chair for Counseling and Judicial Affairs Advisement, and it was determined that the College will continue to seek improve processes for informing students of prerequisites through academic planning publications and online processes. At this time, no change will be made in the online registration system to automatically "stop registration" for those students whom the system is unable to verify that the prerequisite has been met beyond Reading, English and Mathematics.

Goal: **Commit to quality, access and affordability**

College Objective: **Demonstrate personal and institutional accountability through data-driven decision making.**

<b>Strategy:</b>	Develop Periodic Data Reports for the Math and Science Division
<b>Unit Objective:</b>	Improve decision-making processes through the collection and use of data.
<b>Requestor(s):</b>	Ike Nwosu
<b>Description:</b> The division will collaborate to identify appropriate metrics and implement their use in future decisions of the division.	
<b>Status Statement:</b>	<p>01/26/2018  Achieved - strategy development complete</p> <p>09/08/2017  Meeting progress target</p> <p>02/08/2017  Project placed on hold</p> <p>08/05/2016  Meeting progress target</p> <p>11/25/2015  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> Although this project is described as having been achieved it is one that will remain fluid in terms of the demands and plans of the Math and Science Division (MSD). From the combined efforts of the Division Chair and the IRO etc., several reports are being actively used in decision making concerning the MSD. Some of the reports developed are: 1) Course section and enrollment summary report. 2) Adjunct-full time faculty report. 3) Blue-card request report. 4) Divisional persistence reports. What is important to grasp is that there is proactive search and use of local data to enhance deliberations and decisions.	

<b>Strategy:</b>	Giving Our Patrons a Voice: Using Patron Input to Help Optimize Library Service Offerings
<b>Unit Objective:</b>	Improve decision-making processes through the collection and use of data.
<b>Requestor(s):</b>	Scott Drone-Silvers

**Description:** The strategy is designed to utilize survey information obtained through separate questionnaires given to students and faculty/staff concerning both existing services offered by the Library and potential new services not currently offered. Using surveys and potentially focus groups, we intend to gather input on the use and effectiveness of current Library services and to identify activities that we might profitably pursue with new activities or services. Data collected will be used to advise revisions to present services as well. It is intended that the Director will serve as the primary leader of this activity, with other members of the Library staff becoming involved in specific activities as appropriate to their working responsibilities. Depending on the input received, this will primarily affect the Circulation, Reference, and Instructional activities, and staff responsible for those functions will be involved in activities related to evaluating present services and discussions of the potential for implementing new services affecting their areas of responsibility.

<b>Status Statement:</b>	01/22/2018  Achieved - strategy development complete
	09/19/2017  Meeting progress target
	02/10/2017  Meeting progress target
	07/13/2016  Meeting progress target
	11/20/2015  Meeting progress target

**Mid-Year Progress Report:** This process has now been adapted as a permanent activity due to the success it has achieved in the first years of implementation. Therefore, we are considering this as an achieved goal and will periodically review its effectiveness in future surveys. The staff will be discussing a new activity this spring and summer.

<b>Strategy:</b>	Helping Students Succeed and Save Money on Course Materials
<b>Unit Objective:</b>	Improve text book rental experience for students.
<b>Requestor(s):</b>	Chris Kramer
<b>Description:</b> Chris Kramer will lead this strategy and work through various communication methods to inform students. Audrey Huffmaster will assist by receiving materials and assisting students during book pick up and returns. David Matherly will also assist with receiving materials and serving students. Grant Thurn will run reports	

and assist with data collection. WinPrism Want Lists will be run daily by Chris with assistance from Grant, to determine where enrollment counts are greater than course materials on shelf. Orders will be placed by Chris, received by Audrey and shelved by David and later sold or rented to students. Communications to students through e-mails, text messages, on-line and phone will take place before and throughout each semester.

<b>Status Statement:</b>	01/29/2018  Meeting progress target
	09/08/2017  Meeting progress target
	01/30/2017  Meeting progress target
	08/15/2016
	11/24/2015  Meeting progress target

**Mid-Year Progress Report:** Students who miss the textbook deadline are required to purchase their course materials and do not realize the huge savings of the rental system. This strategy focuses on communicating to students when the deadline is and how they can get their books returned before that date. Over the past few fall semesters, progress has been made. In the fall of 2015, 14.24% of the students were blocked for unreturned textbooks. The fall of 2016 saw 10.23% of the students blocked and the most recent fall, 2017, saw 9.11% of students receiving a book block. Several methods to remind students have been used each semester but one that we believe has made the difference are the personal phone calls made by Lake Land staff during finals week.

<b>Strategy:</b>	Implement Proactive Maintenance Procedures to Maintain Technology
<b>Unit Objective:</b>	Maintain technology quality and availability across campus.
<b>Requestor(s):</b>	Lee Spaniol
<b>Description:</b> Implement proactive maintenance procedures to maintain technology at all College locations. Identify "classes" of equipment and develop a schedule for proactive maintenance within those classes of equipment.	
<b>Status Statement:</b>	09/07/2017  Achieved - strategy development complete

	<p>02/02/2017  Meeting progress target</p> <p>08/03/2016  Meeting progress target</p> <p>11/04/2015  Meeting progress target</p>
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**Mid-Year Progress Report:** Now that all 3 areas identified for proactive maintenance have been completed through a cycle, the results are actually better than expected. We have had 0 trouble tickets on the main source of classroom impact, projectors. We have reduced the quantity of printer trouble tickets and we have had 0 failures of UPS units.

<b>Strategy:</b>	Financial Ratios
<b>Unit Objective:</b>	Develop and Monitor Financial Metrics to Manage Costs.
<b>Requestor(s):</b>	Madge Shoot

**Description:** Develop a list of financial ratios to compare Lake Land with other colleges in their Peer Group, other contiguous colleges and other colleges who are similar in number of credit hours served. The average from all of these colleges will also be used as a benchmark for Lake Land.

<b>Status Statement:</b>	<p>08/25/2017  Achieved - strategy development complete</p> <p>01/23/2017  Meeting progress target</p> <p>01/23/2017  Meeting progress target</p> <p>08/03/2016  Meeting progress target</p> <p>11/12/2015  Meeting progress target</p>
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**Mid-Year Progress Report:** Working with our former audit firm I have developed financial ratios to review annually at audit time.

<b>Strategy:</b>	Ensuring College Print Costs Remain Minimal
<b>Unit Objective:</b>	Mitigate the cost of print services.
<b>Requestor(s):</b>	Dave Earp & Chris Kramer
<b>Description:</b> Dave Earp will lead this strategy. The Campus Print Initiative Task Force (Bryan Gleckler, Lee Spaniol and Chris Kramer) will assist by making budget recommendations. The Print Shop employees will also be advocates for this strategy as they work to keep costs down on a daily basis. Student and staff printing needs are being analyzed by the Task Force. Copiers on campus as well as in the Print Shop are being leased and those leases are being renegotiated for cost savings.	
<b>Status Statement:</b>	<p>09/13/2017  Achieved - strategy development complete</p> <p>02/16/2017  Meeting progress target</p> <p>08/23/2016  Meeting progress target</p> <p>11/25/2015  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> This past year the committee finalized the recommendations and moved forward with the removal of desktop printers campus wide. We also were instrumental in developing a board policy change to reflect that any printing must be done in the campus print shop unless approved by the supervisor of print and mail services. We have seen a tremendous drop in toner purchases across campus and will achieve savings by centralizing all campus printing.	

<b>Strategy:</b>	Assessment Model for Student Services Programs
<b>Unit Objective:</b>	Create a standard format for evaluating success of student services initiatives.
<b>Requestor(s):</b>	Tina Stovall
<b>Description:</b> Establish assessment model that can be used for assessing existing student services programs and evaluating new initiatives.	
<b>Status Statement:</b>	<p>01/26/2018  Project placed on hold</p> <p>09/05/2017  Meeting progress target</p>

	<p style="text-align: center;">               02/08/2017 Meeting progress target                  08/08/2016 Meeting progress target                  11/16/2015 Meeting progress target         </p>
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**Mid-Year Progress Report:** Student Services programs continue to utilize the ICCB program review format, as well as the institutional assessment model, to assess student services programs. We also continue to realize that a more comprehensive and consistent model is needed. During the 2016-2017 year, ICCB updated the statewide program review guidelines; however there were no changes made regarding student services. Work at the ICCB level continues in that area. With changes from ICCB pending and implementation of new college-wide strategic planning priorities in guided pathways for student success and institutional/academic intelligence, this project was placed on hold pending additional information. Student Services programs will continue to utilize the ICCB program review format and the college's institutional assessment model to assess student services programs.

<b>Strategy:</b>	Program Accreditation and the Lake Land College Website *
<b>Unit Objective:</b>	Improve decision-making processes through the collection and use of data.
<b>Requestor(s):</b>	Jon Althaus
<b>Description:</b> The Higher Learning Commission peer reviewers noted that information about program accreditation needs to be more detailed and easily accessible on the Lake Land College website. The program information they discussed included (but was not limited to) the areas of automotive, nursing, physical therapy assistant, and dental hygiene. Lake Land College has several distinct programs that require and/or strongly suggest the pursuit and maintenance of external accreditation. The displaying of information about the external accreditation on the website allows students, faculty, staff, and district residents to understand the high level of quality expected throughout such programs at Lake Land College. Thus, it is of significant benefit to all to ensure that this type of information is readily available to individuals seeking to learn more about their program of interest.	

<b>Status Statement:</b>	<p style="text-align: center;">               08/31/2017 Achieved - strategy development complete                  02/17/2017 Meeting progress target         </p>
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	 08/25/2016 Meeting progress target
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**Mid-Year Progress Report:** Target Completed: March 1, 2017. Narrative: Academic Services worked with Information Systems and Services to design and upload specialized program accreditation information for nursing, automotive, dental hygiene, and physical therapy assistant programs. The specialized accreditation information is also displayed on the College’s main Accreditation page via a drop-down menu. The attachment provides screenshots of this completed strategic initiative. As additional new programs require specialized accreditation, Academic Services will collaborate with ISS in the same manner to include those additional accreditors on both the main Accreditation page and on the program

<b>Strategy:</b>	Dental Hygiene program credits *
<b>Unit Objective:</b>	Improve decision-making processes through the collection and use of data.
<b>Requestor(s):</b>	Karla Hardiek
<b>Description:</b> Review the high number of credits in the dental Hygiene program	
<b>Status Statement:</b>	 08/24/2017 Achieved - strategy development complete
	 01/13/2017 Meeting progress target
	08/16/2016

**Mid-Year Progress Report:** Dental Hygiene Department developed new curriculum to start with students entering the program FA 2017. The program went from 78.5 credit hours to 71.5 for a reduction in 7 credit hours for students. This number of credits for the program aligns with ICCB recommendations for Allied Health programs to have 60-72 credit hours for Allied Health AAS.

<b>Strategy:</b>	Comprehensive Course Reviews *
<b>Unit Objective:</b>	Improve decision-making processes through the collection and use of data.
<b>Requestor(s):</b>	Jon Althaus
<b>Description:</b> The Vice President for Academic Services will collaborate with division chairs to identify a comprehensive course review metric designed to evaluate effectiveness.	

<b>Status Statement:</b>	01/23/2018  Meeting progress target
	08/31/2017  Meeting progress target
	02/07/2017  Meeting progress target
	02/07/2017  Meeting progress target

**Mid-Year Progress Report:** In its March 2015 site visit, The Higher Learning Commission noted that Lake Land College had made significant progress, especially at the course assessment level. The reviewers noted they were optimistic about future achievements in the use of assessment results to improve student learning. As a result, the Director of Academic Support & Assessment provided guidance and professional development to ensure this process. In fact, 100% of faculty provided valuable documentation (in the Weave Online assessment software system), as evidence to improve the process to advance student learning at the course level.

<b>Strategy:</b>	Enhanced Program Review Process *
<b>Unit Objective:</b>	Improve decision-making processes through the collection and use of data.
<b>Requestor(s):</b>	Jon Althaus

**Description:** The vice president for academic services will collaborate with division chairs to identify a comprehensive program viability metric designed to evaluate program effectiveness.

<b>Status Statement:</b>	01/24/2018  Meeting progress target
	08/31/2017  Meeting progress target
	02/07/2017  Meeting progress target
	08/15/2016  Meeting progress target

**Mid-Year Progress Report:** In collaboration with the Academic Division Chairs and the President's office, Academic Services has developed a Program Improvement and Enrichment (PIE) model to evaluate program success. Documentation of the rubric and an example of the AAS.ADN program review are attached. Faculty will be allowed to review in Spring 2018.

<b>Strategy:</b>	High Credit Courses in Compressed Format *
<b>Unit Objective:</b>	Improve decision-making processes through the collection and use of data.
<b>Requestor(s):</b>	Jon Althaus
<b>Description:</b> Academic Services will review implications of high credit courses operating in a condensed format, particularly as it impacts student success.	
<b>Status Statement:</b>	<p>01/23/2018  Achieved - strategy development complete</p> <p>09/07/2017  Meeting progress target</p> <p>02/07/2017  Meeting progress target</p> <p>08/15/2016  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> The attached file reflects data for three consecutive academic years analyzing persistence in compressed format classes.	

<b>Strategy:</b>	Measure the Number of Online Courses *
<b>Unit Objective:</b>	Improve decision-making processes through the collection and use of data.
<b>Requestor(s):</b>	Jon Althaus
<b>Description:</b> Measure current number of online courses by each division and plan for a slight increase.	
<b>Status Statement:</b>	<p>01/24/2018  Meeting progress target</p> <p>08/31/2017  Meeting progress target</p>

	<p>02/07/2017  Meeting progress target</p> <p>08/15/2016  Meeting progress target</p>
<p><b>Mid-Year Progress Report:</b> A recent review of on-line vs. face to face revealed that on-line represented 26% of all sections offered in the 2016-2017 Academic Year.</p>	

Goal: **Commit to quality, access and affordability**  
 College Objective: **Innovate for advancement.**

<b>Strategy:</b>	Use Assessment Data to Boost Donations
<b>Unit Objective:</b>	Seek innovative funding sources.
<b>Requestor(s):</b>	Lisa Madlem

**Description:** This strategy is two-fold: 1) making assessment data results transparent for the purpose of boosting donations (G3, 3.1 A.1 ); and 2) obtaining data that will contribute to the Dove Preparedness Index (DPI) in order to prepare the college for a capital campaign (G 3, 3.1, P.1 . ) The Professional Development & Assessment Facilitator (PDAF) will work with the College Advancement Department using assessment data to boost donations for Lake Land College. Fundraising is the process of developing relationships and getting to know current and potential donors, getting to know his/her interests, and trying to match those interests with institutional needs. Assessment data can help donors decide which initiatives to fund by: making assessment data transparent, showing what the college is doing with the results, and the differences being made for our students. According to the National Institute for Learning Outcomes Assessment (NILOA), "transparency is making meaningful, understandable information about student learning and institutional performance readily available to internal and external audiences. Information is meaningful and understandable when it is contextualized and tied to institutional goals for student learning. Meaningful information may include disaggregated results, by major field ..." Quantitative and/or qualitative data will be used for this strategy. The PDAF will provide assessment data results and examples for the Executive Director of College Advancement (EDCA.) Assessment results will be compiled into a postcard/brochure (for example - Ten Talking Points of Assessment Data). Additionally, assessment result materials can be targeted to specific academic divisions (as suggested by NILOA) that potential donors are interested in giving. The above strategy will assist in the readiness for a capital campaign at Lake Land College. The fourth measure in the DPI is, "a written document that makes a compelling case for supporting the campaign." Making assessment data transparent will provide evidence that students at Lake Land College are learning thus strengthening the overall DPI score for the College. If proven successful, this strategy can be translated to other efforts including fundraising specific to divisions, technology needs, recruiting efforts, etc.

<b>Status Statement:</b>	01/26/2018  Achieved - strategy development complete
	09/13/2017  Meeting progress target
	02/16/2017  Meeting progress target

	 07/28/2016 Meeting progress target
	 11/20/2015 Meeting progress target

**Mid-Year Progress Report:** In FY17, the Foundation conducted two direct mail solicitations of 10,000 (Fall and Spring appeals to a targeted group as determined by our donor profile), a year-end solicitation targeting endowment and annual scholarship donors, and a special solicitation on behalf of the Business Division. Included during the year was an employee appeal. For each gift made to an academic division, an assessment sheet for that division was included in the gift receipt letter. There was an increase from Fall to Spring returns, but the year-end indicated a much bigger return. The gross return for all efforts totaled \$149,887.00, more than double from FY16. The number of \$1,000 gifts increased as did the number of new donors proving our multiple appeal strategy is paying off in creating a pattern of giving. The cost per dollar raised is under industry standards as well. Although 100% participation was not reached in the three boards (Alumni, Foundation, BOT), the participation rates were up from FY16. The most exciting results were in the area of employee participation up to 66% from FY16 of 42% and up from FY14 of 17%. The results were more than double industry standards for organizations such as Lake Land. In total, the Foundation exceeded their FY17 fundraising goal of \$680,000 to raise \$1.1 million. We feel very good about the results. There is greater transparency to our donors which has an impact on our retained donors, which is most cost effective. Acquisition of donors continues to be a higher cost rate, in line with industry standards.

<b>Strategy:</b>	Analyze and Implement Enhancements to Annual Giving Program
<b>Unit Objective:</b>	Increase institutional readiness for a capital campaign to raise financial resources in support of the student learning experience.
<b>Requestor(s):</b>	Jackie Joines
<b>Description:</b> The College Advancement staff implemented a formal Annual Giving Program in FY15. An analysis of those efforts will be conducted during FY16 and areas for improvements and enhancements identified. This information will help develop a plan for future fiscal years.	

<b>Status Statement:</b>	 01/12/2018 Meeting progress target
	 09/07/2017 Meeting progress target
	 02/23/2017 Meeting progress target

	 02/15/2017 Meeting progress target
	 08/16/2016 Meeting progress target
	 08/16/2016 Meeting progress target
	 08/16/2016 Meeting progress target
	 11/21/2015 Meeting progress target
	 11/21/2015 Meeting progress target
	 11/21/2015 Meeting progress target

**Mid-Year Progress Report:** We began FY18 with three planned direct mail efforts scheduled, an employee appeal effort, and several small special events that add to our overall annual fund revenue. Although the Fall 18 appeal showed a slight drop, results were still strong. Year end appeal efforts are still being received and will be compared once completed. The Rescigno's, annual fund consultants, are scheduled this month to visit and begin the development of the donor loyalty program. The new Dir. of Foundation Operations will be working with all fundraising results to track donor retention efforts as well as upward movement results so that strategies can be developed to strengthened efforts to protect our donor base.

<b>Strategy:</b>	Implement CRM Software
<b>Unit Objective:</b>	Implement Customer Relations Management software to provide quality communication with potential students and applicants.
<b>Requestor(s):</b>	Jon Van Dyke
<b>Description:</b> Many universities and some colleges use a customer relations management software to communicate and track all communications with prospective students. At Lake Land College this is a manual process that requires several hours of staff time. In order to better serve prospective students, and increase the ease and efficiency of communicating to prospects, the staff would like to implement a CRM software to assist with the processes.	

<b>Status Statement:</b>	<p>01/11/2018  Meeting progress target</p> <p>09/13/2017  Meeting progress target</p> <p>02/08/2017  Meeting progress target</p> <p>08/04/2016  Meeting progress target</p> <p>11/20/2015  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> Our next steps will include integrating our community outreach activities and prospects into the system. During this semester, we will be evaluating the volume of contacts made by the Director of Community Outreach and how we might integrate those contacts into the system. We have also started collecting the dual credit intents to enroll electronically via Recruit.	

Goal: **Commit to quality, access and affordability**

College Objective: **Invest strategically in personnel, facilities and equipment.**

<b>Strategy:</b>	On-Going Safety Training at DOCs
<b>Unit Objective:</b>	Provide a safe work environment.
<b>Requestor(s):</b>	Dustha Wahls
<b>Description:</b> Work with our Associate Deans and Site Directors at each Department of Corrections site to provide on-going safety training to their employees at their monthly staff meetings. Lake Land has multiple tools available for use by the Associate Deans and Site Directors including SafeColleges, IPRF videos, and additional online IPRF trainings.	
<b>Status Statement:</b>	<p>01/22/2018 Meeting progress target</p> <p>09/06/2017 Meeting progress target</p> <p>02/01/2017 Meeting progress target</p> <p>08/04/2016 Meeting progress target</p> <p>11/20/2015 Meeting progress target</p>
<b>Mid-Year Progress Report:</b> For those that are employed at a Department of Corrections site, we have continued to offer the Safe Colleges training in areas of safety. There are 12 courses that all newly hired employees take. Those at a Department of Corrections site also complete cycle training through Department of Corrections.	

<b>Strategy:</b>	Formalize Job Orientation in Physical Plant and Print Shop
<b>Unit Objective:</b>	Provide a safe work environment.
<b>Requestor(s):</b>	Dustha Wahls
<b>Description:</b> This strategy involves outlining all the job duties, safety awareness and policies that all new employees in the Physical Plant and the Print shop would need to be trained or given orientation to in their first week of employment. This would be a formalized process and documented by their supervisor or those responsible for the orientation to ensure that steps are not missed and that new employees are not	

allowed to complete tasks in which they are not trained (i.e. equipment orientation, proper PPE for each job duty, read over safety policies and procedures, etc.).

<b>Status Statement:</b>	01/22/2018  Meeting progress target
	09/06/2017  Meeting progress target
	02/01/2017  Meeting progress target
	08/04/2016  Meeting progress target
	11/25/2015  Meeting progress target

**Mid-Year Progress Report:** We continue to have success in our more formalized onboarding process in the print shop and physical plant. New injuries have resulted from newly hired employees in these areas.

<b>Strategy:</b>	Reevaluate Safety Committee Usage
<b>Unit Objective:</b>	Provide a safe work environment.
<b>Requestor(s):</b>	Dustha Wahls
<b>Description:</b> The safety committee will revitalize their purpose. Currently the committee meets a couple of times a month to do an overview of claims, does building audits, and decides on the use of grant funds. The safety committee (with some additional personnel) would now have an established time once a month to review new accidents (whether or not they turn into claims) step-by-step. The committee would determine if there are procedural changes that could be recommended to the appropriate area.	

<b>Status Statement:</b>	01/22/2018  Meeting progress target
	09/06/2017  Meeting progress target
	02/01/2017  Meeting progress target

	<p>08/04/2016  Meeting progress target</p> <p>11/20/2015  Meeting progress target</p>
<p><b>Mid-Year Progress Report:</b> We continue to use this committee for inspections, safety manual and policy updates, and review of claims. Additionally, the committee identifies areas that the safety grant will be most beneficial.</p>	

<b>Strategy:</b>	Safe College Training
<b>Unit Objective:</b>	Provide a safe work environment.
<b>Requestor(s):</b>	Dustha Wahls
<p><b>Description:</b> Human Resources will provide appropriate and timely training for all current and new college employees to ensure the safety, health and welfare of campus employees, students and the community. Training will consist of safety and workplace training as well as mandated trainings as required by law.</p>	
<b>Status Statement:</b>	<p>01/22/2018  Meeting progress target</p> <p>09/06/2017  Meeting progress target</p> <p>02/01/2017  Meeting progress target</p> <p>08/04/2016  Meeting progress target</p> <p>11/11/2015  Meeting progress target</p>
<p><b>Mid-Year Progress Report:</b> We continue to assign this training through Safe Colleges. Annual required training was posted on the Human Resources website. I have submitted a project in order to utilize a more custom system for annual training that can be delivered through ISS. We will continue with the Safe College training for new hires to provide safety training and broad subject overview.</p>	

<b>Strategy:</b>	Provide Needed Technology and Related Support Services to Aid Instructors and Students in Attainment of Their Goals
<b>Unit Objective:</b>	Provide exceptional service to support technology needs to ensure a student-centered culture.
<b>Requestor(s):</b>	Lee Spaniol
<b>Description:</b> Working with Division Chairs and specific instructors to identify the technology needs to support their curriculum. Provide for those needs and provide technology support services to maintain the technology deployed to fulfill those needs.	
<b>Status Statement:</b>	<p>01/23/2018  Meeting progress target</p> <p>09/07/2017  Meeting progress target</p> <p>02/02/2017  Meeting progress target</p> <p>08/03/2016  Meeting progress target</p> <p>11/20/2015  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> Will meet again with Division Chairs for classroom walkthroughs this coming budget cycle.	

<b>Strategy:</b>	Development of a Five Year Budget Plan
<b>Unit Objective:</b>	Develop and manage a five-year budget plan tied to the strategic plan.
<b>Requestor(s):</b>	Madge Shoot
<b>Description:</b> We will develop a five year rolling budget in order to better plan for and meet the financial needs of the college.	
<b>Status Statement:</b>	<p>01/22/2018  Meeting progress target</p> <p>01/23/2017  Meeting progress target</p> <p>08/03/2016  Meeting progress target</p>

	 11/12/2015 Not meeting progress target
<p><b>Mid-Year Progress Report:</b> Bryan and I are working on a five year budget forecast that can be updated annually or more often if needed as information becomes available from the state.</p>	

<b>Strategy:</b>	Redesign College-wide Committee Structure *
<b>Unit Objective:</b>	Improve internal communication and collaboration.
<b>Requestor(s):</b>	Josh Bullock

**Description:** Work with the Faculty Association leadership, Custodial Association leadership, Paraprofessional Association leadership, support staff and administration to redesign the Lake Land College committee structure to reduce the number of committees, strengthen accountability and be more intentional regarding the purpose of the committees.

<b>Status Statement:</b>	 01/26/2018 Achieved - strategy development complete   09/06/2017 Meeting progress target   02/15/2017 Meeting progress target   07/13/2016 Meeting progress target   11/20/2015 Meeting progress target
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**Mid-Year Progress Report:** The college-wide committee structure has been fully reviewed and all recommended changes have been implemented. A new process is now in place for each committee chair to submit to the Cabinet an annual report of committee accomplishments for the previous academic year. A collective report of all college-wide committee accomplishments is then disseminated to all staff. This process will help avoid duplication of efforts by various committees and increase staff awareness of the work being performed by the committees.

<b>Strategy:</b>	Enhance Relations with Legislators and His/her Aids to Gain Optimal Legislative Support for Funding and Policy Needs
<b>Unit Objective:</b>	Work with area leaders and legislators to ensure strategic capital and operational funding needs are met.
<b>Requestor(s):</b>	Jean Anne Grunloh
<b>Description:</b> Actively engage legislators and their aids in discussions, correspondences, and face-to-face meetings on matters related to higher education policy and funding issues. Become a resource for legislators to provide research, data or testimonials as needed in support of education policies that advance the mission of the College.	
<b>Status Statement:</b>	<p>01/12/2018  Achieved - strategy development complete</p> <p>08/31/2017  Meeting progress target</p> <p>01/12/2017  Meeting progress target</p> <p>07/20/2016  Meeting progress target</p> <p>11/03/2015  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> From the period August 31, 2017 through January 24, 2018, the College president or senior executive to the president conducted 42 documented visits or discussions with legislators (state and federal) of the College's district on issues impacting higher education. Discussions ranged from requesting adequate higher education funding to voting requests on numerous legislative bills relevant to Lake Land and community college procedures and policies. Discussions also included potential impacts of proposed legislation for the Higher Education Re-authorization Bill (PROSPER Act). Additionally, there were numerous efforts to educate legislators on the educational services provided by the College for inmates of 22 of the state's correctional facilities and two of the state's juvenile correctional centers. Halfway through this fiscal year, we have surpassed the targeted number of visits with legislators and will continue to conduct these visits as warranted and foster our established relationships.	

<b>Strategy:</b>	Leadership Series Training Offered by CBI to Lake Land Employees
<b>Unit Objective:</b>	Invest in staff training in areas of leadership development, quality improvement and customer service.
<b>Requestor(s):</b>	Jean Anne Grunloh on behalf of the Cabinet
<b>Description:</b> Utilize the Leadership Series Training offered through the College's Center for Business and Industry (CBI) to enhance leadership skills of various Lake Land employees.	
<b>Status Statement:</b>	<p>01/10/2018  Abandoned</p> <p>08/31/2017  Project placed on hold</p> <p>01/12/2017  Project placed on hold</p> <p>06/01/2016  Meeting progress target</p> <p>11/03/2015  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> Due to the state budget impasse, this project was placed on hold in FY 2017. Although the College eventually received a supplemental appropriation for FY 2017 and an appropriation for FY 2018, this strategy was abandoned in the current three-year planning cycle as the leadership series training involved participation for a 10-month period and the cost to the College was dependent upon external participation in the class. Additionally, we anticipate additional budget challenges in the near future and have begun to utilize various training services provided through the College's membership with the Education Advisory Board (EAB) which began in January 2018. This will offer leadership learning opportunities to all staff such as free participation in webinars via the College's EAB membership.	

<b>Strategy:</b>	Develop a College-wide Communication Flowchart that Describes Various Internal Communication Channels. Train all employees on communication flowchart and expected employee actions for reviewing disseminated information and engaging in ongoing training of policy or college procedural changes. *
<b>Unit Objective:</b>	Improve internal communication and collaboration.

**Requestor(s):** Jean Anne Grunloh

**Description:** Enhance internal communication to all staff, especially for Board Policy changes and other pertinent information, by coordinating with Cabinet the following tasks and activities:

1. Develop Communication Flow Chart that describes content of each communication channel.
  - Include summary of what each communication channel offers such as group meetings, Laker Low Down electronic newsletters, email updates to “All” from the Office of the President, spring and fall “Opening Day” events, faculty and staff development days, and calendars of activities available via the Hub.
  - Include more defined process for announcements of employee, retiree, and student deaths.
  - Include more defined listing for appropriate submissions to the Laker Low Down.
2. Incorporate communication flow chart and related employee expectations for review of disseminated information into new employee training coordinated through the Human Resources Department, ongoing training for all employees, and annual employee performance reviews.
3. Ensure all supervisors understand their roles to assist with dissemination of information to their team members as well as their team members’ individual accountability for remaining informed.
4. Monitor best practices for conducting meetings for effectiveness.
5. Continue seeking feedback from leaders on communication channel best-practices, especially to ensure dissemination of important Board Policy changes and utilizing the monthly Board Book as an ongoing training tool.
6. Coordinate with all Standing Committee chairs/sponsors to bi-annually issue an email to “all” regarding College-wide committee achievements from prior year and goals/objectives for coming year.

<b>Status Statement:</b>	<p>01/10/2018  Achieved - strategy development complete</p> <p>08/31/2017  Meeting progress target</p> <p>01/12/2017  Meeting progress target</p>
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	<p>01/04/2017  Meeting progress target</p> <p>12/01/2016  Meeting progress target</p> <p>08/15/2016  Meeting progress target</p>
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**Mid-Year Progress Report:** The Laker Low Down publication has become the primary tool to weekly or bi-weekly disseminate information to all staff via email, resulting in a significant decrease in the number of internal emails sent by staff to other staff. All staff are reminded each semester of their expectations to remain informed of College-issued updates and policy changes via a brief article within a Laker Low Down publication. A link to two documents including the "Communication Flowchart" and "Communication Tools and Expectations" is included in the reminder and both documents are posted in the College's shared drive. Additionally, all new employees are informed of both documents as part of the new employee orientation packet. During specified months of the year, the Cabinet conducts employee forums with five separate employee groups including faculty, administrators/supervisors, paraprofessionals, custodians, and support staff. By conducting these group specific forums, employees are afforded the opportunity to engage in discussion with College leadership on topics specific to their employee group as well as general, timely discussion items for all staff such as any Board Policy Manual changes. The Cabinet will annually review the effectiveness of the communication tools and flowchart and will make revisions as warranted.

<b>Strategy:</b>	Institutional Review Board *
<b>Unit Objective:</b>	Improve internal communication and collaboration.
<b>Requestor(s):</b>	Lynn Breer

**Description:** To determine the need and purpose of an Institutional Review Board at Lake Land College.

<b>Status Statement:</b>	<p>10/26/2016  Achieved - strategy development complete</p> <p>07/28/2016  Meeting progress target</p>
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**Mid-Year Progress Report:** The Director of Institutional Research discussed the possible need of an Institutional Review Board (IRB) with various leadership teams and administrators across the college. Based on the feedback provided during from discussions, it was recommended that an IRB is not needed at this time. Therefore, a

model and draft of an IRB is not necessary either. However, feedback did indicate that the development and implementation of a Research Advisory Council could benefit the college. The proposed purpose of this council would include: 1. Serving as a sounding board for reports and data produced by Office of Institutional Research. 2. Serving in an advisory capacity to faculty or staff interested in data collection and analysis. 3. Serving as reviewers for surveys before they are disseminated. 4. Serving as advisors in taking something learned from the literature or from a conference and translating it to be applicable at Lake Land. 5. Serving as resources to other faculty and staff for accessing or acquiring available information and data about Lake Land. 6. Serving as resources for data available in datatel. 7. Assisting with setting potential research agendas related to the College's strategic plans. For example, the council could assist with defining the RPC focus. 8. Assisting with combining data collection efforts across the college so students do not get inundated with requests for information/surveys, and 9. Monitoring the need for an IRB, and if one is deemed needed, the advisory council will assume the responsibility of the IRB.

<b>Strategy:</b>	Engage New Hires in Policy-Related Training on Federal Compliance Policies that Impact Title IX *
<b>Unit Objective:</b>	Invest in staff training in areas of leadership development, quality improvement and customer service.
<b>Requestor(s):</b>	Dustha Wahls
<b>Description:</b> Provide training to all newly hired employees in their first three months of employment to engage them in knowledge, understanding, and their obligation under Title IX.	
<b>Status Statement:</b>	<p>01/22/2018  Meeting progress target</p> <p>09/06/2017  Meeting progress target</p> <p>01/27/2017  Meeting progress target</p> <p>08/16/2016  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> We continue to assign this training to new hires through SafeColleges. A project request was submitted to ISS to provide an annual ongoing required training program that would be more customized to our procedures for staff to be more familiar with.	

Goal: **Fulfill evolving and emerging education and training needs**  
 College Objective: **Align programs, services and delivery methods.**

<b>Strategy:</b>	Support Model for New Non-Traditional Education and Training Opportunities
<b>Unit Objective:</b>	Implement models to respond to non-traditional educational opportunities.
<b>Requestor(s):</b>	Tina Stovall
<b>Description:</b> Collaborate with Academic Services to develop model for planning and supporting new non-traditional education and training opportunities.	
<b>Status Statement:</b>	<p>01/26/2018  Achieved - strategy development complete</p> <p>09/05/2017  Meeting progress target</p> <p>02/08/2017  Meeting progress target</p> <p>08/08/2016  Meeting progress target</p> <p>11/16/2015  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> As noted in previous updates, a model checklist was developed to guide development of plans to implement and support new non-traditional education and training opportunities. During the Fall 2017 semester, the chart was updated in a joint effort between Academic Services, Student Services and Workforce Development/Community Education, and is being used as a guide for implementing a new non-traditional learning opportunity in Spring 2018. The model addresses internal processes (program development, admissions, testing, registration, and advisement) as well as federal policies related to program approval and financial aid. The model will continue to evolve as needed to address evolving needs.	

<b>Strategy:</b>	Lake Land College Faculty Academy
<b>Unit Objective:</b>	Implement models to respond to non-traditional educational opportunities.
<b>Requestor(s):</b>	Jon Althaus
<b>Description:</b> The Employee Development Committee (EDC) will help in the formation of a needs assessment so that professional development is beneficial and timely.	

Additionally various faculty and staff members as well as external facilitators will be asked to facilitate faculty development activities at the normal facilitator pay (\$50/hour) and requirements to prevent double-dipping. Topics can include:

**Academic Assessment** -This summer session will include an Introduction to classroom assessment techniques, overview of academic assessment at the College, steps in the academic assessment process, and better use of assessment results to increase learning. **Using Open Educational Resources** - Participants this summer will explore the use of open educational resources found on the Internet. Topics covered will include a variety of free educational platforms, effectively using open educational materials, developing lessons around open educational resources, and the pros and cons of open educational resources. **Online Teaching: Design and Pedagogy** - Designed to support faculty in discovering, sharing and applying best practices in teaching and learning in an online environment. This summer session will prepare faculty (both new and established) for teaching in the online environment, utilizing the current learning management system with additional focus on online course engagement, content creation and delivery, and course design and management. Participants will be introduced to online learning initiatives such as the Illinois Online Network's (ION) Making the Virtual Classroom a Reality (MVCR) courses.

**Student Resources at Lake Land College**- This summer session will provide participants with an in-depth view of the resources provided to students at Lake Land College. Go behind the scenes of TRIO, Counseling Services, Financial Aid, Tutoring and other resources provided by the College to get a better understanding of the different types of students served.

<b>Status Statement:</b>	09/14/2017  Abandoned
	02/21/2017  Project placed on hold
	08/24/2016  Project placed on hold
	12/09/2015  Project placed on hold
	11/04/2015  Meeting progress target

**Mid-Year Progress Report:** Due to elimination of the Director of Learning Technologies position, the Vice-President for Academic Services has determined not to move forward with this strategy.

<b>Strategy:</b>	Career Success Video Training Series
<b>Unit Objective:</b>	Develop student-centered solutions for class planning.
<b>Requestor(s):</b>	Tina Moore
<b>Description:</b> Preferred learning methodologies continue to evolve and Career Services needs to evolve also. Many people prefer to watch videos online to learn new information and there is an opportunity to provide career development and success information in video format. The plan is to use Camtasia to develop short, five-seven minute videos that explain how to develop application materials. These videos will be available to students on the Career Services website and can be viewed as many times as desired.	
<b>Status Statement:</b>	<p>01/24/2018  Achieved - strategy development complete</p> <p>08/29/2017  Meeting progress target</p> <p>02/16/2017  Meeting progress target</p> <p>08/22/2016  Meeting progress target</p> <p>11/18/2015  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> Instructive videos have been created and posted on the Career Services website. Feedback on the videos will be used in creation of future videos.	

<b>Strategy:</b>	Update CDL Program to Align with New Law for Entry Level Commercial Drivers and Refreshers
<b>Unit Objective:</b>	Provide student-centered course scheduling and delivery options.
<b>Requestor(s):</b>	Justin Onigkeit
<b>Description:</b> There is a proposed rule (not released prior to submission requirement date) that will impact the CDL courses offered at Lake Land College. The proposed rule dictates:	

-All training providers to be registered with the Federal Motor Carrier Safety Administration (FMSCA).

- Federally Standardized Curriculum.

There are no requirements for length of time in classroom; the changes will add several required classes to our existing classroom curriculum and extend the current time frame for completion.

The proposal requires 10 hours on range, 10 hours driving, and 10 hour divided between range and drive time two per driver. We anticipate the proposed changes to lengthen the course time by two weeks.

<b>Status Statement:</b>	01/19/2018  Meeting progress target
	08/31/2017  Meeting progress target
	01/19/2017  Meeting progress target
	07/21/2016  Meeting progress target

**Mid-Year Progress Report:** Voiceovers for the endorsements are in the final editing phase, once complete they will be added to the videos. Meeting is set with the computer programming and app development course for a possible CDL Pre-trip study application. Once endorsement training is completed we will be rolling out the noncredit online CDL permitting course utilizing the CBI works website. This will allow students to register with the college and study for a CDL permit without attending the full CDL course. The Federal Motor Carrier Safety Administration has not developed the registration site to allow schools to register at this time, with no estimated date on when the site will be live. Another concern would be the states asking for extensions to implement the new rule.

<b>Strategy:</b>	Associate Degree Requirements *
<b>Unit Objective:</b>	Develop student-centered solutions for class planning.
<b>Requestor(s):</b>	Martina Stovall
<b>Description:</b> As recommended by the HLC review, assess all degree programs that exceed 60 hours of credit and identify opportunities to align with ICCB standards and HLC Assumed Practices.	

<b>Status Statement:</b>	01/26/2018  Achieved - strategy development complete
	08/28/2017  Meeting progress target
	02/08/2017  Meeting progress target
	08/08/2016  Meeting progress target

**Mid-Year Progress Report:** In accordance with the Higher Learning Commission's "Report of a Comprehensive Visit to Lake Land College" in March 2015, the President's Cabinet requested that the Academic Standards Committee conduct a review of all degree-requirements, assessing their alignment with ICCB requirements and HLC Assumed Practices. During the 2016-2017 year, the Committee reviewed the degree requirements for each Associate in Applied Science (AAS) degree and identified opportunities for improvement. Recommendations for changes to degree requirements for several AAS programs were submitted to the Academic Leadership Team for consideration in May 2017. In Fall 2017, the Academic Standards Committee reviewed the degree requirements for each transfer associate degree (AA, AS, ALS, and AES), again assessing their alignment with ICCB requirements and HLC Assumed Practices. Additionally, consideration was given to transfer requirements and opportunities at the universities to which most Lake Land students transfer. Recommendations for changes to degree requirements for the ALS degree were submitted to the Academic Leadership Team for consideration in November 2017. Additionally, during the 2016-2017 year, the Academic Standards Committee submitted a request, and received approval, to revise Board Policy 07.24 - *Graduation Requirements* to allow the minimum number of hours required for any associate degree to be reduced from 64 to 60 (the minimum number allowed by ICCB and HLC).

Goal: **Fulfill evolving and emerging education and training needs**  
 College Objective: **Expand transfer options and career pathways.**

<b>Strategy:</b>	Creation of 2+2 Agreement with SIU-C College of Agricultural Sciences
<b>Unit Objective:</b>	Create new and innovative transfer opportunities.
<b>Requestor(s):</b>	Jon Althaus
<b>Description:</b> The Lake Land College Agriculture Division will work collaboratively with representatives of SIUC-COAS to create a 2+2 transfer agreement for Lake Land students in Agriculture AAS programs. These programs would include: Agriculture Business & Supply, Agriculture Production & Management, Ag Power Technology, Horticulture and John Deere Tech.	
<b>Status Statement:</b>	08/16/2016  Achieved - strategy development complete
	11/25/2015  Meeting progress target
<b>Mid-Year Progress Report:</b> The 2 + 2 agreement has been completed and signed. Congratulations to the Agriculture staff members that worked diligently toward this strategy.	

<b>Strategy:</b>	Improve Availability of Transfer Information to Students
<b>Unit Objective:</b>	Assist students with transfer and career pathway options.
<b>Requestor(s):</b>	Jane Cox & Kellie Keck
<b>Description:</b> Create electronic transfer web page, complete with checklists for counselors, advisors, and students to access. The page will be located inside the counseling services web page.	
<b>Status Statement:</b>	01/10/2018  Achieved - strategy development complete
	09/07/2017  Meeting progress target
	02/03/2017  Project placed on hold
	07/28/2016  Project placed on hold

	 11/13/2015 Project placed on hold
<b>Mid-Year Progress Report:</b> The site has been implemented. Sheets will be added as available.	

<b>Strategy:</b>	Bachelor's Degree Completion Pathways for ALS (Liberal Studies)
<b>Unit Objective:</b>	Assist students with transfer and career pathway options.
<b>Requestor(s):</b>	Emily Hartke
<b>Description:</b> Increase availability of easy-to-use information regarding transfer process for ALS students to Adult Degree Completion programs through the development of transfer checklists/guides to three-five specific completion programs with the intention of increasing the number of ALS students continuing their education beyond the associates degree.	
<b>Status Statement:</b>	<div style="display: flex; flex-direction: column; align-items: center; gap: 10px;"> <div>01/17/2018  Meeting progress target</div> <div>08/31/2017  Meeting progress target</div> <div>02/06/2017  Meeting progress target</div> <div>11/30/2016  Meeting progress target</div> <div>08/04/2016  Not meeting progress target</div> <div>11/06/2015  Meeting progress target</div> </div>
<b>Mid-Year Progress Report:</b> Transfer numbers for the recent graduating classes of ALS students are: 2015 - 12/40, 30% 2016 - 28/75, 37% 2017 - 10/39, 25%. Transfer guides were sent to the 15 currently enrolled (spring 2018) students. Graduation data for 2018 graduates will be monitored and reported when available.	

<b>Strategy:</b>	Employer Survey															
<b>Unit Objective:</b>	Assist students with transfer and career pathway options.															
<b>Requestor(s):</b>	Lynn Breer															
<p><b>Description:</b> One of the KPIs for Goal 2 is to develop and administer an employer survey to determine how satisfied employers are with Lake Land College graduates and identify any skills that need to be enhanced during their education. The survey will also identify current and future skill/training needs for employees as well as estimated number of new and replacement positions over the next three years. The survey will be administered annually to all employers participating in program advisory councils. To keep the cost and resources needed for the survey low, it will be administered via e-mail and data will be collected via survey monkey.</p>																
<p><b>Status Statement:</b></p>	<table border="0"> <tr> <td>01/16/2018</td> <td></td> <td>Achieved - strategy development complete</td> </tr> <tr> <td>08/24/2017</td> <td></td> <td>Meeting progress target</td> </tr> <tr> <td>01/24/2017</td> <td></td> <td>Meeting progress target</td> </tr> <tr> <td>07/28/2016</td> <td></td> <td>Not meeting progress target</td> </tr> <tr> <td>11/24/2015</td> <td></td> <td>Meeting progress target</td> </tr> </table>	01/16/2018		Achieved - strategy development complete	08/24/2017		Meeting progress target	01/24/2017		Meeting progress target	07/28/2016		Not meeting progress target	11/24/2015		Meeting progress target
01/16/2018		Achieved - strategy development complete														
08/24/2017		Meeting progress target														
01/24/2017		Meeting progress target														
07/28/2016		Not meeting progress target														
11/24/2015		Meeting progress target														
<p><b>Mid-Year Progress Report:</b> The employer survey was updated to be specific to each program. Included in the survey are satisfaction questions related to learning outcomes as well as "soft skills". 44 employers have completed the survey across 8 disciplines. Reminders to distribute the survey to employers are sent each semester to program coordinators.</p>																

Goal: **Fulfill evolving and emerging education and training needs**  
 College Objective: **Partner with community, business, and education.**

<b>Strategy:</b>	Business and Computer Contest
<b>Unit Objective:</b>	Pursue new and innovative ways to inform nontraditional students about Lake Land College.
<b>Requestor(s):</b>	Kathy Black
<b>Description:</b> The Business Division hosts an annual Business and Computer Contest inviting all area high schools to attend and bring seven students to compete in contest events.	
<b>Status Statement:</b>	<p>07/26/2016  Achieved - strategy development complete</p> <p>11/04/2015  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> The Business & Computer Contest was completely overhauled for April 2016. Additional schools were invited; attendance by school was the same, however. Each school brought five students, and participated in a team event as well as one individual event. Feedback from all teachers, and particularly those who were familiar with the old format, was very positive. Snapchat filters were used during the team event to promote Lake Land College, and was well received by the attending students. We will continue to model the future contest after the format adopted in April 2016.	

<b>Strategy:</b>	CNC Machine Tools for Computer Integrated Manufacturing Program (CIM)
<b>Unit Objective:</b>	Pursue new and innovative ways to inform nontraditional students about Lake Land College.
<b>Requestor(s):</b>	Joseph Tillman
<b>Description:</b> The purchase of two modern CNC lathes and two CNC mills for use in the CIM and MTI programs. This will assist in meeting the training needs of several manufacturers in the area.	
<b>Status Statement:</b>	<p>09/01/2017  Achieved - strategy development complete</p> <p>01/18/2017  Meeting progress target</p> <p>08/16/2016  Project placed on hold</p>

	 08/16/2016 Project placed on hold
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**Mid-Year Progress Report:** This summer a FANUC CNC mill was purchased through Perkins funds. This mill was installed in the CNC lab space in West 106. The mill is operating this Fall and will aid in student training and industrial certification before their graduation from LLC.

<b>Strategy:</b>	Douglas County Public Health Rotation
<b>Unit Objective:</b>	Pursue new and innovative ways to inform nontraditional students about Lake Land College.
<b>Requestor(s):</b>	Debbie Thomason

**Description:** Dental Hygiene students will perform dental hygiene treatment to patients at the Douglas County Public Health Department. This opportunity will occur throughout each semester as a required clinical rotation. One or two students will be sent each week for an afternoon of clinic experience.

<b>Status Statement:</b>	01/23/2018  Meeting progress target  09/08/2017  Meeting progress target  01/18/2017  Meeting progress target  08/16/2016  Meeting progress target  11/23/2015  Project placed on hold
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**Mid-Year Progress Report:** Spring 2018 - We have continued with the student rotation through Douglas County Dental Public Health Department. The students feel positive about their experience and feel that they benefit from going. The students have expressed that they feel increased confidence in regard to entering the workforce due to the fact Douglas County has a schedule more like a dental office.

<b>Strategy:</b>	Machine Tools for Introductory Machine Tool Technology (MTT) Classes
<b>Unit Objective:</b>	Pursue new and innovative ways to inform nontraditional students about Lake Land College.
<b>Requestor(s):</b>	Joseph Tillman
<b>Description:</b> The purchase of modern two modern CNC lathes and two CNC mills for use in the CIM and MTI programs. This will assist in meeting the training needs of several manufacturers in the area.	
<b>Status Statement:</b>	<p>01/26/2018  Not meeting progress target</p> <p>09/01/2017  Meeting progress target</p> <p>01/18/2017  Project placed on hold</p> <p>08/16/2016  Project placed on hold</p> <p>11/25/2015  Project placed on hold</p>
<p><b>Mid-Year Progress Report:</b> MTT tooling has not been upgraded this year due to lack of Perkins funding. However, the Technology Division did receive Perkins funding for several other disciplines and is grateful for that help. The existing MTT machinery is still functioning but there is a need for newer lathes to replace the small hobby lathes currently used in the classes.</p> <p><b>Reason for not meeting actions:</b> For FY 2019, a Perkins request for at least two new lathes should be submitted. MTT is a popular class which is included in several certificates and programs. The department needs to be able to have the machinery appropriate to the needs of the industry.</p>	

<b>Strategy:</b>	Potential Employers in Horticulture Industry of SOE (internship) and Employment Opportunities
<b>Unit Objective:</b>	Pursue new and innovative ways to inform nontraditional students about Lake Land College.
<b>Requestor(s):</b>	Dyke Barkley
<b>Description:</b> Create a collection of potential horticulture employers for students of Lake Land College. The information would include contact information, type of horticulture business and physical location and possibly information/recommendations	

from past students. This list would be different than a collection of present job openings. The horticulture industry is much more fragmented and weather dependent. Employers have job opportunities that quickly change with the season, weather and personality of individual student.

The strategy lead would be the Horticulture Program advisor. Currently, a partial list of horticulture businesses is kept by the Instructor, but not in an official, easily accessed method.

<b>Status Statement:</b>	01/26/2018  Project placed on hold
	09/13/2017  Project placed on hold
	01/31/2017  Project placed on hold
	08/22/2016  Project placed on hold
	11/04/2015  Meeting progress target
	11/04/2015  Meeting progress target

**Mid-Year Progress Report:** Project placed on hold.

<b>Strategy:</b>	Alumni Connections with Business
<b>Unit Objective:</b>	Pursue new and innovative ways to inform nontraditional students about Lake Land College.
<b>Requestor(s):</b>	Kelly Allee
<b>Description:</b> As we interview successful alumni we will be sharing how we use the information with their employers. The purpose is to offer the employers the opportunity to share this information in employee newsletters or industry publications which in turn garners additional publicity for Lake Land College. We will also pursue the "We hire Lake Land graduates" banner campaign.	
<b>Status Statement:</b>	09/19/2017  Achieved - strategy development complete

	<p>02/08/2017  Project placed on hold</p> <p>08/04/2016  Meeting progress target</p> <p>11/04/2015  Meeting progress target</p>
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**Mid-Year Progress Report:** As part of our regular processes, we actively write stories about successful alumni at area businesses and have worked with them to seek approval for articles and photographs.

<b>Strategy:</b>	Track WIOA Community, Business, Education Partnerships and Contacts
<b>Unit Objective:</b>	Increase WIA partnerships with community, business and education.
<b>Requestor(s):</b>	Gerry Schlechte
<b>Description:</b> Who: Workforce Investment, CEFS, VP of Business Services. What: Determine information desired. Create database. Develop data gathering process. Create data sharing report. Implement.	

<b>Status Statement:</b>	<p>01/23/2018  Meeting progress target</p> <p>08/30/2017  Meeting progress target</p> <p>02/03/2017  Meeting progress target</p> <p>08/02/2016  Meeting progress target</p> <p>11/23/2015  Meeting progress target</p>
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**Mid-Year Progress Report:** To make community and workforce area leaders aware of the services the Workforce Innovation and Opportunity Act provides, outreach in Local Workforce Innovation Area 23 is essential. Since Lake Land College took over the duties of Grant Recipient / Fiscal Agent July 1, 2014, 292 new contacts with these leaders have been made throughout our workforce area. This awareness can bring

students to Lake Land, build business partnerships with the college, training opportunities through the Center for Business and Industry, and expand on the relationship developed with the Adult Education and Pathways programs.

<b>Strategy:</b>	"Community Connections" Portal via the Office of the President's Webpage
<b>Unit Objective:</b>	Actively engage local leaders and legislators in the support of new and existing partnerships.
<b>Requestor(s):</b>	Jean Anne Grunloh

**Description:** Develop a new set of web pages for the Office of the President to offer an interactive format and enable increased, streamlined communication with legislators, area leaders and community, business and education partners. Once the web pages are active, solicit legislators and area leaders to voluntarily register to receive electronic communications ("Community Connections") from the President's Office. Commit to continual updates for the Office of the President to provide timely, pertinent information such as a "President's Report to the Community". Provide links to the Board of Trustees, Foundation, Alumni Association, ECIDC, and current events of the College. Finally, ensure the new web pages provide legislators and community partners with descriptive roles of various College leaders and links to easily submit e-mail communications and requests to the Office of the President, members of the Cabinet, and leaders with the Foundation and Alumni Association.

<b>Status Statement:</b>	01/12/2018  Meeting progress target
	08/31/2017  Meeting progress target
	01/12/2017  Project placed on hold
	07/12/2016  Project placed on hold
	11/17/2015  Project placed on hold

**Mid-Year Progress Report:** Information Systems and Services (ISS) has been coordinating efforts with Marketing and Public Relations to launch new web pages for the Office of the President that will offer enhanced outreach and digital communications. Research was conducted and concluded in the fall of 2017 regarding best practices for layout, design and functionality such as a feature to allow members

of the community to register for electronic communications and updates from the College President. Launch of the new web pages is expected by early spring 2018.

<b>Strategy:</b>	Create Marketing Plans That Ensure Touch Points with High School Students in Each Year of Their High School Career
<b>Unit Objective:</b>	Collaborate with high schools to help students successfully transition to the College.
<b>Requestor(s):</b>	Kelly Allee & Lisa Shumard-Shelton
<b>Description:</b> Create specific ways to reach out to students in each year of their high school career.	
<b>Status Statement:</b>	<p>02/08/2017  Achieved - strategy development complete</p> <p>08/04/2016  Meeting progress target</p> <p>11/04/2015  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> The Paris Economic Development Agency invited Lake Land College to create banners and signs for the new Paris High School which will touch all high school student as well as the many district residents who travel to Paris HS for events. MPR and Admissions have worked together to create a list of touch points for all ages of high school students. We are also investigating the use of the new CRM software to assist us in this effort.	

<b>Strategy:</b>	Increase Information Sharing Between the Office of Student Accommodations and High School Students
<b>Unit Objective:</b>	Collaborate with high schools to help students successfully transition to the College.
<b>Requestor(s):</b>	Andrew Gaines
<b>Description:</b> Host a transition night/day (depending on feedback from districts) to cover application for and dissemination of student accommodations at Lake Land College and provide information of other services relevant to the students with disabilities.	
<b>Status Statement:</b>	02/16/2017  Abandoned

	<p>07/19/2016  Meeting progress target</p> <p>11/19/2015  Meeting progress target</p>
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**Mid-Year Progress Report:** After reviewing feedback from district high schools it was determined that the status quo would be more effective and preferential than hosting a transition event on campus. High school personnel reported varying times at which they could attend (day versus night), a lack of foreseen parental involvement, and a lack of transportation funds (for parents and school districts). Those who have been bringing groups to campus showed a preference for that. Those who have been unable to visit campus preferred an OSA representative visiting their high schools for an informational meeting. For those who cannot visit campus, data was gathered regarding the information that the schools would like to receive. The project did produce outreach to districts who had not participated in campus visits or OSA visits to the high school. As a result, several districts have been added to informational visits this year. There is a potential to revisit the strategy of a "transition event" once the educational budget crisis subsides.

<b>Strategy:</b>	Develop Career Pathway Models to be Used by Others in LLC
<b>Unit Objective:</b>	Collaborate with high schools to help students successfully transition to the College.
<b>Requestor(s):</b>	Lori Ohnesorge
<b>Description:</b>	Create a visual Career Pathway Tool. Partner with an area organization to define various careers with income levels. Careers will be organized into the same career clusters defined in the Lake Land College catalog. An educational pathway, utilizing Lake Land programs, will be created for each career. The end result will represent an area organization with careers listed in different clusters and a visual path of how a secondary student could reach each career in the organizations.

<b>Status Statement:</b>	<p>01/25/2018  Achieved - strategy development complete</p> <p>09/06/2017  Meeting progress target</p> <p>09/06/2017  Meeting progress target</p> <p>09/06/2017  Meeting progress target</p>
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	<p>02/10/2017  Not meeting progress target</p> <p>08/08/2016  Not meeting progress target</p> <p>11/25/2015  Meeting progress target</p>
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**Mid-Year Progress Report:** The Career Pathways initiative was formed in hopes of creating a clear path between education and work. This is a process we take TRiO DC students through as a part of our curriculum, and intentions were to replicate these efforts for a college wide scale. Career Services and Destination College team members met with the Production Manager and Human Resources Manager at Yargus Manufacturing to discuss the efforts they had put forth, connecting positions within their company to education. Information was collected on their positions and educational preferences. Yargus had spent extensive time and efforts to put the work together. Through our experience with Yargus, we recognized the significant amount of time of personnel across the college that would be required to replicate the TRiO DC career pathways model to the college level and that such an initiative would require college-wide support. We are excited that Guided Pathways for Success has been identified as one of two priorities in the College's next strategic plan and believe that GPS will provide the framework to continue building a model articulating relationships between education and career advancement.

<b>Strategy:</b>	Develop an Outreach Campaign to Those People in the District Who Do Not Have Library Services
<b>Unit Objective:</b>	Pursue new and innovative ways to inform nontraditional students about Lake Land College.
<b>Requestor(s):</b>	Kelly Allee
<b>Description:</b> Develop a plan to market the library's services to those who live outside a library taxing district.	
<b>Status Statement:</b>	<p>01/23/2018  Abandoned</p> <p>09/08/2017  Meeting progress target</p> <p>02/08/2017  Meeting progress target</p>

	<p>08/03/2016  Meeting progress target</p> <p>11/04/2015  Meeting progress target</p>
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**Mid-Year Progress Report:** This project has been put on hold due to other priorities regarding marketing of new students.

<b>Strategy:</b>	Fully Implement Director of Community Outreach Position and Establish a Plan for Adult and Community Recruitment
<b>Unit Objective:</b>	Pursue new and innovative ways to inform nontraditional students about Lake Land College.
<b>Requestor(s):</b>	Jon Van Dyke

**Description:** The Director of Community Outreach position was developed to concentrate specific recruitment efforts on prospective adult students and outreach through community activities.

<b>Status Statement:</b>	<p>01/11/2018  Meeting progress target</p> <p>09/13/2017  Meeting progress target</p> <p>02/08/2017  Meeting progress target</p> <p>08/04/2016  Meeting progress target</p> <p>11/20/2015  Meeting progress target</p>
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**Mid-Year Progress Report:** The Director of Community Outreach continues to attend the events identified initially. The data shows that we are seeing some positive impact on spring enrollment due to our activities last fall. The Explore events and Re-entry Summits were very successful. As we continue with our recruitment activities we are constantly evaluating each event. The focus areas for the spring 2018 visits include businesses and factories in Mattoon, Charleston and Effingham.

<b>Strategy:</b>	Department of Corrections Re-Entry Summits Recruitment Plan
<b>Unit Objective:</b>	Pursue new and innovative ways to inform nontraditional students about Lake Land College.
<b>Requestor(s):</b>	Jon Van Dyke
<b>Description:</b> Re-entry summits are designed to assist inmates with opportunities available to them to be successful upon release. Many Illinois inmates are current Lake Land College students who have received coursework during their time in incarceration. The college wishes to attend all re-entry summits in the state where we teach courses and meet with inmates to educate them about their student records and help them obtain information from the college and pursue additional coursework or training.	
<b>Status Statement:</b>	<p>01/30/2018  Meeting progress target</p> <p>09/08/2017  Meeting progress target</p> <p>02/23/2017  Meeting progress target</p> <p>08/02/2016  Meeting progress target</p> <p>11/17/2015  Meeting progress target</p>
<b>Mid-Year Progress Report:</b> Chris Strohl, Director of Community Outreach, attends Department of Corrections reentry summits twice per year at the 17 locations throughout the state of Illinois served by Lake Land College. These events provide opportunity to give current students information about continuing their education and reverse transfer options. The college has also recently acquired the Department of Juvenile Justice facility in St Charles and Harrisburg. For the Spring 2018 Semester, we have 15 formally incarcerated students enrolled in campus courses. Seven are enrolled in on-line courses and the other eight are enrolled in classes on campus or at one of our extension sites.	

<b>Strategy:</b>	Collaborate with CEFS to Implement Rapid Response
<b>Unit Objective:</b>	Pursue new and innovative ways to inform nontraditional students about Lake Land College.
<b>Requestor(s):</b>	Chris Strohl

**Description:** When a business or facility closes, employees losing their jobs often times wish to receive information about educational opportunities. We plan to partner with CEFS to better serve these people by having a Liaison to the events (called Rapid Response) through the Community Outreach Director. The director will attend these events and provide relevant and targeted marketing materials.

<b>Status Statement:</b>	01/11/2018  Achieved - strategy development complete
	09/20/2017  Meeting progress target
	02/16/2017  Meeting progress target
	08/16/2016  Meeting progress target
	11/17/2015  Meeting progress target

**Mid-Year Progress Report:** Developed working relationship with agencies including CEFS to provide college information to recently laid-off individuals in the Lake Land College district. Working closely with CEFS provides the ability to market the college to the counselors and individuals affected by layoffs. Continued partnerships give Lake Land College the opportunity promote the college including its programs and services to community members. Recent Rapid Response events include Vesuvius in Charleston and Kmart in Effingham, both locations were laying off full and part time employee due to lack of business.

<b>Strategy:</b>	DACUM Facilitator Training
<b>Unit Objective:</b>	Pursue new and innovative partnering opportunities.
<b>Requestor(s):</b>	Lisa Madlem

**Description:** At one time in Lake Land’s history, we had two or more trained DACUM facilitators on staff. Since the retirement of these individuals, currently no trained DACUM facilitators are employed at Lake Land. This plan would be to train one individual as a DACUM facilitator so that CTE programs could more regularly engage in the DACUM process.

The DACUM Training Center, located at Ohio State University, regularly offers a five-day training workshops to candidates interested in becoming certified DACUM facilitators.

<b>Status Statement:</b>	09/13/2017  Achieved - strategy development complete
	02/16/2017  Meeting progress target
	08/10/2016  Not meeting progress target

**Mid-Year Progress Report:** On January 13, 2017, Lisa Madlem completed 40 hours of instruction in the skills required to coordinate and facilitate the DACUM occupational analysis process. The training was conducted by The International DACUM Training Center at The Ohio State University. Two DACUM Workshops were conducted during the spring 2017 semester resulting in DACUM Charts for Precision Agriculture (February) and Okaw Valley Career Pathways Enhancement Grant (May). In addition, a Court Reporting DACUM Workshop is scheduled for October of 2017.

<b>Strategy:</b>	Improving the Effectiveness of Effingham Mfg. Day as a Recruitment Opportunity for Technology and Information Technology (IT) Programs
<b>Unit Objective:</b>	Pursue new and innovative partnering opportunities.
<b>Requestor(s):</b>	Karen Kull, Joe Tillman, James Munger

**Description:** Using the names of the Effingham Mfg. Day attendees, an assessment survey along with a follow-up text/phone call/e-mail contact of the attendee would provide vital feedback of the existing Mfg. Day activities along with continued presence of Lake Land College as an educational choice.

The strategy will be led by Karen Kull, Joe Tillman and James Munger. Karen will assist with Mfg. Day events and surveys and will acquire the names of the attendees. Joe and James will lead recruitment efforts with students who indicated a desire to enter programs in Technology or IT.

<b>Status Statement:</b>	01/24/2018  Meeting progress target
	09/07/2017  Meeting progress target
	02/08/2017  Meeting progress target

	08/04/2016  Meeting progress target
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**Mid-Year Progress Report:** Outcome: Improved Manufacturing Day Activities Offered For FY18, Effingham County Mfg. Day was held October 5, 2017. Lake Land participated in the following ways: A. Ten Lake Land staff participated the day of the event by checking students in, greeting students, assisting as a chaperone on the tours, helping with setup and cleanup, manning the Lake Land booths, and helping with the luncheon program. B. Lake Land supplied pens, bags and program materials for students. Lake Land donated three giveaway prizes to students. C. Lake Land staffed two booths and a drawing table during the lunch hour. One booth had robotic equipment and was interactive with the high school students. The other booth was informational. Students were required to stop by this booth to be entered into a Chamber drawing, which accounted for increased activity at the booth. At the drawing table, students submitted their personal information to be entered into a drawing for college prizes. These entries have been entered into Admissions Recruiter. D. Post cards with a personal message were mailed to all students with valid addresses who registered for the Mfg. Day event. E. Of the students who completed the Mfg. Day Survey, 32 requested to be contacted by Lake Land College for additional information. All 32 students have been contacted. To date, 15 have expressed interest in attending Lake Land and there has been no reply from the other 17 students. The committee will meet in early 2018 to pursue more recruiting efforts.

## Exhibit A

### Strategic Planning Process Lake Land College Strategic Planning Committee

**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. Specific tasks include:

- Vet the strategic planning process.
- Research trends in higher education and provide as inputs to the planning process.
- Serve as facilitators for strategic planning visioning sessions.
- Assess visioning session feedback and develop a summary of results and key findings.
- Assist the President's Cabinet with development of College level goals and objectives.
- Participate in the annual review and updating of the College strategic plan.
- Be champions for the planning process and resulting plan.

**Composition as of July 1, 2017:** The Committee is comprised of the following individuals:

**Chair:** Jean Anne Grunloh, Senior Executive to the President

**Committee Assistant:** Seirra Laughhunn, Administrative Assistant, President's Office

**Committee Sponsor:** Dr. Josh Bullock, President

**Members:**

- (1) Director of Institutional Research
    - Dr. Lynn Breer
  - (3) 1 member from each of the bargaining units as appointed by the unit's Executive Committee.
    - Michelle Gill (Para-professional)
    - James Shoot (Custodial Association)
    - Gary Lindley (Faculty Association)
  - (2) 1 support staff each from the student services and business services teams.
    - Tony Sharp (Business Services)
    - Lisa Shumard-Shelton (Student Services)
  - (1) Career Tech faculty member
    - John Carpenter
  - (1) Transfer faculty member
    - Dr. Dustin Heuerman
  - (1) Division chair
    - Ike Nwosu
  - (3) 1 appointed team member each from the academic services, student services and business services teams.
    - Ryan Orrick (Academic Services)
    - Emily Hartke (Student Services)
    - Madge Shoot (Business Services)
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## Exhibit B

**Lake Land College**  
**Strategic Plan FY 2016-2018 – Goals and Unit Objectives**

**Legend**

A	Academic Services Unit
B	Business Services Unit
S	Student Services Unit
P	President's Office Unit
W	Workforce Solutions and Community Education

**Goal 1: Advance student success.**

- 1.1 *Foster a holistic student experience through academic and social integration.*
- A.1: Improve the experience of students through quality teaching and learning.
  - B.1: Maintain campus facilities and grounds.
  - S.1: Implement new branding and marketing strategies to further student engagement.
- 1.2 *Ensure a student-centered culture through excellent teaching and exceptional service.*
- A .1: Improve the experience of students through quality teaching and learning.
  - B.1: Improve campus way finding.
  - S.1: Collaborate with community agencies to provide support for students beyond college services.
- 1.3 *Improve retention, persistence and completion.*
- A.1: Improve retention, persistence, and completion.
  - W.1: Meet WIA performance rates for employment, retention and earnings.
  - P.1: Foster legislative support for strategies and resources needed to improve retention, persistence, and completion.
  - S.1: Promote completion in 100% time.
  - S.2: Decrease student withdrawals.

## **Goal 2: Fulfill evolving and emerging education and training needs.**

### *2.1 Partner with community, business, and education.*

A.1 and W.1: Pursue new and innovative partnering opportunities.

W.1: Increase WIA partnerships with community, business and education.

P.1: Actively engage local leaders and legislators in the support of new and existing partnerships.

S.1: Collaborate with high schools to help students successfully transition to the College.

S.2: Pursue new and innovative ways to inform nontraditional students about Lake Land College.

### *2.2 Align programs, services and delivery methods.*

A.1 and W.1: Provide student-centered course scheduling and delivery options.

S.1: Implement models to respond to non-traditional educational opportunities.

S.2: Develop student-centered solutions for class planning.

### *2.3 Expand transfer options and career pathways.*

A.1: Expand use of career pathways model.

A.2: Create new and innovative transfer opportunities.

S.1: Assist students with transfer and career pathway options.

### **Goal 3: Commit to quality, access and affordability.**

#### **3.1 *Innovate for advancement.***

A.1: Seek innovative funding sources.

P.1: Increase institutional readiness for a capital campaign to raise financial resources in support of the student learning experience.

S.1: Implement Customer Relations Management software to provide quality communication with potential students and applicants.

#### **3.2 *Invest strategically in personnel, facilities and equipment.***

A.1: Invest in educational resources to support existing and emerging programs.

B.1: Provide a safe work environment.

B.2: Provide exceptional service to support technology needs to ensure a student-centered culture.

B.3: Develop and manage a five-year budget plan tied to the strategic plan.

B.4: Construct and operationalize the Luther Student Center Addition.

P.1: Improve internal communication and collaboration.

P.2: Work with area leaders and legislators to ensure strategic capital and operational funding needs are met.

P.3: Invest in staff training in areas of leadership development, quality improvement and customer service.

S.1. Implement Customer Relations Management software to develop standardized means of tracking communication with potential students and applicants.

#### **3.3 *Demonstrate personal and institutional accountability through data-driven decision making.***

A.1: Improve decision-making processes through the collection and use of data.

B.1: Improve text book rental experience for students.

B.2: Maintain technology quality and availability across campus.

B.3: Develop and monitor financial metrics to manage costs.

B.4: Mitigate the cost of print services.

P.1: Ensure strategic planning is a continuous, living process.

S.1: Create a standard format for evaluating success of student services initiatives.