STRATEGIC DIRECTION

Annual Report to the Lake Land College Board of Trustees

November 9, 2026



Education that fits your *Life*

Table of Contents

2025-2026 Accomplishments 4

Ideation to Activate: Translating Employee Ideas into Strategic Action 6

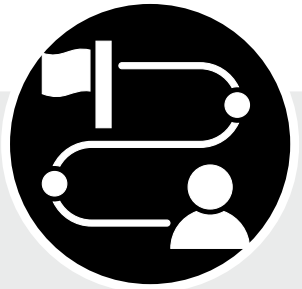
Strategic Plan Initiative Updates 10

Ellucian SaaS Project Progress 22

Key Performance Indicators 24

Strategic Planning Committee Members 39

Lake Land College will enable students to fit education within their active work and personal lives. We will...



Streamline Enrollment Processes and Technology

1. Simplify the college application process so that student-customers only complete it once in a lifetime, and streamline onboarding processes to fit the modality and time that works best for them.
2. Provide personalized support and a consistent point of contact to a student-customer to navigate the application, onboarding, and enrollment processes.
3. Fully transition to the Ellucian Colleague cloud-based (SaaS) system by Fall 2028, ensuring all ancillary products are connected to SaaS and data is centralized.
4. Adopt universal design across all processes and technology that focuses on making them intuitive, accessible, and usable for diverse individuals, regardless of their abilities, ages, or backgrounds. (e.g., Standardized Canvas course shells, HUB usage, etc.).



Provide Customer-centric Schedules and Learning Options

1. Offer courses and schedules that ensure student-customers, balancing work, family, and personal commitments, can choose how and when they learn, with quality as a foundation.
2. Provide student-customers clear and targeted educational pathways that demonstrate the value of a Lake Land College education.



Facilitate Access to Comprehensive Support Services

1. Ensure every student-customer has or gets essential tech skills training before their first class begins, especially those with no digital experience.
2. Offer student-customers a culture of individualized advisement and support to ensure their success.

Scan this QR Code to view the entire plan, including all the guiding questions.
Direction Launch 2025

2025-2026 Accomplishments

Strategic Planning Committee

Chair- Chief of Staff: Jean Anne Highland
Purpose: Support the College's rolling strategic direction or plan, "Education That Fits Your Life," by fostering employee engagement, effective Committee communication to the College community and accountability for progress by each strategic initiative team associated with the plan.

Championing the Plan

During the 2025–2026 year, the Strategic Planning Committee played an important role in advancing awareness and engagement around the College's new strategic direction, "Education That Fits Your Life." The committee supported ongoing communication efforts by providing monthly updates to the Board of Trustees and sharing progress with the College community during all-employee meetings.

In partnership with the Marketing and Public Relations team, the College also launched a series of branded materials that prominently feature the new strategic motto. Standardized templates and communications resources—including PowerPoint templates, marketing materials, press releases, and other outreach tools—have been implemented across the institution to reinforce and consistently promote the strategic direction.

Creating Collaboratively

While the President's Cabinet established the vision for this strategic priority, the committee emphasized broad employee and student engagement to help shape how the College will achieve that vision. Through this collaborative approach, the College community provided valuable input on strategies to streamline enrollment processes and technology, provide customer-centric scheduling and learning options, and facilitate access to comprehensive student support services.

To further engage the campus community, the committee facilitated a series of ideation—or "How Might We"—sessions designed to generate ideas and practical approaches for advancing the plan's objectives. Nearly 350 employees participated in these sessions, offering thoughtful insights and feedback that have informed the work of the College's three strategic project teams, which are now working to develop detailed action plans.

Sharing Progress

The committee met regularly throughout the year, fostering collaboration and communication among project team members. These meetings created opportunities for members to share progress, exchange ideas, and provide constructive feedback that helped strengthen project development and enhance communication with the broader College community as the planning process continues.

Supporting with Structure

To support effective implementation of the strategic plan, the College also adopted a formal project management model for advancing strategic initiatives. This approach includes dedicated leadership through a new full-time administrative position, the Director of Strategic Initiatives, who provides coordination, project management support, and alignment across the College's strategic projects to help ensure continued progress toward institutional goals.

Involving Students

In partnership with the College's Institutional Effectiveness Team and the Research Review Board, the committee launched a short three-minute survey for prospective students. Questions focused on work schedules as well as their preferred course modalities, days on campus, and time of day for in-person courses. The College administered the survey during April, May, and June, 2026. It was disseminated through multiple avenues including high school visits, community events, the College magazine, and our email distribution list to hundreds of community and business partners. Data was downloaded on a weekly basis so respondents indicating interest in more information about the College and enrolling can receive appropriate communications. The information was then analyzed and shared with the Board of Trustees as well as with the strategic planning committee.

Guiding the Vision

As the College has introduced its new strategic priority and eight supporting objectives, the committee has emphasized the guiding themes of "You and We" and "Growth Takes Grace." These concepts recognize that the vision is both ambitious and transformative, and that achieving it will require collaboration, shared commitment, and patience as the College community works together to bring this vision to life.



Ideation to Action: Translating Employee Ideas into Strategic Action

1-year Progress Update on College Ideation Sessions and Implementation Roadmap







Streamline Enrollment: LLC Employees Shaped

Ideation Theme	Strategic Initiative in Progress
Single Point of Contact	• Case Management Model
Sequential Guidance	• New Student Checklist
Flexible Hours	• Extended Office Hours
Extension Center Services	• ETC Student Services Connector
Coordinated Messaging	• Comprehensive Communication Plan & Recruitment Communication

Customer Centric Schedules: LLC Employees Shaped

Ideation Theme	Strategic Initiative in Progress
Course Offerings Outside 9am – 2pm	• **Expand Evening Class Offerings**
Compressed Course Formats	• **Expand Mod Programs (8, 10, 12 Week)**
Display Tech Requirements Early; Explain Online/HyFlex Challenges	• **Create Modality Transparency**

Facilitate Access to Comprehensive Support: LLC Employees Shaped

Ideation Theme	Strategic Initiative in Progress
Introductory to Canvas Modules, Tech Bootcamps, Prior to First Week of Classes	• **How to College Tech Workshop**
Reduce Platform Clutter by Centralizing Communications into a Primary Hub	• **Chatbot Optimization/Single Source of Truth**
Deploy Technology Ambassadors and Extend Support Hours to Balance Digital Tools with Relatable Human relationships	• **Peer Mentoring Program**

Strategic Plan Initiative Updates





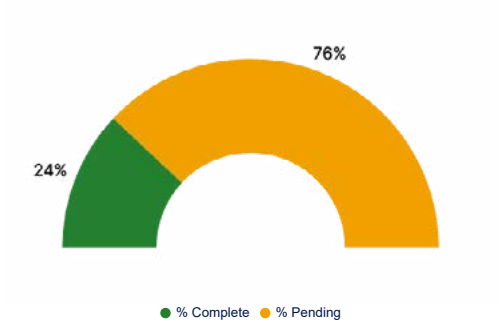


INITIATIVE NAME

Universal Design for Learning Strategic Initiative

OVERVIEW

Initiative Name	**Universal Design for Learning Strategic Initiative**
Initiative Owners	**Jonathan Cook and Sarah Hill**
Description	**Objective 4: Adopt universal design across all processes and technology**
Goal	**Streamline Enrollment Process & Technology**
% Complete	**24%**
Actual Start Date	**07/14/26**
Estimated End Date	**06/07/27**
Health	



TEAM

Role	Contact	Department
Cabinet Sponsor	Ikemefuna Nwosu	
Project Team Co-Lead, Faculty - Mathematics Instructor	Bambi Jones	
Project Team Co-Lead, Staff - Instructional Designer	Jonathan Cook	

Health Legend

Green = Complete, Yellow = In Progress, Red = 25% of tasks past due

MILESTONE PROGRESS

MILESTONE SUMMARY

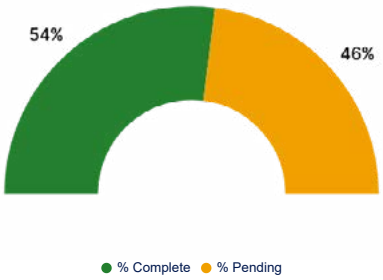
Milestone/ Task	Health	Notes
Phase 1: Inform Campus Community		An introduction to Universal Design for Learning (UDL) was given at the September all-staff and faculty-cabinet meetings. All employees, faculty, and staff were formally invited to participate in UDL ideation sessions held four times in September. All employees, faculty, and staff were formally invited to participate in professional development sessions focusing on UDL. A reading list of UDL information and two audio podcasts were developed and released to all employees, faculty, and staff.
Phase 2: Ideation Sessions & UDL Training		Four ideation sessions were held between September 17 and September 29. The team co-chairs met with SGA on September 30 to gain student perspectives. The team met on October 14 to review the themes and determine next steps. Two priorities emerged: the need for the How to College course/workshop to be expanded upon and the need for a common way of structuring course content within Canvas to ensure familiarity with the structure regardless of the course, i.e. all Canvas courses in a student's schedule are similar enough to facilitate easy navigation. Team members are reaching out to colleagues at other institutions for information on their institutions' technological on-boarding process (i.e. their How to College) for incoming students. Professional development sessions were held on 9/28, 10/12, and 10/16, with further sessions being held one a week through the end of October. Future professional development sessions will be scheduled towards the end of October based on faculty and staff needs/questions.

INITIATIVE NAME

Offer weekend & evening courses

OVERVIEW

Initiative Name	**Offer weekend & evening courses**
Initiative Owners	**Charles Jarrell, Ed Thomas, Greg Capitosti**
Description	**Expand evening and weekend course offerings.**
Goal	**Provide Customer-CentricSchedules and Learning Options**
% Complete	**54%**
Actual Start Date	**06/24/26**
Estimated End Date	**12/07/26**
Health	



TEAM

Role	Contact	Department
Initiative Owner	Ed Thomas	Division Chair
Initiative Owner	Charles Jarrell	Division Chair
Initiative Owner	Greg Capitosti	Division Chair
Initiative Owner	Erin Swingler	Division Chair

Health Legend

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PROGRESS

MILESTONE SUMMARY

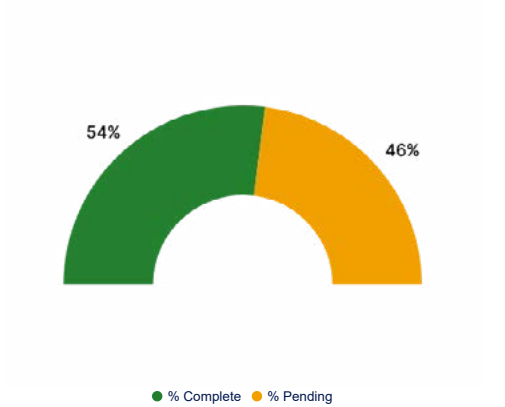
Milestone/ Task	Health	Notes
Team Probing Exercise		Using a process from Achieve the Dream, we asked our project leads to review the possible scenarios and issues tied to these changes. Over three structured discussion sessions, the team shared their perspectives and raised concerns openly. These sessions showed us where the team already agrees and where views differ. This gives us a clear starting point: we can build on shared priorities and give extra attention to the areas that need more discussion before decisions are made.
Develop and Finalize project Plan		We are now turning what we learned into a formal project plan. This includes a scope statement defining what the project will and will not cover, clear project goals, key milestones, and a timeline. Once complete, the plan will give the team a shared roadmap and make it easier to track progress and report back to the board.

INITIATIVE NAME

Expand course formats: 6, 8, 12 weeks

OVERVIEW

Initiative Name	**Expand course formats: 6, 8, 12 weeks**
Initiative Owners	**Brian Madlem, Christine Strohl, Kurt Hoene**
Description	**Expand the availability of courses offered in multiple term lengths, including 6-, 8-, and 12-week formats, to provide students with greater flexibility.**
Goal	**Provide Customer-CentricSchedules and Learning Options**
% Complete	**54%**
Actual Start Date	**06/24/26**
Estimated End Date	**12/07/26**
Health	



TEAM

Role	Contact	Department
Initiative Owner	Brian Madlem	IT Engineering
Initiative Owner	Christine Strohl	Workforce
Initiative Owner	Kurt Hoene	Faculty

Health Legend

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MILESTONE PROGRESS

MILESTONE SUMMARY

Milestone/ Task	Health	Notes
Team Probing Exercise		Using a process from Achieve the Dream, we asked our project leads to review the possible scenarios and issues tied to these changes. Over three structured discussion sessions, the team shared their perspectives and raised concerns openly. These sessions showed us where the team already agrees and where views differ. This gives us a clear starting point: we can build on shared priorities and give extra attention to the areas that need more discussion before decisions are made.
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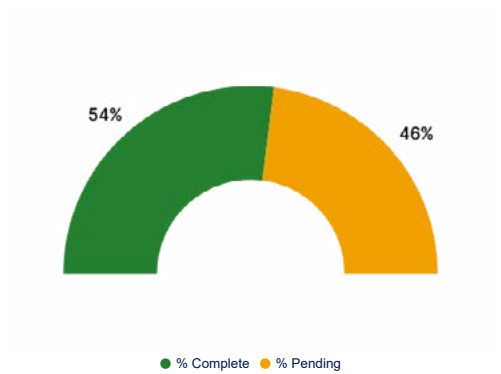
INITIATIVE NAME

Clear Display (explanation): Modalities

OVERVIEW

Initiative Name	**Clear Display (explanation): Modalities**
Initiative Owners	**Jennifer Melton, Mike Rudibaugh, Stacey Hakman**
Description	**Clearly define and consistently display course modalities (e.g., in-person, online, HyFlex, hybrid, and synchronous)**
Goal	**Provide Customer-CentricSchedules and Learning Options**
% Complete	**54%**
Actual Start Date	**07/14/26**
Estimated End Date	**12/07/26**
Health	



TEAM

Role	Contact	Department
Initiative Owner	Jennifer Melton	Counseling Services
Initiative Owner	Stacey Hakman	Academic Scheduling
Initiative Owner	Mike Rudibaugh	Faculty

Health Legend

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MILESTONE PROGRESS

MILESTONE SUMMARY

Milestone/ Task	Health	Notes
Team Probing Exercise		Using a process from Achieve the Dream, we asked our project leads to review the possible scenarios and issues tied to these changes. Over three structured discussion sessions, the team shared their perspectives and raised concerns openly. These sessions showed us where the team already agrees and where views differ. This gives us a clear starting point: we can build on shared priorities and give extra attention to the areas that need more discussion before decisions are made.
Develop and Finalize project Plan		We are now turning what we learned into a formal project plan. This includes a scope statement defining what the project will and will not cover, clear project goals, key milestones, and a timeline. Once complete, the plan will give the team a shared roadmap and make it easier to track progress and report back to the board.

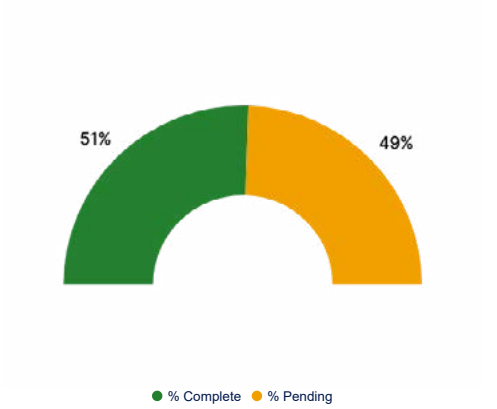
INITIATIVE NAME

Create a student services team rotation supporting prospective students at the ETC campus.

Education that fits your Life

OVERVIEW

Initiative Name	**Create a student services team rotation supporting prospective students at the ETC campus.**
Initiative Owners	**Christine Strohl, Kelly Allee**
Description	**Provide personalized support and a consistent point of contact for students navigating onboarding and enrollment at the Effingham Technology Center (ETC).**
Goal	**Streamline Enrollment Process & Technology**
% Complete	**51%**
Actual Start Date	**05/04/26**
Estimated End Date	**08/20/27**
Health	



TEAM

Role	Contact	Department
Initiative Owner	Kelly Allee	MPR
Initiative Owner	Christine Strohl	Workforce

Health Legend

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MILESTONE PROGRESS

MILESTONE SUMMARY

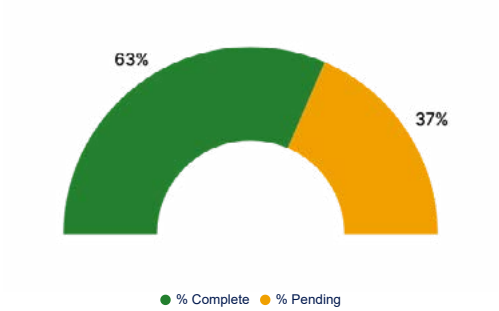
Milestone/ Task	Health	Notes
Phase 1: Resource Gathering & Repository		Through collaborative meetings and resource gathering we developed a framework to define the process, role and procedures.
Phase 2: Tracking		As part of the one-on-one meeting, students are asked to complete a contact card. We then share that with the Administrative Assistant at the ETC, who will populate a spreadsheet. We will then share the information on a monthly basis with the appropriate offices for follow up.
Phase 3: Logistics & Scheduling		Becky Earp has created a shared one-drive calendar and there is a process for those interested in serving in this role.
Phase 4: Training & Expectations		Training Content is developed in the final stages of testing. Expectations are completed and are included as part of the training.
Phase 5: Launch & Promotion		The program was officially launched on 10/13/26. We will give it a few months and then start promoting it.

INITIATIVE NAME

Case Management

OVERVIEW

Initiative Name	**Case Management**
Initiative Owners	**Heather Nohren, Tina Moore, Jennifer Melton**
Description	**Provide a case management model to take students from Application through tenth day**
Goal	**Streamline Enrollment Process & Technology**
% Complete	**63%**
Actual Start Date	**07/01/26**
Estimated End Date	**11/17/26**
Health	



TEAM

Role	Contact	Department
Initiative Owner	Heather Nohren	Student Services
Initiative Owner	Jennifer Melton	Academic Counseling
Initiative Owner	Tina Moore	Career Readiness

Health Legend

Green = Complete, Yellow = In Progress, Red = 25% of tasks past due

MILESTONE PROGRESS

MILESTONE SUMMARY

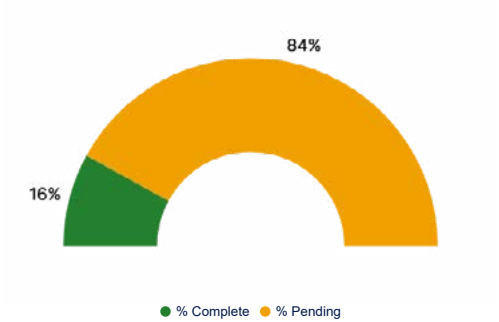
Milestone/ Task	Health	Notes
Develop job description for case manager/onboarding specialist position		We developed a job description for a new case manager/onboarding specialist role. This position will provide students with consistent, personalized support as they start at Lake Land College and throughout their first semesters. The role will help connect students to campus resources, follow up with those who are struggling, and make sure no student falls through the cracks during the transition into college.

INITIATIVE NAME

Create a communication strategy for calls, text, and email

OVERVIEW

Initiative Name	Create a communication strategy for calls, text, and email
Initiative Owners	Heather Nohren, Pam Hartke, Peighton Hinote
Description	Cohesive communication campaign for prospective students.
Goal	Streamline Enrollment Process & Technology
% Complete	16%
Actual Start Date	06/25/26
Estimated End Date	12/10/26
Health	



TEAM

Role	Contact	Department
Initiative owner	Pam Hartke	Department of Recruiting
Initiative owner	Peighton Hinote	Student Communication
Initiative owner	Heather Nohren	Student Services

Health Legend

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MILESTONE PROGRESS

MILESTONE SUMMARY

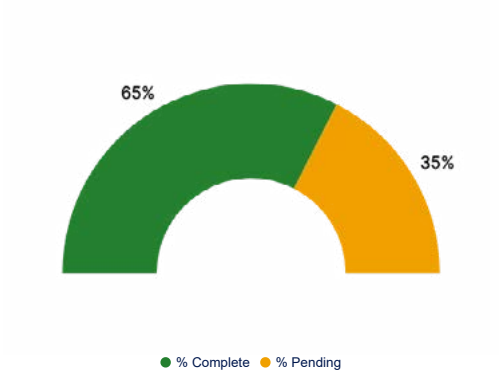
Milestone/ Task	Health	Notes
Audit the current student communication plan for inquiries through the application		We are in the process of reviewing how Lake Land college currently communicates with prospective students, from their first inquiry through the submission of an application. The audit is looking at the messages students receive, the channels used (such as email, text, web, and social media), the timing of each message, and the application the message is coming from.

INITIATIVE NAME

Facilitate Access to Comprehensive Support Services

OVERVIEW

Initiative Name	Facilitate Access to Comprehensive Support Services
Initiative Owners	
Description	All Initiatives: Technology Orientation Workshop (On going & Just in Time)
Goal	Facilitate Access to Comprehensive Support Services
% Complete	65%
Actual Start Date	02/27/26
Estimated End Date	02/28/28
Health	



TEAM

Role	Contact	Department
Initiative Owner	Stephanie Anderson	Career Readiness
Initiative Owner	Tessa Wiles	Dual Credit & Honors
Initiative Owner	Tim Stolz	Student Life

Health Legend

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MILESTONE PROGRESS

MILESTONE SUMMARY

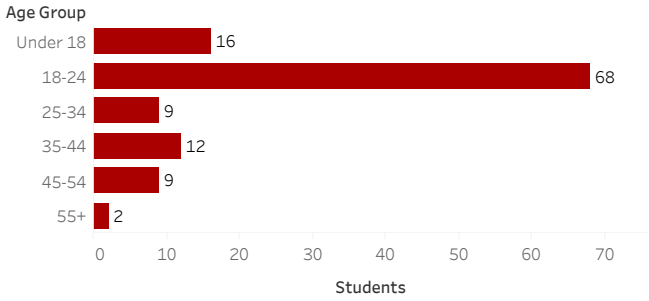
Milestone/ Task	Health	Notes
Provide Technology Orientation Workshop		We created a workshop to help students learn Lake Land College systems before classes begin. A total of 133 students attended, and that number will keep growing. We are now offering individual workshops during the semester and accepting both self-referrals and faculty referrals for students who need extra help.
Creating a promotional video for the How to College Canvas Course		Email was sent to Scott on setting up a meeting on 9/10/25. The videos have been recorded and will be meeting with Sue Nugent to upload all videos into the How to College Canvas Course.
Data collection of students who completed assessment		We developed a survey for students to complete at orientation. It helps them check their own understanding of Lake Land systems and encourages those who need support to join the workshop. More than 600 students completed it.
Identify central location for technology training (videos, PDF, etc.)		In addition to the How to College Workshop, a centralized knowledge base has been developed to support students with common questions and technology-related needs. Students, staff, and community members will be able to access information through the chatbot.
Collect Micro Feedback During Courses (Lisa		Throughout the semester, we are gathering quick feedback from both students and faculty. This helps us understand where faculty see students still struggling and where students feel they need more support.

Technology Orientation Workshop Statistics

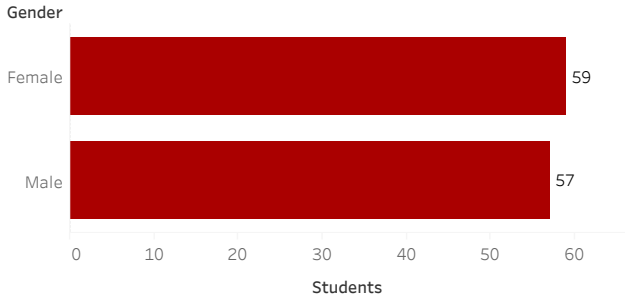
How to College - Demograhpics & Canvas Engagement

116 people attended technology workshops. 113 students enrolled in Fall 2026

Student Age Distribution

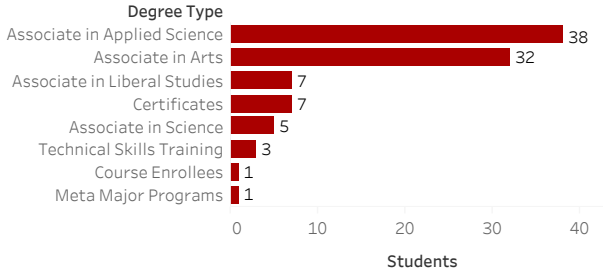


Gender Distribution



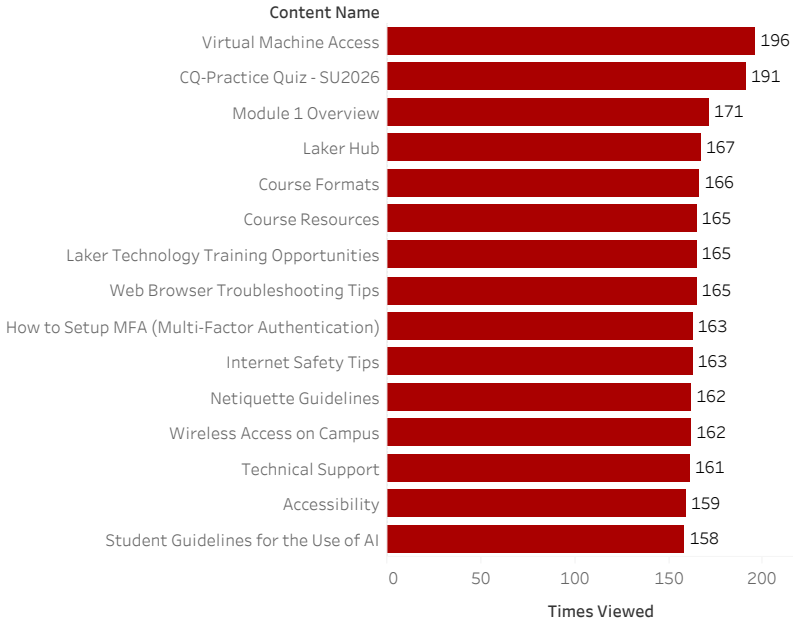
Degree Type Distribution

Students may appear in multiple degree type categories



Most Viewed Canvas Content

Total reported views

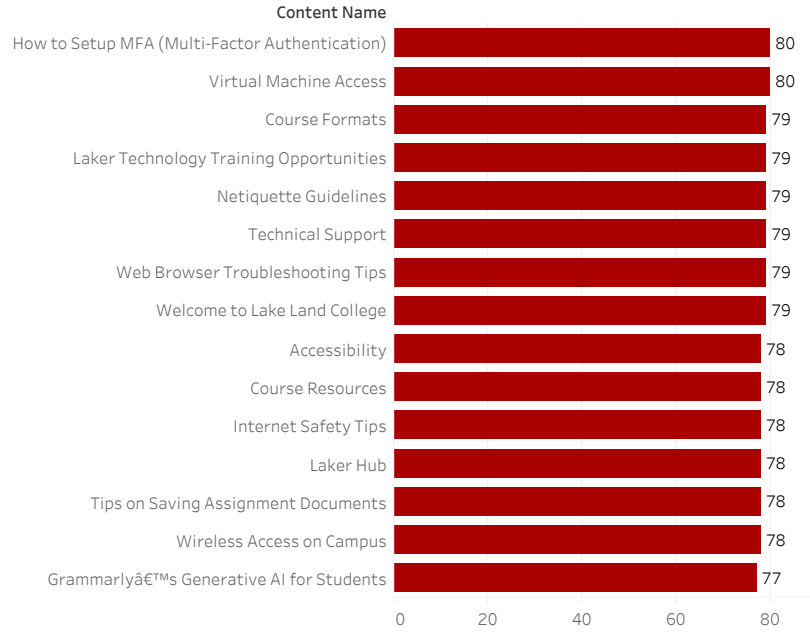


Academic Programs by Student Count

AA.BA	12
AA.OTH	7
AAS.HIMC	6
AAS.MGT	6
AAS.ACC	4
AAS.ADN.TRK	3
AAS.HSP	3
AA.PS	2
AAS.AAEXE	2
AAS.AUTO	2
AAS.IT	2
AAS.JDAT	2
AAS.MET	2
AS.PENG	2
CRT.MCS	2
AA.AGR	1
AA.ART	1
AA.BE	1
AA.CS	1
AA.ELED	1
AA.MAED	1
AA.PHYED	1
AA.PNUR	1

Unique Students by Content

Number of unique students accessing each resource

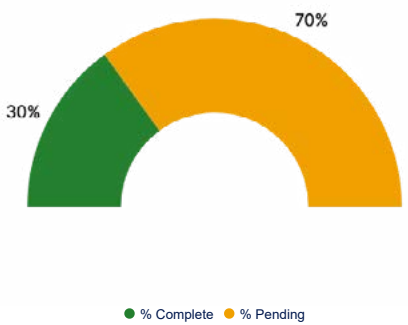


INITIATIVE NAME

Establish a dedicated point person for recruitment communication.

OVERVIEW

Initiative Name	**Establish a dedicated point person for recruitment communication.**
Initiative Owners	**Eva Ritchey, Pam Hartke**
Description	**Establish a clear, student-centered recruitment structure where every prospective student is assigned a dedicated point person from initial inquiry through application.**
Goal	**Streamline Enrollment Process & Technology**
% Complete	**30%**
Actual Start Date	**05/11/26**
Estimated End Date	**02/09/27**
Health	



TEAM

Role	Contact	Department
Initiative Owner	Pam Hartke	Department of Recruitment
Initiative Owner	Eva Ritchey	Faculty

Health Legend

Green = Complete, Yellow = In Progress, Red = 25% of tasks past due

MILESTONE PROGRESS

MILESTONE SUMMARY

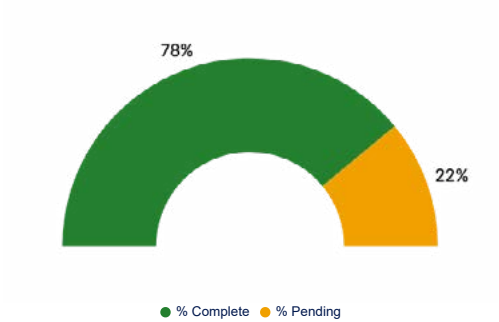
Milestone/ Task	Health	Notes
Phase 1: Planning & Design		Evaluate the current territory-based recruitment structure and communication processes to identify opportunities for improvement. Define Enrollment Specialist responsibilities as dedicated points of contact for prospective students from initial inquiry through application. Next steps would be to develop consistent communication and follow-up procedures, identify opportunities for CRM tracking and automation, and establish measurable outcomes to improve student engagement and application conversion rates

INITIATIVE NAME

Develop a student checklist from application to registration

OVERVIEW

Initiative Name	**Develop a student checklist from application to registration**
Initiative Owners	**Kellie Niemerg, Paula Smith, Ryan Orrick**
Description	**All incoming students receive a enrollment checklist**
Goal	**Streamline Enrollment Process & Technology**
% Complete	**78%**
Actual Start Date	**05/04/26**
Estimated End Date	**12/01/27**
Health	



TEAM

Role	Contact	Department
Initiative Owner	Kellie Niemerg	Academic Counseling
Initiative Owner	Ryan Orrick	Division Chair

Health Legend

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MILESTONE PROGRESS

MILESTONE SUMMARY

Milestone/ Task	Health	Notes
Milestone 1 BY JUNE 1: Finalize checklist structure and language		We reviewed the current student checklist, looking closely at how it was organized and the language it used. Based on this audit, we simplified the wording, reorganized the steps into a more logical order, and created an updated checklist.
Milestone 2 BY JULY 1: Create PDF and Digital Versions		We turned the updated checklist into two formats: a printable PDF and an interactive digital version. This gives students the option to use whichever works best for them.
Milestone 3 BY AUGUST 1: Test with a small group of students, gather feedback and adjust for clarity and gaps		We met with a small group of current students to walk through the checklist and hear their thoughts. Their feedback on clarity, wording, and usefulness helped us make further improvements to better match what students need.
Milestone 4 BY SEPT 1: LAUNCH Checklists being utilized by all offices		We shared the checklist with all offices involved in the enrollment process to confirm that every step and deadline is accurate. After incorporating their input, we provided the checklist to our marketing team to apply school branding and make final edits.

Ellucian SaaS Project Progress

Year to date through September 30, 2026

Updated October 8, 2026

We have moved from campus-wide process review into implementation of the Board-approved move of Ellucian Colleague from on-campus servers to the cloud. This supports the College's strategic priority to Streamline Enrollment Processes and Technology by improving student services, reducing manual work, and centralizing data for better accuracy and reporting. The core system transition is currently targeted to take place over several days, December 17–23, 2027, with the full transition, including connected systems, targeted for Fall 2028.

2026 Accomplishments

- Contracted with Ferrilli, a company specializing in higher education technology and Ellucian systems, to guide the migration, improve business processes, prepare data, and manage the transition.
- Launched the project on January 29 and completed 50 discovery and planning sessions across more than 15 operational areas, including student services, finance, academics, and human resources.
- Completed the Business Process Review from March through April. Ferrilli delivered its final report at the end of April, identifying opportunities to improve operations and replace or standardize custom-built processes.
- Established project leadership, decision-making responsibilities, and coordination with Ferrilli and Ellucian. Assessed staff readiness and change risks to guide communication, training, and support.
- Completed the initial reporting migration in June. The pre-production environment was provisioned in early July and populated with college data; it is not yet available to college staff at this time. Staff training, data improvements, and preparation for connections with other systems continue.
- Expanded collaboration with other colleges undertaking similar migrations and established a shared record of lessons learned to inform decisions.

Current Implementation Progress

Project Area	Latest Progress
Core Colleague system	Test environment access to staff is pending; data improvements, process updates, and replacement of custom-built features are in progress.
CRM Recruit Recruitment	Moved to the cloud in June. Current work focuses on system stability and improvements to recruitment workflows.
CRM Advise Advising	Moved to the cloud in August. The first phase of work is wrapping up and the second is beginning, with connections to other systems continuing.

Next Milestones and Schedule Considerations

Upcoming work focuses on finalizing academic planning and curriculum processes, preparing data, and adapting custom features for the cloud. The project will then advance through testing of connected systems, staff training, and final readiness activities. Custom development will continue as needed, with priorities aligned to operational needs and migration readiness. The core system transition remains targeted for December 17–23, 2027, followed by support to help staff settle into the new environment.

David Stewart | Chief Information Officer | Ellucian SaaS Project Lead







Key Performance Indicators



Key Performance Indicators

Education that fits your Life

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

Fall-to-Fall (Year/Year)- First Time/Full-Time/Degree Seeking - Students who enrolled their first year and continued enrollment to the next year or completed their degree and graduated.
National Average - 75.6% Goal - 78%

2021FA to 2022FA	2022FA to 2023FA	2023FA to 2024FA	2024FA to 2025FA	2025FA to 2026FA
71.1%	69.2%	70.3%	70.3%	70.2%

National Average 69.1%

Fall-to-Spring (Term/Term) - First Time/Full-Time/Degree Seeking - Students who enrolled their first semester and continued enrollment to the next semester or completed their degree and graduated.
Goal - 85%

2021FA to 2022SP	2022FA to 2023SP	2023FA to 2024SP	2024FA to 2025SP	2025FA to 2026SP
82.7%	82.7%	84.2%	81.1%	84.1%

National Average 83%

Key Performance Indicators

Retention - measures the rate of the number of students who re-enroll from one term or one year to the next. Retention takes into account students who completed a degree or certificate. This retention includes all students enrolled in the term who are degree seeking.

Economically Disadvantaged				
2021FA	2022FA	2023FA	2024FA	2025FA
64.9%	**64.5%**	**66.8%**	**66.6%**	**65.9%**

Academically Disadvantaged				
2021FA	2022FA	2023FA	2024FA	2025FA
67.6%	**67.5%**	**74.0%**	**68.9%**	**70.8%**

First Generation				
2021FA	2022FA	2023FA	2024FA	2025FA
64.7%	**66.5%**	**67.8%**	**66.1%**	**65.5%**

Equity Plan

Goal
85%

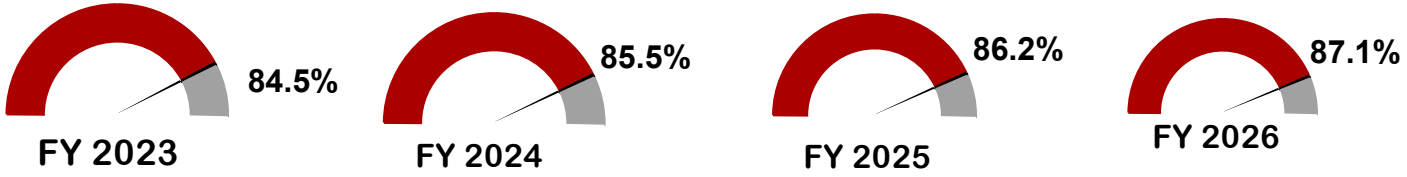
Ethnicity					
	2021FA	2022FA	2023FA	2024FA	2025FA
Asian	64.0%	62.1%	61.3%	73.2%	72.3%
Black	54.5%	50.9%	42.2%	55.6%	53.6%
Hispanic	57.9%	51.6%	49.6%	56.8%	55.6%
Indian	78.6%	81.3%	83.3%	57.1%	100.0%
Unknown	64.7%	66.7%	68.0%	77.1%	53.3%
White	73.3%	73.8%	76.8%	76.7%	74.2%

Key Performance Indicators

Education that fits your Schedule

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

All Modalities



By Term

	Summer 2025	Fall 2025	Spring 2026
All Modalities	89.4%	85.1%	88.4%
Online	75.3%	71.1%	78.5%
Face-to-Face	94.8%	88.6%	91.2%

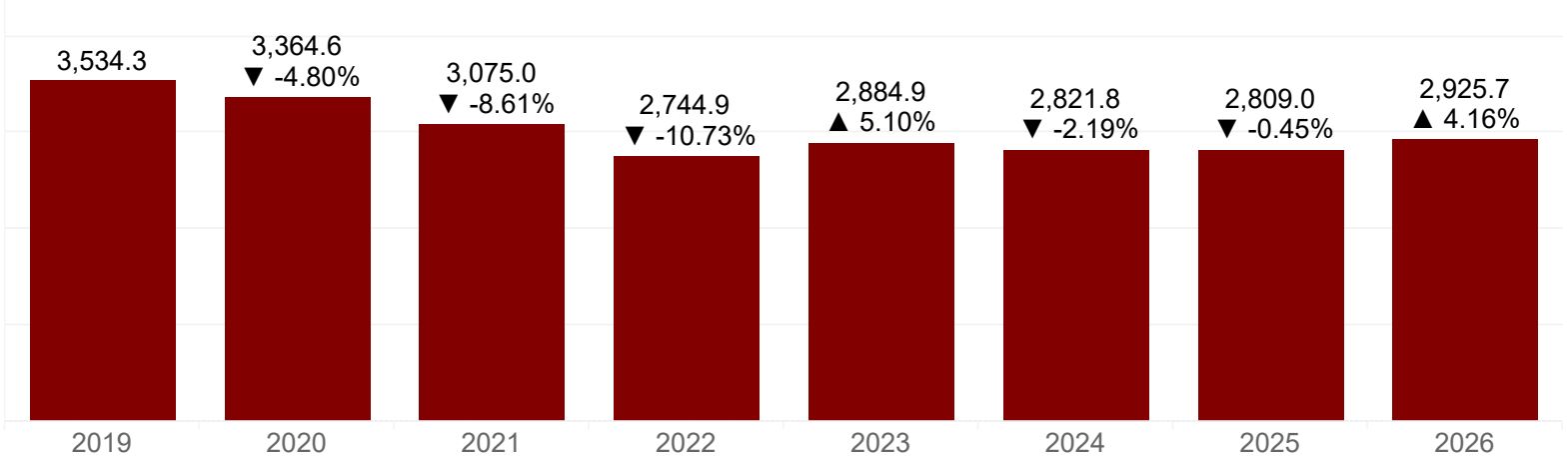
Goal - 85% across all modalities

Stretch Goal - 90%

Key Performance Indicators

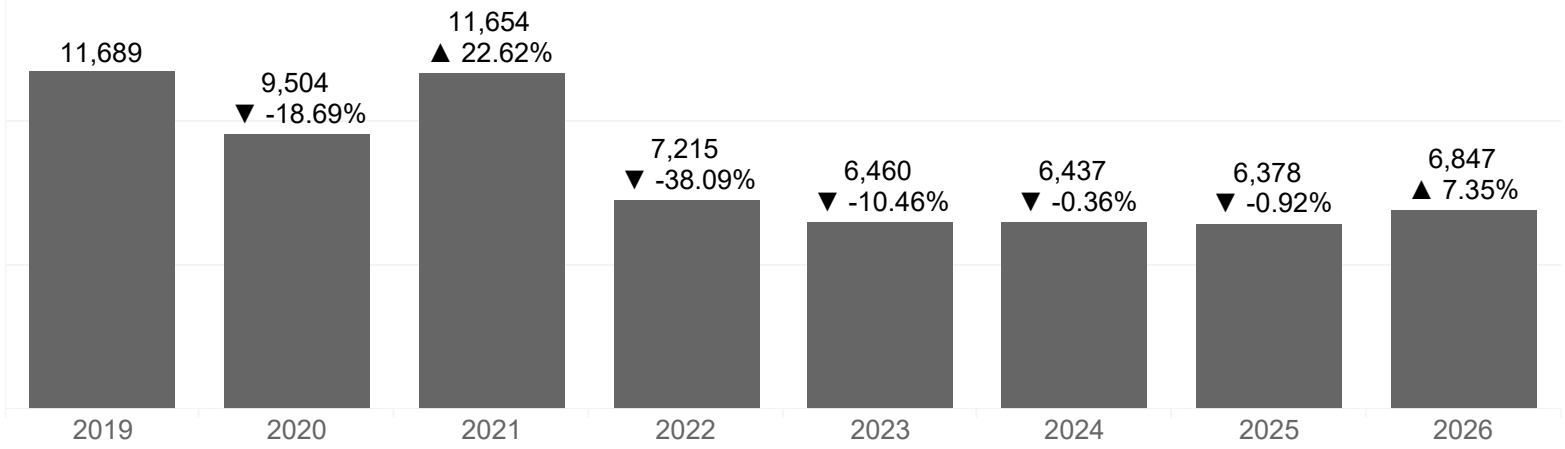
Annual Enrollment - Students enrolled in at least one credit bearing course during the fiscal year. This includes students who intend to complete a degree or certificate, excluding Department of Corrections.

Full-Time Equilavent (FTE) - 1 FTE student = 30 credit hours annually for the fiscal year (Summer, Fall & Spring)



Goal 2% + per year

Head Count - 1 enrolled student = 1 head count in any of the three terms in the fiscal year (Summer, Fall & Spring)



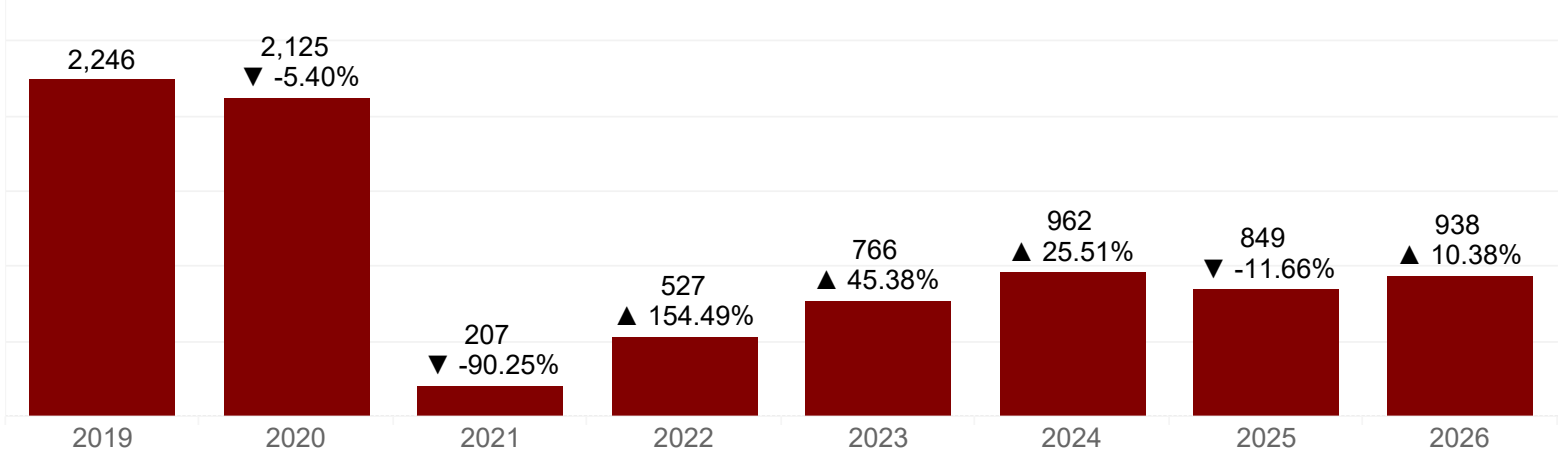
Goal 2% + per year

Key Performance Indicators

Education that fits your Life

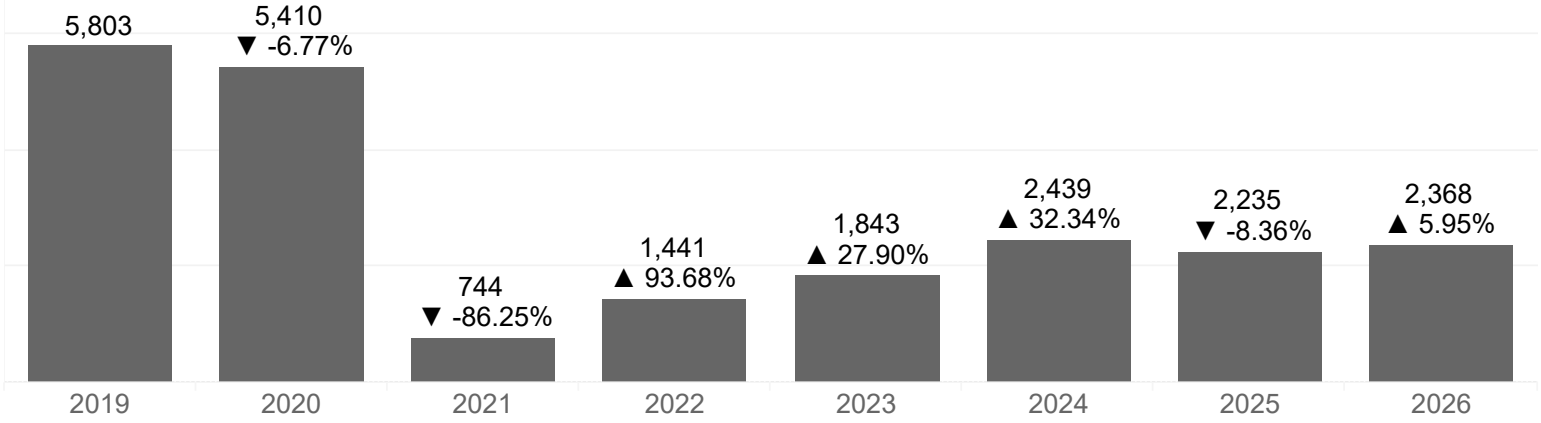
Department of Corrections Annual Enrollment - Students enrolled in at least one credit bearing course during the fiscal year (Summer, Fall & Spring).

Full-Time Equilavent (FTE) - 1 FTE student = 30 credit hours for the fiscal year (Summer, Fall & Spring)



DOC enrollment is limited by access at each site and not controlled by the College.

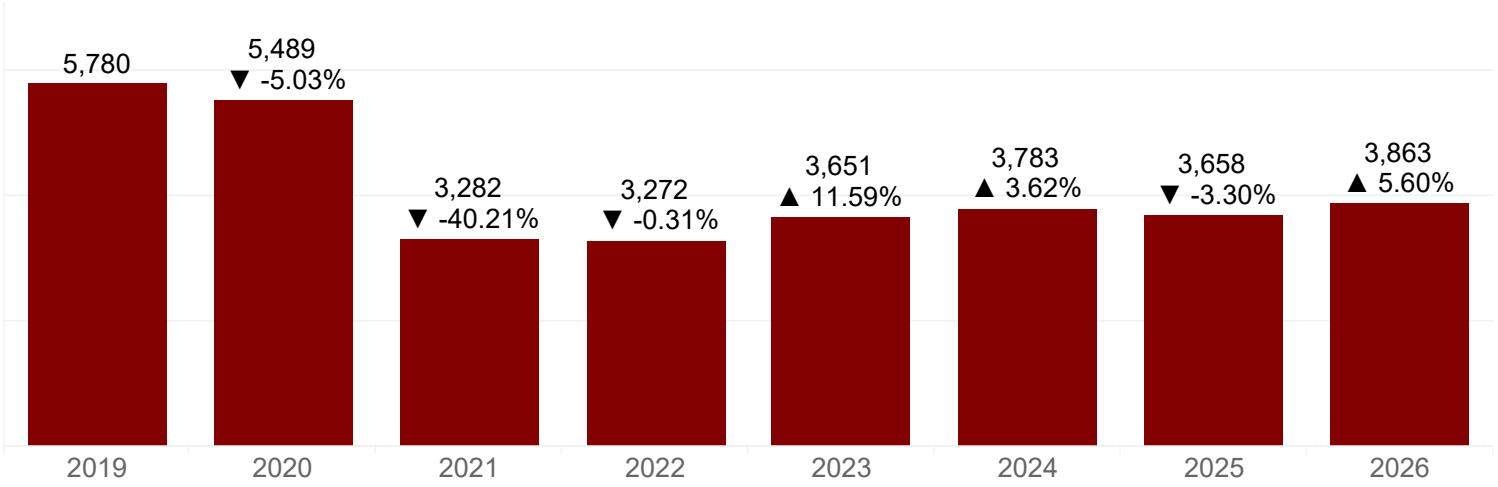
Head Count - 1 enrolled student = 1 head count in any of the three terms in the fiscal year (Summer, Fall & Spring).



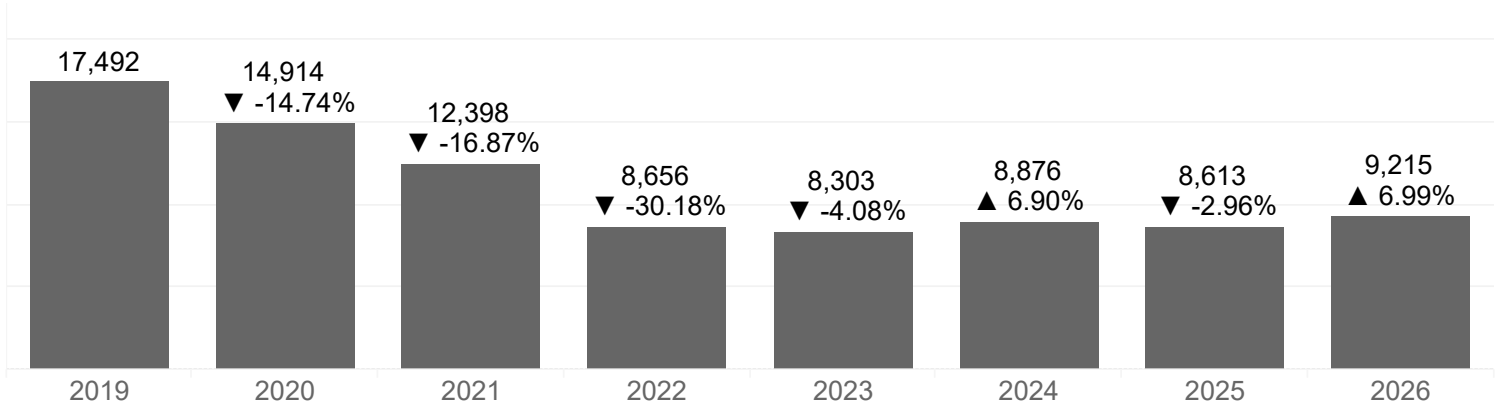
Key Performance Indicators

Total Annual Enrollment - Students enrolled in at least one credit bearing course during the academic year. This includes Department of Corrections, short term training and dual credit.

Full-Time Equilavent (FTE) - 1 FTE student = 30 credit hours for the fiscal year (Summer, Fall & Spring)



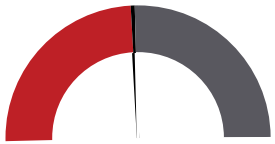
Head Count - 1 enrolled student = 1 head count in any of the three terms in the fiscal year (Summer, Fall & Spring)



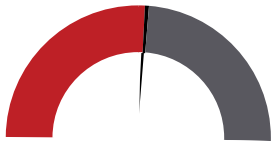
Key Performance Indicators

Education that fits your Goals

Student Matriculation - percentage of applicants who apply and then enroll at the College.



49%
2024FA
(1,119 of 2,275)



52%
2025FA
(1,230 of 2,384)



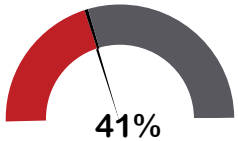
55%
2026FA
(1,785 of 3,191)

Goal
55%

Monthly Matriculation Fall 2024 - percentage of applicants who apply for the month and then enroll at the College.



65%
September
(398 of 609)



41%
October
(196 of 477)



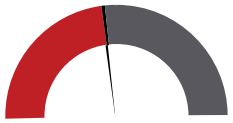
53%
November
(85 of 161)



42%
December
(55 of 130)



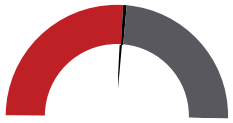
50%
January
(105 of 211)



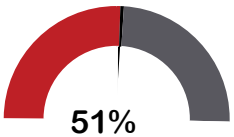
47%
February
(63 of 136)



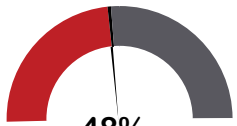
55%
March
(95 of 174)



52%
April
(100 of 193)



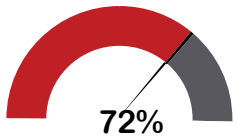
51%
May
(99 of 193)



48%
June
(79 of 166)



65%
July
(200 of 309)



72%
August
(310 of 432)

Key Performance Indicators

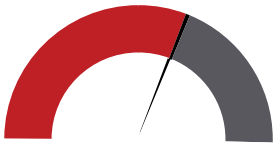
Education that fits your Goals

Student Matriculation - percentage of applicants who apply and then enroll at the College.

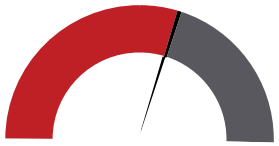
Current Year High School Grads



59%
2024FA
(622 of 1,062)



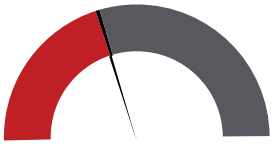
62%
2025FA
(690 of 1,122)



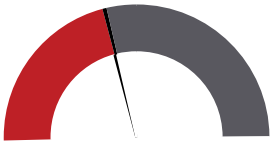
59%
2026FA
(605 of 1,022)

Goal 60%

All Other New Applicants



41%
2024FA
(497 of 1,213)



43%
2025FA
(540 of 1,262)



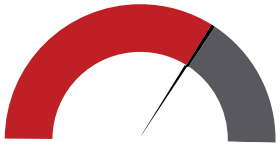
53%
2026FA
(1,180 of 2,169)

Goal 55%

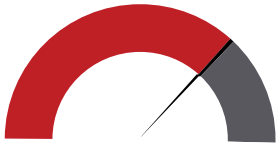
Current Year High School Grads who applied and attempted dual credits



70%
2024FA
(296 of 421)



68%
2025FA
(338 of 499)



73%
2026FA
(319 of 435)

Goal 75%

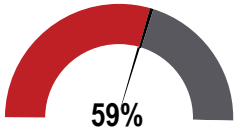
Key Performance Indicators

Education that fits your Plan

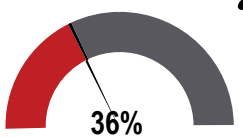
Student Matriculation - percentage of applicants who apply and then enroll at the College.

By Division

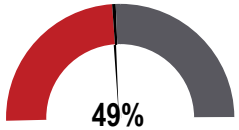
2026FA



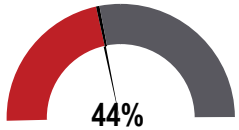
AG
(125 of 212)



AHD
(188 of 523)

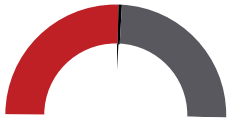


BUS
(217 of 444)



CRSE
(59 of 134)

CRSE is Course Enrollees



HUM
(33 of 65)



MSD
(99 of 175)



SSE
(194 of 370)



TEC
(338 of 562)

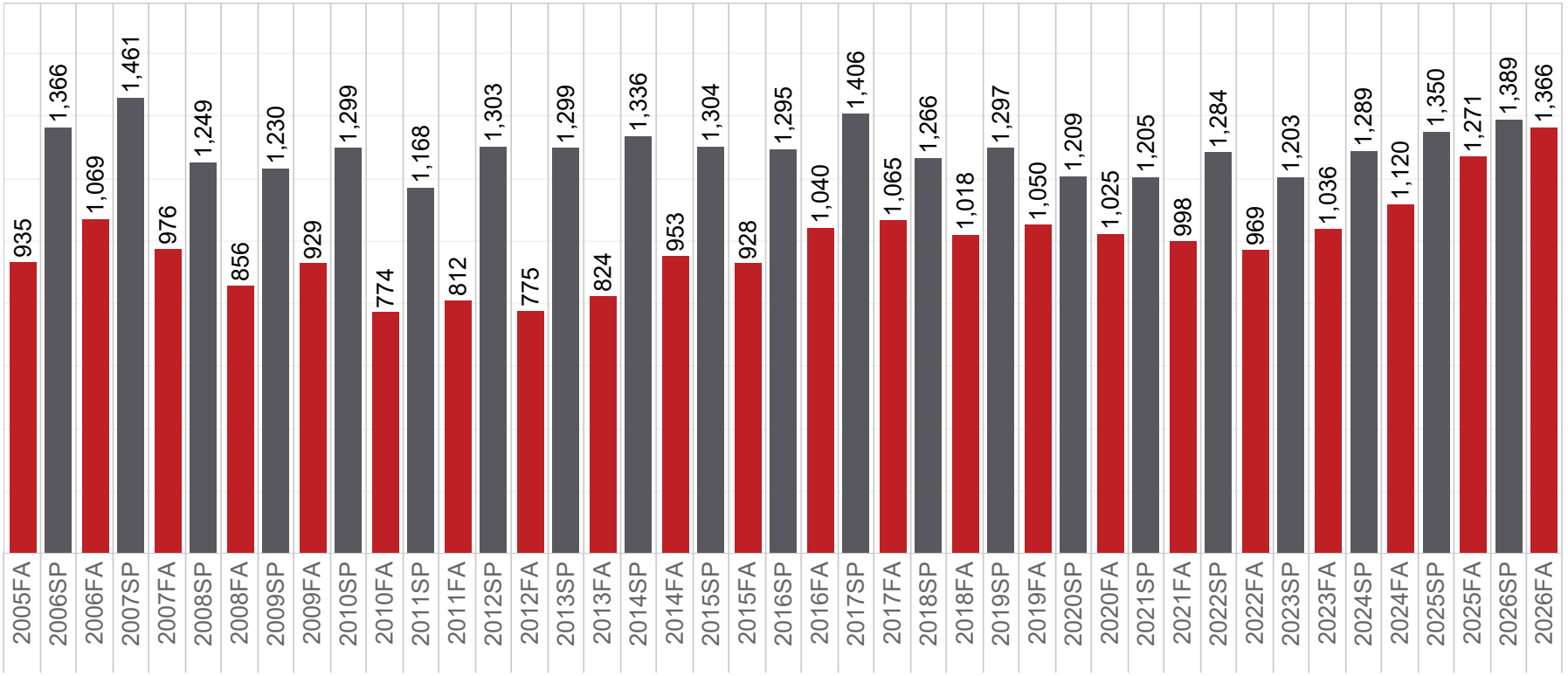
Each Division should set their own stretch goals
Overall College Goal - 60%

Key Performance Indicators

Education that fits your Plan

Dual Credit - Dual Credit is a partnership between Lake Land College and district high schools that provides students the opportunity to earn college credit prior to high school graduation. Most dual credit courses are offered in the convenience of the high school classroom during the regular high school day. In addition to the convenience of gaining college credit during their regular school day, dual credit students experience the benefits of time savings, reduced college costs, college preparation, and early Lake Land College registration.

DUAL CREDIT ENROLLMENT BY TERM



Goal 5% Annual Increase

Dual Credit enrollment for Spring includes students who have been taking a year long dual credit course. Limitations of ICCB reporting don't allow us to show them as students in the Fall.

Key Performance Indicators

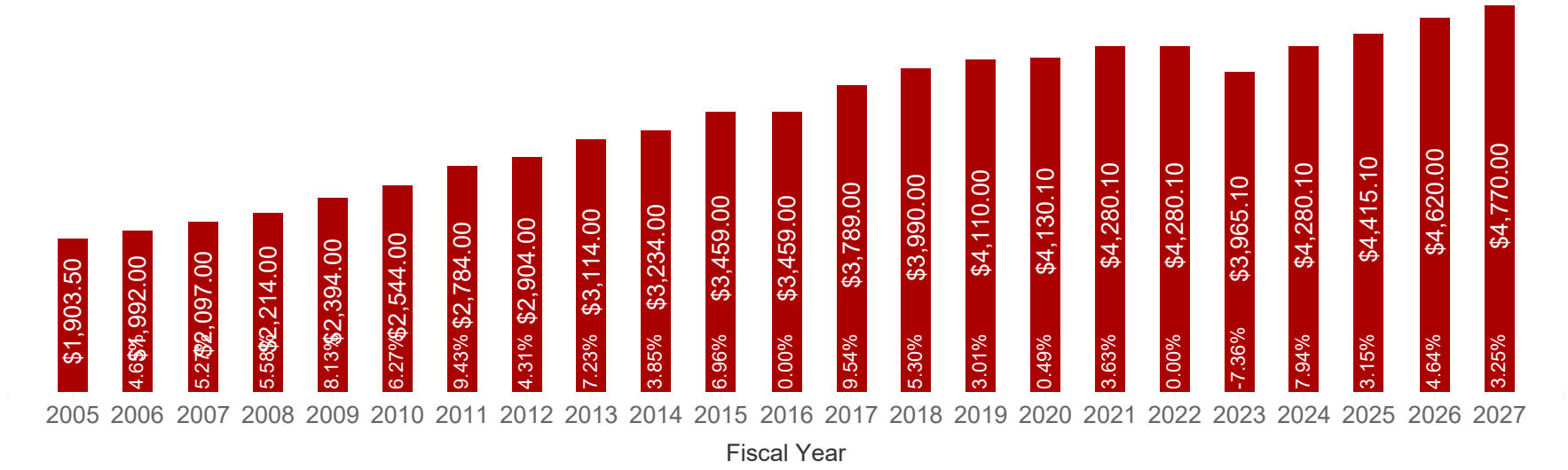
Education that fits your Goals

Completions/Graduates - Students who complete a degree, certificate or non-degree credential during the reporting year. This is a duplicated number. It counts each degree or certificate awarded for each person. *This shows partial years so the last year could not be complete.*

Degrees Awarded

DEGREE DESCRIPTION	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Associate in Applied Science	369	371	412	360	324	321	321	352	336	321
Associate in Arts	135	226	290	278	303	219	257	236	245	217
Associate in Engineering Science	5	8	1	5	5	6	5	5	3	5
Associate in Liberal Studies	317	228	229	195	67	58	53	51	45	39
Associate in Science	209	143	55	54	54	56	45	53	43	43
Certificate	263	243	307	283	246	298	284	352	330	275
Department of Corrections	2,107	2,127	2,400	1,876	486	740	1,256	1,588	1,298	1,372
Technical Skills Training	209	235	233	200	189	184	342	216	305	279
Grand Total	3,614	3,581	3,927	3,251	1,674	1,882	2,563	2,853	2,605	2,551

Affordability - Tuition and Fees based on In-District Tuition and 30 Credit hours for Fall and Spring. This would include textbook, course, service, and other fees paid as a part of tuition bill.

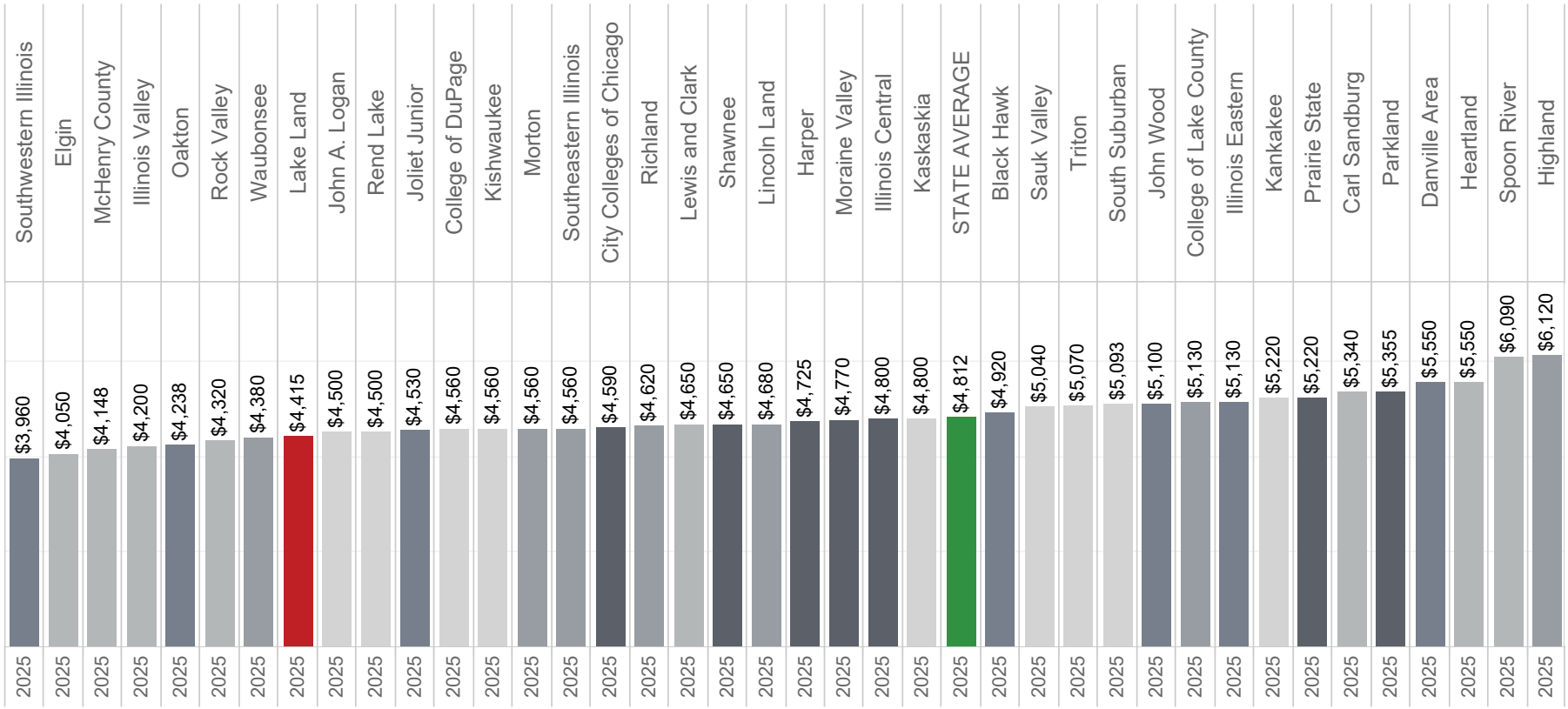


Key Performance Indicators

Education that fits your Budget

Affordability - Tuition and Fees charged to students compared to other community colleges and the state average. This information is as it is reported to ICCB. Each College has a different fee structure which may or may not be included in the totals.

Tuition and Fees based on 30 student credit hours which a student would take annually for Fall and Spring to be full-time and remain on task to graduate in 2 years.



GOAL - Remain in bottom 1/3 of Community Colleges in Illinois

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

Key Performance Indicators

Education that fits your Career

EMPLOYEE - Campus

Employee Retention

Administrators
Count: **20**
Average Years of Service: **14.2**
Max Years of Service: **35.1**
Min Years of Service: **0.7**

Faculty
Count: **103**
Average Years of Service: **14.3**
Max Years of Service: **31.1**
Min Years of Service: **0.16**

Supervisors
Count: **21**
Average Years of Service: **12.3**
Max Years of Service: **27.2**
Min Years of Service: **1.61**



Support Staff
Count: **94**
Average Years of Service: **7.6**
Max Years of Service: **28.0**
Min Years of Service: **0.10**

Custodian
Count: **None**
Average Years of Service: **None**
Max Years of Service: **None**
Min Years of Service: **None**

Para Professionals
Count: **None**
Average Years of Service: **None**
Max Years of Service: **None**
Min Years of Service: **None**

Full-Time
Count: **287**
Average Years of Service: **11.1**
Max Years of Service: **35.1**
Min Years of Service: **0.10**

Part-Time
Count: **281**
Average Years of Service: **7.2**
Max Years of Service: **49.2**
Min Years of Service: **0.01**

Key Performance Indicators

Education that fits your Career

EMPLOYEE - DEPARTMENT OF CORRECTIONS

Employee Retention

Administrators
Count: **23**
Average Years of Service: **7.1**
Max Years of Service: **21.1**
Min Years of Service: **0.9**

Faculty
Count: **3**
Average Years of Service: **14.6**
Max Years of Service: **19.3**
Min Years of Service: **8.80**



Full-Time
Count: **118**
Average Years of Service: **5.9**
Max Years of Service: **28.1**
Min Years of Service: **0.13**

Support Staff
Count: **92**
Average Years of Service: **5.4**
Max Years of Service: **28.1**
Min Years of Service: **0.13**

Strategic Planning Committee Members

CHAIR
Jean Anne Highland,
Chief of Staff

COMMITTEE ASSISTANT
Seirra Laughhunn,
Executive Assistant to the President's Office

MEMBERS
Kelly Allee,
Director of Marketing & Public Relations

Stephanie Anderson,
Career Readiness Coordinator

Kendra Bierman,
Student Wellness Center Manager

Krista Burrell,
Academic Counselor

Dylan Cole,
Assistant Comptroller & Purchasing Coordinator

Lisa Cole,
Director of Data Analytics

Jonathan Cook,
Instructional Designer

Madison Dailey,
Health and Physical Education Instructor

Michael Downton,
Dean of Instruction

Pam Hartke,
Associate Dean of Recruitment & Enrollment

Peighton Hinote,
Coordinator for Student Communication & Initiatives

Jay Hopper,
Director of Strategic Initiatives

Brenda Hunzinger,
Biological Science Instructor

Jennifer Melton,
Academic Counselor/Chair

Heather Nohren,
Vice President for Student Services

Ike Nwosu,
Vice President for Academic Services

Ryan Orrick,
Division Chair Agriculture/Agriculture Instructor

Emily Ramage,
Dean of Academic Operations

Laurie Davis Rincker,
Biological Science Instructor

Paula Smith,
Director of Admissions & Records

David Stewart,
Chief Information Officer

Chris Strohl,
Dean of Workforce Solutions and Community Education

Ed Thomas,
Division Chair Humanities & Communications/Communication Studies/ English Instructor

Aaron Walk,
Academic Counselor

John Woodruff,
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