



L&C MISSION STRATEGIC PLANNING DOCUMENT 2017 – 2022

Mission Statement

Empower people by raising aspirations and fostering achievement through dynamic, compassionate, and responsible learning experiences

Purposes

1. Transfer programs to four year colleges and universities
2. Preparation for entry into the workforce and career advancement or change through certificate and associate degree programs
3. Preparation for entry level and general education college courses
4. Provide programs / experiences that foster individual development and build communications, technology and other lifelong learning skills
5. Provide a learning environment that is supported by teaching excellence, high quality student services, and well-equipped and maintained facilities
6. Support education, economic development, and research through partnerships and community service programs
7. Promote the advancement and well-being of district citizens through cultural, civic, and professional activities

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Strategic Goals

1. Improve student academic success as measured by key success indicators
2. Improve institutional quality and effectiveness of everything we do
3. Improve the program review process to improve program efficiency, quality, and completions
4. Increase the level of public engagement to drive quality-of-life, civic, economic and other improvements*
5. Conduct and expand research that is published, presented, and/ or results in applied funding

*This Strategic Goal is lead by the College President and will include emerging projects. At present, the Mannie Jackson Center for the Humanities serves as an emerging project.

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Nate Keener		
Strategic Project	Strategic Goals	
<p>Model sustainability best practices by pursuing evidence-based improvements in carbon reduction, waste elimination, energy use, student engagement, and resiliency efforts while fostering a culture of sustainability.</p>	<p>Conduct and expand research that is published, presented, and/or results in applied funding (5)</p> <p>Improve institutional quality and effectiveness of everything we do (2)</p> <p>Public Engagement and Service Leadership: Increase the level of public engagement to drive quality-of-life, civic, and other improvements (4)</p>	
Strategic Initiatives		Status
1. Water dashboard initiative		Ongoing
2. LC to serve as a technical resource for environmental sustainability efforts in local communities.		Ongoing
3. Each calendar year, reach 100 students with Sustainability “orientation” training.		Ongoing
4. By 2019, increase campus recycling rate another 5% from the 2013 baseline of 30%.		Ongoing
5. By 2020, increase renewable energy generating capacity by another 30 kw.		Ongoing
6. By 2020, convene a campus committee to assemble a restoration, maintenance, and management manual for various campus zones.		Ongoing
7. By 2020 complete IGEN fiscal integration to campus and identify and receive new funding for the organization and L&C’s 8 campus footprint.		Ongoing
8. By 2020 fully integrate to dashboard all renewable energy sources, domestic water consumption, tree inventory, irrigation, and campus landscape zones.		Ongoing

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9. Every other year, inventory sustainability accomplishments and create a presentation for policy makers, administration and public	Ongoing
10. In 2018, increase pervious pavement square footage	Completed
11. By 2019, complete Sites Master Planning process and integrate goals into Climate Action Plan.	Completed
12. By 2018, reduce annualized net greenhouse gas emissions per full time enrollment and per 1,000 square feet by 2% from the most recent GHG Inventory.	Completed
13. By 2018, reduce kWh consumption per square foot by 2% from the most recent GHG Inventory.	Completed
14. In 2018, complete tree inventory and make data publicly available	Completed
15. In 2018, increase capacity of electric vehicle charging	Completed

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Project Owner		
Jill Lane		
Strategic Project	Strategic Goals	
<p>To increase student retention (persistence) defined as entering college students remain, re-enroll and continue their education</p>	<p>Improve the program review process to improve program efficiency, quality, and completions (3)</p> <p>Public Engagement and Service Leadership: Increase the level of public engagement to drive quality-of-life, civic, and other improvements (4)</p> <p>Student Academic Success: Improve student success as measured by key success indicators (1)</p>	
Strategic Initiatives		Status
1. Survey gatekeeper faculty about why they think their students fail in spring 2018.		Ongoing
2. Retention and Completion Goal Setting (HLC interim reporting)		Ongoing
3. Increase student educational attainment defined as the percentage of entering students who persist to complete and attain their Certificates of Proficiency, Degrees and Certificates of Completion.		Ongoing
4. Reduce the number of credit hours in programs to 60 credit hours.		Completed
5. Enroll the majority of students needing remediation in gateway courses, including English and mathematics, with appropriate support – corequisite remediation, integrated basic skills, paired English/reading.		Completed
6. Survey faculty on their thoughts about the SSC in spring 2018.		Completed

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7. Use multiple measures to place students in gateway courses with appropriate supports.	Completed
8. Survey students on their thoughts about the SSC in fall 2016 and share results with faculty.	Completed
9. Student intent survey beginning in fall 2016.	Completed
10. Co-requisite program going well. Initial data is positive.	Institutionalized
11. We are currently tracking students that receive an emergency loans	Completed
12. Use emergency loan funds to keep Pell grant recipients enrolled with textbooks.	Completed
13. Increase student gateway course success (grades of A, B, or C).	Abandoned
14. Create a focus group of students that have withdrawn from a course and share results with faculty in spring 2017.	Abandoned
15. Increase student academic achievement defined as a higher percentage of students on the President's and Dean's Lists and a lower percentage of students placed on academic probation.	Abandoned

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Project Owner		
Sue Czerwinski		
Strategic Project	Strategic Goals	
Expand NGRREC's research	<p>Conduct and expand research that is published, presented, and/ or results in applied funding (5)</p> <p>Institutional Quality and Effectiveness: Improve the quality and effectiveness of everything we do (2)</p> <p>Public Engagement and Service Leadership: Increase the level of public engagement to drive quality-of-life, civic, and other improvements (4)</p>	
Strategic Initiatives		Status
1. Expand the current number of NGRREC funding sources by increasing the number of grant applications 5% (147 to 154) by June 2018.		Ongoing
2. Increase the current number of 72 peer-reviewed journal articles 5% (98 to 103) by June 2018.		Ongoing
3. Increase the current number of collaborative partners on river research projects 5% (128 to 134) by June 2017.		Ongoing
4. Swarovski Water School.		Ongoing
5. New collaborative partners; SLU, Smoky Mountain Project, Missouri Botanical Gardens, Army Corps		Completed

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Project Owner		
Sean Hill		
Strategic Project	Strategic Goals	
Community on-campus engagement	Public Engagement and Service Leadership: Increase the level of public engagement to drive quality-of-life, civic, and other improvements (4)	
Strategic Initiatives		Status
1. A process for tracking participation in Student Life activities and events will be established.		Ongoing
2. Increase student engagement in student services and activities including tutoring, library services/instruction, clubs, athletics, veterans' services, counseling, advising, TRiO, Carl Perkins, Diversity and Inclusion.		Ongoing

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Project Owner		
Gabe Springer		
Strategic Project	Strategic Goals	
Employee classification and development	Institutional Quality and Effectiveness: Improve the quality and effectiveness of everything we do (2)	
Strategic Initiatives		Status
1. Phase 1 of the new employee classification model – final contract to be completed by early spring 2018		Ongoing
2. Phase 2 of the new employee classification model – assess current salary structures in FY18/19.		Ongoing
3. Phase 3 of the new employee classification model – Implementation in FY 19/20.		Ongoing
4. Expand and enhance the employee orientation program by Spring 2016 resulting in greater knowledge of college organization, operations and personnel		Ongoing

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Project Owner		
Kent Scheffel		
Strategic Project	Strategic Goals	
Recruitment and enrollment	<p>Institutional Quality and Effectiveness: Improve the quality and effectiveness of everything we do (2)</p> <p>Student Academic Success: Improve student success as measured by key success indicators (1)</p>	
Strategic Initiatives		Status
1. Increase the number of high school seniors who begin their postsecondary education at L&C by one percent annually.		Ongoing
2. Increase the number of dual credit graduates who enroll at L&C by one percent annually.		Ongoing
3. Develop new strategies and enhance existing practices within Enrollment Services to continually increase the persistence, retention, and completion rates.		Ongoing
4. Increase enrollment at the N.O. Nelson Campus by three percent annually.		Ongoing
5. Increase enrollment of adult students (ages 25-49) by one percent annually.		Ongoing
6. Increase evening enrollment by one percent annually.		Ongoing

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7. Increase the number of Radio Broadcasting, PTEC, and CNET Certificate of Proficiency graduates who seek an AAS degree by one percent annually.	Ongoing
8. Increase the number of students in low-enrollment programs and develop enrollment for new academic programs. Current program enrollments will serve as a baseline for measuring success in increasing the number of students in existing programs.	Ongoing
9. Increase minority enrollment by one percent annually.	Ongoing
10. Contact at risk students during the first ten days of the semester beginning in fall 2016. 11.	Ongoing
12. New, degree-seeking part-time students will be contacted by their advisor within 10 days of the beginning of the semester beginning in spring 2017.	Ongoing
13. Minority enrollment remained at 11% from 2015 to 2016.	Completed
14. The percentage Computer Networking certificate completers seeking an AAS decreased 41.7% in 2017.	Completed
15. The percentage Process Operations certificate completers seeking an AAS increased 48% in 2017.	Completed
16. The percentage Radio Broadcasting certificate completers seeking an AAS increased 14.3% in 2017.	Completed
17. Enrollment of adult students fell 13.2% in 2016	Completed
18. Enrollment at NO Nelson fell 12.8% in 2016.	Completed
19. The number of former dual partner students that enrolled at LC increased from 58.7 to 60.9% in 2016.	Completed
20. The number of high school seniors that enrolled at LC increased from 16 to 25% in 2016.	Completed

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Project Owner		
Lori Artis		
Strategic Project	Strategic Goals	
Communications	Institutional Quality and Effectiveness: Improve the quality and effectiveness of everything we do (2)	
Strategic Initiatives		Status
1. Develop a communication strategy for employees that involves mail, social media, email, text messaging and phone messages. This includes a way for student clubs to communicate through the LC website.		Ongoing
2. Develop a culture of emergency preparedness.		Ongoing
3. Develop a communication strategy for students that involves social media, email, text messaging and phone messages.		Ongoing
4. New contract with emergency preparedness consultant		Ongoing
5. Brand ambassadors program – will also be using social media		Ongoing
6. Changing emergency contact vendor to Rave		Completed

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Project Owner		
Linda Chapman		
Strategic Project	Strategic Goals	
<p>Program Development and Vitality: Initiate and sustain vital career programs that document, through program proposals, annual program assessments and five-year program reviews, labor market demand, student enrollment, up-to-date curriculum and instructional technology, student learning success, retention, persistence and completion and engagement in general education assessment. The ongoing program assessment process results in program improvements.</p>	<p>Improve the program review process to improve program efficiency, quality, and completions (3)</p> <p>Student Academic Success: Improve student success as measured by key success indicators (1)</p>	
Strategic Initiatives		Status
1. Adopt ICCB five-year program review schedule and rubrics effective FY18.		Ongoing
2. Decrease by 20% the number of five-year program reviews requiring improvements within the next three years.		Ongoing
3. Increase the annual program assessments of career and technical programs (CTE) to 100% by 2019.		Ongoing

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4. Conduct interim program reviews to keep focus on enrollments, retention rates and completions.	Ongoing
5. Add a faculty member to our HLC home team	Completed
6. Market a 2+2 in Nutrition with SIUE through the Dual Admissions Program or through transfer by fall 2016.	Completed
7. Increase the number of L&C nursing graduates who transfer into BSN programs by 20% between 2013-2017	Completed

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Project Owner		
Mary Schulte		
Strategic Project	Strategic Goals	
<p>Increase the financial resilience of the college such that the college is able to withstand stressors, essentially maintaining its mission, structure and functions.</p>	<p>Institutional Quality and Effectiveness: Improve the quality and effectiveness of everything we do (2)</p>	
Strategic Initiatives		Status
1. Implementing a new approach for determining costs (both internal and external).		Completed
2. Working with a consultant to review how indirect costs are calculated.		Completed
3. Redesign the Student Emergency Fund loan and repayment processes to reduce time to loan and increase repayment of loans.		Completed
4. Redesign the Scholarship application, consideration, approval, and communication processes for both the Foundation and the College's Student Financial Aid Committee		Completed

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Project Owner	
Jeff Watson	
Strategic Project	Strategic Goals
<p>Use technology to improve college processes, instruction, institutional research, student support, student communications, and integrate systems as appropriate and/or feasible.</p>	<p>Conduct and expand research that is published, presented, and/ or results in applied funding (5)</p> <p>Improve the program review process to improve program efficiency, quality, and completions (3)</p> <p>Improve institutional quality and effectiveness of everything we do (2)</p> <p>Improve student academic success as measured by key success indicators (1)</p>
1. Explore new communication initiatives using text messages and other digital tools.	Ongoing
2. Campus Wide Network Integration project	
3. Create an appointment system to be implemented in fall 2016 that allows staff to see that students need to complete a process in another department. The system will help ensure students are completing the necessary steps prior to and during the semester.	Completed
4. Add an advisor screen in fall 2016 to be designed by advisors for specific intent in Colleague, e.g. Transfer Program, Transfer Destination, Articulation Agreement, Meta-Major.	Completed
5. Add the question as part of the registration process in Student Planner; "If not graduating this semester, do you plan to enroll the next semester?"	Completed

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6. Add the question to the enrollment application in fall 2016; “Do you plan to: 1) Graduate, 2) Transfer before graduating from LC, or 3) Unsure.”	Completed
7. Implement a program within Colleague beginning in fall 2016 that requires students who are dropping all of their courses to see a specific person in Enrollment Services.	Completed