



**SUPPORTING.
EMPOWERING.
THRIVING.
ENHANCING OUR FOCUS.**

**LAKE ERIE COLLEGE
STRATEGIC PLAN
2018-2023**

MISSION

Lake Erie College provides an excellent, inclusive, and highly personalized education grounded in the liberal arts tradition. Guided by hope and care, our students are empowered to lead lives of personal significance and professional success as global citizens.

VISION

Lake Erie College will empower students by successfully integrating the following elements into the learning experience:

Self-discovery

The development of strong personal attributes

Creative problem solving

The balance of personal and professional goals with the needs of others

The College is committed to being mission-driven, fostering strong partnerships and collaboration in the region, service to the community, embracing diversity and inclusion, and helping students successfully reach their academic goals.

PLAN OVERVIEW

Supporting. Empowering. Thriving. Enhancing our Focus.

Four themes:

Academic Programs and Learning Spaces

Enrollment and Finance

Compensation, Benefits, and Professional Development

Diversity, Inclusion, and Our Sense of Place

The goals and themes remain the same as this plan will act as an extension until 2023. Each goal has been reviewed, evaluated, and status identified.

AREAS OF FOCUS

- Enroll new pipelines of successful students, by achieving a balance between NCAA and non-NCAA students (focus on building enrollment)
- Conduct assessments of the College's perceptions among core stakeholders to build awareness and shape reputation (enhance and improve our reputation)
- Build and enhance academic programs that strengthen our reputation, attract new students, and support the needs of the region (align program growth with regional needs and capacity)
- Build support for the College among external stakeholders through integrated brand promotion and marketing strategies (process of using a wide range of promotional tools working together to create widespread brand exposure)
- High-impact experiences as to yield success in enrollment, persistence, graduation rates, and post-graduate outcomes
- More effective and intentional marketing, PR, and integrated marketing strategies to improve our reputation
- The finalizing, implementing, monitoring our enrollment management plan
- Strategic expansion and refinements of academic programs and co-curricular programs



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ACADEMIC PROGRAMS AND LEARNING SPACES

We will invest in quality academic programs and add high-impact experiences so that our students see increased successes as measured by retention, persistence, graduate rates, and post-graduate outcomes.



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GOAL 1.A.

Build and enhance academic programs that strengthen our reputation, attract new students, and support the needs of the region.

- Hiring of an institutional grants coordinator to provide support for grants and to facilitate the writing and monitoring of related activities
- Launch of our new Master of Professional Studies degree
- Hired a director of graduate studies
- Upgrading of our Learning Management System to eLearning (Jenzabar Platform) to support quality and capacity for our online learning
- Launched applied skills minor
- Ongoing discussions with University Hospitals for lab-based health sciences programs

EXTENSION OBJECTIVES 1.A

1. Develop multivariate model to predict retention of FTFT freshmen
2. Implement Academic Learning Center (ALC) Co-Curricular Assessment Plan
3. Implement LEC CARES system to guide more immediate and intentional intervention measures
4. Optimize relationship with UH to study feasibility and implement further health-care related academic programs
5. Improving graduate program planning, governance, goal setting, ensuring rigor, drafting mission, reviewing grad-level outcomes
6. Launch of non-credit, limited set of Skills Mastery Certificates of Completion
7. Establish an intentional and strategic marketing plan for graduate and professional programs
8. Sign multiple partnerships agreements for businesses for the MBA/MPS programs and pilot first course free initiative
9. Implement the POP Model for Student Engagement into academic programs
10. Implement action steps as identified by the Student Success and Retention Committee in September 2021

GOAL 1.B.

Strategically fund instructional technologies and academic facilities.

- The goal to improve instructional technologies and academic facilities was ambitious in the sense that it included a plan to improve existing learning spaces in addition to the means in which faculty interact with these learning environments. The aim of the devised action plan was to equip classrooms with updated audio/video to provide the means for online education as well as provide laptops for full time faculty to enhance their mobility and flexibility of instruction. The classroom plan was given an 8-year replacement cycle, while the laptops are typically 5 years on average. Lastly, an action step regarding wireless improvements was included during the planning process. This initiative is also relevant to the needs of classrooms and learning spaces. Due to this, the following measurements of success are applicable to the plan moving forward
- Where desired, replace outdated faculty desktops with laptops, allowing for greater mobility, ease of use, and remote facilitation
- Replace projection devices and update video input connector types to reflect current trends
- Provide audio and video capabilities in classrooms allowing for the recording of lectures and/or real-time participation for remote users
- Upgrade wireless access points in student housing and learning spaces to provide for more reliable Internet access with improved throughput
- Raised money for classroom technology upgrades. Secured gift from Gretchen Smith for upgrades to Garfield for technology and modernization. Launched fundraising campaign in 2021 that will meet various needs around campus. Developed College funding priorities and dean priorities through a series of meetings. Finished fundraising/building new Equestrian arena. Partnered for \$150,000 grant from Partners in Preservation to revitalize the foyer of College Hall



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GOAL 1.C.

Place a focus on building and expanding intentional academic co-curricular activities to support student academic success.

- Combining efforts for consistent experiences for students across campus
- Establishing the Laurel Society
- Continued evolution of the FYE course
- Renewed focus on the Academic Learning Center and taking a more data-driven approach
- The FYE course is entering into its third year and has grown increasingly successful at introducing first-year students to the opportunities to develop as a whole person in line with LEC's four Vision elements. A renewed emphasis on a sense of academic belonging and community engagement are hallmarks of the course
- Implementation of P2E's Power Up Program
- P2E initiatives such as Empowerment Week, programming throughout the year focused on students' personal and professional development, and the Power-up program have taken root to instill a stronger sense of community in line with LEC's Mission and Vision
- Implementation of P2E's Power Up Program; Creating the Place of Purpose (POP) Model for Student Engagement, an inclusive, collaborative approach to programming; implement a holistic approach to programming through SPICES model to allow students to be successful in a personalized approach; Revision and improvement of the previous Early Alert System to LEC CARES Referral System to support retention and student success

GOAL 1.D.

Ensure that our students have sufficient access to academic support services, such as advising, tutoring, and career development.

- Better and more effectively promote the resources available to our students
- Enhanced by the addition of a full-time coordinator, the Academic Learning Center is breaking new ground in fall 2021 through more intentional outreach with Athletics, pop-up tutoring in Holden, study skills programming, and ongoing tutor training
- LEC Cares Referral system, rebranding to promote and educate students about the resources available and how individual faculty can assist
- POP model for Student Engagement also includes academic sides of programming, promotion through the ALC and programs offered in the ALC space so students are aware where the Learning Center is and can hear more about it while they are there for another
- Digital Marketing across campus, constant messaging students will see on a device they are used to looking at

GOAL 1.E.

Invest in all our faculty by supporting professional development, enhancing compensation levels, and the strategic expansion of faculty member.

- Initiated a new pre-semester workshop day
- Enhanced the current allocation for faculty development
- Implemented Doris Bray Professional Development Series
- Launched Spring into Assessment Workshop Series
- The provost initiated presentations and workshops for meta-assessment



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ENROLLMENT AND FINANCE

We will enhance revenue streams and strengthen recruitment efforts so that we are able to make needed investments in College.



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GOAL 2.A.

Enroll new pipelines of successful students, by achieving a balance between NCAA and non-NCAA students.

- Increased number of EQ prospects and admits - Initiated Painesville Promise to Attract more local students
- Enhanced academic component of the prospect visit and, at every feasible opportunity, ensure engagement with deans and faculty
- Early work on the Strategic Enrollment Plan
- Better promote co-curricular opportunities (music ensemble, P2E, Honors, etc.)
- Retention Report Update in summer 2021 collected and analyzed retention data from previous three years based on students' gender, NCAA status, and cumulative high school GPA

EXTENSION OBJECTIVES 2.A.

1. Enhance/introduce new club sports (Dance, EQ, Bowling)
2. Rebrand and remodel Student Organizations
3. Provide other co-curricular activities based on popularity from local high schools
4. Implement 5-year EM plan
5. Utilize new CRM to achieve stated goals in EM plan
6. Meet students in person

GOAL 2.B.

Conduct assessments of the College's perceptions among core stakeholders to build awareness and shape reputation.

- Some focus groups with parents and prospective students were completed at Fairport Harding HS
- Surveys and tailored feedback collected from HU 110/FYE instructors to ensure continuous improvement of curriculum
- P2E Advisory Council initiated in spring of 2021 with representation from each academic school and each relevant staff department across campus
- Updated withdrawal survey and able to share it with more people than have in the past in order to influence change
- Common site manager log for engagement and co-curricular activities that involve student feedback in order to make future decisions about programming on campus

EXTENSION OBJECTIVES 2.B.

1. Admitted Student Questionnaire (ASQ) implementation by Admissions
2. Optimize new CRM (transition to SLATE) and develop internal reputation score
3. Conduct focus groups with key stakeholder groups
4. Conduct surveys of student who did not enroll and also visitors to campus
5. Admitted Student Questionnaire
6. Survey

GOAL 2.C.

Cultivate and develop relationships that result in philanthropic support to enable improvements in facilities, technology, and programs.

- The HVACR partnership has and continues to generate results in terms of outside donations, support, and philanthropy (e.g., tools, equipment, and hardware for the program and for the benefit of the institution)
- Cultivated relationships with corporate partners, foundations, individuals and alumni to reach fundraising goals. Developed a comprehensive campaign that has received over \$3 million in support so far
- Cultivated and attained multiple \$1 million dollar individual gift
- Launched Painesville Promise, a public/private partnership to help students in the local community have access to a college education
- Built partnerships with local companies to recruit board members and to help supply internships and philanthropic dollars



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EXTENSION OBJECTIVES 2.C.

1. Ongoing implementation of our new campaign under the leadership of the new VP for Advancement and the team (including the hiring of a grants coordinator)
2. Working with athletics and the VP for Advancement on fundraising ideas that connect the community, having the money go directly to certain projects for students
3. As we continue to promote our campaign, we will educate stakeholders on the greatest needs for the College in pursuit of our campaign goals
4. Strengthening the bonds with the community; Re-establishing a relationship within Student Affairs with DPO and Painesville Parks and Rec



A man with short dark hair and glasses, wearing a dark suit jacket over a light blue plaid shirt and a dark tie, stands in front of a chalkboard. The chalkboard has some faint mathematical equations written on it, including $\rightarrow EP \rightarrow E+P$ and k_1 . A large, stylized number '3' with a diagonal striped pattern is overlaid on the left side of the image.

COMPENSATION, BENEFITS AND PROFESSIONAL DEVELOPMENT

We will improve our sense of community by investing in our faculty and staff, so that we may continue to serve our students increasingly well.



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GOAL 3.A.

Complete a compensation and benefits analysis, adopting multi-year strategies to enhance hiring, retention, and employee satisfaction.

- Finalization of Compensation Plan 2021-2022
- Approval by President of the College
- Approval by the Budget Advisory Committee (BAC)
- New employee awareness of CUPA benchmarks and compensation plan initiative
- Change to salary authorization to include CUPA code and benchmark

GOAL 3.B.

Listen carefully to employee feedback, and craft clear action plans regarding improving the workplace environment and productivity.

- Significant improvements were made in the area of technology (new eLearning module, zoom, new fiber line, classroom, computer and wi-fi upgrades)
- A new phone system will be implemented in the fall of 2021
- College Hall has seen a variety of upgrades from tuck pointing, to the replacement of railings, to a new entrance way
- Garfield has a new classroom suite
- The provost holds frequent listening sessions throughout the year regarding specific topics.
- Dickinson Hall has A/C effective summer 2021
- Roof replacements at Garfield
- Employee exit interviews
- New employee assessment process
- Great Colleges to Work For survey
- 30 day after hire interview
- Employee empowerment initiative

GOAL 3.C.

Ensure all employees have access to professional development opportunities and appropriate technology

- Conducted campus-wide PD needs survey, including related to academic assessment and faculty development
- Assessment by department
- Included with new employee assessment process

GOAL 3.D.

Strategically align staffing levels in areas critical to the success of this plan

- Staffing has been added to support the HVACR program, MPS program, IT and various coaching additions to aid with the addition of JV programs
- Staffing changes since the start of the Strategic Plan
- Cycle for needs every year
- New DEI coordinator
- Assessment of needs by department
- Compensation Plan Approval





DIVERSITY, INCLUSION AND OUR SENSE OF PLACE

We will ensure all feel welcome and included, and prepare our students to become responsible citizens in their communities.



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GOAL 4.A.

Implement the 2017 Diversity and Inclusion Plan

- In 2017, the Diversity and Inclusion Task Force developed five categories to serve as priority areas. They are listed below with updated notes and achievements
- Employment and Hiring Practices
 - As of July 2021, LEC is now offering partner benefits to all LEC employees
 - In fall 2020, our Human Resources department updated our insurance forms to include gender neutral pronoun selections
 - Our Human Resources department updated our settings on HigherEdJobs.com to include a diversity selection. Any candidate who self-selects as a diverse candidate will receive our postings via email. There are currently 324,000 individuals who receive these emails
 - We hired a former director of Diversity, Equity and Inclusion to serve as Director of Student Life and New Student Orientation. We value the experience that she brings to this role and sought to hire someone with DEI experience to work with our students in a large capacity. E. In summer 2021, we hired a Graduate Assistant to work directly with the Diversity, Equity and Inclusion council
- Academic Programming
 - In spring 2020, we implemented a new course to align with the Centennial Suffrage Celebration: CM270. This communication and rhetoric course allowed students to complete research on suffragists who had connections with LEC and Lake County. This satisfied requirements towards the Gender, Sexuality and Women's Studies minor
 - The DEI Council has partnered with other departments on campus to develop and implement several co-curricular activities throughout the last few years, including month-specific celebrations (i.e. Black History Month, Women's History Month, Pride Month), social justice demonstrations hosted by our student organizations, art exhibitions and displays in the library and in Royce Hall, peer mentoring programs between our LEC students and Harvey High school, and more
- Student Support and Services
- In summer 2021, the DEI Council developed a map of all of the gender neutral restrooms on campus. This will allow visitors, students, and members of our community to easily locate facilities with clear, updated signage
- Professional Development and Training
- In spring 2021, 93 employees completed a Bias and Micro Messages workshop
- Community Engagement
- Making DEI a priority anyway we can

GOAL 4.B.

Better support and integrate students into the campus community with regard to personal development, academic rigor, and a holistic learning environment

- Welcome Week Programming and sessions
- Forums and workshops for students
- Combining efforts for consistent experiences for students across campus

GOAL 4.C.

Seek mutually beneficial collaborative partnership in the region, and promote our achievements

- Implementation and funding of the HVACR Program in partnership with Trane. In addition, this initiative creates capacity with regional and state workforce agencies and organization, regional public secondary schools, and connection to business leaders. -Partnership with NEO Div Center -Andrews Osborn Academy partnership - Continued work with Holden Arboretum, The Nature Conservancy, and the Lake County General Health District
- In spring 2021, we partnered with the Diversity Center of Northeast Ohio to offer Bias and Micro messages workshops to all Lake Erie College employees
- In 2021, we partnered with My Brothers Keeper Ohio to launch a chapter in Lake County and provide office space for a student mentor
- In 2018 and 2019, we offered Safe Space Training to our employees and student leaders on campus through a partnership with the LGBTQ Center

GOAL 4.D.

Build support for the College among external stakeholders through integrated brand promotion and marketing strategies



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EXTENSION OBJECTIVES 4.D.

1. Ongoing implementation of digital marketing campaign targeting prospective students in the NE Ohio region, working with Advance Ohio on all digital fronts specifically reaching prospective students from the region
2. Building a brand awareness campaign gaining exposure in our region. Promoting Events, happenings and success stories on all marketing channels
3. Working with admission to measure effectiveness of efforts. Establish a monthly “metrics meeting” to go over numbers (number of visits, applications, inquiry forms, i.e., leads coming from marketing efforts
4. Continue to make progress on SEO strategies at organic reach making LEC a top search result in Google. As already seen in efforts put in place for MPS and Equine Studies
5. Increase in CTA (call to action) clicks should increase lead generation forms on our website (info nights, etc)
6. Monthly metrics meetings to see if Admission is on target to meet their enrollment goal and to see how many of their leads/applicants came from marketing efforts

