Dear Colleagues,

The initiatives we have established, the partnerships we have developed, and the focus we give our students every day center on the goals set out in the Strategic Plan. The document allows us to take a comprehensive look at how we can continue to improve on achieving our mission. And it forces us to look up from our daily work and consider larger issues.

This year, the Strategic Plan has been streamlined to focus on five issues: the institution, the employee, the student, technology and partnerships.

The Strategic Plan is the core of our work to provide high-quality learning experiences that are affordable and accessible, allowing us to serve our community better. The plan guides us to ensure that students have access to the best education, that their lives are transformed and that they are empowered to achieve their goals.

We address these ambitious goals with a solid approach, encompassed within a rich and robust Strategic Plan focused on the future. Many Voices, One Vision: 2019-2022 reaffirms our values to assure a strong education community that focuses on student success.

The work over the years to build this Strategic Plan is extremely valuable as it guides how we meet the educational needs of students in our three-county service area. The plan reflects the continued commitment and collaboration of our outstanding community of faculty, staff, students and key stakeholders.

Again, I thank you for your commitment to making Lehigh Carbon Community College an institution where we change lives and where students can truly start here and go anywhere.

Respectfully,

Dr. Ann D. Bieber
President
Lehigh Carbon Community College
**Vision**
Lehigh Carbon Community College aspires to prepare our diverse community through transformative learning experiences for the needs of an ever-changing world.

**Mission Statement**
Lehigh Carbon Community College builds a stronger community by providing an accessible, equitable, inclusive and affordable education to empower our students to achieve academic and career goals.

**Value Statement**
As a student-centered learning institution, we value:

**Access**
Create learning environments and experiences that allow students to identify and achieve their goals.

**Civic Engagement and Service Learning**
Encourage leadership and civic responsibility through academic studies, student activities and community participation.

**Continuous Improvement**
Make decisions based on assessment, solid planning, and effective management of resources.

**Employees**
Attract, develop and retain a diverse team of employees, provide support and encourage them to work collaboratively and to understand their role in student success.

**Equity**
Embrace diverse backgrounds and viewpoints by providing inclusive experiences.

**Instructional Excellence**
Engage and challenge students, advance intellectual curiosity and promote lifelong learning.

**Learning**
Develop foundational knowledge, critical thinking skills and self-awareness that advance intellectual, ethical and social responsibility.

**Partnerships**
Cultivate relationships that provide innovative and entrepreneurial solutions to promote economic development and workforce needs.

**Student Development**
Foster individual growth, leadership and service, and intentionally support holistic development through opportunities both inside and outside the classroom.
1. Support student enrollment, retention and completion through the implementation of LCCC’s Career Pathways Model. The college recognizes LCCC’s Career Pathways Model as an integral part of student development, success and completion.

2. Foster innovations in course development and delivery. The college recognizes the need to engage all learners through relevant curriculum and pedagogy.

3. Fully embrace and institutionalize the first-year experience. The college recognizes the importance of a structured and supported first-year program for its students.

4. Develop the whole employee. The college recognizes that its employees are one of its greatest resources and must continually strive to provide personal and professional development opportunities for its workplace.

5. Foster an open and inclusive institutional environment. The college recognizes that the institution should provide a safe and accessible environment for all, grounded by mutual trust and respect.

6. Align marketing strategies with enrollment goals. The college recognizes the need for increasing visibility about the college’s programs, economic impact and contributions to the community.

7. Strengthen relationships with alumni. The college recognizes the need to continually connect with its alumni by providing meaningful, lifelong opportunities for alumni to engage and connect with LCCC.

8. Leverage relationships with community and workforce partners. The college recognizes that relationships are necessary for the college to grow and support the counties it serves.

9. Strive for continuous improvement in all services and departments. The college recognizes the need to evaluate and continuously improve upon the services it offers to students, faculty, staff and community members.

10. Employ shared governance in decision-making at the institution. The college recognizes that shared governance is crucial in determining equitable solutions for goals.

11. Optimize the learning environment. The college realizes the importance of a safe, supportive and accessible learning environment.

12. Create a culture around meaningful assessment. The college recognizes the importance of assessing both student learning and institutional effectiveness.

13. Embrace institutional sustainability. The college recognizes a need to be financially resourceful and cognizant of our scarce resources.

14. Increase the availability and use of all technology for students, staff and faculty. The college recognizes the importance of adopting new technology and utilizing the full functionality of existing technology to meet the needs of our constituents.
1. Support student enrollment, retention and completion through the implementation of LCCC’s Career Pathways Model. The college recognizes LCCC’s Career Pathways Model as an integral part in student development, success and completion.

Facilitate enrollment growth and the improvement of retention rates.
- Develop enrollment and retention measures and benchmarks
- Develop enrollment and retention projections
- Implement new success and retention strategies

Strategic Lead: Associate Dean of Student Success and Executive Director of Enrollment

Assessment Method
- Usage of newly developed enrollment and retention benchmarks for decision-making
- Implementation of new success and retention strategies and evaluation of outcomes

Develop and implement collegewide guidelines for all co- and extra-curricular programming.
- Develop internships and service learning guidelines
- Establish additional creativity centers (makerspaces)
- Continue to define, develop and communicate LCCC’s Career Pathways Model awareness

Strategic Lead: Director of Career and Civic Engagement and Director of Student Life

Assessment Method
- Utilization of new internship and service learning guidelines
- Survey to determine students’ understanding of LCCC’s Career Pathways Model

2. Foster innovations in course development, quality and delivery. The college recognizes the need to engage all learners through relevant curriculum and engaging pedagogy.

Improve quality of curriculum and instruction through implementation of ongoing professional development and training.
- Provide division-specific training in best practices for all faculty
- Develop online training materials for adjunct and part-time faculty
- Utilize Canvas to provide delivery of online training materials

Strategic Lead: Director of Training and Development and Associate Dean of Adjunct Faculty and Organizational Development

Assessment Method
- Utilization of newly developed online training materials
- Faculty evaluations of teaching and learning trainings
3. Fully embrace and institutionalize the first-year experience. The college recognizes the importance of a structured and supported first-year program for its students.

Develop and implement new student on-boarding process. The college will proactively guide prospective students through the entire enrollment process.

- Develop communication plans to use throughout the on-boarding process
- Identify data and informational reports needed to support efforts
- Utilize Early Alert to map LCCC’s Career Pathways Model

**Strategic Lead:** Director of First Year Experience

**Assessment Method**

- Current program, outcomes and assessment results compared to benchmark community colleges
- Student survey for effectiveness of communication
- Continual evaluation of student activities

The college will provide first-year students with research-based services and programs designed to improve their transition to college and their success.

- Expand, support and promote existing First-Year Experience activities
- Develop learning outcomes and assessment for FYE activities

**Strategic Lead:** Director of First Year Experience

**Assessment Method**

- A newly developed assessment model for all FYE activities
- A newly developed pre-orientation survey for advisor use
- A post-first semester survey for students to determine effectiveness of activities
4. Develop the whole employee. The college recognizes that its employees are one of its greatest resources and must continually strive to provide personal and professional development opportunities for its workforce.

Enhance delivery of professional development.
- Develop more online training for all employees
- Enhance Equity Certificate Program
- Assess effectiveness of all personal and professional development programming

Strategic Lead: Director of Training and Development and Director of Human Resources

Assessment Method
- Needs assessment to determine programming
- Follow-up surveys to determine if needs were met with programming
- Individual program surveys to determine effectiveness

Develop new recruitment and on-boarding strategies to optimize the LCCC workforce.
- Expand college recruitment strategies for a diverse workforce
- Enhance on-boarding programming to include job-specific training

Strategic Lead: Human Resources Department

Assessment Method
- New employee survey after six-month mark to determine effectiveness of new on-boarding strategies
- Increase in the number of qualified candidates per position
- Increase in the diversity of the workforce

5. Foster an open and inclusive institutional environment. The college recognizes that the institution should provide a safe and accessible environment for all, grounded by mutual trust and respect.

Recruit and retain a diverse student body.
- Create recruiting parameters that allow for a diverse student body
- Utilize available data to determine gaps in, and strategies for, retaining a diverse student population

Strategic Lead: Executive Director of Enrollment and Diversity, Equity and Inclusion Committee

Assessment Method
- Incremental increases in enrollment from under-represented populations
- Newly developed programs, services and activities based on climate assessment results
- Improvement in climate assessment outcomes two years after program implementation

Recruit and retain a diverse workforce.
- Create a recruiting framework that allows for a diverse workforce
- Utilize climate assessment to determine gaps in, and strategies for, retaining a diverse workforce

Strategic Lead: Human Resources Department and Diversity, Equity and Inclusion Committee

Assessment Method
- Inclusion of equity recruiting parameters in employee recruitment process
- Increase in climate assessment results two years after program implementation
6. Align marketing strategies with enrollment goals. The college recognizes the need for increasing visibility about the college’s programs, economic impact and contributions to the community.

Focus on aggressively marketing college strengths including excellence of academic programs and faculty, relatively low tuition investment and high return, responsiveness and customization of noncredit programming, and accessibility at multiple geographic locations and online.

- Change marketing strategies based on new programs and new college initiatives
- Measure changes in the targeted program areas to assess effectiveness of marketing strategies

**Strategic Lead:** College Relations Department

**Assessment Method**
- Number of inquiries generated
- Number of clicked links
- Email engagement rate

7. Strengthen relationships with alumni. The college recognizes the need to continually connect with its alumni by providing meaningful, lifelong opportunities for alumni to engage and connect with LCCC.

Broaden the scope of alumni engagement activities.

- Develop and implement the Alumni Plan along with a Marketing Plan through College Relations
- Create and foster an environment which will allow related departments within the college to develop programs of philanthropic support from alumni
- Become a key, strategic partner with departments through improved collaboration across the college to ensure the success of LCCC
- Align alumni volunteer leadership and Special Events & Alumni Relations Manager with a shared purpose and strategic focus to strengthen the volunteer-staff partnership
- Market alumni volunteer opportunities including mentoring, internships and job shadowing
- Foster purposeful student relationships and engagements which build lifelong commitment to the college and an identity as an LCCC alumnus/a

**Strategic Lead:** Executive Director of the Foundation, Special Events Manager & Alumni Relations Manager and Alumni Relations

**Assessment Method**
- Number of alumni contacted, method of contact and response rate
- Number of alumni at college events for year-to-year comparisons
- Marketing plan and alumni interaction through social media outlets

8. Leverage relationships with community and workforce partners. The college recognizes that relationships are necessary for the college to grow and support the counties it serves.

Increase noncredit to credit pathways.

- Utilize Advisory Boards to drive new initiatives
- Create partnerships with employers for industry-specific equipment training

**Strategic Lead:** Dean of School of Employer Engagement and Community Education and Director of Workforce Development

**Assessment Method**
- Expansion of noncredit to credit articulations
- Survey of employers to gauge overall impact of programming
- Increase in the number of new and retained partnerships
- Expansion of existing partnerships
9. Strive for continuous improvement in all services and departments. The college recognizes the need to evaluate and continuously improve upon the services it offers to students, faculty, staff and community members.

Utilize College Services Survey to develop methods and measures for continuous improvement of college services.

- Distribute College Services Survey
- Review survey feedback
- Develop improvements based upon survey results

Strategic Lead: Executive Team

Assessment Method

- The developed measures are used at departmental levels to improve services.

10. Employ shared governance in decision-making at the institution. The college recognizes that shared governance is crucial in determining equitable solutions for goals.

Develop new methods to employ shared governance in strategic and nonstrategic goal determination.

- Develop understanding of Lehigh Carbon Community College’s method of shared governance
- Obtain faculty, staff and student perspectives on major institutional decisions

Strategic Lead: Associate Dean of Adjunct Faculty and Organizational Development

Assessment Method

- Survey of employees to determine understanding of shared governance definition. Review of institutional decision-making.
11. Optimize the learning environment. The college realizes the importance of a safe, supportive and accessible learning environment.

Maintain contemporary, safe and accessible facilities by aligning physical plant and technology management with annual college budget and priorities.

- Develop priority-based funding for facility and Information Technology projects
- Assess physical space regularly for updates
- Implement identified upgrade priorities

Strategic Lead: Director of Facilities and Chief Information Officer

Assessment Method
- Evaluation of space usage through utilization metrics from 25 Live for physical. Continual audit of student/faculty logins of the Learning Management System (LMS).

Enhance virtual services for students.

- Expand online student services
- Continue to develop online readiness assessments

Strategic Lead: Dean of Regional and Distance Education

Assessment Method
- Evaluation of LMS usage. Identification of usage of add-ins such as Vemo and Voicethread.

12. Create a culture around meaningful assessment. The college recognizes the importance of assessing student learning and institutional effectiveness.

Illustrate how assessment can be used to improve all areas of the college.

- Use qualitative and quantitative data to support data-driven decisions
- Develop assessment to more accurately measure institutional effectiveness

Strategic Lead: Associate Dean of Adjunct Faculty and Organizational Development and Executive Director of Institutional Research and Effectiveness

Assessment Method
- Review of student performance data (grades, retention, completion, transfer), disaggregated by various student demographics/populations
- Develop key performance indicators for each college department to determine institutional effectiveness

13. Embrace institutional sustainability. The college recognizes a need to be financially resourceful and cognizant of our scarce resources.

Continually seek efficiencies in the use of scarce resources.

- Institute fiscal controls
- Consider green alternatives when available
- Continue and enhance recycling efforts

Strategic Lead: Finance Department

Assessment Method
- Survey to identify areas where efficiencies can be gained
- Tracking usage of green alternatives and order patterns of non-green supplies
14. Increase the availability and use of all technology for students, staff and faculty. The college recognizes the importance of adopting new technology and utilizing the full functionality of existing technology to meet the needs of our constituents.

Develop mobile applications for students, faculty and staff use.
- Determine new mobile application opportunities
- Continue to update and adapt LCCC applications

Strategic Lead: Chief Information Officer
Assessment Method
- Survey of use and satisfaction by students, faculty and staff

Create a culture that instills the need to use Banner for appropriate business processes.
- Determine the number of employees utilizing Banner
- Train all new employees on Banner modules related to job tasks
- Ensure data integrity

Strategic Lead: Director of Enterprise Applications/PMO
Assessment Method
- Survey employees to determine usage prior to increased training
- Complete a post-training survey to determine increase

Develop a structured process for adoption and implementation of all new technologies, both software and hardware.
- Determine process to research new technology prior to purchase
- Include Subject Matter Experts before purchasing new technology

Strategic Lead: Information Technology Department and Associate Dean of Adjunct Faculty and Organizational Development
Assessment Method
- Faculty and staff actively engaged in the use of the new technology procurement process

Make institutional, regional and national data available to all employees to continue to drive data-based decision-making.
- Create new software datablocks in order to design queries and reports
- Train employees on report writing and accessing data

Strategic Lead: Executive Director of Institutional Research and Effectiveness and Chief Information Officer
Assessment Method
- Utilization of report writing software
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