



MANY VOICES, ONE VISION
Fall 2021-Summer 2024 Strategic Plan



Lehigh Carbon
COMMUNITY COLLEGE

CELEBRATING
55

YEARS 1966-2021



LETTER FROM THE PRESIDENT

Dear Colleagues,

Over the past year, the college's strategic plan has provided a strong foundation and vital direction for the college to continue to meet its mission. Even in light of the challenges that the pandemic presented, the college continued to meet objectives, clarify priorities and build partnerships all to benefit our students and ensure they meet their educational goals.

Although we made adjustments in the way that education was delivered, never did we compromise quality, and we were able to work together in creative ways to serve our students and our community.

It is fitting that this year we will mark our 55th year, looking back on the vision that was developed by men and women decades ago. Never could we have imagined the challenges that we faced over the past year, but with the collective work of all of you, we met and overcame these obstacles.

Over the next year, we will continue to hone our focus as a comprehensive community college and work to improve and build on our successes. We will continue to address five areas: the student, the employee, partnerships, the institution and technology. A key theme running through all these areas is how we continue to implement best practices for learning in an environment that continues to shift and change.

In addition, we will continue to address issues of equity, what that means for the continued growth of the college, as well as our status as a Hispanic-Serving Institution and how we can continue to serve our Latino/Hispanic community.

Many Voices, One Vision: Fall 2021-Summer 2024 reaffirms our values to assure that in all we do we focus on student success, which guides our path as we meet the educational needs of students in our three-county service area.

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,

A handwritten signature in black ink that reads "Ann D. Bieber". The signature is fluid and cursive, with the first name "Ann" being the most prominent.

Dr. Ann D. Bieber
President
Lehigh Carbon Community College

VISION, MISSION, VALUES

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.

STRATEGIC GOALS Fall 2021-Summer 2024



STUDENT

1. Champion student success support services and programs to improve students' transition to college and their success from prospective student to goal attainment.
 2. Advance and institutionalize the First-Year Experience.
 3. Lead initiatives to understand where students experience challenges and obstacles in order to increase student retention and completion.
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EMPLOYEE

4. Launch initiatives to develop and enhance all employees through recruitment, onboarding and professional development.
 5. Strengthen an open and inclusive instructional environment that conveys the college's values and supports an environment for employees to advance, achieve, and assists them and our community.
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PARTNERSHIPS

6. Enhance collaborations and partnerships with community and workforce partners, donors, school districts, community colleges, and four-year colleges and universities.
 7. Explore programs and services with regional geographic reach and beyond that align with the college mission, vision and values.
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INSTITUTION

8. Design, promote and deliver intentional measures of diversity, equity and inclusion for college wide student success through identification of gaps. Establish best practices to ensure student success.
 9. Maintain fiscal stability of the college recognizing the changing circumstances associated with the pandemic.
 10. Advance Facilities Master Plan, considering the need of future generations in campus planning taking into account the project relative to debt service.
 11. Lead initiatives with the college community to celebrate the 55th anniversary of LCCC.
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TECHNOLOGY

12. Influence and strengthen the need for data to be utilized in decision-making.
13. Commit to advanced technologies both in and out of the classroom.
14. Continue to automate or move student and employee process to digital or electronic formats for greater efficiencies.



STUDENT

1. Champion student success support services and programs to improve students' transition to college and their success from prospective student to goal attainment.

Cultivate a culture of inclusiveness that supports the success of a diverse student body to improve enrollment growth, persistence, retention and completion rates.

- Increase incoming new student, transfer, high school, underrepresented racial/ethnic/special, non-traditional, guest, remote and fully online populations
- Increase credit and noncredit options and delivery formats to meet the needs of our communities and non-traditional-aged populations
- Increase retention rates of all students (new first-time, full-time freshmen, new first-time, part-time freshmen, full-time transfer, guest, returning, continuing, part-time transfer, underrepresented racial/ethnic/special groups and by campus location)
- Enhance and support the online and remote learning environment

Assessment Method

- Increase enrollment rates by 1% by fall semester, 2022
- Increase credit and noncredit options and delivery format by 1% by fall semester, 2022
- Increase semester-to-semester retention, degree, transfer and certificate completion rates by 1% by fall semester, 2022

Enhance the student experience through intentional, high quality experiential, curricular and co-curricular opportunities.

- Expand the experiential, curricular and co-curricular services and programming in collaboration with community partners to support the emotional, psychological and social well-being of students
- Increase student engagement in experiential, curricular and co-curricular learning
- Improve the availability of college events and programming at all sites

Assessment Method

- Review and compare attendance and evaluation data of the experiential, curricular, co-curricular opportunities, internships and service learning experiences

2. Advance and institutionalize the First-Year Experience.

Ensure a seamless onboarding process through student engagement in first-year programming.

- Strengthen new student onboarding to proactively guide prospective students through the entire enrollment flowchart
- Utilize technology to eliminate redundancy, increase simplicity and convenience for the onboarding process
- Ensure every new student has the opportunity to participate in a first-year experience and is familiar with their success team

Assessment Method

- Track semester and annual persistence rates of first year students
- Review and compare first year student matriculation vs. matriculation of first year students who do not participate in programming
- Review and compare attendance and evaluation of FYE programming and learning communities that were presented during the first year



STUDENT

Develop and implement more collaboration, partnerships and data sharing opportunities to focus on student success and completion with other departments and areas of the college to improve the first year student's transition to college and their success.

- Identify and implement FYE data collection process for capability of data sharing among college partners by expanding of the EXtra Mile features, workshops and other deliverables that enhance collaboration, engagement and interaction throughout the college
- Expand and increase levels of support and success strategies to increase first year matriculation
- Increase awareness of ASPIRA, Honors, Diversity, Equity, and Inclusion initiatives and other learning communities

Assessment Method

- Track semester and annual persistence rates of first year students
- Review and compare first year student matriculation vs. matriculation of first year students who do not participate in programming
- Review and compare attendance and evaluation of FYE programming and learning communities that were presented during the first year

3. Lead initiatives to understand where students experience challenges and obstacles in order to increase student retention and completion.

Scale-up proven student support mechanisms that partner with students to confront and overcome educational barriers.

- Review data to determine where to focus efforts for assisting students, such as the RISC survey, student roundtables, student town halls, student success coaching outreach, early alert data, student focus groups, other student surveys or informational channels, etc.
- Provide opportunities to collect student feedback at different touchpoints from entry through graduation at the college

Assessment Method

- Number of students that are connected to a network of service providers that assist with removing barriers to success, leading to increased retention among all student populations
- Evaluation of results from RISC survey, climate survey, services surveys and/or other assessments

Maximize use of active learning, academic service learning and other innovative teaching strategies that improve student learning and success for a diverse student body.

- Transform our learning culture toward creating a sense of belonging and well-being for every student
- Identify, implement and assess new instructional programs and evaluate current programs to ensure community and projected workforce needs are met
- Redesign classroom facilities to support increased interaction and student engagement
- Maximize efficiencies by exploring programs to offer in partnership with businesses and other education institutions

Assessment Method

- Student evaluation results of semester course
- Track semester course enrollment and retention rates



EMPLOYEE

4. Launch initiatives to develop and enhance all employees through recruitment, onboarding and professional development.

Encourage human-centric leadership and coaching while expanding training and development opportunities.

- Institute Inclusivity Certificate Program
- Provide professional development to all faculty and staff (DEI, ADA, Technology, LGBTQ+)
- Use inclusive analytics to assess our diversity, equity and inclusion strategies
- Use best practices to recruit a diverse and talented workforce by fostering a culture of inclusion and flexibility.

Assessment Method

- Utilize Human Resources IPEDS report to assess increased diversity recruitment efforts in the LCCC employee workforce
- Use data from RISC and climate survey to create targeted training
- Use data dashboard reports from applicant tracking system

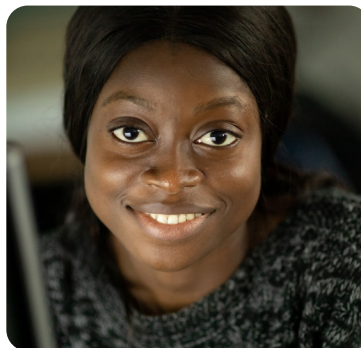
5. Strengthen an open and inclusive instructional environment that conveys the college's values and supports an environment for employees to advance, achieve, and assist them and our community.

Expand professional development opportunities that strengthen the ability of faculty and staff to explore new strategies, skills to support student success and create a climate of respect.

- Establish clear channels of communication for all college employees that encourage cross-departmental consistency and collaboration
- Retain a diverse and highly qualified workforce through succession planning
- Create more progressive work-life policies through implementation and feedback of an employee work-life climate survey
- Dedicated internal stakeholder awareness of our high priority occupations to build a stronger community and workforce

Assessment Method

- Use data dashboard reports from applicant tracking system
- Use data from work-life survey to assess and implement work-life benefits
- Increase in applicants and employee hires from under-represented populations
- Use the inclusion certificate program reflective feedback data
- Use reporting from exit interviews





PARTNERSHIPS

6. Enhance collaborations and partnerships with community and workforce partners, donors, school districts, community colleges and four-year colleges and universities

Utilize advisory committee feedback and regional workforce data to develop new programs.

- Expand business and workforce development presence to serve the needs of the community and industry
- Build curricular pathways between credit and noncredit to expand opportunities for student success and greater employment opportunities
- Create more partnerships with local employers to encourage degree and/or certificate completion

Assessment Method

- New programs presented to curriculum committee
- Two new programs presented with feasibility studies
- Retention of noncredit students to credit programs
- Increase retention by 5%

Explore micro-credentialing opportunities

- Gather potential micro-credential ideas from advisory boards, employers, labor data (emsi)
- Identify programs (credit and noncredit) best suited for micro-credentialing
- Analyze feasibility of instituting micro-credentials
- Present results to curriculum committee for possible implementation; recommendation moved to VP and Executive Team

Assessment Method

- Feasibility report on micro-credentialing
- Up/down decision made on establishing new micro-credential programs

Integrate LCCC's high school population with continuing opportunities

Assessment Method

- Student retention from Early College/Dual Admissions to credit or noncredit programs
- Increase retention by 2%

Recognize and acknowledge existing partners for their continued support

Assessment Method

- Public recognition given to existing partners
- 10 partners recognized through the academic year

Utilize relationships with four-year institutions to make curriculum decisions that create seamless pathways for transfer students

- Research transfer pathways where program courses are not given course equivalency or opportunity for 100-200 level courses to be taken in LCCC program
- Research general education program equivalency with transfer partners (also TAOC 30-credit framework)
- Suggest program curriculum changes based on the above discoveries

Assessment Method

- Curriculum changes based on transfer pathways
- Four program curriculum changes that are based on transfer pathways decisions



PARTNERSHIPS

7. Explore programs and services with regional geographic reach and beyond that align with the college mission, vision and values.

Implement new branding and marketing strategies to maximize enrollment and increase support from the community.

- Market articulation agreements from an enrollment perspective
- Increase communication of articulation agreements with community, high school partners, workforce

Assessment Method

- Post graduation activities: continuing education
- Increase in 5 percentage points from Class of 2020 (35.6% to 40.1%)

Introduce programs or services new to LCCC based on those that have been successful at similar institutions.

- Utilize affinity groups, partners and focus groups to determine new opportunities

Assessment Method

- New programs and services to curriculum and student services
- One new program presented to curriculum committee based on outside institutions. One new service based on outside institutions



INSTITUTION

8. Design, promote and deliver intentional measures of diversity, equity and inclusion for collegewide student success through identification of gaps. Establish best practices to ensure student success.

Promote a healthy, safe and inviting environment for student success.

- Establish a position for an equity, inclusion and diversity officer that is responsible for the organizational oversight and assessment of plans, programs and activities that enhance equity, inclusion and diversity
- Conduct a climate survey to learn how students and employees experience LCCC. Develop a strategic vision for equity and inclusion based on the findings. Perform a cultural audit, assess campus culture and articulate the culture of LCCC
- Expand opportunities for learning and increase participation in diversity, equity and inclusiveness education and training, to include students, employees, cabinet, executive team and Board of Trustees
- Develop a confidential safe space system, for students and employees to discuss an equity concern, receive mentoring and assistance, as appropriate

Assessment Method

- Position in place; climate survey provider identified and contract approved; enhanced schedule of education/training opportunities; reporting system and support team established

Create and nourish a campus culture of trust, kindness and respect where people feel valued.

- Change work and meetings structures to value and include pause: to self-reflect, to seek different perspectives, to reaffirm what most matters, then collaboratively work to address documented issues and opportunities for improvement
- Establish strategies to contribute to our campus culture for every department of the organization and assess those outcomes.
- Actively help and care for others on an individual basis
- Incorporate departmental outcomes in conducting individual performance reviews

Assessment Method

- Strategies identified and implemented. Feedback sought through surveys or focus groups



Establish an Office of Institutional Effectiveness.

- Build database and (with) institutional research to support accountability and assessment
- Enhance data-driven decision making by developing and implementing a collegewide data governance plan addressing data standards, integrity and access

Assessment Method

- Continue to administer the RISC survey. Continue seeking to operationalize usage of Argos database. Continue seeking additional effectiveness measures for services and classroom
 - Incremental increases in enrollment from under-represented populations
 - Increased fall-to-fall retention of students from under-represented populations
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9. Maintain fiscal stability of the college recognizing the changing circumstances associated with the pandemic.

Expand implementation of collaborative, transparent and responsive budget practices that fulfill strategic and scarce needs of the college community.

- Continue to integrate operational plans as needed to address facilities, maintenance, safety, workforce and technology needs
- Identify areas where efficiencies and effectiveness can be gained through the purchasing process

Assessment Method

- Track usage of green alternatives and order patterns of non-green supplies
 - Budget evaluation of revenue and expenses by the finance office
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10. Advance Facilities Master Plan, considering the need of future generations in campus planning taking into account the project relative to debt service.

Develop plans to increase institutional focus on supporting a sustainable future through improved facilities, practices and educational efforts focusing on environmentally sound practices.

- Hiring professional consulting firm to evaluate current facilities and infrastructure

Assessment Method

- Recommendation report submitted by firm to college and Board of Trustees
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11. Lead initiatives with the college community to celebrate the 55th anniversary of LCCC.

Under the guidance of the 55th anniversary committee, incorporate events and spotlight historical achievements throughout the academic year.

- Throughout the anniversary year, incorporate celebration signage, anniversary-themed giveaways, campuswide events branded with “Together” theme. Collegewide activities will use the “Together” theme (Convocation, Development Day, Summer Picnic, etc.)
- Historical accomplishments will be collected and promoted through special Aspire commemorative edition. Official documents (State of the College, Budget Review, Facilities Master Plan, etc.) will promote the 55th anniversary theme and logo

Assessment Method

- All appropriate activities, documents, etc. will include the Together 55th anniversary theme. Employees will have an opportunity to celebrate the 55th anniversary at events, will sign a “Together” vinyl banner and will receive a commemorative gift. Signage will be installed at all three sites to notify the community of the college’s anniversary



12. Influence and strengthen the need for data to be utilized in decision-making.

Use qualitative and quantitative data to support data-driven decisions.

- Train employees on report writing and accessing data
- Create new software datablocks in order to design queries and reports

Assessment Method

- Utilization of report writing software measuring number of users logging into Argos, number of reports written, number of datablocks built during the assessment period
 - Evaluation of staff utilization of data systems used in decision making
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13. Commit to advanced technologies both in and out of the classroom.

Utilize technology to promote student success.

- Determine new mobile application opportunities
- Continue to update or adapt LCCC applications

Assessment Method

- Use Argos reports to determine success rates for different instructional methodologies
 - Use Argos reports to assess success of FYE students
 - Measure percentage of faculty using Canvas beginning and ending for the year
 - Release new portal and mobile applications
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14. Continue to automate or move student and employee process to digital or electronic formats for greater efficiencies.

Expand use of dynamic forms to digitize paper forms.

- Train employees on report writing and accessing data
- Continue to review, evaluate, and update existing tools, services and processes
- Use Ellucian Analytics to evaluate course offerings to create a more efficient course schedule

Assessment Method

- Assess number of forms converted from paper to digital, departments utilizing, number created since implementation, tracking number of yearly conversions
- Yearly documentation of completed process improvements (year-end report)
- Reports delivered with Ellucian Analytics

START HERE | GO ANYWHERE



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