

MANY VOICES, ONE VISION

2023-2026 Strategic Plan
Year 2 Update



Lehigh Carbon
COMMUNITY COLLEGE



Lehigh Carbon Community College

Many Voices, One Vision: Strategic Plan Year 2 Update

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In Progress

6 GOALS 7 OUTCOMES 20 MEASURES 25 TARGETS 17 FINDINGS 4 ATTACHMENTS

1 Initiative Theme Communication

1.1 Goal
Develop and implement a comprehensive Communications Plan that promotes unified and consistent messaging.

1.1.1 Objective
Year 1: Create a committee consisting of stakeholders from across the college including students and representatives from each campus site for input on plan development.

1.1.1.1 Metrics
Met

METRICS Committee is finalized.

FINDING Committee is formed with the following core members and resource members:

REFLECTION Core Members – Mary Decker, Jessie Heimann, Jill Yapsuga, Amber Zuber, Kathy Buchkowski.

Resource Members – Linda Baker, Gene Eden, Ellia Sablan-Zebedy, MaryAnn Rush-Wallace, Donna Williams, Gia Henriquez, Gladys Malpica, Julie Trumbauer.

It is difficult to schedule meetings that everyone can attend so the group will move to a model where smaller meetings focused on specific areas of the plan are scheduled with subgroups.

1.1.2 Objective
Year 1: Conduct research on and review the strategic communications plans of five other institutions to garner best practices for implementation, review climate survey results for use in the plan.

1.1.2.1 Metrics
Framework of plan created based on research findings. Partially Met

METRICS	Climate survey results are identified and adjustments are made to the framework of the comprehensive Communications Plan based on these results.
FINDING	Group reviewed the plans of several other colleges and highlighted the most important portions. Group consensus was to utilize a layout similar to that of Tufts University. We developed a complete outline for the plan.
REFLECTION	<p>After reviewing communications plans of several institutions, we created the outline of the table of contents for the Comprehensive Communications Plan. We met with constituents across the college, including students, faculty and staff from the sites. Their input was invaluable and helped us shape the outline. As we move into year two, we have instituted a monthly group meeting and are working on the content of each section of the plan and will continue to meet with other groups to ensure the plan addresses the concerns as presented from the initial SWOT analysis.</p> <p>Due to the delay of the climate survey, we will need to move forward with the plan without results of the climate survey. Once the survey results are obtained in 2025, the group will incorporate any findings that have not been addressed in the plan up to that point.</p>

1.1.3

Objective

Year 2: Development of Plan: At the beginning of development and implementation, conduct focus groups of faculty, students, staff, administrators, as well as after development, to make any necessary adjustments.

1.1.3.1

Metrics

Focus group findings Met

METRICS	Focus group survey results are identified and adjustments are made to the comprehensive Strategic Communications Plan based on these results.
FINDING	As of June 2025: Several focus groups were conducted. Feedback from students, faculty and staff was incorporated in the development of the plan.
REFLECTION	<p>As of July 2025:</p> <p>Findings from the focus groups were included in the Strategic Communications Plan. The subcommittee met with Executive Team and received feedback to incorporate into the plan. Once incorporated, the team will begin the roll out phases. The</p>

committee will revisit focus groups after the roll out to assess the progress of the implementation.

As of November 2025:

Our group has changed as we entered the 24/25 Academic Year. Due to employee turnover, we shifted toward regular core group meetings. Through the course of conducting focus groups with employees and students, certain suggestions were repeated. These suggestions, while not falling under the purview of this group, will be provided to the appropriate departments for assessment and potential implementation.

1.1.4 **Objective**

Year 3: Implementation and adjustment of comprehensive Strategic Communication Plan as needed. Success of the plan will be measured by reconvening focus groups.

1.1.4.1 **Metrics**

Roll out Strategic Communications Plan via various channels during the Fall Semester. Reconvene focus groups in Spring 2025 to assess implementation.

Not Reported this Period

METRICS

Focus group survey results after implementation are identified and adjustments are made to the comprehensive Strategic Communications Plan based on these results.

FINDING

REFLECTION

1.1.4.2 **Metrics**

Not Reported this Period

METRICS

Future Metric: Review future Climate survey results for communication feedback.

FINDING

REFLECTION

2.1

Goal

Develop a culture of data-informed decision making and assessment.

2.1.1

Objective

Develop a comprehensive approach to data analysis, incorporating data into decision making and planning.

2.1.1.1

Metrics

Partially Met

METRICS

Plan created showing the reporting and analytics systems, users for each system, purpose, data within each system, output generated, and lifecycle status of each system.

FINDING

Banner User Group has been formed and meets monthly. Report matrix developed in Data Governance.

REFLECTION

As of July 2025:

Work continues to be done to further enhance the matrix that was developed and written about for our last Strategic Plan update.

As of November 2024:

A report matrix was developed in Data Governance that lists all standard reports from various departments (Registration & Student Records, Business & Finance Office, Human Resources, Financial Aid, etc.). This matrix provides the title of the report, a brief description, the system that generates the report, the level sensitivity of data in the report, and if the report is shared internally or externally. Work continues to be done to further enhance this matrix, and will be used as we determine how we use our various reporting and analytics systems.

As of May 2024:

A Banner User Group (BUG) was formed and has been meeting monthly. This group is comprised of the data stewards for each functional area. While the focus of these meetings has largely been comprised of upgrades and testing to Banner, as the group becomes more established, we will be able to focus on items such as data and reporting out of Banner.

2.1.1.2

Metrics

Partially Met

METRICS	Data governance overview and continued expansion of initiatives as needed.
FINDING	Data Cookbook Webinars and Consultant. Data Governance Mission Under Evaluation.
REFLECTION	<p>As of July 2025:</p> <p>The Data Governance Committee is currently looking at its mission to re-orient the group with what the purpose is for the team. We will use what we have learned from the Data Cookbook webinars and the data roadmap plan to inform our discussion and decisions.</p> <p>As of November 2024:</p> <p>A subcommittee has been formed with cross-institution representation (IR, IT, Registrar, Financial Aid, Finance, HR) to address the Data Cookbook. The subgroup will take advantage of the Data Cookbook's versioning capabilities to create and approve new versions of existing entries as well as revising entries. The revisions will then be approved by Data Governance as a whole before being promoted. IT has a second, unconnected initiative to connect Data Cookbook entries to existing systems.</p> <p>As of May 2024:</p> <p>Data Cookbook Best Practice Webinars were completed by a sub-group of Data Governance. That sub-group also completed a self-assessment to determine where we were at with our Data Governance practices. After completing that assessment, a quote was received from iData, our Data Cookbook provider, to have a consultant come in to help evaluate current practices, indicating our strengths, and where the college can make improvements in regards to data governance. This will help to develop a Data Governance Roadmap for the institution. The quote is currently being reviewed by Institutional Research and Information Technology.</p>

2.1.2

Objective

Enhance data reports to be secure and accessible.

2.1.2.1

Metrics

Partially Met

METRICS	Update data cookbook documentation, and plan for migrating existing functionality.
FINDING	Reliant on consultant from Data Cookbook. Data Cookbook Subcommittee Formed & Migration Testing.
REFLECTION	<p>As of July 2025:</p> <p>A Data Cookbook Subcommittee has been formed out of Data Governance that is comprised of subject-matter experts from the various modules within Banner: Registration, Financial Aid, Accounts Receivable, HR, Institutional Research, and Information Technology. The subcommittee will work to review and define fields within Banner. The proposed definitions will go to the full Data Governance Committee for final approval prior to be updated and implemented in the Data Cookbook. Additionally, migrating and integrating Data Cookbook definitions within reporting tools such as Argos is currently being investigated.</p> <p>As of November 2024:</p> <p>We are choosing to hold on selecting a consultant from iData and use iData's roadmap and guidance to relaunch the LCCC Data Cookbook. The subcommittee for Data Cookbook is currently underway.</p> <p>As of May 2024:</p> <p>After consultant visit from Data Cookbook, documentation will be updated accordingly.</p>

2.1.3

Objective

Develop dashboards, provide data literacy training and continue to support college-wide data discussions.

2.1.3.1

Metrics

Partially Met

METRICS	Implementation of dashboards and training.
FINDING	Reports are being developed, implementing corresponding dashboards is the next step. Expansion of Argos Training.

REFLECTION

As of July 2025:

Information Technology is currently working with all departments to assess needs for Argos training. The hope is that each department will be trained to write their own reports within Argos rather than having to rely on IT or a staff member from eVisions (Argos vendor) to do so. Having department report writers will allow the institution to have a more robust use of Argos as a reporting tool and thus more dashboards implemented.

As of November 2024:

Continued work on reports and dashboards referenced in May 2024 update.

As of May 2024:

Several reports have been developed as a result of work for the other teams in the Strategic Plan. Reports are actively being developed for the Diversity, Equity, Inclusion, and Belonging group. These reports will help them to quantify the work that they are doing and subsequently understand if their work is successful or not. A Retention Funnel Report has been created for the Enrollment and Retention group. This report helps applicable departments identify students who are registered for the current semester and not registered for the upcoming semester. The report also includes if the student has a hold on their account that prevents registration (i.e. financial or academic). The next step with these reports is to develop dashboards in order for end users to be self sufficient in pulling the data required.

3

Initiative Theme

Engagement and Wellbeing

3.1

Goal

Develop meaningful opportunities and experiences for student engagement.

3.1.1

Objective

Promote student-focused activities that will enhance engagement and strengthen the college community across all campuses.

3.1.1.1

Metrics

Partially Met

METRICS Mixed methods satisfaction survey form for quantitative and qualitative participant post-event data. Feedback will be based on on community feel, belonging, and event quality.

FINDING

REFLECTION Some surveys have been collected to analyze. The HOPE Center has been rebranded and reopened for the 2025-26 Academic Year.

3.1.2 Objective

Develop campus-wide calendar of events that address student needs, while fostering intentional and consistent communication.

3.1.2.1 Metrics

Not Reported this Period

METRICS 1) Identify communication channels that perform best and scale across campuses. 2) Assess % of event slots filled in advance (monthly/quarterly), and % of events confirmed at least two weeks prior.

FINDING

REFLECTION Team will work with the Communications Group of Leadership Team to identify communication channels and promote activities.

3.2 Goal

Enhance engagement with the communities of Lehigh and Carbon counties.

3.2.1 Objective

Create events that are open to communities surrounding the college campuses to foster engagement.

3.2.1.1 Metrics

Not Reported this Period

METRICS 1) Gauge community participation rate by % of attendees who are non-students, but county residents 2) Develop satisfaction survey for community members for feedback.

FINDING

REFLECTION

An event list for the upcoming 2025-26 Academic Year is being developed, including Lunch and Learn remote workshops.

3.2.2

Objective

Establish partnerships with community-based organizations to address community identified desires.

3.2.2.1

Metrics

Not Reported this Period

METRICS

1) Create target number of collaborations with location CBO's and small businesses per semester. 2) Develop satisfaction survey for these entities for feedback.

FINDING

REFLECTION

Relationship with KidsPeace has been established. Collaborating with Workforce Development on the creation of a training pipeline to KidsPeace.

4

Initiative Theme

Employee Experience

4.1

Goal

Create a campus culture of excellence, innovation and creativity by providing opportunities and resources that enhance the recruitment and retention of outstanding faculty and staff, and facilitate work-life balance.

4.1.1

Objective

Assess and implement incentives to recruit and retain top talent through promotion of professional development, work-life balance, and appreciation, with a goal to maintain retention rates in line with industry averages.

4.1.1.1

Metrics

Partially Met

METRICS

Create metrics dashboard to track retention.

FINDING

Metrics dashboard creation continues to progress.

REFLECTION

As of July 2025:

Finalized metrics for calendar year 2024 completed. The dashboard metrics available are shared via separate artifacts attached. They include:

- 2024 turnover.
- 2024 employee ethnicity.

The above metrics for 2024 have been attached to the strategic plan.

Additional metrics identified for future analysis include:

- Climate study results.
- An initial draft for a potential stay survey was created based on gaps current data available for analysis (artifact attached).
- Employee Shout Outs, a recently implemented incentive program, includes data collection in the process to understand the adoption rate and success of the program. Data will be collected at the end of FY26 for analysis.

As of November 2024:

As the calendar year-end approaches, the team will be collecting the same data points as FY24 to analyze and identify any potential trends.

As of May 2024:

Finalized metrics for calendar year 2023 completed. The dashboard metrics available are shared via separate artifacts attached. They include:

- 2023 turnover.
- 2023 employee ethnicity.
- 2023 exit interview assessment.
- Separations by years of service.

Fiscal year 2025 Strategic plan efforts will focus on more in depth statics to compare year over year metrics related to types data points such as types of departures and employee classifications.

4.1.1.2

Metrics

Partially Met

METRICS

Update turnover rate: Current turnover rate is 14%. Each year, review and update

	industry average turnover rate and compare to LCCC. (Turnover rate only includes voluntary departures, while attrition rate includes voluntary and involuntary departures.)
FINDING	Finalized metrics for calendar year 2024. Each year we'll continue to report back findings.
REFLECTION	<p>As of July 2025:</p> <p>Year over year metrics continue to be collected and analyzed. The attached turnover rates comparison chart reflects the current industry averages for turnover compared to LCCC.</p> <p>As of November 2024:</p> <p>Data collection will completed upon completion of the calendar year. Once collected, the data will be analyzed for trends to determine next steps.</p> <p>As of May 2024:</p> <p>Relevant metrics for 2023 are complete and provided for comparison against prior years.</p>

4.1.2

Objective

Pilot and assess at least three concepts that aim to improve employee experience. Leverage metrics of the pilot along with other data such as current industry trends and competing college practices to generate a recommendation report proposing implementation of policies and/or practices that contribute to campus culture enhancements for faculty and staff.

4.1.2.1

Metrics

Partially Met

METRICS	After pilot and data collection, generate recommendation report.
FINDING	Proposed guidelines created for review.
REFLECTION	<p>As of July 2025:</p> <p>An incentive called "Employee Shout Outs" was developed throughout FY25. This program provides a simple and fun way to give and receive appreciation. The program aligns with other rewards and recognition programs at the college, providing an easy way to appreciate others at the college. More details can be found in the attached</p>

artifact.

Furthermore, initial planning and assessment is in progress for additional incentives and initiatives including development events and wellness day.

As of November 2024:

The team needs to focus on ways to promote the new guidelines and identify means of assessment. The goal is to leverage results from the campus culture survey to compare against SWOT metrics. From there, collaboration efforts with the Data team and IR will be leveraged to perform any additional data collection through survey(s).

Additionally, the team is working with the Spirit Committee to identify tools or services LCCC can leverage to acknowledge and/or highlight moments of appreciation for employees throughout the year. The FY25 goal is to identify requirements and assess service offerings for potential implementation in FY26. The team will also be collaborating with the Spirit Committee to identify ways to leverage the funding available to the Employee Experience vertical through the LCCC Foundation.

As of May 2024:

Results of the SWOT analysis and research around similar institutions supported the creation of the following guidelines that have been approved and put into effect in January 2024.

- Finalized Flexible Work Arrangement guidelines.
- Finalized Alternative Workweek Shift guidelines.

5

Initiative Theme

Enrollment and Retention

5.1

Goal

Gradual increase in student enrollment and retention to pre-pandemic level.

5.1.1

Objective

Maximize opportunities and outreach to prospective students to generate a 2-3%

increase in total applications for the next three years. (Fall 2022: 5,572 applications)
This measures the success in enticing our community to apply to LCCC based on Academic Programming/Availability, Student Life, Campus Culture, Marketing Campaigns and Admissions Presentations/Events.

5.1.1.1

Metrics

True Fall 2025 application numbers will not be available until later in the fall semester.

Not Reported this Period

METRICS	Metric: Fall 2023: 5,672 – 5,742; Fall 2024: 5,784 – 5,842; Fall 2025: 5,899– 5,957
FINDING	Total Applications count for Fall 2023 is 6,069 compared to 5,972 in Fall 2022. The total Fall 2024 Applications count is 5,535 - This was the first year we utilized S.A.F.E. to identify fake and fraudulent applications.
REFLECTION	<p>Update July 2025:</p> <p>SAFE has failed over 5,000 applicants for being fake or fraudulent in nature - since this process was not in place prior to Spring 2023, there is no way to compare how many at that point were actually fake in fraudulent in nature. The comparison will need to start in 2024.</p> <p>As of May 2024:</p> <p>The improvement in total applications is despite the launching of S.A.F.E. - a fraudulent application detection software. However, we anticipate to see slightly less applications which will most likely be real people that are interested in enrolling at LCCC. As a result, we should spend less time and effort chasing bogus applicants. Fake and fraudulent applicants are currently being reported to the OIG (Office of Inspector General).</p> <p>Admissions hosted events at schools, organizations and on campus to promote our offerings as well as assist in applicaiton completion.</p> <p>In the beginning stages of building a multi-layered inquiry system.</p> <p>Admissions will continue to work with recruitment companies such as Motomatic, ReUp and Collegevine.</p>

Admissions created a how to apply set of instructions in both English and Spanish.

5.1.2 Objective

Increase Applications to Enrolled yield rate. Starting Fall 2023, improve yield rate by 2% from 55% to 57% (yield rate for all applicants).

Yield (Conversion) rate is the percentage of applicants we are able to turn into enrollments (registered students).

5.1.2.1 Metrics

This objective measures the success in which we move students through the enrollment funnel. Not Reported this Period

METRICS	Fall 2023: 55%; Fall 2024: 56%; Fall 2025: 57%
FINDING	True Yield/Conversion Rates for fall 2025 will not available until later in the Fall 2025 semester.
REFLECTION	<p>As of July 2025:</p> <p>Advising opted out of using Target X Retention due to scheduling issues. The college had paid money for the product and as of Summer 2025, Admissions is using the money paid to develop a robust inquiry campaign.</p> <p>The Preference form was revised based on advisor feedback. NSO started earlier in the year. Rolled out Admissions/Testing/NSO/Advising in some of our local high schools.</p> <p>Monthly Admissions/Advising meetings.</p> <p>Reviewed and revised the Academic Debt Relief policy - Documented the procedure and included success coaches in the workshops.</p> <p>Monthly Group Advising/information sessions for Pre-Nursing/Nursing students started in July.</p> <p>FYE is contacting all new students in the advising stage to promote NSO registration, Success Caches are contacting all Transfer/Returning students in advising stage to assist with scheduling an advising appointment or creating a schedule.</p>

Pathway through NSO to enrollment has been modified to focus on getting students registered and through the pipeline more quickly.

CollegeVine and Motomatic services were added to entice students to apply and register at LCCC.

As of November 2024:
Implementation underway of Target X Retention to allow more transparent pathways of students in the application and enrollment process.

As of November 2024:
Success Coach outreach to first semester students prior to the semester.

As of May 2024:
Reviewed and revised the New Student Onboarding process in Dec. 2022., Continue to schedule registration forms for New Student Orientation (NSO) in TargetX, Developed the Placement Test Exemption procedure and implemented changes in March 2023. Revised remote placement test email templates in TargetX.

5.1.3

Objective
Retain continuing students by at least 50-56% for full-time and 35-40% for part-time students for the next three years.

5.1.3.1

Metrics
Partially Met

METRICS	Fall 2023: FT 50%, PT 35%; Fall 2024: FT 53%, PT 37%; Fall 2025: FT 56%, PT40%; awaiting data for fall 2025 retention
FINDING	Fall 2022 retention was 60% for FT students, and 44% for PT, Fall 2023 was 66% for FT students, and 47% for PT, Fall 2024, for FT students was 57% and 30% for PT. All above the stated metrics except PT Fall 2024.
REFLECTION	As of July 2025: Numbers are being finalized.

As of November 2024:

Degree Works templates are being updated for the fall 2024 semester. Advisors received training to implement revised templates and create student planners for students already enrolled.

Success Coaches have been involved in various programs and initiatives related to student retention with an average of 60% or higher complete contact rate.

Advising appointments have steadily increased in comparison to 2022 for the same time period.

Student support plans and teams have been assigned to students in danger of losing financial aid due to unsuccessful course attempts.

Continue to monitor usage of Degree Works, Group Advising, and Success Coach initiatives.

Exploration of early alert systems for increased intervention with students' academic progress.

Early registration events and initiatives.

6 Initiative Theme Programming

6.1 Goal
Develop and promote the growth of pathways to meet the needs of our students.

Action Plan

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
New curriculum management software,	5/8/2024		Complete

Coursedog, live in February 2024 for Credit.
School codes & descriptions reviewed and updated for all programs and courses by Registrar and Academics.

Action Item 2	Created	Due	Status
Review of SWOT results to determine if items assigned to Programming have been/will be addressed in current plan- Added Notes and Status column to working Google Doc	5/8/2024		Complete

Action Item 3	Created	Due	Status
Based on Clarus findings, how can we support some pilot implementation of sample block schedules for students (i.e. Students needing AM or PM schedules)? Pilot for some particular programs such as BMG, HSCS, GSAA, and Construction/HVAC/Electronics? This will be incorporated as part of the Course Scheduling software committee and their work.	5/8/2024		In Progress

6.1.1 Objective
Program Creation: Align current credentials and programs to create seamless pathways and identify new program opportunities that fill pathway needs.

6.1.1.1 Metrics
Partially Met

METRICS	Develop new alignment of pathways based on job titles and tiers of job credentials.
FINDING	Evaluating and maximizing current program offerings through creative digital marketing and transitioning low enrolled programs to the noncredit pathway while also formalizing our noncredit to credit pipeline.
REFLECTION	As of July 2025: - CDA program moved from noncredit to credit. - New Health Care Management will be effective Fall 2025, pending curriculum paperwork. - Development of noncredit leadership and business courses for individuals looking to upskill.

- Visual Media & Music/Sound Production - adding a Certificate and Diploma for each forthcoming for Fall 2025.
- Pre-apprenticeship programs in Certified Production Technician and Mechatronics. Both are grant funded and noncredit effective Fall 2025.
- Potential Chemical Lab Assistance Apprenticeship program coming - in partnership with German American Chamber of Commerce (provides opportunity to work at B.Braun as well as take courses).
- Exploring potential of Aviation Maintenance and Airport Business Management/Operations programs. Explore adjusting Aviation Science to allow for Flight Attendant pathway. Federal Aviation Administration – Aviation Maintenance Workforce Development grant submitted on 2/5/25 to develop a new Aviation Maintenance program, awaiting decision. Exploring other opportunities, such as a Drone Certificate, Fire/Emergency Safety in Aviation, and other pathways.
- Exploration of expanding skills trade program to Tamaqua. Grant was just submitted for funding. Students would start in five exploratory courses and then move into focused track.
- Discussions are underway for a credit Pre-Healthcare Professional certificate, a nontraditional Face to Face program (2 semesters)- mostly Lab science, some psychology and maybe genetics course. Designed for bachelor's degree holders who need additional requirements to apply for medical school, physician's assistant programs, or dental school. Completion of this certificate would serve as entry to MCAT prep course on the noncredit side? Collaboration between Dean of Math, Science and Healthcare Sciences and Workforce Healthcare Manager.
- Exploring potential of Assistive Technology certificate or track of courses within education. Foundation is potentially releasing some funds to this. Discussion with external stakeholders is underway.
- Noncredit course expansion within the next 6 months to a year:
 - Stop the Bleed course.
 - Autism courses.
 - De-escalation courses for first responders.
 - Community Health Worker training course.
- Course Scheduling Software – Presentations are complete. A small team will regroup to review vendors and what they can offer and recommendations will be provided. Presentations with vendors (Ad Astra and CourseDog). A small team has

been identified to provide direction, oversight, and feedback during the process. The vendors and what they can offer will be vetted by the team and recommendations will be provided. Initial SOW call with Ellucian to review potential use of Banner for noncredit/workforce registration, etc. Awaiting the report to move forward with consultation set up.

As of November 2024:

- Additional alignment pathways are being created.
- Additional three over summer 2024 (Communication & Media Arts, Trades & Manufacturing, and Computer Science).
- Working with Career Development to ensure they are aligning their conversations with students and also providing information through their websites.
- Existing ones have been updated (Business, Early Childhood, Health Science).
- Build a seamless pathway in to certificate programs, updating programming website pages to include noncredit and credit opportunities, and expanding apprenticeship programs to be included on the career and program pages of our website.
- Noncredit to Credit pipeline.
- NEW WORK: Development of process map to determine potential use of TargetX or other system plugin to feed in to Salesforce for noncredit application and registration. Core group meetings are being scheduled with key stakeholders to move this project forward.
- Noncredit to credit course alignment effective Fall 2025 has been uploaded in Banner/Coursedog.
- Finalizing course descriptions.
- Noncredit to credit crosswalk in development by Registrar's office to provide to NC/Workforce team to understand transition of subject codes
- Report developed of all noncredit courses including contact hours and descriptions.
- Master Course Outline creation by Academics.
- New course building in Banner (courses to populate with "N" ahead of the appropriate credit subject code).
- Review Noncredit credential proposals: Real Estate and Culinary.
- Waiting on cost structure proposals from Finance; development of noncredit to credit package is needed to keep the program competitive with job based training.

As of May 2024:

- Development and marketing of Quickstart Programs - <https://www.lccc.edu/quickstart/>.
- Review Noncredit credential proposals: Real Estate and Culinary - waiting on cost structure proposals from Finance; development of noncredit to credit package is needed to keep the program competitive with job based training.
- Noncredit to Credit pipeline.
- Registrar pulled report of all NC courses in Banner for review with Academics.
- Collaborated to adjust our non-credit courses to populate with "N" ahead of the appropriate credit subject code. Goal would be to implement in Banner effective Fall 2025 (work to be complete by November 1, 2024 roll date).
- Registrar added contact hours and course descriptions to report for review to more closely align with credit courses, will allow for ease in providing course credit on the credit side.
- Master Course Outline creation in progress by Academics.
- New course building in Banner will take place by Registrar once MCOs finalized (courses to populate with "N" ahead of the appropriate credit subject code). Implement in Banner effective Fall 2025 (work to be complete by November 1, 2024 roll date).
- Courses will be uploaded to Coursedog in the future as well.
- Development of process map to determine potential use of TargetX or other system plugin to feed in to Salesforce for noncredit application and registration. Core group meetings are being scheduled with key stakeholders to move this project forward.
- Registrar office developed Noncredit Enrollment report for us by Noncredit/Workforce to evaluate enrollment trends and look at scheduling opportunities.
- New alignment pathways created for Business, Healthcare, and Education.
- Additional alignment pathways are being created.

6.1.1.2

Metrics

Partially Met

METRICS

Process developed to identify new program opportunities, to include regional open positions, and pathway alignment.

FINDING

REFLECTION

As of July 2025:

- Low Enrollment report presented in November 2024- this will extend in to 2025-26 Low Enrollment report with Clarus feedback incorporated.

As of November 2024:

- Development of feasibility report for noncredit programs with a goal to implement beginning Fall 2024. Will look at jobs report, resources needed, and how does it align to credit?

As of May 2024:

- Development of Noncredit credential for Real Estate.
- Development of Noncredit credential for Culinary.

6.1.2

Objective

Program Continuation: Establish a data analytics structure to assess continued viability of pathways. Conduct market research and internal cost analysis to determine return on investment for low enrolled programs and new programs within the pathways.

6.1.2.1

Metrics

Partially Met

METRICS

Program Continuation Evaluation Tool used for evaluation, to include student enrollment, regional open positions, and pathway alignment.

FINDING

Tool has been developed and presented to multiple internal stakeholders for review and evaluation.

REFLECTION

As of July 2025:

- Low Enrollment report presented in November 2024- this will extend in to 2025-26 Low Enrollment report with Clarus feedback incorporated.
- Splitting HSCS into two tracks: Clinical and Administrative. Clinical will be current HSCS and prepare students for patient-centered work; Administrative will include HIT and HCO and result in a new Health Care Management AAS. In Curriculum Committee for review and opening in Fall 2025.

As of November 2024:

- 2023-24 Low enrollment program report developed and presented to President's

- Cabinet in November for review and approval.
- Development & Approval of Dual Degree and Additional Associate policies.
- Development of Dual Degree form; shared with Academic Advising for use with students.
- Improve rates of postsecondary enrollment, persistence, and completion among rural students through the 2023 RPED grant (Morgan Center) by developing several accelerated Associate’s programs.

As of May 2024:

- Development of Low Enrollment Report, referred to as Program Continuation Evaluation Tool and Program Viability Assessment .
- Shared with Deans and Registration.
- Deans reviewed with Coordinators.
- Shared with Executive Team, ERSMT, and Leadership Team.
- Low Enrollment Report finalized- on hold until February due to hiring of Enrollment Consultant.
- Presented to BOT for review and feedback, approved as useful tool moving forward.
- Development of Dual Degree and Additional Associate policies.
- Sent to VP of Enrollment for sharing with Executive team.
- With HR for presentation at March BOT meeting.
- Development of Dual Degree Dynamic form forthcoming.
- Approved by Academic Standards and Academic Council.
- Shared with Fin. Aid, Academics, Registrar and Advising for feedback.
- Additional element included dual degree recommendations to be used by Advising, Admissions, and College Relations for marketing.

6.1.2.2

Metrics

Not Reported this Period

METRICS	Expand Program Continuation Evaluation Tool to include additional factors such as: completion rate, grant funding, program costs.
FINDING	
REFLECTION	As of November 2024: 2023-24 Low enrollment program report developed and presented to President’s

Cabinet in November for review and approval

- Program Continuation Evaluation tool will be expanded to include additional data points for Fall 2024 implementation.

6.1.3 Objective

Program Closure/Removal: Establish a process of decision-making and communication on the closing out of programming that is no longer viable.

6.1.3.1 Metrics

Partially Met

METRICS	Expand and utilize. Process developed to determine program viability based on Program Continuation Evaluation Tool.
FINDING	Process has been developed and presented to multiple internal stakeholders for review and evaluation. Tool/Documents has been approved and is in use.
REFLECTION	<p>As of July 2025:</p> <ul style="list-style-type: none">- Closure of HCO effective Fall 2025.- Closure of Computer Forensics & Security effective Fall 2025 complete. <p>As of November 2024:</p> <p>Closure/rebranding of Computer Forensics to Cybersecurity coming soon, anticipated Fall 2025 implementation.</p> <p>As of May 2024:</p> <ul style="list-style-type: none">- CUL/CULC program closure, effective Fall 2023.- Development of teach out reports by Registrar's office for HUS and LAWC to be reviewed by Academics.- Low Enrollment Report finalized- on hold until February due to hiring of Enrollment Consultant .- Development of teach out report by Registrar's office for HIT to be reviewed by Academics.• Communication sent to Admissions, Advising, and Registrar by Academics regarding status of HIT program including potential shared program with NCC in future. Advising is communicating with current students.- Closure/rebranding of Computer Forensics to Cybersecurity coming soon.

- Closure/rebranding of Computer Forensics to Cybersecurity, anticipated Fall 2025 implementation.
- Dean of Institutional Effectiveness reviewed Low Enrollment Report at Dean’s meeting to see if we can move forward now that Clarus report has been released, nothing new from Clarus report findings, it did confirm that we have a large number of programs.
- Received confirmation from Executive team that no other program closures from the Low Enrollment program report will occur in the near future with the exception of HIT which will eventually become a certificate (anticipated Fall 2025).

6.1.3.2	Metrics <div>Met</div>
METRICS	Communication plan developed to explain decision-making process and process for closure of program integrated into Program Viability Assessment.
FINDING	Process has been developed and presented to multiple internal stakeholders for review and evaluation. Tool/Document has been approved and is in use. Copy stored with the Registration Office and Academic Services Office.
REFLECTION	<p>As of July 2025:</p> <p>Teach Out Process and Communication Plan were utilized for CFSS.</p> <p>As of May 2024:</p> <p>Registrar’s office finalized teach out report & communication process documentation and shared with Programming Leadership team for review. Will need to be shared with respective offices (i.e. Advising, Admissions, etc.).</p> <ul style="list-style-type: none"> - Registrar shares list of students with Academics and appropriate offices notified via Academics (Advising, Registration, Admissions). - Registrar- contact current and registered students (i.e. email, letter). - Admissions- contact students who have applied, accepted, and in pipeline. <p>Communication plan needs to be developed and reviewed for Academics when implementing program closures. This would then flow in to the already developed plan utilized by the Registrar’s office.</p>

6.1.4 **Objective**

Program and Course Scheduling Goals (NEW Objective)

The Programming group has developed a new objective focused on the following: Invest in the hiring of a Master Scheduler position for a more comprehensive and cohesive schedule in addition to the purchasing of course scheduling software. Review data on student course scheduling patterns by program, sites, modalities and days/times. What are the trends? a. Are students taking online sections by default or by choice? b. Could evening sections be offered in an extended format to meet students' needs? c. Can degree completion and the program sequencing can be completed exclusively online? Or though a combination of modalities? Evaluate our programs and develop a minimum of two academic plans/block schedules based on course modality and enrollment status that lay out a clear pathway to program completion for students. Repackage late-start sessions into 7-8 week accelerated sessions for 2-3 programs.

6.1.4.1 **Metrics**

New Objective. Info TBD and finalized.





Not Reported this Period

METRICS

FINDING

REFLECTION

Project Attachments (4)

Attachments	File Size
 4.1.1.1_2024 HR Employee Turnover for Leadership (3).pptx	60KB
 4.1.1.1_Final 2017-2024 Ethnicity Hires FT Faculty FTPT Admin FTPT ESP.xlsx	24KB
 4.1.1.2_TurnoverRatesComparisons_FY25.xlsx	16KB
 4.1.2.1_Employee Appreciation Shout Outs.pdf	346KB

Appendix: Year 3 Updates: 2025-2026:

For the 2025–2026 year of *Many Voices, One Vision Strategic Plan* the Engagement and Wellbeing Group and the Employee Experience Group will be combined into a single working group: **College Experience and Wellbeing**. This change reflects the significant overlap in the work of both groups and a shared focus on fostering a supportive, inclusive, and engaging institutional environment. The newly aligned group expands its scope to intentionally include all members of the college community: faculty, staff, and students and recognizes that wellbeing, engagement, and experience are interconnected and best addressed through a unified, holistic approach.

The following goals will be added to the 2025-2026 strategic plan for **the College Experience and Wellbeing** group:

Goal #1

Create a campus culture of excellence, innovation and creativity by providing opportunities and resources that enhance the recruitment and retention of outstanding faculty and staff, and facilitate work-life balance.

- ▶ Assess and implement strategies to recruit and retain top talent through promotion of professional development, work-life balance, and appreciation, with a goal to maintain retention rates in line with industry averages.
- ▶ Pilot and assess at least three concepts that aim to improve employee experience. Leverage metrics of the pilot along with other data such as current industry trends and competing college practices to generate a recommendation report proposing implementation of policies and/or practices that contribute to campus culture enhancements for faculty and staff.

Goal #2

Develop meaningful opportunities and experiences for student engagement.

- ▶ Promote student-focused activities that will enhance engagement and strengthen the college community across all campuses.
- ▶ Develop campus-wide calendar of events that address student needs, while fostering intentional and consistent communication.
- ▶ Create opportunities for student-workers to grow as professionals while employed at the institution. Provide supervisor training and resource tool-kit to assist the student-workers.

Resilience

For the 2025–2026 strategic planning cycle, the *Many Voices, One Vision Strategic Plan* will also include **Resilience** as a guiding theme. The Leadership Team engaged in a collaborative process to define what resilience means within the context of the institution, brainstorming key words and concepts that were compiled into a shared word cloud. In addition, each leadership group discussed how resilience could be meaningfully embedded into their respective focus areas and priorities, ensuring that this theme is reflected across initiatives, decision-making, and planning efforts for the upcoming year.

What does Resilience mean to you?

