



# LAMAR COMMUNITY COLLEGE

## STRATEGIC PLAN 2017-2020





# LETTER FROM THE PRESIDENT

On behalf of Lamar Community College, its employees, and the many communities we serve, I am pleased to share the college's Strategic Plan 2017-2020. This plan was developed collaboratively through the efforts of a grass-roots Strategic Planning Task Force (SPTF) that engaged the entire college, our students, and our communities in establishing goals, priorities, and measures that will guide the college in ensuring student, community, employee, and resource success in the coming years.

The SPTF used an inclusive process; sought internal and external input; reviewed the existing strategic plan to determine which elements to keep, modify, or eliminate; and aligned the plan with the Colorado Community College System (CCCS) strategic plan and the Higher Learning Commission's accreditation standards.

To ensure the strategic plan has far-reaching success, each area and unit of the college will be using these goals, priorities, and measures to develop their own department plans and budget requests linked directly to the LCC 2017-2020 Strategic Plan.

In the coming years, the college will track its success in meeting these goals and use the data to inform plan improvements, departmental actions, and long-term strategies for continuing to meet the needs of its students and communities.

As you read the plan, I know you will see LCC's relentless focus on students and their success.

I want to thank the Strategic Planning Task Force and the many, many people who participated and contributed ideas, insights, and inspiration for the final strategic plan. Your contributions were invaluable and helped to shape a plan that will make a powerful difference at LCC.

Warm regards,



Linda Lujan, Ph.D.  
College President



# VISION

At Lamar Community College, we are committed to providing the highest quality education in an environment of service excellence.

# MISSION

*We enrich lives through learning.*

Founded in 1937, Lamar Community College is a learner-centered, coeducational, two-year post-secondary institution.

## ROLE & PURPOSE

As part of the Colorado Community College System, LCC is committed to providing its students with:

- Transfer programs that qualify students for admission to four-year colleges and universities.
- Educational offerings that meet the occupational needs of students in technical and vocational fields.
- Developmental education to build basic academic skills.
- Opportunities for perpetual learning and lifelong development.
- An environment that supports learners and learning.
- A comprehensive program for assessment of student learning focused on enhancing student success.



# TASK FORCE

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TEALE HEMPHILL

Financial Aid Director (co-chair)

JENNA DAVIS

Admissions Director (co-chair)

DR. ANNESSA STAGNER

Dean of Academics

ANNE-MARIE CRAMPTON

Director of Institutional Advancement/Foundation Director

ROBERT VAZQUEZ

IT Specialist

DANTE GEOFFREY

Women's Volleyball Coach

JOE SHIELDS

Business Faculty

DR. SUSAN HOFFMAN

Biology Faculty

# HISTORY

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In October 2016, President Lujan formed a grass-roots Strategic Planning Task Force (SPTF) and chartered the group to develop a 2017-2020 Strategic Plan to include SMART\* goals, priorities, and metrics that supported her vision for Lamar Community College. She further charged the task force to use an inclusive process; seek internal and external input; review the current strategic plan to determine which elements to keep, modify, or eliminate; and to align the plan with the Colorado Community College System (CCCS) strategic plan and the Higher Learning Commission's accreditation standards. The plan draft was due to the President on March 10, 2017. Upon receipt, Dr. Lujan reviewed and commented on the draft and on March 20, 2017, the college's Executive Planning Team reviewed the updated draft, added minor revisions, and accepted the Strategic Planning Task Force recommendations. On April 7, 2017, the President's Leadership Council reviewed the final draft and offered final approval.

In its work, the SPTF focused on the President's vision, as articulated in the charter, and crafted a Strategic Plan that meets the tenets of student, employee, community, and resource success, which will enable individual units and departments to develop annual operational plans linked to LCC's 2017-2020 plan. Their work was far-reaching and included significant input from a variety of stakeholders.

In the coming years, the college will track its success in meeting its goals and use the data to inform plan improvements, departmental actions, and long-term strategies for continuing to meet the needs of its students and communities. In fall 2019, a new Strategic Planning Task Force will revisit the planning process to learn from the outcomes of the 2017-2020 plan and develop recommendations for the 2020-2023 Strategic Plan.

*\*SMART = specific, measurable, achievable, relevant, time-bound*



# STUDENT SUCCESS



## GOAL:

LCC will create a meaningful and personalized academic and collegiate experience for all students, with special emphases on underrepresented populations.



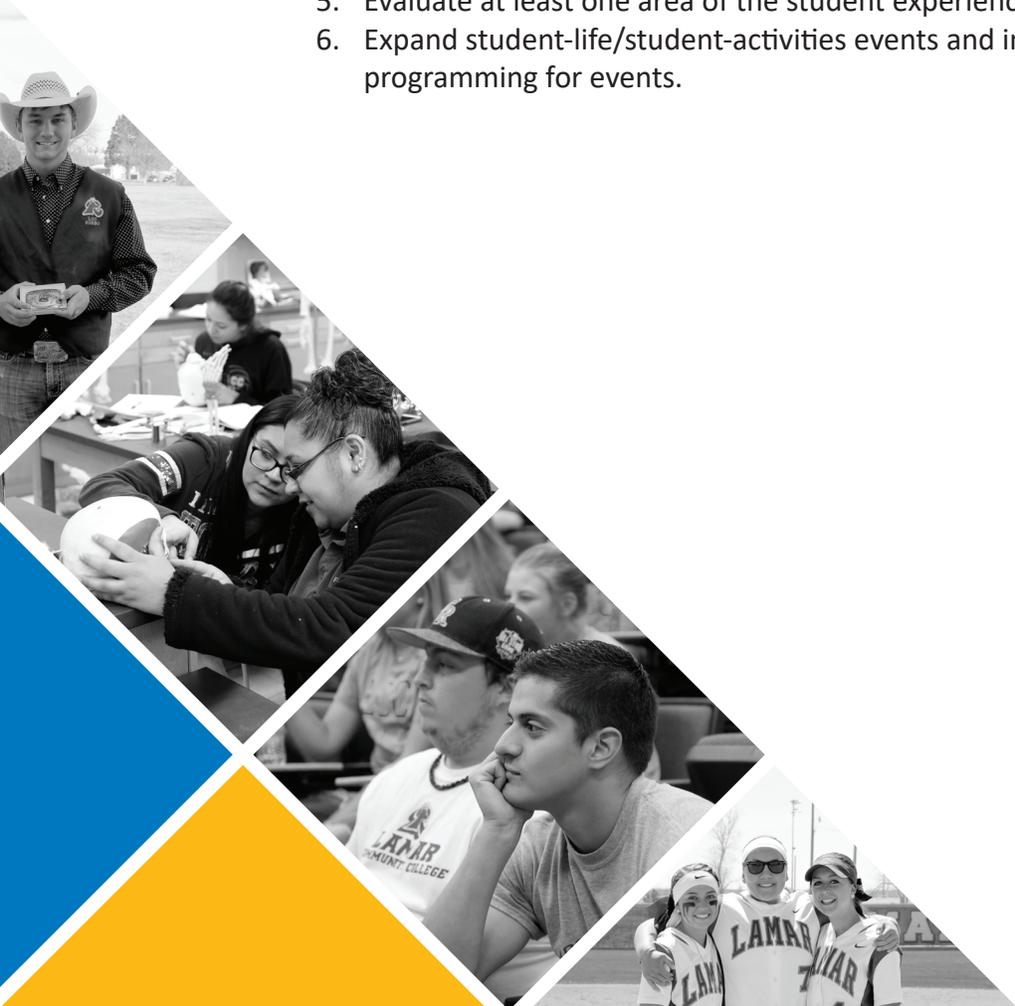
## OBJECTIVES:

1. Improve access and support of all students to increase retention and completion rates.
2. Ensure LCC students achieve Common Learning Outcomes: Active Thinking, Communication, Professionalism, Social Connectedness and Engaged Citizenship.
3. Improve the student experience.



## MEASURES - LCC WILL:

1. Increase first-time, full-time students fall-to-fall retention rate 3% by 2020.
2. Increase number of certificates and degrees awarded 3% by 2020.
3. Increase overall enrollment by 5% per year while focusing on:
  - a. Minority populations
  - b. Adult students
  - c. Underrepresented genders in specific programs
4. Utilize institutional measurement of Common Learning Outcomes.
5. Evaluate at least one area of the student experience each year.
6. Expand student-life/student-activities events and increase culturally-relevant programming for events.



# COMMUNITY SUCCESS



## GOAL:

LCC students and employees will engage with the community by strengthening physical, intellectual, cultural and recreational connections.



## OBJECTIVES:

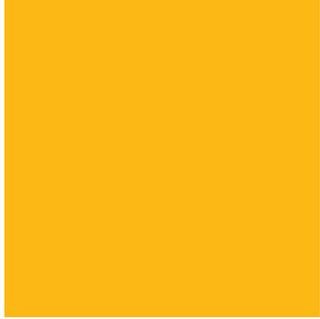
1. Empower employees as ambassadors of LCC to better serve the community. Encourage purposeful connections between LCC employees and external stakeholders.
2. Utilize LCC's role as a central hub for community activities to build community enrichment and learning opportunities systematically.
3. Actively engage in economic development in the four county region.



## MEASURES - LCC WILL:

1. As a campus, identify one major community service project at Conversation Day to accomplish each year, completing three projects by 2020.
2. Develop and/or improve one educational, cultural, recreational or industry-related event per semester.
  - a. Create an internal checklist to streamline event implementation and promotion by 2018.
  - b. Develop individual checklist for each major event on campus by 2020.
3. Formalize an external stakeholder feedback process to identify areas for improvement and resolution.
4. Develop a process to track courses, programs, events, and memberships that foster economic development in its service area to determine value-added to community.





# EMPLOYEE SUCCESS



## GOAL:

LCC will create an environment and culture of employee success and satisfaction through diversity, professional development, workload balance and cross-functional support.



## OBJECTIVES:

1. Encourage professional development for advancement within positions and to support LCC's mission and vision.
2. Articulate work processes for college and employee success.
3. Support work/life balance.
4. Explore and adopt creative strategies to reward employees.
5. Incentivize participation in innovative efforts outside the scope of typical job duties.



## MEASURES - LCC WILL:

1. Have supervisors address professional development in employee evaluations each year.
2. Ensure each department's budget includes professional development funds by 2018.
3. Increase participation in on-campus professional development opportunities
  - a. 2017-18: All full-time LCC employees use the self-reporting tool on LopeAccess to form a baseline of professional development participation.
  - b. 2018-19: Increase participation in professional development by 10%.
  - c. 2019-20: Maintain 75% of full-time employees participating in professional development and self-reporting these activities.
4. Identify and map one high-priority process per department per year.
5. Create an innovation mini-grant fund and application process.

# RESOURCE SUCCESS



## GOAL:

LCC will implement key, progressive revenue-generating and enrollment-growth strategies to accomplish long-term fiscal health.



## OBJECTIVES:

1. Increase revenue for strategic initiatives through grants, giving and corporate partnerships.
2. Activate alumni engagement and participation.
3. Prepare the college to become a Hispanic Serving Institution.
4. Achieve and promote recognized awards and successes to boost enrollment, credibility and visibility.



## MEASURES - LCC WILL:

1. Increase external funding 5% by 2020.
2. Increase student-to-alumni conversion rate 5% by 2020.
3. Increase Hispanic student population to 25% annually by 2020.
4. Strive for at least three recognized awards per year.
5. Write at least one federal, state, local and/or private grant per year and track lessons learned and results.
6. Increase college reserves by at least 2% per year.

