

# MANY VOICES, ONE VISION

2023-2026 Strategic Plan



Lehigh Carbon  
COMMUNITY COLLEGE



Lehigh Carbon Community College

# Strategic Plan 2023-2026

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## 1 Initiative (Theme) Communication

**1.1 Goal**  
Develop and implement a comprehensive Strategic 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**  
Committee is finalized.

METRICS

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**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**

METRICS Climate survey results are identified and adjustments are made to the framework of the comprehensive Strategic Communications Plan based on these results.

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**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

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

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### 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

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

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### 1.1.4.2 Metrics

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

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## 2 Initiative (Theme) Data

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

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.

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### 2.1.1.2 Metrics

METRICS Data governance overview and search for external funding sources for data initiatives as needed.

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## 2.1.2 Objective

Enhance data reports to be secure and accessible.

### 2.1.2.1 Metrics

METRICS Update data cookbook documentation, and plan for migrating existing functionality.

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## 2.1.3 Objective

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

### 2.1.3.1 Metrics

METRICS Implementation of dashboards and training.

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## 3 Initiative (Theme) Diversity, Equity, Inclusion, & Belonging (DEIB)

**3.1 Goal**  
Develop a unified and coherent diversity, equity, inclusion, and belonging plan to support student success.

**3.1.1 Objective**  
Year 1: Identify data needed to formulate the plan: climate study, institutional data, community data.

### 3.1.1.1 Metrics

METRICS DEIB Data Team established. Data points identified for next three years.

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**3.1.2 Objective**  
Year 1: Review best practices of other institutions' plans.

### 3.1.2.1 Metrics

METRICS Three best practices identified.

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### 3.1.3 Objective

Year 1: Determine additional teams needed to facilitate the completion of these objectives.

#### 3.1.3.1 Metrics

METRICS Teams and their chairs specific charges and completion dates, identified.

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### 3.1.4 Objective

Year 1: Create a communication model that provides regular updates to stakeholders and gather feedback throughout the completion of the objectives.

#### 3.1.4.1 Metrics

METRICS DEIB Communications Team established. Communication methods to share and solicit feedback; dates for implementation established.

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### 3.1.5 Objective

Year 2: Define equitable, inclusive and sense of belongingness in measurable terms.

#### 3.1.5.1 Metrics

METRICS Each of the above terms identified and defined by data measures to be used.

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### 3.1.6 Objective

Year 2: Analyze the results of the climate study.



### 3.1.6.1 Metrics

METRICS Climate Study Results Review Team established with chair, clear goals for conducting the review, deadlines for completion.

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### 3.1.7 Objective

Year 2: Develop data dashboard and baseline metrics.

#### 3.1.7.1 Metrics

METRICS DEIB Data Dashboard is completed to support achievement of current DEIB related efforts for students and for employees.

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### 3.1.8 Objective

Year 3: Introduction of plan to LCCC community.  
Develop plan with measurable goals based on the above indicators.

#### 3.1.8.1 Metrics

METRICS Based on the above baseline data, strategic goals, objectives, assessment criteria are created for the next three years. Including the following: - Strategies with implementation steps. - Assessment criteria to measure the plan's effectiveness.

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## 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

METRICS            Create metrics dashboard to track retention.

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### 4.1.1.2 Metrics

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.)

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**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

METRICS After pilot and data collection, generate recommendation report.

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## 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)

### 5.1.1.1 Metrics

METRICS Metric: Fall 2023: 5,672 – 5,742; Fall 2024: 5,784 – 5,842; Fall 2025: 5,899- 5,957

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**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).

### 5.1.2.1 Metrics

METRICS Fall 2023: 55%; Fall 2024: 56%; Fall 2025: 57%

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**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

METRICS                      Fall 2023: FT 50%, PT 35%; Fall 2024: FT 53%, PT 37%; Fall 2025: FT 56%, PT40%

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## 6 Initiative (Theme) Programming

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

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

METRICS                      Develop new alignment of pathways based on job titles and tiers of job credentials.

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### 6.1.1.2 Metrics

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

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## 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

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

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### 6.1.2.2 Metrics

METRICS Expand Program Continuation Evaluation Tool to include additional factors such as: completion rate, grant funding, program costs.

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## 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

METRICS Expand and utilize. Process developed to determine program viability based on Program Continuation Evaluation Tool.

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### 6.1.3.2 Metrics

METRICS

Communication plan developed to explain decision-making process and process for closure of program integrated into Program Viability Assessment.

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