

April 25, 2017



LAC COURTE OREILLES OJIBWA COMMUNITY COLLEGE

STRATEGIC PLAN: 2015-2018

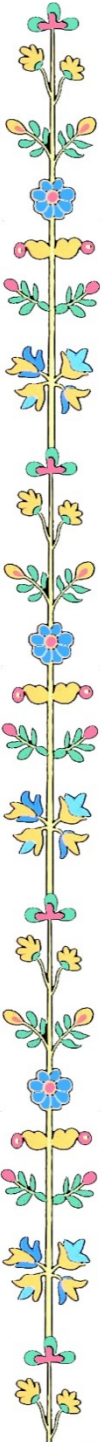


Table of Contents

I. Introduction

- a. Mission Statement
- b. Vision Statement
- c. Value Statement

II. Strategic Goals and Objectives

- 1. LCOOCC provides quality educational programs that fulfill the college's mission.**
 - a. Objective 1: LCOOCC will create an effective and culturally appropriate learning environment.
 - b. Objective 2: LCOOCC will provide academically rigorous courses and programs that prepare students for future opportunities, success, and life- long learning.
 - c. Objective 3: LCOOCC will offer flexible course delivery options.
 - d. Objective 4: LCOOCC will provide community education and continuing education programming.
 - e. Objective 5: LCOOCC will ensure the long-term viability and sustainability of the College.

- 2. LCOOCC is committed to institute-wide assessment and continuous improvement to ensure effective academic programs, operations and governance.**
 - a. Objective 1: LCOOCC will ensure all departments perform annual assessments that measure both the effectiveness of their operations and their impact on student learning and success.
 - b. Objective 2: LCOOCC will develop the capacity for collecting, analyzing, and disseminating data to improve program and services and ensure compliance with mandatory reporting.
 - c. Objective 3: LCOOCC will enhance current assessment activities to improve student learning outcomes at the course, program, and General Education level.
 - d. Objective 4: LCOOCC will develop processes that promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.

LCOOCC – Strategic Planning Action Plan

- 3. LCOOCC promotes life- long learning and economic development for Tribal members and community members through community activities and services.**
 - a. Objective 1: LCOOCC creates a “collaborative environment” that engages students.
 - b. Objective 2: LCOOCC will create and execute a “community needs assessment” and “business and organizational needs assessment” for the College.
 - c. Objective 3: LCOOCC will develop programs that meet the needs of business, Tribal entities and Tribal businesses.
 - d. Objective 4: LCOOCC will create Development and Alumni Office.
- 4. LCOOCC will secure and manage adequate resources including, fiscal, physical, technological and human.**
 - a. Objective 1: LCOOCC will provide modern and safe spaces and equipment to deliver quality instruction and engaging social interaction for our students and community and to serve and support our academic mission.
 - b. Objective 2: LCOOCC will provide an environment that reinforces and reflects Ojibwe cultural values, principles, and practices (e.g. harmony with nature, sustainability and self-determination).
 - c. Objective 3: LCOOCC implement a strategic approach to minimizing the College’s accounts receivable
- 5. LCOOCC recruits and retains qualified and adept faculty, administrators and staff.**
 - a. Objective 1: LCOOCC will enhance the effectiveness and efficiency of Human Resources.
 - b. Objective 2: LCOOCC will create a climate where employees feel a sense of community, valued, engaged and empowered to do their jobs.
- 6. LCOOCC will develop innovative strategies that lead to enhanced student engagement, success, persistence and completion.**
 - a. Objective 1: LCOOCC will increase enrollments of students at LCOCC College.
 - b. Objective 2: LCOOCC will enhance recruitment efforts of the College.
 - c. Objective 3: LCOOCC will enhance retention and persistence efforts at the College.
 - d. Objective 4: LCOOCC will enhance student engagement efforts at the College.

Introduction

The Lac Courte Oreilles Ojibwe Community College (LCOOCC) administration, faculty, staff, and Board of Regents (BOR) are engaged in strategic planning as an ongoing process. In July, 2015 a revised process and a new set of strategic priorities were created. Each strategic priority includes: a detailed action plan complete with action steps, assigned personnel, identified resources, and indicators of success.

It is important to note the strategic plan is a living document; the needs of the college, its students, and the communities it serves are likely to merit ongoing updates and changes. The structured planning process is a critical component of the new strategic plan.

The entire Strategic Plan was approved by the Board of Regents in July 2015. The Strategic Planning Steering Committee (SPSC) is developing an annual reporting process that provides an assessment on the implementation of the plan activities. The LCOOCC Board of Regents and the SPSC believe this plan and process will guide the college for years to come.

LCOOCC Mission Statement

The Lac Courte Oreilles Ojibwa Community College mission is to provide Anishinaabe communities with post-secondary and continuing education while advancing the language, culture, and history of the Ojibwe.

In carrying out the mission, the Lac Courte Oreilles Ojibwa Community College curriculum will reflect Ojibwe culture and tribal self-determination. The college will provide opportunities for individual self-improvement in a rapidly changing technological world, while maintaining the cultural integrity of the Ojibwe.

LCOOCC Vision Statement

Lac Courte Oreilles Ojibwa Community College fosters the highest levels of student success in academic and personal growth by providing an advanced technological education that integrates Ojibwe culture throughout the curriculum. We are an institution that serves the educational and cultural needs of the community and individual student goals, while empowering purposeful, skilled action that sustains Ojibwe culture.

LCOOCC Value Statements

In January, 2015 Justine Souto of the Oneida Nation facilitated a Strategic Planning workshop open to all full-time LCOOCC faculty, staff, administrators, and Board of Regents (BOR) members. As part of this workshop, attendees determined the values from which our institution should operate by:

Izhitwaawin - “The way we do things”

*We recognize that traditional Ojibwe knowledge, values, and culture are the foundation upon which our college was built, and should guide all of our operations.

Naagaanizid – “The one who leads”

*Whenever possible, we will adopt traditional Ojibwe methods of leadership; we strive to build unity through consensus.

*We will foster positive relationships with students, faculty, staff and the community through open and respectful communication.

*We will value our employees and treat them with empathy and compassion.

**LCO Ojibwa Community College
Strategic Planning Goals, Objectives and Action Plans**

Strategic Goal 1: LCOOCC provides quality educational programs that fulfill the College’s mission.

Objective 1: LCOOCC will create an effective and culturally appropriate learning environment.

	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
1.	Provide multigenerational studies and activities	Dean of Continuing Education & Customized Training VPAA/SA Academic Dean	Fall 2015	Ongoing	Formalized cultural events (Fall, 2015) Improved coordination of events on campus. Increased community participation. Curriculum will be further integrated with cultural knowledge and increased participation in events	Grant funding Cultural knowledge	Multigenerational studies will be developed, implemented and evaluated. Surveys are completed to assess effectiveness.	Monthly calendar of events promoted 28.75 CEU’s collected for fall 2015 (which surpassed 2014 as a whole) Cultural Events Committee has been formulated and is meeting. Academic Dean is meeting with the cultural coordinator to develop a plan for course and program integration. 10/16 Academic Dean has developed a tool for use by the committee to develop their events plan as well as the academic plan. An additional curriculum team is being formed to support integration. 1/17: Academic Dean is now working with the NAS division to continue the development of the plan.

LCOOCC – Strategic Planning Action Plan

Objective 1: LCOOCC will create an effective and culturally appropriate learning environment.

	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
2.	Enhance Mentoring/Tutoring Support	VP AA/SA Student Services Staff (Learning Center Staff)	Fall 2016	Spring 2017	Increase retention. Increased pace of progression. Increased academic performance.	Funding	Additional mentor will be recruited	<p>Currently tutors are provided through several student employment programs, including Federal Work Study and other grants. The Learning Center Coordinator is researching training options for better consistency in the learning experience.</p> <p>7/16: The Learning Center is being relocated to a more visible location at the main entrance of the building. Staff will also be located either within the center or immediately adjacent. This is expected to increase access to services.</p> <p>10/16 The Academic Dean has scheduled math and English faculty to provide direct tutoring in the Learning Center. A plan is being formulated for those faculty to provide services at outreach locations when they travel to teach at various ITV sites.</p>

LCOOCC – Strategic Planning Action Plan

Objective 1: LCOOCC will create an effective and culturally appropriate learning environment.

	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
3.	Develop a plan to create faculty and student exchange programs	VP AA/SA (conceptualized by Dave Bisonette)	Fall 2017	Spring 2018	A plan will be developed and approved by the BOR.	A committee will be formed Funding will be determined	A plan will be created and implemented.	The Financial Aid Director is working with AIHEC student Congress and AICF to develop an internship & pilot program. 4/16: Target term for faculty exchange summer 2017. Teleconference meeting late May with Student Service VP's from 6 ID'd TCU's: Oglala Lakota, SIPI, NICC, Haskell, IAIA, Salish Kootenai. 10/16 FA Director who was working on this project left summer 2016, so a new representative/leader needs to be identified. 1/2017 Recommend this activity be suspended as the leader(s) of this project are no longer at the College and other initiatives have precedence.
4.	Complete a feasibility study for an exchange program	VPAA/SA	Fall 2017	Spring 2018	Develop and conduct the feasibility study and report finding to the College.	A committee will be formed	A plan will be approved and implemented.	Will be moved out to a later date for completion. 1/2017 Recommend this activity be suspended as the leader(s) of this project are no longer at the College and other initiatives have precedence.

LCOOCC – Strategic Planning Action Plan

Objective 2: LCOOCC will provide academically rigorous courses and programs that prepare students for future opportunities, success, and life-long learning.

	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
1.	Develop a three year master academic plan to meet community needs in areas of degree and non-degree seeking students	VPAA/SA Academic Dean	Fall 2016	Ongoing	A three year academic plan will be developed that meets the needs of the community.	Program Advisory Committees faculty, staff, adjuncts, student surveys. Articulation agreement	A three year academic plan will be completed that meets the needs of the stakeholders.	<p>Community Needs Assessment has been completed to identify program development needs.</p> <p>Information is being gathered through Program Advisory meetings. The currency of articulation agreements was reviewed summer 2015.</p> <p>4/16: Access to information on upcoming Native American high school classes and access to ACT data on Native American high school seniors was gathered to be used in better informing academic planning and recruiting.</p> <p>7/16: The plan has been developed and is listed on the website.</p> <p>1/17: the Academic Dean is reviewing the plan with faculty to discuss progress.</p>
2.	Ensure successful completion of accreditation for Nursing Programs	Associate Degree Nursing Program Director	Fall 2017	2018	Accreditation is met for Associate Degree Nursing (ADN), etc.	Time Funding Additional staff	Nursing Program will be fully accredited	<p>The Nursing program continues to work on strengthening the NCLEX scores. Consultants will be hired to provide an assessment to determine preparedness of the nursing program.</p> <p>7/16: A Director of Nursing was hired in spring 2016 and has worked to update curriculum, policies, and procedures in order to prepare for accreditation.</p>

LCOOCC – Strategic Planning Action Plan

Objective 2: LCOOCC will provide academically rigorous courses and programs that prepare students for future opportunities, success, and life-long learning.

	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
3.	Increase remedial course offerings	Student Services (Trio, Learning Center, Academic Affairs)	Fall 2016	Ongoing	Create a committee to identify courses needed and delivery systems.	Faculty	Additional remedial courses will be offered.	<p>Work Base Learning (WBL), Adult Basic Education (ABE) faculty and the VPAAAS met fall 2015 to discuss options for expanding ABE programming at the college. WTCS grant funding will open up for the 2017-18 academic year. A needs assessment will be conducted by fall 2016 to support that application.</p> <p>10/16 The Academic Dean is working on tentative plans to provide remedial course offerings during the J-term (January term) and summer as well as possible extension workshops is currently in the planning stages.</p> <p>1/17: the Academic Dean has classes on the summer schedule for this year and is also collaborating with other departments to provide workshops/refreshers.</p>
4.	Conduct listening sessions on input for educational programming	President	Spring 2015	Ongoing	Assess input from various communities regarding the College.		The College has data to use to develop programs.	Between March and September 2015 listening sessions were conducted with students, staff, faculty, community, Elders, and various Tribal Governing Boards.

LCOOCC – Strategic Planning Action Plan

Objective 2: LCOOCC will provide academically rigorous courses and programs that prepare students for future opportunities, success, and life-long learning.

	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
5.	Increase student experiential learning opportunities / internships	Coordinator of Work Based Learning Faculty Director of Outreach	Fall 2016	Ongoing	Increase learning using hands on experience, skills and employment. Increase the amount of internship possibilities.	Partnerships with outside agencies	The number of internships per year will increase. Experiential learning opportunities for students will increase.	<p>Learning Internships have increased from having 20 interns per semester to having 25 interns per semester.</p> <p>Ongoing dependent upon students.</p> <p>New internship opportunities have been developed in various areas including Financial Aid intern and Recruiter Assistant intern. Financial Aid and WBL is working with all departments and faculty to offer interns. Redirected nearly full amount of FSEOG funds available to FWS in AY14-15 to increase internships and experiential learning; goal of doing the same for AY15-16.</p> <p>WBL has assisted in funding summer student temporary employment in collaboration with the LCOOCC Extension Program. These opportunities are located on LCO, Red Cliff, Bad River, and St. Croix. WBL has also funded summer internships at St. Croix and LCO.</p> <p>10/16 Funding to support additional internships at off campus locations has been identified and an application was submitted in October 2016. The College should hear back on the proposal before the end of the term.</p>

LCOOCC – Strategic Planning Action Plan

									1/17: The College has not received a response from the funding proposal that was submitted in October 2016. The WBL program funding request continues to include experiential learning opportunities through student internships.
--	--	--	--	--	--	--	--	--	---

LCOOCC – Strategic Planning Action Plan

Objective 2: LCOOCC will provide academically rigorous courses and programs that prepare students for future opportunities, success, and life-long learning.

	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
6.	Develop a policy and procedure on Program Advisory Committees	VPAA/SA	Summer 2016	Ongoing	Policies and procedures will be in place. Committees meet regularly.		Program Advisory Committees meet on a regular basis	4/16: Sample information was collected by VP AA/SA to be reviewed summer 2016 and policy developed by fall 2016
7.	Meet with General Manager at each of the Tribal Casinos over the course of two years to assess the current Casino Management curriculum	Casino Management Faculty Staff as assigned	Fall 2015	Spring 2018	Increase enrollment	Travel dollars	Increased enrollment in casino management programs and seminar.	The Interim Academic Dean is currently working with Casino Management Faculty to formulate an action plan and means of assessment to track efforts. 10/16 The Academic Dean continues to work with Tribal Higher Education to stabilize agreements to fund the remaining casino cohort students to graduation. Going forward the program will be updated after reviewing data to prepare for Program Review.
8.	Develop Tribal Management seminars and certificate programs (e.g. Tribal Financial Management)	VPAA/SA Academic Dean Faculty	Fall 2016	Ongoing	Increase enrollments	Program development. Faculty.	Increase enrollments at each of the four locations	On the agenda for the Curriculum Action Committee in Fall 2016
9.	Develop more technical programs at LCOOCC (include in Master Academic Plan) (e.g. pre-engineering, pre-nursing, science based,	VPAA/SA Academic Dean/Assessment Coordinator Faculty	Fall 2016	Ongoing	Increased enrollments	Institutional and community research.	A Master Academic Plan will be completed with areas for expansion identified and developed.	7/16: The Master Academic plan has been developed. 1/17: Allied Health Program Director and Academic Dean met with ADRC and Long-term care to work on development of a Personal Care Worker (PCW) course for the community. PCW course will be offered starting in June of 2017 and will be offered at all outreach sites

LCOCC – Strategic Planning Action Plan

								starting in fall of 2017.
--	--	--	--	--	--	--	--	---------------------------

LCOOCC – Strategic Planning Action Plan

Objective 2: LCOOCC will provide academically rigorous courses and programs that prepare students for future opportunities, success, and life-long learning.

	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
10.	Develop a sustainable Advisory Committee model (each program must have its own Advisory committee that meets twice a year)	President and designee	Fall 2015	Spring 2018	A list of needs will be developed		Task will be completed and a data base will developed with a list of needs.	<p>4/16: See 2.6 above. Although some committees have met, a more formal process needs to be put in place. Sample information to include in an advisory manual has been collected to be reviewed summer 2016 and policy developed for fall 2016.</p> <p>1/17: the Academic Dean is working with faculty to update and renew previous advisory board data and to develop a schedule for regular meeting/input.</p>

LCOOCC – Strategic Planning Action Plan

Objective 3: LCOOCC will offer flexible course delivery options								
	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
1.	Develop flexible course delivery options (e.g. cohort classes, online delivery, accelerated courses)	VPAA/SA Academic Affairs Division	Fall 2016	Spring 2018	Inventory current flexible course delivery offerings	Unrestricted budget	Flexible delivery options will increase by 75%	<p>4/16: Two faculty and the Academic Dean attended an online learning conference in February in order to bring back information to share with other faculty. Two Saturday, 8-week accelerated cohorts are being developed for fall 2016 in Early Childhood Education and Human Services.</p> <p>10/16 The Academic Dean is monitoring the cohorts and meeting regularly with students and faculty to assess the new process. Data is being collected for a review after the Spring Semester.</p> <p>7/16: Flexible course delivery options were created for the Early Childhood Education and Human Services programs as described above. Training in online teaching for faculty and online learning for students is planned for Fall 2016.</p> <p>10/16 Use of Zoom software to supplement online, classroom and individual student access was piloted in Fall of 2016. Plans are underway for increased use in the Spring Semester.</p>

LCOCC – Strategic Planning Action Plan

								1/17: the Academic Dean is reviewing focus group notes and will be looking at other courses that may be adapted for different delivery models.
--	--	--	--	--	--	--	--	--

LCOOCC – Strategic Planning Action Plan

Objective 3: LCOOCC will offer flexible course delivery options								
	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
2.	Enhance Dual enrollment/youth options	Academic Affairs and Student Affairs	Fall 2015	Ongoing	Increase Dual enrollment/Youth Options opportunities	Develop a committee to determine needs	Increase Dual enrollment and Youth Options	<p>VPAAAS and Academic Dean have had several meetings to explore how the College can increase Dual Enrollment options, including several meetings with LCO K-12 staff and St Croix Outreach. VPAAAS also met with NWECS Director to learn more about the ITV opportunities for high schools.</p> <p>4/16: Submitted Letter of Intent to Dept. of Ed Experimental Sites Division 2/16: To solicit for participation in Pell for Dual Enrolled HS Students.</p> <p>7/16: LCOOCC was not selected for the Dept. of Education Pilot. Ojibwe language and cultural classes are being offered via ITV to several high school in the St. Croix service area and a language course is scheduled for the LCO K-12 school.</p> <p>10/16: Checklists were created for use with Course Options and Youth Options students. A webpage for high school students is being drafted.</p> <p>10/16 The Learning Center and staff were relocated as planned.</p>

LCOOCC – Strategic Planning Action Plan

Objective 3: LCOOCC will offer flexible course delivery options								
	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
3.	Expand curriculum offerings to sites	VPAA/SA Academic Affairs Division	Fall 2015	Ongoing	Curriculum offering will be expanded at the sites	Budget dollars	Same as outcome	<p>Curriculum offerings are being reviewed on an ongoing basis by the Academic Dean as part of the scheduling process.</p> <p>4/16: Scheduling of fall 2016 classes to outreach sites included a strategy to schedule key courses at all sites at the same time in order to provide an ITV option instead of cancelling courses for low enrollment.</p> <p>8/16: Began testing Zoom.us IP based conferencing service as ITV alternative method.</p> <p>10/16 Two courses will be offered at the new location at Red Cliff this Spring. The courses that were offered there for fall were cancelled due to low enrollment.</p> <p>1/17: Of the two courses offered at Red Cliff for Spring 2017, only one course had sufficient enrollments.</p> <p>1/17: Further review of expanded offering will include focus groups/surveys to determine possible needs.</p>

LCOOCC – Strategic Planning Action Plan

Objective 4: LCOOCC will provide community education and continuing education programming								
	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
1.	Develop an Elder in Residence Program	Cultural Coordinator Dean of Continuing Education & Customized Training	Spring 2016	Ongoing	An ongoing sustainable Elders program will be developed	Seek long term funding support	An ongoing sustainable Elders program will be developed.	
2.	Continue and improve cultural community education through extension	Dean of Continuing Education & Customized Training Cultural Events Committee	Fall 2015	Ongoing	Develop a baseline of cultural community education activities through extension.	Faculty Community partners	Assessment of cultural committee events.	A monthly calendar of events is promoted. Participant numbers have increased as verified in CEU fall 2015 count (28.75 ISC equivalent).
3.	Provide continuing education courses	Dean of Continuing Education & Customized Training	Fall 2016	Ongoing	Provide educational opportunities to fulfill Act 31-Wi DPI courses provided for Continuing Education Units or academic credit.	Funding Cultural knowledge	Increase number of offerings 100%	Dean of CE/CT position started in July, 2016. Road construction TrANS program being offered at LCO, Bad River, and Red Cliff. Partnership with WITC to start a carpentry certificate (9 credits) to start 1/2017. Leadership training series began in October with UW-Extension Sawyer County. Coordinating with LCO Casino on a training proposal to begin 1/2017.

LCOOCC – Strategic Planning Action Plan

Objective 5: LCOOCC will ensure the long term viability and sustainability of the College								
	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
1.	Develop a plan to ensure fiscal viability (e.g. assess grant funded positions and develop to secure long term funding)	President/ Executive Council Leadership Council	Fall 2015	Ongoing	A plan will be developed	Staff time	Same as outcome	Perkins and WBL grants were reviewed fall 2015 and staffing adjustments made for FY2017.
2.	Develop a steering committee for the HLC accreditation visit.	President/AD- AC	July 2015	May 2016	Committee will be developed to provide leadership over the HLC accreditation visit process	Staff time	Successful HLC visit will be accomplished.	This has been completed.
3.	Complete a successful HLC visit and ensure all sanctions are removed.	President/ Steering Committee	July 2015	May 2016	A successful visit will be completed	Staff time	Same as outcome.	Team recommended probation be lifted. <ul style="list-style-type: none"> • IAC meeting August 29 • HLC/Board meeting is on November 2nd and 3rd

Strategic Goal 2: LCOOCC is committed to institute-wide assessment and continuous improvement to ensure effective academic programs, operations and governance.

Objective 1: Ensure all departments perform annual assessments that measure both the effectiveness of their operations and their impact on student learning/success								
	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
1.	Develop an organizational structure that provides effectiveness and efficiency for the College	President	Spring 2015	Fall 2015	Create an effective and efficient organizational chart		A new organizational chart will be developed.	Organizational Structure has been created to meet the needs of the College. Organizational chart is available on the college website.
2.	Develop systems and processes to assess all divisions within the College	President Executive Council Leadership Council	Fall 2015	Ongoing	All divisions will be assessed		Baseline and targets will be developed for each division/department	Proposed metrics for Financial Aid were drafted fall 2015 and will be reviewed and finalized by fall 2016. 4/16 – Financial Aid Expected evaluations and reporting will be available in Summer 2017 for AY16-17 and prior years as data is available. 7/16: The TRiO/Student Support Services program will be conducting an assessment of their program using the CAS standards this fall. A team has been identified and material sent out. The Perkins team met this spring to review the current Perkins plan and will continue to meet this fall to provide recommendations by October for the 2017-18 application.

LCOOCC – Strategic Planning Action Plan

Objective 1: Ensure all departments perform annual assessments that measure both the effectiveness of their operations and their impact on student learning/success

	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
3.	Ensure each department/division establish annual accomplishments and goals.	President Executive Council Leadership Council	Fall 2015	Ongoing	All divisions/departments will have annual goals identified.		Individual, department and division evaluations will be tied to annual goals.	<p>AY2014-15 Financial Aid annual report is currently available for viewing. AY2015-16 FA annual final report draft to be completed by end of July 2016.</p> <p>Performance Evaluation documents that include annual goal setting were created and shared with staff and faculty fall 2015.</p> <p>7/16 Performance evaluations using the new forms were conducted in spring 2016 and included feedback on individual, department, and division goals.</p>

Objective 2: Develop the capacity for collecting, analyzing and disseminating data to improve programs and services and ensure compliance with mandatory reporting

	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
1.	Develop, implement, and maintain an Office of Institutional Research	President	Fall 2015	Fall 2015	An Office of Institutional Research will be established		Data accuracy and integrity will improve.	<p>Additional duties were assigned to the OSP Director of IR who will assume the duties. The department will be reassessed on July 1st, 2016 to ensure it meeting the needs of the College.</p> <p>7/16: On July 1, 2016, Institutional Research duties were realigned to be combined with the Director of Information Technology.</p>
2.	Hire an Institutional Researcher	President	Fall 2015	Fall 2015	An institutional researcher will be hired	Position needed	Data gathering	Please see above

LCOOCC – Strategic Planning Action Plan

Objective 2: Develop the capacity for collecting, analyzing and disseminating data to improve programs and services and ensure compliance with mandatory reporting								
	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
3.	Develop a web based central repository for data related to student learning assessment	Institutional Researcher Academic Dean/ Assessment Coordinator	Spring 2016	Summer 2016	A central repository will be developed and hosted on the web site. Also centralized network location for all exported IR data and queries.	Software Training		IT and Academic Dean will have assessment data on Website by end of October. 10/16: - Begin using AIMS/AIKIS data as institutional metrics. 10/16: - Start using Izenda and MSSQL Reporting Services for automated reporting. 1/17: Faculty assessment of courses I now deposited each term and contained on the Academic Department Moodle.
4.	Promote Professional Development and membership in Association of Institutional Research (AIR) and (AIRUM)	Institutional Researcher	Fall 2015	Spring 2016	Increase knowledge and awareness of Institutional Research	Training		10/16: IT Director Attended AIMS Conference @ Haskell College
5.	Network with IR/OSP colleagues from other Colleges	Institutional Researcher	Fall 2015	Fall 2015	Increase awareness of the scope of the position	Travel dollars		10/16: IT Director attended Learning Sessions @ Sitting Bull College Fall 2015
6.	Conduct graduate survey follow up. CURRENT graduate survey in place needs updating, and there are no follow up surveys in place to indicate job placement and such, which is necessary for Gainful Employment.	Institutional Researcher	Fall 2015	Ongoing	Graduate Survey follow up will be conducted	Staff time	Determine a baseline and strive to increase satisfaction.	10/16: - Begin formulating student satisfactory survey to be delivered to current 2016/Fall students

LCOOCC – Strategic Planning Action Plan

Objective 2: Develop the capacity for collecting, analyzing and disseminating data to improve programs and services and ensure compliance with mandatory reporting								
	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
7.	Hire an external consultant to provide an assessment of Federal Compliance	President	July 2015	August 2015	Consultant hired and assessment completed	Budget dollars	Same as outcome	Don Day, Beth Adams, Piper Larsen and Jim Dahlberg have all been hired as external consultant to provide feedback on various compliance issues. 4/16: Consumer Information Disclosures/Compliance information is in compliance.

Objective 3: Enhance current assessment activities to improve student learning outcomes at the course, program and General Education level								
	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
1.	Update Assessment Plan	Director of Assessment/Accreditation	Spring 2016	Fall 2016	Current Assessment Plan/Handbook & webpages will be developed	Staff, faculty and Assessment Coordinator	Publish an up-to-date Plan/Handbook and web site.	Academic Assessment manual and processes have been developed for Faculty in 2015-2016 and are currently being updated for publishing on the web. 1/17: The Assessment manual and support materials will be placed on the web by the end of February.
2.	Complete Assessment Report on web	Director of Assessment/Accreditation	Fall 2016	Ongoing, Annually	Report completed for distribution	Staff, faculty and Assessment Coordinator. Supplies & equipment, color laser Work Based Learning (WBL) and work-study	Publish annual assessment report including data, analysis of needs, and future plans for improvement.	First assessment report completed by the end of fall semester 2016.

LCOOCC – Strategic Planning Action Plan

3.	Develop Program Outcomes with Means of Assessment and Criteria for Success (includes General Education)	Full-time faculty, Director of Assessment/Accreditation	Fall 2016	Ongoing	Program Outcomes assessed annually.	Staff & faculty; Stipends for faculty off-contract.	Ongoing use of assessment results to improve or revise programs	Curriculum mapping for programs complete for all programs. Mapping will now be used to review programs. And outcomes are being reviewed regularly.
----	---	--	-----------	---------	-------------------------------------	---	---	---

LCOOCC – Strategic Planning Action Plan

Objective 3: Enhance current assessment activities to improve student learning outcomes at the course, program and General Education level								
	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
4.	Provide continuous faculty development in assessment	Director of Assessment/Accreditation Academic Dean	Fall 2015	Ongoing	Program Assessment Plans drafted using Consultant feedback	Funding for consultant; stipends for faculty off contract.	Improved faculty participation in writing of Program Outcomes, MOAs, Criteria for Success,	Dr. Susan Murphy (HLC) conducted seminars August 2015 in Curriculum Mapping and effective Outcomes writing – Curriculum mapping, course offerings/sequencing, Outcomes revision continuing throughout Spring, 2017.
5	Finalize Master Syllabi Project (all syllabi have correct course descriptions, course objectives, General Education, Objectives and Program Outcomes	Director of Assessment/Accreditation Academic Dean	Fall 2015	Ongoing	Master Syllabi for all courses will be embedded in Division’s Moodle page and Moodle Faculty Resource Page	Faculty assessment and coordinator.	Master syllabus will be created	Master syllabi are nearing completion- mapping indicates changes that will be made this school year. 1/17: Academic Dean is completing this work with faculty and will have it complete and posted by March 1 st of 2017.
6.	Complete the Assessment Academy	Director of Assessment/Accreditation	Fall 2015	Spring 2017	Complete the goals and objectives outlines in the assessment academy	Budget	All goals and objectives developed within the Academy will be complete.	Final Assessment Academy session October 2016 Final impact report send to HLC Assessment Academy October 2016.

Objective 4: Develop processes that promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.								
	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
1.	Develop a manual and training for new BOR and TGB members.	President Consultant	Fall 2015	Spring 2016	A manual and training for BOR will be developed and implemented.	Budget to hire a consultant	Increase awareness and delineation of governance.	
2.	Host a “retreat” for the Executive Council to develop leadership expectations.	President Executive Council	Fall 2016	Spring 2017	Retreat will be held	Budget to hire a consultant		Completed February 2016

LCOOCC – Strategic Planning Action Plan

Objective 4: Develop processes that promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.								
	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
3.	Meet with tribal councils, management and educational departments at all LCOOCC sites.	President and Staff as assigned	Fall 2015	Ongoing	Increase awareness, enrollments, ISC of the college.	Staff time	Partnerships will be strengthened, enrollment will increase.	Meetings have been held at all locations
4.	Develop a student community needs assessment tool for all sites (e.g. listening sessions).	Student affairs	Fall 2016	Ongoing	Gather relevant information to determine program needs.			
5	Visit local businesses and organizations to determine program and employment needs.	Staff as assigned	Fall 2015	Ongoing	Increased enrollment Relevant programming.			Community needs assessment completed by Tiger Gouge summer of 2015
6.	Work with local Chamber of Commerce, Rotary and other service clubs at all sites.	Staff as assigned.	Fall 2015	Ongoing				7/16: LCOOCC is a member of the Hayward Chamber of Commerce. 8/16: LCOOCC is are a member of the Hayward Chamber of Commerce. Work is underway to determine how LCOOCC can maximize exposure to the Hayward business community perhaps by hosting a Business After 5 event.

Strategic Goal 3: LCOOCC promotes life- long learning and economic development for Tribal members and community members at large through community activities and services.

Objective 1: Create a “collaborative environment” that engages students.

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
1.	Develop events at all sites (e.g. community college feasts)	Dean of Students & Enrollment Management Site Coordinator	Fall 2015	Ongoing	Increase events and student engagement at all sites	Budget for events	Determine a baseline for student satisfaction and increase satisfaction level	Community education events occurred at all sites during fall, 2015 to include language tables, beading circles, regalia workshops, and more. CEU data and flyers available. Began utilizing Facebook calendar to market events. 10/16 Creation of events calendar on two platforms, spreadsheet & Outlook calendar. Drum Ceremony & Feast was held at Main site.

LCOOCC – Strategic Planning Action Plan

Objective 1: Create a “collaborative environment” that engages students.

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
2.	Develop campus interest groups (e.g. student activities)	Dean of Students & Enrollment Management Site Coordinator	Fall 2015	Ongoing	Increase student engagement	Budget for events	Determine a baseline for student engagement and increase satisfaction level	<p>A Film Club and Makwa Drama Club were started and available to all students via ITV. The group met weekly to complete a film for AIHEC competition. Archery Club meets every Friday and AISES meets via ITV on Wednesday’s during lunch. Student Senate meets weekly.</p> <p>7/16: The Student Ambassador program is being revived in 2016-17 and an office has been set aside in the Student Services area.</p> <p>Office space has also been created specifically for student organizations. A student drum group is being created for 2016-17.</p> <p>10/16: Established a drum group that meets multiple times a wk. Flute circle meets weekly.</p>
3.	Ensure that each site has socializing space for students as well as study space	Same as above	Fall 2015	Ongoing	Increase student engagement	Budget for events	Student Centers at outreach sites. Increase student satisfaction levels.	<p>7:16: New furniture ordered for Student Services area. New student commons area built and will be available Fall 2016.</p> <p>10/16: New furniture installed in 200 wing (student services area).</p>

LCOOCC – Strategic Planning Action Plan

Objective 2: Create and execute a “Community Needs Assessment” and “Business and Organizational Needs Assessment” for the College.								
	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
1.	Meet with Tribal Councils to determine Tribal needs at all locations.	President and designee	Fall 2015	Spring 2018	A list of needs will be developed		Task will be completed and a data base will developed with a list of needs.	The President meets on a monthly basis with the Tribal Council to ensure we are meeting the needs of the community
2.	Meet with Tribal Management at all locations to determine program needs	President and designee	Fall 2015	Spring 2018	A list of needs will be developed		Task will be completed and a data base will developed with a list of needs.	Listening sessions were held at all locations.
3.	Meet with Tribal Education Departments at all locations to determine program needs	President and designee	Fall 2015	Spring 2018	A list of needs will be developed		Task will be completed and a data base will developed with a list of needs.	Met with Tribal Education department at St. Croix, LDF (former Education director) and Red Cliff. 1/17: Outreach Director met with Tribal Education depts.. All Outreach sites. The LCO Education Director met with staff on the main campus.
4.	Visit local businesses, organizations, Chamber of Commerce, Rotary to determine program needs	President and designee	Fall 2015	Spring 2018	A list of needs will be developed		Task will be completed and a data base will developed with a list of needs.	The President has met with Chamber and Rotary members to discuss needs of the community Community needs assessment completed by Tiger Gouge summer of 2015 1/17: VPAA/SA participated with local business, education and community leaders as part of regional planning meetings hosted by NWCEP and RISE group.

LCOOCC – Strategic Planning Action Plan

Objective 3: Develop programs that meet the needs of business, Tribal entities, and Tribal business								
	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
1.	Develop a three year master academic plan to meet community needs in areas of degree and non-degree seeking students	<p>VPAA/SA</p> <p>Academic Dean</p> <p>Director of Assessment/Accreditation</p>	Fall 2016	Ongoing	A three year academic plan will be developed that meets the needs of the community.	<p>Program Advisory Committees faculty, staff, adjuncts, student surveys.</p> <p>Articulation agreement</p>	A three year academic plan will be completed that meets the needs of the stakeholders.	<p>7/16: Each site submitted a budget with student activities for the 2016-17 academic year. Students at each site will also be able to determine activities they would like to see as part of the student activities fees funding.</p> <p>10/16: A three year master academic plan was created in spring 2016 and is being referenced as new programs are developed or existing programs are modified.</p>

LCOOCC – Strategic Planning Action Plan

Objective 3: Develop programs that meet the needs of business, Tribal entities, and Tribal business								
	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
2.	Develop dual credit programs with local high schools where student can receive credits at the high school level as well as college credits (e.g. Transcribed credit, Youth Options)	VPAA/SA Student Services	Fall 2016	Ongoing	Determine how many dual credit options and transcript credit options exist.		Increase the baseline of DCO and TCO by 40% by Fall of 2018	<p>FA Dept. researched opportunities with US Dept. of Ed VPAAAS researched Youth Options and Course Options information and shared with Academic Dean and Registrar to begin to develop processes and information for website and high schools. Meetings held with LCO K-12 fall 2015/spring 2016 and also with St Croix Outreach to determine current state and to develop ideas on expansion.</p> <p>7/16: Courses in Ojibwe language and culture are scheduled via ITV to several high schools in the St. Croix service area. An Ojibwe language course is also scheduled at the LCO K-12 School for fall 2016.</p> <p>10/16: Checklists were created for Youth Options and Course Options students and the Enrollment Specialist was designated as the advisor and contact person for these students.</p> <p>1/17: Ojibwemowin courses continue to be delivered to HS students via the Zoom technology.</p>

LCOOCC – Strategic Planning Action Plan

Objective 3: Develop programs that meet the needs of business, Tribal entities, and Tribal business								
	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
3.	Continue to develop partnerships with LCO school, Waadookodading, Boys and Girls club, LCO Headstart	President/ Executive Council Leadership Council	Fall 2016	Ongoing	Partnerships will be developed	Staff time		<p>President sits on the board of The Boys and Girls Club. Each unit has met 3 times through Higher Education consortium facilitated by Rick St. Germaine.</p> <p>10/16: Academic Dean sits on the policy council of LCO Head start for the past three years.</p> <p>Fall 2015/Spring 2016 – meetings held with LCO K-12 staff on dual enrollment opportunities, AIHEC College Bound Grant, and the development of a possible scholarship program for high school students.</p> <p>4/16: Submitted Letter of Intent to Dept. of Ed Experimental Sites Division 2/16 to solicit for participation in Pell for Dual Enrolled HS Students.</p> <p>7/16: College Bound grant was in place spring 2016 for the LCO K-12 School. Dual Enrollment classes are scheduled there for fall 2016.</p> <p>10/16: Ojibwemowin I course is offered at the LCO K-12 school fall 2016. College Bound grant will be completed by Dec. 2016.</p>

LCOOCC – Strategic Planning Action Plan

Objective 4: Create a Development an Alumni Office

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
1.	Hire a new DO director. Another possible action – Implementation of Jenzabar Development Office module by DO director.	President	Fall 2016	Fall 2017	A part time DO will be hired	Budget dollars	Same as outcome	Due to budget constraints – Director position put on hold.
2.	Establish a 501c3 foundation	President DO director	Spring 2017	Spring 2017	A 501c3 will be established	Staff time and dollars	Same as outcome	
3.	Create a Sustainable DO plan	DO director/ President	Spring 2016	Spring 2016	A plan will be developed	Staff time and dollars	Same as outcome	
4.	Establish Annual Alumni Golf Tournament and additional fund raising events to increase awareness as well as dollars	President Registrar	Spring 2016	Ongoing	Events will be planned and created	Staff time	Increased community awareness of LCOCC and programs.	Will work with Registrar to develop an alumni event for 2017.
5.	Establish an Alumni Committee	President Registrar	Fall 2016		Alumni committee will be established	Staff time	Enrollment through alumni recruitment.	Work with registrar to develop.

Strategic Goal 4: LCOOCC will secure and manage adequate resources including fiscal, physical, technological and human

Objective 1: Provide modern and safe spaces and equipment to deliver quality instruction and engaging social interaction for our students and community and to serve and support our academic mission.								
	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
1.	Begin construction on the 600/700 wing	Office of Sponsored Programs Director/ Facilities Manager	July 2015	Spring 2016	Construction will be complete	Title III funds and insurance dollars	Improved services for students and community.	Construction on the 600/700 wing has begun and bids will be send out Spring of 2016. The 600 Wing Rebuild is complete and occupancy of the space will occur end of October, 2016. Building completed in October 2016.
2.	Develop a five year technology plan	Director of Institutional Research & Information Technology	Fall 2015	Fall 2015	Plan will be completed	Staff time	Improved efficiencies.	Created Strategic Plan for Information Technology. Implementation of Plan has begun.
3.	Install a new telephone system	Director of Institutional Research & Information Technology	Fall 2015	Spring 2016	New phone system will be installed	Budget dollars	Improved customer service and communications	Phone system installed Fall of 2016. Softphones for outreach will be completed Spring 2016 Complete
4.	Reevaluate and update the Master Facilities plan	Vice President of Administrative Services Office of Sponsored Programs Director/ Facilities Manager	Fall 2015	Ongoing	Plan will be reevaluated	Staff time	Improved services for students and community.	Start creating a master inventory list of facilities utilizing similar system IT inventory system. 10/16 – Continue to inventory Main Campus IT systems as new addition is being completed. Determination to complete an RFP for a facilities system analysis to assist the institution in prioritization of facility needs.

LCOOCC – Strategic Planning Action Plan

Objective 1: Provide modern and safe spaces and equipment to deliver quality instruction and engaging social interaction for our students and community and to serve and support our academic mission.								
	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
5.	Develop a long term plan for the “the Farm”	Executive Council	Fall 2015	Spring 2016	Plan will be determined	Staff time	Improved community services.	The long term plan for the farm has been established and shared with the BOR.
6.	Perform a detail site analysis for all the outreach sites (determine a plan to move the North site back to the reservations)	Vice President of Administrative Services/ Outreach coordinator Leadership Council	July 2015	Spring 2016	Site analysis will be completed and plan put in place	Staff time	Improved student services and increased enrollment..	Initial stages of analysis have been completed and presented to the Board of Regents at their November 2015 Board Meeting Infrastructure (IT) being inventoried at site per site basis 10/16: updated site analysis feasibility underway.
7.	Install Surveillance System at “the Farm.” Also update our existing facilities security systems. Completion could be when funding sources become available.	Office of Sponsored Programs Director/ Facilities Manager Dean of Continuing Education & Customized Training	July 2015	?	Surveillance system will be installed	Budget dollars	Security issues resolved.	Security systems on the main campus have been updated. Alarm system installed and operational at LSARS “the Farm” as of November, 2015.
8.	Automate the room scheduling function to optimize capacity for all classrooms.	Director of Institutional Research & Information Technology	2016	?	Automated scheduling function will be completed	Budget dollars	Improved efficiencies.	Have received quotes for Jenzabar integrated services for scheduling. Major obstacle at this point is cost.

LCOOCC – Strategic Planning Action Plan

Objective 1: Provide modern and safe spaces and equipment to deliver quality instruction and engaging social interaction for our students and community and to serve and support our academic mission.								
	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
9.	Incorporate Ojibwe graphic and spatial design principles in all future construction and renovation projects.	Executive Council	Ongoing		Ojibwe graphic and spatial design will be included in all construction and renovation projects.	Budget dollars	Improved community and student pride at LCOOCC.	<p>Systems Furniture is working with the college to develop interior design standards. Meetings began fall 2015.</p> <p>7/16 Systems Furniture was hired to provide a cohesive and standard design to the remodeled 600 wing and Student Services waiting area. New tag line implemented.</p> <p>10/16 Systems Furniture met with additional student services staff to assist with a plan to bring the TRiO and Student Senate areas into the new standards as funding is available.</p> <p>The College is using the updated tag line in materials, including the business cards, letterhead, and marketing materials.</p>
10.	Upgrade existing IT and distance learning network and infrastructure	Director of Institutional Research & Information Technology Vice President of Academic Affairs & Student Affairs	Ongoing		Ability to provide state of the art distance learning and information technology services to students.	Budget dollars	Increased network bandwidth, optimizing network resources, and increasing wireless access	<p>New POE switches installed on campus. New Wireless Access Points installed on campus and various prioritized networks created.</p> <p>Tyler will likely add information here on the use of the Zoom Room.</p>

LCOOCC – Strategic Planning Action Plan

Objective 2: Provide an environment that reinforces and reflects Ojibwe cultural values, principles, and practices (e.g. harmony with nature, sustainability and self-determination.								
	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
1.	Develop a plan for expanding the cultural center to incorporate a student commons area	Executive Council/Culture and Climate committee	Fall 2015	Spring 2016	A plan will be developed	Grant dollars	Increase student satisfaction.	4/16: a student commons area was incorporated into the planning of the new wing being constructed. New Student Commons completed in October 2016. 7/16: Cultural Coordinator’s office will be in the Cultural Center so that he may work with students in the space adjacent to his office within the center.
2.	Develop a plan to increase the esthetics of the College by incorporating Native art and design into the building	Executive Council/Culture and Climate committee	Fall 2015	Spring 2016	A plan will be developed	Grant dollars	Increase student satisfaction.	4/16: Systems for hanging art on the walls was purchased fall 2015. 7/16: Numerous historical photos have been hung and labeled sharing information on the LCOOCC Community. 10/16: Library staff continue to work on placement of art work in other areas throughout the College including planned relocation of the Historyland Photos in a more centralized location for viewing.

LCOOCC – Strategic Planning Action Plan

Objective 3: implement a strategic approach to minimizing the College student's accounts receivable								
	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
1.	Develop a committee to explore a process for student accounts receivables and Bursar holds	Chief Financial Officer	July 2015	Fall 2015	A committee will be developed to explore the process	Staff time	Increased Enrollment	10/16: Committee created and introductory meeting scheduled.
2.	Develop a plan to minimize account receivable and Bursar holds	Chief Financial Officer Leadership Council	July 2015	Fall 2015	A plan will be developed and implemented to minimize account receivable and Bursar holds	Staff time	Increased Enrollment	10/16: Will present the process from the committee for review and discussion in November 2016.
3.	Develop a committee and plan to lower the Cost of text books.	Chief Financial Officer AA/SA	Spring 2016	Summer 2016	A plan will be developed and implemented	Staff time	Lower cost of books to students. Student satisfaction.	4/16: A virtual bookstore option was explored and plans to be implemented fall 2016. 7/16: Virtual Bookstore implementation underway. 10/16: Academic Dean is organizing a faculty textbook selection committee to improve cost effectiveness for students as well as possible e-books for instructors to lower institutional costs 10/16: Virtual bookstore implemented. Committee created.
4.	Develop a SOP manual for the Office of the Bursar	Chief Financial Officer Bursar	Fall 2015	Spring 2016	Manual will be developed	Staff time. Jenzabar training also needed/necessary.	Improved efficiencies and understanding.	10/16: Index of policies & procedures created.

Strategic Goal 5: LCOOCC will recruit and retain qualified and adept faculty and administrators

Objective 1. Enhance the effectiveness and efficiency of Human Resources

	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
1.	Continue to discuss the results from the comprehensive College benefit plan analysis and determine further steps to be taken	Director of Human Resources/ Executive Council	Fall 2015	Ongoing	Results will be discussed	Staff and additional budget dollars	Further benefit plans will be established	<ul style="list-style-type: none"> Dental plan added as benefit for employee’s fall of 2015. Benefit survey will be conducted to assess other possible changes.
2.	Continue to complete a market rate analysis of employee wages	Director of Human Resources/ Executive Council	Fall 2015	Ongoing	Market analysis will be completed for all staff at the college	Staff and additional budget dollars	Wages for entire staff will be analyzed and corrected to reflect the market rate	<p>4/16: Analysis of approximately 85% of all positions within the institution has occurred.</p> <ul style="list-style-type: none"> Increases have been implemented for over 50% of staff where changes were identified as needed. Additional increases have been identified and will be built into the next fiscal year budget. Faculty Compensation structure has been evaluated and updated resulting in an increase of 8% to the overall existing faculty compensation amount (some faculty members may have not needed an increase and others may have received more than the 8% increase to bring them in alignment with the new salary structure <p>7/16: Additional market rate pay increases implemented for all hourly employees effective 7/3/16.</p> <p>10/16: Analysis of Adjunct Salary rates underway to be incorporated into the 2017-2018 budget planning process for implementation.</p>

LCOOCC – Strategic Planning Action Plan

Objective 1. Enhance the effectiveness and efficiency of Human Resources

	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
3.	Develop a performance appraisal process for staff and faculty of the College	Director of Human Resources /Executive Council	Fall 2015	Spring 2016	Performance appraisal process will be completed for all staff at the college	Staff and additional budget dollars	Performance appraisal will be developed, implemented and evaluated	<p>Performance appraisal process developed and implemented November 1, 2015.</p> <p>Completion of first evaluations on employees to be done by spring 2016.</p>
4.	Review and revise all current job descriptions to ensure they are accurate	Director of Human Resources/ Executive Council	Fall 2015	Ongoing	All job descriptions will be reviewed and revised to ensure accuracy	Staff and additional budget dollars.	Same as outcome	<p>In conjunction with item #3 directly above supervisors are required to work with their employees while completing the performance evaluation process to ensure the position description is current and up to date.</p> <p>A template was developed and shared with employees to assist in job duty analysis.</p> <p>A template was developed and shared with employees to assist in ensuring position descriptions are written in a consistent format.</p> <p>Performance evaluation documents, job analysis template, and position description templates are available on the College website under the Faculty and Staff Documents area.</p>

LCOOCC – Strategic Planning Action Plan

Objective 1. Enhance the effectiveness and efficiency of Human Resources

	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
5.	Update and ensure consistency in Employee, Faculty and Student handbook	Director of Human Resources/ Executive Council	Fall 2015	Ongoing	All handbooks will be updated to ensure accuracy and consistency Handbooks should also be available electronically on the website or within the portals of myLCO.	Staff time	Same as outcome	<p>The Employee Handbook, Faculty Handbook and Student Handbook have all been updated.</p> <p>The Student Handbook has been distributed fully</p> <p>Faculty and Employee Handbook to be approved at the January 22, 2016 Board of Regents meeting after which distribution to all affected will occur along with information shared on substantive changes.</p> <p>A schedule to annually review and update each of the documents has been developed.</p> <p>Updates to the Employee Handbook will begin in December with completion by March 2017 for implementation of changes occurring July 1, 2017.</p>
6.	Develop an institutional orientation program for all employees	Director of Human Resources/ Executive Council	Fall 2016	Fall 2017	An institutional orientation program will be developed for employees	Staff time	Same as outcome	Documents have begun to be compiled for the development of an institutional orientation program.
7.	Increase the number of full time faculty compared to adjunct faculty teaching coursework.	Executive Council	Fall 2016		Number of full time faculty will be increased	Staff time	Same as outcome	Guidelines regarding full-time and adjunct faculty loads were clarified in the updated faculty handbook fall 2015.

LCOOCC – Strategic Planning Action Plan

Objective 1. Enhance the effectiveness and efficiency of Human Resources

	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
8.	Develop list of needed policies and procedures by department and an annual review process	President Director of Human Resources/Executive Council	Fall 2015	Ongoing	All policies and procedures will be reviewed, and updated.	Staff time	Same as outcome	<p>2015-16 Financial Aid Handbook serves as P&P and is updated annually.</p> <p>List of policies and procedures by department has been developed and distributed to responsible parties for policy and procedure development.</p> <p>Process to annually review and update policies will be defined.</p> <p>10/16: Increased efforts underway for completion of identified critical policies and procedures development. Policy listing with area of responsibility reissued to appropriate personnel to be addressed.</p>

LCOOCC – Strategic Planning Action Plan

Objective 2. Create a climate where employees feel a sense of community, valued, engaged and empowered to do their jobs.								
	Action	Responsible	Beginning	Completion	Outcome	Resources	Indicator	Status
1.	Develop a Culture and Climate committee	President	Fall 2015	Ongoing	A committee will be developed	Grant dollars to implement suggestions from the committee	A plan to enhance culture and climate will be developed	Financial Aid is advocating for a permanent Ojibwemowin Scholarship Committee A cultural committee has been established. The purpose of the committee needs additional work.
2.	Develop a professional development plan for the College	Vice President of Administrative Services Executive Council Leadership Council	Fall 2015	Ongoing	A committee will be developed and a plan will be formed	Staff time	A plan will be developed	Professional development planning is included as part of the performance evaluation planning process and also as part of the budget planning process. 10/16: A policy and procedure associated with Professional Development is in place. Funds have been allocated in the budget and set aside for staff professional development.
3.	Establish an effective communication plan for the College	Executive Council Leadership Council	Fall 2015	Spring 2016	A plan will be developed and implemented	Staff time	Same as outcome	Create a strategic goal
4.	Develop and implement ways to enhance employee morale (employee appreciation, service awards, and picnic.	Climate and Culture committee Executive Council Leadership Council	Fall 2015	Ongoing	A plan will be developed	Staff time	Same as outcome	10/16: Development of a Social Committee within the College comprised of a cross section of staff in process of implementation.

Strategic Goal 6: LCOOCC will develop innovative strategies that lead to enhanced student engagement, success, persistence and completion.

Objective 1: Increase enrollments of students at LCOCC College

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
--	--------	-------------	-------	------------	---------	-----------	-----------	--------

LCOOCC – Strategic Planning Action Plan

1.	Develop an enrollment plan to increase the ISC count at the College by 30% based on FY 2015 numbers by FY 2018	VPAA/SA Student Services area	Spring 2016	Spring 2017	A plan will be completed	Staff time	Increase enrollment at all four sites by 30%	<p>Dean of Students and Enrollment Management and Recruitment and Admissions Specialist were hired Spring 2016. A Transition /Retention Advisor will be in place by Summer 2016. The new Dean will have a focus on enrollment management and have a team approach to creating a plan.</p> <p>4/16: Enrollment for 2015-16 was overestimated and is currently lower than expected. CNA program was suspended, ADN new cohort start was moved to fall 2016. Some data has been collected that can be used in the plan development, but additional data is still needed to create a viable plan.</p> <p>7/16: Strategic enrollment management plan is currently being developed.</p> <p>10/16: The Enrollment plan was developed and shared with the Board of Regents at their September meeting. Subcommittees are in place working on the action items within the plan.</p> <p>1/17: The SEMP Committee meets consistently to track progress toward the goals of the plan being implemented at the subcommittee level. Student Services, Outreach, and Executive Council staff received training in Enrollment 101 from the</p>
----	--	--	-------------	-------------	--------------------------	------------	--	--

LCOCC – Strategic Planning Action Plan

Objective 1: Increase enrollments of students at LCOCC College

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
--	--------	-------------	-------	------------	---------	-----------	-----------	--------

LCOOCC – Strategic Planning Action Plan

2.	Develop a comprehensive enrollment management to increase overall enrollments	VPAA/SA Dean of Continuing Education & Customized Training	Spring 2016	Spring 2017	A plan will be completed	Staff time	Increase enrollment each semester.	<p>Dean of Students and Enrollment Management and Recruitment and Admissions Specialist were hired Spring 2016. A Transition /Retention Advisor will be in place by Summer 2016. The new Dean will have a focus on enrollment management and have a team approach to creating a plan.</p> <p>4/16: New staff time focused on getting up to speed in their positions, preparing for HLC visit, and rebuilding contacts with agencies and high schools. Some data has been gathered to be incorporated into a plan, but additional data is needed.</p> <p>7/16: A Strategic Enrollment Management team was established in spring 2016 and met consistently over summer 2016 to create a draft plan that is in the edit/review/revision stage.</p> <p>10/16: The Enrollment plan was developed and shared with the Board of Regents at their September meeting. Subcommittees are in place working on the action items within the plan.</p> <p>1/17: The SEMP document activities will be noted Spring 2017. Revisions may be made based on the Noel Levitz consultant recommendations</p>
----	---	---	-------------	-------------	--------------------------	------------	------------------------------------	---

LCOOCC – Strategic Planning Action Plan

LCOOCC – Strategic Planning Action Plan

Objective 2: Enhance recruitment efforts of the College

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
1.	Establish a yearly calendar of events outlining recruitment efforts at the College	VPAA/SA Dean of students & Enrollment Management	Fall 2015	Spring 2016	Yearly calendar will be established outlining all recruitment efforts	Staff time	TBD	<p>A database of area high schools, college fairs and community events was created fall 2015 to identify opportunities and to be used to develop a recruitment calendar.</p> <p>Recruitment calendar is being created for the 2016-17 yr.</p> <p>10/16: Recruitment calendar was created for fall 2016.</p>
2.	Work with K-12 districts in the area to develop a comprehensive approach to increase and promote opportunities to high school students	VPAA/SA Dean of students & Enrollment Management	Fall 2015	Fall 2016	A comprehensive plan to work with K-12 districts will be developed	Budget dollars Staff time	TBD	<p>A database of area high schools was created fall 2015 to be used by staff and faculty to make connections with high schools.</p> <p>10/16: Work with the high schools was included in the Strategic Enrollment Management Plan that was developed in the summer 2016.</p> <p>1/17: ACT Prep and FA Workshops are being offered to area HS's to increase the relationship between schools but also as a resource to students and parents and to expose them to LCOOCC's offerings. However, no workshops have occurred yet.</p>

LCOOCC – Strategic Planning Action Plan

Objective 2: Enhance recruitment efforts of the College

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
3.	Develop a comprehensive action plan based on the marketing plan developed by Westmoreland/Flint for the 2015-2017 school years	VPAA/SA Dean of Students & Enrollment Management	Fall 2015	Fall 2016	Marketing plan will be developed and implemented	Budget dollars Staff time	TBD	<p>4/16 - A review of the existing marketing plan and identification of key data is underway. A marketing team will be assembled to undertake the creation of a new comprehensive plan to be encompassed by the Strategic Enrollment Management Plan under the direction of the Dean of Students.</p> <p>10/16 Marketing is a subcomponent in the Strategic Enrollment Management Plan. A marketing consultant was hired and is meeting monthly with the marketing subcommittee.</p> <p>1/17: The Marketing budget was revised fall 2016 to reflect the strategies provide by the current marketing consultant. Strategies are more driven by Social Media with some advertising included.</p>

LCOOCC – Strategic Planning Action Plan

4.	Present comprehensive action plan to the College	VPAA/SA Dean of Students & Enrollment Management	Spring 2016	Fall 2016	Action plan will be presented to the College community	Budget dollars Staff time	TBD	<p>4/16 - Upon completion of the planning processes to develop the plan, a presentation will be made to the college staff and faculty.</p> <p>10/16 the Strategic Enrollment Management Plan was presented to the Board of Regents in September 2016. The plan was shared with staff who attended the Enrollment 101 training in October 2016.</p>
----	--	---	-------------	-----------	--	------------------------------	-----	--

LCOOCC – Strategic Planning Action Plan

Objective 3: Enhance retention and persistence efforts at the College

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
1.	Develop a data base to determine retention and persistence efforts	VPAA/SA Institutional Researcher	Fall 2015	Registrar, VPAAAS, Academic Dean, Director of OSP, and IT Director attended Jenzabar training in December 2015 to learn more about using Jenzabar. Unfortunately, this training did not meet expectations and more work is needed to implement.	A data base will be develop to assist in data decision making	Utilizing Jenzabar and existing reports	TBD	<p>Registrar, VPAAAS, Academic Dean, Director of OSP, and IT Director attended Jenzabar training in December 2015 to learn more about using Jenzabar. Unfortunately, this training did not meet expectations and more work is needed to implement.</p> <p>7/16: Institutional researcher hired and will begin the process of developing a data base.</p> <p>9/22: Attend AIMS conference and gather data and methods of assisting with retention and persistence reports.</p> <p>10/16: The Academic Dean and Dean of Students are working to provide advising training in Fall of 2016 and on an ongoing basis. The A.D. has developed a pilot manual and training modules to use in training and plans are underway for an online component and student training for advisement.</p> <p>10/16: IR Director attended AIMS conference and gather data and methods of assisting with retention and persistence reports.</p>

LCOOCC – Strategic Planning Action Plan

Objective 3: Enhance retention and persistence efforts at the College

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
								<p>10/17: Began using Izenda & MSSQL Reporting services to create real-time reports.</p> <p>1/17: The Transition and Retention Specialist monitors attendance reports that were created for use in the 2016-17 Academic year.</p>
2.	Enhance advising and counseling of students at all sites and locations	VPAA/SA Dean of Students	Fall 2016	Ongoing	An enhanced advising and counseling model will be developed and implemented	Use of myLCO portals for advising	TBD	<p>4/16: A Transition/Retention Specialist position has been created and will be filled in July, 2016 for the upcoming academic year. An enhanced advising/counseling plan for students will be developed by this position.</p> <p>10/16: The Transition and Retention Advisor position has been filled and a plan is being developed. An advisor training on using the MyLCO advising module was held 10/21/16.</p> <p>1/17: Advising trainings on FERPA and how Advising and Satisfactory Progress affects Financial Aid were held in November/December 2016. Trainings for Outreach staff were held at the beginning of Spring 2017 semester.</p>
3.	Develop off campus and on campus job opportunities for students taking more than 6 credits.	VPAA/SA Dean of Students	Fall 2016	Ongoing	Increase job opportunities	TBD	TBD	<p>We would like to make contributions to this effort.</p> <p>4/16: Research and development of FWS JLD</p>

LCOOCC – Strategic Planning Action Plan

Objective 3: Enhance retention and persistence efforts at the College

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
								<p>program to occur AY2016-2017. Initiate and expand relationships with community organizations and employers through professional associations and collaborations</p> <p>10/16: Grant application to support additional internship opportunities was submitted. The College should find out if it will be funded before the end of the term.</p>

LCOOCC – Strategic Planning Action Plan

Objective 3: Enhance retention and persistence efforts at the College

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
4.	Make available career planning tools and advising model (advise students on career options)	VPAA/SA Dean of Students	Fall 2016	Ongoing	Career planning tools will be developed and disbursed	TBD	TBD	4/16 : The Transition/Retention Specialist position to be filled will also be responsible for improving upon the existing resources and processes currently utilized for advising.
5.	Enhance services and support for student with disabilities.	VPAA/SA Dean of Students	Fall 2015	Ongoing	Services to students with disabilities will be enhances	TBD	TBD	Disabilities services processes were developed fall 2015 and shared with faculty and staff. 4/16: A part time Disabilities Coordinator was added to the planning budget for 2016-17 10/16: Due to budget constraints, the Disabilities coordinator position was not funded, so the VPAA/SA is assuming the duties in the meantime.
6.	Enhance the early alert system	VPAA/SA Dean of Students	Fall 2015	Ongoing	Early alert system will be enhanced	TBD	TBD	Student Services staff drafted a plan to address early alerts and attendance issues. A position, Transition/Retention Advisor will be in place no later than summer 2016 to address retention issues. Perkins and WBL grants also rewrote objectives to address this. 10/16: The Transition & Retention Advisor is developing a plan for an early alert system. She has been following up on all students who have missed classes in fall

LCOOCC – Strategic Planning Action Plan

Objective 3: Enhance retention and persistence efforts at the College

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
								2016. 1/17: Early Alert System is being enhanced with better reports and shorter response times, as well as the addition of a non-academic referral process. Background questions have been added to the Accuplacer placement assessment so that advisors have access to student at-risk criteria from the beginning.
7.	Streamline delivery of financial aid systems.	VPAA/SA Financial Aid Director	Fall 2015	Ongoing	Streamline delivery of financial aid system	Jenzabar/Pow er FAIDs training	TBD	Automation of FA processes: SAP, CU updates. Working with Bursar on Virtual Bookstore. On-going process improvements
8.	Remain in compliance with federal and state regulations	VPAA/SA Dean of Students	Fall 20115	Ongoing	Will remain in compliance with federal and state regulations	TBD	TBD	Ongoing training, FSA. Consumer Information Reporting WIP. Ongoing processing WI HEAB. 4/16: Consumer Information reporting, gainful employment, NPC in full compliance.
9.	Strengthen instruction for student success by increasing basic skills courses	VPAA/SA Dean of Students	Fall 2015	Ongoing	Basic skills courses will be enhanced	TBD	TBD	VPAAAS met with WTCS state director to determine eligibility for ABE grant funding. The College will be eligible to apply for 2017-18 and a needs assessment will be conducted by fall 2016 to aid in the development of the grant application.
10.	Develop an integrated student information	VPAA/SA	Fall 2015	Ongoing	Student portals will be	Staff time training	Use of various myLCO (JICS) portlets	Staff were sent to Jenzabar training in December, but

LCOCC – Strategic Planning Action Plan

Objective 3: Enhance retention and persistence efforts at the College

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
	portal to track, advise and support students	<p>Dean of Students & Enrollment Management</p> <p>Director of Institutional Research & Information Technology</p>			developed		for student information, support & advising.	<p>more training is needed to implement modules. Some work on Degree trees took place fall 2015 and communication flow needs were identified by student services staff fall 2015.</p> <p>8/18: Jenzabar Training on implementation of Admissions and Candidacy processes as well as continued work on Degree Trees</p> <p>10/16: Advising module available through MyLCO for students. Training for SS staff and faculty was held. A YouTube tutorial is being developed to assist students in addition to the staff training.</p>
11.	Establish an online orientation	<p>VPAA/SA</p> <p>Dean of Students & Enrollment Management</p> <p>Director of Institutional Research & Information Technology</p>	Fall 2016	Spring 2017	An online orientation will be developed	TBD	Orientation available on the website.	<p>The FTF New Student Orientation needed to be reviewed before an online orientation can be developed. Current NSO will be reviewed SP 2016.</p> <p>4/16: The 2016-17 and 2017-18 academic calendars were created and include a specific date for NSO prior to the start of each term. NSO materials via face to face can be developed first, then modified for online.</p>

LCOOCC – Strategic Planning Action Plan

Objective 3: Enhance retention and persistence efforts at the College

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
								<p>10/16: An Orientation guide has been ordered and plans for electronic sources of information delivery are being identified & created.</p> <p>1/17: In person New Student Orientation has been modified for the Spring Semester. Satisfaction surveys have been collected from each group and will be analyzed for the development of the online components after all sessions have been completed.</p>

LCOOCC – Strategic Planning Action Plan

Objective 3: Enhance retention and persistence efforts at the College

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
12.	Online registration will be developed and implemented	VPAA/SA Dean of Students & Enrollment Management Director of Institutional Research & Information Technology	Fall 2018	Spring 2016	Online registration will be developed	Staff time training	Online registration available to all students.	<p>More work on updating program Degree trees needs to happen in order to implement. Some work was done fall 2015.</p> <p>10/16: The Academic Dean worked during summer with a Jenzabar specialist and IT to update degree trees. This Fall it was identified that additional pathways need to be updated between courses in common or for substitute between Catalog years.</p>

LCOOCC – Strategic Planning Action Plan

Objective 4: Enhance student engagement efforts at the College								
	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
1.	Develop a list of extra-curricular student activities to be implemented at the College	Dean of Students & Enrollment Management	Fall 2015	Ongoing	A list of student activities will be developed and activities will be scheduled	TBD	TBD	4/16 - Intramural sports teams and clubs will be proposed for student interest such as; basketball team, cross country running and skiing, community theatre etc. 1/17: A drum group and flute circle were added to the list of activities fall 2016.
2.	Enhance Student Development and Student Leadership opportunities.	VPAA/SA Dean of Students & Enrollment Management	Fall 2015	Ongoing	A student development and leadership opportunities will be developed	TBD	TBD	Student Leadership opportunities can be developed through the Student Ambassador program & the Student Senate. 7/16 Student Leadership opportunities are available through the Student Ambassador program, Student Senate, AISES, and peer tutoring. 1/17: Two student senate members will travel to the AIHEC Winter meeting this year to learn advocacy skills and interact with the AIHEC student congress.

LCOOCC – Strategic Planning Action Plan

Objective 4: Enhance student engagement efforts at the College

	Action	Responsible	Begin	Completion	Outcome	Resources	Indicator	Status
3.	Integrate AIHEC activities at all sites	Dean of Students & Enrollment Management	Fall 2015	Ongoing	All AIHEC activities will be integrated at the College	TBD	June 18, 2015	<p>4/16: Funding for Student leaders to travel to the Winter AIHEC meeting was added to the 2016-17 budget.</p> <p>4/16 - AIHEC student teams were developed and practices/meetings held to prepare students to compete in AIHEC competitions. Student Senate is encouraged by their advisor to run for AIHEC Student Congress positions.</p>