



COLLEGE OF  
LAKE COUNTY

50

PROUD PAST  
BOLD FUTURE

1969 - 2019

2024 STRATEGIC PLAN

# STRATEGIC PLAN INPUTS

## September 2017-August 2018

Conducted an environmental scan to gain an overview of the community's needs and their views of CLC.



## September 2018

Formation of Strategic Planning Team:  
20 participants



## October 2018-February 2019

Strategic Planning Input Sessions:  
300+ Participants: Workforce partners,  
community members, students,  
faculty, staff



## March-May 2019

Values Input Sessions:  
200+ Participants:  
Employees and students



It all began in Fall 2017 when the College of Lake County conducted an “environmental scan,” asking key community audiences, “How do you see us?” They answered, and their input was invaluable.

Next, we built a team of CLC employees to guide the development of a new strategic plan. In addition to evaluating data from the environmental scan, they facilitated a collaborative input process.

The team engaged more than 300 workforce partners, community members, students, faculty and staff members in dozens of listening and input sessions, asking:

- What do you think of CLC?
- Where are we thriving?
- Where are we failing?
- How can we reframe, reimagine and reengineer the College of Lake County?

After each session, the team analyzed the data and synthesized the results with what they had already learned.

Then, in Spring 2019, we asked over 200 students, faculty and staff members what values they were unwilling to sacrifice. They responded that we must do everything with Purpose, Integrity, Excellence, Inclusion, Unity and Compassion. This work also led to a realignment of CLC’s mission and vision statements.

# THE SIX PILLARS OF CLC'S STRATEGIC PLAN

- 1. Access & Success for Students:** This is why we're here. We will create an experience that is valuable and provides clear paths for students' lives.
- 2. Equity & Inclusion:** We will ensure an environment in which students, faculty and staff members can flourish, that is free of barriers and is uniquely designed to develop each person.
- 3. Teaching & Learning Excellence:** We will empower faculty to intentionally design learning experiences for students that engage and prepare them for their next opportunity.
- 4. Community & Workforce Partnerships:** We will provide a pipeline of talented students who can engage in a competitive workforce by building on and building up our networks so we are continually driven by the needs of our community partners.
- 5. Collaborative Culture:** We will strengthen our culture to ensure that CLC's faculty and staff work together in an environment of innovation, transparency and exploration.
- 6. Strategic Use of Resources:** We will create a state-of-the-art physical and virtual environment that keeps CLC relevant on every front.



## MISSION

The College of Lake County is a comprehensive community college committed to equitable high-quality education, cultural enrichment and partnerships to advance the diverse communities it serves.

## VISION

The College of Lake County is a leader in providing innovative education and workforce solutions.



# STRATEGIC PILLAR I: ACCESS & SUCCESS FOR STUDENTS

Facilitate learning through a student-ready systemic design framework focused on creating an ideal and equitable student experience. Intentionally design curriculum to provide clear paths for all student entry points and a seamless transition to transfer or career.

KEY IDEA	STRATEGY
Lancer Success Framework	Build the Lancer Success Framework,* an integrated seamless experience for every student beginning with the first point of contact and continuing through the student's exploration, planning for success, experiential learning, academic progress, timely completion and transition to the workforce or university
Integration of CLC Student Success Definition	Integrate the elements of the CLC student success definition** throughout the student experience
Student Momentum	Evaluate policies and processes that drive momentum for student success
Affordability	Improve affordability for students by reducing the time to complete a credential, creating cost efficiencies and developing resources to support success
Flexibility	Increase online, flexible and accelerated delivery methods to increase access and learning options that lead to student success

\* Lancer Success Framework: Link, Launch, Learn, Leap

\*\* Student Success Definition: An inclusive student-ready environment, providing personalized culturally relevant student learning experiences, grounded in equitable practice, achieving educational attainment for every student.



# STRATEGIC PILLAR 2: EQUITY & INCLUSION

Create success for every student and employee by providing a supportive, barrier-free environment that enables them to achieve academic, career and personal goals.

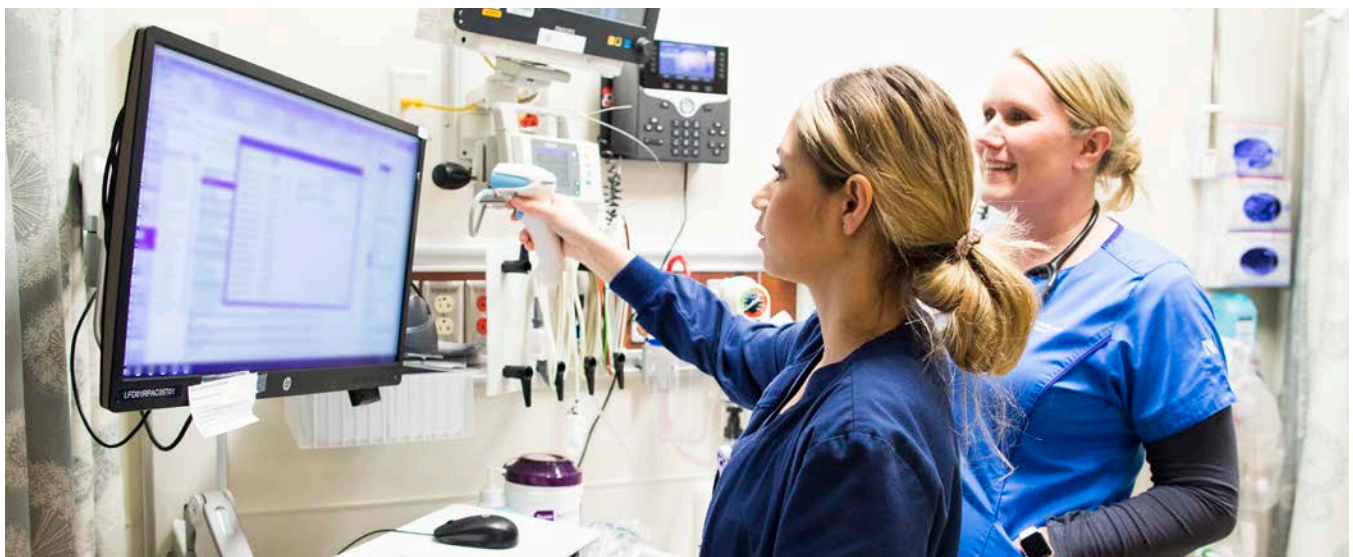
KEY IDEA	STRATEGY
Policy and Procedure	Create a barrier-free environment by removing instances of power, privilege and inequity in policies, procedures and processes
Professional Development	Develop role-specific knowledge in every employee so they apply demonstrated skill in inclusive practices, diversity, sense of belonging, cultural competence and equity-mindedness in their daily work
Data-Informed Decisions	Use disaggregated student data to identify opportunity gaps in achievement and inform decisions about system changes
Curriculum and Cocurricular Activities	Embed equity concepts, such as inclusion and social justice, within the academic curriculum and in cocurricular activities
Talent Management	Address equity and diversity in hiring, retention, talent management and compensation and benefit practices



# STRATEGIC PILLAR 3: TEACHING & LEARNING EXCELLENCE

Achieve teaching and learning excellence by empowering full-time and adjunct faculty in their central role in the Lancer Success Framework, including the examination of pedagogy through data, engagement in meaningful professional development and the integration of academic supports with classroom learning and student feedback.

KEY IDEA	STRATEGY
<b>Experiential Learning</b>	Embed experiential learning within every credential to provide rich, real-world application of classroom knowledge, including internships, service learning, study abroad or clinical experiences
<b>Student Effort and Academic Rigor</b>	Integrate academic support services within curricular experiences and assure common standards for rigor within academic departments
<b>Active and Collaborative Learning</b>	Incorporate high-quality, active, collaborative learning experiences within all delivery modes to optimize student-to-student and student-to-faculty interactions that define the Lancer classroom
<b>Professional Development</b>	Engage all new, full-time and adjunct faculty in ongoing professional development intentionally designed to foster equity-minded, reflective and data-informed practice to improve student learning and success outcomes
<b>Technology</b>	Use instructional technologies to augment student classroom learning and to improve access to academic support services



# STRATEGIC PILLAR 4: COMMUNITY & WORKFORCE PARTNERSHIPS

Facilitate the economic vitality of Lake County’s diverse communities through collaborative partnerships with workforce and educational partners to ensure a sufficient skilled workforce talent pipeline.

KEY IDEA	STRATEGY
Community Programming	Develop relevant academic, cultural and community programming to engage and advance the socially, economically and racially diverse communities of Lake County
Enrollment and Talent Pipelines	Develop enrollment and talent pipelines at all campus locations, through middle school engagement, dual credit pathways, adult education pathways, transfer pathways and apprenticeship programs
Workforce Alliances	Build alliances with workforce partners in high-demand fields across industry sectors to develop new credentials, expand capacity of existing programs and leverage apprenticeships to meet regional workforce needs across all campuses, emphasizing manufacturing, healthcare, information technology and education talent pipelines
Flexible Training of Incumbent Workforce	Develop flexible delivery models to meet the needs of the incumbent workforce for skill advancement and career progression
Civic Engagement	Establish a civic engagement plan that includes curricular and cocurricular experiences for students and community volunteerism for employees





# STRATEGIC PILLAR 5: COLLABORATIVE CULTURE

Facilitate student learning through a values-based, student-focused collaborative culture that upholds individual, team and organizational accountability.

KEY IDEA	STRATEGY
Leadership and Talent Management	Promote leadership and talent management practices that uphold the College's values and that foster student success outcomes
Professional Development and Recognition	Create intentional professional development and recognition programs that align with the College's values and advance outcomes for student success
Shared Governance Principles	Promote employee engagement within shared governance to support communication, transparency and shared accountability to achieve organizational and student success priorities
Collaborative Team Culture	Ensure that collaborative, innovative and continuous improvement team culture exists across all levels and functions of the organization
Innovation	Establish systems and processes that enable employees to engage in and explore new ideas that advance student, employee and community achievement



# STRATEGIC PILLAR 6: STRATEGIC USE OF RESOURCES

Ensure a sustainable and fiscally sound College through nimble, prudent use of resources focused on maximizing student success outcomes, achieving revenue growth and ensuring state-of-the-art physical and virtual environments to serve the diverse needs of Lake County.

KEY IDEA	STRATEGY
Alignment and Accountability	Align financial, human, capital, planning and research resources to advance organizational growth and strategic priorities
Resource and Revenue Development	Expand resource development to meet the growing needs of students through grants, donations and scholarships and to develop new enterprise revenue streams
Process Improvement	Design operational processes to meet internal and external customer needs and to continuously improve systems for greater efficiency and quality
Health and Wellness	Increase access to high-quality health and wellness programming and services while reducing overall annual costs
Data and Technology Systems	Use data and technology systems to improve services, increase student success outcomes and achieve the ideal experience for internal and external stakeholders





#### GRAYSLAKE CAMPUS

19351 W. Washington St.

#### LAKESHORE CAMPUS

33 N. Genesee St., Waukegan

#### SOUTHLAKE CAMPUS

1120 S. Milwaukee Ave., Vernon Hills

#### ONLINE

[www.clcillinois.edu/online](http://www.clcillinois.edu/online)

**(847) 543-2000**

The College of Lake County (CLC) is committed to maintaining an environment free from harassment and discrimination for everyone and does not discriminate on the basis of race, sex, national origin, religion, sexual orientation, gender identity or expression, or any other protected status. CLC complies with the requirements of Title IX of the Education Amendments of 1972, which prohibits discrimination on the basis of sex in any educational, employment, or extracurricular activity. Sexual misconduct, as described in this policy, is a form of sexual harassment, which is a form of discrimination and is prohibited by Title IX of the Education Amendments of 1972. Domestic violence, dating violence and stalking are also prohibited conduct as defined by the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, as amended by the Violence Against Women Reauthorization Act of 2013. Responsibility for coordination of compliance efforts and receipt of inquiries has been delegated to the Dean of Student Life, 19351 W. Washington St., Grayslake, IL 60030 (847) 543-2288.

