Strategic Plan Goals alignment with Mission Fulfillment Indicators (MFIs)

Strategic Plan ⇩   **Aligned with** ⇒   **MFIs** ⇩

Goal #1: Improve diversity, equity and inclusion in student access and achievement

Strategic Plan	MFIs
1.1 Increase admissions, retention and completion of Black, Indigenous, People of Color (BIPOC) students and underserved populations	MFI_3 (Demographics) MFI_11 (Retention) MFI_12 (Completion)
1.2 Make progress towards achieving federally designated Hispanic Serving Institution (HSI)	MFI_3 (Demographics) Include HSI status
1.3 Ensure clear, well-defined processes that result in positive student experiences	MFI_6 (Student Experience)
1.4 Foster civic engagement and prepare students to live and work in a diverse and global society	MFI_14 (CTE-WBL)
1.5 Increase overall student engagement and student participation in college-wide planning and decision-making	MFI_15 (Transparency)
1.6 Invest in programs which contribute to a highly skilled and diverse pool to the regional workforce	MFI_9 (Program Review) MFI_14 (CTE-WBL)

Goal #2: Increase enrollment

Strategic Plan	MFIs
2.1 Increase College Now enrollments, sponsored dual credit offerings for high school students and concurrent enrollment of high school students	MFI_5 (HS Dual Credit)
2.2 Increase enrollment of underserved students in rural and underserved areas	MFI_3 (Demographics)
2.3 Increase enrollments of non-traditional students, including veterans, unemployed, underemployed and displaced workers	MFI_1 (Continuing Ed) MFI_3 (Demographics)
2.4 Provide Career Technical Education (CTE) programs that respond to local and regional workforce needs	MFI_1 (Continuing Ed) MFI_2 (Community Impact) Add EMSI/State Employ Data/Perkins info

Goal #3: Increase student success

3.1 Increase 1st time, full-time, award/degree attainment for all students	MFI_12 (Completion)
3.2 Close opportunity gaps for under-represented, 1st-time, full-time students	MFI_10 (EMM Gateway) MFI_11 (Retention) MFI_12 (Completion) MFI_13 (Transfer)
3.3 Decrease "average time to degree or award"	MFI_12 (Completion)
3.4 Reduce barriers to retention and completion	MFI_7 (Student Support) MFI_11 (Retention) MFI_12 (Completion)
3.5 Increase retention for all students across demographics through increased student services and support	MFI_7 (Student Support) MFI_11 (Retention)
3.6 Increase transfer rate and improve preparation for successful transfer to four-year and other institutions	MFI_13 (Transfer)
3.7 Expand work-based learning opportunities and co-curricular programming to enhance employment opportunities	MFI_1 (Continuing Ed) MFI_14 (CTE-WBL)
3.8 Facilitate student transition to the workplace	MFI_1 (Continuing Ed) MFI_14 (CTE-WBL)

Goal #4 Engage in continuous improvement

4.1 Ensure all College plans align with the goals, objectives, and strategies of the College Strategic Plan	MFI_15 (Transparency)
4.2 Ensure student services and programs are engaged in continuous improvement and are informed by regular program review	MFI_8 (Assessment) MFI_9 (Program Review)
4.3 Increase and improve student learning outcomes through continuous assessment of teaching and learning	MFI_8 (Assessment) MFI_9 (Program Review)
4.3 Ensure continuous improvements for the College through evidence-based decision-making	MFI_8 (Assessment) MFI_9 (Program Review)

	MFI_15 (Transparency)
4.4 Assess programs using equity strategies to reduce access barriers and improve retention and completion rates	MFI_8 (Assessment) MFI_9 (Program Review)
4.5 Improve educational experiences and environments to increase students' achievement of learning outcomes through professional development within disciplines, teaching, and student support	MFI_7 (Student Support) MFI_8 (Assessment) MFI_9 (Program Review

Goal #5 Improve financial stability and sustainability

5.1 Restore the College's ending fund balance	MFI_17 (Stability)
5.2 Mitigate risks and address emergencies and shifts in the operational environment	MFI_15 (Transparency) MFI_17 (Stability)
5.3 Advance the mission of the College by growing and LCC Alumni Association	MFI_17 (Stability)
5.4 Advance the mission of the College through increasing development outcomes	MFI_17 (Stability)
5.5 Increase the collaboration of the College with the LCC Foundation	MFI_17 (Stability)
5.6 Maintain a sustainable portfolio of programs, services, and organizational infrastructure through routine evaluation and prioritization for the purpose of resource allocation	MFI_15 (Transparency)
5.7 Engage in financial planning that prioritizes the educational and student service mission of the college and aligns with strategic planning	MFI_15 (Transparency) MFI_17 (Stability)

Goal #6 Identify strategic infrastructure investments

HUMAN

6.1 Ensure LCC has a robust professional development system	MFI_16 (Wellness)
6.2 Recruit and retain a diverse and stable workforce	MFI_16 (Wellness)
6.3 Support the work and well-being of all employees	MFI_16 (Wellness)
6.4 Identify actions necessary to ensure the safety of LCC students and employees	MFI_16 (Wellness)

6.5 Increase recruitment and retention of bilingual and multilingual employees	MFI_16 (Wellness)
6.6 Increase recruitment and retention of BIPOC employees, particularly among groups with lower rates of representation (e.g. management, senior leadership, and faculty)	MFI_16 (Wellness)
6.7 Identify actions necessary to ensure all LCC employees feel welcome, included, valued, and supported to do their best work	MFI_16 (Wellness)
FACILITIES	
6.8 Ensure all capital construction and maintenance aligns with the Facilities Master Plan and strategic planning	MFI_17 (Stability)
6.9 Develop a comprehensive facilities plan that includes an analysis of real estate assets and cost-benefit analysis of all campus locations and LCC-owned properties and facilities	MFI_17 (Stability)
6.10 Complete planned bond projects on time and on budget	MFI_17 (Stability)
6.11 Reduce outstanding deferred maintenance	MFI_17 (Stability)
6.12 Successfully adhere to board adopted goals for the bond, including Community Benefits Agreement (CBA)	MFI_17 (Stability)
TECHNOLOGY	
6.13 Update and streamline IT Systems and Operations	MFI_17 (Stability)
6.14 Improve campus cybersecurity while balancing the needs of users and information security	MFI_17 (Stability)
6.15 Ensure employees and students have access to the technology necessary to be successful	MFI_17 (Stability)
ENVIRONMENTAL SUSTAINABILITY	
6.16 Ensure LCC meets the goals of the Climate Action Plan	MFI_18 (Sustainability)