

A young Black man is smiling and looking towards the camera in a computer lab. He is sitting at a desk with a computer monitor that displays the Lake Michigan College logo. In the background, other students are working at computers. The overall scene is bright and professional.

We **CONNECT** *you*
to your **FUTURE**

LAKE MICHIGAN COLLEGE'S STRATEGIC PLAN

Lake Michigan College Strategic Plan
2023 and Beyond *October 2023*

PRESIDENTS LETTER



Dear Lake Michigan College Family,

I am thrilled to share with you our 2023 “and beyond” Strategic Plan.

We have realized that in this fast-paced world of rapid change and acceleration, a strategic plan can no longer be confined to a period of five or ten years. This is a living plan where strategic objectives, action plans, and tactics will be continuously evaluated and updated as needed. This cutting-edge strategic planning approach will ensure that Lake Michigan College is well positioned to thrive now and into the future. Throughout the process, our unwavering commitment to engage, empower, and uplift our students and the communities we serve remains at the heart of every conversation.

What emerged is four critical pieces that serve as the framework for our strategic plan:

- **Pioneering Innovative Academic Programs**
- **Cultivating a Supportive and Inclusive Community for Student Achievement**
- **Bridging the Talent Gap**
- **Nurturing Strategic Partnerships to Drive Regional Economic Prosperity**

Through this framework, we formed four deliberate objectives:

- **Academic Excellence:** Provide an educational experience that prepares our students to excel academically and to meet the talent demands of the community.
- **Student Success:** Create holistic support so our students are equipped to reach their goals in an inclusive and caring environment.
- **Employee Experience:** Build a trusting, collaborative, and inclusive culture for our college community.
- **Community Impact:** Be a catalyst in our community by building relationships, fostering cultural connectivity, and fostering civic engagement through our programs, services, and experiences.

Our Strategic Plan encapsulates the theme “We Connect You to Your Future.” It aligns with our mission, laying out clear goals and measurable objectives at every level while allowing space to adjust and respond to the evolving needs of our community and students.

I look forward to working with each member of our LMC Family, community partners, and friends as we strive to meet and exceed these goals. Thank you to everyone who helped shape this dynamic roadmap toward our future.

Sincerely,

A handwritten signature in black ink that reads "Trevor A. Kubatzke". The signature is fluid and cursive.

Dr. Trevor A. Kubatzke
Lake Michigan College President

MISSION

Together we empower people and communities to thrive through education, innovation, and experiences.

OUR GUIDING PRINCIPLES



ACCOUNTABILITY

We hold ourselves accountable to our students, communities, professional standards, and each other.



CULTURE

We ensure our actions support the whole person through compassion and kindness.



DIVERSITY

We promote an inclusive environment by thoughtfully and intentionally engaging diversity in all its forms.



INTEGRITY

We conduct ourselves with integrity in all matters.



QUALITY

We provide the highest quality education and experiences possible.



SERVICE

We strive to meet the needs of our students, employees, and communities.

STRATEGIC PLANNING PROCESS AND TIMELINE

November 2022 – January 2023

Data collection, analysis,
and presentation
SWOT Analysis
Focus Groups

March 2023-June 2023

Goal Pillar and
Goal Statement Development

October 2023

Action Plan Development and
Strategic Plan Launch

Strategic Planning Timeline

February 2023

Vision Workshops and Future Summit

July 2023-September 2023

Measurable Objective
Development

Beyond October 2023

Implementation: Drive initiatives
throughout the institution and the
community. Evolve to meet the
ever-changing demands of students,
employees, and the community.

THE FOUR PILLARS

Academic Excellence

Community Impact

Employee Experience

Student Success

IDEAL STUDENT EXPERIENCE



The Student Experience Statement holds paramount significance as a cornerstone in our commitment to placing the student firmly at the heart of Lake Michigan College. This visionary statement not only articulates our unwavering dedication to enhancing the student experience but also outlines how our employees will actively support and nurture this ideal. It serves as our guiding light, ensuring that every facet of our institution revolves around fostering an environment where students can thrive academically, personally, and professionally.

Lake Michigan College will provide an engaging and flexible education exemplified by a welcoming and inclusive student experience, characterized by:

An **affordable, high-quality education** paired with **personalized support from start to finish to help students grow** academically, socially, and professionally

- **Engaged faculty and staff mentors** who guide **students** in **navigating college** and developing **skills for their future**
- A **diverse and inclusive community** where all **students** feel a sense of **belonging, safety, and acceptance**

Lake Michigan College's faculty, staff, and administration support this experience through:

- **Streamlined services and clear communications** to help **students navigate** the campuses and LMC academic, financial, and administrative **processes**
- An **inclusive learning environment** to connect **students** with **personalized** campus resources and **build connections with future opportunities**
- **Realistic, everyday supports** to provide financial support, social networking opportunities, inviting and practical study spaces, and energizing experiences to **achieve educational goals**
- Curricular and co-curricular programs to engage **students** in **high quality facilities and experiences**

STRATEGIC PLAN OVERVIEW

ACADEMIC EXCELLENCE

Provide an equitable educational experience that prepares all students to excel academically and to meet the talent demands of the community.

Objective 1: Increase course success rates, as defined by the program review process, by 5% by June 2026

Objective 2: Identify gaps in student success rates for all student populations by June 2026.

Objective 3: Increase student credentials attained by 5% by June 2026.



STRATEGIC PLAN OVERVIEW

COMMUNITY IMPACT

Propel positive change in our community by nurturing relationships, promoting cultural connectivity, and driving civic engagement through our programs, services, and experiences.

Objective 1: Through comprehensive recruitment strategies, maximize access to the most affordable education and training programs in the region by exceeding the annual new student enrollment goals.

Objective 2: Exceed the auxiliary and fundraising targets of the college as established by the annual operating and capital budgets to ensure the College has the resources it needs to execute its mission.

Objective 3: Strengthen and develop accessible and diverse community engagement programs to expand connections to the public and improve relationships with college stakeholders.

Objective 4: Strengthen apprenticeships, fellowships, internships, and career and workforce training partnerships so LMC can positively impact regional labor force demands.



STRATEGIC PLAN OVERVIEW

EMPLOYEE EXPERIENCE

Build a trusting, collaborative, diverse, and inclusive culture for our college community.

Objective 1: We will strengthen trust among employees, as shown by an increase in the Personal Assessment of the College Environment (PACE) survey's "Open and Ethical Communication" factor mean by 5% (from 3.52 to 3.70) in the 2026 survey.

Objective 2: We will increase collaboration at LMC. We will measure this by raising the average percentage of positive responses for the Great College To Work For's (GCTWF) "Collaboration" factor closer to the Carnegie average in the 2025 survey. We will also increase the PACE "Information Shared within the Institution" factor mean by 5% (from 3.26 to 3.42) in the 2026 survey.

Objective 3: We will foster a culture of inclusion, as shown by moving the GCTWF's average percentage of positive responses for the "Diversity, Inclusion and Belonging" factor closer to the Carnegie average in the 2025 survey.



STRATEGIC PLAN OVERVIEW

STUDENT SUCCESS

Create holistic support so all of our students are equipped to reach their goals in a diverse, equitable, inclusive, and caring environment.

Objective 1: Improve connection, belonging, and inclusion for all students by increasing the number of students who self-identify as belonging to a small learning community by Summer, 2025.

Objective 2: Expand the use of support services to support an increase in the fall-to-fall retention rate for degree-seeking students by 3% (to 57%) by Summer 2025.

Objective 3: Formalize a student scoring system to identify all high risk students and resource use by Fall 2025.

Objective 4: Increase the utilization of food, mental health/wellness, and financial resources by students with support needs, as identified by success score system, by Summer 2025.



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