



## **Campus Completion Plan Update 2016**

The Completion by Design Preventing Loss, Creating Momentum Framework continues as the foundation of Lakeland's State Completion Plan. We have made minor updates to the strategies, outcomes and measures in the development of the 2016 version of the Campus Completion Plan. We added a progress section to the report (see last column on each page) to describe the College's accomplishments related to each of the strategies over the past two academic years. We also included data where applicable and available. Some data is not yet available since this Plan is being prepared prior to the end of the second academic year of the Plan.

While much progress has been made, most of the strategies will be ongoing priority areas for the College as we continue to provide the best possible education, services, and support to our students. We will continue to review these strategies and their associated measures each year as we strive for higher persistence and completion levels for all students.

## FOCUS: Connection to the Institution

Strategy	Leadership	Expected Outcome	Measure	Timeline	Progress
Implement New Lakeland Website	Director for Administrative Technologies; Manager of Marketing and Communications	Comprehensive up-to-date information about academic programs and workforce development opportunities provided to the public	Number of website visits	Completed in late spring 2014 with continuing refinement as needed	Lakeland's website has been updated. There have been 7.4 million page views since May 27, 2014. We will continue to monitor user navigation patterns, make refinements as needed, and look into a feedback mechanism from users, especially new and potential students.
Strengthen High School Partnerships	Director for Student Success; College Tech Prep Coordinator	Increase award of Lakeland college credit to students while in high school	A. Number of dual enrollment courses offered in area high schools; B. Number of high schools participating C. Number of College Credit Plus (CCP) students D. Number of Tech Prep students continuing their college education	Ongoing	<p>In 2015-16, there were 30 dual enrollment sections offered in area high schools. Lakeland is on course to offer 106 sections in 2016-17.</p> <p>In 2015-16, there were seven high schools offering CCP courses on their high school campus, and there will be 14 high schools offering CCP courses on their campus in 2016-17.</p> <p>Lakeland's enrollment of CCP students has steadily increased over the past two academic years:</p> <p>Fall 2014: 821 students Spring 2015: 804 students Fall 2015: 1,096 students Spring 2016: 1,119 students</p> <p>The graduating class of 2015 earned 2,939 credits through Lakeland Tech Prep articulation agreements. This represents 366 students. Thirty-one students who began as Tech Prep students graduated with associate's degrees in spring 2016.</p>

Facilitate Ongoing Communications with K-12 Partners	Director for Student Success	Increased engagement with high school administrators, counselors, and teachers	Number of meetings on campus and elsewhere	Ongoing	Lakeland hosts area high school guidance counselors from local area high schools four times each year. Lakeland convened local high school partners to study IVDL for the delivery of courses in all 16 districts. Participants attended 12 meetings over the last two years of the initiative. Lakeland participated in Lake and Geauga County P-16 Councils sending representatives to 10 meetings over two years.
Increase Opportunities for Adults to Earn College Credits through Prior Learning Assessments	Associate Provost for Enrollment Management; Academic Deans	Leverage prior learning to decrease time to attainment of degree or certificate	Number of college credits awarded through Prior Learning Assessments	2014-2015 academic year and then ongoing	<p>The process for reviewing and awarding credit for military service/training as reflected on the Joint Services Transcripts (JST) has been expedited resulting in a shorter turnaround time in evaluating and posting credits.</p> <p>An update was made to the CLEP exam course equivalencies providing an opportunity for adult students to earn PLA credits.</p> <p><b>2013-14</b>  Credit Awarded PLA: 668  Credit Awarded Military Experience: 200  Total: 868</p> <p><b>2014-15</b>  Credit Awarded PLA: 871  Credit Awarded Military Experience: 332  Total: 1,203</p>

<p>Increase Outreach Efforts to Minority Groups and Veterans</p>	<p>Enrollment Management Steering Group</p>	<p>Create increased engagement with minority groups and veterans</p>	<p>Number of minority students and veterans who enroll</p>	<p>2014-2015 academic year and then ongoing</p>	<p>Lakeland has created opportunities to attract minority and veteran students by participating in several recruitment events such as the Hispanic Heritage Event and Our Community Salutes College Fair. The college view book is being translated into Spanish.</p> <p><b>Enrollment of minority students:</b>  2014-15:  American Indian or Alaska 66  Asian 142  Black or African American 1,854  Native Hawaiian or Other 16  Hispanics of any race 151  Two or more races 184  Nonresident Alien 24  Race and Ethnicity unknown 477  White 8,384</p> <p>2015-16: Data not yet available</p> <p><b>Enrollment of veteran students:</b>  2014-15: 308  2015-16: 289</p>
--	---	--	--	---	---

## FOCUS: Successful First-Year Entry

Strategy	Leadership	Expected Outcome	Measure	Timeline	Progress
Implement Mandatory New Student Orientation (NSO)	Associate Vice President for Student Development and Dean of Students; Associate Provost for Enrollment Management	Individual meeting with a counselor for selection of first semester courses	Number of new students registering for first semester courses	Spring 2014 and then ongoing	<p>Mandatory NSO is now fully implemented for all incoming first-time college students and CCP students. Transfer students will be added in in the near future. During the fall 2015 registration cycle, new CCP students were required to participate in Lakeland's mandatory NSO program.</p> <p>The number of students who register for courses during NSO: 2014-15: 1,929 2015-16: 2,124</p> <p>In responding to a post-NSO survey, the percentage of students who strongly agree or agree with the statement: "I now believe I am better prepared to be successful in college." 2014-15: 94.2% 2015-16: 94.4%</p>
Expand Financial Counseling	Director for Financial Aid and Enrollment Support; Executive Director of the Lakeland Foundation	Greater understanding of the financial obligations of attending college and availability of scholarship and grant money	Number of students receiving scholarships and grant money, including Academic Excellence Scholarships, Total \$	Spring 2014 and then ongoing	<p>Students who attend the New Student Orientation receive an explanation of the financial obligations of attending college.</p> <p>Lakeland has seen a decline in the amount of academic scholarship funding in the past few years. In 2014-15, \$509,954 was awarded to 432 students. In 2015-16, \$452,782 was awarded to 379 students.</p> <p>A new online scholarship application was implemented. This application is available through the Scholarship Center on the student portal.</p>

<p>Assess and Refine Delivery of Developmental Education</p>	<p>Academic Deans</p>	<p>Students will move more quickly through developmental courses</p>	<p>Percentage of students completing developmental education coursework</p> <p>English courses included: ENGL 0111 ENGL 0220 ENGL 1111</p> <p>Math courses included: MATH 0745 MATH 0850 MATH 0890 MATH 0950</p>	<p>2014-2015 academic year and then ongoing</p>	<p>The math developmental education sequence has been modified during 2015-16. Students are no longer required to complete MATH 0950 before enrolling in MATH 1550 (Statistics).</p> <p>Lakeland has revised its instruction of ENGL 0111 by contextualizing the reading assignments which has resulted in lower attrition rates. The attrition rates for ENGL 0111 declined by 3.5% from fall 2014 to fall 2015, and declined 2.45% from spring 2015 to spring 2016.</p> <p><b><u>English Developmental Education</u></b></p> <p>Course Completion Rates: 2014-15: 72% Fall 2015: 73% (Spring 2016 not available)</p> <p>Successful Completions (A,B,C grades): 2014-15: 55% Fall 2015: 59% (Spring 2016 not available)</p> <p><b><u>Math Developmental Education</u></b></p> <p>Course Completion Rates: 2014-15: 67% Fall 2015: 69% (Spring 2016 not available)</p> <p>Successful Completions (A,B,C grades): 2014-15: 43% Fall 2015: 48% (Spring 2016 not available)</p> <p>Lakeland will continue to look at strategies to improve completion rates for our developmental education courses.</p>
--	-----------------------	--	--	---	---

<p>Require Completion of a First Year Experience (FYEX) Course</p>	<p>Associate Provost for Enrollment Management</p>	<p>Creation of individualized academic plan</p>	<p>Number of students who create an individualized academic plan</p>	<p>Course to be piloted in spring 2015 and mandatory in fall 2015 – student attainment of degree or certificate would be in 2016 or after</p>	<p>Lakeland implemented an FYEX 1000 First Year Experience course which was added to all degrees beginning in fall 2015. Students who completed the course created an academic plan.</p> <p><b><u>2015-16</u></b>  FYEX Enrolled: 1,543 (Fall 2015: 1,141)  FYEX Completed: 967 (85%) (Fall 2015 only)</p> <p>With each new academic year, the number of students on campus (new + continuing + returning) who have an academic plan will increase.</p>
<p>Strengthen Efforts to Welcome and Integrate Students of Diverse Backgrounds</p>	<p>Associate Vice President for Student Development and Dean of Students</p>	<p>Students will be better connected to campus support systems and activities</p>	<p>Number of students served by Men’s and Women’s Centers, Hispanic Center, and Veteran’s Center</p>	<p>Fall 2014 and then ongoing</p>	<p>Although total enrollment numbers continue to decline, the number of students seeking services from the Men’s and Women’s Centers and the Hispanic and Veterans Programs continues to be steady. It appears that more students are aware of these programs and services, likely due to increased awareness brought about by mandatory NSO and FYEX classes which make students aware of these Centers and supports.</p>

## FOCUS: Student Progress

Strategy	Leadership	Expected Outcome	Measure	Timeline	Progress
Create and Implement Early Intervention System to Keep Students on Track to Completion	AQIP Action Project Team on Early Alerts; Associate Provost for Enrollment Management, Director for Student Success, and Director for Student Engagement and Leadership	Students at risk of academic failure in course(s) will be provided the needed support to succeed	Number of alerts triggered and addressed through early intervention system	Creation of early intervention system in fall 2014 with pilot in spring 2015; implementation of broader-based early alert system following the pilot	Lakeland created and then piloted an Early Alert system during summer 2015 and fall 2015; went live with full production in spring 2016.  During the pilot phase, 134 alerts were triggered. Summer 2015: 59 Fall 2015: 37 Spring 2016: 38  At this time, the College is not yet tracking alerts that have been addressed.
Implement Revised AA and AS Degree Curriculum	Executive Vice President and Provost	Students will complete the AA and AS degrees in less time	Percentage of full-time students completing a degree in four academic semesters	Implemented in fall 2014 with results in spring 2016	Although graduation data is not yet available to measure degree completion in four academic semesters (2014-15 to 2015-16), a curriculum redesign has been completed that has reduced program credits to 61 for AA and AS degrees. Graduation data will be available in fall 2016.
Implement Academic Pathway Specific Counseling	Associate Provost for Enrollment Management	Students will have access to a counselor specifically trained to advise them in their degree or certificate pathway	Student and counselor connections	Fall 2014 and then ongoing	Lakeland counselors meet with students to establish "Completion Plans" as part of the student's First Year Experience (FYEX) course.
Leverage DegreeWorks Software to Keep Students on Track	Associate Provost for Enrollment Management	Students will track progress toward completion	Number of students using DegreeWorks to track progress	Ongoing	DegreeWorks is now an integral part of the graduation review process. We are not yet tracking the number of students using DegreeWorks to monitor their progress.

Expand Distance Learning and Flexible Delivery Methods	Chief Academic Technologies Officer	Students will have more alternatives to traditional face-to-face classes	Number of online and flexible delivery courses	Fall 2014 and then ongoing	<p>The number of online and hybrid courses has decreased in the last two academic years. The number of online course sections has increased, while the number of hybrid course sections has decreased.</p> <p>Number of online courses: 2014-15: 194 2015-16: 184</p> <p>Number of online course sections: 2014-15: 713 2015-16: 729</p> <p>Number of hybrid courses: 2014-15: 67 2015-16: 60</p> <p>Number of hybrid course sections: 2014-15: 118 2015-16: 105</p>
Enhance Support Services to Online Students	Chief Academic Technologies Officer	Students not physically on our campus will be better connected to support services including the Library, Learning Center, and Career Services	Percentage of online students accessing supports and completing online courses	Fall 2014 and then ongoing	<p>The College has recently begun using WebEx as an off-campus connection tool, and many Lakeland faculty are utilizing it, as well as Learning Center tutors who are starting to use it extensively for online tutoring.</p> <p>We are not yet tracking the success rate of online students accessing support services.</p>

## FOCUS: Student Completion

Strategy	Leadership	Expected Outcome	Measure	Timeline	Progress
Remove Barriers to Completion by Streamlining Graduation Application Process	Associate Provost for Enrollment Management	Graduation application process is more user friendly and designed to assist students in completing final coursework	Number of students applying for graduation who complete final coursework needed	Began in spring 2014 and then ongoing	The graduation application process has been streamlined providing immediate feedback to students who are missing requirements.  2014-15: 1,009 graduates 2015-16: not available yet
Perform Periodic Audit of Coursework to Ensure Student Stays on Academic Pathway to Completion	Associate Provost for Enrollment Management	Identify students who have strayed from their academic plan and counsel them toward completion	Students enrolled at the college who have earned more than 60 credits	Begin in fall 2014 and then ongoing	The College initiated an effort beginning with December 2015 graduates and will expand this program as part of the May 2016 graduation review cycle.
Timely Award Credit for Prior Learning	Associate Provost for Enrollment Management	Upon admission, timely review prior learning assessment recommendations and transfer credit requests	Time to degree, time to award the credit	Begin in fall 2014 and then ongoing	Transfer credit equivalencies have been automated for our three largest feeder transfer colleges.
Credit When It's Due	Associate Provost for Enrollment Management	Award of associate degree to students who completed relevant coursework	Number of degrees awarded	Ongoing	Lakeland expanded reverse transfer to Holden University Center private college partners. As more HUC partners are added, we will include them in this process.
Review Course Delivery Methods and Course Scheduling to Ensure Access to Courses	Academic Deans	Students are able to enroll in the courses needed to complete a degree or certificate	Time to degree	Ongoing	The College is involved in a continuous monitoring of the schedule to ensure access to courses including adding sections to meet demand when sections fill.  Ad Astra course scheduling tool is being considered which would help to ensure that courses are scheduled to maximize access.

## FOCUS: Workforce Connection

Strategy	Leadership	Expected Outcome	Measure	Timeline	Progress
<p>Leverage Advisory Boards and Community Connections to Identify Opportunities for New Degrees and Certificates</p>	<p>Executive Vice President and Provost; Academic Deans</p>	<p>Development of new degree and certificate options in growing occupational areas</p>	<p>Number of workforce relevant degrees and certificates</p>	<p>Ongoing</p>	<p>Hiring of Associate Dean for Manufacturing and Engineering Innovation to lead development efforts in high demand fields through connections with community including advisory boards. The Welding Advisory Committee's work led to the development of welding certificate options.</p> <p><b>Added four new degree technical majors</b> in Media Technology, including Audio Recording and Production; Radio Production and Broadcast; Video Production and Broadcast; and Interactive Media Design and Delivery</p> <p><b>Added new certificates in the following:</b> Administrative Medical Assistant, Electronic Systems Fundamentals, Engineering Technology Foundations, Health Coach, Mechanical and Manufacturing Technology Specialist, Photography, Real Estate Salesperson, Industrial Welding, FCAW (Flux Cored) Welding, GMAW (MIG/MAG) Welding, Oxyfuel Cutting, Arc Gouging and Plasma Cutting, and Pipe Welding.</p> <p><b>Exploring new programs:</b> Geospatial Intelligence, Physical Therapy Assistant, Occupational Therapy Assistant, Polysomnography, Clinical Documentation Integrity Specialist, STNA, Central Sterilization Biinformatic, Simulation Technician, and Community Health Worker.</p>

Expand Internship and Cooperative Work Experience Opportunities for All Programs	Executive Vice President and Provost	Early connection of students with employers needing a trained workforce	Number of students completing an internship or cooperative work experience	Ongoing	Lakeland's Career Services Department connected 35 students to internships in 2014-15 and 43 students in 2015-16.  Many academic programs continue to require internship experiences.
Strengthen Job Training and Workforce Development Programs	Dean for Applied Studies	Expanded connection of curriculum to job training and workforce development needs of our community	Number of job training and workforce development programs offered	Ongoing	Lakeland hired an Associate Dean for Manufacturing and Engineering Innovation who will provide direction for this area beginning in late spring 2016.  The Welding program is developing an employer survey to gather input for creation of an advanced track in welding.
Expand Holden University Center Partnership Programs in High Demand Career Areas	Executive Vice President and Provost; Academic Deans	Offering of additional partnership four-year degree opportunities on our campus	Number of Holden University Center partnership programs in high demand career areas	Ongoing	Since June 2014, these partnerships have been created:  <b>Franklin University</b> Bachelor of Science in Business Forensics Bachelor of Science in Health Information Management  <b>Hiram College</b> Bachelor of Arts in Marketing Bachelor of Arts in Entrepreneurship  <b>John Carroll University</b> Reading Endorsement Program (post-grad education licensure)  <b>Kent State University</b> Bachelor of Arts in Paralegal Studies  <b>Lake Erie College</b> Bachelor of Arts in Communication Master of Business Administration in Health Care Administration

					<p>Master of Business Administration in Information Technology Management</p> <p><b>Notre Dame College</b>  Bachelor of Arts in Sport Management  Master of Arts in National Security and Intelligence Studies</p> <p><b>Ursuline College</b>  Doctorate of Nursing Practice</p> <p><b>Youngstown State University</b>  Bachelor of Science in Education : Early Childhood Licensure PK - 3</p>
--	--	--	--	--	---