Strategic Plan

2025–2027

LETTER FROM PRESIDENT STEVE ROBINSON

Lansing Community College opened our doors to students in September 1957. Our stated mission: "To provide educational opportunity of a college level not offered by any other college or university within commuting distance of Lansing" and to "adjust its program to meet any new needs of the community."

The experiment was a success, and this 2025–2027 Strategic Plan will carry LCC to the conclusion of its seventh decade serving the community. As a truly comprehensive community college, we offer in-demand occupational programs and baccalaureate transfer pathways, welcoming approximately 15,000 students every year, with in-district students hailing from six counties.

With this plan, we also introduce a new mission statement, one that reflects our ambitions and purpose in a world that feels much different from the world of 70 years ago. This updated mission: "Lansing Community College provides accessible, high-quality education through relevant and innovative instruction methods to equip and empower a diverse community of learners to complete their educational goals while becoming engaged global citizens." This mission is not a grab bag of ideals thrust upon us, but a considered and interlinking set of ambitions unearthed through conversation with our students, employees and community members to understand how they see LCC now and what they want LCC to become.

Superficially, our original purpose statement and this new mission statement sound different, but I am struck by their profound similarity of spirit. Since 1957, LCC has existed not for profit or prestige, but to meet students' deeply human need to seek opportunity, to find meaning and understanding in the world, to develop their skills so they can obtain work that they enjoy and that allows them to support themselves and their families. We have committed from the beginning to adapt in times of change, to belong to this community and to respond to the needs of our neighbors.

We do not take these responsibilities lightly. Our previous Strategic Plan, for 2021-2024, refreshed the goals and ambitions of the 2017-2021 Strategic Plan, holding LCC steady through the upheaval of 2020 and 2021. It focused largely on tangible, concrete projects that would bring us to the murky other side. I am incredibly proud of what we accomplished through that plan, of the great work we brought to life during a once-in-a-generation deluge of disruption.

This new Strategic Plan takes a step back to look at the big picture. It overhauls our previous plans and leads a close examination of our mission, values, guiding principles and goals, and the strategies we can use to realize them.

We took seriously the work of building this steady foundation to support all our efforts in the next three years, and thus engaged a third-party specialist with expertise in community college strategic planning. They guided us through environmental scanning, visioning sessions, surveys, feedback meetings and strategy mapping. We wanted a process that was inclusive, that valued the wants and needs of our students, our faculty and staff, and our neighbors and community leaders. We were blown away by the caliber of feedback we received, the engagement shown in the process, and the thoughtfulness with which everyone approached their comments, critiques and suggestions.

After thoroughly reviewing and grouping all the feedback, we found four common areas of priority. These are expressed as our four goals under this Strategic Plan, quadrants that require our nurturing attention to ensure LCC continues to provide accessible, high-quality education: Achieving Academic Excellence with Purpose; Fostering Student Enrollment, Retention and Completion; Strengthening Community Engagement and Partnerships; and Establishing LCC as a Premier Workplace through Empowerment, Engagement, and Inclusion. Within each of these goals nestle two or three strategies to guide our work, each with its own key objectives.

Like the rest of the world, LCC's mode of operation has irreversibly changed in the years since 2020. We know we cannot go back to exclusively face-to-face instruction, but, at the same time, we know our future cannot be exclusively virtual. We are a community college, and welcoming, human interaction is vital to our students' education and our role in Greater Lansing. Instead, we must be flexible. We must meet students where they are, in the mode of learning that works best for their life circumstances and their personality. We must educate the whole person and understand how academics fit into students' broad life plans as well as their daily routines.

Thus, this plan renews the commitment LCC has made from the start to our students and community. It places our work in context and looks at how we can improve to meet this moment and adapt to continue serving the community with quality and compassion, as we have done for nearly seven decades. I am proud to present the plan, and look forward to seeing it in action.

Sincerely,

Steve Robinson, Ph.D.
President

VISION

Serving the needs of our diverse community through relevant educational and training opportunities.

MISSION

Lansing Community College provides accessible, high-quality education through relevant and innovative instructional methods to equip and empower a diverse community of learners to complete their educational goals while becoming engaged global citizens.

VALUES

These embody our culture of empowerment and create the standards for our team efforts toward each other and every student we serve:

Integrity: We believe that integrity is our foundation, guiding us to act honestly and ethically, treating everyone with respect and doing the right thing even when no one is watching.

Learning Focused: We are dedicated to a learning-centric culture that embraces continuous education as a vital, shared journey for students, staff, faculty, and the broader community. Every member of our community is both a learner and a contributor to the collective wisdom that shapes our future.

Relevant: We continuously adapt to the evolving needs of the community and workforce, ensuring our curriculum and approach remain relevant and responsive while meeting the changing needs of our students.

Supportive Environment: We foster a diverse, equitable, and inclusive environment, ensuring accessibility and tailored support for the unique needs of our entire community. By actively fostering an atmosphere of care and understanding, we strive to create a community where everyone feels empowered and supported.

Transformative: We offer a transformative educational experience, combining academic excellence with a forward-thinking vision that inspires innovation and positive change.

GOAL 1

Achieving Academic Excellence with Purpose & Equity

At the heart of our mission is the commitment to foster academic excellence and to ensure workplace readiness for our students. This dual focus is essential in preparing our students for both immediate success and long-term career sustainability.

Strategy 1: Enhancing Learning through Ongoing Innovative Teaching Methods

To elevate the student academic journey, we prioritize the integration of the most effective teaching methodologies and a range of educational modalities. This approach is designed to improve learning outcomes and facilitate the achievement of personal and professional goals by our students. We are committed to continuous improvement and adaptability in teaching strategies to meet the evolving needs of our diverse student population.

Key Objectives

Support for Faculty Excellence: Recognizing the pivotal role of faculty in student success, we provide comprehensive support to all teaching staff, including adjunct professors. This will encompass professional development opportunities, resources for innovative teaching, strategies to address challenges in areas with historically lower success rates and guidance on developing empowering classrooms through diversity, equity, inclusion, and belonging.

Adoption of Innovative Teaching Techniques: We will continuously seek out and apply the most effective teaching practices known to boost student learning and engagement. This involves the traditional classroom settings as well as online and hybrid models, ensuring that every student has access to the best possible educational experience.

Data-Informed Decision Making: Utilizing robust data analytics, we will closely monitor academic outcomes to make informed decisions that promote academic success within a diverse community. Enhancing data literacy across the institution will be a priority, enabling a culture where decisions are guided by evidence and focused on student achievement.

Strategy 2: Ensuring High-Quality Academic Offerings

We are committed to ensuring that our academic offerings are of the highest quality and aligned with the evolving demands of the labor market. To achieve this, we will continue to implement the existing program review processes that are deeply informed by labor market data and employer insights. This strategic alignment will ensure that our programs are responsive to current and future workforce needs, thereby enhancing the relevance and impact of our students' academic endeavors.

Key Objectives

Labor Market Alignment: We leverage labor market data and employer insights into program development to ensure that our offerings are closely aligned with industry trends and demands within a global setting. This approach will involve an ongoing analysis of labor market data to adapt and evolve program content, structure, and learning outcomes, ensuring our graduates are well-equipped to meet the needs of employers and the current work environment.

Dynamic Program Delivery: We will adopt a flexible approach to program delivery, considering factors such as location and modality to maximize accessibility. This may include expanding satellite campus offerings and exploring varied instructional methods (in-person, online, hybrid and hyflex) to cater to the diverse needs of our student population.

Strategy 3: Enhancing Equity and Support to Empower Student Academic Success

We recognize that true success extends beyond the classroom. To maximize the impact of our teaching and learning, we are dedicated to identifying and dismantling barriers that hinder student success, empowering them for a brighter future. Our commitment to equity involves not only enhancing academic support but also ensuring that all students have the resources and assistance they need to excel personally.

Key Objectives

Advancing Equity: Central to our strategy is the commitment to advancing equity in all aspects of the academic experience. We will implement procedures and practices designed to ensure all students, regardless of background or circumstance, have equal opportunities to succeed and feel empowered to do so. This encompasses everything from admissions and financial aid to program design and student services.

Proactive Barrier Removal: We will employ a proactive approach to identifying and eliminating obstacles that hinder student success. This includes continuously evaluating and improving assessment methods to ensure they are fair and supportive of diverse learning needs. By closely monitoring success indicators, we can intervene and provide targeted support where it is most needed. In doing so, we aim to empower students by creating an environment that nurtures their academic growth and equips them with the tools to excel.

GOAL 2

Foster Student Enrollment, Retention and Completion

We are dedicated to enriching the student experience with the aim of supporting their success both academically and in their subsequent career paths. This commitment is operationalized through strategic initiatives focused on streamlining onboarding processes, ensuring a supportive and engaging educational journey that empowers every student, and strengthens student retention.

Strategy 1: Streamlining Enrollment and Onboarding

We are dedicated to simplifying the enrollment and onboarding process, making it as seamless and supportive as possible. Through the integration of technology, personalized in-person assistance, and comprehensive academic planning resources, we aim to empower students from the very beginning of their college journey. Simplified processes and readily available support will allow students to concentrate more fully on their academic goals, paving the way for a rewarding educational experience.

Key Objectives:

Implement a User-Friendly Enrollment Process: Develop and introduce an intuitive, easy-to-navigate enrollment process that simplifies the application and registration process for all prospective students, ensuring a seamless entry. Get the most out of the technology that is available to us by ensuring adequate support for a multigenerational student body.

Conduct Annual Website Reviews: Regularly review and update our website to enhance usability and consistency across different divisions. This includes ensuring uniformity in the presentation of content, making the website accessible, informative, and user-friendly for a diverse student population.

Enhance Orientation Programs: Improve and expand orientation programs to provide a comprehensive introduction to our resources, services, and community. This initiative aims to equip new students with the knowledge and tools needed to start their educational journey on a strong footing. Orientation programs will integrate principles of equity and respect for diversity, ensuring that every student feels valued, empowered, and a sense of belonging. By doing so, we create a supportive and inclusive environment from the outset, promoting equal opportunities for success among all students.

Strategy 2: Facilitating Completion and Achievement of Educational Goals

At the core of our mission is the commitment to assist students in reaching their educational aspirations. We will offer continuous, proactive support throughout each student's educational journey, ensuring they have the resources and guidance needed to stay on course and achieve their goals in a timely manner. Aligning support services, academic offerings, and student experiences with the diverse needs of our student population is paramount in minimizing challenges and enabling students to successfully complete their programs.

Key Objectives:

Enhance Advising Services: Improve and broaden advising services to ensure they are more available, accessible, and representative of a diverse population. This will allow for more personalized and inclusive guidance, tailored specifically to individual student goals, addressing the current difficulty in securing timely appointments and ensuring every student can benefit from this crucial support.

Improve Student Achievement of Key Academic Milestones: Introduce and maintain initiatives to celebrate student milestones and completions with a high level of inclusivity. This will help cultivate a culture of achievement and motivation across the campus, encouraging students to reach their academic and personal goals.

Strategy 3: Strengthening Student Retention

A critical component of fostering student success is understanding and addressing the needs of our current students as well as re-engaging those who may have paused their academic journey. We are committed to leveraging data analytics and feedback to gain insights into student preferences, challenges, and needs. By cultivating a culture of belonging and equity, and by providing effective, needs-based support, we will maintain a nurturing and inclusive educational environment that encourages persistence and academic achievement.

Key Objectives:

Systematize Use of Data Collection Systems: Integrate use of existing data collection systems at the college to ensure activities and interventions are consistently tracked and the different support services and departments of the college are able to communicate effectively. Where needed, develop appropriate business rules, documentation, and development of new data collection systems. While our data analysis capabilities are proficient, the opportunity for growth lies in enhancing our data collection and application processes to drive meaningful changes that positively impact student outcomes.

Refine Targeted Support Initiatives: Enhance and adapt existing support initiatives to meet the evolving needs identified through data insights and student feedback. This will ensure that efforts to boost student retention are as effective as possible.

Foster Community and Belonging: Intensify efforts to create an inclusive and welcoming campus environment through diverse programming and resources. This will help build a sense of community among students, which is vital for their engagement and success.

GOAL 3

Strengthening Community Engagement and Partnerships

We are committed to enhancing our role as a pivotal community member by deepening our engagement and forging meaningful partnerships. Through strategic alignment with workforce needs and the development of responsive, community-focused programming, we aim to contribute significantly to the educational and economic development of our region and diverse population we serve.

Strategy 1: Maintaining Relevancy with Workforce Expectations

To ensure that our offerings remain relevant and responsive to the evolving needs of the local workforce and community, a comprehensive approach to understanding these needs is essential. This strategy involves conducting detailed environmental scans of local businesses, high schools, and surrounding communities. The goal of these scans is to gain insights into the current and emerging educational requirements and workforce development priorities. By systematically analyzing these sectors, we will tailor our Community Education and Workforce Development (CEWD) programming to effectively address and support the specific needs of a diverse business community and the general populace.

Key Objectives:

Environmental Scanning: Conduct thorough analyses of local businesses and the educational landscape within high schools and surrounding communities. This will provide a foundational understanding of today's diverse workforce and educational needs.

Strategy 2: Developing Site-Specific Business Plans to Meet Community Needs

Recognizing the diverse needs of the communities we serve, we will craft individualized business plans for each of our sites. These site plans will focus on delivering market-relevant programming tailored to the unique characteristics and requirements of each community. Additionally, the development of a Return on Mission matrix will guide us in evaluating and aligning our educational offerings with our broader mission of community service and development. A key component of this strategy is the "LCC in Your Neighborhood" program, which aims to extend our reach by collaborating with local organizations and schools to bring educational opportunities directly to community members.

Key Objectives:

Site-Specific Business Plans: Create detailed business plans for each location, focusing on aligning educational programs with the specific needs of the diverse community each site serves.

Strategy 3: Creating Career Pipelines from K-12 through Associate and Baccalaureate Transfer

We are dedicated to establishing robust career pipelines that begin in the K-12 education system and extend through community college to baccalaureate programs. This strategy involves collaborating with local schools to introduce all types of students to potential career paths early, aligning educational content with the skills required in the workforce, and facilitating smooth transitions from secondary education to community college. Furthermore, we will work closely with local four-year institutions to ensure seamless transfer processes for students aiming to earn baccalaureate degrees. This comprehensive approach not only supports continuous educational advancement but also prepares diverse students for successful careers, contributing to the economic vitality of the community.

Early Career Exploration and Engagement: Foster partnerships with local K-12 institutions to introduce their students to career options and the educational pathways offered at LCC that lead to those careers. This includes developing workshops, aligned with current and future job market demands, that engage students in hands-on activities and real-world problem solving.

Curriculum Alignment and Articulation: Ensure that the curriculum is aligned with the requirements of four-year universities. This includes creating articulation agreements that facilitate credit transfers and co-developing programs that meet the evolving needs of industries, ensuring students have a seamless educational journey from high school through to their baccalaureate studies.

GOAL 4

Establishing LCC as a Premier Workplace through Empowerment, Engagement, and Inclusion

We are committed to being recognized as an employer of choice, fostering a workplace that empowers its Stars through diversity, equity, inclusion & belonging. This goal seeks to cultivate a supportive and inclusive environment where every employee has the opportunity to thrive. Our strategies are designed to promote a culture of respect and inclusion, implement effective succession planning, and optimize our organizational structure to ensure staff well-being and institutional efficiency.

Strategy 1: Cultivating a Culture of Empowerment through Diversity, Equity, Inclusion & Belonging

We are committed to fostering a workplace where every employee feels valued, respected, and included. This strategy is about more than just creating a positive work environment; it's about building a culture where diversity is celebrated, and all voices are heard. By implementing initiatives that promote inclusivity and respect, we aim to enhance employee satisfaction and engagement, thereby creating a more cohesive and productive workforce. In summary, our LCC campus culture embraces the Powerfulness of Diversity, the Rightness of Equity, the Warmth of Inclusion & the Security of Belonging toward a strong LCC community and a better world.

Key Objectives:

Expand Diversity: Expand the meaning of diversity where each is valued for their uniqueness thus allowing everyone to feel empowered through equity and inclusion without barriers.

Sustain and Enhance Inclusivity Initiatives: Continue to focus on maintaining, monitoring, and improving programs and training that promote diversity, equity, inclusion, and belonging across all levels of the institution. This includes regular reviews and updates to ensure these initiatives remain effective and relevant.

Enhance Accessibility and Accommodation: Ensure that all LCC facilities and services are fully accessible and that accommodations are readily available to meet the diverse needs of all employees. This includes physical, digital, and programmatic accessibility to create an inclusive environment for everyone.

Promote Cross-Departmental Collaboration: Encourage and facilitate cross-departmental projects and teams that bring together diverse groups of employees that represent the student population. This will help break down silos, foster mutual respect, and build a more integrated and inclusive organizational culture.

Strategy 2: Enhancing Employee Development, Hiring Process Efficiency, and Succession Planning

We are committed to establishing ourselves as an employer of choice by focusing on robust employee development, efficient processes, strategic succession planning and strong cognizance of the value of hiring to serve a growing diverse student body. This strategy ensures progress and strengthens our organizational structure, making LCC a great place to work and grow professionally. Through these focused efforts, we will nurture a supportive and dynamic work environment where employees are empowered to succeed and lead, ensuring the college's ongoing excellence and resilience.

Key Objectives:

Documented Succession Plans: Develop comprehensive succession plans across all departments to address the anticipated retirements and transitions. This involves creating detailed procedures for identifying diverse internal leaders who have potential and preparing them for future roles, to ensure sustainability and knowledge management across all departments.

Employee Development Opportunities: Enhance our commitment to employee growth by continuing to provide extensive training and professional development opportunities in a manner that is both equitable and inclusive. By investing in our employee's skills and leadership capabilities, we equip and empower them to advance within the institution, fostering a motivated and capable workforce.

Streamline Hiring Processes: Optimize our hiring practices, starting with making the recruitment process more efficient by reducing the time-to-hire and ensuring that critical positions are filled promptly. This objective includes prioritizing internal candidates in an equitable manner for non-entry-level roles, promoting career progression and retention.

METRICS

Goal	Broad Metrics
Achieving Academic Excellence with Purpose & Equity	• Achievement of Essential Learning Outcomes • Credit momentum (6+ in semester, 15+ in first year)
Foster Student Enrollment, Retention and Completion	• Three-year completion rate/success rate (success rate defined as those completing + those transferring) • Conversion rate by term (# enrolled / # of applications)
Strengthening Community Engagement and Partnerships	• Community engagement score (using community engagement survey) (to be developed)
Establishing LCC as a Premier Workplace through Empowerment, Engagement, and Inclusion	• Employee engagement score

LANSING COMMUNITY COLLEGE BOARD OF TRUSTEES

Prepared by