

4.1 - Mission and Vision

Mission and Vision focuses on how the institution develops, communicates and reviews its mission and vision. The institution should provide evidence for Core Components 1.A., 1.B. and 1.D. within this section.

4P1: PROCESSES

Describe the processes for developing, communicating and reviewing the institution's mission, vision and values, and identify who is involved in those processes. This includes, but is not limited to, descriptions of key processes for the following:

- Developing, deploying, and reviewing the institution's mission, vision and values (1.A.1, 1.D.2, 1.D.3)
- Ensuring that institutional actions reflect a commitment to its values
- Communicating the mission, vision and values (1.B.1,1.B.2, 1.B.3)
- Ensuring that academic programs and services are consistent with the institution's mission (1.A.2)
- Allocating resources to advance the institutions mission and vision, while upholding the institution's values (1.D.1, 1.A.3)
- Tracking outcomes/measures utilizing appropriate tools (e.g. brand studies, focus groups, community forums/studies and employee satisfaction surveys)

4R1: RESULTS

- The Board of Trustees are the ultimate stewards of the College's mission, vision, and values.

All requests for new capital or operating investments must go through an objective, rigorous application and review process, facilitated by the BRAC. Requests for new human resources go through a similar process, facilitated by HR (see 3P1). In both cases, requests must include a rationale demonstrating how they will help the Institution fulfill its mission, primarily by linking the request to Strategic Plan and KPIs. Proposals are prioritized using rubrics that give higher scores to those that demonstrate strong alignment with mission components. **(1.A.3)**.

4P1f. Tracking outcomes/measures utilizing appropriate tools (e.g. brand studies, focus groups, community forums/studies and employee satisfaction surveys)

The primary process LCCC uses to assess the efficacy of communication of and engagement with the College's mission, vision, and values statements is the Employee Experience Survey prior to FY18 (2017-2018 academic year, the College has deployed the Ruffalo Noel-Levitz College Employee Satisfaction Survey). The Employee Experience Survey is administered on an annual basis to all employees of the College. One section of the survey is focused on the topic of Ambassadorship, which LCCC has defined as employees understanding and abiding by the Vision, Mission, and Values. More specifically, this process assesses the extent that employees believe people on the campus genuinely believe in the mission, the College and employees use the mission as a guide when making decisions, that employees have been provided a detailed explanation of the meaning and importance of the College's core and aspirational values, and that supervisors serve as a role model for LCCC values.

Additionally, the College has incorporated the communication of the mission, vision and value statements into a variety of other processes on campus. For example, the College offers a comprehensive new employee orientation process. Integrated within the orientation are [purposeful exercises](#) to communicate and create awareness and understanding of these elements with new employees. Similarly, at all training (e.g., supervisory traininiheheat su seherarp3 (i)-2 (e)-2

[Table 4R1-2](#) presents the most recent results, using the new LCCC Employee Experience Survey; the table includes a conversion of the College's six-point scale to a five-point scale for comparison to historical data.

4R1b. Comparison of results with internal targets and external benchmarks

LCCC's model of continuous improvement necessitates the establishment of improvement goals for major indicators. Thus, internal targets are generally as simple as: to see continuous improvement each year until a benchmark is met. Where available, the College uses external benchmark data to determine how it is performing compared to peer institutions or state, region, or national averages. Illustrated in the previous tables, LCCC has made sustained, and steady improvement in its survey items, showing the desired improvement since 2010.

The Ruffalo Noel (t)-2 (he)4 ((nc)4 (e.0(-)Tj 0.33 0 Td 4(ab)-4 ()-3 (C)-2 (ous)-1 s)-1 (z]TJ 0 ha)4 (E ()r)3 (

employees enabling specific employee improvement within current roles and focused on the demonstration of institutional values and achievement of the mission.