

4.2 - Strategic Planning

Strategic Planning focuses on how the institution achieves its mission and vision. The institution should provide evidence for Core Components 5.B. and 5.C. in this section.

4P2: PROCESSES

guided by the College's commitment to shared governance and begins with the organization of strategic planning team comprised of individuals representing all internal constituencies at the College (e.g., the Trustees, executive team, faculty, staff, etc.). Team members are purposefully selected to ensure the engagement of all voices within the campus community.

The strategic planning process also purposefully engages external stakeholders through the environmental scanning component (5.C.3). Environmental scanning is a process that systematically collects and assesses relevant information to understand the environment in which the College currently exists and expects to exist in the future. Environmental scanning brings key external stakeholders into the strategic planning process, including representatives from K12, four-year institutions, the business sectors and business-related organizations, municipal government, higher education coordinating bodies, and state government. They engage in the process by answering questions regarding the direction in which their organizations are headed; the challenges, opportunities, goals and aspirations that their organizations have for the next three to five years; and how LCCC can help their organizations, the community and state succeed.

The College then crafts its strategies and plans based on the analysis information. Thus, environmental scanning is one of the most essential steps in the strategic planning process.

4P2b. Aligning operations with the institution's mission, vision and values (5.C.2)

The College deploys operations to help sustain and improve the Institution's overall efficacy in meeting its mission. To ensure this, LCCC uses its service and support function assessment process. A service or support function is an institutional action or activity that is designed to achieve a specific purpose in alignment with the College's mission. As part of this process, each service and support function at the Institution has an articulated purpose (reason for its existence) that includes its alignment with the LCCC Mission, Vision, and values, specific indicators and outcomes for what it is intended to specifically accomplish and identified stakeholders (5.C.2).

This process ensures that not only are the College's primary operational functions aligned with its mission, vision and values, but that they are continuously improving in their own efficacy, resulting in overall institutional improvement towards mission attainment.

4P2c. Aligning efforts across departments, divisions and colleges for optimum effectiveness and efficiency (5.B.3)

LCCC is committed to the active involvement of all internal College constituencies in the governance of the Institution through an ongoing participative process referred to as [shared governance](#). This system begets accompanying policies, procedures, and practices under which all major institutional constituencies contribute to, and participate in, the major decisions determining the direction and operation of the Institution (5.B.3).

The College facilitates shared governance through a variety of processes, but the most central to this is the [College Council](#), a representative body designed to ensure the College is effectively and efficiently achieving the institution's mission and strategic plan priorities. College Council's

purposes include: (1) educating the college community regarding the processes, deliberations, and outcomes of the Council; (2) establishing College policies and procedures; (3) conducting institutional planning; (4) guiding the strategic and annual allocation of resources to improve institutional effectiveness; and (5) evaluating the performance and effectiveness of the institution. Collectively, these purposes form the foundation of the College's model of continuous improvement.

Two other processes are worth mentioning here as well. The first is the College's consultative feedback process. This process, predominantly used for review and approval of policies and procedures (see [Procedure 1.2.1](#)), is also utilized to garner cross-campus feedback on major changes to the Institution, such as the establishment of a new strategic plan. The consultative feedback process disseminates the proposed new/amended policy, procedure, or document to the entire campus community for review and input.

The second process is that of developing and implementing strategic plan strategies. Mentioned previously, the strategic plan goals and strategies are integrated into process for institutional planning and resource allocation. But these strategies are also designed to develop and encourage interdisciplinary, crossdepartmental collaboration. Through the collaborative strategic planning process, Institutionwide goals are established with accompanying strategies that require or encourage interdisciplinary teams to work on their implementation and evaluation.

4P2d. Capitalizing on opportunities and institutional strengths and countering the impact of institutional weaknesses and potential threats (5.C.4, 5.C.5)

The College's strategies

ensures that the Institution's work and resources focus in areas that help accomplish those things identified as critical to more fully attain its mission.

supplement to the plan titled [Focus](#) which focuses the remaining strategic plan work on three key areas:

1. Student Success
2. Inside LCCC