GOALS

- Develop a financial analysis tool to assist with determining the feasibility of existing and new programs/services throughout the College.

5. Provide optimal human resources by recruiting, developing, retaining and rewarding high quality faculty and staff to enhance the strength, vitality and agility of the institution.
   - Develop an optimal staffing profile by department/functional area to be used in the hiring/recruitment process.
   - Reward outstanding performance, review salary compression for faculty and staff and provide the training necessary to enhance program quality.

6. Increase the use of technology as a comprehensive teaching and learning tool and to promote high levels of organizational effectiveness and efficiency.
   - Identify and acquire appropriate technologies to support innovative and up-to-date programs and teaching pedagogies.
   - Utilize technology to improve administrative services and communication.

LAKE ERIE COLLEGE has been defined by many as a dynamic and progressive organization. These essential attributes can best be expressed in the words of President Michael T. Victor during his inaugural address to the community: “Lake Erie College is, at its very core, an idea – a wonderful, bold, noble and powerful idea.”
GOALS

GOAL STATEMENT 3: OPTIMIZE RESOURCES.
Secure organizational sustainability and growth through increased revenue and the effective allocation and utilization of organizational fiscal, human and physical resources.

OBJECTIVES & ACTION STEPS
1. Achieve optimal student enrollment through strengthened recruitment and retention efforts to ensure efficient and cost-effective utilization of all organizational assets and resources.
   a) Determine optimal net tuition revenue necessary to support the strategic plan, using higher education industry forecasting models for varied populations.
   b) Effectively use targeted marketing strategies to promote our most distinctive academic programs and the associated programming designed to attract the best students to those programs.
   c) Leverage institutional aid as part of distinctive academic program/programming promotion.
   d) Strengthen academic skill level and academic performance by expanding the curricular and support offerings of the Academic Learning Center and review the coordination and integration of similar services across campus.
   e) Analyze revenue generating current and new student markets/profiles.

2. Clearly articulate organizational identity to strengthen partnerships and external fundraising initiatives required to enhance/increase institutional resources.
   a) Provide opportunities for engagement and collaboration for students, alumni, donors, and the community at large to bolster the spirit of volunteerism and philanthropy.
   b) Continue to engage individuals, corporations and organizations in partnerships and collaborations that advance the mission and values of the College by providing strategic support.
   c) Secure necessary funding for strategic priorities.

3. Provide adequate physical resources necessary to support the College’s overall learning and working environment.
   a) Develop a comprehensive facility master plan.
   b) Develop an technology infrastructure/hardware plan through Fiscal Year 2017 to meet the growing needs of students and employees of the College.
   c) Develop a preventative and deferred maintenance plan.

4. Allocate and effectively budget institutional resources to support the mission, strategic goals and anticipated growth through the use of evidence-based decision-making and best practices.
   a) Develop a priority funding matrix that captures key strategic planning and divisional Overarching Development Plan priorities.
   b) Provide targeted funding to support the divisional strategic plan objective with funding being allocated based on availability and priority.
   c) Develop an incentivized plan that achieves the short-term financial objectives of the College to ensure long-term sustainability.
   d) Explore the possibility of collaboration with other Colleges to realize synergies.

College Hall, built in 1859, continues to serve the Lake Erie College Mission.

Originally founded in 1856 as a women’s college, today Lake Erie College (LEC) is a co-educational, not-for-profit, private institution of higher education offering 35 undergraduate majors, 27 undergraduate minors, as well as Master’s programs in Business Administration, Education and Physician’s Assistant.

This Strategic Plan will serve as the College’s roadmap, from Fiscal Year 2014 through Fiscal Year 2017 in support of mission achievement. LEC’s impressive history, combined with President Michael T. Victor’s forward thinking and vision, will serve as the catalyst for our continued evolution and growth as the plan is implemented.
### GOALS

**GOAL STATEMENT 2: STRENGTHEN CAMPUS CULTURE**

*Develop a campus culture of social responsibility, respect and accountability while recognizing alignment with institutional priorities.*

**OBJECTIVES & ACTION STEPS**

1. Foster a campus culture committed to social responsibility, respect and collaboration that encourage innovation and vitality.
   
   a) Strengthen programs and opportunities for students to develop into active citizens.
   
   b) Develop a coordinated approach and structure to expand and facilitate community outreach and partnership efforts that create meaningful learning opportunities for our students.
   
   c) Develop an integrated campaign to promote the identified institutional values and adopted civility statements both internally and externally.
   
   d) Become more environmentally responsible as an institution.
   
   e) Assess campus culture perception.

2. Develop and communicate an identity that promotes the traditions, values, and vision of the college and is clear to the internal and external community.
   
   a) Clarify and articulate a shared understanding of the role and value of the liberal arts at Lake Erie College in the twenty-first century.
   
   b) Improve ties between curriculum and career development and other experiential components to enhance student marketability, build community, enhance student learning and cultivate leadership.

3. Promote a culture that recognizes excellent customer service.
   
   a) Provide improved communication across campus divisions and departments.
   
   b) Implement a recognition program that rewards and encourages individual and departmental performance that promotes service excellence.
   
   c) Establish a training program that will enhance the customer service experience for all stakeholders.

4. Strengthen and reinforce a culture of transparency and accountability.
   
   a) Create a culture of evidence and data-driven decision-making to ensure continuous quality improvement of programs and services.
   
   b) Increase campus knowledge of LEC programs, services, and campus processes and procedures.
   
   c) Further implement the Professional Development Plan and Overarching Development Plan processes found within the Procedure for Institutional Strategic Planning, Deployment and Effectiveness guide.
GOALS

Our Strategic Plan will be advanced through the realization of three specific goals identified as paramount to achieving our mission. These goals were developed as a result of a comprehensive evaluation of our shared values, vision and mission. An internal and external Environmental Scan was conducted to identify the strengths and weaknesses of the College while also discovering opportunities and challenges that impact our competitive position.

GOAL STATEMENT 1: ACHIEVE PROGRAM EXCELLENCE & INNOVATION
Deliver high quality academic programs that meet stakeholder needs and demands in a global market and achieve effective and efficient program delivery.

OBJECTIVES & ACTION STEPS

1. Ensure high quality, assess viability and provide necessary resources of existing programs to meet stakeholder needs and demands in a global market.
   a) Determine most viable programs and student profiles.
   b) Strengthen Academic Program Review by determining specific review cycle for each program utilizing initial indicators of enhance, maintain, and revisit.
   c) Define, develop and achieve faculty/staff of sufficient size and skillsets to enhance the strength, vitality and agility of the institution and meet external requirements while considering resource availability.
   d) Review and revise general education requirements to represent experiences that are relevant, reflect twenty-first century skills, and provide opportunity to support the college mission, vision and values.
   e) Strengthen outcomes assessment plan and infrastructure necessary to support continuous quality improvement and student learning outcomes within available resources.
   f) Review and revise current academic retention/engagement programming to more effectively integrate these programs into both academic and recruitment activities to support the college mission, vision and values.

2. Develop high quality new programs that meet stakeholder needs and demands in a global market based on appropriate assessment, research and funding allocation.
   a) Conduct comprehensive external market research and viability studies necessary to identify and consider programs across the spectrum of our mission with a particular focus in the area of healthcare.
   b) Strengthen professional career development programming through addition of post-baccalaureate and certificate programs to assist transitional students.

3. Enhance efficiency and effectiveness of program delivery for all programs.
   a) Develop policy, practice and procedure that encourage efficiency and higher rates of educational goal completion.
   b) Develop programming that demonstrate relevance between what students are learning/experiencing and market needs, and enables students to effectively identify and articulate such connections.
   c) Utilize technology to enhance learning.
   d) Identify and implement methods to support faculty and staff development designed to improve quality of programs.

INTRODUCTION

Introduction

As our history bears true, Lake Erie College has, from its inception, been visionary in its approach to educating and preparing individuals for life-long learning, career attainment and pursuit of those ambitions, activities and civic causes for which they have a passion. The curriculum and co-curricular activities that came to life in 1856 were designed to meet the needs of that era and throughout the decades have been revised, revisited and reinvigorated to maintain relevancy and provide opportunity for discovery and the development of objectivity and reason. Lake Erie College is known as a place where exploration of self, education and service has long been a cornerstone. The traditions and expectations for academic excellence and quality in all institutional pursuits runs deep and strong within our institution. It is our quest to continue these traditions by providing a quality academic experience designed to meet the needs of the 21st century while expanding to those populations that are currently underserved.

Colleges and universities across our country are confronting changes that impact the “persona” of higher education. Changes in environmental, social, economic, technologic and political forces require that institutions re-evaluate their approach toward meeting the expectations of their constituents. This new context for higher education makes past responses less effective, changes the tasks for management at all levels and encourages the search for better ways to involve the entire work force in innovative problem solving. Collaboration and creativity will allow us to build on the strengths and history of our institution while embracing new concepts that will chart the course for the future of higher education.

Based on the accomplishments of the past and understanding the future needs of a global society, Lake Erie College has embarked on a new strategic plan that defines and incorporates our mission into a process of planning for educational, social, demographic and economic change. We have learned from our past while keeping an eye toward reflecting an institution-wide perspective on resource allocation that focuses on both short and long-term needs. We have identified three specific goals that demonstrate commitment to our mission. We are hopeful that collectively we will tolerate the uncertainty about the most important questions with which we are confronted and yet have faith in our thoughts to do what is necessary to continue the legacy that is Lake Erie College.
CORE VALUES

Core Values

Six Core Values serve as guiding principles that define how we conduct business. These core values are a manifestation of shared beliefs, purposes and aspirations.

BELIEFS - PURPOSES - ASPIRATIONS

- Developing and delivering high quality academic programs.
- Emphasizing innovative experiential learning in the classroom as well as in numerous co-curricular opportunities.
- Incorporating a liberal arts foundation in all programs as a basis for lifetime learning.
- Providing pertinent course content and educational opportunities.
- Practicing the highest level of ethics and integrity in everything we do.
- Adapting to changing societal needs in a global context.
- Embracing the diversity of our students, faculty and staff.
- Building strong relationships with partner organizations.
- Cultivating a learning community of students, faculty, staff and administration within the College, the community and our partner locations.

CORE VALUES

HIGH QUALITY
PERSONAL DEVELOPMENT
INTEGRITY
RELEVANCE
SERVICE
COMMUNITY

MISSION & VISION

Mission & Vision

Our mission and vision, while remaining true to the underlying philosophy and merits of a liberal education, recognize and embrace the importance of new innovative programs and pedagogies and the benefits that can be gained for today’s global society.

Mission

Lake Erie College provides an environment that stimulates intellectual curiosity, personal development and community involvement to prepare students to succeed as practitioners, professionals and responsible citizens in a contemporary world.

Vision

We aspire to be recognized as a private college of the twenty-first century capable of playing a major role in higher education, offering a relevant broad-based and professionally oriented curriculum through excellent learning opportunities delivered in an innovative fashion.

Toward that end we will:

- Strategically strengthen the quality of our programs through thoughtful selection and determination of appropriate student enrollments and retention planning.
- Broaden academic offerings with a clear focus on competitive programs that recognize and meet the changing needs and changing profile of future students.
- Build on and incorporate best practices to achieve efficiencies and cost effectiveness throughout all levels of the organization.
- Ensure financial sustainability and effective stewardship.
- Evaluate and incorporate emerging technologies for education delivery and instructional enhancement.

The Physicians Assistant Studies Program, the newest addition to the curriculum, establishes the foundation for future Health Science Programming.

Tradition runs deep at Lake Erie College. Each season before the first football game, the College community gathers around a statue of our canine mascot as part of the annual Tiberius ceremony. Here, Lake Erie College students pose with a live look-alike of Tiberius.
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In addition to curriculum opportunities, guest lectures and special events the Honors Program offers an annual trip that, in recent years, has included such venues as Washington D.C., Chicago and Pittsburgh.
Lake Erie College sponsors 21 NCAA Division II intercollegiate sports competing in the Great Lakes Intercollegiate Athletic Conference (GLIAC). In less than five full years of competition at the D-II level, Lake Erie College has already garnered 34 All-Americans and has risen to 60th place in the Learfield Directors’ Cup Standings.

Recent successes include a Top 25 national rankings in five sports (men’s lacrosse, men’s swimming, men’s indoor and outdoor track & field, and wrestling).

Arthur S. Kaylen Center, is a student gathering place for dining and activities organized by student clubs and student development.

GOALS

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