

President's Message

As per the 2025 Operational Timeline, the President's Goals for 2025-2026 are listed below. The intent is to link goals to one or more of our five Core Values in the Operational Plans according to the most appropriate Outcome so our work will be linked to our Mission Statement.

Core Value 1: Student Learning

Core Value 2: Education for a Globally Connected World

Core Value 3: Continuous Improvement

Core Value 4: Integrity and Transparency

Core Value 5: Sustainability of the Institution

The President's Goals are intended to be completed within 1-5 years of posted date and should support our students and communities.

Thank you for your support.

Mark Watkins

LABETTE COMMUNITY COLLEGE STRATEGIC PLAN 2025-2026

VISION STATEMENT

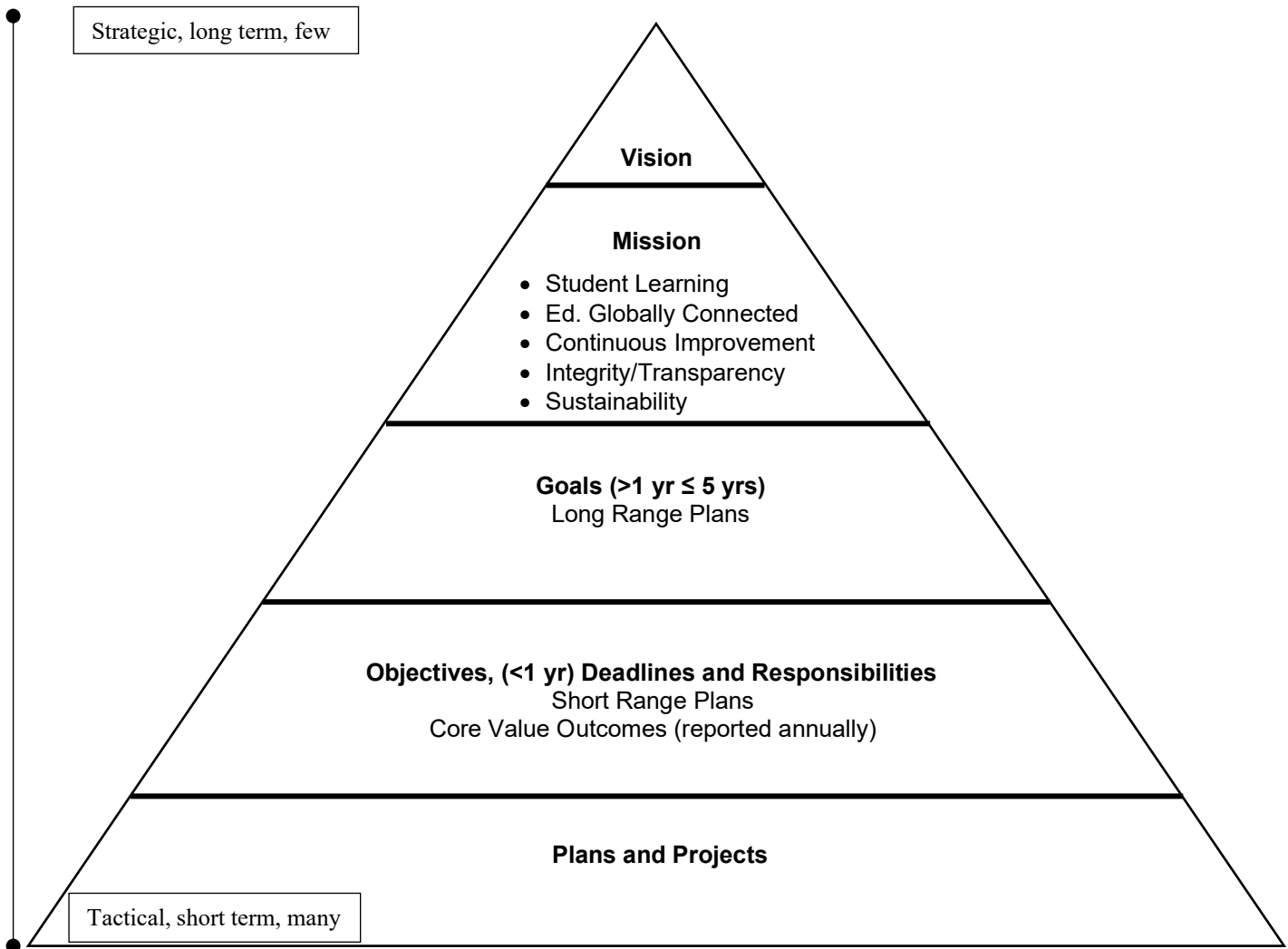
Labette Community College will continue to enhance its standing as an exceptional College by striving for excellence in all its programs, services, and activities.

MISSION STATEMENT

Labette Community College (LCC) provides quality learning opportunities in a supportive environment for success in a changing world.

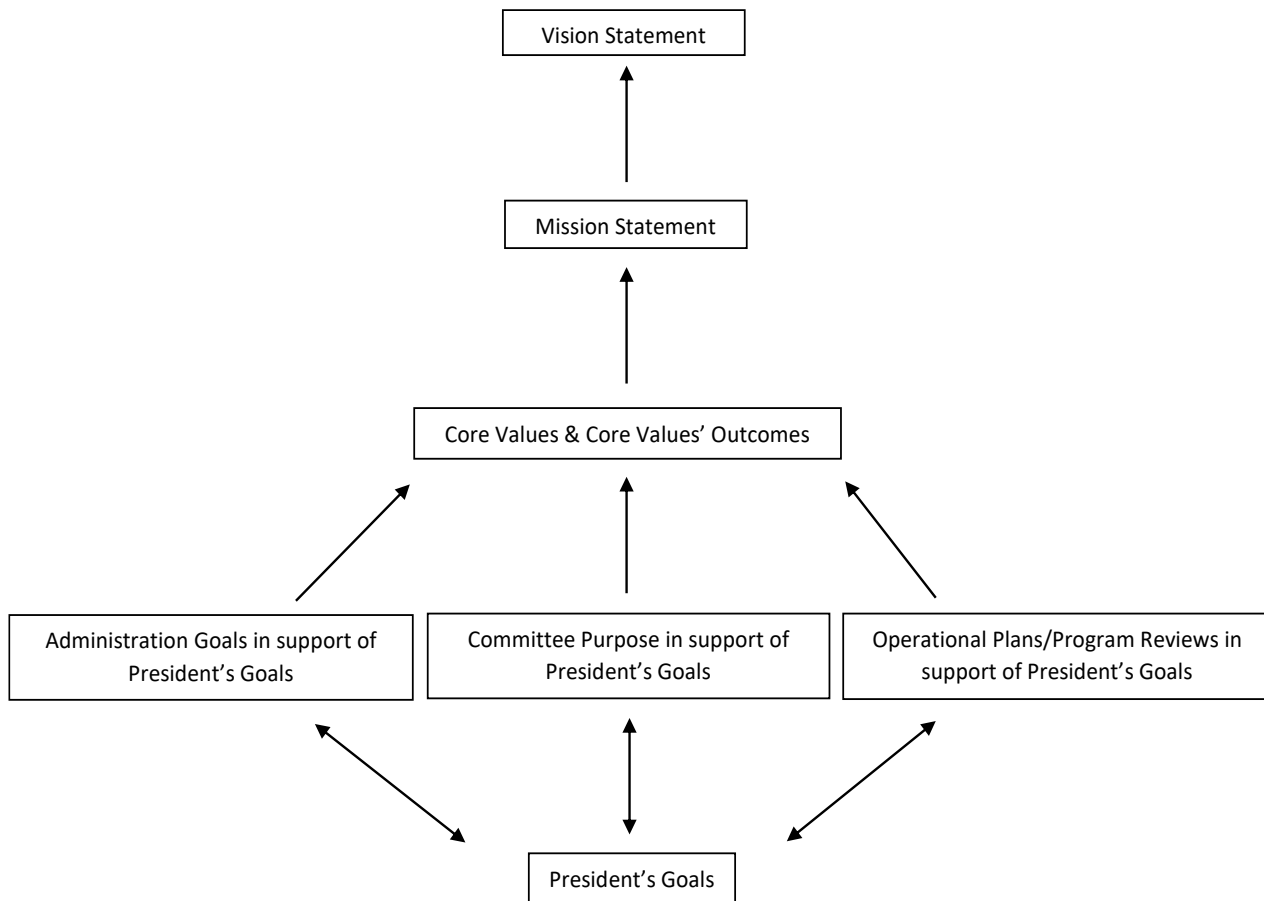
Below is the Hierarchy of Strategic Intent which shows the relationships between global and more specific elements of LCC's strategy. The hierarchy construct is taken from the work of Alex Miller, University of Tennessee.

Labette Community College Hierarchy of Strategic Intent



Strategic Planning Process

Our strategic planning process is depicted below. The conceptual model provides a guide as to how LCC's five major areas (Academic Affairs, Financial Affairs, Student Affairs, Public Relations, and Foundation) satisfy our mission.



LCC's Core Values more clearly define our mission in terms of student learning, global connections, continuous improvement, integrity and transparency, and institutional sustainability. Core Values include more specific outcomes which are supported in LCC's annual Operational Plans. To fulfill our community college mission, goals must be set and achieved. Goals are long-term in nature taking anywhere from one to five years to accomplish. In our case, these area goals such as Academic Affairs or Student Affairs, are linked to the Core Values.

CORE VALUE OUTCOMES

Core Value 1: Student Learning

Labette Community College makes every effort to provide collegial programs and services by providing a caring and qualified faculty/staff to assist all students and community members in attaining the foundational skills and knowledge essential for success in work and life, in a supportive and accountable environment.

President: Build “quality learning opportunities” for students in our service area and beyond. Emphasize new Career and Technical Educational (CTE) and Workforce opportunities. LCC will partner with area businesses and industries to help fulfill their skilled labor needs. Quality general education will be an important part of our curriculum.

1. Identify/develop/implement a new Workforce/CTE program which may include Health Science. (As of AY24)
2. Implement Performance Agreement as stipulated by KBOR for AY26-27.

Outcomes

1A. Cultivate a culture in which services, practices, policies, procedures, and personnel support learning as a major priority.

Academic Affairs

- Provide a full-time/adjunct ratio that allows for the best learning opportunities for our students and the addition of newly created programs.

Finance & Operations

- Support distance learning initiatives
- Annually review sections of the policy and procedures manual and update as needed keeping in mind the impact on students

Public Relations

- Promote new and returning courses offered at the Cherokee Center and the Cherokee Center itself as a resource for students closer to its location

1B. Strive to make the student’s experiences with LCC positive, nurturing, and focused on student learning and academic success.

Academic Affairs

- Promote positive learning environments for all of our programs.
- Support faculty when implementing additional instructional methods, such as a flipping the classroom, or when developing educational support sessions, such as education sessions for clinical instructors.

Public Relations

- Advertising with student success stories from a variety of traditional and non-traditional perspectives.

Student Affairs

- Increase opportunities for student involvement in on-campus activities (AY26)
- Build capacity for a larger commencement ceremony on-campus as a capstone recognition of student achievement (AY26)
- Strengthen relationships with new alumni in order to enhance LCC's reputation within the local community and beyond (AY26)

1C. Make accessible a variety of services and programs that address learning needs.

Academic Affairs

- Monitor course enrollment trends and opportunities, and expand or reduce as needed.
- Evaluate KCOG alignment of newly approved courses.
- Meet KBOR initiatives for developmental education (per KBOR time table)

Finance & Operations

- Support the initiative to start the PTA program

Public Relations

- Revise program-specific video assets and other public-facing materials regarding academic programs to meet LCC brand standards

Student Affairs

- Expand services for students in need of academic accommodations (AY26)
- Expand academic support services for students online and at all campus locations (AY26)

1D. Use technology to expand opportunities for student learning and student services.

Academic Affairs

- Research and evaluate the implementation of synchronous and asynchronous learning opportunities in distance education.
- Support technology needed to improve course offerings including on-line resources, simulation and clinical technologies, etc.

Finance & Operations

- Support new software and classroom technology.
- Encourage new staff to participate in Jenzabar module trainings.

Public Relations

- Cultivate student engagement via social media within an official capacity (surveys, photo sharing, etc.)

Student Affairs

- Implement an internal communication and tracking solution to streamline inter-departmental collaboration and enhance student engagement (AY26)
- Enhance transcription operations to reduce labor, increase service to students, and better identify and support credential completion rates (AY26)
- Expand current academic support services to online students (AY26)

1E. Provide quality programs and services at the main campus, the Cherokee Center, all extension sites, and online.

Academic Affairs

- Explore/implement new sustainable programs or educational opportunities which will benefit our service area, business and industry, and articulate or transfer into university settings for continued educational opportunities.

Finance & Operations

- IT will continue to support the online environment

Public Relations

- Pursue and continue consistent collaboration with departments, faculty and staff to accurately represent the College's quality of program's and services

Student Affairs

- Expand TRIO-Student Support Services services to Cherokee Center to support its continued operation (AY26)
- Create a mentorship program for LCC students to enhance student life and satisfaction (AY26)
- Organize events that bring younger secondary students from our service area onto campus to experience college life (AY26)

Core Value 2: Education for a Globally Connected World

Labette Community College promotes diversity in our communities and our world by valuing the dignity, worth, and potential of all persons; by using diverse delivery methods and evolving technology; and by improving the communities we serve through civic engagement opportunities.

President: Prepare our students for the interconnected, interdependent, and globally diverse society.

1. Raise an active social awareness about human and cultural diversity in the world. (HLC 4 Year, 3B, pp. 17-18) (As of AY23) HLC: "The college may benefit from collecting and analyzing data on the effectiveness of its diversity training and programming to substantiate its claims, ensure efforts are affecting change, and ensure employees are demonstrating core values. The college may benefit from collecting and analyzing data on students who engage in these experiences and how they may impact post-graduation employment outcomes."
2. Increase international student enrollment. (As of AY24)
3. Implement activities to generate a sense of belongingness among employees and students. (As of AY26)

Outcomes

2A. Improve and expand linkages with educational partners and community agencies for mutual benefit.

Academic Affairs

- Continue to work with stakeholders to strengthen our Excel in CTE course offerings.

- Continue to expand program and institutional 2+2 Articulation and/or Affiliation Agreements to strengthen ties with state and regional universities.
- Explore business and industry partnerships with programs of study.

Finance & Operations

- Maintain the financial records for grant funds.
- Assist in the Excel in CTE reporting requirements and the financial evaluation of new Excel in CTE offerings.

Public Relations

- Continue strengthening existing relationships with local businesses, resources, and community members, also make a known effort to support and build relationships with new or upcoming local businesses, resources, and community members.

Student Affairs

- Cooperate with service area secondary schools to engage more prospective students and families to increase college access and attainability (AY26)

2B. Respond to the diverse learning needs of our community.

Academic Affairs

- Support class projects that reflect the diverse backgrounds of our students.
- Research and evaluate the implementation of synchronous and asynchronous learning opportunities in distance education.

Public Relations

- Promote a variety of narratives throughout advertisements that represent the unique demographics of LCC's student body and the surrounding community.

2C. Increase the availability of skilled workers to meet the needs of the community and the State.

Academic Affairs

- Ensure all CTE courses and programs utilize industry-recognized assessment tools, and that all programs fully participate in KBOR alignment opportunities when scheduled to do so.

Finance & Operations

- Support the reopening of the Cherokee Center
- Support the Workforce Training Center and Excel in CTE initiatives.

2D. Engage students in contributing to the well-being of their community through community service.

Academic Affairs

- Encourage faculty to include community service projects and activities as part of their course offerings.
- Encourage Academic Affairs staff to participate in community services opportunities themselves.

Public Relations

- Share internally community service opportunities and student achievements within the community.

2E. Offer a variety of online and on-ground courses at the main campus, the Cherokee Center, and all extension sites to best meet the needs of our students.

Academic Affairs

- Expand our face-to-face concurrent offerings and our online offerings to high school students.
- Research and evaluate the implementation of synchronous and asynchronous learning opportunities in distance education.

Core Value 3: Continuous Improvement

Labette Community College strives for continual institutional improvement through strategic planning, program and department reviews, outcome assessments, professional development, performance agreements, policy and procedure updates, and campus environment enhancement.

President: Review and adjust, if needed, the implemented staff salary/wage schedule. (As of AY2026)

Continue to prepare for HLC's visiting team scheduled for March 2-3, 2026. Assurance Report lock date February 2, 2026. (As of AY2024)

Explore or implement utilization of generative artificial intelligence to help support our students and employees.

1. Establish a method to evaluate the success of concurrent enrollment which may include the implementation of new student services for our growing number of concurrent and online students.

Outcomes

3A. Improve the system of defining and assessing student learning outcomes.

Academic Affairs

- Analyze and assessment the general education core data pertaining to student learning outcomes.
- Analyze and assessment the Institutional learning outcomes data pertaining to general education core

3B. Hire, develop, support, and empower employees throughout the organization who take an active role in student learning and success.

Academic Affairs

- Support efforts to increase student recruitment, retention, and graduation rates in all departments and among all student groups.
- Support continuing education for adjunct faculty through Monday Morning Mentor presentations.

- Monitor LMS conversion and training for new LMS for online best practices, review the online handbook and online teaching course, and online student orientation to support instructors and students.

Finance & Operations

- Continue to implement the compensation study to attract and retain qualified employees.

Student Affairs

- Increase the capacity of the Advising Center to better address the onboarding, retention, and successful admittance of prospective health science students (AY26).

3C. Offer and support professional development programs and opportunities to enhance faculty and staff effectiveness as facilitators of learning and strengthen leadership skills.

Academic Affairs

- Provide for faculty growth through the use of professional development funds.
- Encourage Academic Affairs personnel to read articles about research-based teaching strategies, effective use of other college activities, or best practices and benchmarks that we could incorporate at LCC.
- Support certification programs, continuing education modules, professional development opportunities, webinar reviews, and CEU opportunities to support our faculty.

Finance & Operations

- Conduct professional development/training opportunities for faculty and staff: New Employee Orientation, Title IX, Redzone, Jenzabar, Red Flag, Safety, ALICE, Blood Borne Pathogens, FERPA, EEO for hiring committees.
- Encourage employees to participate and attend professional development seminars and activities.

Public Relations

- Provide supervisor and department-specific training on the use of social media as an engagement tool for students.

Student Affairs

- Implement ongoing professional development for LCC staff and faculty focused on addressing student health and well-being (AY26)

3D. Improve the utilization of human, physical, technological, and fiscal resources.

Academic Affairs

- Provide a strategic plan and budget that supports the best possible learning opportunities for our students at the Cherokee Center
- Academic Affairs Office will create a strategic 5-year staffing plan to ensure a viable educational infrastructure that meets the organizational mission and vision.

Finance & Operations

- Thoroughly review expenditures using strong financial policy and procedures in place.
- Continue to perform roof restorations to prevent a backlog of deferred maintenance issues.
- Continue to strengthen cyber security efforts.

- Upgrade the restrooms at the softball field

Public Relations

- Revision of any procedure and/or policy and standards regarding external representation of LCC and its logos or brand voice.

Student Affairs

- Implement an internal communication and tracking solution to streamline inter-departmental collaboration and enhance student engagement, improving academic advising services and boosting student retention and completion rates.

Core Value 4: Integrity and Transparency

Labette Community College operates in an environment of integrity and transparency through honest ethical practices, open communication, and accountability, for transactions with all constituencies.

President: Continue to improve data integrity and security.

1. Continue to move data to the cloud.
2. Work to improve internal communication as a foundational element of institutional effectiveness. Identified as an area for improvement through results of Summer 2022 Happy Survey (As of AY2023)
3. Complete the virtual machine environment refresh which includes data servers. (As of AY25)

Outcomes

4A. Improve tracking of and access to data to meet the needs of the institution and external contingencies.

Academic Affairs

- Prepare KBOR performance agreements.
- Prepare Perkins Core Indicators of Performance for CTE programs.
- Ensure academic program reviews accurately reflect the enrollment in our programs, the needs of our programs, and that the needs are pursued through the data on Perkins performance indicators, accreditation, and licensure exam pass rates when applicable.
- Enhance CTE inventory of equipment.

Finance & Operations

- Provide reports as needed for decision making.
- Provide reports to Kansas Board of Regents and KACCT as needed.

Public Relations

- Utilize Meta and Google dashboards to analyze engagement on online platforms like official social media accounts and labette.edu.

Student Affairs

- Implement an internal communication and tracking solution to streamline inter-departmental collaboration and enhance student engagement, improving academic advising services and boosting student retention and completion rates (AY26).

4B. Promote responsible stewardship of resources and public trust.

Academic Affairs

- Research and write to grants to provide additional funding streams for programs to either start new or the continued support to reduce student or local cost.
- Explore additional continuing education opportunities to maximize facility use and revenue generating opportunities.
- Provide more college informational civic engagements or public forum discussion to our service area communities to strengthen trust.

Finance & Operations

- Participate in an annual financial audit.
- Respond to request for information under the Kansas Open Records Act.
- Update transparency data on the LCC website.

Public Relations

- Continuous improvement of LCC's reputation and brand voice to properly represent the institution's mission and core values.

4C. Enhance the college image to stakeholders to generate business and community support by communicating the value and benefit of the college.

Academic Affairs

- Support the development of materials and/or possible external consultation in preparation for program site visits and self-study reports.
- Support Public Relation's Department efforts in advertising, marketing, and creation of materials.

Public Relations

- External sharing of student success rates including but not limited to: health science and WTC student certification and employment rates, graduation rates, and students who have graduated from LCC that move to attending a university.

Foundation/Alumni

- Feature community leaders who are LCC Alumni through social media, advertising, and press releases. Examples include professionals in education, government, Healthcare, Manufacturing, Banking, and other professions. Promoting various community leaders will strengthen their relationship to the college as well as demonstrate publicly how LCC provided a foundation for their success, thus communicating the value and benefit of the college.

4D. Strengthen internal communication practices.

Academic Affairs

- Strengthen internal communication by sharing academic affairs departmental information pertaining to state and federal initiatives, course changes, program changes, departmental changes, etc. more frequently throughout the institution. (ongoing)

Finance & Operations

- Share Finance & Operations information throughout the institution

Public Relations

- Improvement of PR Department communication structure such as PR Service Request Form(s).
- Internal mass messaging of news, events, and recognitions.

Student Affairs

- Improve intra-division communication and ease sharing of critical student data to better address student needs.

Core Value 5: Sustainability of the Institution

Labette Community College encourages innovation and personal growth, maintains financial accountability, supports student retention and success, and plans strategically for the future while adhering to state, federal, and governing agency guidelines.

President: Implement a strategic enrollment management plan to maximize enrollment, retain students through completion of the college career goals, pass Board exams if needed, and place them into intended jobs or successfully transfer to four-year institutions. (HLC 4 Year Report, 4C, p. 30) (As of AY2021) HLC 4 Year Report [“Data which accompanies the final enrollment management plan or drive the President's initiatives could include, but are not limited to, the following: enrollment numbers, semester retention rates comparisons, program enrollment goals, and enrollment trends by populations, or Perkins CTE Credential Attainments. By including these data, LCC would position itself to improve the monitoring and tracking of student retention and completion of all programs.”](#)

2. Strategic Enrollment Management Goals (Adopted from the SEM Committee for consistency)

Goal	3-Yr Benchmark	AY24 Goal	AY25 Goal	AY26 Goal	How measured	Difference	Yearly Increase
1. Increase unduplicated headcount by 5%	2,180	2,216	2,253	2,289	KBOR data	109	36
2. Increase Fall to Fall Retention by 5%	581	591	600	610	LCC, Fall enrollment	29	10
3. Increase Fall to Spring Retention by 5%	1,015	1,032	1,049	1,066	LCC, Spring enrollment	51	17
4. Increase enrollment in CTE programs by 5% up to maximum enrollment	258	263	267	272		14	5
4a. *Increase enrollment in Sonography by 5%	10	10	11	11	LCC, AY enrollment	1	0
4b. **Increase enrollment in Graphic Design by 5%	12	12	13	13	LCC, AY enrollment	1	0

10/20/2025

4c. Increase enrollment in C.N.A. by 5%	93	95	96	98	LCC, AY enrollment	5	2
4d. ***Increase enrollment in Nursing by 5%	40	40	40	40	LCC, Fall enrollment	0	0
4e. ****Increase enrollment in Radiography by 5%	23	23	23	23	LCC, Summer enrollment	1	0
4f. *****Increase enrollment in Respiratory Care by 5%	9	9	10	10	LCC, Fall enrollment	1	0
4g. Increase enrollment in Welding by 5%	61	62	63	64	LCC, AY enrollment	3	1
5. Increase the number of completions by 5%	278	283	287	292	LCC, AY report	14	5

*The maximum number of DMS students is 20.

**The maximum number of Graphic Design students is 14.

***The maximum number of Nursing students for each cohort is 40.

****Currently, the maximum number of Radiography students in each cohort is 23 students. When more clinical sites are available, the maximum number of students could increase.

*****The maximum number of Respiratory Therapy students is 20.

3. Continue to repair or replace campus roofs. (As of AY25)

4. Implement repairs on the Student Union elevator

5. Investigate construction of new baseball field.

Outcomes

5A. Achieve targeted growth through an integrated enrollment management process.

Academic Affairs

- Support the enrollment management process. (on going)
- Academic Affairs participation in the SEM committee or subcommittees (on going).

Student Affairs

- Implement an internal communication and tracking solution to streamline inter-departmental collaboration and enhance student engagement, improving academic advising services and boosting student retention and completion rates (AY26).

Foundation/Alumni

- Launch a new special event targeted at LCC retirees to continue cultivating those relationships. This will keep the retirees connected to LCC and help them feel like they are still a valued member of the "Cardinal Family," which will lead to ongoing support for students and scholarships.

5B. Enhance student opportunities through increased scholarships and endowments.

Academic Affairs

- Support the Foundations Department's scholarship and endowment efforts. (As of AY22)

Finance & Operations

- Assist the LCC Foundation with scholarship opportunities, grant applications and the Auction for scholarships.

Public Relations

- Implement proper messaging strategy to promote scholarship opportunities specifically to LCC students.

Foundation/Alumni

- Improve the Foundation Scholarship selection and awarding process, possibly through new software. The number of scholarships has grown exponentially, which is stretching the limits of our “home-grown” system. It is vitally important that we have a platform that’s user-friendly for applicants, nurtures our donor relationships, and functions efficiently to ensure all scholarships are awarded to students meeting the various criteria in an efficient manner.
- Build on the momentum of the Hughes Matching Fund through a second phase of marketing to include a targeted special mailing and other tactics to increase number of new endowed scholarships.

5C. Enhance the economic, academic, and social environment of the college to recruit and retain quality employees.

Finance & Operations

- Continue to host the holiday luncheon.
- Recognize the efforts of our employees.
- Continue to look for ways to enhance the employee benefit package.