

## **President's Message**

As per the 2026 Operational Timeline, the President's Goals for 2026-2027 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 (fiscal years 2027-2031) of posted date and should support our students and communities.

Thank you for your support.

Mark Watkins

# LABETTE COMMUNITY COLLEGE STRATEGIC PLAN 2026-2027

## VISION STATEMENT

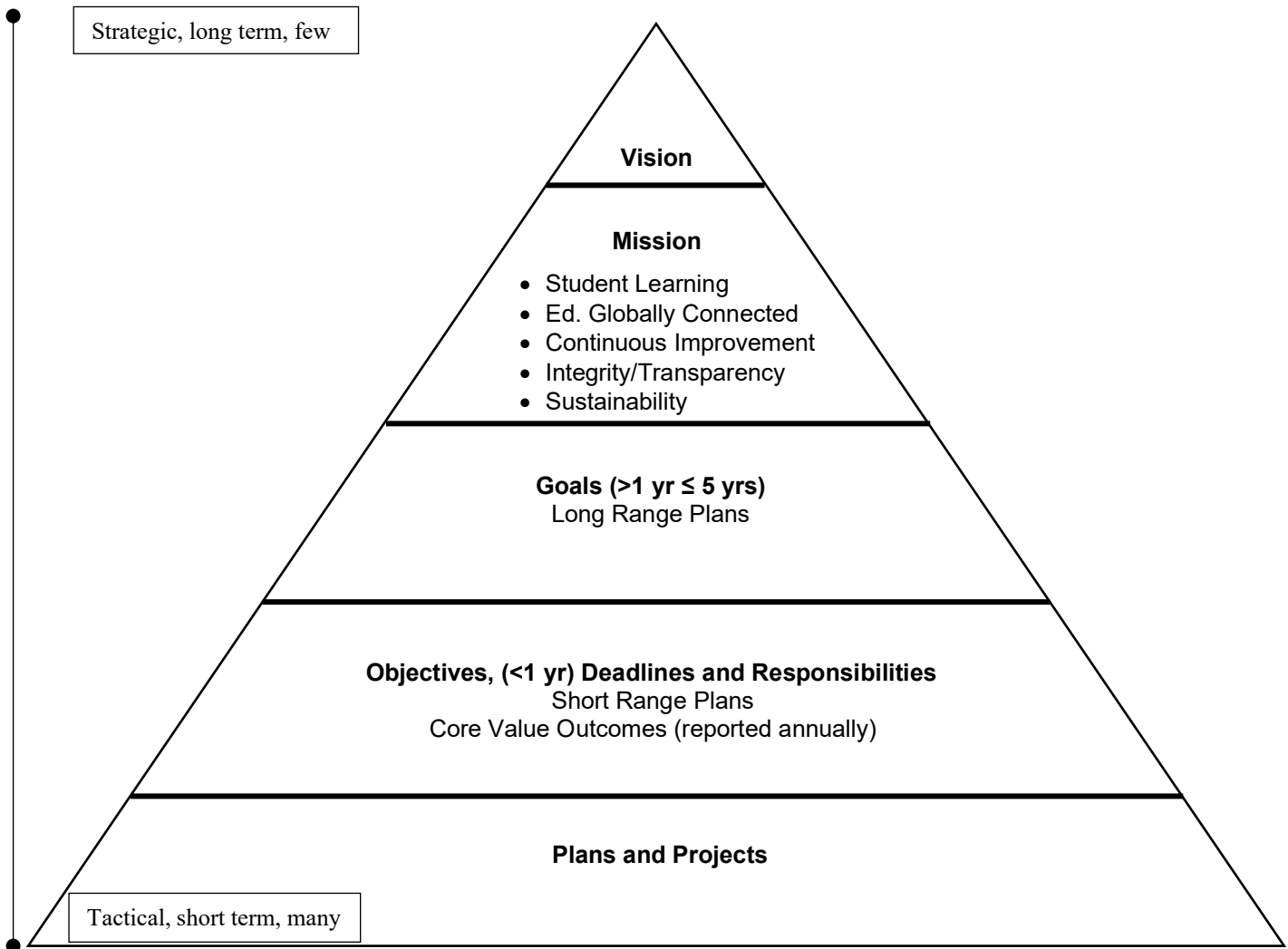
Labette Community College will continue to enhance its standing as an exceptional College by striving for excellence in all its programs, services, and activities.

## MISSION STATEMENT

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

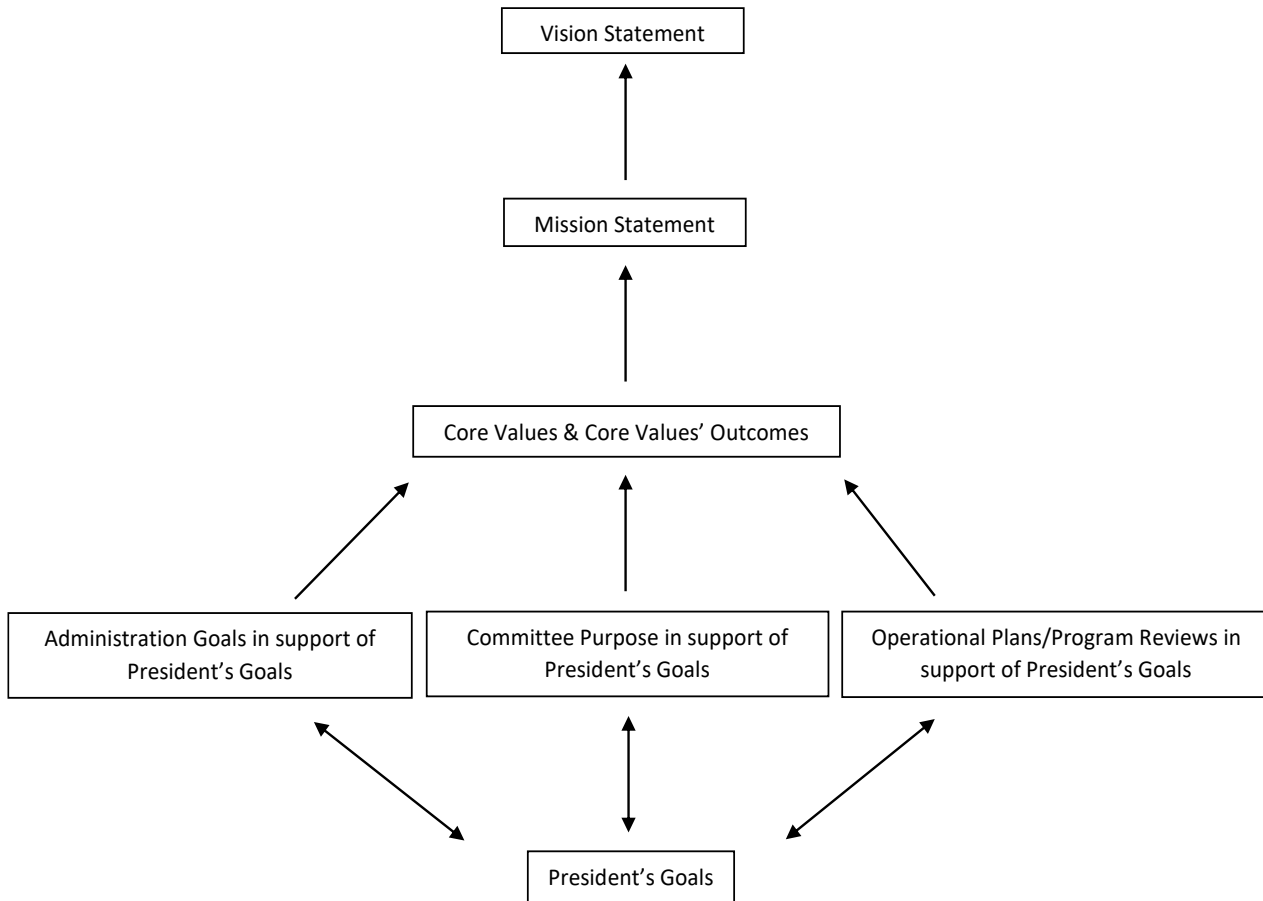
Below is the Hierarchy of Strategic Intent which shows the relationships between global and more specific elements of LCC's strategy. The hierarchy construct is taken from the work of Alex Miller, University of Tennessee.

### 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 also be an important part of the curriculum.

1. Identify/develop/implement two new Workforce/CTE programs which may include Health Science. (As of AY26) Physical Therapist Assistants is one of the 20 occupations with the highest projected percent change of employment between 2023-2033. (Occupational Outlook Handbook)
2. Support KACC as they develop new ways to work with KBOR, state legislators, and HLC. This may entail the development of three or four-year baccalaureate degrees and the support of a new state governing body. (As of AY26)

### 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.

#### **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

- Highlight student achievements, campus involvement, and success stories across communication platforms.
- Support student engagement through timely promotion of campus activities, programs, and services.

##### Student Affairs

- Increase opportunities for student involvement in on-campus activities
- Build collaborative student community engagement activities as a joint effort of Student Life and the Caring Cardinal Committee (C3)

- Strengthen relationships with new alumni in order to enhance LCC's reputation within the local community and beyond

### **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 and implement those the LCC offers.
- Meet KBOR initiatives for developmental education (per KBOR time table finalizes July 2027)

#### Public Relations

- Increase awareness of academic programs, student services, and support resources through print, digital, and social media campaigns.
- Improve accessibility and clarity of public-facing communications related to student opportunities and services.

### **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.

#### Public Relations

- Expand digital communication strategies to better connect students with campus resources and opportunities.
- Utilize emerging media platforms and communication tools to improve outreach and engagement.

#### Student Affairs

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

### **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.

- Advance academic quality and regional responsiveness by expanding workforce and CTE pathways, aligning curriculum with employer needs, preserving a strong general education foundation, and delivering measurable outcomes under the AY26–27 KBOR Performance Agreement.

#### Finance & Operations

- IT will continue to support the online environment

#### Student Affairs

- Create a mentorship program for LCC students to enhance student life and satisfaction
- Organize events that bring younger secondary students from our service area onto campus to experience college life
- Continue to enhance accommodations services to students attending online

### **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. Integrate global perspectives into the curriculum to apply critical (analyze and evaluate), ethical reasoning, and creative thinking skills.
2. Promote cross-cultural interaction opportunities through activities to support students and employees. (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.

#### Public Relations

- Strengthen relationships with community partners through collaborative outreach and promotional efforts.
- Increase visibility of partnerships, community engagement initiatives, and educational collaborations.

#### Student Affairs

- Broaden and foster partnerships with local social and health service organizations to increase opportunities for student services in the community and on campus.
- Cooperate with service area secondary schools to engage more prospective students and families to increase college access and attainability

## **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 flexible learning opportunities, workforce training, and community education programs.

## **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 & accreditation recognized assessment methods, and that all programs fully participate in KBOR alignment opportunities when scheduled to do so.

### Finance & Operations

- Support Excel in CTE initiatives & the Workforce Training Center

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

### Public Relations

- Publicize student service projects, volunteer efforts, and community engagement activities.
- Encourage community involvement by promoting service-learning and civic engagement opportunities.

### Student Affairs

- Foster increased community engagement by co-curricular organizations in order to enhance service-learning opportunities outside the classroom

## **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 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)

Prepare for HLC's Year-Four Assurance Filing for 2029-2030 if this is the direction moving forward.

Evaluate and update the mission statement, core values, and core value outcomes.

Revise, if needed, the strategic planning process.

Develop a Master Educational Plan.

In consideration of the Master Educational Plan, develop a Facilities Master Plan.

### **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.

##### **Student Affairs**

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

### **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.

#### Student Affairs

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

### **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 review a strategic 5-year academic and 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.
- Review vendors for a Master Facilities Plan.
- Continue to strengthen cyber security efforts.

#### Public Relations

- Implement efficient communication planning, branding standards, and content management practices.
- Utilize analytics and engagement metrics to improve marketing effectiveness and resource allocation.

#### 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. Develop a transparent crisis management strategy with clear communication during emergencies to ensure all stakeholders are informed and engaged in the process.
2. Continue to assess the effectiveness of integrity and transparency practices and seek opportunities for improvement.

### **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.
- Prepare reports to meet KBOR reporting regarding the changes in Excel in CTE guardrails.

##### **Finance & Operations**

- Support the implementation of the work flow system to better track processes and data across the institution
- Provide data reports to Kansas Board of Regents and KACCT as needed.

##### **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

#### **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.
- Update transparency data on the LCC website.

- Respond to request for information under the Kansas Open Records Act.
- Review and update our IT Emergency Response Plan as needed.

#### Public Relations

- Communicate institutional achievements, initiatives, and financial support efforts with accuracy and transparency.
- Strengthen public trust through professional, ethical, and consistent messaging.

#### Foundation/Alumni

- Will review policies and procedures for the Foundation & Alumni Association to ensure everything is accurate and up-to-date.

### **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

- Strengthen the college brand through strategic storytelling, media relations, and community engagement.
- Increase awareness of student success, academic excellence, and institutional impact.

#### Foundation/Alumni

- Will submit press releases, social media posts, and send e-newsletters with stories about major gifts, new endowed scholarships, successful alumni, etc. to bring attention to the work of the Foundation and Alumni Association and the vital support we receive.

### **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.

#### Finance & Operations

- Share Finance & Operations information throughout the institution.

#### Public Relations

- Improve internal communication channels to support employee awareness, engagement, and collaboration.
- Provide timely and consistent campus updates to students, faculty, and staff.

#### Student Affairs

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

## Foundation/Alumni

- Will conduct an employee giving campaign to bring attention to the work of the Foundation and provide opportunities to support LCC students.

## **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: 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. Continue to monitor and be transparent about progress.

1. Support the Strategic Enrollment Management Committee's goals for fiscal years 2027, 2028, and 2029 summarized as follows.

### **Goal 1: First-Year Retention**

#### **AY29 Target: 60%**

- Cohort: IPEDS-defined first-time, degree-seeking students, full- and part-time, measured post-census.
- Benchmark: Three-year average retention rate of **51.8%**.

### **Goal 2A: Graduation Rate (IPEDS 150% of Normal Time)**

#### **AY29 Target: 29%**

- Cohort: First-time, full-time, degree- or certificate-seeking students entering each fall.
- Benchmark: Three- and five-year averages of **~25%**.

### **Goal 2B: Graduation Rate (KHEDS 150% of Normal Time)**

#### **AY29 Target: 42%**

- Cohort: Broader student pathways including workforce, certificate, and short-term program completers typical of Kansas community colleges.
- Benchmark: Three-year average **35.12%** and five-year average **32.91%**.

### **Goal 3: Conversion of Concurrent Students**

#### **AY29 Target: 22%**

- Cohort: Concurrent students enrolled each fall who are expected to graduate high school the following spring. Definition of Conversion: Enrollment at LCC the fall immediately after HS graduation, post-census.
- Benchmark: Three-year average conversion rate of **17%**.

2. Financial Contingency Planning: plan for scenarios which may include 5%, 10%, or 20% funding cuts.
3. Develop metrics for program viability and student outcomes to guide difficult decisions.
4. Continue to engage in coalitions for advocacy regarding KBOR and the state legislature.
5. Implement repairs on campus elevators
6. Investigate construction of new baseball field.

## Outcomes

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

#### Academic Affairs

- Support the enrollment management process.
- Academic Affairs participation in the SEM committee or subcommittees.

#### Public Relations

- Support enrollment and retention goals through strategic recruitment marketing and outreach campaigns.
- Develop targeted communication strategies for prospective, current, and returning students.

#### Student Affairs

- Support the work of SEM sub-committees focusing on each of the four strategic enrollment management goals for AYs27-29

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

#### Academic Affairs

- Support the Foundations Department's scholarship and endowment development efforts.

#### Finance & Operations

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

#### Public Relations

- Promote scholarship opportunities, donor impact stories, and fundraising initiatives.
- Support Foundation and Alumni outreach through coordinated marketing and communication efforts.

#### Foundation/Alumni

- Will promote the existing scholarship opportunities and continue to seek new scholarship funding.

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

#### Finance & Operations

- Recognize employee years of service.
- Hosting holiday luncheon and in-service cook-off events.
- Supporting the continued improvements to campus environment and assisting the Aesthetics Committee.