VISION 2028

THE LEE COLLEGE STRATEGIC PLAN
2023-2028

Approved by the Board of Regents: 12/15/2022

Lee College

Contents

Mission, Vision, Caring & Equity Statements

Mission: Lee College is a caring community of teachers and learners focused on creating the ideal student experience, which includes using an equity lens to ensure that students have what they need to be successful; innovating to build holistic pathways that support student success; providing the highest quality instruction for transfer courses and workforce programs; and supporting the greater community and generations of Lee College graduates with professional development and community education opportunities.

Vision: New students will immediately feel that they belong at Lee College regardless of their background. They will feel fully supported as they transition into being a college student. Current students will feel that they can be their true selves, can be a full member of the college community, and can access all the opportunities Lee College has to offer. Students who recently completed a degree or certificate will feel fully supported in their transition into a career or a four-year college or university, and they will experience success because of the excellent instruction and life experiences that Lee College provided. Employees of the college will be recognized for their contributions, valued as people, and given opportunities for professional growth and career advancement. Employers will seek Lee College graduates because of the high quality of their education and training. Lee College will have close, mutually beneficial agreements with partner institutions to create efficient educational pathways that lead to rewarding careers with family sustaining wages, and the college's success will be clearly communicated with data and narratives. Stakeholders will support the college's mission because they understand the powerfully positive impact Lee College has on our service area.

Statement of Caring Community: We share a common purpose: **We are all educators.** All Lee College employees share the responsibility to be educators. Everyone has opportunities to share knowledge and promote the growth of others. The Quality Service Standards provide a decision-making framework empowering all employees to uphold the shared purpose of being an educator in all circumstances. We build a caring community to achieve this purpose by following these standards:

- **Safety**: Our first concern is safety. When we become aware of an unsafe situation, we will immediately apply procedures and training to take action to resolve the situation.
- **Courtesy**: Safety and Courtesy are prerequisites to engaging with each other as members of a caring community. Therefore, at every touchpoint, we will demonstrate respect, make others feel welcome, and guide others to appropriate resources.
- **Wellbeing**: We care about each other as people, so we are empathetic to everyone's needs and purposes by reading their social cues, being an active listener, and responding in an appropriate manner to help them when they are in need.
- **Growth**: As a community of educators, we are both teachers and learners. We help each other grow intellectually, professionally and personally by breaking barriers and equipping them with the necessary tools.
- **Efficiency**: As responsible stewards of public tax dollars, private donations, and the tuition paid by our students, we seek to develop and implement policies and procedures that maximize productivity and make the best use of available resources.

Equity Statement: Lee College commits to creating and sustaining an equitable environment. Our goal is for students, staff, faculty, and administration to grow and achieve their personal and educational potential. We recognize that our community comes from diverse backgrounds and that our student population enters the College at different starting points. Our commitment to equity bridges opportunities by closing educational gaps and dismantling systemic barriers for historically under-resourced students. Our stance is that equity differs from equality. Equality assumes the equal distribution of resources will produce equal results. By contrast, equity seeks to achieve equal results by accounting for multidimensional perspectives and directing resources and access to meet individualized needs. Operating through an equity lens is central to the College's mission in maintaining a holistic ideal student experience.

Definitions of Strategic Goals

The Strategic Goals reflect the college's ongoing mission. This Strategic Plan covers the six years from January 1, 2023 to December 31, 2028, so specific targets for each Strategic Goal establish where the college wants to be and what the college wants to achieve by December 31, 2028. However, the measurable objectives supporting each goal can include work prior to 2023 and after 2028 because the college's mission and the Strategic Goals are ongoing even though specific targets are limited to a fixed timeframe.

I. Student Success

This strategic goal encompasses strategies to attract students/learners to the college and help them achieve their educational goals. Students and learners include degree and certificate seeking students, students seeking industry credentials, continuing education students, corporate trainees, and people who want to grow their small businesses with help from the SBDC. Strategies in this category usually involve direct contact with students/learners, including recruiting, instruction, consulting, advising, coaching, career placement, etc. For example:

- Strategies that involve awarding scholarships belong in this category, but strategies to raise money for scholarships belong in another category.

- Strategies that involve hiring staff in student services or tutoring belong in this category, but strategies that involve hiring staff in the business office or facilities belong in another category.

II. Equity

This strategic goal is similar to Student Success in that it consists of strategies to help students/learners achieve their educational goals, but the strategies focus on ensuring equitable outcomes regardless of race/ethnicity, gender, age, sexuality, or other characteristics.

- Strategies that increase representativeness belong in this category, including representations in our advertising and public events as well as representativeness in the curriculum.

- Strategies that address barriers to success that are disproportionately experienced by minoritized groups belong in this category.

III. Caring Community

This strategic goal has three parts: ensuring respectful, caring and supportive interpersonal experiences between faculty, staff, students, families, visitors, etc.; creating, utilizing, and maintaining user-friendly processes and procedures; and arranging the physical places where people work, study, collaborate and perform other activities so that they contribute to a positive and satisfying experience.

- Strategies that provide professional development focused on providing respectful, caring and supportive interpersonal experiences belong in this category.

- Strategies that create or revise business processes to be user-friendly, especially when the users are students, belong in this category.

- Strategies that make our physical facilities more welcoming and comfortable, such as improving signage or displaying images that are inspiring and uplifting, belong in this category.

IV. Community Engagement

This strategic goal focuses on engaging partners outside the campus to create mutually beneficial relationships with external stakeholders.

- Strategies involving MOUs with school districts and other community organizations belong in this category.

- Strategies that provide cultural enrichment for the college and the larger community belong in this category.

V. Institutional Effectiveness

This strategic goal focuses on strategies that measure the performance of the college's programs and services and using those measures to improve the quality and efficiency of the college.

- Strategies that involve collecting data on student learning or satisfaction with services and use data to improve instruction belong in this category.

- Strategies that develop processes and tools for collecting data belong in this category.

- Strategies that develop metrics for understanding institutional effectiveness belong in this category.

VI. Legacy

This strategic goal focuses on strategies that prepare the college for the future ten or twenty or fifty years from now.

- Strategies that involve building construction or substantial renovation of existing buildings belong in this category.

- Strategies to raise funds for enduring scholarships or long-term projects belong in this category.

- Strategies to lobby for legislation affecting higher education belong in this category.

Pillars of Guided Pathways

Within each strategic goal, the individual strategies are categorized according to the pillars of Guided Pathways:

Pillar 1: Create Coherent Pathways

This category includes strategies that make the educational opportunities at Lee College efficient pathways to get students to their educational and career goals.

- Strategies that reduce the likelihood of students taking excess credit or getting a degree or certificate that does not lead to a four-year degree or a career belong in this category.

Pillar 2: Get Students on Pathways

This category includes strategies that help students understand the educational opportunities that are offered by the college and programs and services that help students decide which opportunity is the best match for their educational and career goals.

- Strategies that provide information to students about educational programs belong in this category.

- Strategies that help students develop an educational plan and a financial plan to pay for the educational plan belong in this category.

- Strategies that provide counseling and advising to new students belong in this category.

- Strategies that help students apply to college, complete the FAFSA, and complete checklist items to enter college belong in this category.

Pillar 3: Keep Students on Pathways

This category includes strategies to increase retention and encourage students to return to college if they have stopped out.

- Strategies that help students meet basic needs belong in this category.

- Strategies that give students academic help belong in this category.

- Strategies that help students manage their finances belong in this category.

- Strategies that engage students in the co-curriculum belong in this category.

Pillar 4: Ensure Students are Learning on Their Pathways

This category includes strategies to ensure students are learning the knowledge, skills and dispositions that will enable them to be successful in a four-year program and/or in the workplace as well as being responsible citizens.

- Strategies that develop the faculty into more effective teachers belong in this category.

- Strategies that collect data on student learning and use it to improve instruction belong in this category.

Pillar 5: Ensure Transition to End Goals

This category includes strategies to ensure students achieve their end goals, generally either employment or transfer to a four-year institution. Pillar 5 is not recognized as a separate pillar in Guided Pathways, but we treat it separately for the Strategic Plan.

Category 6: Non-Student Facing

This category includes strategies that do not fit under the pillars of Guided Pathways because they impact the college as a whole institution or because they do not directly impact students.

- Strategies that improve back-office operations, such as implementing new software to manage payroll or accounts receivable or shipping and receiving belong in the goal for Institutional Effectiveness, but they do not fit under the pillars so they would be "Category 6."

- Strategies to increase campus safety, such as the development of emergency plans, the creation of evacuation maps, the development of mutual aid MOUs, etc. are "Category 6."

- Strategies to improve policies and procedures in general by standardizing formats and improving the availability of documentation are "Category 6."

I. Student Success

This strategic goal encompasses strategies to attract students/learners to the college and help them achieve their educational goals. Students and learners include degree- and certificate- seeking students, students seeking cross-credit industry credentials, corporate trainees, and small business owners who want to learn how to grow with help from the SBDC. Strategies in this category usually involve direct contact with students/learners, including recruiting, instruction, consulting, advising, coaching, career placement, etc.

2027 Student Success Targets for Degree- and Certificate-Seeking Students:

1. Enrollment of regularly admitted students[1] will increase[2] by 3%.
2. Enrollment of dual-credit students will increase[2] by 5%.
3. (Enrollment of Huntsville students does not have a target because it is largely controlled by TDCJ.)
4. The percentage of high school graduates[3] who enroll at Lee College the following fall will increase[2] by 3 percentage points.
5. Fall-to-fall retention for full-time[4] and part-time[5] first-time-in-college[6] (FTIC) students (not including Huntsville) will be at least 60% and 45% respectively.
6. Graduation rates[7] for regularly-admitted full-time and part-time FTIC students will be at least 35% and 25% respectively.
7. Fall-to-fall retention for full-time[4] and part-time[5] first-time-in-college[6] (FTIC) Huntsville students will be at least 80% and 65% respectively.
8. Graduation rates[7] for full-time and part-time FTIC Huntsville students will be at least 75% and 50% respectively

9. The SENSE Benchmark for having a Clear Academic Plan and Pathway will be at the 55th percentile or above.

2027 Student Success Targets for Cross-Credit Students:

10. Enrollment of students in allied health and office technology programs will be at least 100 per year.
11. Program completion rates in allied health and office technology programs will be at least 75%.

2027 Student Success Targets for Corporate Trainees:

12. The number of different entities sending employees to Lee College for professional training will be at least 8.
13. Gross revenue from corporate training will be at least $600,000 per year.

2027 Student Success Targets for Small Business Owners:

14. The number of new clients served will be at least 80 per year.
15. The amount of new capital raised will be at least $3M.
16. The number of new jobs created will be at least 75.

Footnotes:
1. Regularly admitted students are degree- and certificate-seeking students who are not currently enrolled in high school and are not incarcerated.
2. Increases are measured relative to the baseline. The baseline is the three-year average from academic year 2019-2020 to 2021-2022.
3. High school graduates include students who graduated from one of the 15 ISDs in our service area.
4. Full-time students are students who enrolled in at least 12 SCH as of ORD in their first regular semester (fall or spring) of college. A student is classified as full-time even if they enroll in less than 12 SCH in subsequent semesters. Enrollment intensity is based on the first semester in college only.

5. Part-time students are students who enrolled in less than 12 SCH as of ORD in their first regular semester (fall or spring) of college. A student is classified as part-time even if they enroll in 12 SCH or more in subsequent semesters. Enrollment intensity is based on the first semester in college only.
6. First-time-in-college students are regularly admitted students who have not enrolled in college credit courses since finishing high school.
7. Graduation rates are determined based on 150% of the time to graduation. A full-time student who takes three years to complete a 2-year degree is considered on time. A full-time student who takes 18 months to complete a one-year certificate is considered on time.

STRATEGIES

I.1 Create coherent pathways leading to student goals.

Measurable Objective: **I.1.a**

I.1.a By May 30, 2021 consolidate the 15 AA programs, 9 AS programs & 4 AAT programs into about six associate programs that are amenable to the creation of pathways.

KPIs & Work Products: WP: SACSCOC Substantive Change documenting the consolidation.

Outcome: Objective was completed.

Details: A Substantive Change prospectus was submitted to SACSCOC on 6/28/2021 to consolidate the programs. It was approved by SACSCOC on 2/4/2022. A letter was also sent to the THECB, and they responded with their approval on 4/22/2022. Copies of the correspondence are available in the Office of the Provost. As a result of the consolidation, the Guided Pathways team was able to create efficient but flexible concentrations for students to minimize excess credit as they work toward transferring and earning a bachelor's degree.

Measurable Objective: I.1.b

By August 2022, implement FlightPath as the mobile technology that we use to manage pathways.

KPI: # or percentage of faculty and staff trained in FlightPath

KPI: # of students who download the FlightPath app.

Outcome: Objective was completed.

Details: myPath was purchased in January, 2021. Implementation took approximately 18 months as it was coordinated with the development of new pathways and the consolidation of degrees. There was a soft launch in May, 2022, and a full-scale launch in August, 2022. At this time, all students have access to myPath, which provides a scale showing how close they are to completing their degree or certificate and allows them to plan their course schedule several semesters into the future. Academic advisors entered recommended course schedules for the next two semesters in October and notified students that they should check myPath in preparation for registration in November. The ability to do this work in advance has significantly improved the registration process.

Measurable Objective: I.1.c

By December, 2022, develop 50 pathways for transfer students based on the most popular majors and transfer institutions.

KPIs & Work Products: WP: The transfer pathways in MyPath.

Outcome: Objective was completed.

Details: The Guided Pathways team under the leadership of Nicole Tunmire and Laura Lane Worley worked tirelessly throughout 2021 and the first half of 2022 to develop 36 concentrations in the Applied Business pathway, 10 concentrations in the Health Sciences pathway, 26 concentrations in the Liberal & Fine Arts pathway, 33 concentrations in the Manufacturing and

Industrial Studies pathway, 28 concentrations in the Public Service pathway, and 30 concentrations in the STEM pathway. The concentrations are designed to minimize excess credit and accelerate students toward the completion of their degree or certificate. All of the concentrations have been programmed in PeopleSoft and myPath, so all students can select an efficient pathway to their educational goal

Measurable Objective: I.1.d
By May, 2022, redesign and rearrange 26 AAS programs and 59 Certificate programs as a smaller set of stackable sequences that simplify student choice.

KPIs & Work Products: WP: Stackable pathways in MyPath and on Website.

Outcome: Objective was completed.

Details: As part of the work with Guided Pathways (see I.1.c), the pathways team redesigned the certificate and AAS programs so they are stackable and form a natural sequence of increasing knowledge and skill. The stackable sequences are in myPath and PeopleSoft and on the college webpage.

Measurable Objective: I.1.e
By July 2022, create seamless educational pathways from high school endorsements to career and transfer.

KPIs & Work Products: WP: Website updated to reflect course sequences from endorsement to career and transfer.

Outcome: Objective was completed.

Details: As part of the work with Guided Pathways (see I.1.c), the pathways team met with counselors at all of our partner Independent School Districts and developed one-page plans that align high school endorsements to Lee College pathways. The one-page plans are designed to be printed as a flyer and sent home to parents so they can see a full four-year high school curriculum that leads to core completion or to a certification or AAS degree. Copies of the one-page plans are available in the advising office.

Measurable Objective: I.1.f
By August, 2024, develop at least four degree, certificate, core completion or non-credit programs that can be completed entirely at the Liberty Center.

KPIs & Work Products: WP: Descriptions of programs that can be completed at the Liberty Center.

Measurable Objective: I.1.g (Huntsville)
By August, 2026, develop a Core Completion pathway for students at the Huntsville Campus

KPIs & Work Products: WP: A Core Completion pathway for the Huntsville Campus

Measurable Objective: I.1.h (Huntsville)

By December, 2027, develop a BAT program for students at the Huntsville Campus

> **KPIs & Work Products:** WP: A BAT program that students at the Huntsville Campus can complete

Measurable Objective: I.1.i (Huntsville)

By August, 2023, develop online AAS completion processes for students who earned certificates and are on parole

> **KPIs & Work Products:** WP: Online AAS completion programs

Measurable Objective: I.1.j

By August, 2023, develop an evening/weekend Vocational Nursing program that can be completed in one year.

> **KPIs & Work Products:** WP: The existence of an evening/weekend LVN program.

Measurable Objective: I.1.k

By August, 2024 develop an evening/weekend core completion program.

> **KPIs & Work Products:** WP: The existence of an evening/weekend core completion program.

Measurable Objective: I.1.l

I.1.l By August, 2023, explore the possibility of partnering with a four-year college or university to offer a BSN on the Lee College campus.

> **KPIs & Work Products:** WP: A report describing whether it is feasible to offer a BSN in partnership with a college or university.

Measurable Objective: I.1.m

> By August, 2023, develop a complete plan for programs to be offered at the Barbers Hill branch campus.

> **KPIs & Work Products:** WP: A plan describing the programs to be offered at the Barbers Hill branch campus.

I.2 Provide services to ensure students are getting on a pathway.

Measurable Objective: I.2.a

By July 2022, develop and implement student centered onboarding.

> **KPIs & Work Products:** KPI: # of students identifying a pathway within their first semester

> **Outcome**: Objective was completed.

> **Details**: New Student Orientation was completely redesigned to include hybrid components including an online module and a live orientation event, either virtual or in-person . The number of students who have completed the redesigned NSO now exceeds 2000 since the inception of the redesigned NSO in Summer 2021. Students are very satisfied with the redesigned NSO and have shared their thoughts in surveys: "All my questions about starting college were

answered and I now have an idea of where to go for specific activities or classes" "I liked how well organized it was. I also liked how positive and welcoming the staff was. It gave me more ease and less anxiety to start my first year of college at Lee!"

Measurable Objective: I.2.b

I.2.b By May 2022, plan a comprehensive proactive advising system.

KPIs & Work Products: WP: Comprehensive advising system proposal.

Outcome: Objective was completed.

Details: Proactive advising plan was developed by Sarah Tidwell and Nicole Tunmire. The new process was piloted in the Fall semester with STEM and Process Technology students. The pro-active advising process is fully documented on SharePoint and:

1. Provides intentional curriculum and measured outcomes for each milestone advising session.

2. Is incentivized through the forthcoming co-curriculum.

3. Empowers students to self-enroll with academic plans accessible in MyPath.

4. Integrates enrollment campaigns, career planning, and co-curriculum engagement.

5. Promotes a culture of planning and intentionality.

6. Parses information into goal-related and just-in-time chunks.

7. Facilitates cross-departmental collaboration.

Measurable Objective: I.2.c

By August 2024, implement a comprehensive proactive advising system across all programs, and achieve a student : advisor ratio of 300 : 1.

KPIs & Work Products:
KPI: Student : Advisor ratio.

KPI: 80% of students will receive advising after being identified with risk factors.

KPI: 70% of students who receive advising after being identified with risk factors persist through the next fall/spring or graduate/transfer.

Measurable Objective: I.2.d

By August, 2026 develop and implement a program for incentivizing engagement with the elements of comprehensive intrusive advising: momentum, including meeting with an advisor, setting up a payment plan, enrolling full time, using tutors and SIs and mentors, getting good grades, etc.

KPIs & Work Products: KPI: the number of students who participate in the incentive plan and the number of incentives they earn.

Measurable Objective: I.2.e

I.2.e By August, 2026 develop and implement a program for maintaining a connection to students who have completed a basic certificate or stopped out and providing convenient on-

ramps to re-start and get the advanced certificate or complete their programs.

KPIs & Work Products: KPI: the number of stopped-out students to return to Lee College.

Measurable Objective: I.2.f
By August, 2021 develop and implement college retention events for working adults with children and include child-friendly activities and schedule days and times when parents can attend.

KPIs & Work Products: WP: A calendar of events for parents with children.

KPI: The number of events for parents and their children.

Outcome: Objective was completed.

Details: An engaging program of events for students who are also parents was created and implemented in 2021-2022 and will continue in future years. A few examples of programs for students parents include the Single Parent Success Program, single parent monthly support groups, WIC informational session and registration, and Parenting 101 presented by Depelchin Children's Center.

Measurable Objective: I.2.g
By August 2022, implement dual credit advising processes to ensure dual credit students file a degree plan by the second semester following the completion of 15 SCH (SB 1324).

KPIs & Work Products: KPI: % of dual credit students with 15 SCH who have selected a pathway

Outcome: Objective was completed.

Details: The dual credit advising process has been implemented to ensure that all dual credit students file a degree plan by the second semester following the completion of 15 SCH. Although filing a degree plan is an important step, in the future we plan to ensure that all dual credit students have a face-to-face advising session before they take their first dual credit course and again after they reach the 15 SCH threshold.

Measurable Objective: I.2.h
By August 2021, implement mandatory new student orientation for all new to Lee College students.

KPIs & Work Products: KPI: fall to fall persistence of new to Lee College students;

KPI: # or percentage of students completing new student orientation within 30 days of the start of the class;

Outcome: Objective was completed.

Details: The new New Student Orientation was implemented in August, 2021, and it has been very successful. See I.2.a.

Measurable Objective: I.2.i
By December, 2021 Conduct a needs analysis for Customer Relationship Management (CRM) software and recommend a software product.

KPIs & Work Products: WP: A product recommendation that is approved by Workforce, the Foundation, and Student Services.

Outcome: Objective was completed.

Details: A number of products were reviewed including extensive demonstrations for three vendors. We selected UnifyEd Admit as the best product for Lee College.

Measurable Objective: I.2.j

By December, 2022 purchase and implement the recommended CRM.

KPIs & Work Products: KPI: The number of offices with staff who are trained in the CRM. Offices should include the recruiting, advising, marketing.

Outcome: Objective was completed.

Details: A purchase order for the CRM was processed in February, 2022. Implementation has been ongoing since March, 2022. The "Initial Prospect Form" is the first application of the CRM, and it went live in November, 2022. Additional processes will be released over the next twelve months.

Measurable Objective: I.2.k

By August, 2024, develop and implement an enrollment plan to increase utilization of the Liberty Center. (This is coordinated with the creation of four programs that can be fully completed at the Liberty Center.)

KPIs & Work Products: KPI: % classroom utilization. In FY 21 utilization is roughly 90% for 7:30-10:30 am; 30% for 11:00am-2:00pm; 10% after 5:00pm.

Measurable Objective: I.2.l

By August, 2024, develop and implement a marketing campaign promoting the Liberty Center as a full-service campus serving dual-credit, degree/certificate-seeking, and non-credit students.

KPIs & Work Products: WP: A document defining the marketing campaign and copies of marketing materials.

Measurable Objective: I.2.m (Huntsville)

By August, 2025, install kiosks in the libraries in each unit where patrons can explore careers and indicate an interest in higher education.

KPIs & Work Products: KPI: Number of kiosks with appropriate software in libraries. KPI: Number of unduplicated users per semester. KPI: Number of patrons expressing interest in taking courses.

Measurable Objective: I.2.n (Huntsville)

By August 2023, enable FAFSA completion on the LaunchPad

KPIs & Work Products: KPI: Number of kiosks with appropriate software in libraries.

KPI: Number of unduplicated users per semester.

KPI: Number of patrons expressing interest in taking courses.

Measurable Objective: I.2.o (Huntsville)

By August, 2023, establish a "mobile station" that can be driven to different units to allow students to complete administrative tasks like registration, TSI, etc. electronically off-line (batch processing with a snapshot of PeopleSoft data)

KPIs & Work Products: KPI: The percentage of students registering for classes electronically.

KPI: The percentage of students taking the TSI electronically.

Measurable Objective: I.2.p (Huntsville)

I.2.p (Huntsville) By August, 2022, establish FSAIDs and provide training for Huntsville staff input financial aid information directly.

KPIs & Work Products: KPI: The number of Huntsville staff who are actively engaged in entering financial aid information directly into the system.

Outcome: Objective was completed.

Details: FSAIDs were established in Fall, 2021, and Huntsville staff have been entering financial aid information directly for the past year instead of putting data on spreadsheets and sending it to the main campus for data entry. This has improved efficiency both at Huntsville and at the main campus.

Measurable Objective: I.2.q (Huntsville)

By December, 2021, increase the number of students taking advantage of Pell Grants.

KPIs & Work Products: KPI: The percentage of Huntsville students receiving Pell Grants

Outcome: Objective was completed.

Details: Under the leadership of Felipe Leal, Director of Financial Aid, Lee College increased the number of Huntsville students taking advantage of Pell Grants to over 90%! Mr. Leal presented his work to a Second Chance Pell working group in Washington, DC and was recognized for his amazing accomplishment.

Measurable Objective: I.2.r

By August, 2024, develop and implement an advising plan for dual credit students so that all dual credit students receive face-to-face advising before their first dual-credit class and again when they have completed 15 SCH.

KPIs & Work Products: KPI: The percentage of first-time dual credit students who received face-to-face advising.

KPI: The percentage of dual credit students who received face-to-face advising after completing 15 SCH.

Measurable Objective: I.2.s

By August, 2023, complete a one-year pilot of the First Time Free at Lee program and analyze the cost and the benefit to see if it should be continued.

KPIs & Work Products: WP: A report on the effectiveness and value of the First Time Free at Lee program.

I.3 Deliver support services and programs to keep students on the pathway.

Measurable Objective: I.3.a
By September, 2021, expand our capacity to provide students with mental health counseling.

KPIs & Work Products: KPI: Number of hours of counseling provided to our students.

Outcome: Objective was completed.

Details: Our part-time mental health counselor was transitioned to full time in February, 2021, to provide additional services to students. Also, the college adopted TimelyCare, a telehealth service that provides all students with on-demand mental health counseling plus medical care and other health services.

Measurable Objective: I.3.b
By August, 2023, expand our capacity to teach students about Financial Wellness.

KPIs & Work Products: KPI: Number of students receiving financial wellness instruction in Learning Frameworks, and with one-on-one counseling.

Measurable Objective: I.3.c
By January, 2024, establish partnerships with local agencies to have them provide services on campus on a regular basis, including tax assistance, legal services, and health care.

KPIs & Work Products: WP: A set of MOUs with local agencies who will provide their services on campus on a regular basis.

Measurable Objective: I.3.d
I.3.d By August, 2024, establish a complete set of in-person student services at the Liberty Center.

KPIs & Work Products: WP: A document describing the availability of in-person student services at the Liberty Center.

Measurable Objective: I.3.f
By August 2024, implement an incentivized co-curriculum focused on building community and skills.

KPIs & Work Products: KPI: # or percentage of students completing co-curriculum milestones.

Measurable Objective: I.3.g
By January 2022, pilot an experimental Learning Frameworks course focused on self-regulated learning.

KPIs & Work Products: KPI: # or percentage of students in the course
WP: the course

Outcome: Objective was completed.

Details: Learning Frameworks was developed with a team of faculty and staff in Spring, 2021. The course was piloted in Summer, 2021. The first real sections were taught in Fall, 2021. Channell Cook was appointed division chair of Learning Frameworks, effective Fall, 2021. Division now has four full-time faculty in addition to the chair and Learning Frameworks has expanded significantly. All first-time-in-college students are required to take Learning Frameworks.

Measurable Objective: I.3.h
By August 2022, institutionalize tutors and peer educators in the Learning Hub to continue supporting gateway courses and courses with high DFW rates.

KPIs & Work Products: KPI: budget approval institutionalization of Peer Educators and Tutors

Outcome: Objective was completed.

Details: The Title V grant that built and supported the Learning Hub expired in September, 2022. The tutors and peer educators have been institutionalized and continue to support gateway courses with high DFW rates.

Measurable Objective: I.3.i
By May 2025, restructure learning support services, including the Learning Hub, Math Lab, Writing Center, Supplemental Instructors, Tutors, and Peer Mentors, to offer consistent hiring, training, reporting, and services practices.

KPIs & Work Products: WP: uniform hiring, training, and reporting process

Measurable Objective: I.3.j
By August 2025, develop a plan to increase students participating in regular physical activity or exercise.

KPIs & Work Products: KPI: # or percentage of students participating in regular physical activity or exercise

Measurable Objective: I.3.k
I.3.k By August, 2022 develop and implement an institutional aid process to preserve the course registrations of students who are very likely to receive financial aid after the official reporting day.

KPIs & Work Products: KPI: the number of students who are not dropped for non-payment and receive aid after ORD.

Outcome: Objective was completed.

Details: A process to preserve the registrations of students who were very likely to receive financial aid including the First Time Free at Lee funds was full implemented in Fall, 2022. The process prevented over 143 students from being dropped for non-payment and having to re-register or dropping out. The process contributed to record high enrollment, and is being refined for future semesters.

Measurable Objective: I.3.l
I.3.l By June, 2022 develop and implement a plan to temporarily increase staffing in student

services during the 4-week surge before the start of the fall and the 3-week surge before the start of the spring.

KPIs & Work Products: KPI: the average wait time for students to receive in-person advising/counseling

Outcome: Objective was completed.

Details: Three full-time staff who do not work in student services have been trained to support student services during the surge in registration and advising before the start of classes. This has helped reduce the amount of time students have to wait to see and advisor or register for classes.

Measurable Objective: I.3.m
By August, 2025 develop multiple paid internships in various programs.

KPIs & Work Products: WP: MOUs with internship providers.

KPI: Number of students participating in internships

Measurable Objective: I.3.n
By August, 2025 convert ten courses to Open Educational Resources to reduce the cost of text-books.

KPIs & Work Products: KPI: List of courses that have been converted.

I.4. Ensure students are learning in the pathway.

Measurable Objective: I.4.a
By August, 2023, establish and implement an annual process for faculty professional development programming based on assessment data.

KPIs & Work Products: WP: Annual report establishing professional development priorities based on assessment data and a clear schedule of programming to support those priorities.

WP: Annual survey of specific training needs.

Measurable Objective: I.4.b
By December of 2020, all full- and part-time faculty will have completed the Lee Teaching Online Certification no later than the end of the first semester they teach.

KPIs & Work Products: KPI: % of full-time & part-time faculty who have completed the LTOC in their first semester.

Outcome: Objective was completed.

Details: By the end of 2021 we were above 95% compliance with the requirement to complete the LTOC, and we have been at that level since then. We continue to work with newly hired full-time and part-time faculty to complete the LTOC.

Measurable Objective: I.4.c

By August, 2022, establish a cycle of recertification of online instructional skills.

KPIs & Work Products: WP: The plan for online skills recertification.

Outcome: Objective was completed.

Details: The Empirical Educator Center is tracking how long it has been since each faculty member completed their initial training, and they are notifying faculty who were trained more than three years ago that they need to sign up for a recertification course.

Measurable Objective: I.4.d

By August, 2023, recertifify the full-time and adjunct faculty who are due.

KPIs & Work Products: KPI: The number of faculty who completed recertification

Measurable Objective: I.4.e

By August, 2025, develop and implement a program to provide mentorship to new full-time faculty.

KPIs & Work Products: KPI: The % of new faculty who meet with their mentor at least twice in their first semester.

Measurable Objective: I.4.f

By August, 2024, develop and implement a plan to provide adjunct faculty (including dual-credit faculty) with convenient and accessible professional development.

KPIs & Work Products: KPI: The schedule of PD targeted specifically to adjunct and dual-credit faculty.

Measurable Objective: I.4.g (Huntsville)

By August, 2022, complete the evaluation of the Blackboard / Launchpad pilot.

KPIs & Work Products: WP: Report on the results of the pilot. It is assumed that the results will recommend scaling the technology.

Outcome: Objective was completed.

Details: Launchpads have been successfully implemented in three units, and they provide significant advantages in areas like automotive technology where online diagnostics and testing are important skills for students to learn.

Measurable Objective: I.4.h (Huntsville)

By August, 2024, scale the use of Launchpads to all units.

KPIs & Work Products: KPI: Percentage of students at Huntsville Campus with access to Launchpads.

Measurable Objective: I.4.i (Huntsville)

By August, 2025, collaborate with Atlo so students can access online instructional apps, e.g., Adobe

CC, HVAC control simulators, etc. CC, HVAC control simulators, etc.

KPIs & Work Products: KPI: The number of courses with course-specific applications on the Launchpad

I.5. Ensure transition to end goals.

Measurable Objective: I.5.a (Huntsville)
By August, 2022, provide a free re-entry course twice a year in all 8 units

KPIs & Work Products: KPI: The number of units with a re-entry course in fall and spring semesters

Outcome: Objective was completed.

Details: The re-entry course has been expanded to cover all eight units and is offered twice a year. Recent data suggest that rates of post-release employment have increased since the course was introduced.

Measurable Objective: I.5.b (Huntsville)
By August, 2023, establish an office providing individualized services to alumni on parole and connecting them with resources

KPIs & Work Products: KPI: The number of unduplicated returning citizen using this service.

KPI: The number of referrals made by the service.

II.6. Non-student facing.

No objectives for this pillar

II. Equity

This strategic goal is similar to Student Success in that it consists of strategies to help students/learners achieve their educational goals, but the strategies focus on providing equitable outcomes regardless of race/ethnicity, gender, age, sexuality, or other characteristics.

2027 Equity Targets for Degree- and Certificate-Seeking Students:

1. The race/ethnicity, gender and socioeconomic status of regular-admission[1] and dual credit students from each ISD[2] will be mirror[3] the race/ethnicity and gender of the general student population at each ISD.
2. Differences in fall-to-fall retention and graduation rates[7] for regular-admission[1] full-time[4] and part-time[5] first-time-in-college[6] students based on race/ethnicity, gender and socioeconomic status will be less than 15%.

2027 Equity Targets for Employees:

3. The college will strive to have the race/ethnicity and gender of full-time and part-time faculty, classified staff, and exempt staff reflect the race/ethnicity and gender of degree- and certificate-seeking students.

2027 Equity Targets for Small Business Owners:

4. Minority- and woman-owned business owners will account for 10% of the business owners served by the SBDC.

NOTES

Footnotes:
1. Regularly admitted students are degree- and certificate-seeking students who are not currently enrolled in high school and are not incarcerated.
2. Each ISD includes the 15 ISDs in our service area.
3. The race/ethnicity and gender of one group "mirrors" a second group if the disaggregated populations differ by less than five percentage points. For example, if one group is 45% Hispanic and the second group is 41% Hispanic then the two groups mirror each other with respect to Hispanic members.
4. Full-time students are students who enrolled in at least 12 SCH as of ORD in their first regular semester (fall or spring) of college. A student is classified as full-time even if they enroll in less than 12 SCH in subsequent semesters. Enrollment intensity is based on the first semester in college only.
5. Part-time students are students who enrolled in less than 12 SCH as of ORD in their first regular semester (fall or spring) of college. A student is classified as part-time even if they enroll in 12 SCH or more in subsequent semesters. Enrollment intensity is based on the first semester in college only.
6. First-time-in-college students are regularly admitted students who have not enrolled in college credit courses since finishing high school.
7. Graduation rates are determined based on 150% of the time to graduation. A full-time student who takes three years to complete a 2-year degree is considered on time. A full-time student who takes 18 months to complete a one-year certificate is considered on time.

STRATEGIES

II.1 Create coherent pathways leading to student goals.

No objectives for this pillar

II.2 Provide services to ensure students are getting on a pathway.

Measurable Objective: II.2.a
By August, 2023 develop and implement a communication plan specifically for prospective and current CTE students to ensure diverse backgrounds, identities and experiences are reflected with respect and authenticity.

KPIs & Work Products: WP: Examples of media collateral.

KPI: The number of events, e.g., career fairs, where we employ these new media. Note that most of our CTE faculty are retirees, and hiring practices for their generation of workers was not diverse.

NOTES

Measurable Objective: II.2.b
By August 2027 develop and implement policies and procedures for periodic review of the college's physical appearance and its representation in media to ensure diverse backgrounds, identities and experiences are reflected with respect and authenticity.

KPIs & Work Products: WP: Written policies and procedures to review the college's appearance and representation in media.

WP: Written reports resulting from reviews of the college's appearance and representation in media.

NOTES

II.3 Deliver support services and programs to keep students on the pathway.

Measurable Objective: II.3.a

II.3.a By August, 2023, complete the renovation of an appropriate space for the Student Resource and Advocacy Center.

KPIs & Work Products: WP: The renovated facility that will house the Student Resource and Advocacy Center.

NOTES

Measurable Objective: II.3.b

By December, 2023, stock the Student Resource and Advocacy Center and open it to students.

KPIs & Work Products: WP: A fully stocked Center with regular operating hours. Products include food, clothing, hygiene products and products for babies. Services include mental health counseling, financial counseling, emergency monetary assistance, emergency housing, social service referrals, and rapid employment services.

NOTES

Measurable Objective: II.3.c

II.3.c By June, 2023, develop and implement a joint program with the Office of Transition and Career Services to find immediate employment for students in financial crisis.

KPIs & Work Products WP: A written set of policies and procedures for finding immediate employment for students in financial crisis.

NOTES

Measurable Objective: II.3.d
By January, 2022, establish and fund an Emergency Fund for students in financial crisis.

KPIs & Work Products: WP: A written set of policies and procedures for awarding emergency aid.

Outcome: Objective was completed.

Details: Emergency aid procedures were developed and implemented to distribute CARES funding, GTF and JP Morgan Chase Inc. grant funding, and Foundation funding. A centralized application form was created and is available on the college web page to provide access to multiple types of funding. In Fall 2021, 52 students received over $12,000 in emergency aid funding. In spring 2022, over $22,000 was allocated to 88 individual students. In summer 2022, nearly 50 students received over $25,000 in emergency aid funding.

NOTES

Measurable Objective: II.3.e
By January, 2022, develop and implement an expanded child care assistance program.

KPIs & Work Products: WP: A written set of policies and procedures for awarding child care assistance to any student, not just Perkins students.

Outcome: Objective was completed.

Details: An expanded child care program was developed and implemented in January, 2022. Childcare assistance is now available to any enrolled student at Lee College and is paid directly to a licensed provider of the student's choice. In the 21-22 academic year, 92 families received over $95,000 in childcare assistance.

NOTES

Measurable Objective: II.3.f
By January, 2022 establish a physical office for Equity and Anti-Racism.

KPIs & Work Products: KPI: Whether or not a physical office is established.

Outcome: Objective was completed.

Details: The office of the Chief Equity Officer was established in January, 2021. An adacent room was refurnished and now serves as a resource room and lounge for students.

NOTES

Measurable Objective: II.3.g
By December, 2020 establish an Equity and Anti-Racism Steering Committee that includes broad representation from across campus and meets regularly to establish the equity and anti-racism agenda for the college.

KPIs & Work Products: WP: Minutes of steering committee meetings.

Outcome: Objective was completed.

Details: Equity and anti-racism committee that met throughout 2020-2021 evolved into a council that meets quarterly. A sub-committee evolved into the leadership team for the Racial Equity and Leadership Academy (RELA), which continues to meet regularly and set the agenda for the college in partnership with the Council and DEI Community of Practice cohorts.

Measurable Objective: II.3.h
By December, 2020 develop ongoing professional development for faculty and staff regarding equity and anti-racism.

KPIs & Work Products: WP: List of PD events.

Outcome: Objective was completed.

Details: Equity and anti-racism steering committee met throughout 2020-2021. The steering committee evolved into the leadership team for the Racial Equity and Leadership Academy (RELA), which continues to meet regularly and set the agenda for the college.

NOTES

Measurable Objective: II.3.i

By December, 2020 develop and implement a process for assessing equity as part of the assessment of learning outcomes for all faculty.

KPIs & Work Products: WP: A standard report for faculty that includes measures of equity.

Outcome: Objective was completed.

Details: A standard report has been developed that shows gaps in student success based on race/ethnicity, gender and socioeconomic status. Reports are currently in use.

NOTES

Measurable Objective: II.3.j

By December, 2020 develop, administer and analyze the results of a Campus Climate survey.

KPIs & Work Products: WP: Report on the Campus Climate Survey Results.

Outcome: Objective was completed.

Details: The campus climate survey was administered in Fall, 2020. Response rate was very good. Analysis was completed and distributed to the campus. The results of the survey have guided the equity work for the past two years.

NOTES

Measurable Objective: II.3.k

II.3.k By August 2021, develop and implement a program to coordinate, expand, and increase the visibility of heritage month programs and events.

KPIs & Work Products: WP: A written plan to expand heritage month programming.

Outcome: Objective was completed.

Details: Heritage month programs have expanded with the reduction of COVID restrictions. We now hold events for Black History Month, Women's History Month, Hispanic Heritage Month, Transgender Awareness Week, etc.

NOTES

Measurable Objective: II.3.l

By August, 2022 establish a dedicated and visible resource center in the library focusing on equity and anti-racism.

KPIs & Work Products: WP: The resource center itself.

Outcome: Objective was completed with modifications.

Details: The Common Grounds Resource Room, which is adjacent to the office of the chief equity officer, features DEI books and resources that are developed in collaboration with the library.

NOTES

Measurable Objective: II.3.m

By August, 2024, recruit students as researchers in the Office of Equity and Anti-Racism to work on various projects such as researching DEI practices, programming and websites of other community colleges and supporting cultural awareness events.

KPIs & Work Products: WP: Research reports produced by the student research team

KPI: The number of student researchers working in the Office of Equity and Anti-Racism

NOTES

Measurable Objective: II.3.n

By August, 2024 develop and implement an ongoing communication plan so students and employees are aware of the college's commitment to equity and anti-racism, the Equity and Anti-Racism office, and the services it provides.

KPIs & Work Products: WP: The communication plan and examples of collateral to support the plan, e.g., Web pages.

KPI: The number of students and employees served

NOTES

Measurable Objective: II.3.o

By August, 2025, complete a comprehensive review and revision of all course curricula to ensure inclusive curricula in all courses across campus.

KPIs & Work Products: WP: Report on changes to curricula.

KPI: % of students who respond positively to questions on the Campus Climate survey in the inclusive curricula dimension.

KPI: Number of faculty attending professional development on inclusive curricula

NOTES

II.4. Ensure students are learning in the pathway.
No objectives for this pillar

II.5. Ensure transition to end goals.
No objectives for this pillar

II.6. Non-student facing.
No objectives for this pillar

NOTES

III. Caring Community

This strategic goal has three parts: ensuring respectful, caring and supportive interpersonal experiences between faculty, staff, students, families, visitors, etc.; creating, utilizing, and maintaining user-friendly processes and procedures; and arranging the physical places where people work, study, collaborate and perform other activities so that they contribute to a positive and satisfying experience.

2027 Caring Community Targets:

1. The SENSE Standardized Benchmark for Early Connections will be at or above the 50th percentile.
2. The CCSSE Standardized Benchmark for Student-Faculty Interaction will be at or above the 55th percentile.

STRATEGIES

III.1 Create coherent pathways leading to student goals.

No objectives for this pillar

III.2 Provide services to ensure students are getting on a pathway.

No objectives for this pillar

III.3 Deliver support services and programs to keep students on the pathway.

Measurable Objective: III.3.a
III.3.a By August, 2022, Engage with an external organization to evaluate our customer service practices, and develop and implement a plan to unify all campus employees around a customer service model that promotes student success.

KPIs & Work Products: WP: The plan to improve customer service.

Outcome: Objective completed.

Details: Twelve Quality Service Coaches were selected to participate in a set of online modules of quality service training through the Disney Institute. This group included representatives from many student affairs departments, IT, HR, and Workforce & Community Development. While completing the online modules, the Quality Service Leadership Team met monthly from November 2021 to January 2022 to develop a framework for moving the needle on service experiences at Lee College.

On February 18, 2022, the Quality Service Coaches led over 100 of their colleagues in a three-hour professional development titled "Quality Service for the Ideal Student Experience." This highly interactive event invited participants to reflect on their purpose and how places, processes, and people impact the service moment.

In the two weeks following the launch event, departments from student affairs, retention and transition, HR, IT, and others met with their assigned Quality Service Coaches. At these meetings, each team selected internal team captains, set two service goals, and created 90-day action plans for accomplishing the goals by Summer 2022.

Measurable Objective: III.3.b

By August, 2022, design, produce, and install banners on outdoor light poles that feature faculty and students with messages that are welcoming and encouraging. Also, design, produce and install posters for the interior walls of at least two buildings that feature famous and historical figures with messages that are welcoming and encouraging.

KPIs & Work Products: WP: External banners on light poles and internal posters on the walls of at least two buildings.

Outcome: Objective completed.

Details: Twenty banners were installed on outdoor light poles. Over twenty posters were installed in John Britt Hall and Bonner Hall.

Measurable Objective: III.3.c

By May, 2022, conduct research on the brand attributes of Lee College and make a recommendation to the Board regarding the need to change our mascot to more closely align with brand attributes.

Outcome: Objective completed.

Details: The Board requested research and a recommendation on the mascot in March, 2021. Quantitative and qualitative research was conducted in Fall, 2021 and Spring, 2022. Analysis of the results indicated that the desired brand attributes of the college would be better supported with a different mascot. A recommendation to change the mascot to The Navigators was brought to the Board and approved in July, 2022. Development of the mascot costume and visual representations is ongoing.

Measurable Objective: III.3.d

By January, 2023, Caring Community Standards will be worn along with ID badges by all college employees.

KPIs & Work Products: WP: production and distribution of Quality Service Standard cards

Measurable Objective: III.3.e

By August, 2023, develop and implement quality service training modules for all new employees.

KPIs & Work Products: WP: Quality Service training embedded in new employee orientation

Measurable Objective: III.3.f

By August, 2024, institutionalize ongoing training for new Quality Service Coaches

KPIs & Work Products: WP: Annually train 3-5 new employees to be Quality Service Coaches

Measurable Objective: III.3.g

By January, 2025, develop quality service modules for refresher course and timeline for semesterly coaching and goal setting.

KPIs & Work Products: KPI: 85% of Lee College all Lee College employees complete Quality Service refresher course.

KPI: 90% of departments will participate in Quality Service Coaching and Goal Setting

Measurable Objective: III.3.h
By August, 2023, update all campus signage for clear and safe navigation.

KPIs & Work Products: WP: update of all campus signage for clear and safe navigation.

III.4. Ensure students are learning in the pathway.

No objectives for this pillar

III.5. Ensure transition to end goals.

No objectives for this pillar

III.6. Non-student facing.

Measurable Objective: III.6.a
By January, 2023, the Lee College Common Purpose will be clearly displayed on the college web-page and promoted throughout campus.

KPIs & Work Products: WP: website updated to reflect common purpose.

WP: production of campus signage and promotional materials for the common purpose

Measurable Objective: III.6.b
By January, 2026, all areas of campus establish and publish clearly defined processes.

KPIs & Work Products: WP: internal SharePoint site for Lee College procedures

IV. Community Engagement

This strategic goal focuses on engaging partners outside the campus to create mutually beneficial relationships with external stakeholders.

2027 Community Engagement Targets:

1. At least eight of the ISDs in our service area will actively participate in career exploration programs.
2. Authentic measures of the labor market outcomes of Lee College graduates will be readily available using data sharing agreements with the Texas Workforce Commission and the Texas Department of Criminal Justice.

STRATEGIES

IV.1 Create coherent pathways leading to student goals.

Measurable Objective: IV.1.a
By August 2022, establish an MOU with Texas Workforce Commission to receive salary data that will be provided as a key attribute of each pathway

> **KPIs & Work Products:** WP: Accurate salary data of Lee College graduates by program.

> **Outcome**: Objective was completed.

> **Details**: A data sharing contract with the TWC was executed in March, 2022. The first data set containing 1.3M wage records was received in June, 2022. The first presentation showing the earnings of Lee College Huntsville graduates was given at the Texas Correctional Education Conference in September, 2022, and attracted attention from the Vera Institute of Justice and the Texas Appleseed Foundation.

IV.2 Provide services to ensure students are getting on a pathway.

Measurable Objective: IV.2.b
By August, 2022, re-start career exploration programs for 8th graders (that were cancelled during the past two years due to COVID.)

> **KPIs & Work Products:** KPI: The number of 8th grade students participating in career exploration.

> **Outcome**: Objective was completed.

> **Details**: We had 580 high school students participate in the Rice Festival welding competition 9/23/2022. We had 150 8th grade students participate in Manufacturing Day 10/7/2022. Plans are underway for Tech Night in the spring of 2023.

Measurable Objective: IV.2.c
By August, 2022 conduct a needs analysis of high school counselors to understand how we can support them in their work to advise students into different programs.

KPIs & Work Products: WP: A planning document that will indicate how we can meet the needs of high school counselors.

Outcome: Objective was completed.

Details: The Guided Pathways co-leads met with high school counselors from all of the ISDs in our service area and developed endorsement-to-pathways plans that will be used to advise students into different programs.

Measurable Objective: IV.2.d
August, 2023, develop and implement a system for transferring data on all current high school students from ISDs in our service area into PeopleSoft

KPIs & Work Products: KPI: % of high school students whose data are transferred into People-Soft.

Measurable Objective: IV.2.e
By August, 2027 develop and implement policies and procedures to maintain a program of public events that represent diverse backgrounds, identities and experiences with respect and authenticity.

KPIs & Work Products: WP: A calendar of public events reflecting diversity.

KPI: The number of people (students, employees, public) that attend the events.

Measurable Objective: IV.2.g
By August, 2021 conduct market research to understand why students in our service area do or do not come to Lee College.

KPIs & Work Products: WP: The market research survey, the results, and the analysis.

Outcome: Objective was completed.

Details: Quantitative study was conducted in Fall, 2021. Analysis was completed in December, 2021. Qualitative study was conducted in February, 2022. Analysis was completed in March, 2022. Results are being used to guide our marketing plans.

Measurable Objective: IV.2.h
By August, 2025 develop a comprehensive plan for establishing engaging with all communities in our service area

KPIs & Work Products: WP: A proposal for community engagement.

IV.3 Deliver support services and programs to keep students on the pathway.

No objectives for this pillar

IV.4. Ensure students are learning in the pathway.

No objectives for this pillar

IV.5. Ensure transition to end goals.

Measurable Objective: IV.5.a (Huntsville)

By August, 2024, develop articulation agreements for BAT or BAAS programs with partner institutions for students after they are released.

KPIs & Work Products: WP: Articulation agreements.

Measurable Objective: IV.5.b (Huntsville)

By August, 2022, establish an office to develop and maintain a network of employers in Houston and DFW focusing on 7 or 8 key trades

KPIs & Work Products: WP: Directory of employers.

Outcome: Objective was completed.

Details: The Office of Reentry Services has developed a catalog of over 300 employers, mostly in Houston and Dallas-Fort Worth that they use to connect alumni who are on parole with job opportunities.

IV.6 Non-student facing

Measurable Objective: IV.6.a

By December, 2022, expand the number of community connections in the Liberty area through the development of cooperative programming.

Outcome: Objective was completed.

Details: In May, 2022, Lee College organized the Dancing with our Stars fundraiser in the Dayton Community Center, which raised $143K and was supported by many local organizations. In August, 2022, Lee College conducted the Back to School Bash that attracted over 200 people and involved multiple partners including Texas A&M Agrilife Extension Office, Trinity Valley Food Bank, and about ten more. In October, 2022, Lee College hosted a booth and participated in the parade for the TVE Expo and Rodeo. In November, 2022, a Health Summit was held at the Dayton Community Center, and Lee College participated and provided video recording."

V. Institutional Effectiveness

This strategic goal focuses on strategies that measure the performance of the college's programs and services and using those measures to improve the quality and efficiency of the college.

STRATEGIES

V.1 Create coherent pathways leading to student goals.

No objectives for this pillar

V.2 Provide services to ensure students are getting on a pathway.

No objectives for this pillar

V.3 Deliver support services and programs to keep students on the pathway.

Measurable Objective: V.3.a
By December, 2020 and every three years thereafter: Conduct the Campus Climate survey and use the results to inform the prioritization of student services and changes to instruction.

KPIs & Work Products: WP: The results of the Campus Climate survey;

WP: PD sessions on survey results.

Outcome: Objective was completed.

Details: The Campus Climate survey was developed and conducted in Fall, 2020. It will be repeated every three years.

Measurable Objective: V.3.b
By December, 2021 and every three years thereafter: Conduct the CCSSE and SENSE and use the results to inform the prioritization of student services and changes to instruction.

KPIs & Work Products: WP: The results of the CCSSE and SENSE;

WP: PD sessions on survey results.

Outcome: Objective was completed.

Details: The SENSE was conducted in Fall, 2021, and the CCSSE was conducted in Spring, 2022. The surveys will be repeated every three years.

Measurable Objective: V.3.c
By May, 2023 and every three years thereafter: Conduct a Financial Wellness survey and use the results to inform the prioritization of student services and changes to instruction.

KPIs & Work Products: WP: The results of the Financial Wellness survey;

WP: PD sessions on survey results.

Measurable Objective: V.3.d

By August, 2022, purchase and implement Zogotech, a data warehouse product that will allow us to efficiently analyze the student experience using combined data from PeopleSoft, Blackboard, National Student Clearinghouse, THECB and other sources.

> **KPIs & Work Products:** WP: The implementation of Zogotech.

> **Outcome**: Objective was completed.

> **Details**: Zogotech was purchased in September, 2021. Technical kickoff was in October. Technical integration was completed by November. Deployment kickoff was in December, 2021. Deployment was completed by April, 2022. System is now fully operational. We continue to develop reports for various areas.

Measurable Objective: V.3.e

By August, 2023, implement an annual review process for all non-academic business units.

> **KPIs & Work Products:** WP: Written annual reviews for all business units.

Measurable Objective: V.3.f

By August, 2023, implement an annual review process for all academic divisions.

> **KPIs & Work Products:** WP: Written annual reviews for all academic divisions.

V.4. Ensure students are learning in the pathway.

Measurable Objective: V.4.a

By June, 2023, regularly collect comprehensive assessment data from full-time and adjunct faculty.

> **KPIs & Work Products:** KPI: % of full-time faculty who submit assessment data on all of their courses each semester.

> KPI: % of adjunct faculty who submit assessment data on all of their courses each semester.

Measurable Objective: V.4.b

By August, 2023, implement a classroom observation process.

> **KPIs & Work Products:** KPI: % of full-time faculty who have documented observations each year.

> KPI: % of part-time faculty who have documented observations each year.

Measurable Objective: V.4.c

By August, 2024, ensure broad participation in the end-of-semester course evaluation.

> **KPIs & Work Products:** KPI: % of students responding.

Measurable Objective: V.4.d

By May 2024, develop and implement a set of course evaluation questions that are focused on distance learning.

Measurable Objective: V.4.e

By August 2023, implement a review cycle for online course design, and begin the first cycle of reviews.

KPIs & Work Products: KPI: The number of courses that have gone through the review process.

V.5. Ensure transition to end goals.

V.5.a (Huntsville)

By December, 2022, develop longitudinal reports on job placement and continuing education based on TWC and Clearinghouse data

KPIs & Work Products: WP: Longitudinal job placement and continuing education reports.

Outcome: Objective was completed.

Details: A report on job placement based on longitudinal wage data was presented at the 2022 Texas Correctional Education Conference in September, 2022.

VI. Legacy

This strategic goal focuses on strategies that prepare the college for the future ten or twenty or fifty years from now.

2027 Legacy Targets

1. Resolve the issues surrounding the need expressed by Barbers Hill ISD to provide a local instructional location.
2. Be prepared to present the case for a bond election to address aging infrastructure.
3. Make plans to establish an instructional location in the Dayton area to meet the anticipated needs of this fast growing area.
4. Foundation targets?

STRATEGIES

VI.1 Create coherent pathways leading to student goals.

No objectives for this pillar

VI.2 Provide services to ensure students are getting on a pathway.

Measurable Objective: VI.2.a
By December, 2025, complete a feasibility study of establishing remote college classrooms in high schools, community centers, business/industry facilities, housing authority apartment meeting rooms, etc. for day and/or evening classes.

KPIs & Work Products: WP: A written report.

VI.3 Deliver support services and programs to keep students on the pathway.

Measurable Objective: VI.3.a
By December, 2022, expand our capacity to provide professional training by renovating the space at McNair formerly occupied by cosmetology and creating a cutting-edge training facility.

KPIs & Work Products: WP: A completed renovation

Outcome: Objective was completed.

Details: Renovation of the former cosmetology space at the McNair Center to create a state-of-the-art corporate training center was completed in November, 2022. The project used $1.5M in CARES funding. The new space is attracting attention from several corporate partners including ExxonMobil.

VI.4. Ensure students are learning in the pathway.

Measurable Objective: VI.4.a
By December, 2023, prepare a Strategic Instructional Plan.

KPIs & Work Products: WP: The completed plan.

VI.5. Ensure transition to end goals.

No objectives for this pillar

III.6. Non-student facing.

Measurable Objective: VI.6.a
By December, 2026, produce a plan in collaboration with Barbers Hill ISD to address the need for a local instructional site.

KPIs & Work Products: WP: A plan to address the needs for a local instructional site.

Outcome: Objective was completed significantly ahead of schedule. A breakthrough was make possible by the steady development of a trusting relationship between Lee and BHISD, and it was triggered by changes in legislation that increased the attraction of funding a branch campus.

Details: A plan to develop a Barbers Hill branch campus funded by a $0.05 maintenance tax has been created. The plan has a very compressed timeline and is being executed with close personal attention from the BHISD superintendent and the Lee College president.

Measurable Objective: VI.6.b
VI.6.b By December, 2023, identify potential locations for a branch campus in the Dayton area.

KPIs & Work Products: WP: A report showing potential locations for a branch campus.

Measurable Objective: VI.6.c
By December 2025, build unrestricted cash reserves to equal 4 to 6 months of operating expenses.

KPIs & Work Products: KPI: The amount of unrestricted cash reserves.

Outcome: Objective was completed three years ahead of schedule.

Details: Goal was reached three years ahead of schedule. The original plan was to grow the reserves by about $2M per year, but due to careful resource management and strong enrollment relative to expectations, we were able to reach the target in 2022.

Measurable Objective: VI.6.d
By August, 2022, renovate the vacant salon at 650 W Texas into a cosmetology classroom.

KPIs & Work Products: WP: The completed classroom

Outcome: Objective was completed.

Details: The vacant building was fully renovated before the start of the Fall semester, and cosmetology classes are now being conducted there.

Measurable Objective: VI.6.e

By December, 2022, renovate the corner building at 700 W Texas Ave (next to the Lofts) to serve as a warehouse and distribution center for textbooks and instructional materials.

KPIs & Work Products: WP: The renovated space.

Outcome: Objective was completed.

Details: The renovation ran into significant unexpected complications because the plumbing beneath the slab was unsalvageable and had to be completely replaced. Nevertheless, the project has been completed and the space is serving the needs of the virtual bookstore.

Measurable Objective: VI.6.f

By May, 2022, renovate a portion of Moler Hall to house the Student Activity Center while the Student Center is being renovated.

KPIs & Work Products: WP: The renovated space.

Outcome: Objective was completed.

Details: The renovation ran smoothly and opened to students right after the end of the spring semester so there was no interruption in the availability of the student activities space while the Student Center is being renovated.

Measurable Objective: VI.6.g

By December, 2021, secure a lease for office space in the retail strip next to the San Jacinto Shopping Mall and renovate the space for the Educational Opportunity Center (funded by Title V through 2028).

KPIs & Work Products: WP: The renovated space.

Outcome: Objective was completed.

Details: The EOC moved into the new space in April, 2022.

Measurable Objective: VI.6.h

By August, 2022, renovate the nursing building to double the college's capacity to train RNs and LVNs.

KPIs & Work Products: WP: The renovated space.

Outcome: Objective was completed.

Details: The renovation was a success; the new space is amazing! Lee College received recognition from local and national press for doubling its capacity to train nurses. We conducted tours and held a ribbon-cutting that attracted leaders from the community. The new space supports an innovative integrated curriculum that is needed to prepare our students for the new Next Gen NCLEX licensing exam.

Measurable Objective: VI.6.i

By August, 2021, renovate The Lofts at 700 W Texas for Athletes' Apartments.

KPIs & Work Products: WP: The renovated space.

Outcome: Objective was completed.

Details: The renovation was a success, including the installation of new stairways to meet code. Athletes are now living in the lofts, and it is much better than the previous arrangement of housing them in a hotel. We have an apartment in The Lofts for a Resident Advisor (who will also be an assistant coach) to supervise the living space.

Measurable Objective: VI.6.j

By August, 2022, knock down the Pruitt House.

KPIs & Work Products: WP: The cleared lot.

Outcome: Objective was completed.

Details: The Pruitt House was demolished in the summer of 2022 and the lot has been cleared.

Measurable Objective: VI.6.k

By January, 2022, evaluate the vacant lot behind (north of) the property at 700 W Texas Ave and purchase it if it is a good value.

KPIs & Work Products: WP: The purchased lot (if it is a good value for the college)

Outcome: Objective was completed.

Details: The vacant lot was evaluated and deemed a good value for the college for a potential parking lot or other use. The lot was purchased in Spring, 2022.

Measurable Objective: VI.6.l

By August, 2022, renovate the back building at the Liberty Center to serve as a new dual-credit location for the Cosmetology Program.

KPIs & Work Products: WP: The renovated space.

Outcome: Objective was completed.

Details: The back building at the Liberty Center was renovated into a state-of-the-art cosmetology classroom with 25 styling stations as well as stations for nails, facials, hair dryers, shampooing, etc. Classes in the new space started in Fall, 2022.

Measurable Objective: VI.6.m

By August, 2023, renovate the Student Center to house the new Student Resource and Advocacy Center (SRAC), the Learning Hub, Student Activities, Recruiting, the First Year Experience, and Student Clubs.

Measurable Objective: VI.6.n

By August, 2025, demolish TV-10 to leave a clear lot for future development.

Develop a performing arts center concert series that becomes part of our identity.

Measurable Objective: VI.6.o

By December, 2024, prepare a Facilities Strategic Plan based on the Instructional Strategic Plan (Objective VI.4.a).