

Planning for the Next LCTCS Strategic Direction

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September/October 2021 Strategic Planning Meetings and Board Update

A review of the steps taken thus far took place. The recommendation was made to have one common system promise to the people of Louisiana that focuses on establishing targets around Educational Attainment that include quantity, quality, and equity components. This would be complimented by college leaders determining additional specific strategies and targets to support the unique needs of each college and its community focusing on Maximizing Student Access and Success, Enhancing Community Connectivity, and Strengthening Organizational Effectiveness and Sustainability.

Subsequent data review occurred for each of the components of the next strategic direction focusing on educational attainment: quantity, quality, equity. For quantity, educational attainment within the state over the years was reviewed along with our internal data from Our Louisiana 2020 Goal 1 (Double Graduates and estimates from the Board of Regents' Louisiana Prospers Master Plan. For quality, data reviewed included the LWC Star Ratings for graduates over the years and average earnings of graduates. The equity conversation included a review of differences in educational attainment levels by race and parish along with an internal review of the proportion of students enrolled and graduated who are minority, female, Pell eligible, from rural communities, first generation college students.

A number of graduates who will have a certain level of earnings will be determined along with populations of focus at each institution in an effort to impact diversity, equity, and inclusion.

August 2021 LCTCS Board Meeting Update

In 2014, this board approved Our Louisiana 2020, a bold plan to accomplish 6 goals: Double Graduates, Double Earnings, Quadruple Transfers, Double Students Served, Quadruple Partnerships, Double Assets.

Lot of great work meeting these goals occurred. 4 of the 6 were met and great improvement was made to maintain our enrollment level and to increase graduates from 19k to 34k a year. The full results can be seen at <https://www.lctcs.edu/our-louisiana/ourla2020>

With this work, we learned many lessons, especially dealing with our data challenges overall considering the importance of properly identifying definitions and the processes for collecting and disseminating this information so that it influences other sources that could benefit from recording some of our work. Looking at the future of our strategic direction, we learned that broader involvement is needed in the development of the next set of goals.

A diverse group of individuals from various levels at our colleges met over the last academic year to discuss what our commitment to the people of Louisiana could be in our next strategic direction. A focus on equity and inclusion has been at the heart of the conversations. The group made recommendations of over 30 items that were collapsed into themes: 1) Maximizing Student Access and Success and 2) Enhancing Community Connectivity.

The next steps include narrowing this down into a promise that we, as a system of colleges, can make to the people of this state. The target presentation of the final recommendations to this board is during the strategic planning session in October with a request for final approval during the December board meeting.

Summer 2021 Summary

Condensed to following themes:

1) Maximizing Student Access and Success

- Diversity and equity (inclusion)
- Student earnings
- Completion Rates/Graduation Rates/Increased IBCs
- Enhance enrollment

2) Enhancing Community Connectivity

- Number of overall training hours provided
- Business and Industry partnerships
- Equity in contracted supplies, services (% of minority businesses securing contracts)

Spring 2021 Summary

Initial Themes:

1. Maximize student success
2. Advance student equity
3. Ensure student access
4. Enhance community connections
5. Strengthen organizational effectiveness and sustainability

Condensed to following:

1) Maximize Student Access and Success

- Diversity and equity (inclusion)
- Increase numbers of first-time freshmen/First in family to attend
- Maintain # of eligible students returning Retention <use Lumina benchmarks>

- Increase enrollment in WorkReady U. Track progression, numbers enrolling in other community college programs, occupational certifications
- Student earnings
- Minority participation in “value” programs
- Completion Rates/Graduation Rates/Increased IBCs
- Enhance enrollment
- Transfer rates
- Capture and promote alumni data/stories (Quantitative and Qualitative)
- Capture student participation and completion via mobile labs (outreach)
- Enhance student affordability (some concerns expressed here given sustainability issues)
- Track OER and telemedicine outcomes

2) Enhancing Community Connectivity

- Number of overall training hours provided
- Business and Industry partnerships
- Strengthening K-12 and university pathways
- Responsiveness to community needs articulated through EDO’s/Chambers
- Scholarships and fundraising (total efforts), also measure investments made
- Contributions of colleges to other state needs (ie help with hurricane response; COVID via masks, respirators; use of facilities)
- Volunteer efforts of faculty and students
- Equity in contracted supplies, services (% of minority businesses securing contracts)

3) Strengthening Organizational Effectiveness and Sustainability

- Cost per credit hour production
 - Class/Section
 - Course
 - Program
 - Campus/Site
 - College
- Enrollment
 - Retention
 - Spring/Summer to Fall
 - Fall to Spring
 - Fall to Fall
 - Minimum/average number of students in course sections
 - Enrollment ratio/course fill rate
 - Average SCH enrollment per student
 - Persistence
 - Conversion rate
 - Average SCH’s
- Cost benefit/revenue analysis of individual instructional programs
 - Non-credit/contract/customized training – revenue over expenses/cost recovery

Fall 2020 Summary

The main purpose is to: **Increase educational attainment with diversity and equity in mind.** This can include the completion of industry credentials, degrees, high school equivalency.

The rest of the suggestions can be split into two categories: strategies and quality assurance

There are various **strategies** that have been mentioned in our discussions that lead to increasing educational attainment:

- Increase enrollment
 - Expand dual enrollment
 - Expand affordability, affordable learning, institutional aid
- Increase retention
 - Reduce number of students stopping out
 - Enhance student satisfaction
 - Evaluate student progression toward goal
- Increase transfers
 - Track graduation after transfer
 - Use reverse transfer mechanisms
- Expand professional development for faculty and staff
- Integrate Academics, Workforce, WorkReadyU
 - Evaluate performance gains
 - Expand high school equivalency with industry credentials
 - Establish pathways across student populations
- Expand support services beyond classroom
 - Increase foundation assets to invest in scholarships and other support
 - Provide additional support such as transportation, childcare, nutrition, mental health, etc.

There are various items mentioned in our conversations that speak to assessing **quality** of our goal and actions:

- Graduate employability, placement rate, and earnings
- Analyze and evaluate data
 - Offer transparency and visibility of goals
 - Review student type from a diversity, equity, and inclusion lens
 - Comparison of demographics of student enrollment, completers, and community characteristics
 - Examine success rates of underserved populations (minority, rural, etc.)
 - Compare against national benchmarks and national peers
- Ensure employer needs are being met
 - Expand industry partners
 - Evaluate employment aligned with training
 - Proportion of graduates aligned with 3-star jobs or higher
- Efficient processes

Chancellors

Name	College
Willie Smith	Baton Rouge Community College
Rick Bateman	Bossier Parish Community College
Jimmy Sawtelle	Central Louisiana Technical Community College
Larissa Steib	Delgado Community College
Tina Tinney	Nunez Community College
Kristine Strickland	Fletcher Technical Community College
Randy Esters	Louisiana Delta Community College
Earl Meador	Northwest Louisiana Technical College
William Wainwright	Northshore Technical Community College
Jim Carlson	River Parishes Community College
Vincent June	South Louisiana Community College
Neil Aspinwall	SOWELA Technical Community College

Taskforce 2020-2021

Member	Organization	Position
Paul Price	LCTCS	Board Chair
Willie Mount	LCTCS	Board First Vice Chair
Neil Aspinwall	SOWELA	Chancellor
Dennis Epps	LCTCS	LCTCS Staff
René Cintrón	LCTCS	LCTCS Staff
Heather Poole	CLTCC	Student Affairs FG & Inst. Advanc. FG
Andrea Simien	NCC	Inst. Research FG
Sharonda Mikle	BPCC	Assistant Dean, Behavioral and Social Sciences
Chandler LeBoeuf	FTCC	Instl. Advanc. FG & Workforce FG
Jermaine Ford	SLCC	Workforce FG
Marc Chauvin	NTCC	Fiscal Affairs FG
Brad Masters	LDCC	IT FG
Phil Smith	BRCC	Instl. Advanc. FG
Joshua Turner	CLTCC	Student
Hala Gheriani	BRCC	Business Faculty
Connie Chemay	RPCC	Instructor and Librarian
Peter Cho	DCC	Executive Dean, West Bank Campus
Treva Askey	NLTCC	Adult Ed FG
Maria Cisneros	DCC	DEI Taskforce & College Registrar