Building Momentum in Education Through Innovation and Service

VISION 2022

STRATEGIC PLAN 2017-2022
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Building Momentum in Education Through Innovation and Service.

Lee College
Strategic Plan
2017-2022

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March 22, 2017

To Those We Serve:

Lee College has a long tradition, dating back to its creation in 1934, of providing high quality education to the citizens of Baytown, Highlands and the surrounding communities that make up the College's service area. As the College successfully completed its last five-year Strategic Plan on December 31, 2016, this new five-year Strategic Plan aggressively looks to the future to meet the needs of our students today and those who will choose to attend this nationally recognized institution in the future. As proud as we are of our accomplishments (see Institutional Achievements 2011-2016 inside) over the past five years, there is much still to be done. It would be easy to rest on our accolades to date, but it would be a disservice to the students and communities we serve. Our four Institutional Goals are lofty, but achievable. **Vision 2022: Building Momentum in Education Through Innovation and Service**, our 2017-2022 Lee College Strategic Plan, sets a course for this institution that will lead us to continuing our drive to help each student achieve his/her goals and dreams by ensuring that they successfully finish what they started (our mantra). As you will note in the Mission Statement, Vision Statement, Value Statements, Institutional Goals, and Cabinet Area Priorities, Student Success is the common thread throughout all of the essential standards of success.

This new five-year Strategic Plan includes an Institutional Goals Scorecard, which will be used to measure our progress toward achieving the Goals we have set. Since Student Success has been a priority for Lee College for many years, Baseline Data and 2022 Targets have been established for 1.1. Over the next few months, Baseline Data and 2022 Targets will be identified for 1.2, 1.3 and Institutional Goals 2, 3 and 4. Outcomes in meeting the 2022 Targets will be assessed annually, and reviewed by the Board of Regents. The Strategic Plan will then be updated as needed.

We are excited to embark on our journey with this new Strategic Plan. We will keep faculty, staff, students and our communities informed about our progress in achieving these Goals over the next five years. **Student Success is our ongoing target, and we will achieve it.**

Dr. Dennis Brown
President
Institutional Achievements 2011-2016

In preparation of the 2017-2022 Strategic Plan, Lee College looked back, collected and reviewed institutional achievements during the last strategic plan period of 2011-2016. The list that follows is a small sample of the meaningful accomplishments of the college during that time period:

2011

• Certified as an Achieving the Dream (ATD) Leader College
• Opened the on-campus Veterans Center and selected to launch the College Credit for Heroes (CCH) demonstration program
• Awarded a $1.15 million TRiO grant from the U.S. Department of Education

2012

• Awarded a $4.3 million Hispanic-Serving Institutions (HSI) STEM Grant from the U.S. Department of Education
• Recognized as one of the nation’s top community colleges by the Aspen Institute
• Ranked fourth in the nation for degrees awarded to Hispanic students
• Named a finalist for the Texas Higher Education Coordinating Board (THECB) Star Award
• Launched the Center for Workforce and Community Development
• Awarded a $75,000 gift from Chevron Phillips Chemical

2013

• Awarded $249,955 grant from the Texas Higher Education Coordinating Board for developmental education
• Awarded $500,000 from ExxonMobil to fund the Community College Petrochemical Initiative
• Designated a national Military Friendly School by Victory Media

2014

• Awarded an additional $500,000 from ExxonMobil for the Community College Petrochemical Initiative
• Awarded an additional $40,000 from Chevron Phillips Chemical for student scholarships
• Named one of the top 150 community colleges in the country by the Aspen Institute
• Graduated first class of IMPACT Early College High School students
• Celebrated groundbreaking of the $12 million McNair Center expansion
• Earned three national championship titles at the International Public Debate Association (IPDA) National Tournament
• Awarded a $2.7 million First in the World Grant from the U.S. Department of Education
• Earned the prestigious Texas Higher Education Coordinating Board (THECB) Star Award/Gulf Coast Partners Achieving Student Success (GCPASS) program
• Re-certified as an Achieving the Dream Leader College
• Ranked fourth among two-year institutions nationwide for graduate earning potential by PayScale
• Awarded a $2.8 million Ready-to-Work grant from the U.S. Department of Labor
2015

• Reopened the newly renovated Rundell Hall
• Ranked second in the nation for economic success of graduates by The Brookings Institution
• Earned national debate championships for the second consecutive year
• Won the 2015 American Association of Community Colleges Award of Excellence for Student Success
• Named one of the 50 best community colleges in the country by WalletHub
• Named one of the top 10 best community colleges in the country by SmartAsset
• Designated a national Military Friendly School for the fourth consecutive year

2016

• Celebrated the grand opening of the expanded McNair Center
• Celebrated the grand opening of the Lee College Education Center of South Liberty County
• Named finalist for three American Association of Community Colleges Awards of Excellence: Exemplary Board/CEO, Faculty Innovation and Outstanding College (Treva Brown-Askey) /Corporate Partnership (ExxonMobil)
• Awarded $750,000 grant from Educate Texas to fund the Texas Regional STEM Degree Accelerator
• Named one of the Top 150 community colleges in the country by the Aspen Institute
• Named one of the country’s Top 50 Best Value Community Colleges by Value Colleges
• Earned national debate championship for third consecutive year
• Designated a national Military Friendly School for the fifth consecutive year
• Huntsville Center marked its 50th anniversary of delivering education to prison inmates
• Huntsville Center prison debate team defeated debaters from Texas A&M University, College Station
• Awarded $300,000 from ExxonMobil to lead the Community College Petrochemical Initiative

Integrity Core Value Statement

We guide, educate, support and provide opportunities for individual exploration and achievement of goals.
Texas Legislature Community College Mission

Texas public community colleges are two-year institutions whose primary mission is to serve their local taxing districts and service areas in offering vocational, technical, and academic courses for certification or associate degrees. Community education, developmental and compensatory education consistent with open-admission policies, and programs of counseling and guidance are also provided. Each institution insists on excellence in all academic areas – instruction, research, and public service. Faculty research, using the facilities provided for and consistent with the primary function of each institution, is encouraged. Funding for research should be from private sources, competitively acquired sources, local taxes, and other local revenue (Texas Education Code Section 130.0011).

Within the overall mission, each Texas public community college is to provide:

- Technical programs up to two years in length leading to associate degrees or certificates;
- Vocational programs leading directly to employment in semi-skilled and skilled occupations;
- Freshman and sophomore courses in arts and sciences, including the new core and field of study curricula leading to associate or baccalaureate degrees;
- Community adult education programs for occupational upgrading or personal enrichment;
- Compensatory education programs designed to fulfill the commitment of an admission’s policy allowing enrollment of disadvantaged students;
- A continuing program of counseling and guidance designed to assist students in achieving their individual educational goals;
- Workforce development programs designed to meet local and statewide needs;
- Adult literacy and other basic skills programs for adults; and such other purposes as may be prescribed by the Texas Higher Education Coordinating Board or
- Local governing boards in the best interest of post-secondary education in Texas (Texas Education Code Section 130.003(e))

Community Core Value Statement

*We exist for the community.* Our commitment through partnership and interactions express collaboration, unity, diversity, and social awareness.
Our Mission  Lee College serves the community by providing innovative and quality education to our diverse students along guided pathways to gainful employment, personal enrichment and life-long learning.

Our Vision  Lee College will empower students by providing knowledge and skills to confidently navigate their future.

Our Values  Student Success
Integrity
Community
Diversity
Commitment
Consistent with our mission and the state’s mission for community colleges, Lee College’s challenge is to continue to improve in all areas of institutional effectiveness including: student enrollment, performance and completion; services and programs offered to students, faculty, staff and the service area; financial efficiency, growth and stability; and measurement of effectiveness in various academic and administrative areas.

1. **Student Success: Enable success among all students**
   1.1 Improve the overall student experience through guided pathways
   1.2 Enrich learning through accessible and relevant programs and experiences
   1.3 Enhance student engagement through innovative and evidence-based practices

2. **Campus Community: Promote an inclusive campus climate**
   2.1 Promote a service-oriented, student-focused, safe and friendly campus environment
   2.2 Support professional development for faculty, staff, and administration
   2.3 Promote a talent recruitment and retention program that recognizes and rewards employee excellence

3. **Partnerships: Advance educational opportunities, workforce development and cultural diversity**
   3.1 Build bridges from education to employment and/or transfer
   3.2 Strengthen existing and develop new partnerships to provide relevant training, economic development opportunities and community engagement
   3.3 Strengthen cultural initiatives that unite a diverse internal and external campus community

4. **Institutional Effectiveness: Promote continuous improvement and use resources effectively**
   4.1 Foster transparent data driven decision making
   4.2 Implement and assess educational and operational processes and technological resources to promote affordability, sustainability and continuous improvement
   4.3 Increase external resources to support college efforts
Student Success Core Value Statement

*Students are at the center* of everything we do. Therefore, Lee College *empowers* its students to define and successfully *achieve their goals.*
Cabinet Area Priorities

Office of the President

Institutional Goal 1 – Student Success: Enable success among all students
(1.1 & 1.2) Priority 1: Create a five-year Marketing Master Plan

Institutional Goal 2 – Campus Community: Promote an inclusive campus climate
(2.1) Priority 2: Engage college assemblies in shared governance discussions related to strategic plan and resource allocation
(2.2) Priority 3: Design with Board of Regents an ongoing comprehensive professional development program for the President and Board of Regents
(2.3) Priority 4: Prepare long-term recruitment and retention plan

Institutional Goal 4 – Institutional Effectiveness: Promote continuous improvement and effective use of resources
(4.2) Priority 5: Evaluate Marketing & Public Affairs Department for Return on Investment and resource allocation

Finance & Administration

Institutional Goal 1 – Student Success: Enable success among all students
(1.1 & 1.2) Priority 1: Create a five-year Facilities Master Plan

Institutional Goal 2 – Campus Community: Promote an inclusive campus environment
(2.1) Priority 2: Improve Parking & traffic flow on Campus

Institutional Goal 4 - Institutional Effectiveness: Promote continuous improvement and effective use of resources
(4.2) Priority 3: Review and develop alternative delivery methods for services that support instruction and student services
(4.2) Priority 4: Explore additional usage of functionality of PeopleSoft to enhance processes for reporting, workflow and approvals
(4.2) Priority 5: Develop long range plans for use of financial and physical resources

Huntsville Center

Institutional Goal 1 - Student Success: Enable success among all students
(1.1 & 1.2) Priority 1: Create a five-year Huntsville Center Master Plan
(1.1) Priority 2: Expand Correctional Education Programs in support of the Pell Grant Second Chance Pilot
(1.3) Priority 3: Enhance student success in support of the Pell Grant Second Chance Pilot

Institutional Goal 3- Partnerships: Advance educational opportunities, workforce development and cultural diversity
(3.1) Priority 4: Offer Career Transition Services to offender students in support of the Pell Grant Second Chance Pilot
(3.2) Priority 5: Offer Higher Education Programming to the unit employees of the Texas Department of Criminal Justice

Institutional Goal 4- Institutional Effectiveness: Promote continuous improvement and effective use of resources

(4.2) Priority 6: Improve Instructional technology capabilities available to students including services provided by IT labs and student success centers on each TDCJ Unit
(4.3) Priority 7: Secure critical sources of program/tuition funding leading to continuous improvement, viability, and sustainability of Correctional Education Programs offered to TDCJ offender students

Information Technology

Institutional Goal 1 - Student Success: Enable success among all students
(1.1 & 1.2) Priority 1: Create a five-year Information Technology Master Plan
(1.3) Priority 3: Maintain and enhance Blackboard Learn Learning Management System
(1.3) Priority 4: Continue to research higher education best practices and provide high quality, innovative campus and off-campus classrooms and online distance educational opportunities

Institutional Goal 4 - Promote continuous improvement and effective use of resources
(4.2) Priority 2: Fund and Implement Critical Data Center and Campus Buildings Network Infrastructure Bond Project to support institutional growth
(4.2) Priority 5: Maintain upgrades of Oracle/PeopleSoft Enterprise System
(4.2) Priority 6: Annually conduct Information Technology Security Vulnerability for compliance and risk assessment

Institutional Research, Effectiveness & Planning

Institutional Goal 1 – Student Success: Enable success among all students
(1.1) Priority 2: Assess student persistence and course completion
(1.1) Priority 3: Assess student completion

Institutional Goal 4 – Institutional Effectiveness: Promote continuous improvement and effective use of resources
(4.1, 4.2 & 4.3) Priority 1: Create a five-year Institutional Research, Effectiveness and Planning Master Plan
(4.1) Priority 4: Maintain data repository of key college statistics
(4.2) Priority 5: Support institutional effectiveness assessment for all institutional units
(4.2) Priority 6: Ensure compliance with required federal and state institutional data submissions

Instruction

Institutional Goal 1 – Student Success: Enable success among all students
(1.1 & 1.2) Priority 1: Create a five-year Academic Master Plan to include Distance Education
(1.2) Priority 2: Provide quality instruction
(1.1) Priority 3: Increase persistence of all students to completion of their educational intent
Priority 4: Increase transfer efficiency and success for all students declaring a transfer intent
Priority 5: Provide the most technically advanced curriculum and state-of-the-art training equipment for all technical students

Institutional Goal 2 – Campus Community: Promote an inclusive campus climate
(2.1) Priority 6: Improve the student experience through campus-wide communication

Institutional Goal 3 – Partnerships: Advance educational opportunities, workforce development and cultural diversity
(3.2) Priority 7: Increase transparency and engagement of faculty, staff, the campus and community around student success data
(3.2) Priority 8: Develop and strengthen pathways for early college experiences

Institutional Goal 4 – Institutional Effectiveness: Promote continuous improvement and effective use of resources
(4.2) Priority 9: Maintain accreditation standards and the accompanying record keeping processes year-round

Student Affairs
Institution Goal 1 – Student Success: Enable success among all students
(1.1 & 1.2) Priority 1: Create a five-year Student Affairs Master Plan, to include Enrollment Management and Dual Credit
(1.2) Priority 2: Increase persistence through student engagement, provide group support activities, and identify corresponding learning outcomes
(1.2) Priority 9: Record number of students using Access/Disability Services
(1.3) Priority 3: Decrease barriers, review processes
(1.3) Priority 6: Increase credentials awarded, assist students in using resources (e.g., myLC degree audit, online tutorials, graduation countdown)

Institutional Goal 2 – Campus Community: Promote an inclusive campus climate
(2.2) Priority 4: Through professional development within the division, understand the processes and information about other departments, as well as the myLC student information page

Institution Goal 3 – Partnerships: Advance education opportunities, workforce development and cultural diversity
(3.1) Priority 10: Develop pathways that ensure completion within six years that leads to employment and/or transfer
(3.3) Priority 5: Reach out to and serve underserved populations

Institutional Goal 4 – Institutional Effectiveness: Promote continuous improvement and effective use of resources
(4.1) Priority 8: Provide reports that monitor usage
(4.2) Priority 7: Improve efficiency, review outsourced operations (transcripts) and new software applications (Campus Logic)
Student Success, Workforce & Resource Development

Institutional Goal 1- Student Success: Enable success among all students
(1.1 & 1.2) Priority 1: Create a Student Success, Workforce and Resource Development Master Plan
(1.1) Priority 2: Focus on student completion by designing career pathways and college support structures with college-wide teams
(1.1) Priority 3: Create pathways for non-credit students to credit programs through clear crosswalk of courses and capstone opportunities
(1.1) Priority 4: Increase enrollment by enhancing outreach efforts across the service area
(1.1) Priority 5: Increase retention by improving the student experience and increasing the number of personal contacts with students throughout their time at Lee College
(1.1) Priority 7: Find “the hidden student” 18-26 year olds not enrolled in high school, college or the workforce and create connections to college and workforce training opportunities

Institutional Goal 3- Partnerships: Advance educational opportunities, workforce development and cultural diversity
(3.2) Priority 6: Increase experiential learning opportunities for credit and non-credit students to include externships, co-ops, and apprenticeships
(3.2) Priority 8: Develop and enhance regional partnerships, regional advisory boards, and use of effective labor market data to inform programming decisions

Institutional Goal 4 - Institutional Effectiveness: Promote continuous improvement and effective use of resources
(4.3) Priority 9: Identify and cultivate major gift donors and connect them with programs of the College
# Institutional Goals Scorecard

## 1. Student Success: Enable success among all students

### 1.1 Improve the overall student experience through guided pathways

<table>
<thead>
<tr>
<th></th>
<th>2015-2016 Baseline Data</th>
<th>2022 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit Enrollment</td>
<td>9,077</td>
<td>10,000</td>
</tr>
<tr>
<td>Dual Credit Enrollment</td>
<td>1,375</td>
<td>1,800</td>
</tr>
<tr>
<td>Non-Credit Enrollment</td>
<td>439</td>
<td>650</td>
</tr>
<tr>
<td>Fall to Spring Persistence Rate</td>
<td>73%</td>
<td>83%</td>
</tr>
<tr>
<td>Fall to Fall Persistence Rate</td>
<td>52%</td>
<td>62%</td>
</tr>
<tr>
<td>Credit Course Completion Rate</td>
<td>91%</td>
<td>95%</td>
</tr>
<tr>
<td>Credit Course Successful (A-C) Course Completion Rate</td>
<td>78%</td>
<td>88%</td>
</tr>
<tr>
<td>Number of Graduates</td>
<td>1,749</td>
<td>1,924</td>
</tr>
<tr>
<td>Number of Certificates and Degrees awarded</td>
<td>2,363</td>
<td>2,599</td>
</tr>
<tr>
<td>FTIC 3YR Graduation Rate</td>
<td>14%</td>
<td>24%</td>
</tr>
<tr>
<td>Average Time to Certificate all Graduates (years)</td>
<td>3.71</td>
<td>3.34</td>
</tr>
<tr>
<td>Average Time to Degree all Graduates (years)</td>
<td>4.28</td>
<td>3.85</td>
</tr>
<tr>
<td>Average graduate loan debt</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## 1.2 Enrich learning through accessible and relevant programs and experiences

## 1.3 Enhance student engagement through innovative and proven practices

## 2. Campus Community: Promote an inclusive campus climate

### 2.1 Promote a service-oriented, student-focused, safe and friendly campus environment

### 2.2 Support professional development for faculty, staff, and administration

### 2.3 Promote a talent recruitment and retention program that recognizes and rewards employee excellence

## 3. Partnerships: Advance educational opportunities, workforce development and cultural diversity

### 3.1 Build bridges from education to employment and/or transfer

### 3.2 Strengthen existing and develop new partnerships to provide relevant training, economic development opportunities and community engagement

### 3.3 Strengthen cultural initiatives that unite a diverse internal and external campus community
4. Institutional Effectiveness: Promote continuous improvement and effective use of resources

<table>
<thead>
<tr>
<th>2016-2017 Baseline</th>
<th>2022 Targets</th>
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<tbody>
<tr>
<td>4.1 Foster transparent data driven decision making</td>
<td></td>
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<td>4.2 Implement and assess educational and operational processes and technological resources to promote affordability, sustainability and continuous improvement</td>
<td></td>
</tr>
<tr>
<td>4.3 Increase external resources to support college efforts</td>
<td></td>
</tr>
</tbody>
</table>

Diversity Core Value Statement

We strive to have our campus reflect the diversity of the communities we serve, to have our personnel reflect the students we serve and to embrace our differences.

We all belong.
Instructional Programs

Main Campus (Baytown) Educational Programs (Degree/Certificate Programs)
Accounting Technology [A.A.S.] (Advanced Accounting Technician/Accounting Technician)
American Studies [A.A.]
Analytical Instrumentation Technology [A.A.S.] (Analytical Instrumentation)
Audio Engineering Technology [A.A.S.] (AET/Music Studio/Sound Reinforcement)
Biology [A.S.]
Business Administration [A.A.]
Business Management Technology [A.A.S.] (Management/Marketing/Entrepreneurship/ Business/ International Business/Supervision)
Chemistry [A.S.]
Child Development Technology [A.A.S.] (Child Development Administrator/Curriculum Specialist/Training)
Computer-Aided Design and Drafting (CADD) Technology [A.A.S.] (Advanced CADD/CADD/Drafting/ Architectural Construction & Building Technology/Mechanical Technology)
Computer & Graphics Technology [A.A.S.] (CGT I & II/Application Specialization)
Computer & Network Maintenance Technology [A.A.S.] (Computer Maintenance/Network Maintenance)
Computer Science [A.S.]
Cosmetology [A.A.S.] (Cosmetology/HS Dual Credit/Student Instructor) [Program also offered at McNair Center]
Creative Arts [A.A.]
Criminal Justice [A.A.]
Electrical Technology [A.A.S.] (Electrical Technology/Electrical Construction/Wiring Installation)
English [A.A.]
Environmental Science [A.S.]
Game Development Technology [A.A.S.] (Game Specialist/Game Designer)
General Studies [A.A./A.S.]
Geology [A.S.]
Health Information Technology [A.A.S.] (Coding)
Humanities [A.A.]
Instrumentation Technology [A.A.S.] (Instrumentation Technology/Industrial Instrumentation)
Kinesiology (Health/PE) [A.A.]
Law Enforcement Technology [A.A.S.] (Law Enforcement)
Literature [A.A.]
Logistics & Supply Chain Management Technology [A.A.S.] (Logistics Operations Management/Advanced Technology)
Manufacturing Engineering Technology [A.A.S.] (MET)
Mathematics [A.S.]
Mental Health Services Technology [A.A.S.] (Alcohol and Drug Abuse Counseling/Substance Abuse Prevention)
Mexican American Studies [A.A.]
Nursing [A.A.S.] [Registered, Transitional (Vocational)]
Paralegal Studies Technology [A.A.S.] (Paralegal Studies)
Physics [A.S.]
Pre-Engineering [A.S.]
Process Piping Design Technology [A.A.S.] (PPD/Process Instrumentation & Electrical Design)
Process Technology [A.A.S.] (Process Technology)
Professional Administrative Technology [A.A.S.] (Administrative Technology I, II, III)
Safety Management Technology [A.A.S.] (Safety Management Technology)
Social Sciences [A.A.]
Social Work [A.A.]
Spanish [A.A.]
Speech Communication [A.A.]
Teacher Education [A.A.T.]

McNair Center (Baytown) Educational Programs (Degree/Certificate Programs)
Industrial Systems Technology [A.A.S.] (IST Machinist/IST Millwright)
Industrial Welding Technology [A.A.S.] (Industrial Welding Technology/Welding Inspection)
Pipefitting Technology [A.A.S.] (Pipefitting Technology/Pipefitting Helper)

Huntsville Center Educational Programs (Degree/Certificate Programs)
Automotive Mechanics Technology [A.A.S.] (Automotive Technician/Automotive Mechanics)
Business Management Technology [A.A.S.] (Management/Marketing/Entrepreneurship/ Business/ International Business/Supervision)
Cabinet Making & Millwork Technology [A.A.S.] (Cabinet Making)
Commercial Driver License (CDL) and Heavy Equipment Operation Technology [Certificate]
Microcomputer Applications Technology [A.A.S.] (Microcomputer Applications)
Culinary Arts Technology [A.A.S.] (Advanced Culinary Arts)
Horticulture Technology [A.A.S.] (Advanced Horticulture)
Welding Technology [A.A.S.] (Combination Welding)

Lee College Education Center - South Liberty County
Credit
Process Technology
Electrical
Computer Aided Drafting & Design
Academic Core Courses
Non Credit
EMT
GED/ ABE
Continuing Education Enrichment Courses

Administrative Support Services
Finance & Administration
Huntsville Center
Information Technology
Institutional Research, Effectiveness & Planning
Instruction
Marketing & Public Affairs
Office of the President
Student Affairs
Student Success, Workforce & Resource Development

**Academic/Educational Support Services**
- Access/Disability Services
- Achieving the Dream (ATD)
- Admissions & Records
- Advising/Counseling Center
- Athletics
- Career Services
- Developmental Education
- Distance Education (Online Learning)
- Dual Credit
- Educational Opportunity Center
- Financial Aid
- Student Success
- Honors Program
- STEM Hub
- Information Technology
- International Education
- Library
- Math Lab
- Outreach and Recruitment
- Project LeeWay/Perkins Grant
- Service Learning
- Student Activities
- Student Success and Advising Center /Information Desk
- Testing Center
- TRiO/Student Support Services
- Veterans Center
- Writing Center

**Community/Public Service Services**
- Performing Arts Center
- Wellness Center
- Center for Workforce & Community Education
Education is for improving the lives of others and for leaving your community and world better than you found it.

~ Marion Wright Edleman
2000 Presidential Medal of Freedom
& President/Founder Children’s Defense Fund

Lee College