



# Lewis-Clark State College

## Strategic Plan Summary

**FY2010-2014**

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### VISION STATEMENT

Unique among Idaho's institutions of higher education, LCSC will fulfill the SBOE vision of a seamless public education system by integrating traditional baccalaureate programs, professional-technical training programs, and community college and community support programs within a single institution, serving diverse needs within a single student body, and providing outstanding teaching and support by a single faculty and administrative team. LCSC's one-mission, one-team approach will prepare citizens from all walks of life to make the most of their individual potential and contribute to the common good by fostering respect and close teamwork among all Idahoans. Sustaining a tradition that dates back to its founding as a teacher training college in 1893, LCSC will continue to place paramount emphasis on quality of instruction—focusing on the quality of the teaching and learning environment for traditional and non-traditional academic classes, professional-technical education, and community instructional programs. Lewis-Clark students' personalized instruction will be complemented by personal application of knowledge and skills in the real world, as embodied in the College's motto: "*Connecting Learning to Life.*" LCSC will be an active partner with the K-12 school system, community service agencies, and private enterprises and will support regional economic and cultural development. LCSC will strive to sustain its tradition as the most accessible four-year higher-education institution in Idaho by rigorously managing program costs; student fees; housing, textbook, and lab costs; and financial assistance to ensure affordability. LCSC will vigorously manage the academic accessibility of its programs through accurate placement, use of student-centered course curricula, and constant oversight of faculty teaching effectiveness. LCSC will nurture the development of strong personal values and will emphasize teamwork to equip its students to become productive and effective citizens who will work together to make a positive difference in the state, the nation, and the world.

# MISSION STATEMENT

LCSC's official role and mission statement (approved by the SBOE in 1998) is provided below:

## **1. Type of Institution**

Lewis-Clark State College is a regional state college offering undergraduate instruction in the liberal arts and sciences, professional areas tailored to the educational needs of Idaho, applied technical programs which support the state and local economy and other educational programs designed to meet the needs of Idahoans.

Lewis-Clark State College will formulate its academic plan and generate programs with primary emphasis in the areas of business, criminal justice, nursing, social work, teacher preparation, and professional-technical education. The College will give continuing emphasis to select programs offered on and off campus at non-traditional times, using non-traditional means of delivery and serving a diverse student body. Lewis-Clark State College will maintain basic strengths in the liberal arts and sciences, which provide the core curriculum or general education portion of the curriculum.

## **2. Programs and Services (listed in order of emphasis)**

- **Baccalaureate Education:** Offers a wide range of baccalaureate degrees and some qualified professional programs.
- **Associate Education:** Offers a wide range of associate degrees and some qualified professional programs.
- **Certificates/Diplomas:** Offers a wide range of certificates and diplomas.
- **Distance Learning:** Uses a variety of delivery methods to meet the needs of diverse constituencies.
- **Technical and Workforce Training:** Offers a wide range of professional, technical and outreach programs.
- **Continuing Education:** Provides a variety of life-long learning opportunities.
- **Research:** Conducts select coordinated and externally funded research studies.
- **Graduate:** None.

**3. Constituencies Served:** The institution serves students, business and industry, the professions, and public sector groups primarily within the region and throughout the state, as well as diverse and special constituencies. Lewis-Clark State College works in collaboration with other state and regional postsecondary institutions in serving these constituencies.

**I. QUALITY: Support the Idaho State Board of Education's efforts to continuously improve the quality of Idaho's educational system.**

Objectives for quality

1. Continue developing a compensation system that rewards LCSC employees for knowledge, skills, and productivity while promoting recruiting, hiring, and retention.
  - **Performance Measure:** Median total compensation by classification as a percentage of peer institutions.
  - **Benchmark:** All faculty and staff compensation within 90% of median for peer institutions, normalized for CPI and location. (SBOE benchmark)
2. Continue activities to insure re-accreditation by NWCCU on 2009.
  - **Performance Measure:** Successful NWCCU re-accreditation effort.
  - **Benchmark:** Re-accredited in October 2009- Y/N.
3. Increase the availability of highly qualified teachers, especially in high need areas.
  - **Performance Measure:** Number of Idaho teachers who are certified each year by specialty and meet the Federal Highly Qualified Teacher definition.
  - **Benchmark:** The percentage of first-time students passing the PRAXIS II will exceed 90%.
4. Continue successful specialized accreditation efforts.
  - **Performance Measure:** Specialized program accreditation for the RN/BSN
  - **Benchmark:** Re-affirmation of RN/BSN Program accreditation by the Commission on Collegiate nursing education (CCNE)- Y/N
5. Update Campus Facilities Master Plan
  - **Performance Measure:** Updated campus master plan completed by August 2009 reflecting completed and occupied NHS Building.
  - **Benchmark:** Open NHS Building on schedule (Fall 2009) - Y/N.
6. Increase participation in Employee Professional Development and

Training (PDT) Process.

- **Performance Measure:** Develop an assessment instrument and a procedure that provides for continuous assessment and improvement of PDT course content and delivery, scheduling, facilities, and equipment.
- **Benchmark:** Increase number of contact hours of instruction: 5%

7. Review and improve student participation in Student Course Evaluations (SCE).

- **Performance Measure:** Percentage of students enrolled in class on the tenth school day of each semester completing course evaluations for each course.
- **Benchmark:** Seventy-one percent of all students enrolled in class on the tenth school day of each semester will complete course evaluations.

## **II. ACCESS: Support the Idaho State Board of Education's efforts to improve access for individuals of all ages, abilities, and economic means to Idaho's educational system.**

Objectives for access

1. Explore options for extending and/or shifting course schedules to meet student demand.
  - **Performance Measure:** Number of classes offered at non-traditional times.
  - **Benchmark:** Increase number of classes offered at non-traditional times.
2. Increase number of high school students participating in concurrent enrollment.
  - **Performance Measure:** Enrollment data (headcount and FTE).
  - **Benchmark:** Increase enrollment in concurrent enrollment classes: 4%.
3. Update and revise the long-range plan to address how LCSC can meet regional health care needs.
  - **Performance Measure:** Enrollment in health care profession programs.
  - **Benchmark:** Enrollment in BSN, RN to BSN, and RAD-Tech will be within 90% of projections.
4. Increase cooperative initiative with NIC in CdA.
  - **Performance Measure:** Number of students concurrently enrolled at NIC and LCSC.

- **Benchmark:** Increase the number of students concurrently enrolled at NIC and LCSC:10%
5. Improve core-completion.
    - **Performance Measure:** The number of students completing core requirements within 4 years.
    - **Benchmark:** FY 2009 number of students completing core requirements.
  6. Address planning considerations for upgrade and usage of other older residence facilities.
    - **Performance Measure:** Keep Talkington Hall on Building Fund List.
    - **Benchmark:** Talkington Hall maintained on Building Fund List- Y/N.
  7. Optimize residential space utilization: Increase annual occupancy.
    - **Performance Measure:** Number of occupied beds for June and July.
    - **Benchmark:** Number of occupied beds in campus housing for June and July will increase by 5%.
  8. Analyze textbook costs and identify methods for stabilizing or reducing escalating prices.
    - **Performance Measure:** Report from task force identifying cost-saving/ stabilization strategies.
    - **Benchmark:** Report completed and submitted to President- Y/N
  9. Scholarship dollars awarded will increase.
    - **Performance Measure:** Scholarship dollars awarded per student FTE.
    - **Benchmark:** Scholarship dollars awarded per student FTE will increase 3%.

**III. Efficiency: Support the Idaho State Board of Education's efforts to improve the effective and efficient use of resources in delivery of Idaho's educational system.**

1. Maintain lowest ratio of Total Budget/ Annual FTE enrollment among Idaho's four-year institutions.
  - **Performance Measure:** Operating Budget/ Annual FTE enrollment ratio.
  - **Benchmark:** Current LCSC values are the lowest of Idaho's public four-year schools. Decreasing LCSC's operating budget while increasing annual FTE will decrease the ratio of Operating Budget/ Annual FTE

enrollment and allow LCSC to remain the most efficient public four-year school in the state.

2. Modify e-commerce providers for departmental e-commerce applications.

- **Performance Measure:** *Number of departments that transition to the current e-commerce provider.*
- **Benchmark:** Four departments will transition.

### **Key External Factors**

#### **(Beyond control of Lewis-Clark State College):**

#### **Funding:**

Historically, Lewis-Clark State College strategic goals and objectives assumed on-going and sometimes significant additional levels of State legislative appropriations provided through the SBOE. The reduced availability of state revenues (for appropriation), gubernatorial, and legislative support for some initiatives has had an impact. Lewis-Clark State College has addressed the funding issues through the institution's planning process and has ensured that core functions of the College have been preserved.

#### **Legislation/Rules/Policy:**

Beyond funding considerations, many education policies are embedded in state statute, rule, or SBOE policy and not under the control of LCSC.

#### **Federal Government:**

A great deal of educational funding is provided by the federal government. Funding for higher education is subject to congressional and executive support.

**Economy:** Historically, weak economic performance indicators have translated into increased student numbers. The decline in the availability of well-paying jobs will lead many potential students to choose education over employment. This will further challenge institutional resources.