



Lake Technical College

STRATEGIC PLAN

July 2017 – June 2020

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**Special thanks to the Charter Board of Directors as well as the Lake Tech Faculty and Staff
for all of their work in the development of the Lake Technical College Strategic Plan**

Lake Technical College, Inc. does not discriminate on the basis of race, religion, color, national origin, gender, genetic information, age, pregnancy, disability, or marital status in its educational programs, services or activities, or in its hiring or employment practices. The district also provides access to its facilities to the Boy Scouts and other patriotic youth groups, as required by the Boy Scouts of America Equal Access Act, or any other youth group listed in Title 36 of the United States Code as a patriotic society.

Our Vision

To be the premier provider in a collaborative effort for workforce development in our community.

Our Mission

The mission of Lake Technical College is to be an integral component of the economic growth and development in our Community by offering a variety of high quality career-training opportunities.

Our Values

These core values define our persistent character and are the primary reason that Lake Technical College has been a strong community influence for so long. We are proud of our reputation in the community and our traditions of preparing the skilled workforce for Lake County and our region.

- Excellence
- Integrity
- Success
- Collaboration
- Accountability
- Communication
- Respect
- Creativity
- Service
- Diversity

The Strategic Plan

Lake Technical College changes lives. For more than 50 years, LTC has provided high quality training in a hands-on learning environment that encourages students to achieve their goals as they prepare for careers and employment with local business and industry. Our mission defines us as we truly are an integral component of the economic growth and development in our community. As a faculty and staff, we serve students, our business and industry partners, and employers.

This strategic plan identifies six key areas of focus that promote our mission and values. As we implement this plan over the next three years, we will continue to be the leading provider of career and technical training in our region as we offer students a “Career in a Year” opportunity providing a return on investment to our students and employers that is exceptional. We take pride in the fact that LTC is the place where students’ success stories begin. This plan is reviewed and updated annually by faculty, administration, and the Board of Directors.

As we work together to achieve these objectives and strategies found in this strategic plan, we reflect on our history and successes over the past 50 years. We can only imagine what the next 50 years will bring!

The Strategic Planning Process

In the summer of 2016, we began an extensive strategic planning process. To do so, LTC brought together stakeholders to provide input on the strengths, opportunities, and goals for the development of the three-year strategic plan. The entire faculty, staff, Board of Directors, educational partners, and advisory committee members had the opportunity to provide input and dream big for the future of the College. The plan represents our focus on the opportunities we believe best support our organizational development and growth that will best fit the community we serve.

The Evaluation Process

The availability of a highly-skilled workforce is a major factor for business and industry to continue to grow and move into our region. LTC has a long history of focusing on the accountability to its students and employers by making efficient use of public funds that have been entrusted to us, managing resources, and continually producing results.

LTC evaluates its progress in achieving the objectives of the plan in several ways. First, data is collected from students through climate surveys, end-of-program surveys, and exit surveys. Each spring, climate survey data from the faculty and staff is collected. Data from the COE annual report, IPEDS, and the internal TOM system is continually reviewed and analyzed. Second, each year those who are responsible for implementing the objectives and strategies meet with the administrative team to compare desired results with actual progress towards those results. Results of the data and implementation plans are used to identify successes, plan improvements, make changes to the plan, and update the plan as necessary and appropriate.

STRATEGIC PLAN

Goal One Focus on Student Achievement

Goal One, Objective A: Enroll the right student in the right program for the right reason.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
1A.1	Increase enrollment of recent high school graduates into CTE programs by 10% by 2020.	Enrollment Report	Executive Director, Director, Curriculum and Instruction, Dean of Student Services., Post-secondary Specialist	July 2017	June 2020	
1A.2	Increase enrollment in Adult Education programs by 10%.	Enrollment Report	Assistant Director; Adult Ed Coordinator	July, 2017	June, 2018	
1A.3	Fully implement transition model for Adult Ed students to enter CTE programs including scholarships, career inventories, program shadowing, and in-class assignments.	Transition Report	Assistant Director; Adult Ed Coordinator; Adult Ed Faculty	July, 2017	June, 2018	
1A.4	Increase completion rates in CTE programs where current completion rate is under 88%.	Completion Report	Executive Director, Director, Curriculum and Instruction, CTE Faculty	July, 2017	June, 2020	
1A.5	Increase placement rates in CTE programs where current placement rate is under 90%.	Placement Report	Executive Director, Director, Curriculum and Instruction, CTE Faculty, Career Success Center Coordinator	July, 2017	June, 2020	
1A.6	Improve retention rates in CTE programs where current retention rate is under 90%.	Retention Report	Executive Director, Director, Curriculum and Instruction, Student Success Counselor, CTE Faculty	July, 2017	June, 2020	
1A.7	Increase industry certification pass rate earned in programs pass rate is less than 70%.	Industry Certification Reports	Executive Director, Director, Curriculum and Instruction, Assistant Director, CTE Faculty	July, 2017	June, 2020	
1A.8	Increase enrollment in Fast Track GED by 10%.	Enrollment Reports	Assistant Director; Coordinator of Adult Education; Admissions Team	July, 2017	June, 2018	
1A.9	Double the number of dual enrollment students.	Enrollment Reports	Assistant Director; Dean of Student Services; Postsecondary Specialist	July, 2017	June, 2019	

Goal One, Objective B: Incorporate varied delivery modes and teaching/learning strategies to enhance instructional effectiveness and increase enrollment.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
1B.1	Create an online presence for each program offering.	LMS utilized	Director, Curriculum and Instruction, Career & Technology Specialist, CTE Faculty	July, 2017	June, 2018	
1B.2	Restructure New Faculty Program at Lake Tech to include a one-day summer instructional strategy series.	All Lake Tech instructors with three years or less experience must complete the program	Director, Curriculum and Instruction for Curriculum; Career and Technology Specialist	July, 2017	June, 2018	
1B.3	Expand Part Time Faculty Program which will incorporate LTC policies, procedures, and instructional strategies.	Offered to part-time Lake Tech instructors	Director, Curriculum and Instruction, Cluster Leaders	July, 2017	January, 2018	
1B.4	Implement five new instructional strategies to faculty using seminars, online courses, and sharing among the faculty.	Professional Development Offering Report	Career & Technology Specialist	July, 2017	June, 2018	

Goal One, Objective C: Provide and maintain state of the art training curriculum and industry standard equipment.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
1C.1	Perform a comprehensive program review of curriculum, instruction, training facilities, and equipment. As part of ComPAS.	Program review evaluation report	Executive Director, Director, Curriculum and Instruction, Assistant Director	July, 2017	June, 2020	
1C.2	Seek grant opportunities/unique partnerships for new equipment and curriculum.	Grants written and awarded.	Director, Curriculum and Instruction/Grant Writer	July 2017	June, 2020	
1C.3	Technology plans reviewed by advisory members each year with recommendations.	Minutes of meetings	Director, Curriculum and Instruction/Assistant Directors; Program Instructors	July, 2017	June, 2020	
1C.4	Complete application for inclusion into the Health Science Academy that is sponsored by Lake Sumter State College/Lake County School Board/ and South Lake Hospital	Completed application; participation in the Academy	Executive Director; Director, Curriculum and Instruction	July, 2017	June, 2019	
1C.5	Develop a dual enrolled Manufacturing/IT Academy in partnership with Lake County School Board and Lake Sumter State College	Dual enrolled high school students enrolled	Executive Director; Director, Curriculum and Instruction	July, 2017	June, 2019	

Goal One, Objective D: Develop new educational opportunities that are responsive to business and community members.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
1D.1	Actively seek and implement new programs that will meet the needs of business and industry in our community.	Number of new programs implemented	Executive Director, Director, Curriculum and Instruction, Assistant Director, Faculty	July, 2017	June, 2018	
1D.2	Develop Center for Corporate and Community Training to increase number of customized offerings for business and community members, Hire coordinator with manufacturing focus.	Number of new courses researched/implemented	Executive Director, CCCT Coordinator	July, 2017	June, 2020	
1D.3	Add additional class offerings, scheduling opportunities, and strategies to increase instructional hours by 10% offered in Adult Education programs.	Increase in instructional hours offered; improved NRS benchmarks	Assistant Director; Adult Ed Coordinator	July, 2017	June, 2020	

Goal One, Objective E: Increase ways to create student engagement.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
1E.1	Increase number of campus wide activities made available to students.	Student Life Calendar	Postsecondary Specialist	July, 2017	June, 2020	
1E.2	Implement additional career services and processes. Embed services provided by CareerSource Central Florida into LTC Career Success Center.	Boot camps; Career Fairs, seminars.	Career & Technology Specialist	July, 2017	June, 2018	
1E.3	Increase number of programs participating in SkillsUSA by three (3).	Programs with students participating	Assistant Director/SkillsUSA Advisors	July, 2017	June, 2020	
1E.4	Increase number of students nominated for National Technical Honor Society.	Number of students nominated	NTHS Advisor	July, 2017	June, 2020	
1E.5	Offer Entrepreneurship Seminar Series to students.	Seminar notes; attendance lists	Career & Technology Specialist	March, 2017	June, 2018	
1E.6	Implement "Counselor in the Classroom" series.	Seminar notes; attendance lists	Student Success Counselor	July, 2017	June, 2018	
1E.7	Implement a series of student success and test prep seminars.	Calendar of seminars; number of students attending; impact on retention and completion rates	Dean of Student Services, Student Success Counselor	July 2017	June, 2020	

Goal One, Objective F: Connect with former students/graduates/employees/supporters.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
1F.1	Create an alumni association.	Association, calendar of events	Postsecondary Specialist	January, 2018	June, 2020	
1F.2	Create link on website for Alumni.	Link for Alumni	Career & Technology Specialist	January, 2018	June, 2020	
1 F.3	Create a Foundation.	Foundation Bylaws, Incorporation	Executive Director	July, 2018	June, 2020	

Goal 2

Focus on Marketing

Goal 2 Objective A: Utilize new and innovative marketing techniques.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
2A.1	Participate in community events, local chambers, churches, social media, and technology resources to market Lake Tech.	Website, ads, Facebook, Instagram, YouTube, marketing materials-press releases and correspondence, survey monkey, email blasts, events	Executive Director, Director, Curriculum and Instruction, Assistant Director, Cluster Leaders, Postsecondary Specialist	July, 2017	June, 2020	
2A.3	Develop database to track students in the enrollment funnel.	Database	Programmer, Dean of Student Services	July, 2017	January, 2019	
2A.3	Develop a process to provide marketing collateral to people utilizing assessment center who are not students.	Process	Assistant Director; Dean of Student Services	July, 2017	January, 2018	
2A.4	Review and increase the number of program information sessions to ensure the needs of potential students are being met.	Increased enrollment in targeted programs	Assistant Director; Dean of Student Services	July, 2017	January, 2018	

Goal 2 Objective B: Communicate Lake Tech’s positive, quality, short-term career-technical training.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
2B.1	Compile ten (10) success stories of graduates and student testimonials (video, written, industry certifications).	Reactions from those reading stories, Survey Monkey, YouTube, website analysis, Facebook	Postsecondary Specialist	July, 2017	June, 2018	
2B.2	Update and implement a program to market to graduating high school seniors.	School visits, Showcase, Career Night, Dinner with the Teacher	Dean of Students Services; Postsecondary Specialist	August, 2017	June, 2018	
2B.3	Institute follow-up procedures for TABE, CJBAT, TEAS and students visiting campus for information. Mail letters and follow-up with phone calls.	Number of letters and phone calls	Dean of Student Services	July, 2017	June, 2018	
2B.4	Intense Focus on customer service via “Delivering the Pickle” model.	Survey of students and additional training for all personnel who come in contact with potential students	Executive Director, Director, Curriculum and Instruction, Dean of Enrollment, Business Manager	July, 2017	June, 2018	
2B.5	Conduct follow-up visits with employers of graduates. Distribute partner decals, secure testimonials, take photographs.	Number of visits	CCCT Coordinator	July, 2017	June, 2018	

Goal 2 Objective C: Increase Visibility and Recognition in South Lake County

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
2C.1	Participate in South Lake Chamber Events.	Number of events attended	Executive Director, Adult Education Coordinator, Postsecondary Specialist; CCCT Coordinator	July, 2017	June, 2020	
2C.2	Participate in Career Fairs in South Lake County.	Number of events attended	Executive Director, Adult Education Coordinator, Postsecondary Specialist; CCCT Coordinator	July, 2017	June, 2020	
2C.3	Expand offerings at LSSC Clermont campus.	Number of new course offerings	Executive Director, Director, Curriculum and Instruction	July, 2017	June, 2020	
2C.4	Explore opportunities to co-locate within South Lake business & industry.	Plans	Executive Director, Director, Curriculum and Instruction	July, 2017	June, 2020	

Goal 3

Focus on Operational Efficiency

Goal 3 Objective A: Maximize use of limited resources.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
3A.1	Identify public/private entities for partnership opportunities.	Number of new partnerships	Executive Director, Director, Curriculum and Instruction, Faculty and Staff	July, 2017	June, 2020	
3A.2	Complete scanning of all records.	Paper usage/order reduction	Director, Facilities	July, 2017	June, 2019	
3A.3	Implement a plan for technology refresh including servers and other hardware.	Plan	Director, Facilities; Tech Cons	July, 2017	January, 2018	
3A.4	Transmit data to Tallahassee via TOM system instead of through Skyward	Successful transmission of data	Programmer; Student Information Analyst	July, 2017	June, 2019	
3A.5	Develop a grants and scholarship tracking and management system.	Management system in use	Programmer, Dean of Student Services	July 2017	June, 2019	

Goal 3 Objective B: Expand funding options to better serve the emerging workforce training needs.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
3B.1	Explore new training partnership opportunities with Career Source Central Florida and other local/state/national entities based on new federal WIOA law.	Summary of training provided and outcomes	Executive Director; Director Curriculum and Instruction; Dean of Student Services; Postsecondary Specialist	July, 2017	June, 2018	
3B.2	Increase the number of grant and other funding opportunities and submit proposals as appropriate.	Total number of new grants written/funded	Executive Director, Director, Curriculum and Instruction,	July, 2017	June, 2020	

Goal 3 Objective C: Utilize Technology Efficiently

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
3C.1	Improve the integration of the services and information provided by and for multiple LTC campuses.	Customer service survey	Assistant Director, Dean of Student Services	June, 2017	June, 2018	
3C.2	Create an electronic system to link Financial Aid and Admissions information.	System complete	Assistant Director; Dean of Student Affairs; Programmer; FA Coordinator	July, 2017	June, 2019	

Goal 4

Focus on Business and Community Involvement

Goal 4 Objective A: Obtain recommendations from the Central Florida area businesses and employers regarding emerging workforce trends.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
4A.1	Interact and participate regularly with external agencies including Career Source Central Florida, Chamber of Commerce, Economic Development Commission, community associations, faith-based organizations, ACF chapters, car shows, business associations, etc.	Compiled outcomes of contacts, inquiries, referrals, and meetings attended	Executive Director, Director, Curriculum and Instruction, Dean of Student Services; CCCT Coordinator; Faculty and Staff	July, 2017	June, 2020	
4A.2	Create Advisory Committee handbook and implement workshop for faculty members.	Handbook	Director, Curriculum and Instruction	January, 2018	June, 2018	
4A.3	Strengthen Advisory Committee Memberships by including a required "program of work" document.	Committee member lists, program of work	Administration, Faculty & Staff	July, 2017	June, 2018	
4A.4	Recruit speakers from community for professional skill seminars.	Number of guest speakers/event participants	Career Success Center Specialist	July, 2017	June, 2019	
4A.5	Add new programs as requested to include CNC Production Specialist, Barbering, Baking & Pastry Making, and Industrial Machinery Maintenance Technician.	Program enrollment	Executive Director, Director, Curriculum and Instruction, Dean of Student Services	October, 2017	June, 2020	

Goal 5

Focus on Technology

Goal 6 Objective A: Develop a shared academic vision that drives the use of technologies to enhance and strengthen the teaching and learning process.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
5A.1	Staff video studio with part-time technician in order to create videos for use in classrooms and for marketing.	Part time support person hired	Executive Director	January, 2018	June, 2020	
5A.2	Create videos to increase use in classrooms.	Videos	Career & Technology Specialist; Part-time video technician	January, 2018	June, 2020	
5A.3	Provide copy center services for students.	Copy Center	Business Manager	July, 2017	January, 2018	

5A.4	Set up texting system to communicate with students.	Texting System	Assistant Director, Dean of Student Affairs	January, 2018	June, 2018	
5A.5	Develop online registration system with ability to pay fees online.	System Complete	Programmer; Business Manager	January, 2018	January, 2019	
5A.5	Add business office function to student portal.	System Complete	Programmer; Business Manager	July, 2018	June, 2019	
5A.6	Fully implement all instructional simulation tools in the programs including health, welding, and painting simulators.	Robust use of simulators in all programs.	Director for Curriculum & Instruction, Assistant Directors	July, 2017	June, 2018	

Goal 5 Objective B: Identify, prioritize, coordinate and respond to the specialized technology needs which will enhance employees' productivity.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
5B.1	Conduct yearly needs assessment to determine faculty and staff needs.	Email survey and results	Career & Technology Specialist	July, 2017	June, 2018	

Goal 5 Objective C: Lake Tech graduates will possess the information technology fluency to support lifelong learning and career development.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
5C.1	Upgrade the 'Career Pathways' web page to the school website.	Website	Assistant Director; Adult Education Coordinator	July, 2016	June, 2018	
5C.2	Increase use of LinkedIn by students and provide technology tips to them.	Number of students connected to Lake Tech's LinkedIn	Career & Technology Specialist	July, 2017	June, 2018	

Goal 6 Focus on Facilities

Goal 7 Objective A: Develop a vision/plan that allows for the updating, refreshing, and future growth of the LCT main and extension campus.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
6A.1	Purchase overhang at outside entrance of faculty/staff lounge.	Overhang installed	Director, Facilities	July, 2017	June, 2020	
6A.2	Strengthen relationships with LCSB so a clear definition of responsibilities for maintenance and upgrade of facilities is understood.	Increased understanding of responsibilities	Executive Director, Director, Facilities	July, 2017	June, 2018	
6A.3	Seek funding sources for furniture, equipment, and fixtures to complete Center for Advanced Manufacturing.	Center for Advanced Manufacturing is completed.	Executive Director, Director, Facilities	July, 2017	June, 2019	
6A.4	Creation of Barbering Lab.	New Lab created.	Assistant Director, Facilities, Maintenance Mechanic	October, 2017	January, 2018	
6A.5	Create Baking & Pastry Making Lab.	New Lab created	Assistant Director, Facilities, Maintenance Mechanic	October, 2017	January, 2018	
6A.6	Seek funds to build out Industrial Machinery Maintenance Technician Lab.	New Lab Created	Assistant Director, Facilities, Maintenance Mechanic	October, 2017	June, 2019	
6A.7	Replace carpet in worn areas both on the main campus and at IPS.	New carpet in Business Office and Financial Aid Office	Director, Facilities	May 2018	June, 2018	
6A.8	Refresh Bathrooms.	Upgraded fixtures, tile	Director, Facilities	September, 2018	September, 2019	
6A.9	Expand Diesel program into welding classroom after CAM is finished.	Upgraded facility	Director Facilities	September, 2018	January, 2019	
6A.10	Build an Alumni Sidewalk between Building 1 and Building 5.	Sidewalk in place	Director, Facilities	September, 2018	January, 2019	

7A.11	Repave Parking Lot.	Repaved Lot	Director, Facilities	September, 2019	January, 2020	
7A.12	Upgrade Board Room.	New Furniture	Director, Facilities	July, 2017	November, 2017	
7A.13	Upgrade Classroom Signage.	New signs	Director, Facilities	July, 2017	November, 2017	
7A.14	Build new storage building.	New building	Director, Facilities	July, 2017	November, 2017	
7A.15	Replace Rectangular Tarmac including Skid Pad at the Range on Frankies Rd.	New Tarmac	Director, Facilities	July, 2018	June, 2019	
7A.16	Replace Driving Road Course (asphalt and/or concrete) at the Range on Frankies Rd.	New Road Course	Director, Facilities	July, 2018	June, 2019	

Goal 6 Objective B: Identify, prioritize, and respond to the need for facilities in South Lake County.

	Strategies for Achieving Objective	Evaluative Measure	Responsibility	Start	End	Notes
6B.1	Hold focus groups in community to determine program/facilities need.	Survey results	Executive Director	July, 2014	June, 2017	Complete.
6B.2	Identify possible facilities available for use.	List of potential sites	Executive Director	July, 2017	June, 2019	