

#### **Team Green Case Study Question #4**

President Nolan convened the entire campus to the NEW Day town hall meeting. The purpose is to provide all stakeholders a current progress report of LCC's board goals and strategies. President Nolan noted that the Guided Pathway workgroup and her executive team employed the Ten Analytical Lenses, Strategic Compass, and Five Practices of Exemplary Leadership as frameworks to guide their analysis. President Nolan would like to convene stakeholders across the campus to further develop the strategies that are being presented today.

President acknowledged that she has not been successful in implementing the four major goals, particularly the Guided Pathways as the primary strategy. The findings indicate that faculty are split in sharing the belief that Guided Pathways would make a positive impact on LCC (pg. 8). Many faculty have written letters to President Nolan to express concerns about the appropriateness of Guided Pathways (pg. 7) She recognized the need to focus on faculty leaders but it had not been her priority (pg. 11).

The strategies need to be revised to include more than just Guided Pathways as the primary method of achieving the college's goals. The college also needs to practice the integrated system approach by aligning the different areas (Instruction, Student Services, Finance, Facilities) towards planning and implementation. There will be a specific timeline for implementation, and finance strategies for resource allocation, and a communication plan so that the entire campus is being updated and invited to participate. As the president, she needs to make two most important changes in her style of leadership. They include: 1) Inspire a shared vision and 2) Encourage the heart. In order for LCC to meet the goals, President Nolan acknowledges she must bring everyone together to have a shared vision of "Why." Why are the four goals important given LCC's strong history and navigating towards a more uncertain fiscal landscape with increasing expenses and state mandate of student success and the implementation of guided pathways.

President Nolan asked the college community what she could do to be better in order for the college to work together towards accomplishing these four goals?

#### **Region:**

##### Strategies:

- Expand more internships (3)
  - Expand partnerships with corporations, organizations, health care facilities, manufacturing plants to provide pre-internships, paid internships, temporary jobs (p 3 and 6, Success in the Health Industry, bifocal lens).
- Attract investments to increase employment in fields that directly impact student career pathways to boost regional wealth (12)
- Promote our students as future leaders and our campus as forward innovation

- Establish a Regional Educational Consortium (REC) comprised of educators, industry, government and LCC faculty, staff, admin and students. Page 84, Section 9: *They adopt systems approaches wherever possible*. Promotion of regional interconnectedness with industry and government to leverage resources.
- Develop pipeline for employment in local financial service companies. Partner with financial community on financial literacy program for all students.

### Quality and Access:

#### Strategies:

- Establish a campus communication plan (p 6, Team of 10, p 6 remain split; p 84, LCT, Section 10 Study Own Org Culture & Section 8, Adopt System Approaches- convex lens)
- Campus stakeholders meet regularly to create, examine and evaluate progress on timeline, benchmarks, discuss strategies for improvement, and revise plans as needed.
- Develop ways to provide proactive, ongoing support at all levels to students throughout their college experience
- Develop and implement an outreach strategy for K-14, CTE and industry
  - Develop regional pipeline
- Build an advisory board to inform needs of community and campus (3, develop stronger relationships (p 3, stronger relationships; p 83, LCT, Section 6, Optimistic about Future-rearview mirror)
- Establish Technology committee across educational and community partnership (68) Technological Drivers section.
- Create Professional Learning HUB for campus employees:
  - Provide a continuum of opportunities of professional development for all faculty, staff, and administrators to prepare and respond to evolving student needs and equity measurements of student success and support.

### Growth:

#### Strategies:

- Support impact reports to give a brief summary of the work done in the areas of Student Equity that serve students directly.
- Build contract ed program initiative to integrate with business to retrain industrial workforce for new high-tech jobs (3)
- Embed services in physical spaces to support Guided Pathways initiative across campus p 82, LCT, Section 2, Committed to Learning-convex lens)
- Improve institutional effectiveness: expand the technology infrastructure (Dashboard) to support integrated reporting, auditing, and planning processes for both instructional, student services, and admin (facilities/maintenance). (17)
- Launch a Leadership Community of Practice to infuse a growth mindset where college teams come together to network, explore, conceptualize and develop campus plans and efforts toward College Change Initiatives

- Utilize Kotter model of change management approach (85)
- Expand online/hybrid offerings and staff online learning center to ensure quality control. (also Goal: Quality/Access)
- Develop a LCC leadership Transformation. A Paradigm shift in the way the college thinks about change. Instead of change, the college will adopt a common belief of innovation and continuous improvement through a collegial, cooperative shared governance creates a stronger LCC for all. Page 158 – 163 Transformation of Elon College to Elon University.

## Internal Capacity

### Strategies:

- Develop cross-functional work groups/teams who steer the Guided Pathways design process and utilize explicit and agreed upon processes for gathering college-wide input (including student voice).
- Identify internal practices to incorporate best practices
- Explore external and internal grants (i.e. HSI) (14)
- Ensure Guided Pathways is integrated carefully into college structure and plan and presented and communicated in a clear useful way that allows participation at all levels.
- Guided Pathways degree and certificate mapping retreat with faculty, counselors, articulation officer/curriculum specialist, staff and students
- Engage campus in development of transparent budget, resource, and personnel allocation process through program review and integrated planning instruments that prioritize campus-wide needs. Utilize and integrative approach to financial resource leveraging internal and external funds.
- Create HR Council to make recommendations on strategies to ensure equitable recruitment, hiring and successful onboarding of new employees. The council will also recommend campus wide strategies that support the new transformational paradigm shift of innovation through collegial, cooperative shared processes. Page 124, Step 4 Developing a culture of innovation.