Lamar Institute of Technology

Strategic Plan 2020-2025

A Shared Vision
Growth and Excellence

- College Stakeholders
- Community Members
- Business and Industry
- TSUS (Vision 2020)
- THECB (60x30TX Plan)
November 19, 2020

Dear LIT Family and Friends of the College,

The Lamar Institute of Technology (LIT) Strategic Plan 2020-2025 is concise and straightforward. However, this plan has been years in the making and is based on research. It combines the expectations of our internal and external stakeholders into A Shared Vision. After my 2016 presidential installation, we began collecting data utilizing focus groups, surveys, billboards, and social media. I also conducted one-on-one interviews with community members, elected officials, educators, and business/industry leaders. The central question asked of [all] stakeholders was, “What should LIT focus on for the future?” Most said, ‘growth and excellence.’

Growth and excellence are the drivers of this strategic plan which align with TSUS Vision 2020, THECB 60x30TX Plan, and my bold prediction of 10-in-10. In just ten years (2016-2026), I can see LIT enrolling 10,000 students (credit and noncredit), expanding online technical programs, and establishing small campuses across the entire state. Regarding excellence, LIT will be known for its innovation, premiere workforce training, and high-quality faculty and staff. Students will earn their degrees faster and cheaper by receiving college credit for their life experiences. As alumni, they will return to serve in many valuable roles at the institution.

As the college has grown from 6,946 students (2016) to 8,129 students (2019) and continues to grow, we believe that the goals listed below will aid in economic revitalization and help ensure that future generations have a clear pathway to the American Dream.

Strategic Goals
1. Increase Student Access, Success, and Reduce Debt.
2. Be more Responsive to the Community and Industry.

This LIT Strategic Plan 2020-2025 represents our mission (what we’re about), vision (where we’re going), and roadmap (how we’re going to get there).

Most respectfully,

Lonnie L. Howard

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Mission Statement

Our mission is to provide innovative teaching and learning for tomorrow’s workforce.

Core Values

Community
We cultivate partnerships that develop solutions to community challenges, which are important for economic vitality and quality of life.

Excellence
We strive for excellence in instruction and service by upholding high academic and professional standards, providing a quality educational environment, and continuously seeking improvement in all aspects of our work.

Innovation
We pursue excellence in teaching and learning through encouragement and support of creativity, experimentation, imagination, originality, entrepreneurial spirit, and visionary leadership.

Integrity
We strive to demonstrate high standards of ethical conduct and celebrate honesty, openness, and trust.

Civility
We are committed to diversity, inclusion, and respect the opinions and perspectives of others, even if they differ from our own. At LIT, everyone is welcome.
Three Strategic Goals

Goal 1
Increase Student Access, Success, and Reduce Debt

We will eliminate enrollment barriers, create a positive culture that encourages educational attainment, and control student costs.

Goal 2
Be more Responsive to the Community and Industry

While the ‘LIT brand’ expands statewide, we will remain a neighborhood college, bridging the gap between community revitalization and future workforce development.

Goal 3
Promote Institutional Excellence

LIT employees will be ‘active partners’ in meaningful training and innovation that leads to institutional excellence.
Implementing the Goals

Goal 1
Increase Student Access, Success, and Reduce Debt

Create a Statewide Footprint:
- Develop career and technical programs that are completely online.
- Support the Lamar Link transfer initiative with Lamar University.
- Expand rural K12/ISD, higher education, and Texas agency partnerships.

Design Practices that Adult Learners Want:
- Get students into the job market quicker with competency-based education, internships, and apprenticeships.
- Create more weekend and 8-week classes.
- Provide students with childcare assistance.

Create a Culture of Student Success:
- Ensure LIT is a welcoming place that promotes student learning.
- Remain ranked as one of the “Best Places to Work” in Southeast Texas.
- Provide wrap-around services that will improve completion and graduation rates.
- Create a ‘1st Year College Experience’ for all students and a Minority Male initiative.
- Ensure the ratio of African-American and Hispanic faculty mirrors the student body.

Continue Our Efficient Business Model:
- Ensure data drives college decisions.
- Evaluate space utilization and class sizes.
- Continue shared services with Lamar University, Sam Houston State University, and Lamar State College Port Arthur. Develop agreements with other TSUS components.
- Budget for annual employee merit raises.
- Increase auxiliary revenue, annual giving, and college development.
Implementing the Goals

Goal 2
Be more Responsive to the Community and Industry

Remain a Neighborhood College:
- Be a hub for the community (civic events, meetings, and emergencies).
- Encourage faculty to have students complete service-learning projects to aid in helping the community.

Upskilling South Park:
- Job Creation: develop a multifaceted campaign called “Upskilling South Park.”
- Build a coalition of elected officials, civic leaders, educators, and business people to prioritize hiring from South Park.
- Solicit donations, gifts, and grants to offer free or reduced training.
- Identify distressed properties and partner with the city to revitalize the community.

Develop a Talent Pipeline:
- Faculty and staff will visit middle schools to help change children’s perception of career and technical education.
- Develop a forward-thinking enrollment management plan.

Responding to Business:
- Collaborate with Workforce Solutions, the Golden Triangle Business Roundtable, and other entities to forecast industry needs.
- With the creation of the new LIT Corporate College, provide industry with workforce solutions 24/7 (on site or at the college).
- Rather than in years or months, provide ‘education in weeks.’
Implementing the Goals

Goal 3
Promote Institutional Excellence

Make Training Meaningful:
- Encourage employees to be active partners in training and survey them to determine what they actually need.
- Continue to host the Association of College and University Educators (ACUE).
- Provide classroom training for K12/ISD dual credit teachers.
- Provide more staff-to-staff customer service, retention, and recruitment training.
- Host more faculty-to-faculty led recruitment and retention training.
- Create tabletop active shooter training and online sessions that employees can use more frequently.

Promote Excellence:
- Utilize predictive analytics to help students who are at-risk of not completing.
- Use more effective data practices to evaluate employee accountability.
- Expand the notion of the “LIT Family” and our culture of caring.
- Encourage employees to utilize college sponsored educational benefits.
- Recognize the different facets of diversity.

Increase Innovation:
- Innovation Awards: incentivize employees’ innovative ideas that bring about significant college value.
- Encourage all employees to stay current on educational trends.
- Seek industry-related faculty-externships.
- Promote cross-collaboration and team-teaching among different disciplines.
Measuring the Strategic Plan
Monitoring and Revising

We are proud that the LIT Strategic Plan 2020-2025 performance expectations are ambitious and that the bar is set high. In some cases, our metrics might exceed those of TSUS Vision 2020 and THECB 60x30TX Plan. The three goals of this plan are designed to work in concert with other institutional planning documents (i.e., college master plan, chancellor's report, IT plan, program review plan, enrollment management plan, etc.).

While this is a 5-year strategic plan, it will be continuously monitored because LIT's operating environment, as well as the higher educational landscape, is ever-evolving. From an institutional perspective, these three goals will be measured at the divisional, departmental, and program level on an annual basis. Given that the strategic plan's core principles are 'growth and excellence', we have a fundamental obligation that must be demonstrated to our internal and external stakeholders.

From an individual perspective, maximum employee effort is vital to achieving the targets associated with this strategic plan. Given this, supervisors must conduct [both] mid-year assessments and annual personnel performance evaluations. Measurable key performance indicators (KPIs) will be developed for each employee and their productivity incentivized (if the budget allows) by way of a one-time pay or merit raises.

It is the responsibility of LIT's Department of Institutional Effectiveness (IE) to keep administrators, faculty, and staff informed. The Department of IE will use current data to track on-time individual and institutional KPI attainment. If goals, targets, or expectations need to be adjusted, we have a formal process. Any major change recommendations must go through the college's shared governance structure, be approved by the president, and then reviewed by TSUS.
One-on-One Interviews and the Steering Committee

One-on-One Interviews

External Stakeholders
- Mayor Becky Ames (City of Beaumont)
- Mayor Larry Spears (City of Orange/LIT Alumni)
- Mayor Pro Tem Harold Doucet (City of Port Arthur/LIT Donor)
- President Ken Evans (Lamar University)
- Former Board Manager Angela Bransford (BISD)
- Dennis Isaacs (Business)
- Glen Edgerly (Industry)
- Tim Sudela (Industry/LIT Alumni/LIT Foundation)
- Jerry Nathan (Community Member)
- Vernon Durden (Community Member/LIT Donor)
- South Park Neighborhood Association

LIT Steering Committee

Internal Stakeholders
- President Lonnie L. Howard
- Dr. Kerry K. Mix
- Bonnie Albright
- Dr. Melissa Armentor
- David Mosley
- Dr. Angela Hill
- Dr. Miranda Phillips
- Alfred Griswold
- Patrick Calhoun
- Dr. Mary Sizemore
- Kenneth Mason
- James Welch
- Tiffany Williams-Parker
- Lauri Arnold-Calder
- Stephen Hudnall
- Samuel Dockens
- Amanda Clayton
- Christopher Elliott
- Linda Korns
- Christine Marsh
- Jason Woodall
- Naamah Baaheth (SGA)
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