

ACTION PLAN
IMPLEMENTATION OF RECOMMENDATIONS GIVEN BY INSTITUTIONAL REVIEW EXPERTS
2024

MANAGEMENT		
Recommendation	Action	Completion Date
To establish processes for the development of a strategic risk register and prepare mitigation strategies as appropriate.	<ul style="list-style-type: none"> • Management received Enterprise Risk Management Training May 6-7, 2024. • Management identified strategic risks and completed an exercise to identify top risks. • Risk owners were identified for each risk. • Each risk will receive a raw risk score (based on likelihood and impact) followed by a bowtie analysis to identify mitigants (preventative controls and containment controls). • Each risk will receive a revised risk score considering current mitigants in place and a target risk score after planned mitigants are implemented. • Risk owners will be responsible to implement planned mitigants and measure, control and monitor ongoing risk. • Risk Register will track risk scores and track the status of current and planned mitigants. • Risk Register will be monitored by President's Cabinet and the Finance Committee of the Board; Risk Register will be reviewed and approved annually by the Board. 	March 2025 completion of Risk Register and approval of risk management procedure. Ongoing measuring, controlling, and monitoring thereafter.
To become as engaged as possible with relevant national and international bodies	<p>INVESTIGATION OF PARTNERSHIPS:</p> <ul style="list-style-type: none"> • Met as a research team to investigate various national and international bodies that would fit with LCC's mission and research strategy. We have developed a list of potential bodies and are having ongoing conversations on whether to join or engage in collaborative projects. <p>RECENT PARTNERSHIPS:</p> <ul style="list-style-type: none"> • Joined BUP (Baltic University Program). • Collaborated with HSW (Hochschule Weserbergland) in Germany • Collaborated with AUBG (American University of Bulgaria) on a grant project. • Collaborated with NLA in Norway on a Ph.D. program in Formation and Social Responsibility. • Signed Partnership Agreement with Lithuanian Ministry of Foreign Affairs. 	May 2026
To raise the international awareness of the university and recruiting students from a wider geographical area need to be part of the next strategic plan	<ul style="list-style-type: none"> • Engage and mobilize stakeholders, including current students and alumni, in a systematic way to increase prospective student referrals. • Expand recruitment strategies to include more digital tactics to increase our reach. • Invest in new markets for student recruitment within the target regions outlined in the strategic plan. 	Ongoing, with progress reported semi-annually to Board of Directors
To have more focused future reflective (self-evaluation) exercises	<ul style="list-style-type: none"> • Quarterly Strategic Plan / Annual Management Plan review at President's Cabinet. 	Ongoing

	<ul style="list-style-type: none"> Weekly review of KPIs at President's Cabinet. This offers the opportunity for analysis of lead indicators throughout the year. Increased analysis as part of semi-annual reports for the Board of Directors. 	
To enhance the management and delivery of academic activities - teaching and learning, research, and external engagement (or service) - through their consolidation within the remit of the Academic Council	<ul style="list-style-type: none"> Conducted a two-hour faculty meeting in May 2024 to discuss our Academic Governance structure at LCC. The Academic Council is making this one of its main priorities for the year. Thus, they will be convening listening sessions with faculty and developing a process of forming recommendations. These recommendations will be voted upon on May 25 with the intent of implementing the new structure for the 2025-2026 academic year. 	August 2025
QUALITY ASSURANCE		
Recommendation	Action	Completion Date
To embrace an inclusive understanding of QA/QE as pervading all areas of the university	<ul style="list-style-type: none"> Invest in the development of institutional quality culture by forming a Quality Assurance Team. The team will include point people from different LCC administrative and academic departments and will meet regularly to maintain cross-departmental informational flow and share best QA practices. Conduct QA workshops for staff and faculty during the 2025-2026 academic year. 	May 2026
To be selective in this regard to guard against overburdening by surveys either staff or students	<ul style="list-style-type: none"> Annual review of the institutional research survey schedule. Ensure the necessity and frequency of all data collected. Coordination across the institution of additions/edits to existing surveys, rather than launching a new one. 	By October 15 of each year.
More systematic approach to measuring and reflecting upon KPIs and recording the resulting changes and impact of same.	Increase quantitative analysis of KPIs as part of the quarterly Management Plan review.	Quarterly - beginning at the end of October 2024
STUDY AND RESEARCH		
Recommendation	Action	Completion Date
Commit to the crafting and adoption of an institute wide research strategy	<ul style="list-style-type: none"> A Comprehensive Research Strategy was developed in the Spring 2024. Formally adopt the Research Strategy through the Academic Council in the Fall 2024. Communicate the Research Strategy throughout the university during the Spring 2025 semester. 	May 2025
<p>The institution wants to attract more students and management and faculty believe that this should be via a second cycle program.</p> <p>The Panel does recommend looking into the expansion of what clearly works well for LCC and that is the liberal arts approach at the bachelor level.</p>	<ul style="list-style-type: none"> Conducted strategic sessions on potential MA programs in Spring 2024. Identified three MA programs to pursue over the next three years. MA in Creative Writing is in the development stage (Fall 2024) with a faculty member leading the project. MA in IRD Study Field is in the development stage (Fall 2024) with a faculty member leading the project. 	Fall 2027

	<ul style="list-style-type: none"> • MBA is a second cycle program that we have identified to pursue. Currently looking to identify a faculty member to lead the project (Fall 2024). • Each program will have to go through internal approval processes. • Once approved internally, a program will have to be initially approved by SKVC. • Once approved by SKVC, a program chair will need to be hired, marketing of the program done, and set-up for the program to begin. • Will conduct an investigation into the viability of an interdisciplinary bachelor degree. 	
IMPACT ON NATIONAL AND REGIONAL DEVELOPMENT		
Recommendation	Action	Completion Date
Harness the ready support from stakeholders and constitute a permanent Advisory Council.	<ul style="list-style-type: none"> • Develop the “terms of reference” for a regional Advisory Council. • Re-establish a regional Advisory Council, to include business and education leaders. 	September 2025
Re-examine its understanding of, and approach to, Lifelong Learning.	<ul style="list-style-type: none"> • Coordinate existing LCC programs/initiatives that fall into the “lifelong learning” realm. These include: <ul style="list-style-type: none"> ○ ELC offerings ○ Assessment of Prior Learning ○ Micro-credentials ○ Faculty/staff course benefits • Establish a task force to review best practices, and to ensure the intended target audiences for lifelong learning initiatives. 	September 2025