
INTEROFFICE MEMORANDUM

TO: Dr. Richard Fonté
President
College of Lake County

Dr. G. Gary Grace
Executive Director and Dean
University Center of Lake County

FROM: Co-Chairs of the Joint Task Force on Collaborative Partnership
Dr. Stephanie DeCicco
Assistant Vice President of
University Transfer
College of Lake County

Dr. Elizabeth Ritt
Director of the School of
Adult Learning
North Park University

DATE: May 30, 2007

SUBJECT: Report of Joint Strategies

CC: Joint Task Force on Collaborative Partnership Members

On behalf of the Joint Task Force on Collaborative Partnership, we are pleased to present to you a Report of Joint Strategies compiled through the collective efforts of individuals representing the College of Lake County and member institutions of the University Center of Lake County.

On January 22, 2007 the Task Force was charged with developing joint strategies for creating seamless educational pathways in Lake County via partnerships between the College of Lake County and the University Center of Lake County. Through multiple meetings, subcommittee work and collaborative strategy development, we present to you an executive summary report, as well as a detailed description of specific interventions.

While the work of this Task Force ends with the culmination of this report, we are hopeful that the recommendations brought forth offer future opportunities to bring the College of Lake County and the University Center of Lake County together again on behalf of students.

Please feel free to contact either of us, or any member of the Task Force, should you have any questions or comments about the Report of Joint Strategies. Thank you for the opportunity to serve as Co-Chairs and work with representatives from both entities.

**College of Lake County and University Center
Joint Task Force on Collaborative Partnership
Executive Summary Report
May 2007**

Purpose of the Joint Task Force: To develop a joint strategy for creating seamless education pathways in Lake County and to identify the most strategic ways in which the Center and the College can team to engage with Lake County and address the County's varied needs.

Charter Questions:

The Committee was charged with the following seven charter questions:

1. How can the University Center and College of Lake County develop a joint strategy for recruiting students and developing associate/baccalaureate/graduate degree paths?
2. How do our organizations become established in the minds of students and the public at-large as dual resources/joint partners that collaborate to help Lake County citizens reach their educational goals while still maintaining our individual institutional identities?
3. How can our organizations best provide student support services that are seamless for students moving from the College to a University Center member institution?
4. What kind of data is needed from prospective and current CLC students to plan and recruit appropriately?
5. How can our organizations best serve the needs of northeastern Lake County through our Waukegan facilities?
6. How can our organizations collaborate to identify and address the workforce development needs in Lake County?
7. As new bachelor completion programs are established, what steps should be taken to assure curricular and student service coordination?

Process: The task force convened three meetings to address the purpose statement and seven charter questions. Through collaborative dialogue, committee members identified marketing and recruitment, student development and advising, and curricular development as the three most critical success factors of the partnership. Subcommittees were formed to address these critical areas as well as their relation to the seven questions

posed in the charter document. Ongoing discussion resulted in eight overarching joint strategies as well as numerous detailed interventions for each question identified in the charter.

Recommended Joint Strategies:

The Joint Task Force on a Collaborative Partnership between the College of Lake County (CLC) and the University Center of Lake County (UCLC) recommends eight overarching strategies that will support a visible and sustainable partnership.

1. Clarify when and with what markets CLC and UCLC will work together and when it is appropriate for the institutions to work independently.
2. Develop written “academic roadmaps” that lay out the academic progression from high school through a graduate degree: high school→ associate degree, associate degree→bachelor’s degree, and a bachelor’s→graduate degree.
3. Implement the roadmaps to develop joint recruiting material that links CLC programs with relevant bachelor’s level options and distribute those materials at both institutions and via joint CLC/UCLC recruitment teams.
4. Continue to survey prospective students on short-term and long-term academic needs and use that data to develop program options.
5. Create outward physical signs and visual cues that showcase the CLC/UCLC partnership.
6. Appoint an academic committee that meets on a monthly basis to continue the work of joint task force by identifying opportunities for additional links between CLC and member institutions and by formalizing a process for developing new bachelor’s completion programs that build on CLC associate’s degree programs.
7. Address the educational needs of northeastern Lake County by creating specific linkages between University Center at Waukegan programs and CLC’s Lakeshore Campus. A joint strategic planning effort is required.
8. Actively seek out opportunities to collaborate on potential grant projects, applications, and resources that fund and support a visible and sustainable partnership.

Summary:

In summary, the Joint Task Force on a Collaborative Partnership between the College of Lake County (CLC) and the University Center of Lake County (UCLC) recommends the

implementation of eight overarching strategies that foster a visible and sustainable partnership.

A careful analysis of the charter questions that were posed to the Joint Task Force resulted in the recommendation of 20 specific interventions (See Attachment A). In order to maintain the momentum gained by the formation of the Joint Task Force it would be imperative to form an academic committee that could prioritize and implement the recommendations within a specified timeline.

Task Force Members

Stephanie DeCicco, Asst. VP for Univ Transfer Compliance College of Lake County (Co-Chair)	Lois Bishop, Dir., Artic & National-Louis University
Lourdene Huhra, Dean, Business Division College of Lake County Carbondale	Thomas Calhoun, Associate Provost Southern Illinois University
Gary Morgan, Dean, Engin, Mth, Phys Sci College of Lake County	Bill Calzaretta, Exec Dir, Suburban Campuses DePaul University
Eleanor Murkey, Dean, Lakeshore Campus UOPS College of Lake County	Kathy Johnson, Regional Director, University of Illinois
Betsy Oudenhoven, Dean, Cnsling & Retention Dean College of Lake County	Eileen Kolich, Assoc Provost & Benedictine University
Evelyn Schiele, Special Asst to the President College of Lake County	Elizabeth Ritt, Director, Schl of Adult Learning North Park University (Co-Chair)
Hilary Ward Schnadt, Assoc Dean for Academic Services & Programs University Center of Lake County	

Attachment A

College of Lake County and University Center Joint Task Force on Collaborative Partnership Charter Questions and Specific Interventions

- 4. How can the University Center and College of Lake County develop a joint strategy for recruiting students and developing associate/baccalaureate/graduate degree paths?**
- Create greater awareness of UCLC programs among CLC's current students, faculty, and counselors.
 - Send a monthly email announcement to CLC students with UCLC news and highlights of a program. (This will work better as CLC's plan to collect/update more student home email addresses) is implemented.
 - Add visual cues to the Grayslake facility to "market" the member institutions such as university flags, names of schools, and banners.
 - Use the CLC signboard to advertise annual UCLC College Night (April) and UCLC Undergraduate College Night (October).
 - Bring CLC students to UCLC for events/information sessions such as the UCLC College Night.
 - Replicate Business Division/UCLC faculty meeting within other CLC divisions and use such ongoing meetings to identify program connections.
 - Make UCLC member institution faculty available as guest lecturers to CLC classes and at events for Lake County public.
 - Link new UCLC recruitment specialist/advisor with the counseling center staff and advisors in each divisional office.
 - Develop joint marketing materials, which promote the advantages of completing a degree program through CLC and UCLC.
 - Develop "academic roadmaps" or flowcharts that help prospective students see how specific associate degree courses and programs at CLC can transfer into specific baccalaureate level programs at UCLC and, in turn, can prepare them for specific UCLC graduate programs.
 - Supplement those roadmaps/flowcharts with detailed transfer guides for each UCLC bachelor's completion program.
 - Provide information that allows students to move past a decision based solely on cost/credit hour: 3+1 agreements, accelerated calendar reducing time to degree, etc.
 - Produce a tri-fold brochure and website that lists both CLC degrees and UCLC bachelor and master degrees.

- Develop joint recruiting processes and practices so that future students identify themselves as students of both CLC and UCLC member institution with the intent of developing dual admission policies when possible.
 - Clarify between CLC and UCLC member institutions the meaning of course articulations, program articulations, IAI, 2+2 agreements, 3+1 agreements, dual admissions agreements, and transfer guides.
 - Explore options to encourage young incoming high school freshmen to consider CLC and UCLC.
 - Once CLC degree audit software is complete, begin communicating regularly with students approaching graduation.
 - Identify ways to meet the baccalaureate educational needs of CLC students so they remain in Illinois.
 - Encourage the UCLC member institutions to join CLC as a participant in the Course Applicability System (CAS).

- Establish a process for UCLC member institutions and CLC to develop additional baccalaureate completion programs.
 - Negotiate collaborative degree completion agreements between CLC and UCLC that reflect “out of the box” thinking relative to flexible schedules, variable tuition rates, shared site offerings, faculty exchanges, etc.
 - Ensure that collaborative degree options: address program outcomes; incorporate the expectations of CLC and UCLC; and include a well developed plan for degree completion from application through graduation.
 - Involve the CLC’s Assistant Vice President for University Transfer and the UCLC’s Associate Dean for Academic Services and Programs in new degree collaboration.

5. How do our organizations become established in the minds of students and the public at-large as dual resources/joint partners that collaborate to help Lake County citizens reach their educational goals while still maintaining our individual institutional identities?

- Begin by determining where & when the two organizations should work together and when they should work separately.
 - Articulate the added value that both institutions bring to the collaborative degree program and combine our individual strengths.
 - Market the respective mission, vision, and values of each institution involved in the joint program and note the synergies.
 - Develop joint marketing goals, targets, and strategies for the CLC and UCLC partnership.
 - Develop joint marketing material as outlined in response to question 1.

- Involve UCLC representatives in CLC College Fairs and routine College visits and vice-versa when appropriate.

6. How can our organizations best provide student support services that are seamless for students moving from the College to a University Center member institution?

- Link the transfer guide sections of the CLC and UCLC websites. (already underway)
- Create opportunities for CLC and UCLC academic and student support advisors to collaborate about their respective services and identify processes for transitioning students to UCLC.
- Revise UCLC website to add a “portal” that collects information from prospective students on their program interest and then links them to the admissions, financial aid, and advising sites on the relevant member institution’s website.

4. What kind of data is needed from prospective and current CLC students to plan and recruit appropriately?

- Develop a series of surveys that address local high school and current undergraduate needs:
 - Survey local high school students to determine career-related interests, preference for academic programs, and preference for campus locations. (Grayslake and/or the Waukegan facility)
 - Survey current undergraduate students at CLC to determine the types of degree completion programs in which they are interested. Using this data, identify UCLC baccalaureate programs that match CLC’s AA/AS and AAS degree programs.

5. How can our organizations best serve the needs of northeastern Lake County through our Waukegan facilities?

- Work with the high schools to develop a joint recruitment process that serves both CLC and UCLC.
- Increase course offerings for degree completion programs at the Waukegan facility.
- Increase visibility of degree completion programs at the Waukegan facility by working with CLC to develop signature programs at CLC that fold directly into UCLC programs.

6. How can our organizations collaborate to identify and address the workforce development needs in Lake County?

- Strengthen the partnerships between UCLC/CLC and local business and industry via participation in local chambers of commerce, city/village organizations, and local boards.
 - Utilize this participation in local organizations to obtain information on workforce needs and labor trends in order to advise CLC and UCLC on pertinent programming.
 - Utilize relationships from these partnerships to invigorate local advisory boards that advise CLC career programs.
 - Use the Lake County Educator Center as a model for future workforce development initiatives.

- Utilize the knowledge and expertise of existing UCLC member institutions to obtain workforce and labor trend information.
 - Conduct joint workforce development outreach via member institutional networking.

- Utilize existing CLC program advisory committees, the Lake County Workforce Development Department, data from the Illinois Department of Employment Security, and data from the Illinois Community College Board to identify workforce development needs.
 - Survey major businesses in Lake County regarding immediate and future workplace needs and use data to inform program planning.

7. As new bachelor completion programs are established, what steps should be taken to assure curricular and student service coordination?

- Identify specific contact persons at both CLC and UCLC that will meet regularly to update each other on programming updates and changes, as well as ways to inform students of program completion options.
- Identify opportunities for UCLC member institutions to contract with CLC's Office for Disabled Student Services to provide services to CLC alumni who continue at the UCLC.
- Determine feasibility of linking tutoring efforts between CLC and UCLC member institutions.
- Work closely with UCLC staff when CLC and UCLC member institutions articulate programs.
- Utilize surveys to annually assess student, staff, and faculty satisfaction with CLC and UCLC partnership activities.

- Assess student satisfaction with current joint programming efforts and services offered by CLC and the UCLC.
- Assess student, staff, and faculty satisfaction with the coordination of curricula and student services available at the UCLC. Identify areas needing improvement and create action plan accordingly.