

# Shawnee Community College



Strategic Plan 2021-2025



# Strategic Plan

2021-2025

**Mission:** SCC provides quality higher education, community education, training, and services that are accessible, affordable, and promote life-long learning.

HLC Criterion Relevant to this Strategic Planning Process:

- 3.A. The rigor of the institution's academic offerings is appropriate to higher education.
- 3.B. The institution offers programs that engage students in collecting, analyzing, and communicating information; in mastering modes of intellectual inquiry or creative work; and in developing skills adaptable to changing environments.
- 3.D. The institution provides support for student learning and resources for effective teaching.
- 4.C. The institution pursues educational improvement through goals and strategies that improve retention, persistence and completion rates in its degree and certificate programs.
- 5.C. The institution engages in systematic and integrated planning and improvement.



# Strategic Plan

2021-2025

## **An Enrollment Target of 40,000 reimbursable Credit Hours ( $\approx 1,350$ FTE) annually sets the parameters for this Plan.**

To achieve this target a comprehensive planning framework was developed and used. Here are the definitions of the terms used:

- **Goal** – Broad improvement efforts aimed at advancing the College's mission.
- **Objective** – Initiatives aimed at accomplishing a goal.
- **Strategy** – Activities aimed at accomplishing an objective.
- **Output** – the intended product or service produced from a strategy, objective, or goal.
- **Outcome** – the results, accomplishments, or direct impact produced from a strategy objective, or goal.
- **Target** – describes how the goal, objective, strategy, output, or outcome will be changed, usually within context of described measures.
- **Responsibility** – the senior-level staff member who is the champion of a particular strategy and is accountable for the results. Often, the responsible party, will delegate the strategy to their team and/or work with teams from other areas.
- **Measures** – key performance measures found in the Shawnee Community College Effectiveness System (SCCES).
- **Timeframe** – Unless designated in the target, a fiscal year or span of fiscal years is used to indicate when the strategy should be completed.
- **Resources** – people and estimated funding needed to accomplish the strategy.
- **New Credit Hours Generated** – an estimate of the new Credit Hours that could be generated resulting from implementing the strategy.
- **Potential Deliverables** – additional outputs or outcomes of the strategy, which occur from implementing the strategy.
- **Critical Issues to Address** – topics and/or concerns related to the strategy that must be considered and appropriately addressed to optimize the results of the strategy.
- **Barriers to Success** – Known issues or problems that must be considered when implementing the strategy.

**Note:** This Plan provides a complete refresh of the College's 2019-2023 version of the Strategic Plan (old plan). A research-based tool, called Shawnee Community College Effectiveness System (SCCES), was used to assess the status of the College's performance throughout FY21. The resulting goals were developed, with input from several key stakeholders throughout the College. The old Plan had six goals and 28 objectives. This plan has four goals and 23 objectives. This plan attempted to build upon the strategies from the old plan. If a strategy originated from the old plan, there is a checkmark in the "Modify" box at the bottom of the strategy. Otherwise, these are new strategies.



# Strategic Plan

2021-2025

## Summary of Goals & Objectives

### **Goal 1: Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

- 1.1 [Articulate baccalaureate and career/technical programs with regional universities; create seamless transfer opportunities for students.](#)
- 1.2 [Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.](#)
- 1.3 [Strengthen partnerships with local business leadership and community stakeholders.](#)
- 1.4 [Develop workforce training partnerships with regional employers to promote economic development and job creation in the community.](#)

### **Goal 2: Increase Student Completion 10% by FY23.**

- 2.1 [Streamline student intake processes in ways that empower students to make informed program and course decisions.](#)
- 2.2 [Experiment with classroom delivery strategies to determine impact on enrollment, retention, persistence, and completion.](#)
- 2.3 [Increase non-traditional student enrollment, retention, persistence, and completion.](#)
- 2.4 [Accelerate the time it takes for students to complete development courses and achieve success in college-level gatekeeper courses.](#)
- 2.5 [Accelerate the time it takes for students to complete adult education courses and achieve success in a college-level course.](#)

### **Goal 3: Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.**

- 3.1 [Integrate elements of diversity, equity, and inclusion into all College systems and processes.](#)
- 3.2 [Increase employee talent, technical capability, and leadership skills.](#)
- 3.3 [Align organizational structure to achieve strategic results.](#)
- 3.4 [Improve shared governance processes.](#)
- 3.5 [Amplify employee recruitment, socialization, and inclusion efforts to facilitate a strong sense of teamwork and community.](#)

### **Goal 4: Strengthen the College's Infrastructure in Ways that Promotes Student Learning, Completion, and Institutional Sustainability.**

- 4.1 [Implement a data-driven institutional effectiveness evaluation model.](#)
- 4.2 [Improve teaching and learning processes.](#)
- 4.3 [Improve course scheduling processes.](#)
- 4.4 [Align marketing & recruiting processes with enrollment goals.](#)
- 4.5 [Improve post-graduate and alumni services.](#)
- 4.6 [Improve budget development and resource allocation processes.](#)
- 4.7 [Ensure technology infrastructure supports student learning, student success, and administrative needs.](#)
- 4.8 [Ensure facilities supports student learning, student success, and administrative needs.](#)
- 4.9 [Develop a long-term financial plan.](#)



# Strategic Plan

2021-2025

**Goal 1** Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.

**Objective 1)** *Articulate baccalaureate and career/technical programs with regional universities; create seamless transfer opportunities for students.*

## Strategies

Strategy (A): Implement the Saluki Step Ahead initiative.

Strategy (B): Articulate ADN program with regional Universities.

Strategy (C): Review, renew, and revise (as appropriate) current articulation agreements.

Strategy (D): Improve articulation agreement landing page.





# Strategic Plan

2021-2025

**Goal 1** Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.

**Objective 1)** Articulate baccalaureate and career/technical programs with regional universities; create seamless transfer opportunities for students.

**Strategy (A):** Implement the Saluki Step Ahead initiative.

**Output/Outcome:** Streamlined pathway for students who wish to pursue a bachelor's degree in accounting, Business Administration, Criminal Justice, Health Care Management, and Radiologic Sciences.

**Target(s):** Increase the number of students completing degrees by 5 for each program annually.

**Responsibility**  
VPSS

**Measures**  
2C

**Timeframe**  
FY22

**Resources**  
Employees

**New Credit Hours**  
375

**Potential Deliverables:** Signed Intergovernmental Agreement detailing articulation process and course sequence.

**Critical Issues to Address:** Ensure all Associate Degree credits transfer as major specific. Advise students about AAS programs for gaining employment quickly and Perkins eligibility.

**Barriers to Success:** Willingness to accept AAS degree credits. Perception of community college course quality.

**Results:**

**Recommendations:**

Status

☐

New

☐

Continue

☒

Modify

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Complete

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Delete





# Strategic Plan

2021-2025

**Goal 1** Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.

**Objective 1)** Articulate baccalaureate and career/technical programs with regional universities; create seamless transfer opportunities for students.

**Strategy (B):** Articulate ADN program with regional Universities.

**Output/Outcome:** Streamlined pathway for students who wish to pursue a BSN degree.

**Target(s):** 2 (2+2) agreements & 1 (3+1) agreement.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	2C & 8A	FY23	Employees	Unknown

**Potential Deliverables:** Signed Intergovernmental Agreement detailing articulation process and course sequence.

**Critical Issues to Address:** Ensure all Associate Degree credits transfer as major specific. May need additional faculty.

**Barriers to Success:** Willingness to accept AAS degree credits. Perception of community college course quality.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 1** Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.

**Objective 1)** Articulate baccalaureate and career/technical programs with regional universities; create seamless transfer opportunities for students.

**Strategy (C):** Review, renew, and revise (as appropriate) current articulation agreements.

**Output/Outcome:** Accurate transfer pathways and increased transfer options for students.

**Target(s):** List of all active agreements identified by 12/21.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	2C & 8A	FY22	Employees	N/A

**Potential Deliverables:** Signed Intergovernmental Agreement detailing articulation process and course sequence. A written procedure to create, revise, and periodically review articulation agreements is approved by appropriate Shared Governance Committees.

**Critical Issues to Address:** Ensure all Associate Degree credits transfer as major specific. Advise students about AAS programs for gaining employment quickly and Perkins eligibility.

**Barriers to Success:** Willingness to accept AAS degree credits. Perception of community college course quality.

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete







# Strategic Plan

2021-2025

**Goal 1** Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.

**Objective 1)** Articulate baccalaureate and career/technical programs with regional universities; create seamless transfer opportunities for students.

**Strategy (D):** Improve articulation agreement landing page.

**Output/Outcome:** Webpage that communicates all of the College's articulation agreements.

**Target(s):** Increase page views by 100%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	2C & 8A	FY23	Employees	Unknown
<b>Potential Deliverables:</b> Articulation Landing Page that, at a minimum, defines articulation; explains how articulation agreements work; explains the IAI transfer process and requirements; lists umbrella agreements; provides guidance for HS Counselors; and lists active agreements by specific majors. (Note: Agreements for AAS degrees should also link back to program-specific landing page (i.e., an agreement for the Accounting AAS degree should appear on the Accounting landing page as well as the Articulation Agreement landing page).				

**Critical Issues to Address:** Ensure ADA compliance. Navigation simplicity.

**Barriers to Success:** Webmaster workload. May need a transfer coordinator position.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 2) *Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.***

## Strategies

Strategy (A): Expand Truck Driving program to Metropolis and Cairo Extension Centers.

Strategy (B): Increase capacity and enhance ADN program.

Strategy (C): Improve Automotive Technology program.

Strategy (D): Integrate high-definition cadaver training experiences into the College's Life Science courses.

Strategy (E): Pilot the use of A/R (Augmented Reality), V/R (Virtual Reality), and/or M/R (Multiple Reality) to enhance learning in select courses.

Strategy (F): Implement the Medical Assistant Program.

Strategy (G): Evaluate potential expansion of the HVAC program.

Strategy (H): Evaluate feasibility of expanding the Diesel Technology program.

Strategy (I): Evaluate the feasibility of developing a Construction Equipment Operator program.

Strategy (J): Evaluate the feasibility of developing an Industrial Mechanics program.

Strategy (K): Explore options to improve relevance of Information Technology programs.

Strategy (L): Explore options to improve relevance of the Health Information Technology program.

Strategy (M): Evaluate the feasibility of providing academic programming at the Shawnee and Vienna Correctional facilities.

Strategy (N): Evaluate and optimize athletic programming.

Strategy (O): Develop measures and targets for CTE program performance.





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2021-2025

**Goal 1** Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.

**Objective 2)** Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.

**Strategy (A):** Expand Truck Driving program to Metropolis and Cairo Extension Centers.

**Output/Outcome:** Students have increased access to high wage/high demand careers.

**Target(s):** 60 students complete 16 Credit Hours per FY.

Responsibility	Measures	Timeframe	Resources	New Credit Hours	
VPAA	1A, 2G, 3F, 6E, 7B, 9A, 9D, 9E	FY22	≈ 350K	960	
Potential Deliverables:	Training Facilities at Cairo & Metropolis. Donated Trucks. 3 Simulators.				
Critical Issues to Address:	Obtain FMCSA Federal Motor Carrier Safety Administration approval for each site. HLC site approval. Needed: 2-Faculty; 2-Assistants; Coordinator. Resolve logistics for USP Marion.				
Barriers to Success:	Space at Cairo Center may not be appropriate. Perception of mixing inmates with students.				
Results:					
Recommendations:					
Status	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Continue	<input type="checkbox"/> Modify	<input type="checkbox"/> Complete	<input type="checkbox"/> Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 2)** *Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.*

**Strategy (B):** Increase capacity and enhance ADN program.

**Output/Outcome:** Students have increased access to high wage/high demand careers.

**Target(s):** 20 new students complete 50 Credit Hours; 20+ returning students complete 25 Credit Hours.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	1A, 1B, 6E, 9A, 9B, 9C	FY23-FY24	≈ 1.4M	1,500

**Potential Deliverables:** Increased NCLEX pass rates. Nursing lab with extensive use of high-fidelity training aids.

**Critical Issues to Address:** Additional Instructors (2) with competitive salaries that meet SCEA contract guidelines; ensure we meet ACEN staffing requirements. Full-time tutor. Additional space. Admit fall & spring. Part-time Coordinator for Lab and Simulator. Computers. Affordability – should study differential tuition.

**Barriers to Success:** Attracting talent. Lack of adequate capital planning. Available clinical sites.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





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**Goal 1** Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.

**Objective 2)** Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.

**Strategy (C):** Improve Automotive Technology program.

**Output/Outcome:** Students will have increased access to high wage/high demand careers and ability to obtain ASE certification.

**Target(s):** 10 new completing 45 credits

**Responsibility**

VPAA

**Measures**

1A, 1B, 2G, 7B, 9B,  
9F

**Timeframe**

FY22

**Resources**

≈ 210K

**New Credit Hours**

450

**Potential Deliverables:** Laddered Curriculum. Integration with Vocational Center. Dual credit opportunities.

**Critical Issues to Address:** Faculty qualifications. Advisory Committee activity. Tools & Trainers. Storage space.

**Barriers to Success:** Need a couple of years of job placement results.

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 2)** *Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.*

**Strategy (D):** Integrate high-definition cadaver training experiences into the College's Life Science courses.

**Output/Outcome:** Students' ability to conceptualize complex anatomical concepts and apply clinical terminology will be enhanced, providing them with a more relevant learning experience.

**Target(s):** Increase course retention by 10%; Increase student learning outcome performance.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2G, 9F, 10C	FY22	≈ 210K	50

**Potential Deliverables:** Media coverage of new technology. Increased community perception of academic quality.

**Critical Issues to Address:** Space, power, maintenance. Faculty training. Connect with learning assessment to determine if learning improved.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





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**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 2)** *Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.*

**Strategy (E):** Pilot the use of A/R (Augmented Reality), V/R (Virtual Reality), and/or M/R (Multiple Reality) to enhance learning in select courses.

**Output/Outcome:** Students will have improved and more relevant learning experiences.

**Target(s):** 15 Courses using A/R, V/R and/or M/R in FY22; 10% increase annually

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2G, 10C	FY22-FY25	≈ 20K	Unknown
<b>Potential Deliverables:</b> Media coverage of new technology. Increased community perception of academic quality.				
<b>Critical Issues to Address:</b> Creating faculty interest. Faculty training. Connecting with learning assessment to determine if learning improved. Encouraging experimentation.				
<b>Barriers to Success:</b> Integrating for future use.				

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 2)** *Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.*

**Strategy (F):** Implement the Medical Assistant Program.

**Output/Outcome:** Students will have increased access to high-wage/high demand careers and ability to obtain the Certified Medical Assistant (CMA) credential.

**Target(s):** 15 New students (Spring 22)

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	1A, 1B, 6E, 9B, 9F, 9C	FY23	≈ 300K	300

**Potential Deliverables:** Laddered Curriculum. Medical Assistant – CAAHEP (MAERB) Accreditation. CMA credentialing opportunity for students.

**Critical Issues to Address:** Hire FT Faculty. Classroom remodel (Anna). Startup materials, supplies, and equipment. Identification and recruitment of potential students. Decision to scale program.

**Barriers to Success:** 15 New students (Spring 22). CMA Credential. Finding a faculty member with the CMA credential.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete







# Strategic Plan

2021-2025

**Goal 1** Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.

**Objective 2)** Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.

**Strategy (G):** Evaluate potential expansion of the HVAC program.

**Output/Outcome:** Report recommending direction for HVAC program.

**Target(s):** Report complete by December 2022.

Responsibility	Measures	Timeframe	Resources	New Credit Hours	
VPAA	1A, 2A, 2G, 6E, 9B, 9C	FY23	Employees	None	
Potential Deliverables:	Direction on HVAC accreditation/certification. Plan for developing the program.				
Critical Issues to Address:	Connecting this report to the Program Review process.				
Barriers to Success:					
Results:					
Recommendations:					
Status	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Continue	<input type="checkbox"/> Modify	<input type="checkbox"/> Complete	<input type="checkbox"/> Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 2)** *Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.*

**Strategy (H):** Evaluate feasibility of expanding the Diesel Technology program.

**Output/Outcome:** Report recommending direction for Diesel Technology program.

**Target(s):** Report complete by December 2022.

**Responsibility**

VPAA

**Measures**

1A, 2A, 2E, 2G,  
9B, 9C, 9F

**Timeframe**

FY23

**Resources**

Employees

**New Credit Hours**

None

**Potential Deliverables:** Direction on Diesel Technology accreditation/certification. Plan for developing the program.

**Critical Issues to Address:** Connecting this report to the Program Review process. Report should meet requirements of ICCB Form 20 submission.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete





# Strategic Plan

2021-2025

**Goal 1** Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.

**Objective 2)** Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.

**Strategy (I):** Evaluate the feasibility of developing a Construction Equipment Operator program.

**Output/Outcome:** Report recommending direction for Construction Equipment Operator program.

**Target(s):** Report complete by December 2023.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	1A, 2D, 2G, 6E, 9C, 9F	FY24	Employees	None

**Potential Deliverables:** Direction on Construction Equipment accreditation/certification. Plan for developing the program.

**Critical Issues to Address:** Develop partnership with IUOE Union to develop report. Report should meet requirements of ICCB Form 20 submission.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 2)** *Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.*

**Strategy (J):** Evaluate the feasibility of developing an Industrial Mechanics program.

**Output/Outcome:** Report recommending direction for Industrial Mechanics program.

**Target(s):** Report complete by December 2023.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	9B, 2G	FY24	Employees	None

**Potential Deliverables:** Direction on Industrial Maintenance accreditation/certification. Plan for developing the program.

**Critical Issues to Address:** Report should meet requirements of ICCB Form 20 submission.

**Barriers to Success:**

**Results:**

**Recommendations:**

**Status** ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 1** Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.

**Objective 2)** Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.

**Strategy (K):** Explore options to improve relevance of Information Technology programs.

**Output/Outcome:** Report recommending direction for Information Technology programs.

**Target(s):** Report complete by December 2023.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	9B, 2G	FY24	Employees	None

**Potential Deliverables:** Direction on Information Technology accreditation/certification. Plan for developing the programs.

**Critical Issues to Address:** Connecting this report to the Program Review process. Report should meet requirements of ICCB Form 20 submission.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 2)** *Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.*

**Strategy (L):** Explore options to improve relevance of the Health Information Technology program.

**Output/Outcome:** Report recommending direction for the Health Information program.

**Target(s):** Report complete by December 2021.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	1A, 2A, 2G,	FY22	Employees	None

**Potential Deliverables:** Plan for developing the Health Information Technology program.

**Critical Issues to Address:** Connecting this report to the Program Review process. This program should be connected to the AHIMA accreditation and students should be able to sit for the RHIT exam.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





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2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 2)** *Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.*

**Strategy (M):** Evaluate the feasibility of providing academic programming at the Shawnee and Vienna Correctional facilities.

**Output/Outcome:** Report recommending, program standards, cost efficiencies, and potential expansion possibilities.

**Target(s):** Report complete by August 2021

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	1A, 1B, 2A, 2G, 9A, 9B, 9C	FY22	Employees	None

**Potential Deliverables:** Recommendation for providing academic programming at Shawnee & Vienna Correction facilities.

**Critical Issues to Address:** If an agreement can be made, the value of the contract is ≈\$5.2M. We will need to invest a significant amount of money to start the programs. We will need to integrate current Lake Land employees into our payroll. Negotiating with AFSME employees. Finding qualified faculty for several CTE programs.

**Barriers to Success:** State of Illinois not paying invoices promptly.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 2)** *Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.*

**Strategy (N):** Evaluate and optimize athletic programming.

**Output/Outcome:** Report recommending, program standards, cost efficiencies, and potential expansion possibilities.

**Target(s):** Plan complete by December 2023

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	3F, 3G, 3H, 6C, 18B	FY24	Employees	None

**Potential Deliverables:** Recommendations for strengthening athletic programs, including consideration for starting programs in eSports, cross country, golf, bowling, and soccer.

**Critical Issues to Address:** Future of GRAC.

**Barriers to Success:**

**Results:**

**Recommendations:**

**Status** ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete







# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 2)** *Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.*

**Strategy (O):** Develop measures and targets for CTE program performance.

**Output/Outcome:** Meaningful measures for students and the community that assist with guiding program improvement.

**Target(s):** Recommendations

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	1A, 1B, 2A, 2B, 2E, 2F, 2G, 3A, 6A, 6E, 9A, 9B, 9C, 9F	FY22	Employees	Unknown
<b>Potential Deliverables:</b> Active Advisory Council for each CTE program. Advisory Council Handbook. Graduate Follow-up information. Employer Satisfaction Information. Program Outcome Standards. Strengthen program web information. All programs have external certifications, if available.				
<b>Critical Issues to Address:</b> Utilize program review data to guide CTE Program Performance. Integrate with shared governance structure.				
<b>Barriers to Success:</b>				
<b>Results:</b>				
<b>Recommendations:</b>				
<b>Status</b> <input checked="" type="checkbox"/> New <input type="checkbox"/> Continue <input type="checkbox"/> Modify <input type="checkbox"/> Complete <input type="checkbox"/> Delete				





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 3) Strengthen partnerships with local business leaders and community stakeholders.**

## Strategies

Strategy (A): Strengthen Advisory Committees and ensure all CTE programs conduct at least bi-annual meetings.

Strategy (B): Engage President's Community Advisory Committee members to host an annual community forum event.

Strategy (C): Strengthen relationships with local Chambers of Commerce.

Strategy (D): Establish a College presence at County Board Meetings in all five Counties.

Strategy (E): Establish a College presence at City Council Meetings throughout the College's service area.

Strategy (F): Strengthen College presence with Southern 5 Regional Planning District & Development Commission.

Strategy (G): Strengthen College presence with Southern 14 Workforce Investment Board.

Strategy (H): Strengthen College presence with Local K-12 School Boards.





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 3)** *Strengthen partnerships with local business leaders and community stakeholders.*

**Strategy (A):** Strengthen Advisory Committees and ensure all CTE programs conduct at least bi-annual meetings.

**Output/Outcome:** External recommendations to guide program improvement.

**Target(s):** 100% of CTE program will conduct meetings annually.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2G, 6A	FY22	≈ 13K	None

**Potential Deliverables:** Active Advisory Council for each CTE program. Advisory Council Handbook. Outcomes from fall meetings should be focused on curricular issues. Outcomes from spring meetings should focus on program improvement issues. Advisory Committee participation should be integrated into program review process.

**Critical Issues to Address:** Resistance to meeting. Ensure advisory handbook reflects an inclusive list of participants.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 3)** *Strengthen partnerships with local business leaders and community stakeholders.*

**Strategy (B):** Engage President's Community Advisory Committee members to host an annual community forum event.

**Output/Outcome:** A list of community recommendations to guide institutional improvement.

**Target(s):** Complete annual Community Engagement Report with outcomes to update Strategic Plan.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	1A, 1B, 1C, 2A, 2B, 2C, 2D, 2E, 2F, 2G	Annually	Employees	None
<b>Potential Deliverables:</b> All engagement reports will include, at a minimum, attendees, topics discussed, SCC contributions to events, and potential areas for future partnership. All engagement reports can be combined into a single report. Activities requiring resources will be considered prior to the development of the College's budget.				

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 3)** *Strengthen partnerships with local business leaders and community stakeholders.*

**Strategy (C):** Strengthen relationships with local Chambers of Commerce.

**Output/Outcome:** A list of community recommendations to guide institutional improvement.

**Target(s):** Complete annual Chamber of Commerce Engagement Report with outcomes to update Strategic Plan.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	1A, 1B, 1C, 2A, 2B, 2C, 2D, 2E, 2F, 2G	Annually	Employees	None

**Potential Deliverables:** All engagement reports will include, at a minimum, attendees, topics discussed, SCC contributions to events, and potential areas for future partnership. All engagement reports can be combined into a single report. Activities requiring resources will be considered prior to the development of the College's budget.

**Critical Issues to Address:** Engaging VP's, Extension Center Directors, and Deans.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 3)** *Strengthen partnerships with local business leaders and community stakeholders.*

**Strategy (D):** Establish a College presence at County Board Meetings in all five Counties.

**Output/Outcome:** County Board Engagement Report.

**Target(s):** Complete annual County Board Engagement Report with outcomes to update Strategic Plan.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	1A, 1B, 1C, 2A, 2B, 2C, 2D, 2E, 2F, 2G	Annually	Employees	None

**Potential Deliverables:** "State of the College" presentation. All engagement reports will include, at a minimum, attendees, topics discussed, SCC contributions to events, and potential areas for future partnership. All engagement reports can be combined into a single report. Activities requiring resources will be considered prior to the development of the College's budget.

**Critical Issues to Address:** Gaining access to Board meetings.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 3)** *Strengthen partnerships with local business leaders and community stakeholders.*

**Strategy (E):** Establish a College presence at City Council Meetings throughout the College's service area.

**Output/Outcome:** City Council engagement report.

**Target(s):** Complete annual City Council Engagement Report with outcomes to update Strategic Plan.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	1A, 1B, 1C, 2A, 2B, 2C, 2D, 2E, 2F, 2G	Annually	Employees	None

**Potential Deliverables:** All engagement reports will include, at a minimum, attendees, topics discussed, SCC contributions to events, and potential areas for future partnership. All engagement reports can be combined into a single report. Activities requiring resources will be considered prior to the development of the College's budget.

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 3) Strengthen partnerships with local business leaders and community stakeholders.**

**Strategy (F):** Strengthen College presence with Southern 5 Regional Planning District & Development Commission.

**Output/Outcome:** Southern 5 engagement report.

**Target(s):** Complete annual Southern 5 Engagement Report with outcomes to update Strategic Plan.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	1A, 1B, 1C, 2A, 2B, 2C, 2D, 2E, 2F, 2G	Annually	Employees	None

**Potential Deliverables:** All engagement reports will include, at a minimum, attendees, topics discussed, SCC contributions to events, and potential areas for future partnership. All engagement reports can be combined into a single report. Activities requiring resources will be considered prior to the development of the College's budget.

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete







# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 3)** *Strengthen partnerships with local business leaders and community stakeholders.*

**Strategy (G):** Strengthen College presence with Southern 14 Workforce Investment Board.

**Output/Outcome:** Southern 14 engagement report.

**Target(s):** Complete annual Southern 14 Engagement Report with outcomes to update Strategic Plan.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	1A, 1B, 1C, 2A, 2B, 2C, 2D, 2E, 2F, 2G	Annually	Employees	None

**Potential Deliverables:** All engagement reports will include, at a minimum, attendees, topics discussed, SCC contributions to events, and potential areas for future partnership. All engagement reports can be combined into a single report. Activities requiring resources will be considered prior to the development of the College's budget.

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 1** Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.

**Objective 3)** Strengthen partnerships with local business leaders and community stakeholders.

**Strategy (H):** Strengthen College presence with Local K-12 School Boards.

**Output/Outcome:** K-12 Board Engagement report.

**Target(s):** Complete annual K-12 Engagement Report with outcomes to update Strategic Plan.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	1A, 1B, 1C, 2A, 2B, 2C, 2D, 2E, 2F, 2G	Annually	Employees	None

**Potential Deliverables:** Talking points speech developed for SCC Trustees to use while interacting with K-12 Trustees. Form that easily allows Trustees to report outcomes of attendance. Schedule for Trustees to attend K-12 meetings. Invitations sent for K-12 Trustees and Superintendents to attend SCC Board meetings.

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 4)** *Develop workforce training partnerships with regional employers to promote economic development and job creation in the community.*

## Strategies

Strategy (A): Assist aeriz with the development of their workforce.

Strategy (B): Assist Harrah's Casino with the development of their workforce.

Strategy (C): Develop a proposal for the Illinois Department of Corrections to train employees at the Shawnee and Vienna Correctional Centers.

Strategy (D): Establish a Minority Business Council to facilitate business growth and development throughout our service area.

Strategy (E): Implement a plan to provide professional development opportunities for workers who need to maintain licensure and certifications.





# Strategic Plan

2021-2025

**Goal 1** Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.

**Objective 4)** *Develop workforce training partnerships with regional employers to promote economic development and job creation in the community.*

**Strategy (A):** Assist aeriz with the development of their workforce.

**Output/Outcome:** Training Contracts

**Target(s):** \$50,000 revenue

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	1A, 3A, 1B,	FY22	Employees	Unknown

**Potential Deliverables:** Job Readiness, Management of Program, Interviewing Onboarding, Program Evaluation, Pre-hire work skills courses.

**Critical Issues to Address:** Billing infrastructure: locating expertise to build cannabis specific courses.

**Barriers to Success:** Attracting qualified employees for aeriz.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 4)** *Develop workforce training partnerships with regional employers to promote economic development and job creation in the community.*

**Strategy (B):** Assist Harrah's Casino with the development of their workforce.

**Output/Outcome:** Training Contracts

**Target(s):** \$5,000 revenue

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	1A, 3A, 1B,	FY22	Employees	Unknown

**Potential Deliverables:** Deliverables will be dependent on Harrah's needs.

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 4)** *Develop workforce training partnerships with regional employers to promote economic development and job creation in the community.*

**Strategy (C):** Develop a proposal for the Illinois Department of Corrections to train employees at the Shawnee and Vienna Correctional Centers.

**Output/Outcome:** Training Contracts

**Target(s):** 5 Training contracts per year

Responsibility VPAA	Measures 1A, 3A, 1B,	Timeframe FY22	Resources Employees	New Credit Hours Unknown
<b>Potential Deliverables:</b> Courses – OSHA, leadership, ethics, emergency operations, First aid and CPR, physical education.				
<b>Critical Issues to Address:</b> Establishing a relationship with the Warden and Guard Captain. Full-time faculty engagement with training/courses.				
<b>Barriers to Success:</b> Contingent on College getting IDOC Contract.				

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 1 Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.**

**Objective 4)** *Develop workforce training partnerships with regional employers to promote economic development and job creation in the community.*

**Strategy (D):** Establish a Minority Business Council to facilitate business growth and development throughout our service area.

**Output/Outcome:** Build capacity and expand the number of minority-owned businesses.  
Prepare minority-owned businesses to compete for future government contracts.  
Create strategies to encourage minority participation in construction apprenticeships.

**Target(s):** 5 Minority Businesses gain licensure and ability to bid on Illinois contracts.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	1A, 1B, 1C, 2A, 2B, 2C, 2D, 2E, 2F, 2G	FY22	≈\$500	None

**Potential Deliverables:** Training & development for minority businesses.

**Critical Issues to Address:** Establish trust with business owners.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 1** Identify and Develop Programs that Meet the Educational Needs of Our Community and Region.

**Objective 4)** Develop workforce training partnerships with regional employers to promote economic development and job creation in the community.

**Strategy (E):** Implement a plan to provide professional development opportunities for workers who need to maintain licensure and certifications.

**Output/Outcome:** Better trained workforce who maintains licensure and certifications.

**Target(s):** 5 Courses annually.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	1A, 1B, 1C	FY22	≈\$5,000	100

**Potential Deliverables:** Teacher recertification courses; Health practitioner certification courses; IT Technician certification courses.

**Critical Issues to Address:** Become an authorized provider of IACET CEUs.

**Barriers to Success:**

**Results:**

**Recommendations:**

**Status** ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete







# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 1)** *Streamline student intake processes in ways that empower students to make informed program and course decisions.*

### Strategies

Strategy (A): Develop digital career pathway blueprints (Program Planning Guides) for each program of study.

Strategy (B): Evaluate placement exam cutoff scores and develop standards that reflect the knowledge and skills needed for individual (CTE & Transfer) program success.

Strategy (C): Develop a [MANDATORY?] student orientation process to include a First Year Experience (FYE) initiative.

Strategy (D): Create a seamless and consistent advisement and registration experience for students, including dual credit students and students who prefer to engage the College online.

Strategy (E): Implement an online catalog and student handbook.

Strategy (F): Identify and reduce the time it takes to package financial aid awards letters, including online students, and inform student of financial aid options.

Strategy (G): Strengthen recruitment messaging focus on student success, academic quality, and value.

Strategy (H): Develop a system for managing recruitment processes.





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 1)** Streamline student intake processes in ways that empower students to make informed program and course decisions.

**Strategy (A):** Develop digital career pathway blueprints (Program Planning Guides) for each program of study.

**Output/Outcome:** All students (and potential students) will have access to Career Pathway Blueprints for each degree and certificate and use these blueprints to plan their educational program.

**Target(s):** All CTE programs complete by the end of FY22; All transfer majors complete by end of FY23.

Responsibility VPSS	Measures 2B, 2C, 3D, 3J	Timeframe FY22-FY23	Resources ≈ 1K	New Credit Hours Unknown
<b>Potential Deliverables:</b>	Partner with 12 high schools to create & implement pathways. Increased utilization of web advising. Increased utilization of self-advising. Career pathway blueprints. Increased contact w/ students. Increased amount of career advising for students. Increased student satisfaction with advising. Decrease in the number of students who change majors. Decreased number of meetings required for students to complete the registration process. Consistency in practices at each Extension Center. Increased flexibility for students to register anywhere in the Service Area and be insured of receiving similar services. Decreased number of students who drop for financial issues.			
<b>Critical Issues to Address:</b>	May want to engage Advisory Committees in the development of Career Pathway Blueprints. Will need to examine State & Federal Career Cluster initiatives to ensure proper alignment of Career Pathway Blueprints. May want to examine TRiO program and glean best practices for FYE. Resolve Issues and gain buy-in for mandatory Orientation. Should Orientation be online, hybrid, f2f or all three.			
<b>Barriers to Success:</b>	How to appropriately engage HS in the orientation process. Geography and silos between the High Schools needs to be considered when looking at seamless registration issues.			

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 1)** Streamline student intake processes in ways that empower students to make informed program and course decisions.

**Strategy (B):** Evaluate placement exam cutoff scores and develop standards that reflect the knowledge and skills needed for individual (CTE & Transfer) program success.

**Output/Outcome:** Cutoff scores that reflect the needs of the profession and enable students to be appropriately prepared for the rigor of the courses required in certificate or degree program that they are pursuing.

**Target(s):** Complete evaluation and integrate with pathways documents by the end of FY23.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	4A, 4B, 6A, 6B	FY23	Employees	None

**Potential Deliverables:** Lower cost for students. Decrease time to completion. Career pathway blueprints. Revised policy on cutoff scores. Decrease in the number of students who change majors. Decreased number of meetings required for students to complete the registration process. Decreased number of students who drop for financial issues.

**Critical Issues to Address:** May want to examine TRiO program and glean best practices.

**Barriers to Success:** How to appropriately engage HS in the orientation process. Some may resist change to cutoff scores.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 1)** Streamline student intake processes in ways that empower students to make informed program and course decisions.

**Strategy (C):** Develop a [MANDATORY?] student orientation process to include a First Year Experience (FYE) initiative.

**Output/Outcome:** Students, including dual credit students, will receive additional opportunities and access to information aimed at helping them resolve learning and support needs and complete their program of study.

**Target(s):** Incorporate college experience course into all curriculum by FY23.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	3A, 3D, 3F, 5A, 5E, 5F, 6C, 7A, 7C	FY23	~ 10K	Unknown

**Potential Deliverables:** Convocation mimicking graduation ceremony during orientation day/week. Increased utilization of web advising. Increased utilization of self-advising. Increased contact w/ students. Increased amount of career advising for students. Increased student satisfaction with advising. Decrease in the number of students who change majors.

**Critical Issues to Address:** Resolve Issues and gain buy-in for mandatory orientation. Should orientation be online, hybrid, f2f or all three.

**Barriers to Success:** How to appropriately engage HS in the orientation process. Geography and silos between the High Schools needs to be considered when looking at seamless registration issues.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 1)** Streamline student intake processes in ways that empower students to make informed program and course decisions.

**Strategy (D):** Create a seamless and consistent advisement and registration experience for students, including dual credit students and students who prefer to engage the College online.

**Output/Outcome:** Students will have increased access to courses necessary for degree and/or certificate completion

**Target(s):** Pilot new process in FY23; Implement full-scale in FY24

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	2B, 2C, 2E, 3A, 3B, 3C, 3D, 3D, 3J, 8A, 10E	FY23	≈ 20K	Unknown

**Potential Deliverables:** Enhanced web advising services. Online registration capability. Online catalog. Online financial aid advising. Increased contact w/ students. Increased amount of career advising for students. Increased student satisfaction with advising. Decrease in the number of students who change majors. Increased number of students registering for courses at multiple locations. Increased options for students when classes are cancelled due to low enrollment. Decreased number of meetings required for students to complete the registration process. Consistency in practices at each Extension Center. Increased flexibility for students to register anywhere in the service-area and be insured of receiving similar services. Decreased number of students who drop for financial issues.

**Critical Issues to Address:** Infusing Federal Career Cluster information into advising processes. Ensure web tools are compatible with mobile devices. Investigate why students register for classes but don't show. Faculty involvement in the advising process.

**Barriers to Success:** How to appropriately engage HS in the orientation process. Geography and silos between the High Schools needs to be considered when looking at seamless registration issues.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 1)** Streamline student intake processes in ways that empower students to make informed program and course decisions.

**Strategy (E):** Implement an online catalog and student handbook.

**Output/Outcome:** All students and community residents can easily access College information about programs, courses, and behavioral expectations.

**Target(s):** HTML driven catalog and student handbook available by the end of FY23.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	3A, 3B, 3D, 3D	FY23	≈ 20K	Unknown

**Potential Deliverables:** Increased student satisfaction with advising. Decrease in the number of students who change majors. Decreased number of meetings required for students to complete the registration process. Consistency in practices at each Extension Center. Increased flexibility for students to register anywhere in the Service Area and be insured of receiving similar services.

**Critical Issues to Address:** Perception of moving from a paper catalog to an electronic catalog.

**Barriers to Success:** Perception that .pdf version of catalog is adequate.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 1)** Streamline student intake processes in ways that empower students to make informed program and course decisions.

**Strategy (F):** Identify and reduce the time it takes to package financial aid awards letters, including online students, and inform student of financial aid options.

**Output/Outcome:** Increased use and accuracy of FA process in Colleague.  
Students will have increased understanding of available financial options and access to financial assistance enabling them to make more informed registration decisions.

**Target(s):** 24-hour packaging time turnaround once all information is received and available online.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	2F, 16E, 3E	FY22	≈ \$10K	Unknown
<b>Potential Deliverables:</b> FA Staff will receive training on Colleague. FA Staff and Advisors will receive training on the presentation of financial literacy. Increased contact w/ students. Increased student satisfaction with advising. Decrease in the number of students who change majors. Decreased number of meetings required for students to complete the registration process. Consistency in practices at each Extension Center. Increased flexibility for students to register anywhere in the Service Area and be insured of receiving similar services. Decreased number of students who drop for financial issues. Decreased amount of financial aid released to students who no longer attend.				

**Critical Issues to Address:** How to scale financial aid advising in an online environment.

**Barriers to Success:** Some may resist change to online financial aid advising.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 1)** Streamline student intake processes in ways that empower students to make informed program and course decisions.

**Strategy (G):** Strengthen recruitment messaging focus on student success, academic quality, and value.

**Output/Outcome:** Community perception of program and service quality will increase.

**Target(s):** Website traffic volume increase by 10%; Social Media Followers increase by 10%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Director of COM./PR.	2G, 3A, 3J	FY22-FY25	≈ 15K	Unknown

**Potential Deliverables:** Press Releases, Social Media Ads, Program Videos, Student Testimonial Videos, Employer Testimonial Videos, Community Impact Videos, Mainstream Media Coverage.

**Critical Issues to Address:** Ensure “affordability” message is framed appropriately. Ensure all media developed is compatible with mobile devices. Establish baselines and adjust target percentages.

**Barriers to Success:** Web development.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete







# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 1)** Streamline student intake processes in ways that empower students to make informed program and course decisions.

**Strategy (H):** Develop a system for managing recruitment processes.

**Output/Outcome:** A Customer Relationship Management (CRM) tool that integrates with the College's ERP system (Colleague)

**Target(s):** Recommend tool in FY22, Pilot new tool in FY23-FY24; Implement full-scale in FY25

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	3A ,3B, 3C,3D, 3E, 3J, 8A, 16D	FY22-FY25	Unknown	Unknown

**Potential Deliverables:** Research & recommend CRM options for capabilities and cost by the end of FY22.

**Critical Issues to Address:** Ensure tool integrates marketing, admissions, live chat, and enrollment management processes at a minimum. Ensure tool can be integrated into a web environment. Ensure tool can integrate with mobile technology.

**Barriers to Success:** Affordability. Complexity of software to install and manage. Employee training.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 2 Increase Student Completion 10% by FY23**

**Objective 2) Enhance processes that encourage student persistence and retention.**

## Strategies

Strategy (A): Experiment with classroom delivery strategies to determine impact on enrollment, retention, persistence, and completion.

Strategy (B): Accelerate student completion of gatekeeper courses.

Strategy (C): Encourage and educate transfer students (and family) about the value of completing the IAI GECC core and additional IAI courses prior to transfer.

Strategy (D): Expand the utilization of the Retention Alert System to assist students with academic and attendance concerns.

Strategy (E): Increase the accuracy, timeliness, and frequency of student contact with Financial Aid office.





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 2)** Enhance processes that encourage student persistence and retention.

**Strategy (A):** Experiment with classroom delivery strategies to determine impact on enrollment, retention, persistence, and completion.

**Output/Outcome:** Report detailing the impact of the various delivery strategies with recommendations to improve the effectiveness of scheduling processes.

A fully implemented Multiple-Entry/Multiple-Exit (ME<sup>2</sup>) program by FY25

**Target(s):** First report due by 06/23; next report due by 06/25.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2E, 2D, 3F, 5A, 5B, 5C, 5D, 5E, 5F, 15D, 16C, 16D	FY22-FY25	≈ \$75K	Unknown

**Potential Deliverables:** Courses and programs offered in hybrid, high-flex, ME<sup>2</sup>, and flipped formats. Recommendations used to improve schedule effectiveness. A fully implemented multiple-entry/multiple exit program.

**Critical Issues to Address:** Investigate why students register for classes but don't show. Professional development for faculty and academic staff. Ensure student support services align with delivery strategy.

**Barriers to Success:** Cross training faculty. Technology training. Effective scheduling of varying delivery methods.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 2 Increase Student Completion 10% by FY23**

**Objective 2) Enhance processes that encourage student persistence and retention.**

**Strategy (B): Accelerate student completion of gatekeeper courses.**

**Output/Outcome:** Students will have higher academic success rates and show greater persistence to credential attainment.

**Target(s):** 10% increase in academic success and a 10% increase in credential attainment for students who complete gatekeeper courses in their first 20 hours.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	3D, 4A, 4B, 5b, 5C, 6A, 6B, 6C, 10E, 10C, 5D	FY22	~ \$5K	Unknown

**Potential Deliverables:** Revised curriculum guides confirming gatekeeper courses are listed within the first 20 hours. Web videos that stress the importance of completing gatekeeper courses.

**Critical Issues to Address:** Ensure curriculum guides, program plans, and articulation agreements reflect standard. Train advising staff on importance of students completing gatekeeper courses. Clearly communicate to students the importance of completing gatekeeper courses to achieve the academic goals. Establish baselines, adjust target percentages, and project Credit Hours.

**Barriers to Success:** Perception gatekeeper courses are not important/relevant.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 2 ):** Enhance processes that encourage student persistence and retention.

**Strategy (C):** Encourage and educate transfer students (and family) about the value of completing the IAI GECC core and additional IAI courses prior to transfer.

**Output/Outcome:** Increase in the number of GECC certificates issued.

**Target(s):** 10% increase in FY22; 5% increase in FY23; 5% increase in FY24; 5% increase in FY25.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	2C, 3A, 3D, 6D, 16B	FY22	Employees	Unknown
<b>Potential Deliverables:</b> All transfer degree students will complete the IAI GECC core of 37-41 credits prior to transfer to a senior-level institution, thus enabling them to be better academically prepared for their senior-level courses.				
<b>Critical Issues to Address:</b> Establish a baseline and then adjust target percentages with a goal of 100% of Baccalaureate Board AA/AS students receiving the GECC certificate and project Credit Hours.				
<b>Barriers to Success:</b> Improving student coding in Colleague to create accurate reporting.				

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 2 ):** Enhance processes that encourage student persistence and retention.

**Strategy (D):** Expand the utilization of the Retention Alert System to assist students with academic and attendance concerns.

**Output/Outcome:** Increase course retention and persistence to next semester.

**Target(s):** Increase the number of students that persist to the next semester by 10%

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	2E, 3B, 3D, 5A, 5B, 5C, 5D, 5E, 10D, 17A, 10E, 10C, 10B	FY22	Employees	Unknown

**Potential Deliverables:** Students will receive timely assistance to address learning needs. Research operations for integration of retention alerts to Colleague and Moodle.

**Critical Issues to Address:** Establish baselines, adjust target percentage, and project Credit Hours. Closing the loop on Retention Alert submissions.

**Barriers to Success:** Improving student coding in Colleague to create accurate reporting.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 2 ):** Enhance processes that encourage student persistence and retention.

**Strategy (E):** Increase the accuracy, timeliness, and frequency of student contact with Financial Aid office.

**Output/Outcome:** Increase in the amount of Pell and MAP grants awarded.

Increase in the number of FAFSA's completed.

Decrease in the number of errors.

Decrease in the time a student has to wait to get a financial aid appointment

**Target(s):** 20% increase in financial aid awards; No more than one error for every financial aid package processed.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	2F, 16E, 17A	FY22-FY25	Employees	Unknown

**Potential Deliverables:** Students will receive timely assistance to address learning needs.

**Critical Issues to Address:** FA Training Colleague and FA Training Customer Service. Create an electronic tracking system that can be integrated in Colleague. Establish baselines, adjust target numbers, and project Credit Hours.

**Barriers to Success:** Employee perception of reasons for tracking.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 3):** Increase non-traditional student enrollment, retention, persistence, and completion.

### Strategies

Strategy (A): Increase the number of courses offered at each Extension Center

Strategy (B): Increase the number of evening and weekend courses offered.

Strategy (C): Increase the number of intersession courses offered.

Strategy (D): Experiment with different options aimed at accelerating the completion of an AA/AS degree.

Strategy (E): Create and execute an enrollment plan that creates financial sustainability for each Extension Center.

Strategy (F): Ensure a full spectrum of student support services are continuously available at all Extension Centers.







# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 3):** Increase non-traditional student enrollment, retention, persistence, and completion.

**Strategy (A):** Increase the number of courses offered at each Extension Center

**Output/Outcome:** Increased utilization of each Extension Center.

Increased non-traditional student enrollment.

**Target(s):** Anna – 20%; Cairo – 200%; Metropolis – 50%; Vienna – 5%; Non-traditional - +300 duplicated headcount.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	1A, 1B, 1C, 2D, 2E, 2G 3D, 3F, 5A, 10E, 16B, 16C, 16D, 16F	FY22-FY25	Employees	Unknown

**Potential Deliverables:** Students have increased access throughout the Community Service Area. Increased intersession offerings and enrollment. Increased community education at ALL centers. Offer complete Associate of Arts degree at Metro Center to avoid students being recruited by WKCTC.

**Critical Issues to Address:** Establish baselines, adjust target percentages, and project Credit Hours.

**Barriers to Success:** Determining the appropriate course mix for each Extension Center.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 3):** Increase non-traditional student enrollment, retention, persistence, and completion.

**Strategy (B):** Increase the number of evening and weekend courses offered.

**Output/Outcome:** Increased number of course options for non-traditional students.

**Target(s):** Central – 10%; Anna – 20%; Cairo – 20%; Metropolis – 50%; Vienna – 5%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours	
VPAA	1A, 1B, 1C, 2D, 2E, 2G 3D, 3F, 5A, 10E, 16B, 16C, 16D, 16F	FY22-FY25	Employees	Unknown	
<b>Potential Deliverables:</b> Increased intersession offerings and enrollment. Evening and weekend courses would increase in CTE offerings on main campus and at the Extension Centers as facilities are available. Baccalaureate courses would increase opportunities for working students.					
<b>Critical Issues to Address:</b> Ensure evening and weekend courses are complimentary with each other and not competing. Establish baselines, adjust target numbers, and project Credit Hours. Be consistent with class times and offerings.					
<b>Barriers to Success:</b> Determining the appropriate course mix for each Central Campus Extension Center. Locating sufficient adjunct faculty for CTE evening and weekend courses.					
Results:					
Recommendations:					
Status	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Continue	<input type="checkbox"/> Modify	<input type="checkbox"/> Complete	<input type="checkbox"/> Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 3):** Increase non-traditional student enrollment, retention, persistence, and completion.

**Strategy (C):** Increase the number of intersession courses offered.

**Output/Outcome:** Increased number of course options for students.  
Increased number of guest students.

**Target(s):** Central – 10 Courses; Anna – 10 Courses; Cairo – 5 Courses; Metropolis – 5 Courses%; Vienna – 5 Courses.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	1A, 1B, 1C, 2D, 2E, 2G 3D, 3F, 5A, 10E, 16B, 16C, 16D, 16F	FY22-FY25	Employees	Unknown

**Potential Deliverables:**

**Critical Issues to Address:** Ensure all courses are IAI eligible. Market to parents of potential guest students. Establish baselines, adjust target numbers, and project Credit Hours.

**Barriers to Success:** Perception of accelerated course quality.

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 3):** Increase non-traditional student enrollment, retention, persistence, and completion.

**Strategy (D):** Experiment with different options aimed at accelerating the completion of an AA/AS degree.

**Output/Outcome:** Increased number of course options for students.

Time to degree completion will decrease for students.

**Target(s):** 2% decrease in time for degree completion overall.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2D, 2E, 16F, 3A	FY22	Employees	Unknown

**Potential Deliverables:** 12 mo. schedule of IAI courses that lead to an AA/AS degree.

**Critical Issues to Address:** Marketing accelerated program. Ensure appropriate time for math courses and time for science lab courses. Establish baselines, adjust target numbers, and project Credit Hours.

**Barriers to Success:** Perception of accelerated course quality.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 3):** Increase non-traditional student enrollment, retention, persistence, and completion.

**Strategy (E):** Create and execute an enrollment plan that creates financial sustainability for each Extension Center.

**Output/Outcome:** Each Extension Center becomes cost neutral or generates a surplus.

**Target(s):** Anna by FY22; Cairo by FY25; Metropolis by FY23; Vienna by FY22.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2D, 2E, 16F, 3A	FY22-FY25	Employees	Unknown

**Potential Deliverables:** Enrollment management plan for each Extension Center.

**Critical Issues to Address:** Ensure each Extension Center develops a mix of programs appropriate for that region and is complimentary with each other and central campus. Ensure a consistent format. Establish baselines, adjust target numbers, and project Credit Hours. Renegotiation of lease agreements. Consider how to credit extensions centers for non-classroom related services and distance learning.

**Barriers to Success:** Perception of competition.

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 3):** Increase non-traditional student enrollment, retention, persistence, and completion.

**Strategy (F):** Ensure a full spectrum of student support services are continuously available at all Extension Centers.

**Output/Outcome:** Increased student retention.  
Increased student persistence.  
Increased student success.  
Increased student completion.

**Target(s):** 80% Graduate satisfaction w/ student support services; 10% increase in retention, persistence, success, and completion.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	2E, 10E, 16F	FY22-FY23	Employees	Unknown

**Potential Deliverables:** Cross train Extension Center staff. Improve student awareness.

**Critical Issues to Address:** Using technology to provide services to multiple campuses. Establish baselines, adjust target numbers, and project Credit Hours. Ensure times are offered by student need.

**Barriers to Success:** Lack of professional tutors.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 4):** *Accelerate the time it takes for student to complete development courses and achieve success in college-level gate keeper course.*

### Strategies

Strategy (A): Develop and provide free access to math, reading, and writing refresher modules that could prepare individuals for taking the College Placement Exam.

Strategy (B): Work with K-12 institutions to ensure High School graduates test as “college ready” on the Accuplacer entrance exam.

Strategy (C): Accelerate developmental reading course sequence.

Strategy (D): Accelerate developmental math course sequence.

Strategy (E): Accelerate developmental English course sequence.

Strategy (F): Develop an alternative pathway for students to complete the developmental sequence.

Strategy (G): Bundle developmental units of instruction with college-level courses.





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 4):** Accelerate the time it takes for student to complete development courses and achieve success in college-level gate keeper course.

**Strategy (A):** Develop and provide free access to math, reading, and writing refresher modules that could prepare individuals for taking the College Placement Exam.

**Output/Outcome:** Refresher modules that can be delivered online.

**Target(s):** Reduce the number of students placing into developmental course by 10%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2E, 2F, 3E, 3J, 4A, 4B	FY22-FY23	≈ \$5K	Unknown

**Potential Deliverables:**

**Critical Issues to Address:** Establish baseline, adjust target number, and project Credit Hours. Web delivery of Content. Integrating current Accuplacer content with addition supportive content.

**Barriers to Success:** Perception that the modules provided by Accuplacer are adequate.

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete







# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 4):** Accelerate the time it takes for student to complete development courses and achieve success in college-level gate keeper course.

**Strategy (B):** Work with K-12 institutions to ensure High School graduates test as “college ready” on the Accuplacer entrance exam.

**Output/Outcome:** Students who are ready to pursue college-level gatekeeper courses immediately after high school graduation.

**Target(s):** Reduce the number of recent high school graduates placing into developmental course by 10%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	4A, 4B, 17A	FY22-FY25	≈ \$10K	Unknown

**Potential Deliverables:** Programming (perhaps based on gaming theory) aimed at helping grade school and middle school students improve their reading, writing, and math skills. Programming (perhaps based on gaming theory) aimed at helping K-12 teachers enhance their reading, writing, and math instruction. Create an advisory council with K-12 partners to evaluate the need and delivery of Accuplacer. Publicize Accuplacer practice test.

**Critical Issues to Address:** Establish baseline, adjust target number, and project Credit Hours.

**Barriers to Success:** Willingness (and/or access to) HS faculty.

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 4):** Accelerate the time it takes for student to complete development courses and achieve success in college-level gate keeper course.

**Strategy (C):** Accelerate developmental reading course sequence.

**Output/Outcome:** Students who test into developmental reading courses should be ready for “college-level” courses by subsequent semester.

**Target(s):** Reduce the number of semesters students spend taking developmental reading courses by 10%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2E, 4C, 4E, 6A, 10A, 16D	FY22-FY25	Employees	Unknown

**Potential Deliverables:** Utilize Transitional English ICCB grant to decrease the number of DE Credit hours.  
Utilize multiple measures for course placement to reduce need for DE.

**Critical Issues to Address:** Establish baseline, adjust target number, and project Credit Hours.

**Barriers to Success:** Perception of decreased rigor.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 4):** Accelerate the time it takes for student to complete development courses and achieve success in college-level gate keeper course.

**Strategy (D):** Accelerate developmental math course sequence.

**Output/Outcome:** Students who test into developmental math courses should be ready for “college-level” gatekeeper math course by subsequent semester.

**Target(s):** Reduce the number of semesters students spend taking developmental math courses by 10%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2E, 4C, 4F, 6A, 10A, 16D	FY22-FY25	Employees	Unknown

**Potential Deliverables:** Utilize Transitional Math grant to decrease the number of DE Credit hours.  
Utilize multiple measures for course placement to reduce need for DE

**Critical Issues to Address:** Establish baseline, adjust target number, and project Credit Hours.

**Barriers to Success:** Perception of decreased rigor.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 4):** Accelerate the time it takes for student to complete development courses and achieve success in college-level gate keeper course.

**Strategy (E):** Accelerate developmental English course sequence.

**Output/Outcome:** Students who test into developmental English courses should be ready for “college-level” gatekeeper English course by subsequent semester.

**Target(s):** Reduce the number of semesters students spend taking developmental English courses by 10%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2E, 4C, 4F, 6A, 10A, 16D	FY22-FY25	Employees	Unknown

**Potential Deliverables:** Pilot “Level Up” Program. Utilize multiple measures for course placement to reduce need for DE

**Critical Issues to Address:** Establish baseline, adjust target number, and project Credit Hours.

**Barriers to Success:** Perception of decreased rigor.

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 4):** Accelerate the time it takes for student to complete development courses and achieve success in college-level gate keeper course.

**Strategy (F):** Develop an alternative pathway for students to complete the developmental sequence.

**Output/Outcome:** Units of instruction (Modules) that target weaknesses identified by the placement test and quickly prepare the student for college-level work.

**Target(s):** Reduce the number of semesters students spend taking developmental courses by 10%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2D, 3D, 4A, 4B, 4C, 4D, 4E, 4F, 4G, 4H	FY22-FY25	Employees	Unknown

**Potential Deliverables:** Evaluate placement test for identified areas of weaknesses. Develop modules.

**Critical Issues to Address:** Establish baseline, adjust target number, and project Credit Hours. Find ways to minimize contact hours and still deliver a high-quality learning experience.

**Barriers to Success:** Perception of decreased rigor.

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 4):** Accelerate the time it takes for student to complete development courses and achieve success in college-level gate keeper course.

**Strategy (G):** Bundle developmental units of instruction with college-level courses.

**Output/Outcome:** A pathway for students to meet developmental needs AND also participate in College-level courses.

**Target(s):** Reduce the number of semesters students spend taking developmental courses by 10%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2D, 2E, 3D, 4A, 4C, 5E, 16D, 16F	FY22-FY25	Employees	Unknown

**Potential Deliverables:** New courses that contain both developmental and college-level competencies. Hybrid delivery of courses.

**Critical Issues to Address:** Establish baseline, adjust target number, and project Credit Hours. Research ICCB base operating funding concerns for these courses. Find ways to minimize contact hours and still deliver a high-quality learning experience.

**Barriers to Success:** Contact hours and scheduling.

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 5):** *Accelerate the time it takes for students to complete adult education courses and achieve success in a college-level course.*

### Strategies

Strategy (A): Pilot bridge programming initiatives (BOUNCE) in Adult Education.

Strategy (B): Implement Career Cluster Framework throughout ABE & ASE programs.

Strategy (C): Design pathways for learners interested in employment or further education, regardless of their skill level at the point of entry.

Strategy (D): Integrate financial literacy, life skills, technology, and study skills into all levels of the curriculum.

Strategy (E): Align adult education programming with career laddering CTE credentials, certificates and/or degrees that lead to living wage jobs and ensure multiple entry points for learners.

Strategy (F): Implement an assessment model that considers learners past experiences and workplace skills.

Strategy (G): Explore opportunities to link with (and scale) the College's TRiO SSS learner support efforts aimed at reducing barriers to retention, improving progress, and facilitating transition to postsecondary CTE programs.





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 5):** Accelerate the time it takes for students to complete adult education courses and achieve success in a college-level course.

**Strategy (A):** Pilot bridge programming initiatives (BOUNCE) in Adult Education.

**Output/Outcome:** Students have increased opportunities to transition into College-level courses and programs.

**Target(s):** Health Bridge in FY22, Business Bridge in FY23, and Transportation Bridge in FY24.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2A, 2B	FY22-FY24	Employees	Unknown

**Potential Deliverables:**

**Critical Issues to Address:** Establish baseline, adjust target number, and project Credit Hours.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete







# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 5):** Accelerate the time it takes for students to complete adult education courses and achieve success in a college-level course.

**Strategy (B):** Implement Career Cluster Framework throughout ABE & ASE programs.

**Output/Outcome:** Students have increased opportunities to transition into College-level courses and programs.

**Target(s):** Increase number of ASE graduates who transition to College programs, after completing GED, by 10%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2B, 2D, 2G, 3D, 5E	FY22-FY25	Employees	Unknown

**Potential Deliverables:** Academic and CTE programs available at SCC advisement. Career Fair Participation.

**Critical Issues to Address:** Establish baseline, adjust target number, and project Credit Hours.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 5):** Accelerate the time it takes for students to complete adult education courses and achieve success in a college-level course.

**Strategy (C):** Design pathways for learners interested in employment or further education, regardless of their skill level at the point of entry.

**Output/Outcome:** Adult Education students have a career plan that helps them transition into College-level courses and programs after completing GED.

**Target(s):** Increase number of ASE graduates who transition to College programs, after completing GED, by 10%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2B, 2D	FY22-FY25	Employees	Unknown

**Potential Deliverables:** Academic and CTE programs available at SCC advisement. Career Fair Participation.

**Critical Issues to Address:** Establish baseline, adjust target number, and project Credit Hours.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 5):** Accelerate the time it takes for students to complete adult education courses and achieve success in a college-level course.

**Strategy (D):** Integrate financial literacy, life skills, technology, and study skills into all levels of the curriculum.

**Output/Outcome:** Applied curriculum that integrates critical workforce and personal developments skills with adult education classes.

**Target(s):** Increase number of ASE graduates by 10%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2E, 3D, 10B, 10E, 16C	FY23	Employees	Unknown

**Potential Deliverables:**

**Critical Issues to Address:** Establish baseline, adjust target number, and project Credit Hours.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 5):** Accelerate the time it takes for students to complete adult education courses and achieve success in a college-level course.

**Strategy (E):** Align adult education programming with career ladder CTE credentials, certificates and/or degrees that lead to living wage jobs and ensure multiple entry points for learners.

**Output/Outcome:** Applied curriculum that integrates critical workforce and personal developments skills with adult education classes.

Performance competency-based assessment model for course delivery that contextualizes and aligns basic skills with advanced skills needed for postsecondary programs and allows learners to demonstrate mastery at their own pace.

**Target(s):** Increase number of ASE graduates by 10%. Welding FY22, Automotive FY23, Info. Tech. FY24

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2A, 2E, 15D, 16C, 16D	FY22-FY24	Employees	Unknown

**Potential Deliverables:** Performance-based curricular modules that integrate adult education competencies with CTE program competencies.

**Critical Issues to Address:** Establish baselines, adjust target numbers, and project Credit Hours. Integrate GED testing into CTE program design and delivery of instruction. Ability to develop performance-based curricula.

**Barriers to Success:** Capacity and expertise for developing performance-based curriculum.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 5):** Accelerate the time it takes for students to complete adult education courses and achieve success in a college-level course.

**Strategy (F):** Implement an assessment model that considers learners past experiences and workplace skills.

**Output/Outcome:** Students will be able to obtain credit by demonstrating mastery of skills obtained in the workplace and in life.

**Target(s):** Increase number of ASE graduates by 10%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2A, 2E, 15D, 16C, 16D	FY22-FY24	Employees	Unknown

**Potential Deliverables:** Policy for awarding credit for prior learning.

**Critical Issues to Address:** Establish baseline, adjust target number, and project Credit Hours.

**Barriers to Success:** Capacity and expertise for developing performance-based curriculum.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

## Goal 2 Increase Student Completion 10% by FY23

**Objective 5):** Accelerate the time it takes for students to complete adult education courses and achieve success in a college-level course.

**Strategy (G):** Explore opportunities to link with (and scale) the College's TRiO SSS learner support efforts aimed at reducing barriers to retention, improving progress, and facilitating transition to postsecondary CTE programs.

**Output/Outcome:** Additional services that assist adult education students with academic attainment, self-motivation, and completion.

**Target(s):** Increase number of ASE graduates who pursue College degrees and certificates by 10%.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	3D, 5E, 5F, 6A, 6C, 10D	FY22-FY25	Employees	Unknown

**Potential Deliverables:** Enhanced tutoring, career assessment, financial aid, scholarship assistance, advising, registration

**Critical Issues to Address:** Establish baseline, adjust target number, and project Credit Hours.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 3 Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.**

***Objective 1): Integrate elements of diversity, equity, and inclusion into all College systems and processes.***

## Strategies

Strategy (A): Establish a Diversity, Equity, and Inclusion (DEI) Committee

Strategy (B): Adopt a DEI Board policy.

Strategy (C): Increase awareness of diversity, equity, and inclusion through multicultural activities in classrooms and throughout campus.

Strategy (D): Link student assessment outcomes of global and cultural awareness core competency to plan future DEI events.

Strategy (E): Review administrative policies and procedures to ensure they are free of implicit and explicit biases.

Strategy (F): Review and revise HR procedures to ensure equity.





# Strategic Plan

2021-2025

**Goal 3 Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.**

**Objective 1):** *Integrate elements of diversity, equity, and inclusion into all College systems and processes.*

**Strategy (A):** Establish a Diversity, Equity, and Inclusion (DEI) Committee

**Output/Outcome:** DEI Committee; Plan for strengthening organizational DEI

**Target(s):** Establish by December 2021; Plan completed by December 2022

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	10B, 10D, 10E, 11B, 11E, 12A, 12B, 12C, 12D, 13A, 13C, 13D, 14A, 14B, 14C, 14D	FY23	Employees	Unknown

**Potential Deliverables:** Committee Charter; DEI Plan

**Critical Issues to Address:** Integration with shared governance structure. Communicating the critical importance of DEI to student and organizational success. Establish organizational benchmarks.

**Barriers to Success:** Employee perception about DEI. Community perception about DEI.

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete







# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 1):** Integrate elements of diversity, equity, and inclusion into all College systems and processes.

**Strategy (B):** Adopt a DEI Board policy.

**Output/Outcome:** Board perspective of benefits and values of DEI are communicated.

**Target(s):** Adopt by December 2021.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	10B, 10D, 10E, 11B, 11E, 12A, 12B, 12C, 12D, 13A, 13C, 13D, 14A, 14B, 14C, 14D	FY22	Employees	Unknown

**Potential Deliverables:** Community (Board) perspective on DEI. DEI accountability structure. Monitoring measures.

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 1):** Integrate elements of diversity, equity, and inclusion into all College systems and processes.

**Strategy (C):** Increase awareness of diversity, equity, and inclusion through multicultural activities in classrooms and throughout campus.

**Output/Outcome:** Improved communication, innovation, customer service, decision-making, and performance.

**Target(s):** 10% increase in employee satisfaction. 10% increase in student satisfaction. 10% increase in student persistence.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	10B, 10D, 10E, 11B, 11E, 12A, 12B, 12C, 12D, 13A, 13C, 13D, 14A, 14B, 14C, 14D	FY22-FY25	≈ \$50K	Unknown
<b>Potential Deliverables:</b> Training and intervention strategies. Employee recognition program. DEI Rubric to inform student assessment and College Culture improvement. Complete a climate survey to establish baseline DEI performance.				
<b>Critical Issues to Address:</b> Establish meaningful KPI's and targets to shape a positive culture. How to create a sense of belonging while respecting sense of uniqueness. Establish baseline, adjust target number, and project Credit Hours. Decide on Ruffalo Noel Levitz.				
<b>Barriers to Success:</b> Silos				
<b>Results:</b>				
<b>Recommendations:</b>				
<b>Status</b> <input type="checkbox"/> New <input type="checkbox"/> Continue <input checked="" type="checkbox"/> Modify <input type="checkbox"/> Complete <input type="checkbox"/> Delete				





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 1):** Integrate elements of diversity, equity, and inclusion into all College systems and processes.

**Strategy (D):** Link student assessment outcomes of global and cultural awareness core competency to plan future DEI events.

**Output/Outcome:** DEI events that improve student learning and engagement.

**Target(s):** 10% increase in student persistence. 10% increase in student attainment of global and cultural awareness core competency.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	5F, 6A, 6B	FY22-FY25	≈ \$50K	Unknown

**Potential Deliverables:** College-wide DEI events.

**Critical Issues to Address:** Link student assessment with budget development.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 1):** Integrate elements of diversity, equity, and inclusion into all College systems and processes.

**Strategy (E):** Review administrative policies and procedures to ensure they are free of implicit and explicit biases.

**Output/Outcome:** Improved communication, innovation, customer service, decision-making, and performance.

**Target(s):** 10% increase in employee satisfaction. 10% increase in student satisfaction. 10% increase in student persistence.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	10B, 10D, 10E, 11B, 11E, 12A, 12B, 12C, 12D, 13A, 13C, 13D, 14A, 14B, 14C, 14D	FY22-FY25	≈ \$50K	Unknown

**Potential Deliverables:**

**Critical Issues to Address:** DEI Training for all shared governance committees.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 1):** Integrate elements of diversity, equity, and inclusion into all College systems and processes.

**Strategy (F):** Review and revise HR procedures to ensure equity.

**Output/Outcome:** Improved communication, innovation, customer service, decision-making, and performance.

**Target(s):** 10% increase in employee satisfaction.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPFCO	11C, 11D, 12A, 13B, 13C	FY22-FY25	Employees	None

**Potential Deliverables:** Equitable hiring practices. Equitable supervisory practices. Equitable employee evaluation processes.

**Critical Issues to Address:** DEI Training for all supervisors.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 2):** Increase employee talent, technical capability, and leadership skills.

## Strategies

Strategy (A): Provide advanced ERP (Colleague) and CROA training.

Strategy (B): Provide customer service training.

Strategy (C): Provide advanced training for Microsoft Office products.

Strategy (D): Explore the possibility of a establishing an externship (or exchange) experience for interested employees.





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 2):** Increase employee talent, technical capability, and leadership skills.

**Strategy (A):** Provide advanced ERP (Colleague) and CROA training.

**Output/Outcome:** Employees will be able to perform more efficiently. Employees will be able to develop customized reports to assist with decision-making.

**Target(s):** Sense of contribution and task accomplishment will increase.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	11B, 12C, 12E, 12F, 14D	F22-FY25	≈ \$50K	Unknown

**Potential Deliverables:** Colleague generated reports. Trained staff. "Scenario student" training.

**Critical Issues to Address:** Establish meaningful KPI's and targets to shape a positive culture and employee satisfaction. Potential for internal training in areas by staff. Need Google Docs training.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 2):** Increase employee talent, technical capability, and leadership skills.

**Strategy (B):** Provide customer service training.

**Output/Outcome:** Student satisfaction with college services will be increased.

**Target(s):** 10% increase in student satisfaction; 10% increase in employee satisfaction.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	10E, 11B, 11D, 12E, 12F, 13C, 14B	FY23	≈ \$10K	Unknown

**Potential Deliverables:**

**Critical Issues to Address:** Establish meaningful KPI's and targets to shape student and employee satisfaction.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete







# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 2):** Increase employee talent, technical capability, and leadership skills.

**Strategy (C):** Provide advanced training for Microsoft Office products.

**Output/Outcome:** Employees will demonstrate advanced skills in WORD and EXCEL.

**Target(s):** 10% increase in employee satisfaction.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	11B, 11D, 12A, 12B, 12E, 12F, 13B, 13C, 14B, 14C, 14D	FY24	Employees	200

**Potential Deliverables:** Workforce Education Training modules that are both f2f and online. Schedule of courses.

**Critical Issues to Address:** Consider the possibility of each administrative employee achieving the Microsoft Office Specialist certificate for WORD and EXCEL. Workplace coverage.

**Barriers to Success:** Insurance. Finding institutions to participate.

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 2):** Increase employee talent, technical capability, and leadership skills.

**Strategy (D):** Explore the possibility of a establishing an externship (or exchange) experience for interested employees.

**Output/Outcome:** Employees will experience other workplace cultures.

**Target(s):** 10% increase in employee satisfaction.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	10E, 11B, 11D, 12E, 12F, 13C, 14B	FY24	Employees	Unknown

**Potential Deliverables:** Employees can learn best practices from other organizations and bring back to SCC for potential integration. Employees can build their professional network.

**Critical Issues to Address:** Length of externship. Compensation and workplace coverage.

**Barriers to Success:** Insurance. Finding institutions to participate.

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 3):** *Align organizational structure to achieve strategic results.*

## Strategies

Strategy (A): Streamline college organizational structure to achieve strategic results.

Strategy (B): Perform an organization skills assessment to identify talent gaps.

Strategy (C): Create opportunities for cross-skill training.





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 3):** Align organizational structure to achieve strategic results.

**Strategy (A):** Streamline college organizational structure to achieve strategic results.

**Output/Outcome:** Increase collaboration, accountability, and student success.

**Target(s):** Complete by December 2021.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	11A, 11C, 12B, 12C, 13B, 13C, 14D	FY22	Employees	None

**Potential Deliverables:** New organizational chart.

**Critical Issues to Address:** Align with shared governance structure. Align with pay-grade levels.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 3):** Align organizational structure to achieve strategic results.

**Strategy (B):** Perform an organization skills assessment to identify talent gaps.

**Output/Outcome:** Report that recommends personalized professional development needs to enhance employee job performance.

**Target(s):** Report complete by December 2024

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	11A, 11B, 11D, 12A, 12B, 12D, 12F, 13B, 13C, 14B, 14D	FY23-25	≈ \$50K	None

**Potential Deliverables:** Focused professional development needed to guide institutional planning and improvement.

**Critical Issues to Address:** Examine role suitability and employee fit.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 3):** Align organizational structure to achieve strategic results.

**Strategy (C):** Create opportunities for cross-skill training.

**Output/Outcome:** Better trained workforce and reduced institutional vulnerability.

**Target(s):** 10 positions per year. 10% increase in employee satisfaction.

Responsibility	Measures	Timeframe	Resources	New Credit Hours	
VPCFO	11A, 11B, 12D, 12E, 13B, 13C, 14C	FY22-FY23	Employees	None	
Potential Deliverables:					
Critical Issues to Address:					
Barriers to Success:					
Results:					
Recommendations:					
Status	<input type="checkbox"/> New	<input type="checkbox"/> Continue	<input checked="" type="checkbox"/> Modify	<input type="checkbox"/> Complete	<input type="checkbox"/> Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 4):** *Improve shared governance processes.*

## Strategies

Strategy (A): Establish a formal shared governance structure for College operations.

Strategy (B): Revise college policy manual with an emphasis of separating Board policy from administrative policy, procedures, and guidelines.

Strategy (C): Implement an inclusive communication plan to support shared governance processes.

Strategy (D): Foster a culture that supports open communication, transparency, mutual respect, and personal accountability.





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 4):** Improve shared governance processes.

**Strategy (A):** Establish a formal shared governance structure for College operations.

**Output/Outcome:** A structured process that allows employee input into policy, procedure, and guideline decisions.

**Target(s):** Complete by September 2021.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	11A, 11C, 11D, 12A, 12B, 12C, 12D, 12G, 13C, 14D	FY22	Employees	None

**Potential Deliverables:** SCC Policy Governance Manual.

**Critical Issues to Address:** Transparency of process.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete







# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 4):** Improve shared governance processes.

**Strategy (B):** Revise college policy manual with an emphasis of separating Board policy from administrative policy, procedures, and guidelines.

**Output/Outcome:** Board policy manual; Administrative policy manual.

**Target(s):** Complete Board policy manual by September 2021. Complete review of Administrative policy manual by 2023.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	11A, 11C, 11D, 12A, 12B, 12C, 12D, 12G, 13C, 14D	FY22	Employees	None

**Potential Deliverables:**

**Critical Issues to Address:** Ensure both policy manuals are linked and available online.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 4):** Improve shared governance processes.

**Strategy (C):** Implement an inclusive communication plan to support shared governance processes.

**Output/Outcome:** System for sharing policies under review that allows all employees opportunities for inspection and input.

**Target(s):** Pilot system in FY22; Implement full-scale in FY23.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	11A, 11C, 11D, 12A, 12B, 12C, 12D, 12G, 13C, 14D	FY22-FY23	Employees	None

**Potential Deliverables:** Transparency-oriented videos that communicate intent of policy changes and encourage focused feedback. Shared communication structures that allow for input from all employees.

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 4):** Improve shared governance processes.

**Strategy (D):** Foster a culture that supports open communication, transparency, mutual respect, and personal accountability.

**Output/Outcome:** Improved teamwork and enhanced employee creativity.

**Target(s):** 10% increase in employee satisfaction. 10% increase in student satisfaction.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	10D, 10E, 11A, 12A, 12F, 13C, 14A, 14B, 14C, 14D	FY22-FY25	Employees	None

**Potential Deliverables:**

**Critical Issues to Address:** Establish meaningful KPI's and targets to shape a positive culture and employee satisfaction. Decide on Ruffalo Noel Levitz.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 5):** Amplify employee recruitment, socialization, and inclusion efforts to facilitate a strong sense of teamwork and community.

## Strategies

Strategy (A): Establish a new employee orientation process.

Strategy (B): Implement an employee exit interview process.

Strategy (C): Implement a formal tenure process for full-time faculty.

Strategy (D): Create consistent employee recognition processes.

Strategy (E): Develop events that promote inclusive employee interaction.





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 5):** Amplify employee recruitment, socialization, and inclusion efforts to facilitate a strong sense of teamwork and community.

**Strategy (A):** Establish a new employee orientation process.

**Output/Outcome:** New employees will be more productive and more quickly assimilate into the culture.

**Target(s):** 10% increase in employee satisfaction. Zero employee turnover for first two-years of employment

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	11A, 11B, 11D, 11E, 12A, 12D, 12E, 12F, 13B, 13C, 14A, 14C, 14D	FY23	≈ \$10K	None

**Potential Deliverables:** Employee mentors. New-Employee online videos. Structured experiences to allow employee to more quickly assimilate into the culture.

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 5):** Amplify employee recruitment, socialization, and inclusion efforts to facilitate a strong sense of teamwork and community.

**Strategy (B):** Implement an employee exit interview process.

**Output/Outcome:** Identify strategies for improving processes and culture.

**Target(s):** Implement exit interview process by May 2022.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	11E, 12A, 12D, 12E, 13C, 14A, 14C, 14D	FY22	Employees	None

**Potential Deliverables:**

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 5):** Amplify employee recruitment, socialization, and inclusion efforts to facilitate a strong sense of teamwork and community.

**Strategy (C):** Implement a formal tenure process for full-time faculty.

**Output/Outcome:** New faculty will be more productive and more quickly assimilate into the culture. Teaching quality will be enhanced.

**Target(s):** Tenure process developed in FY22; Tenure process implemented in FY23

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	6A, 6B, 6C, 11B, 12A, 12B, 12D, 12E, 13D, 14A, 14C, 14D	FY22-FY23	Employees	Unknown

**Potential Deliverables:** Faculty tenure team. New faculty mentors. Faculty improvement plans.

**Critical Issues to Address:** Coordinate process with Illinois tenure laws. Stress quality teaching methods, guide college and community contributions strategies and infuse accountability.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 5):** Amplify employee recruitment, socialization, and inclusion efforts to facilitate a strong sense of teamwork and community.

**Strategy (D):** Create consistent employee recognition processes.

**Output/Outcome:** Employees feel valued for their contributions.

**Target(s):** Employee recognition processes will be implemented by Spring 2024

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	11B, 12A, 12D, 13A, 13B, 13C, 14A, 14D	FY24	≈ \$10K	None

**Potential Deliverables:**

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete







# Strategic Plan

2021-2025

**Goal 3** Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.

**Objective 5):** Amplify employee recruitment, socialization, and inclusion efforts to facilitate a strong sense of teamwork and community.

**Strategy (E):** Develop events that promote inclusive employee interaction.

**Output/Outcome:** Increased employee teamwork and satisfaction with the workplace

**Target(s):** Develop a calendar of events annually.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	14A, 14B, 14C, 14D	FY22-FY25	≈ \$5K	None

**Potential Deliverables:**

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 1):** *Implement a data-driven institutional effectiveness evaluation model.*

## Strategies

Strategy (A): Customize Shawnee Community College Effectiveness System (SCCES) to reflect institutional need.

Strategy (B): Strengthen SCCES linkage with budget development and reporting processes.

Strategy (C): Strengthen SCCES linkage with academic assessment process.

Strategy (D): Strengthen SCCES linkage with Capital Improvement process.

Strategy (E): Strengthen SCCES linkage with IT infrastructure development process.

Strategy (F): Develop data structures to support strategic improvement needs.

Strategy (G): Implement Monitoring Reports to support Board Policy Governance process.

Strategy (H): Implement a dashboard process to publicly communicate results of College performance.

Strategy (I): Create an institutional data book and post on web.





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 1):** Implement a data-driven institutional effectiveness evaluation model.

**Strategy (A):** Customize Shawnee Community College Effectiveness System (SCCES) to reflect institutional need.

**Output/Outcome:** KPM's and KPI's that are meaningful to SCC employees; align with the mission, and provide actionable data to inform college-wide decision-making processes.

**Target(s):** Initial review and revision complete by May 2022. Complete integration with Monitoring Reports in FY23.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. IR	12A, 12B, 12C, 12D, 12E, 13B, 14B, 14C, 14D, 15A, 15E	FY22-FY25	Employees	None

**Potential Deliverables:** Revised KPIs developed with considerable input from SCC employees. Web Dashboard

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 1):** Implement a data-driven institutional effectiveness evaluation model.

**Strategy (B):** Strengthen SCCES linkage with budget development and reporting processes.

**Output/Outcome:** KPM's and KPI's are used to inform budget priorities and facilitate the improvement of budget processes.

**Target(s):** KPM/KPI integration reflected in FY23 budget

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. IR	15B, 18A, 18B, 18C, 18D, 18E, 18F, 18G, 18H	FY23	Employees	None

**Potential Deliverables:** Budget document that reflects GFOA best practices and clearly demonstrates resource alignment with institutional priority.

**Critical Issues to Address:** Work with Board Finance Committee to ensure document meets Board expectations. Connect with shared governance process.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 1):** Implement a data-driven institutional effectiveness evaluation model.

**Strategy (C):** Strengthen SCCES linkage with academic assessment process.

**Output/Outcome:** KPM's and KPI's are used to inform assessment priorities and facilitate the improvement of programs and courses.

**Target(s):** KPM/KPI integration will be reflected in all program and discipline review documents by FY25

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. IR	5(all), 6(all), 7(all), 8(all), 15D	FY22-FY25	Employees	Unknown

**Potential Deliverables:** Program and discipline review documents that inform academic monitoring reports and budget development. Improved data for academic course and program improvement. Systematic plan, including a visual representation, communicating how the academic assessment process integrates with the SCCES.

**Critical Issues to Address:** Connect with shared governance process. Integration of SCCES with current WEAVE learning assessment plans. Regular meetings with the Director of IR and the faculty assessment committee.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 1):** Implement a data-driven institutional effectiveness evaluation model.

**Strategy (D):** Strengthen SCCES linkage with Capital Improvement process.

**Output/Outcome:** KPM's and KPI's are used to inform development priorities and facilitate the improvement of facilities.

**Target(s):** KPM/KPI integration will be reflected in facility master plan and capital improvement plan documents by FY24

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. IR	15A, 15F, 19A, 19B, 19C, 19D	FY23	Employees	None

**Potential Deliverables:** Annual monitoring report to inform the capital improvement and facilities master plan.

**Critical Issues to Address:** Connect with shared governance process.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 1):** Implement a data-driven institutional effectiveness evaluation model.

**Strategy (E):** Strengthen SCCES linkage with IT infrastructure development process.

**Output/Outcome:** KPM's and KPI's are used to inform development priorities and facilitate the improvement of the College's IT infrastructure.

**Target(s):** KPM/KPI integration will be reflected in the IT Master plan by FY23.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. IR	15C, 16G, 16H, 16I, 16J, 17B, 19A, 19B, 19C	FY23	Employees	None

**Potential Deliverables:** Annual monitoring report to inform the capital improvement and facilities master plan.

**Critical Issues to Address:** Connect with shared governance process.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 1):** Implement a data-driven institutional effectiveness evaluation model.

**Strategy (F):** Develop data structures to support strategic improvement needs.

**Output/Outcome:** Customized list of KPM's & KPI's that are meaningful & used by employees to improve their work.

**Target(s):** Complete revision by March 2022.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. IR	11A, 11C, 11D, 12A, 12B, 12D, 12E, 13B, 13C, 15A	FY22	Employees	None

**Potential Deliverables:** Shared understanding of SCCES and clarification of roles. A visual of the SCCES model. SCCES training for employees.

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete







# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 1):** Implement a data-driven institutional effectiveness evaluation model.

**Strategy (G):** Implement Monitoring Reports to support Board Policy Governance process.

**Output/Outcome:** Monitoring Reports

**Target(s):** All reports reviewed by the Board by June 2023.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. IR	11A, 11C, 11D, 12A, 12B, 12D, 12E, 13B, 13C, 15A	FY23	Employees	None

**Potential Deliverables:** Quarterly Reports – Financial, Investment, Facilities, and Information Technology.  
Annual Reports – Baccalaureate/Transfer Program, CTE, Workforce Education, Community Education, Adult Education, Student Services, DEI, Policy Review Cycle

**Critical Issues to Address:** Financial and Investment Quarterly Reports needs to connect with Board Finance Committee Activities.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 1):** Implement a data-driven institutional effectiveness evaluation model.

**Strategy (H):** Implement a dashboard process to publicly communicate results of College performance.

**Output/Outcome:** Dashboard available on website

**Target(s):** Dashboard active by the June 2023.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. IR	11D, 12A, 13B, 15A	FY23	Employees	None

**Potential Deliverables:** Schedule for updating dashboard.

**Critical Issues to Address:** Dashboard landing page should have links to completed monitoring reports.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 1):** Implement a data-driven institutional effectiveness evaluation model.

**Strategy (I):** Create an institutional data book and post on web.

**Output/Outcome:** Information to sharpen decision-making is readily available.

**Target(s):** Initial data book complete by August 2021; updated annually, thereafter, by June 30.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. IR	11D, 12A, 12C, 12D, 13B, 15A	FY23	Employees	None
<b>Potential Deliverables:</b> Data Book connected to the IR landing page. In addition to a link driven .pdf version of the book, making the content HTML connected with SCCES framework is preferred.				
<b>Critical Issues to Address:</b>				
<b>Barriers to Success:</b>				
<b>Results:</b>				
<b>Recommendations:</b>				
<b>Status</b> <input checked="" type="checkbox"/> New <input type="checkbox"/> Continue <input type="checkbox"/> Modify <input type="checkbox"/> Complete <input type="checkbox"/> Delete				





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

***Objective 2): Improve teaching and learning processes.***

## Strategies

Strategy (A): Strengthen core competency assessment practices.

Strategy (B): Strengthen CTE program review practices.

Strategy (C): Strengthen academic discipline program review practices

Strategy (D): Create and implement CTE program development standards.

Strategy (E): Perform a dual credit program impact study.

Strategy (F): Examine student success in light of course delivery methodology





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 2):** Improve teaching and learning processes.

**Strategy (A):** Strengthen core competency assessment practices.

**Output/Outcome:** Increased student attainment of core competencies.

**Target(s):** 10% increase in the number of employers reporting satisfaction with graduate performance in core competency areas.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	6A, 6B, 9F	F22-FY25	≈10K	Unknown

**Potential Deliverables:** Core competency assessment report reviewed annually by senior leadership team and recommendations for improvement integrated in budget. Web videos that explain importance of core competencies from an employer perspective and can be used during registration processes.

**Critical Issues to Address:** Linking core competency assessment to Employer Follow-up processes. SAAC should be involved in the creation process of the questionnaire and process used for data collection.

**Barriers to Success:** Perception on importance of core competencies.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 2): Improve teaching and learning processes.**

**Strategy (B): Strengthen CTE program review practices.**

**Output/Outcome:** Detailed CTE program review reports identifying program strengths, opportunities for improvement, and recommendations for future growth.

**Target(s):** 10% improvement in all CTE program standards identified in program review process.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	6A, 6B, 6C, 6E, 7(all), 9(all)	FY25	≈10K	Unknown

**Potential Deliverables:** Improved program landing pages for all CTE programs organized by pathway.

**Critical Issues to Address:** Ensure all programs have program outcomes. Link program outcomes to Graduate and Employer Follow-up processes. Integrate program review w/ Advisory Comm. processes. Create intentional collaboration between landing page creator and CTE faculty.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 2):** Improve teaching and learning processes.

**Strategy (C):** Strengthen academic discipline program review practices

**Output/Outcome:** Detailed academic discipline review reports identifying strengths, opportunities for improvement, and recommendations for future growth.

**Target(s):** 10% improvement in all program standards identified in discipline review process.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	6A, 6B, 6C, 6F, 7(all), 8(all)	FY25	≈10K	Unknown

**Potential Deliverables:** Improved program landing pages for all academic disciplines organized by pathway.

**Critical Issues to Address:** Ensure all areas have discipline specific outcomes. Link discipline outcomes to Transfer Readiness processes.

**Barriers to Success:** Accessing data from senior-level institutions.

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 2):** Improve teaching and learning processes.

**Strategy (D):** Create and implement CTE program development standards.

**Output/Outcome:** Standards that establish guidelines for the development of new CTE programs.

**Target(s):** Standards established by January 2022.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	1A, 2A, 2B, 2G	FY22	Employees	Unknown

**Potential Deliverables:** Standards that guide CTE Program development

**Critical Issues to Address:** Link with shared governance processes.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete







# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 2):** Improve teaching and learning processes.

**Strategy (E):** Perform a dual credit program impact study.

**Output/Outcome:** Report describing the quality of learning, student success, the associated costs, and recommendations for improving dual credit programming.

**Target(s):** Report completed by April 2022

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	6(all), 7(all), 16C, 16F, 17A	FY22	Employees	Unknown

**Potential Deliverables:** Administrative policy, procedure, and guidelines for dual credit programming.

**Critical Issues to Address:** What can be done to ensure the quality of learning in high school is like college experience. Tuition.

**Barriers to Success:** Community perception.

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 2): Improve teaching and learning processes.**

**Strategy (F):** Examine student success in light of course delivery methodology

**Output/Outcome:** Report describing the quality of learning, student success, and recommendations for improving various course delivery methods.

**Target(s):** Report completed by April 2023

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	3E, 6(all), 7(all), 15D, 16C, 16D, 17A	FY23	Employees	Unknown

**Potential Deliverables:** Administrative policy, procedure, and guidelines for mix of program delivery methods to guide scheduling practices. Formalized training for faculty.

**Critical Issues to Address:** What, if any, differences are there is student learning and student success between the various delivery methods.

**Barriers to Success:** Coding the ERP to obtain the necessary data.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

***Objective 3): Improve course scheduling processes.***

## Strategies

Strategy (A): Develop guidelines for course schedule development.

Strategy (B): Expand Hybrid Course delivery.

Strategy (C): Improve the accuracy and timeliness of the course scheduling process.





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 3):** Improve course scheduling processes.

**Strategy (A):** Develop guidelines for course schedule development.

**Output/Outcome:** Improved course scheduling process that meets the needs of traditional and non-traditional students.

**Target(s):** Guidelines developed by February 2022. Pilot test on summer and fall 2022 schedules.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	2E, 3E, 3I, 16D	FY23	Employees	Unknown

**Potential Deliverables:** Course section analysis that describes the number of sections needed to meet student demand each semester.

**Critical Issues to Address:** Extension Center integration. Setting recommended section fill rate standards. Establishing guidelines for the number of initial sections offered. Wait List management. Be consistent with class times and offerings.

**Barriers to Success:** Perception to impact on faculty workload.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 3):** Improve course scheduling processes.

**Strategy (B):** Expand Hybrid Course delivery.

**Output/Outcome:** Hybrid course sections aimed at increasing average student credit-load on a per semester basis.

**Target(s):**  
10% increase in the number of hybrid course sections offered each semester.  
Increase average student-credit load to 9-credits per semester.  
Increase enrollment by 10%.  
Increase Completion Rate by 10%

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPAA	3E, 5A, 7C, 15D, 16C, 16D, 17A	FY 23	Employees	Unknown

**Potential Deliverables:**

**Critical Issues to Address:** Linking scheduling of hybrid courses to program guides.

**Barriers to Success:** Lack of scheduling guidelines.

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 3):** *Improve course scheduling processes.*

**Strategy (C):** Improve the accuracy and timeliness of the course scheduling process.

**Output/Outcome:** Reduced number of changes to schedule once it has been published.

**Target(s):** Zero changes to published schedule other than adding sections to meet student demand.

Responsibility	Measures	Timeframe	Resources	New Credit Hours	
VPAA	3E, 5A, 7C, 15D, 16C, 16D	FY 22-FY25	Employees	Unknown	
<b>Potential Deliverables:</b> Develop schedule change codes. Baseline for accuracy and timeliness needs to be developed. Consistent review and update of master schedule courses.					
<b>Critical Issues to Address:</b> Creating tools and reports for Department Chairs and Administrative Assistant to manage scheduling process. Ensure schedule resources (i.e., faculty & facility) are simultaneously scheduled around program sequence needs. Be consistent with class times and offerings. Integrate in shared governance process.					
<b>Barriers to Success:</b> Complexity of scheduling process needs to be managed.					
Results:					
Recommendations:					
Status	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Continue	<input type="checkbox"/> Modify	<input type="checkbox"/> Complete	<input type="checkbox"/> Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 4):** *Align marketing & recruiting processes with enrollment goals.*

## Strategies

Strategy (A): Strengthen recruitment messaging focus on student success, academic quality, and value.

Strategy (B): Optimize website for eCommerce, strengthen interaction with mobile technology, and increase integration with social media.

Strategy (C): Develop a virtual campus tour.





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 4):** Align marketing & recruiting processes with enrollment goals.

**Strategy (A):** Strengthen recruitment messaging focus on student success, academic quality, and value.

**Output/Outcome:** Community perception of program and service quality will increase.

**Target(s):**  
Increase website traffic volume by 10%  
Increase inquiries by 10%  
Increase applications by 10%  
Increase social media followers by 10%

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. Comm/PR	3A, 3B, 3C	FY23	≈25K	Unknown

**Potential Deliverables:** Web videos highlighting academic and service quality. Press releases demonstrating quality programs and services.

**Critical Issues to Address:** Need to differentiate between advertising, marketing, and promotion; need to market beyond traditional K-12 audience. Establish meaningful KPM's, KPI's, and targets to strengthen effective communication for students, employees, and the community.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete







# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 4):** Align marketing & recruiting processes with enrollment goals.

**Strategy (B):** Optimize website for eCommerce, strengthen interaction with mobile technology, and increase integration with social media.

**Output/Outcome:** Students and community can transact business (e.g., pay bills, make donations, etc.) online using the device of their preference.  
Saints Mobile App with a focus on a student portal.

**Target(s):**  
Increase website traffic volume by 10%  
Increase online registrations by 10%  
Increase social media followers by 10%  
Mobile app operational by July 2022.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. Comm/PR	3A, 3E, 12A, 17B	FY22-25	≈50K	Unknown

**Potential Deliverables:** Student testimonials. Employer testimonials. Integration with bank apps including PayPal.

**Critical Issues to Address:** Ensure fraud protections are in place. Establish meaningful KPM's, KPI's, and targets to strengthen effective communication for students, employees, and the community.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 4j):** Align marketing & recruiting processes with enrollment goals.

**Strategy (C):** Develop a virtual campus tour.

**Output/Outcome:** A video where people can tour the campus and extension centers from anywhere.

**Target(s):** Complete by June 2023

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. Comm/PR	3A, 3B, 3C, 3E, 12A, 17B	FY22-25	≈10K	Unknown

**Potential Deliverables:** VR capable video.

**Critical Issues to Address:** Ensure cross-platform usability. Integrate with social media. Establish meaningful KPM's, KPI's, and targets to strengthen effective communication for students, employees, and the community.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status



New



Continue



Modify



Complete



Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 5): Improve post-graduate and alumni services.**

## Strategies

Strategy (A): Enhance career placement services for student graduates.

Strategy (B): Improve graduate response rates for 6-month graduate follow-up process.

Strategy (C): Survey employers of graduates to determine their perception and satisfaction of graduate's preparedness for the workplace.

Strategy (D): Implement a 5-year longitudinal study of graduate earnings and job performance

Strategy (E): Implement post-graduate findings with marketing and recruitment processes.

Strategy (F): Establish an alumni development process.





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 5):** *Improve post-graduate and alumni services.*

**Strategy (A):** Enhance career placement services for student graduates.

**Output/Outcome:** Services that assist students with obtaining employment related to their program of study.

**Target(s):** 50% of graduates use services.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPSS	2B, 9C, 9D, 9E, 10E	F22-FY25	≈20K	Unknown

**Potential Deliverables:** Résumé development. Mock interview practice. Connect students to organizations so they obtain professional clothing. Job Placement Services. Assistance with internship placement. Job Boards. Employability Skills for both CTE and transfer students. Partnership with LWIA One Stops.

**Critical Issues to Address:** Internship assistance should be limited to identifying potential employers – all other aspects of internship should be managed by the faculty.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 5):** Improve post-graduate and alumni services.

**Strategy (B):** Improve graduate response rates for 6-month graduate follow-up process.

**Output/Outcome:** Data for recruitment, academic assessment, program sustainability, and refining the career readiness model.

**Target(s):** Establish baseline in FY22 for all CTE programs. 60% return rate thereafter.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. IR	1A, 1B, 2A, 2B, 9C, 9D, 9E, 10E	FY22-FY25	≈10K	Unknown

**Potential Deliverables:** Graduate follow-up Report. Incentives to facilitate student participation.

**Critical Issues to Address:** Finding ways to contact students after they graduate. Finding part-time help to assist with process.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 5):** Improve post-graduate and alumni services.

**Strategy (C):** Survey employers of graduates to determine their perception and satisfaction of graduate's preparedness for the workplace.

**Output/Outcome:** Data for recruitment, academic assessment, program sustainability, and refining the career readiness model.

**Target(s):** Establish baseline in FY22 for all CTE programs. 75% return rate thereafter.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. IR	1A, 1B, 2A, 2B, 9C, 9D, 9E, 10E	FY22-FY25	≈10K	Unknown

**Potential Deliverables:** Employer follow-up Report. Incentives to facilitate student participation.

**Critical Issues to Address:** Finding ways to contact students after they graduate. Finding part-time help to assist with process.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 5):** Improve post-graduate and alumni services.

**Strategy (D):** Implement a 5-year longitudinal study of graduate earnings and job performance

**Output/Outcome:** Data for recruitment, academic assessment, program sustainability, and refining the career readiness model.

**Target(s):** Establish baseline in FY24 for all CTE programs. 50% return rate thereafter.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. IR	1A, 1B, 2A, 2B, 2G, 9C, 9D, 9E, 10E	FY24-FY25	≈10K	Unknown

**Potential Deliverables:** Longitudinal study of Graduate Employment Report. Partnership with local University for data collection.

**Critical Issues to Address:** Establishing a mechanism for tracking graduate employment. Finding part-time help to assist with process.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 5):** Improve post-graduate and alumni services.

**Strategy (E):** Implement post-graduate findings with marketing and recruitment processes.

**Output/Outcome:** Marketing materials that demonstrate employment outcomes to use for recruitment and program assessment.

**Target(s):** All CTE programs have materials that demonstrate employment outcomes by FY23.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Dir. IR	1A, 1B, 2A, 2B, 9C, 9D, 9E, 10E	FY22-FY25	≈10K	Unknown

**Potential Deliverables:** Recruitment materials with employment outcomes. Employer testimonials. Graduate testimonials. Press Releases identify graduate impact. Social media posts identifying graduate impact and employer satisfaction.

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete







# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 5):** Improve post-graduate and alumni services.

**Strategy (F):** Establish an alumni development process.

**Output/Outcome:** Alumni engagement with College.

**Target(s):** 500 members by FY25. \$20K in donations.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
Exec. Dir. Foundation	11B, 12A, 14B, 15B, 15F, 16A, 18A	FY22-FY25	Employees	Unknown

**Potential Deliverables:** Guest speakers. Internship opportunities for students. Potential advisory committee members.

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

***Objective 6): Improve budget development and resource allocation processes.***

## Strategies

Strategy (A): Engage Board Finance Committee in the budget development and allocation process.

Strategy (B): Revise budget submission document to reflect Board preferences and priorities.

Strategy (C): Increase employee involvement in the budget development process.

Strategy (D): Submit budget to Government Finance Officers Association (GFOA) for consideration of distinguished budget presentation award.





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 6):** Improve budget development and resource allocation processes.

**Strategy (A):** Engage Board Finance Committee in the budget development and allocation process.

**Output/Outcome:** Board direction on budget, financial plan, investment plan, facilities master plan, and information technology master plan.

**Target(s):** Budget ready for Board consideration by June 1 of each fiscal year.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
President	15B, 15D, 15F, 16A, 16G, 16H, 16I, 16J, 16K, 17C, 18(all), 19(all)	FY22-25	Employees	None

**Potential Deliverables:** Charter for Board Finance Committee that appears in Board Governance section of policy manual. Budget Monitoring Report. Budget documents. Quarterly monitoring reports for financial, investment, facilities, and information technology.

**Critical Issues to Address:** Financial, Investment, Facilities, and Information Technology.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 6):** Improve budget development and resource allocation processes.

**Strategy (B):** Revise budget submission document to reflect Board preferences and priorities.

**Output/Outcome:** Budget documents that assist the Board with resource allocation decisions that are aligned with the Board's strategic direction.  
Budget submission that is eligible to receive the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.

**Target(s):**

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	15B, 16A, 18(all)	FY23	Employees	None

**Potential Deliverables:** A rolling 3-year budget with a 5-year outlook/projection.

**Critical Issues to Address:** Ensure budget submission meets GFOA awards criteria.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 6):** Improve budget development and resource allocation processes.

**Strategy (C):** Increase employee involvement in the budget development process.

**Output/Outcome:** Administrative procedure that allows for greater employee input into the budget development process.

**Target(s):** Complete by December 2021.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	11D, 12A, 12C, 12D, 13B, 13C, 14D, 15B, 16A, 18(all)	FY22-FY25	Employees	None

**Potential Deliverables:** Procedure with flowchart. 3-year capital equipment projection from each academic area.

**Critical Issues to Address:** Employee training. Evaluate software that integrates with ERP that could help employees with the budget process. Ensure budgets submissions are appropriately connected to strategic plan. Allow time for appropriate employee engagement in the process.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 6):** Improve budget development and resource allocation processes.

**Strategy (D):** Submit budget to Government Finance Officers Association (GFOA) for consideration of distinguished budget presentation award.

**Output/Outcome:** GFOA distinguished budget application.

**Target(s):** Application submitted for FY23 budget that meets GFOA submission deadline. Submitted annually after.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	11D, 12A, 13A, 15B, 16A, 18(all)	FY23-FY25	Employees	None

**Potential Deliverables:**

**Critical Issues to Address:**

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☐ New ☐ Continue ☒ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 7):** *Ensure technology infrastructure supports student learning, student success, and administrative needs.*

## Strategies

Strategy (A): Align Information Technology plan with the College's strategic plan.

Strategy (B): Evaluate the possibility of conducting a Technology Readiness Assessment (TRA).





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 7):** Ensure technology infrastructure supports student learning, student success, and administrative needs.

**Strategy (A):** Align Information Technology plan with the College's strategic plan.

**Output/Outcome:** Revised Information Technology Plan

**Target(s):** Plan revised by March 2022. Updated annually after.

Responsibility	Measures	Timeframe	Resources	New Credit Hours	
VPCFO	11D, 12A, 12B, 12C, 13C, 14D, 15C, 16F, 16G, 16H, 16I, 16J, 17B, 19(all)	FY22-FY23	Unknown	None	
<b>Potential Deliverables:</b> Plan that addresses future needs for: User support, classroom technology, communications infrastructure, data warehousing, administrative business systems, IT security, procurement, licensing, online presence, Web enhancement, and mobile integration.					
<b>Critical Issues to Address:</b> Once IT Plan revision is complete, update resources needed. Review SCUP IT planning guidelines to ensure full assessment. Review with Board Finance Committee.					
<b>Barriers to Success:</b>					
<b>Results:</b>					
<b>Recommendations:</b>					
Status	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Continue	<input type="checkbox"/> Modify	<input type="checkbox"/> Complete	<input type="checkbox"/> Delete







# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 7):** Ensure technology infrastructure supports student learning, student success, and administrative needs.

**Strategy (B):** Evaluate the possibility of conducting a Technology Readiness Assessment (TRA).

**Output/Outcome:** Recommendation to conduct a TRA

**Target(s):** Recommendation submitted by March 2022.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	15C, 16F, 16G, 16H, 16I, 16J, 17B, 19(all)	FY22-FY23	Unknown	None

**Potential Deliverables:** Analysis to guide future IT Infrastructure planning. TRA process could be IGEN eligible.

**Critical Issues to Address:** Review with Board Finance Committee. If assessment is complete, update KPI's.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 8):** Ensure facilities supports student learning, student success, and administrative needs.

## Strategies

Strategy (A): Align capital projects plan with the College's strategic plan.

Strategy (B): Evaluate the possibility of conducting a Facility Conditions Assessment (FCA).





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 8):** Ensure facilities supports student learning, student success, and administrative needs.

**Strategy (A):** Align capital projects plan with the College's strategic plan.

**Output/Outcome:** Revised Capital Projects Plan

**Target(s):** Plan revised by March 2022. Updated annually after.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	11D, 12A, 12C, 13C, 14D, 15F, 16K, 17C, 19(all)	FY22-FY23	Unknown	None

**Potential Deliverables:** Facilities Master Plan Revision. Shovel-ready projects. Sustainable projects.

**Critical Issues to Address:** Review with Board Finance Committee.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 8):** Ensure facilities supports student learning, student success, and administrative needs.

**Strategy (B):** Evaluate the possibility of conducting a Facility Conditions Assessment (FCA).

**Output/Outcome:** Recommendation to conduct a FCA

**Target(s):** Recommendation submitted by March 2022.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	11D, 12C, 13C, 14D, 15F, 16K, 17C, 19(all)	FY22-FY23	Unknown	None

**Potential Deliverables:** Facilities Condition Index (FCI) score for all buildings and grounds.

**Critical Issues to Address:** Review with Board Finance Committee. If assessment is complete, update KPI's.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

***Objective 9): Develop a long-term financial plan.***

## Strategies

[Strategy \(A\): Develop a rolling three-year tuition strategy.](#)

[Strategy \(B\): Develop a debt-management plan](#)





# Strategic Plan

2021-2025

**Goal 4** Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability

**Objective 9):** Develop a long-term financial plan.

**Strategy (A):** Develop a rolling three-year tuition strategy.

**Output/Outcome:** A tuition strategy to use for long-term financial planning.

**Target(s):** Complete by November 2021.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	2F, 18A, 18D, 18F	FY22	Employees	None

**Potential Deliverables:** Analysis of differential tuition rates for high-cost programs. Recommendations about potential tuition charges for dual credit courses.

**Critical Issues to Address:** Ensure tuition rates are market competitive. Review with Board Finance Committee. Consider program costing model in all analyses.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete





# Strategic Plan

2021-2025

**Goal 4 Strengthen the College's Infrastructure in Ways that Promote Student Learning, Completion, and Institutional Sustainability**

**Objective 9):** Develop a long-term financial plan.

**Strategy (B):** Develop a debt-management plan

**Output/Outcome:** Strategy for financing future debt to ensure the lowest possible cost and is consistent with a prudent degree of risk that prevents debt-service drop-off.  
A Financial Manager to assist with navigating the Bond issue.

**Target(s):** Recommendation submitted by March 2022. Implement plan throughout FY23 meeting legislative deadlines.

Responsibility	Measures	Timeframe	Resources	New Credit Hours
VPCFO	18A, 18D, 18E, 18F, 18G	FY 23	Employees	None

**Potential Deliverables:** QBS documents.

**Critical Issues to Address:** This timeline must be maintained:  
November 2021 – initiate Qualification Based Selection process for a financial manager.  
June 2022 – Board approves financing plan for Debt Certificates and Funding Bonds  
July 2022 – Board adopts parameters resolution for the sale of Debt Certificates  
August 2022 – Debt Certificates sold and closed  
September 2022 – Board adopts resolution of intent to issue Funding Bonds and resolution calling a public hearing for Funding Bonds  
October 2022 – Board holds public hearing for Funding Bonds  
November 2022 – Board adopts parameters resolution for the sale of Funding Bonds  
November/December 2022 – Funding Bonds sold and closed.

**Barriers to Success:**

**Results:**

**Recommendations:**

Status ☒ New ☐ Continue ☐ Modify ☐ Complete ☐ Delete

