Southeastern
COMMUNITY COLLEGE

Strategic Plan 2011-2016

Mission

Southeastern Community College provides accessible, quality programs and services which promote student success and economic vitality.

Vision

Southeastern Community College, a visionary leader in lifelong learning, embraces diversity, transforms lives, strengthens communities, and inspires individuals to excellence.

Values

Excellence: we are committed to the highest standards in all aspects of teaching and learning.

Integrity: we encourage honesty, respect and personal accountability among and between students, staff, and stakeholders.

Stewardship: we are effective and vigilant stewards of our financial, physical, and human resources.

Continuous Improvement: we promote evidence-based decisions and systems within a culture of empowerment and teamwork.

Approved by SCC Board of Trustees April 19, 2011

Strategic Goal 1 - Student Success

Strategy 1- Systematically assess student learning college-wide

- ***Initiative:*** Develop competency indicators for each of the five core competencies
- ***Initiative:*** Implement and administer an assessment of student learning based on our Core Competencies utilizing our competency indicators

- *Measure:* Assessment of student learning process is in place
- *Measure:* Benchmarks of the assessment of student learning are established
- *Primary Responsibility:* Dean of Assessment

Strategy 2 – Improve the retention rate of SCC students

- ***Initiative:*** Develop and implement a First-Year Experience program
- *Primary Responsibility:* Vice President of Teaching & Learning and Vice President of Student Services

- ***Initiative:*** Implement a standardized training program for tutors
- *Primary Responsibility:* Dean of Transitional Studies

- *Measure:* Baseline established for retention within all course offerings
- *Measure:* Retention of students in courses has increased overall
- *Measure:* Persistence of students from semester to semester has increased

- ***Initiative:*** Implement Datatel eAdvising solution to provide online advising services to students

- *Measure:* Establish baseline and increase percentage each fiscal year of SCC students using online advising services to track and monitor program progress
- *Primary Responsibility:* Executive Director of Technology Services

- ***Initiative:*** Partner with external resources that can provide personal counseling to SCC students

- *Measure:* Memorandum of Agreements (for specific services and referral process) established
- *Measure:* Communication tools and processes are implemented to provide students and staff on-going awareness of available services
- *Primary Responsibility*: Vice President of Student Services

Strategy 3 – Increase the graduation rate of SCC students

- ***Initiative:*** Establish baseline for graduation of SCC students in comparison to the Iowa Community Colleges' commitment to the federal mandate
- ***Initiative:*** Collaborate with Regent's Committee on Education Relations (RCER) and other Iowa community colleges to establish a community college completion process for AA transfer-back credit

▶ *Measure:* SCC graduation rates increase each year so that by the end of five years, SCC has met the federal mandated number

- *Primary Responsibility:* Vice President of Teaching & Learning and Vice President of Student Services

Strategy 4 - Maintain/increase affordability and access

- ***Initiative:*** Develop additional short term certificates for workforce training

▶ *Measure:* The number of offerings has increased

▶ *Measure:* The number of participants has increased

- *Primary Responsibility:* CBIZ

- ***Initiative:*** Expand distance learning programs and courses

▶ *Measure:* The number of online students has increased each fiscal year

▶ *Measure:* The number of online credit hours has increased each fiscal year

▶ *Measure:* The number of online courses offered by Southeastern Community College has increased each fiscal year

▶ *Measure:* The number of online sections offered by Southeastern Community College has increased each fiscal year

- *Primary Responsibility:* Vice President of Teaching & Learning

- ***Initiative:*** Implement desktop virtualization strategies to improve student access to technologies

▶ *Measure:* Student access to SCC computer resources from external locations has increased

- *Primary Responsibility:* Executive Director of Information Technology

- ***Initiative:*** Explore different options for textbook access and affordability

▶ *Measure:* Alternative textbook delivery methods are implemented and tracked to identify improved accessibility/cost savings compared to current methods

- *Primary Responsibility:* Vice President of Administrative Services

- ***Initiative:*** Develop and implement an inclusive process for scheduling courses

▶ *Measure:* A course schedule is published according to target dates

▶ *Measure:* The number of scheduling conflicts is reduced each fiscal year

- *Primary Responsibility:* Vice President of Teaching & Learning and Vice President of Student Services

- ***Initiative:*** Develop and implement mobile technology plan

▶ *Measure:* SCC mobile web site is established

- *Primary Responsibility:* Executive Director of Technology Services

Strategy 5 – Enhance/Encourage Student Engagement and Personal Development

- ***Initiative:*** Enhance contact among students from different economic, social, racial & ethnic backgrounds
  - *Measure:* Student boards develop and implement additional opportunities for cross cultural student interaction
  - *Primary Responsibility:* Student Activity Coordinators
- ***Initiative:*** Develop a plan that would infuse Service Learning into the curriculum and student activities
  - *Measure:* The plan is implemented and a base line of student participation is established
  - *Primary Responsibility:* Vice President of Student Services and Vice President of Teaching & Learning
- ***Initiative:*** Develop financial literacy/budgeting training session and incorporate into First Year Experience program
  - *Measure:* The default rate is reduced
  - *Primary Responsibility:* Director of Financial Aid

Strategic Goal 2 - Developing Resources

Strategy 1 - Implement strategies that connect adjunct faculty to the college community

- ***Initiative:*** Develop and implement a college orientation process for new adjunct faculty
  - *Measure:* A participation baseline is established and the participation percentage increases annually
  - *Primary Responsibility:* President and Director of Human Resources
- ***Initiative:*** Develop web-based teaching and learning workshop for adjunct faculty to supplement the existing face-to-face workshop
  - *Measure:* A participation baseline is established and the participation percentage increases annually
  - *Primary Responsibility:* Vice President of Teaching and Learning and Executive Director of Technology Services
- ***Initiative:*** Design and implement faculty resource site on HawkNet
  - *Measure:* A HawkNet constituency Web presence is established
  - *Primary Responsibility:* Executive Director for Technology Services

Strategy 2 - Implement a holistic district-wide enrollment management plan

- ***Initiative:*** Develop a holistic district-wide enrollment management plan
- ***Initiative:*** Create an awareness that all employees have responsibility for student attraction, retention, and success
  - *Measure:* A plan that includes recruitment, retention and completion strategies and goals for credit and non-credit students is implemented by 2012-2013
  - *Primary Responsibility:* President

Strategy 3 - Passage of a capital campaign (debt service levy for facility needs)

- ***Initiative:*** Develop and implement timeline and plan for super-majority ballot issue

- *Measure:* Campaign passes
- *Primary Responsibility:* Executive Director of Institutional Advancement & Vice President of Administrative Services

Strategy 4 - Increase financial resources from individuals and private and public entities

- ***Initiative:*** Secure additional private and public donations and grants

- *Measure:* At least sixty (60) percent of grant proposals submitted each year are funded
- *Primary Responsibility:* Director of Institutional Grants

- *Measure:* The amount of donations increases each fiscal year
- *Primary Responsibility:* Executive Director of Institutional Advancement

- ***Initiative:*** Align SCC Foundation fundraising plan with the program/services needs of SCC students and stakeholders

- *Measure:* Fundraising goals are met
- *Primary Responsibility:* Executive Director of Institutional Advancement

Strategy 5 - Establish systems that engage employees in learning opportunities that provide professional and/or institutional growth

- ***Initiative:*** Align Professional Development Plans (PDPs) with job responsibilities and SCC's Strategic Plan

- *Measure:* PDPs for all Professional Services, Administrative, and Support Staff are aligned with their job responsibilities and reviewed
- *Primary Responsibility:* All direct supervisors

- ***Initiative:*** Align employee in-service days with major SCC initiatives and the strategic plan

- *Measure:* A multi-year plan of in-service is implemented
- *Primary Responsibility:* President and Director of Human Resources

- ***Initiative:*** Align faculty professional development days with major SCC initiatives and the strategic plan

- *Measure:* A multi-year plan of faculty professional development days is implemented
- *Primary Responsibility:* Faculty Professional Development Committee

Strategic Goal 3 – Collaborative Partnerships

Strategy 1 - Strengthen connections with business, industry, and labor

- ***Initiative:*** Implement a broad based future oriented community advisory committee that would link to the Master Education Plan
  - *Measure:* Advisory Committee is established by 2012 and meets on a semi-annual basis
  - *Primary Responsibility:* President
- ***Initiative:*** Conduct semiannual community roundtables with targeted business and industry representatives
  - *Measure:* Implementation begins fall 2011 and continues on regular basis with different industries and businesses at various locations throughout the district
  - *Primary Responsibility:* President
- ***Initiative:*** Increase the number of SCC staff and faculty who visit district employers and organizations
  - *Measure:* A baseline is established and the number of participants increases each fiscal year
  - *Primary Responsibility:* President and direct supervisors

Strategy 2 - Enhance collaborative efforts that link K-12, post-secondary, and business/industry partners to support educational offerings

- ***Initiative:*** Expand career exploration options hosted by SCC and businesses for K-12 students
  - *Measure:* Half day career exploration which includes presentations by business/ industry leaders and shadowing of SCC CTE students is implemented and evaluated.
  - *Measure:* Targeted number of high school students participate
  - *Primary Responsibility:* Director of High School Relations and TLA Deans
- ***Initiative:*** Enhance practices that promote seamless transfer of credit
  - *Measure:* All articulation agreements are updated
  - *Primary Responsibility:* Dean of Humanities and Social Sciences
- ***Initiative:*** Expand quality high school concurrent enrollment offerings
  - *Measure:* National Alliance of Concurrent Enrollment Partnerships (NACEP) accreditation for concurrent enrollment courses is achieved and maintained
  - *Measure:* All district high schools participate in concurrent enrollment courses with SCC
  - *Measure:* The percentage of high school students taking concurrent enrollment courses increases each fiscal year
  - *Primary Responsibility:* Director of High School Relations

Strategic Goal 4 – Continuous Improvement

Strategy 1 - Meet all requirements for the Academic Quality Improvement Program (AQIP) as mandated by the Higher Learning Commission

- ***Initiative:*** Review the feedback from the Systems Portfolio and identify and develop key processes and systems as needed
  - *Measure:* SCC shows improvement in those areas prioritized for improvement
  - *Primary Responsibility:* Cabinet
- ***Initiative:*** Maintain 3 active action projects and submit the Systems Portfolio
  - *Measure:* All required documentation is submitted to HLC by specified deadlines
  - *Primary Responsibility:* AQIP Liaison

Strategy 2 - Implement specific processes, systems, and data indicators that demonstrate SCC's performance compared to our mission and vision

- ***Initiative:*** Develop strategies for the KPIs in which SCC falls below the target
  - *Measure:* SCC improves KPIs that fall below targets
  - *Primary Responsibility:* Executive Director of Technology Services
- ***Initiative:*** Review SCC KPIs to identify if any additional ones should be added to reflect SCC's Vision and Mission
  - *Measure:* Board approves any additional KPIs required and their measures
  - *Primary Responsibility:* President

Strategy 3 - Enhance CPI process

- ***Initiative:*** Streamline CPI process to make it more efficient and effective
  - *Measure:* The current system is reviewed with an outside consultant and with former team members and modifications are implemented by July 2012
  - *Primary Responsibility:* AQIP Liaison
- ***Initiative:*** Encourage student involvement in CPI processes
  - *Measure:* There is documented evidence of student engagement in appropriate CPI processes
  - *Primary Responsibility:* AQIP Liaison

Strategy 4 - Develop annual divisional plans that are aligned with the Strategic Plan

- ***Initiative:*** Develop, implement, and monitor annual operational plans in all divisions/departments reporting to the President

  - *Measure:* The President's direct reports will present, as part of their annual review, the operational plan for their respective areas and demonstrate how they are tied to the SCC Vision, Mission and Strategic Initiatives
  - *Primary Responsibility:* President and Direct Reports

  - *Measure:* Each division and department within SCC will have a work plan that supports the Vision, Mission and Strategic Goals of SCC
  - *Primary Responsibility:* All department/division supervisors