



Strategic Plan 2014-2019

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Mission of the College

Shawnee Community College's mission is to serve the needs of the students and our diverse community by providing quality higher education, community education, training, and services that are accessible, affordable, and promote life-long learning.

Philosophy

Shawnee Community College promotes student learning through the values of the community college concept, recognizing the uniqueness of each individual and the diversity of his/her needs. The college is dedicated to utilizing the resources of the institution to provide a comprehensive program to meet those diverse needs and improve the quality of life for each individual. Education is the key to preparing individuals to confront the economic, social, and multicultural issues of this century. The college takes pride in providing quality educational and training programs that incorporate the most recent technologies to meet the ever-changing needs of our students and district residents.

Shawnee Community College is dedicated to providing quality, cost-effective, comprehensive programs to all individuals within the district and region who can benefit from such activities. The college strives for continuous improvement through the evaluation of programs, institutional effectiveness, and through assessment of student academic achievement. The college maintains an open-door admissions policy, thus providing educational, economic, and community service opportunities to all, regardless of race, sex, religion, ethnic origin, marital status, disability, or socioeconomic level.

Values and Purposes

- Purpose 1. Shawnee Community College values life-long learning. As a consequence, the College provides comprehensive programs, including curriculums in liberal arts and sciences, career and technical education, as well as adult, developmental, and community education and training.
- Purpose 2. Shawnee Community Colleges values its role as a change agent for the public good. As a consequence, the college facilitates area economic development, promotes cohesiveness within the community, and improves the quality of life for all citizens.
- Purpose 3. Shawnee Community College values equal access to educational opportunities for all citizens. As a consequence, the college provides equal educational opportunities for all citizens to the extent permitted by available resources.
- Purpose 4. Shawnee Community College values multicultural diversity within a pluralistic society. As a consequence, the college provides programs and activities that encourage and preserve multicultural diversity within a unified American society.
- Purpose 5. Shawnee Community College values the dignity and worth of each individual. As a consequence, the college develops programs and services, which address the needs of all segments of the college community.
- Purpose 6. Shawnee Community College values a systematic and participatory management approach to decision making. As a consequence, the college solicits input from all constituencies, reaches decisions based upon all available information, and communicates such decisions to the public in an orderly manner.
- Purpose 7. Shawnee Community College values its reciprocal relationship with the community, including business, civic, social, and religious aspects. As a consequence, the college fosters community partnerships in which each organization benefits from its mutual affiliation with the other.
- Purpose 8. Shawnee Community College values the prudent utilization of resources. As a consequence, the college develops and administers programs, services, and facilities, which are consistent with the district's financial base and which benefit the greatest number of individuals.
- Purpose 9. Shawnee Community College values the pursuit of excellence. As a consequence, the college organizes and administers high quality programs and recruits and retains highly qualified personnel in all positions.

Overview

The strategic plan was developed through a cooperative process involving the Board of Trustees, community stakeholders, administration, faculty, staff, and students. Through the course of the development process, community and student forums were held to seek input into the future of the college. These groups were asked for their perceptions of the college's strengths and weaknesses as well as their vision for needed programs and services. Through this process the strategic planning goals were developed. Once the major goals were identified, department directors and division chairs were asked to seek additional input from faculty and staff.

This document reflects the vision and the challenges the institution faces in meeting the needs of our community college district.

Challenges

Over the past several decades the counties that comprise the Shawnee Community College District have experienced economic difficulties and population decline. There are approximately 20% fewer students in our local school districts than in 1999. This creates an enrollment challenge for the college that will require us to be more efficient and creative in program development. Funding represents another significant challenge for the college. The Illinois Community College system is currently funded at the same amount as in 2002. This problem is exacerbated by stagnant or declining equalized assessed valuations of property in our college district that has negatively affected property tax revenue as a percentage of our budget. As a result of these factors a higher percentage of revenue is derived from student tuition. Despite these factors the college is financially stable and in strong position to withstand delayed state revenue.

Opportunities

Shawnee Community College provides a comprehensive array of educational programs and community services. The college strives to provide a quality educational experience that is affordable for our students. Through collaborative efforts with our regional high schools we offer dual credit and dual enrollment opportunities for high school students. This affords students an opportunity to progress toward their degree while completing high school often resulting in significant savings to families. As the cost of post-secondary education continues to rise there is opportunity for significant expansion in these programs.

As the global economy changes there is also a need for specialized training for individuals seeking employment. Opportunities exist in the healthcare, technology, manufacturing, and transportation and logistics fields. By developing, updating, and implementing career and technical programs SCC can position itself as a training center for individuals training or retraining in these career fields. These programs are essential to providing a trained workforce as we endeavor to attract business and industry to our region.

Shawnee Community College

Strategic Planning Goals

2014-2019

1. Identify and develop programs that meet the educational needs of our community college district and region

- Articulate baccalaureate and career/technical programs with regional universities to create seamless transfer opportunities for students
- Identify the employment opportunities in our service region
- Seek input from the community as to the type of training needed for sustainable employment
- Develop workforce training partnerships with regional employers
- Explore opportunities to expand programs through cooperative agreements with community colleges
- Establish career pathways for all Associate of Applied Science Programs
- Utilize a data based approach to evaluate the effectiveness of existing programs

Performance Indicators:

- Evidence of articulation agreements with colleges and universities
- Use of labor market local, regional, state, and national labor market data to identify employment indicators and industry trends
- Initiate a regional economic planning alliance to coordinate economic development activities
- Publication of career pathways including labor market demand and earnings potential for all Associate of Applied Science Programs
- Evidence of measurable data utilization in program reviews and decisions

Higher Learning Commission Criterion 3 and 4

2. Create an environment that promotes diversity, student success and completion

- Increase student retention rates
- Develop appropriate classroom strategies to increase retention
- Increase student participation in academic support services
- Develop campus activities and instructional strategies to increase student engagement
- Provide a multi-faceted developmental education program
- Increase awareness of diversity issues through classroom and multi-cultural activities

Performance Indicators:

- Fall Semester-to-Spring semester student persistence
- Degrees and certificates awarded annually
- Time to degree or certificate analysis
- Number of transfers to other colleges and universities
- Rate of successful transition from developmental to college level coursework
- Number of students accessing academic support services
- Utilize assessment data to identify strengths and weaknesses in the instructional programs
- Analysis of variety of instructional strategies and methods
- Analysis of participation in activities designed to promote diversity

Higher Learning Commission Criterion 3 and 4

3. Measure institutional effectiveness through data based evaluation and planning

- Maintain an Institutional Research Office
- Establish formal protocols for collecting, evaluating and disseminating data
- Standardize data collection methods and resources
- Install a new management information system to facilitate data collection and analysis
- Develop and implement a strategy for reporting data to funding, accrediting agencies and the public
- Maintain a systematic decision making process that utilizes data analysis
- Utilize institutional data in the development of short and long range budgeting models

Performance Indicators:

- Timeliness and accuracy of State and Federal Report Submissions
- Constant utilization of standardized data collection methods
- Evidence that data collected are utilized college-wide in making decisions
- Evidence that institutional data drive the budgeting process

Higher Learning Commission Criterion 2 and 5

4. Maintain a quality institutional workforce

- Develop an institutional employee profile
- Establish a plan to recruit and retain a diverse college workforce
- Develop and implement a succession plan to assure a stable workforce
- Provide continuing education and professional development opportunities for employees.
- Provide opportunities for employees to participate in leadership training activities

Performance Indicators:

- Identification of current employee demographics
- Identify district population trends
- Evidence of implementation of an institutional succession plan
- Evidence of on-going professional development opportunities
- Evidence of an employee recruitment and retention plan

Higher Learning Commission Criterion 1, 2, 3, and 5

5. Foster community partnerships to promote growth of the institution and the community

- Establish and strengthen employer and educational partnerships
- Develop and implement a district wide college success initiative
- Work closely with our K-12 schools to promote college readiness for all students
- Cultivate opportunities for external financial support for programs and students
- Seek opportunities to promote economic development and job creation in the community

Performance Indicators:

- Dual credit agreements and number of students successfully completing dual credit classes
- Evidence of a coordinated plan with K-12 schools to promote college success
- Decrease in the percentage of students needing developmental courses upon enrolling in college
- Establishment of additional privately funded scholarships for students
- Development of, and participation in, a regional alliance for economic development

Higher Learning Commission Criterion 1 and 2

6. Maintain the Financial Integrity of the Institution

- Utilize a data based decision model in the development of budgets
- Develop budgets that support the mission of the college and are aligned with the strategic planning goals.
- Implement a development plan for external funding sources
- Develop and administer balanced annual budgets
- Maintain an appropriate fund balance to insure the college meets its financial obligations during difficult budget years

Performance Indicators:

- Evidence that the budget priorities are aligned with the strategic plan and departmental goals
- Evidence that institutional data are used in budget development
- Amount of external funding through grants and fund raising activities
- Annual external audits
- Amount of fund balance available for unforeseen occurrences

Higher Learning Commission Criterion 1, 2, and 5