

Southeastern Community College

Strategic Plan 2006-2009

Mission

The mission of Southeastern Community College, an institution of higher education, is to provide quality, affordable, and accessible lifelong learning opportunities which meet or exceed the expectations of the people we serve.

Vision

Southeastern Community College envisions itself as a dynamic leader in lifelong learning, an innovator of responsive programs and services, and a promoter of professional, personal, social, and economic development.

Goal

The goal of Southeastern Community College is to be a model of excellence among community colleges.

Values

We at Southeastern Community College value quality education.

We value our students and employees, respect their diversity, recognize and encourage the use of their unique talents and contributions to our entire college community, and support their personal and professional development. We encourage their co-curricular, social, civic, and cultural participation.

We invite innovation, creative problem-solving, and risk-taking. We value teamwork, cooperation and collaboration as part of our continuous improvement efforts. We believe in an industrious, enthusiastic, and congenial work and learning environment.

We value integrity in our interactions, advocating open and respectful communication. We honor the trust placed in us to prepare learners for their many roles in a dynamic global society.

Strategic Goal 1

Continuous Improvement

Strategy 1.1 – Implement all of the components involved in the Academic Quality Improvement Program (AQIP), the Higher Learning Commission accreditation method.

Initiative:

- Implement action projects and complete systems portfolio.

Measure:

- Successful implementation of action projects and completion/acceptance of systems portfolio.

Primary Responsibility:

- AQIP committee and project teams.

Strategy 1.2 – Develop a system that guides the creation and implementation of annual and long-range plans.

Initiative:

- Develop a planning process that uses educational priorities and long-term program planning (a Master Education Plan) to guide the development and implementation of operational plans in the following areas: budget; economic development; enrollment; equipment; fund development; instruction; physical plant; staffing, support services; technology.

Measures:

- Adoption and implementation of a long-range Master Education Plan.
- Utilization of annual operational plans in key areas.
- Integration of the plans and resources.

Primary Responsibility:

- Vice President of Teaching & Learning (Master Education Plan).
- Managers of Operational Plan functions.

Strategy 1.3 – Establish a system to evaluate institutional effectiveness.

Initiatives:

- Review and refine the critical performance indicators (CPI's) and establish targets.
- Identify the functional area(s) responsible for ensuring the ongoing collection, analysis, evaluation, and dissemination of CPI's.

Measure:

- Use of CPI's within a tracking system.

Primary Responsibility:

- President's Administrative Cabinet.

Strategy 1.4 – Establish systems that engage employees in learning opportunities that provide professional and/or institutional growth.

Initiatives:

- Develop and implement a new employee orientation process (2006 AQIP Action Project).
- Develop and implement All-Staff Professional Development and Faculty Development programs.
- Review, revise and adopt performance assessment processes.

Measures:

- All new employees participate in orientation within six months of hire date.
- In-service programs and professional development programs held and evaluated.
- Percentage of employees participating each year in In-Service and Professional Development Day.
- Employee satisfaction of In-Service and Professional Development Days.
- Assessments completed for all employees scheduled for review in a given year.

Primary Responsibility:

- AQIP (New Employee Orientation) Action Project Team.
- All-Staff Professional Development Committee.
- Faculty Professional Development Committee.
- All supervisors.

Strategic Goal 2

Student Learning

Strategy 2.1 – Systematically assess student learning college-wide.

Initiative:

- Review and revise, as needed, the current assessment plan.
- Fully implement the assessment plan.

Measure:

- Documented use of assessment data.
- Documented instances of improved student learning.

Primary Responsibility:

- Assessment Committee.

Strategy 2.2 – Review instructional programs and courses to improve the value to industry and society and/or transferability to four-year educational institutions.

Initiative:

- Revise program review process.

Measure:

- Completion of AQIP Program Review Action Project.

Primary Responsibility:

- AQIP Program Review Action Project Team.

Strategy 2.3 – Improve student engagement, satisfaction, and success.

Initiatives:

- Identify and implement standardized student satisfaction survey.
- Identify CPI targets related to student success.
- Implement a skills-for-college-success course – Eight Dimensions to a Great Education (EDGE) (2006 AQIP Action Project).
- Increase the use of service learning within college programs.
- Revise and implement retention plan.
- Increase student understanding of global issues.

Measure:

- Achievement of related CPI targets.
- Completion of student surveys.
- Success rate of EDGE participants.
- Number of programs using service learning.
- Persistence and retention rates.
- Global issues assessment outcomes.

Primary Responsibility:

- President's Cabinet.

Strategy 2.4 – Facilitate college-wide conversations regarding teaching and learning.

Initiatives:

- President and Vice President of Teaching & Learning facilitate and/or participate in topical informal meetings with faculty and staff.
- Develop basic beliefs and principles regarding teaching and learning.

Measures:

- Participation in regular conversations conducted district-wide.
- Conversations summarized and shared online.

Primary Responsibility:

- President.
- Vice President of Teaching & Learning.

Strategic Goal 3

Regional Economic Development

Strategy 3.1 – Increase the number of skilled and educated individuals for high demand careers.

Initiatives:

- Review and apply information from regional economic development studies and occupational outlook reports.
- Review and apply information from Program Review Process.
- Ensure Master Education Plan reflects projected employment needs, regionally and nationally.
- Build awareness and increase the number of high school students pursuing an education at SCC in areas of high demand by employers.
- Increase awareness of economic development tools available through SCC; i.e. 260E (Iowa Industrial New Jobs Training Program), 260F (Iowa Industrial Jobs Training), and 260G (Accelerated Career Education Grants).

Measures:

- Ratio of students/trainees to job openings in high demand careers.
- Percentage of graduates placed in their field or a related field.
- Percentage of recent high school graduates pursuing their education in a high demand career path at SCC.
- Number of companies and employees participating in 260E, 260F, and 260G.

Primary Responsibility:

- Teaching & Learning Committee.
- Student Services.
- Workforce Investment Act (WIA).

Strategy 3.2 – Increase educational programs, courses, and services.

Initiatives:

- Implement a web-based career planning system (KUDER) in area school districts, Southeastern Community College and WIA office.
- Conduct research to determine the educational subjects, formats, and delivery preferences of potential students.
- Identify and evaluate potential educational programs, courses, and services for inclusion in the Master Education Plan.
- Increase the number of distance-delivery courses taught by SCC faculty.

Measures:

- Percentage of school districts using Kuder.
- Number of new educational programs, courses, and services added.
- Number of faculty teaching distance-delivery courses.
- Number of credit hours, contact hours, and head count.

Primary Responsibility:

- Teaching & Learning Committee.
- Student Services.

Strategy 3.3 - Develop an emphasis on regional entrepreneurialism.

Initiatives:

- Work with middle school and high school students to increase awareness and nurture interest in entrepreneurialism.
- Review all SCC degree programs to identify opportunities to incorporate entrepreneurship education.
- Develop a partnership in entrepreneurship education with a 4-year institution.
- Increase Small Business Development Center (SBDC) services to region.

Measures:

- Number of middle school and high school students involved in entrepreneurship programs.
- Number of students involved in the SCC-four-year school partnership.
- Number of SCC programs that have incorporated entrepreneurship education.
- Full funding for SBDC secured.

Primary Responsibility:

- Teaching & Learning Committee.
- Small Business Development Center.
- Student Services.
- President.

Strategic Goal 4

Solid Financial Growth

Strategy 4.1 – Increase financial resources from governmental entities.

Initiatives:

- Develop and implement a legislative strategy.
- Collaborate with Association of Community College Trustees, American Association of Community Colleges, Iowa Association of Community College Trustees and Iowa Association of Community College Presidents; identify, prioritize, prepare, and submit fundable proposals.
- Develop and implement a plant fund levy campaign by September 2008.

Measures:

- Number of contacts by internal and external constituents on behalf of SCC.
- Number of SCC on-campus legislative events.
- Dollar amount of grants and appropriations.
- Number of funded grants.

Primary Responsibility:

- President's Administrative Cabinet.
- Director of Institutional Grants.

Strategy 4.2 – Increase financial resources from individuals and private and public entities.

Initiative:

- Revise and adopt a comprehensive resource development plan.

Measures:

- Dollar amount of revenue from targeted sources.

Primary Responsibility

- Executive Director of Institutional Advancement.
- President.

Strategy 4.3 –Improve financial efficiency.

Initiatives:

- Coordinate product development, enrollment management, and marketing planning.
- Train employees in financial management best practices and use of quality improvement tools.
- Set targets for CPI's in this area.
- Establish and utilize criteria for budget allocation.

Measures:

- Percentage of fully-enrolled sections/courses/programs.
- Meet CPI targets.
- Number of training opportunities.

Primary Responsibility:

- Student Services.
- Teaching & Learning Committee.
- Director of Marketing and Communications.
- President's Executive Cabinet.