



Board Monitoring Report

SCC Strategic Plan Update

Office of Institutional Research, Effectiveness, and Planning

September 22, 2021



Contents

Executive Summary.....	3
Strategic Plan Goals and Objectives.....	4
Board of Trustees Proposed Strategic Outcomes and SCC Strategic Plan.....	5
Strategic Goal 1: Identify and Develop Programs that Meet the Educational Needs of Our Community and Region	6
Strategic Plan Updates.....	6
Objective 1.1 Articulate baccalaureate and career/technical programs with regional universities; create seamless transfer opportunities for students.	6
Objective 1.2 Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.....	6
Objective 1.3 Strengthen partnerships with local business leadership and community stakeholders.	7
Objective 1.4 Develop workforce training partnerships with regional employers to promote economic development and job creation in the community.	8
Strategic Goal 2: Increase Student Completion 10% by FY23.....	9
Objective 2.1 Streamline student intake processes in ways that empower students to make informed program and course decisions.	9
Objective 2.2 Experiment with classroom delivery strategies to determine impact on enrollment, retention, persistence, and completion	12
Objective 2.3 Increase non-traditional student enrollment, retention, persistence, and completion.	12
Objective 2.4 Accelerate the time it takes for students to complete development courses and achieve success in college-level gatekeeper courses.	12
Strategic Goal 3: Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect.....	14
Objective 3.4 Improve shared governance processes.	14
Objective 3.5 Amplify employee recruitment, socialization, and inclusion efforts to facilitate a strong sense of teamwork and community.	15
Strategic Goal 4: Strengthen the College’s Infrastructure in Ways that Promotes Student Learning, Completion, and Institutional Sustainability.....	16
Objective 4.1 Implement a data-driven institutional effectiveness evaluation model.	16
Objective 4.4 Align marketing and recruitment processes with enrollment goals.	17



Objective 4.5 Improve post-graduate and alumni services.....	17
Challenges.....	18
Conclusion.....	20



Executive Summary

During the 2021-2020 academic year, the College conducted an in-depth evaluation of the its performance from a status (i.e. what's being done), readiness (i.e. what can be done) and best practice (i.e. what should be done) perspective using the [Shawnee Community College Effectiveness System \(SSCES\)](#). The resulting [College Status Report](#) provided a thorough analysis of the College's current performance capability and outcomes, creating a rationale for change to the College's Strategic Plan. Thus, the 2021-2025 [Shawnee Community College Strategic Plan](#) was developed during the spring 2021 semester with an ambitious goal- An Enrollment Target of 40,000 Reimbursable Credit Hours.

This is the first monitoring report for the 2021-2025 [Strategic Plan](#). This report begins with the intersection of the Strategic Plan Objectives with the proposed Board Strategic Outcomes policies, which are currently under Board review. Framing the report according to this intersection illustrates the integrated manner in which the College has approached governance and planning, emphasizing the efforts as truly *shared* and *strategic*.

This report focuses on updates to the 2021-2025 [Strategic Plan](#) in the three months since its adoption in June 2021. During this time, the College has persevered through the challenges of the COVID pandemic, including the most recent efforts to implement the [Governor's Executive Order](#) on campus and all Extension Centers. Despite the short time that has passed since its adoption and the external challenges taxing the College's human resources, great strides have been made in all four strategic goals.

Some areas of focus in this report include:

- Increasing [programming](#) and [transfer](#) opportunities for students,
- Strengthening [community](#) and [workforce](#) partnerships,
- Improving [intake processes](#) and [student success](#),
- Developing [flexible programming](#),
- Emphasizing the [shared governance process](#),
- Renewing [employee socialization and engagement](#), and
- Enhancing the infrastructure for [data collection and analysis](#).



Strategic Plan Goals and 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.



Board of Trustees Proposed Strategic Outcomes and SCC Strategic Plan

As stated in the proposed College purpose statement (B1000), Shawnee Community College’s purpose is to provide high quality and affordable higher education services to the citizens of Alexander, Johnson, Massac, Pulaski, Union, and parts of Jackson Counties in Illinois, which advance individual economic mobility, personal growth, and the local economy, at a cost commensurate with the value of services provided. Community stakeholders benefit from the College through participation in ten critical services, as identified through the Board of Trustees’ Strategic Outcomes policies. The Table 1 illustrates the intersection of these critical services and the Strategic Plan Objectives.

Table 1. Intersection of SCC Strategic Plan and proposed Board Strategic Outcomes Policies

	Proposed Strategic Outcomes									
	B1003 Transfer Programming	B1004 Professional Programming	B1005 Continuing Education Programming	B1006 Workforce Training	B1007 Community Education Programming	B1008 College Readiness Programming	B1009 Adult Education Programming	B1010 Student Services	B1011 Accreditation & Certification	B1012 Diversity, Equity & Inclusion
1.1 Transfer Opportunities for All	✓	✓						✓		
1.2 Align Student Learning & Employment Opportunities		✓	✓	✓				✓	✓	✓
1.3 Community Partnerships		✓	✓	✓	✓			✓	✓	✓
1.4 Workforce Training Partnerships				✓				✓	✓	✓
2.1 Streamlined Student Intake Processes	✓	✓	✓	✓	✓	✓	✓	✓		✓
2.2 High Impact Classroom Delivery Strategies	✓	✓	✓	✓	✓	✓	✓	✓		✓
2.3 Non-Traditional Student Programming & Services	✓	✓	✓	✓	✓	✓	✓	✓		✓
2.4 Developmental Education	✓	✓				✓	✓	✓		✓
2.5 Adult Education		✓				✓	✓	✓		✓
3.1 Diversity, Equity & Inclusion	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3.2 Employee Talent, Capability & Skills								✓		✓
3.3 Organizational Structure									✓	✓
3.4 Shared Governance Processes									✓	✓
3.5 Employee Teamwork & Community								✓	✓	✓
4.1 Data-Driven Institutional Effectiveness	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4.2 Teaching & Learning Processes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4.3 Scheduling Processes	✓	✓	✓	✓	✓	✓	✓	✓		✓
4.4 Marketing & Recruitment Processes								✓		✓
4.5 Post-Graduate & Alumni Services	✓	✓	✓	✓	✓	✓	✓	✓		✓
4.6 Budget Development & Allocation Processes										✓
4.7 Technology Infrastructure	✓	✓	✓	✓	✓	✓	✓	✓		✓
4.8 Facilities		✓						✓		✓
4.9 Long-Term Financial Plan								✓		



Strategic Plan Updates

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

The Strategic Plan Objectives for this goal are aligned to the following proposed Board Strategic Outcomes ([Table 1](#)): transfer programming (B1003), professional programming (1004), continuing education programming (B1005), workforce training (B1006), student services (B1010), accreditation & certification (B1011), and diversity, equity & inclusion (B1012).

Since the adoption of the Strategic Plan, the College reports progress on all four objectives within this goal; transfer opportunities for all, alignment of student learning employment opportunities, community partnerships, and workforce training partnerships.

Objective 1.1 Articulate baccalaureate and career/technical programs with regional universities; create seamless transfer opportunities for students.

In June and July, initial articulation meetings were held with Southern Illinois University Carbondale and Southeast Missouri State University to begin the review and updates to current articulation agreements (1.1.C.). A plan was developed with Southern Illinois University Carbondale to continue meeting to develop additional agreements.

On September 16, 2021, SCC staff attended the 2021 Early College Access/Scaling Educational Pathways Conference held at SIUC. The conference focused on dual credit, education pathways/articulation, and the growing your own teachers' programs in southern Illinois. Many of the area high school and community college personnel attended. Shawnee Community College, as the grant administrator of Southern Illinois Future Teachers Coalition, was highlighted during a presentation by the grant coordinators (1.1.A.).

In September, representatives from Southern Illinois University Carbondale, including Chancellor Lane and Provost Komarraju, attended an event at SCC which included the signing of the Saluki Step Ahead Initiative (1.1.A.). This initiative will streamline the pathway for students who wish to pursue a bachelor's degree in accounting, Business Administration, Criminal Justice, Health Care Management, and Radiologic Sciences.

Objective 1.2 Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area.

Since the adoption of the Strategic Plan the following progress has been made:

- The [truck driving program](#) has secured Federal Motor Carrier Safety Administration (FMCSA) approval for the main campus program and is currently reviewing software to house student tests for FMCSA audit purposes (1.2.A.).



- A full-time Director of Nursing (DoN) for a 12-month contract and full-time nursing tutor for Fall 2021 were hired, increasing the capacity of this position to enhance the ADN program and meet the Accreditation Commission for Education in Nursing (ACEN) staffing requirements (1.2.B.)
- CTE Advisory Committee meetings have been scheduled for Fall 2021 to begin developing meaningful measures and targets for each program and a plan for program improvements that will lead to obtaining external certifications, if available (1.2.C. and 1.2.O.).
- In September, the Board of Trustees approved the purchase of an Anatomage Virtual Dissection Table for \$80,900 to be used in Human Anatomy and Physiology courses to enhance the study of the human body (1.2.D.).
- The Medical Assistant Program was implemented at the beginning of the Fall 2021 semester. The Delta Healthcare Grant provided approximately \$14,000 for equipment and supplies. There was an open house on August 18, 2021, and six students are currently enrolled, generating 108 new credit hours for fall 2021. Currently, the fall course is taught by an adjunct instructor, but we are advertising for a full-time faculty/coordinator (1.2.F.).
- A steering committee is being assembled to explore the relevance of the Health Information Technology program (1.2.L.).
- A cost analysis for academic programming at the Shawnee and Vienna Correctional facilities has been prepared, and the College in communication with Illinois Community College Board (ICCB) and Illinois Department of Corrections (IDOC) regarding this analysis and next steps (1.2.M.).

Objective 1.3 Strengthen partnerships with local business leadership and community stakeholders.

In order to increase community stakeholder participation, Advisory Committee meetings have been scheduled for the Business Occupational & Technical (BOT) division for Fall 2021, and BOT program outcome standards are in development (1.3.A.). President Taylor, Executive leadership staff, and Trustees of the Board have increased the College's presence at community, civic, and educational meetings, and have scheduled future events for the coming months (1.3.F. and 1.3.H.). Meetings that were attended July through September are as follows:

- Anna Rotary Club- July 22nd, August 12th, August 26th, September 9th
- Massac County Board of Education- July 26th
- Rural Health Partnership meeting at the Anna Extension Center- August 12th
- Provided recorded President's greeting for the African American Health Conference
- Ribbon cutting ceremony in Karnak for Chamness Care, Inc.- August 20th
- Goreville Board of Education- August 23rd
- Southern Illinois Electric Cooperative – August 25th



- Shawnee Community College Golf Fundraiser – September 10th
- Anna-Jonesboro Football Season Opener (Sponsor Presentation) – September 10th
- Arrow Leaf Executive Director – September 14th
- Massac County Kiwanis Presentation – September 14th
- Century Board of Education – September 20th
- Computer Program Advisory Committee – September 22nd
- Vienna Business & Community Leaders Dinner – September 23rd
- Joppa Board of Education – September 27th
- Dongola Board of Education – September 28th

Objective 1.4 Develop workforce training partnerships with regional employers to promote economic development and job creation in the community.

Workforce training opportunities with Aeriz, Harrah's Casino, and IDOC were specifically identified in the College's Strategic Plan. The following summaries provide updates on these efforts:

- The College sponsored [job fairs](#) for [Aeriz](#) were held on August 17th and August 21st and is assisting with screening and job placement. Videos were produced for Aeriz to use for new employee training; [A Great Place to Grow](#), [Trim Department Training](#), [Grow Department Training](#) (1.4.A.).
- Since April, eight meetings and/or conference calls have been held with Harrah's Casino. A team of Small Business Development Center (SBDC) staff met with Harrah's on June 2nd to conduct a business retention and expansion interview to gather data on their workforce needs. A proposal has been prepared to outline SCC's assistance with employee recruitment and job readiness training (1.4.B.).
- The College is working with IDOC regarding the workforce training needs at Shawnee and Vienna Correctional facilities. The College is currently following up on the need expressed for CPR training (1.4.C.).
- The Coalition for Minority Business was formed in February 2020 and has begun meeting monthly. The council is open to all minority-owned small businesses in our region, and membership is at 76. A council for women-owned businesses is in the development process (1.4.D.).
- Truck Driving proposal with Marion Federal Prison has been finalized and is currently awaiting the prison's grant funding for the purchase of simulators and trucks (1.2.M.).



Strategic Goal 2: Increase Student Completion 10% by FY23

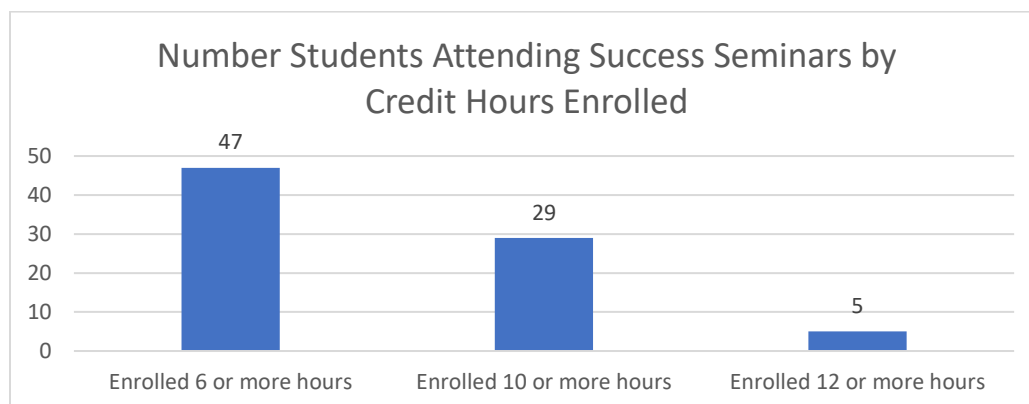
The Strategic Plan Objectives for this goal are aligned to the following proposed Board Strategic Outcomes ([Table 1](#)): transfer programming (B1003), professional programming (1004), continuing education programming (B1005), workforce training (B1006), community education programming (B1007), college readiness programming (B1008), adult education programming (B1009), student services (B1010), and diversity, equity & inclusion (B1012).

Since the adoption of the Strategic Plan, the College reports progress on four of the five objectives within this goal; streamlined student intake processes, high impact classroom delivery strategies, non-traditional student programming and services, and developmental education.

Objective 2.1 Streamline student intake processes in ways that empower students to make informed program and course decisions.

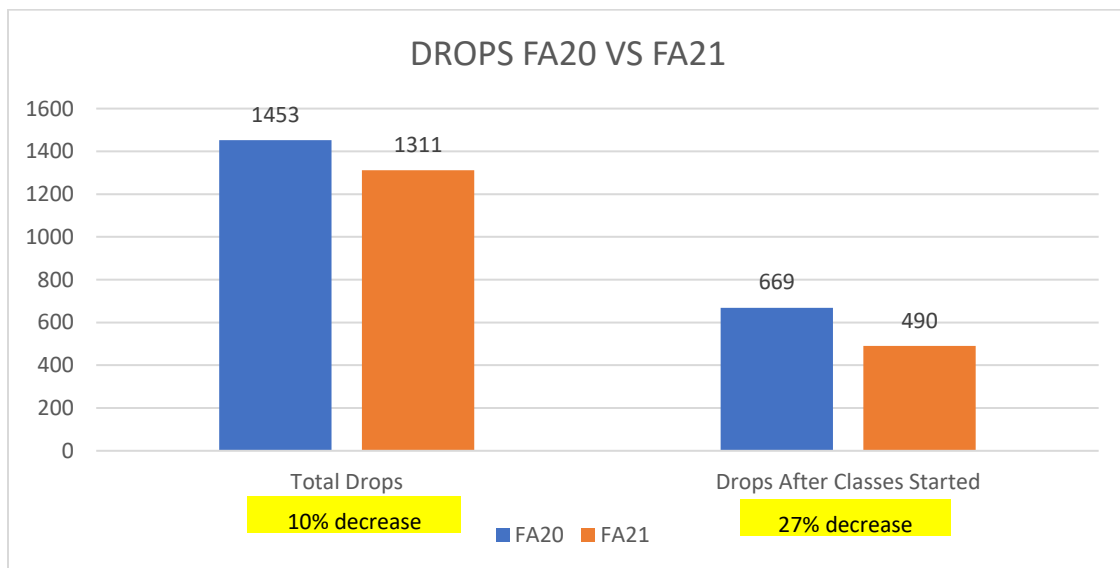
Regular discussions are conducted with employees regarding current student intake processes, and progress is being made to improve both their efficiency and availability.

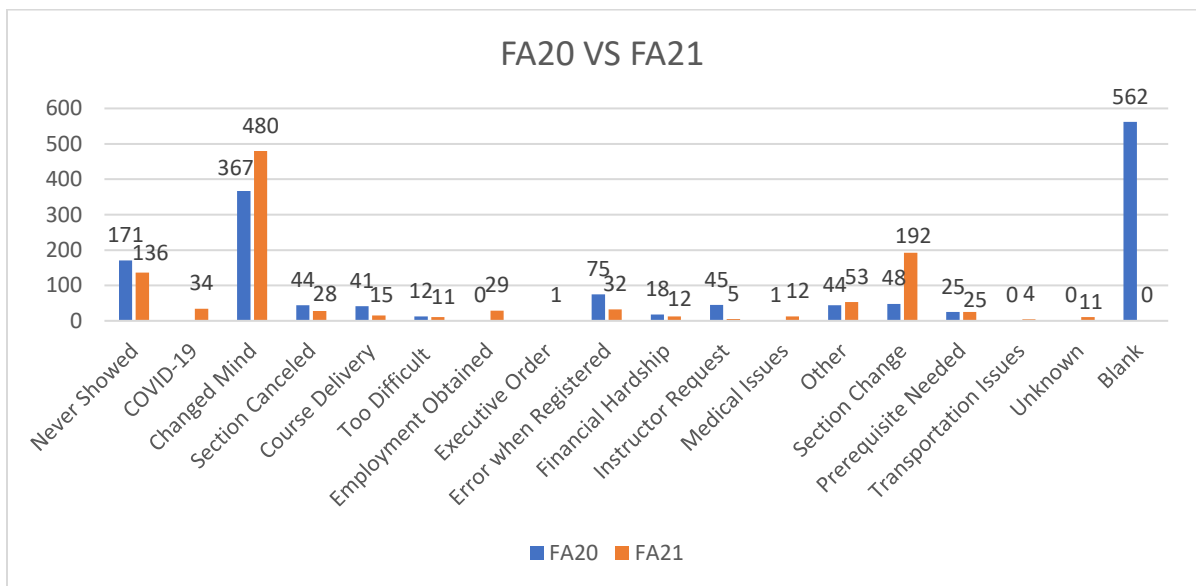
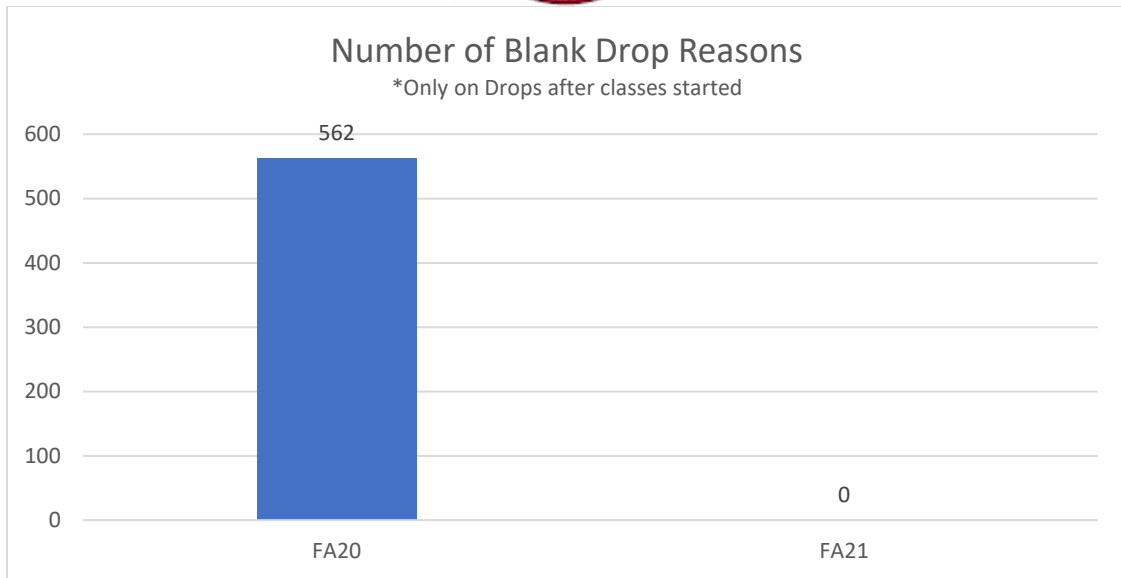
- Registration hours were [extended](#) for Fall 2021 to increase access to courses (2.1.D).
- An initial meeting was held on September 3rd, 2021 to begin evaluating the placement exam cutoff scores and develop standards that reflect the knowledge and skills needed for individual (CTE & Transfer) program success (2.1.B.).
- On August 21st, 2021, the College held voluntary New Student Orientation workshops which were renamed “Student Success Seminars”. Workshops were revamped to include: use of SCC email, use of Moodle, campus tours, accessing tutoring services, and highlights of other student support services. All students attending were enrolled in a non-credit course (2.1.C.). There were 130 first-time students registered for Fall 2021, and 53 (41%) of those students attended a seminar. When looking for trends, most of these students are enrolled for at least 6 hours.





- In order to create a more seamless and consistent advisement and registration experience for students, including those who prefer to engage with the College online, advisors began advising students via phone appointments, Zoom appointments, and email, when appropriate. Face-to-face appointments continue for those students who prefer this method. Since we began tracking appointments in March, 2021, advisors have had 2,743 appointments with students (2.1.D.).
- On September 10, 2021, Marianne Devenny, a student processes specialist, completed a series of process enhancements with Financial Aid and will begin to collaborate with IT, the Registrar, and advisors on transitioning to an online registration process (2.1.D.).
- Efforts have begun to decrease the number of students who register but drop before the beginning of the semester. A recurring drop report was developed, drop status codes refined, and advisors trained to eliminate blank reasons, reduce the number of errors made when entering registrations, monitor use of “other” and “unknown”, and to develop a common understanding of the codes. Drop reasons added include codes for COVID-19 and Executive Order. All students enrolled for fall 2021 semester were mailed a letter encouraging attendance at a Student Success Seminar. Students were also reminded of onboarding workshops through the Student Success Center (2.1.D.).





- Student Services is working with IT about the ability to search the College Catalog and Student Handbook from website. Currently, the documents are housed on the website as a pdf but are not searchable (2.1.D.).
- Research is being conducted on software products that will interface with Colleague and employees' calendars to capture both student inquiries and follow-up, as well as recruitment activities. In the meantime, a Google Sheet was developed to enter and track these events. An overall calendar has been developed highlighting internal and external recruitment activities and mailings for the year (2.1.H.). Since the creation of the Google Sheet in August, five recruitment events have been logged. These events were



coordinated by Student Services with a variety of staff participating. Student ambassadors and volunteer softball players assisted with the events. An approximate number of community “touches” is 2,260.

Objective 2.2 Experiment with classroom delivery strategies to determine impact on enrollment, retention, persistence, and completion, **AND**

Objective 2.3 Increase non-traditional student enrollment, retention, persistence, and completion.

An Academic Division meeting was held on September 8, 2021, to discuss alternate instructional formats for program delivery, including weekend programming (2.2.A.). The discussion initiated a conversation about an accelerated AA/AS degree program (2.3.D.). Division Chairs are polling faculty interest in teaching in a weekend format. Extension Center Directors were also surveyed on their abilities to offer an AA/AS program in an effort to increase non-traditional student enrollment, retention, persistence, and completion (2.3.A). In order to do so, the Centers will need the ability to offer a mix of formats, such as online, ITV, and Zoom. Further discussions will take place with the Centers.

The College began offering [intersession courses](#) in 2020 with only one course, ENG 112 (5 enrolled), making in Fall 2020, one course, MUS 115 (5 enrolled), making Spring 2021, and two courses, ENG 111 (4 enrolled) and PSY 211 (4 enrolled), making in Summer 2021 (2.3.B.).

Objective 2.4 Accelerate the time it takes for students to complete development courses and achieve success in college-level gatekeeper courses.

The College has developed an online module-based program, Level Up, designed to offer students access to reading and writing preparation to boost Accuplacer scores to meet the requirements for ENG 111 (2.4.A.). Since the program began Summer 2021, 25 students have participated. Of those students, 10 were able to register for the ENG 48/111 courses.

The Math Department examined enrollment and Accuplacer placement data to determine the three courses for which to develop corequisites (liberal arts math). It was also decided to combine the College Algebra and Intermediate Algebra courses into one course for students in the STEM math. The Math Department has decided to adopt the ALEKS Placement, Preparation, and Learning (PPL) test, designed to determine what students know and what students need to improve in preparation for taking math courses, to assist students at the lowest levels who need remediation to qualify for the corequisites (2.4.D.).

The college has formed a Local Advisory Panel (LAP) for transitional math, which occurs in the high schools, consisting of the following personnel: Dean of Academic Affairs (serving as the administrator) two College math faculty, and two high school math teachers. Members of the LAP have been meeting for the past three months to review course and syllabi submissions from our service area high schools to ensure the documents contain all the required criteria from the



State needed. Thus far, the College submitted documentation to the State panel from Century High School and was granted portability for Quantitative Literacy and Statistics. The College has since developed a partnership with Massac County High School for a Science Technology Engineering & Math (STEM) submission by October 1. Once the submission is approved by the State panel and the College receives the STEM portability, Joppa and Anna Jonesboro High Schools will be applying to the LAP for STEM. Vienna High School will be applying to the LAP for Quantitative Literacy and Statistics portability this fall (2.4.D.).



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

The Strategic Plan Objectives for this goal are aligned to all of the Board Strategic Outcomes ([Table 1](#)). Since the adoption of the Strategic Plan, the College reports progress on two of the five objectives within this goal; improve shared governance processes and employee teamwork and community.

Objective 3.4 Improve shared governance processes.

The Board held a retreat in June for training from Dr. Reed on the shared governance process. A Shared Governance Committee was formed and met in July, August, and September to develop a shared governance structure for College operations. A shared governance policy manual and organization structure, which can be accessed in the College Board Policy and Procedures shared drive, was presented to the Board of Trustees in September for initial review (3.4.A.). Through an inclusive Shared Governance Committee, SCC Community forums, recording and posting videos of live events and meetings, and posting documents to a shared drive, a system is in place for sharing policies under review to allow all employees opportunities for inspection and input (3.4.C.).

The Board formed a Board Policy Committee which has met regularly throughout the months of July, August, and September for the purpose of revising the College's policy manual, based upon Carver's Policy Governance framework, with an emphasis of separating Board policy from administrative policy, procedures, and guidelines. A Board policy manual, which can be accessed in the Board Policy and Procedures shared drive, was presented to the Board of Trustees in September for initial review. Board retreats are scheduled for September 30 and October 14 to thoroughly review the policy manual. It is anticipated the Board will adopt the new manual at the November 1 meeting (3.4.B.).

Explicit efforts are made to support open communication, transparency, mutual respect, and personal accountability (3.4.D.). In addition to the shared governance committee structure and use of College shared drives, the President regularly holds open meetings and forums for critical topics, such as the SCC [community forum](#) to discuss the 2021-2025 Strategic Plan with all employees. These are frequently recorded and emailed to appropriate audiences, such as employees and students, and posted to the College's website for easy access and community viewing. Recent examples include:

- Four Strategic Planning Meetings- August 4th, August 10th, August 13th, August 31st
- Seven [open forums](#) for the Governor's Executive Order- September 1st, September 2nd, September 3rd



Objective 3.5 Amplify employee recruitment, socialization, and inclusion efforts to facilitate a strong sense of teamwork and community.

Efforts are underway to develop events that promote inclusive employee interaction and improve socialization (3.5.E.). An Employee Social Events Committee was formed to develop a calendar of events. Events on the calendar so far include:

- Saint's Family Fun Day on August 17th
- Breast Cancer Awareness day, October 13. Employees can wear jeans and a pink shirt for a \$5 donation. Students are encouraged to participate at no cost. A Pink Out picture will be taken to post on social media.
- In conjunction with Fall Fest, an employee only Halloween costume contest is being planned for October 27.
- Office door decorating contest in December.
- Other possible events discussed include March Madness brackets, Valentine's Day event in conjunction with SCC Homecoming, "Winter Warm Up" where employees re served soup and grilled cheese, and a guided nature hike at a nearby park.



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

The Strategic Plan Objectives for this goal are aligned to all of the Board Strategic Outcomes ([Table 1](#)). Since the adoption of the Strategic Plan, the College reports progress on three of the eight objectives within this goal; data-driven institutional effectiveness, marketing and recruitment processes, and post-graduate and alumni services.

Objective 4.1 Implement a data-driven institutional effectiveness evaluation model.

Since the adoption of the Strategic Plan the following progress has been made:

- Customization of the Shawnee Community College Effectiveness System (SCCES) is underway to reflect institutional need. The Strategic Plan and SCCES measures have been aligned to the Board's proposed Strategic Outcomes policies, ICCB Program Review measures, and Higher Learning Commission (HLC) criteria. New Key Performance Indicators (KPIs) have been added to the SCCES framework based upon measures identified in the Strategic Outcomes policies. An Excel spreadsheet has been created to reflect these alignments and indicate who collects the data and where the data is collected (4.1.A., 4.1.G.).
- A [data dashboard](#) was created and posted to the SCC website. Data from the SCCES framework have been identified for additional dashboards (4.1.A., 4.1.H., 4.1.I.).
- As small groups and committees meet to develop proposals, reports, and budget requests, a deliberate effort is being made to align those to the Strategic Plan and use data from the SCCES framework as support. As 2020-2021 Continuous Quality Improvement (CQI) forms are completed in October, budget and resource requests will be aligned to the Strategic Plan strategies (4.1.B.).
- The Student Academic Assessment Team (SAAT) is strengthening the linkage between the academic assessment processes and SCCES. In July, the Student Academic Assessment Plan was revised to align with the Strategic Plan and SCCES. Additionally, the program assessment process was detailed further in the revised plan to strengthen the connection to the ICCB program review requirement. Visual representations of the process were created and included in the revised plan. The first Academic Assessment board monitoring report was developed and presented to the Board in September and presented to all employees at the assessment day October 8 (4.1.C.).
- A meeting was held in July with the Information & Instructional Technology departments to walk through the Strategic Plan and SCCES framework to illustrate the importance of our infrastructure to the success of our institutional effectiveness evaluation model (4.1.E., 4.1.G.).
- Meetings have been held, regularly since July, with student services departments to walk through the Strategic Plan and SCCES framework to identify those responsible for the



strategies and data collection, where the data is collected, and how it can be collected and analyzed more efficiently. As a result, several updates and changes have occurred to improve this process, such as revising recurring reports to make them more actionable and relevant, using Colleague more frequently to collect information, using consistent data codes, and creating systems to collect data that were not collected previously. This work has assisted with determining what Colleague services we have, what additional Colleague services/training we need, and what services we need to seek outside of Colleague (Ellucian) (4.1.E., 4.1.F.).

- Development of monitoring report templates are underway for the purpose of providing employees a template for the Strategic Outcomes and quarterly reports to the Board. The Student Academic Assessment Team presented the first monitoring report to the Board in September. This monitoring report will be presented to the Board in October (4.1.G.)

Objective 4.4 Align marketing and recruitment processes with enrollment goals.

Videos have been produced highlighting student success stories and interviewing key employees:

- Five new science related videos were recorded, edited and released to promote the SCC Science Department.
- Four videos highlighting employees offering direct service to students
- One faculty, one recruiter/advisor, 1 tutoring/testing, and 1 Criminal Justice video
- Two student testimony videos highlighting quality of course offerings at SCC

Objective 4.5 Improve post-graduate and alumni services.

As student services meetings are held, KPIs have been identified for inclusion into the admission and graduation applications, surveys (i.e. graduate, graduate follow-up, employer, and community), and course evaluations. These KPIs have been drafted into questions. Survey platforms have been researched, and a survey proposal and timeline are developed. Once the newly hired Vice-President for Academic Affairs arrives, meetings can be scheduled with key employees to draft the final questions and adopt platforms and the official timeline of administration (4.5.B., 4.5.C.).



Challenges

As the College is working on the strategies in the Strategic Plan, like any other large endeavor, there are challenges that arise periodically. Many of these challenges are presented within the Strategic Plan as barriers. The following are some of the more notable challenges impacting the work since June 2021:

- COVID-19 has delivered an exceptional hardship on the College's human resources. With the Governor's Executive Order in September came additional mandates the College has never before faced. For the past several weeks, the College has done the following for main campus and all Extension Centers: prepared and delivered seven informational forums, created and disseminated print and electronic information and press releases, designed and implemented a database and card system to monitor vaccination and testing status, designed and implemented a health protection profile, generated a procedures manual and flow chart, ordered supplies, prepared supplies, and trained for on-site testing, posted, interviewed, and hired a health coordinator and student workers, and established full on-site testing centers and vaccination clinics.
- Interim and vacant leadership positions, such as the Vice President/Chief Financial Officer (VPCFO), Vice President of Academic Affairs (VPAA), Dean of Student Success, and Director of the Small Business Development Center (SBDC) present a unique dynamic for the College. With the vacant positions, critical work that would normally reside with these positions is shifted to others within the College. Some functions that would be considered necessary in order to make progress on Strategic Plan strategies, including prioritizing budget requests, coordinating data structures and processes, and advocating for and implementing initiatives in their respective areas, are hampered without key positions to coordinate the work.
- Relative to the vacant leadership positions is the lack of staffing at the Cairo Extension Center, webmaster, and transfer coordinator. Currently, student services staff and part-time employees are providing coverage at the Cairo center, staff in IT are assisting with website requests, and student services staff are working on transfer and articulation agreements, removing them from their regularly assigned duties.
- Qualified faculty members with industry certifications are needed in a few key program areas, such as nursing, medical assistant, HVAC, welding, OSHA, food service, and truck driving in order to expand programs and/or offer professional industry certifications to students.
- Clerical support, whether staff or student work positions, is needed for tasks such as data entry, scanning, scheduling, and shredding. Currently, staff and administrators are performing these tasks, diverting their skills, efforts, and time from vital job responsibilities unique to their positions or that impact other areas and services within the College.



- Infrastructure that would streamline some data processes, such as tracking advisement and recruitment activities and following up with graduates and employers, and equipment that would reduce man hours on production tasks and provide for expansion of programs (i.e. trucks, simulators, computers), would increase efficiency and College reach. While the College has used the last few months to review and refine use of the current infrastructure, previous challenges discussed in this section, including vacant and interim positions and clerical demands, have hindered this progress.
- Certain challenges external to the College impact workload demands at the beginning of each academic year while the College is focusing on launching the start of the semester. Several fall events (i.e. parades, festivals, fairs) occur during this time and simultaneously, taxing the student services division. In addition to these events, this is the time of year when close out of grants must be completed.



Conclusion

It has only been three months since Shawnee Community College adopted the 2021-2025 Strategic Plan. During this time, an open Board retreat detailed the strategies contained in the plan, open forums were held and recorded, the Strategic Plan and associated documents were placed in an employee shared drive, and small group meetings have been held with employees. As a result of these efforts and as outlined in this report, progress has been made on several strategies.

An intentional effort is being made to align all College initiatives, activities, and budget requests to the Strategic Plan strategies and SCCES. Endeavors are underway to improve the infrastructure and processes necessary to support data-driven decision-making and to develop systems that increase the efficiency by which information is collected, reported, and acted upon. When collaboration of this nature and magnitude occurs, it ensures all in the College are “speaking the same language” and provides a tactical approach; that all actions are carefully planned toward the same common goal- An Enrollment Target of 40,000 Reimbursable Credit Hours.

The hard work to implement the COVID-19 mitigating strategies and Governor’s Executive Order for vaccination and testing in higher education must also be acknowledged. In the face of these challenges to guarantee compliance and meet our students’ needs, the College has remained undeterred in our progress toward reaching our ambitious goal.