

*Engaging the New Normal:  
Prospects and Potential*

**Southeastern Illinois College**  
**2017-2022 Strategic Plan**



## Preface

In Fall 2015, the College began the strategic planning cycle to develop the next Strategic Plan for 2017-2022.

Multiple subcommittees were formed to engage the new process of examining the College's mission, vision, goals, and values. The committees also engaged the planning process and how strategic planning works within the College's overall Institutional Effectiveness Calendar. General educational goals were also reviewed, and a subcommittee was assigned to conduct an intensive environmental scanning of the College, district, region, and State used for feedback in developing the new strategic initiatives. This action took place all the while the prior strategic plan of 2012-2017 was being completed.

The planning process was smoother this time as the process had been greatly refined in 2011 utilizing a more inductive and inclusive approach in formulating direction for the College. A defined planning process cycle and manual were created then and only slightly refined for this second five-year planning cycle.

This new cycle of planning recognizes and engages the 'new normal' of higher education in the country and particularly Illinois. For example, most colleges and universities face declining enrollments due to a number of variables, and so they must work on mitigating loss through a variety of tactics such as creative programming, new interests for students, and retention. All of that must be done with reduced funding. Southeastern has assembled a team to engage those challenges, not hide from them. This plan will help guide the College into a new phase of evolution in higher education in Illinois.

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## Mission

Southeastern Illinois College enhances lifelong learning by providing quality accessible educational programs, cultural enrichment opportunities, and support for economic development

## Vision

To be the catalyst for academic excellence, community service, and economic growth in the communities we serve.

## Institutional Goals

1. Provide a general education program that creates a foundation for further study and enlightened citizenship.
2. Empower students to achieve their educational goals, enabling them to successfully live and work in a culturally diverse global society.
3. Provide students access to quality transferable courses and programs.
4. Prepare students to succeed in a highly competitive workforce through career and technical education.
5. Provide opportunities in developmental and adult basic/secondary education.
6. Enhance learning by integrating educational opportunities in and out of the classroom.
7. Utilize existing and emerging technologies to equip students, enhance learning and provide services.
8. Sponsor award-winning, competitive, and service-oriented activities.
9. Offer lifelong learning opportunities to explore potentials, abilities, and interests.
10. Enrich and enhance the community through cultural and general interest events.
11. Provide resources, training and leadership for economic development of business and industry.
12. Provide a wide range of student and administrative services to support achievement of student learning and personal development.
13. Create a culture where assessment of student learning outcomes and college services are valued and used across the institution.
14. Responsibly manage the resources entrusted to the college on behalf of the community college district.
15. Establish and maintain mutually beneficial educational, corporate and community partnerships.

## Core Values

### Fairness

We are committed to behavior free from self-interest, prejudice, or favoritism.

### Integrity

We embrace moral values and the courage to live up to them.

### Compassion

We demonstrate a genuine interest, concern, and respect for others.

### Self-Esteem

We see ourselves and others as individuals of value and capable of pursuing our dreams.

### Responsibility

We hold ourselves accountable for our conduct and obligations.

### Learning

We value learning as a lifetime objective and will continue to promote the attainment of knowledge.

# Higher Learning Commission's Criteria for Accreditation

The Criteria for Accreditation are the standards of quality by which the Commission determines whether an institution merits accreditation or reaffirmation of accreditation. They are as follows:

## Criterion 1. Mission

The institution's mission is clear and articulated publicly; it guides the institution's operations.

### Core Components

- 1.A. The institution's mission is broadly understood within the institution and guides its operations.
- 1.B. The mission is articulated publicly.
- 1.C. The institution understands the relationship between its mission and the diversity of society.
- 1.D. The institution's mission demonstrates commitment to the public good.

## **Criterion 2. Integrity: Ethical and Responsible Conduct**

The institution acts with integrity; its conduct is ethical and responsible.

### **Core Components**

- 2.A. The institution operates with integrity in its financial, academic, personnel, and auxiliary functions; it establishes and follows policies and processes for fair and ethical behavior on the part of its governing board, administration, faculty, and staff.
- 2.B. The institution presents itself clearly and completely to its students and to the public with regard to its programs, requirements, faculty and staff, costs to students, control, and accreditation relationships.
- 2.C. The governing board of the institution is sufficiently autonomous to make decisions in the best interest of the institution and to assure its integrity.
- 2.D. The institution is committed to freedom of expression and the pursuit of truth in teaching and learning.
- 2.E. The institution's policies and procedures call for responsible acquisition, discovery and application of knowledge by its faculty, students, and staff.



## **Criterion 3. Teaching and Learning: Quality, Resources, and Support**

The institution provides high quality education, wherever and however its offerings are delivered.

### **Core Components**

- 3.A. The institution's degree programs are appropriate to higher education.
- 3.B. The institution demonstrates that the exercise of intellectual inquiry and the acquisition, application, and integration of broad learning and skills are integral to its educational programs.
- 3.C. The institution has the faculty and staff needed for effective, high-quality programs and student services.
- 3.D. The institution provides support for student learning and effective teaching.
- 3.E. The institution fulfills the claims it makes for an enriched educational environment.

## **Criterion 4. Teaching and Learning: Evaluation and Improvement**

The institution demonstrates responsibility for the quality of its educational programs, learning environments, and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

### **Core Components**

- 4.A. The institution demonstrates responsibility for the quality of its educational programs.
- 4.B. The institution demonstrates a commitment to educational achievement and improvement through ongoing assessment of student learning.
- 4.C. The institution demonstrates a commitment to educational improvement through ongoing attention to retention, persistence, and completion rates in its degree and certificate programs.

## **Criterion 5. Resources, Planning, and Institutional Effectiveness**

The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

### **Core Components**

- 5.A. The institution's resource base supports its current educational programs and its plans for maintaining and strengthening their quality in the future.
- 5.B. The institution's governance and administrative structures promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.
- 5.C. The institution engages in systematic and integrated planning.
- 5.D. The institution works systematically to improve its performance.

# Southeastern Illinois College

## Strategic Plan

### 2017-2022

#### *Major and Sub-Initiatives*

#### **1. Deliver excellent academic programs and resources**

- 1.1 Ensure quality of educational programs, learning environments, and support services through continuous improvement
- 1.2 Partner with community, business and education
- 1.3 Engage in activities to enhance and diversify student learning inside and outside of the classroom
- 1.4 Deploy innovative instructional delivery systems
- 1.5 Enhance teaching and learning through faculty development opportunities
- 1.6 Implement programs and strategies that will strengthen college and career preparedness and success

#### **2. Practice sound financial stewardship**

- 2.1 Engage ongoing financial modeling for sustainability
- 2.2 Prepare an annual budget through an inclusive, sound process based on prudent planning
- 2.3 Maintain profitable auxiliary services
- 2.4 Develop external support for students, programs, and facilities
- 2.5 Demonstrate fiscal accountability and affordability through external validation

#### **3. Exercise effective enrollment management**

- 3.1 Expand recruitment efforts
- 3.2 Enhance retention and completion efforts
- 3.3 Improve workflow processes to link departments across campus
- 3.4 Analyze the impact of marketing efforts
- 3.5 Enhance online services
- 3.6 Utilize data to effectively serve students

## ***Strategic Plan***

### **4. Maintain a sustainable learning environment**

- 4.1 Promote efficient use of resources
- 4.2 Sustain quality workspaces for educational programs
- 4.3 Implement appropriate safety and security upgrades
- 4.4 Provide sustainable maintenance, infrastructure, and aesthetic upgrades

### **5. Support economic development and community enrichment**

- 5.1 Promote regional economic development through the Small Business Development Center and Workforce Training
- 5.2 Provide life-long learning through community education
- 5.3 Serve as a resource for Cultural Arts and community enrichment
- 5.4 Deliver a broad range of extracurricular activities

### **6. Demonstrate institutional accountability**

- 6.1 Promote institutional effectiveness
- 6.2 Utilize dashboard data to benchmark for student success
- 6.3 Demonstrate honest, transparent communication regarding the organization
- 6.4 Foster personnel enrichment
- 6.5 Exemplify effective, visionary Board leadership

## Strategic Planning Committee 2017-18

Chairperson: Chad Flannery; Ex-Officio: Dr. Jonah Rice

Representative from each of the 5 divisions:

Math & Science – Aaron Aul

Social Science, Business & Education – Dr. Steve Rea

Humanities – Dr. Shawn Smith

Nursing & Allied Health – Susie Lampley

Applied Technology – Ralph Boots, Chris Jones

Executive Dean of Administrative Services – Lisa Hite

Vice President of Academic Affairs – Karen Weiss

Associate Dean of Community and Workforce Education – Lori Cox

Executive Dean of Academic Services – Gina Sirach

Institutional Research and Effectiveness Administrator – Chris Barr

One representative from each of the following units:

Environmental Services – Ed Fitzgerald

President's Office – Angela Wilson

Student Government – Callie Smith

Learning Resource Center – Gary Jones

Media Services – Karla Lewis

IT – Greg McCulloch

Auxiliary Services – Stacy Moore

## General Timeline for Regular Planning and Reporting

AUG	SEPT	OCT / NOV	DEC	JAN
<p>Annual Planning Begins.</p> <p>Prior year results-Including action plus results-are reviewed, calendar distributed, dashboard and relevant data/evidence reviewed, and assignments discussed at regular committee meeting.</p> <p><b>COMMITTEE MEETING REQUIRED</b></p>	<p>Planning at functional unit level underway.</p> <p>Cabinet retreat (planning engaged)</p>	<p>Operational plans DUE from representatives of committee. These plans are to be enacted as dictated from the scope and nature of activity as described in the operational plan (e.g., some plans are short-term, some are multi-year).</p> <p>Reviews begin with all groups and revisions made.</p> <p>Reviews held college wide (NOV)</p> <p><b>COMMITTEE MEETING REQUIRED</b></p>	<p>Final revision and documents completed and posted on Intrinsic.</p>	<p>Copies of plans available to Board of Trustees</p>
FEB	MARCH	APRIL	MAY	JULY
<p>Budget cycle begins.</p> <p>Link planning to budget for following fiscal year as necessary and documented on budget linkage forms during budget hearings.</p> <p><b>BUDGET HEARINGS REQUIRED</b></p>	<p>Budget development and link to planning continues.</p> <p>Review of Master Facilities and Improvement Plan engaged by Cabinet.</p>	<p>Reporting on progress/ completion of activities provided to Strategic Planning Committee (electronic submission).</p> <p><b>COMMITTEE MEETING</b></p>	<p>Progress report compiled.</p>	<p>Progress report available to Board of Trustees.</p>