Five-Year Strategic Plan
FY 2014 - 2018

May 15, 2013

1. Increase Student Success
2. Improve Operational Effectiveness
3. Strengthen Management Practices
4. Promote a more Diverse Campus Environment
5. Transition to a CQI Culture
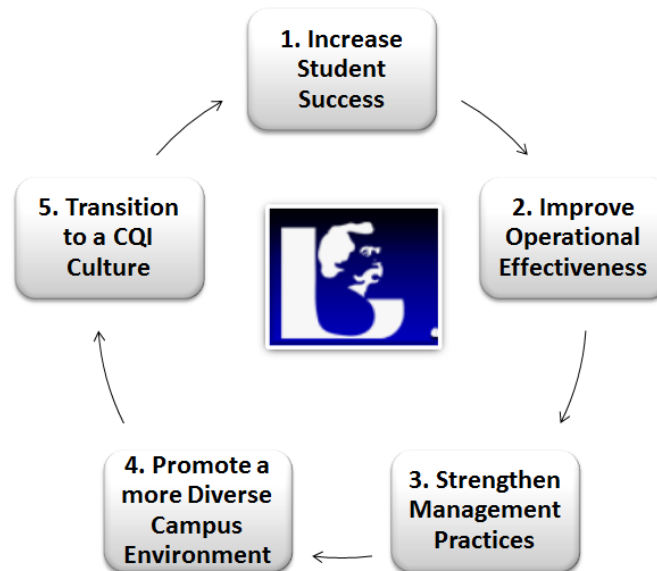
Tom Wunderle
Wunderle Consulting Inc.

Acronyms used in this document

ADN – Associate Degree Nurse (program)
BOT – Board of Trustees
BSN – Bachelor of Science Nurse (program)
CQI – Continuous Quality Improvement
CR&R - Child Care Resource and Referral
DNA - Deoxyribonucleic acid
EAV – Equalized Assessed Evaluation
EPA – Environmental Protection Agency
ERP – Enterprise Resource Planning (system)
FIPSE – Fund for the Improvement of Post-Secondary Education
FT- Full-Time
GHG – Greenhouse Gasses
HLC – Higher Learning Commission (JALC's accreditation agency)
IBHE – Illinois Board of Higher Education
IGEN – Illinois Green Economy Network
IR – Institutional Research
IT – Information Technology
JALC – John A. Logan College
LMS – Learning Management System
MAP – Monetary Award Program
NAIA - National Association of Intercollegiate Athletics
NCAA - National Collegiate Athletic Association
NTP – Non-Teaching Professionals
POC – Project Oversight Committee
PT – Part-Time
PTSD – Posttraumatic stress disorder
SC – Steering Committee
SIU – Southern Illinois University (C-Carbondale, E-Edwardsville)
STEM – Science, Technology, Engineering, Mathematics
SURS – State University Retirement System
TBD – To be determined
Trio – reference to federal programs: Upward Bound, Talent Search, and Student Support Services
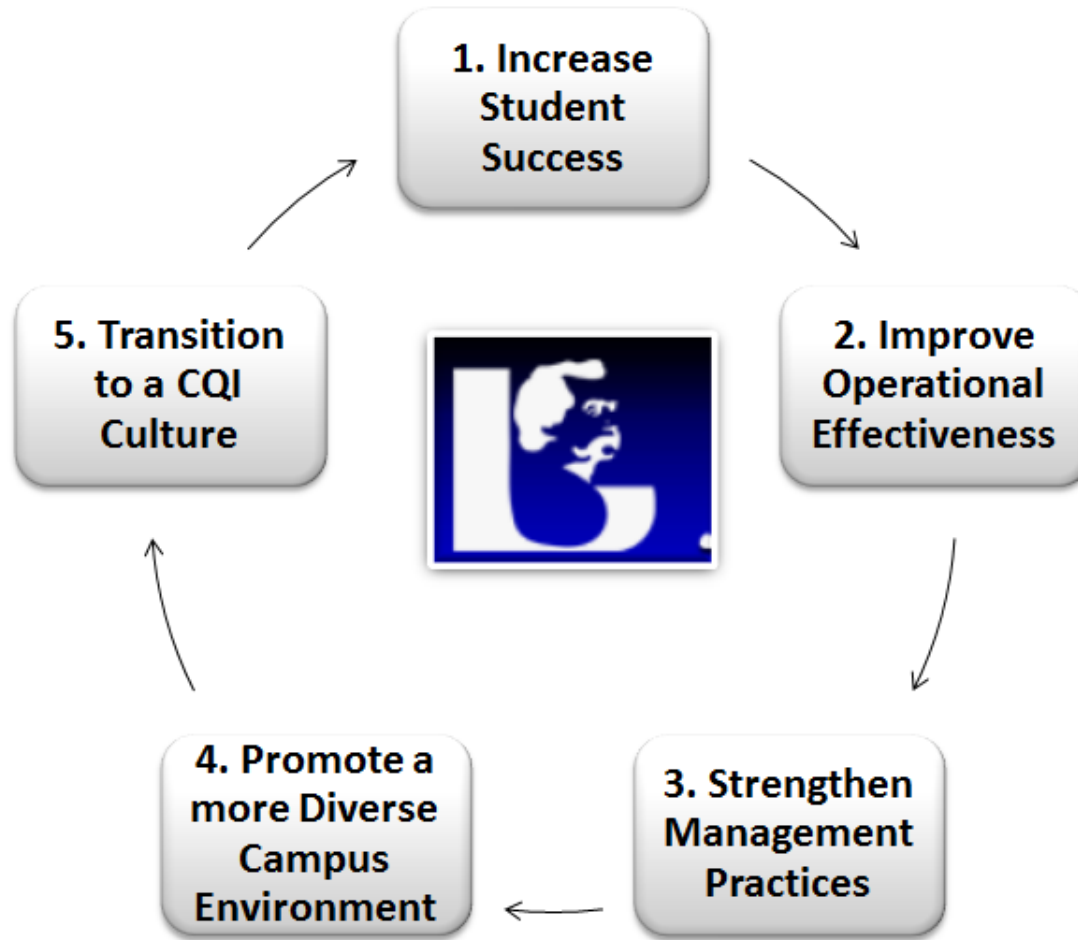
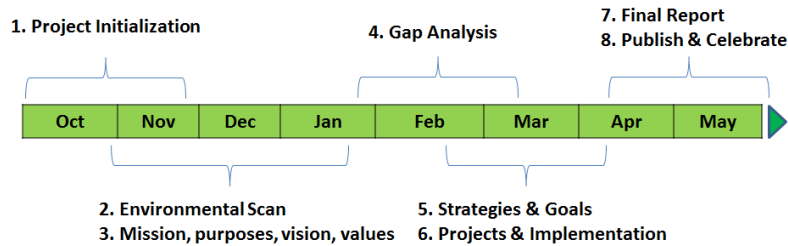# Contents

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EXECUTIVE SUMMARY

Executive Summary

Background / Assumptions

In September 2012, the JALC Board of Trustees (BOT) contracted with Wunderle Consulting Inc. (Tom Wunderle) to develop a five-year institutional strategic plan. The planners set realistic expectations and assumptions about the scope of the project, what would be emphasized, how we would approach improvement, and transfer of ownership of the plan at the end of the process. The process was guided by three planning principles - strategic alignment, inclusiveness, and actionable recommendations, and began with reaffirmation of the mission, vision, and values. It then continued with an environmental scan that examined JALC strengths, opportunities, and challenges, as well as change drivers and mandates, and visioning for the future. The project spanned eight months and involved eight major steps, including the environmental scan, gap analysis, development of strategies and goals, development of projects and an implementation strategy, clarification of next steps, and completion and presentation of the final report.

Planning Timeline: 2012-2013

1. Project Initialization				4. Gap Analysis		7. Final Report 8. Publish & Celebrate	
Oct	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**
	2. Environmental Scan 3. Mission, purposes, vision, values			5. Strategies & Goals 6. Projects & Implementation			

In the data collection phase of the project, all of JALC's constituencies were invited to participate in some way including interviews, surveys, focus groups, and invitations to comment via a feedback link on the JALC Strategic Planning web page. The consultant also conducted a thorough review of existing documentation and worked closely with a 17 member steering committee of experienced employees representing all of JALC's constituencies and departments.

Reaffirmation of the Mission, Vision, and Values

Most of those interviewed felt the current mission statement accurately represents what JALC does and stands for as an institution. Consequently there is no recommendation to change the mission at this time. JALC also has a Institutional Philosophy that includes a Purpose statement that, in fact, supplements and expands on the College's mission statement.

Mission Statement

John A. Logan College is a diverse learning and teaching community committed to improving individual life and society through high-quality, accessible educational programs and engaged learning opportunities.

Executive Summary, continued.

Reaffirmation of the Mission, Vision, and Values, continued.
It was determined that JALC's existing (overarching) vision statement falls short in terms of clarity of expression and level of inspiration and ambition. The team therefore recommended that the vision be revisited by a task force or committee sometime in the future. Work completed on "vision attributes" in this study will help inform that process. JALC's mission includes a set of "Goals" that resemble elements or attributes of an extended vision statement. These "Goals" are restated below as vision attributes and were ultimately incorporated into the vision attribute work done later in this project (see below).

Survey results indicated a strong preference among respondents for the values of *service* and *integrity*. Focus groups and steering committee discussion further confirmed that the concept of *integrity* encompasses the existing values of *fairness* and *honesty*. Consequently, the steering committee recommended a revision of the existing values to add *service* and replace *fairness* and *honesty* with *integrity*. A commentary on each of the values was developed to help define the meaning and provide examples of behavioral expressions of theses values.

Revised Core Values

Service (new), Responsibility, Respect, Compassion, Integrity (new)

Environmental Scan
The environmental scan examined JALC's strengths, opportunities, and challenges, as well as change drivers and mandates. The planning team identified and examined 15 change drivers and mandates, including globalization, the impact of the economy, rapid changes in technology, climate change, changing demographics, healthcare reform, and changes to the pension and retirement plans. They also identified a number of strengths, including a much deserved reputation for quality and value, highly dedicated and service-oriented employees, an outstanding record of public engagement, and an involved board of trustees. As with any organization, there are also circumstances that challenge institutions, whether from external forces for change, mandates, or simply opportunities to improve (going from good to great). The steering committee identified a number of such challenges, including the need for systems and staffing capabilities to support research and informed decision making across the College, improvements in management practices and internal communications, and opportunities to improve organizational effectiveness. In one form or another, each of these challenges and opportunities is addressed in the plan's strategic priorities as represented in the strategic goals and projects.

Vision Attributes
Another way to define institutional goals is to look at JALC's vision for the next 3-5 years. The steering committee was asked to articulate that vision in the form of "vision attributes," statements that describe the key elements of our vision. The consultant synthesized the 88 separate vision attributes from the team into 29 which were then scored on the basis of relative importance and our progress in realizing

Executive Summary, continued.

Vision Attributes, continued.
these aspirations. This discussion provided more material for the "gap analysis" that followed and will inform future efforts to develop single, comprehensive vision statement that replaces with existing vision statement.

Goals and Strategies
Based on the preceding work, the team then developed strategies with metrics and milestones to address the challenges and opportunities associated with each goal. Ultimately, they proposed five strategic goals that are consistent with findings in the environmental scan and the College's highest aspirations as expressed in the vision attributes.

Strategic Goals

Strategic Projects
Based on the preceding work, 16 strategic projects were identified and further developed to identify major milestones, measures of success, resource requirements, funding strategies, and a proposed timeline for implementation. Project "owners" were assigned to manage and oversee implementation and progress reporting. The projects were also initially ranked based on 4 criteria: strategic value, stakeholder value, cost, and feasibility.

Executive Summary, continued.

Strategic Projects and Interim Project "Owners"

1. Student Success Initiative: VP for Instruction (Deborah Payne)
2. ERP System: Chief Information Technology Officer (Mark Kinkaid)
3. IT Staffing: Chief Information Technology Officer (Mark Kinkaid)
4. Assessment: Senior Director of Assessment & Quality Assurance (Kristin Shelby)
5. Knowledge & Information Management: Dean, Financial Operations (Stacy Buckingham)
6. Process Improvements: VP, Administration (Tim Daugherty)
7. Office Productivity: Dean, Student Services (Terry Crain)
8. Internal Communications: Executive Director, Foundation (Staci Bynum)
9. Website Redesign: Director, College Relations & Marketing (Steve O'Keefe)
10. Strengthening Management Practices: Executive Director, Human Resources (Clay Brewer)
11. Diversity: President (Mike Dreith)
12. CQI Transition: President (Mike Dreith]
13. LMS Implementation: Dean, Instruction (Deborah Payne)
14. Planning & Institutional Effectiveness: VP, Instruction (Deborah Payne)
15. Career and Job Readiness: Dean, Workforce Development (Phil Minnis)
16. Capital Construction / Renovation / Maintenance: VP Business Services (Brad McCormick)

Implementation Strategy
Given strategic priorities, the availability of funding and other resources, JALC's ability to simultaneously manage multiple initiatives, and other dependencies, the strategic projects were phased-in over a five year timeline.

Next Steps
 JALC is now turning a corner with the strategic plan and must conduct a smooth and effective transition to implementation of projects with regular progress reporting under the oversight of a high level Project Oversight Committee (POC). The consultant recommended that the Steering Committee essentially transform itself into this POC and convene their inaugural meeting in June 2013.

Executive Summary, continued.

Next Steps, continued.

Transition to Project Oversight Committee (POC)

• The executive cabinet will in effect become the Project Oversight Committee (POC)

• June 2013: The POC will conduct its inaugural meeting to discuss the process for continuing project oversight and progress reporting.

• July – Aug: Project teams will finalize project plan detail and prepare status reports for the next POC meeting in September (TBD)

• September 2013: The POC meets to review status reports, including accomplishments to-date, next steps, issues needing discussion / resolution, and other matters critical to the success of the projects.

• Monthly or bi-monthly POC meetings are scheduled thereafter. In a rotating manner, individuals on the POC are assigned to fun / facilitate a POC meeting. This includes scheduling the meeting, requesting status reports prior to the meeting (so these can be viewed via PC projector at the meeting), facilitating and managing the discussion, providing for note taking, and preparing post-meeting minutes .

BACKGROUND / ASSUMPTIONS
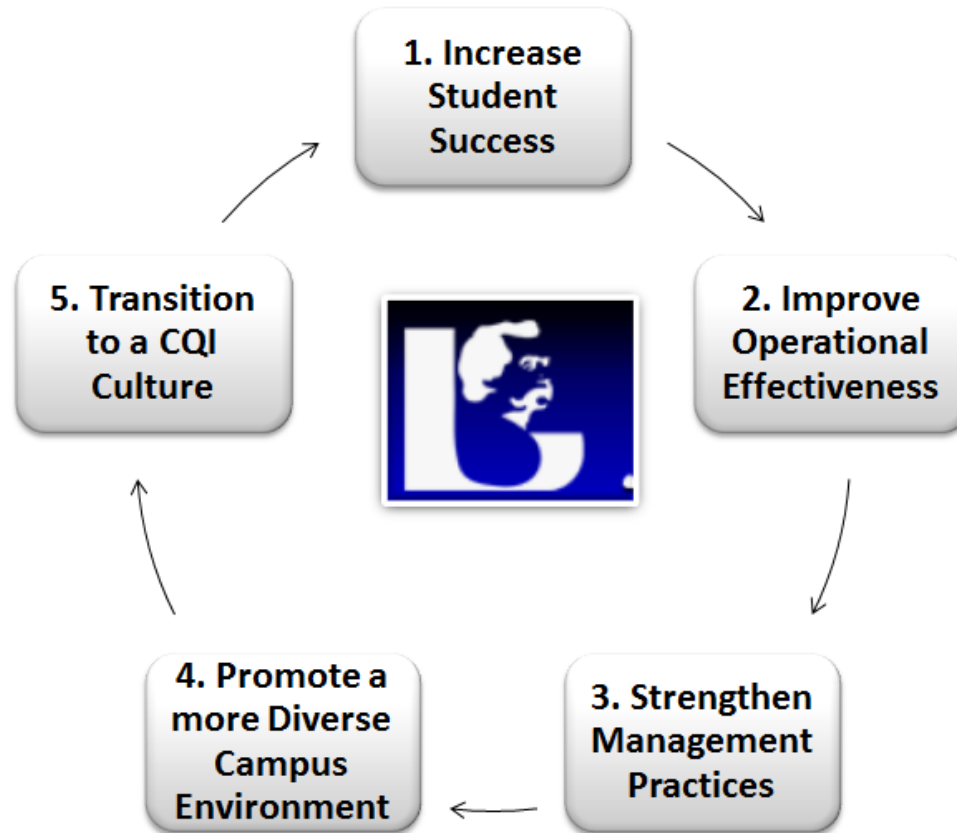
In September 2012, the JALC Board of Trustees (BOT) contracted with Wunderle Consulting Inc. (Tom Wunderle) to develop a five-year institutional strategic plan.

Why is a strategic plan important?

1. It sets institutional priorities for the future

2. It directs limited resources where they will have the most effect (i.e., aligned with strategic priorities)

3. It reaffirms foundational statements of purpose and value (mission, purposes, values, vision, educational philosophy)

4. It inspires and guides the individual and collective effort to grow and improve (i.e., aspirations, quality, performance)

5. It complements and supports the Higher Learning Commission (HLC) Open Pathways reaccreditation process

6. It addresses specific 2007 HLC recommendations related to...
   - Environmental Scan
   - Actionable recommendations that stem from the strategy

The planners set realistic expectations and assumptions about the scope of the project, what would be emphasized, how we would approach improvement, and transfer of ownership at the end of the process.

Planning Assumptions

1. The planning scope / timeline will be a three-five year "window" – i.e., a five-year plan (FY 2014-2018)

2. We can't "boil the ocean" in six to eight months and must remember this is a "strategic" plan not an "operational" plan

3. Virtually nothing is exempt from reconsideration or change (e.g., mission, organizational things, brand, etc.)

4. We're not striving for mediocrity – it's about going from "good to great"

5. In the end, the emphasis will be on setting "measurable objectives" (metrics driven)

6. This process will involve a "transfer of ownership" from the consultant to the JALC steering committee

The process was guided by three planning principles: strategic alignment, inclusiveness, and actionable recommendations.

Planning Principles

Strategic Alignment

Recommendations from this strategy are consistent and closely aligned with the organization's mission, vision, and values

Inclusiveness

The planning process engaged at some level those stakeholders who can have a major impact on recommendations or will be impacted by these recommendations

Vision Vision

Goals Goals

Strategy Strategy

Programs & Projects

Programs & Projects

Operations & Infrastructure

Operations & Infrastructure
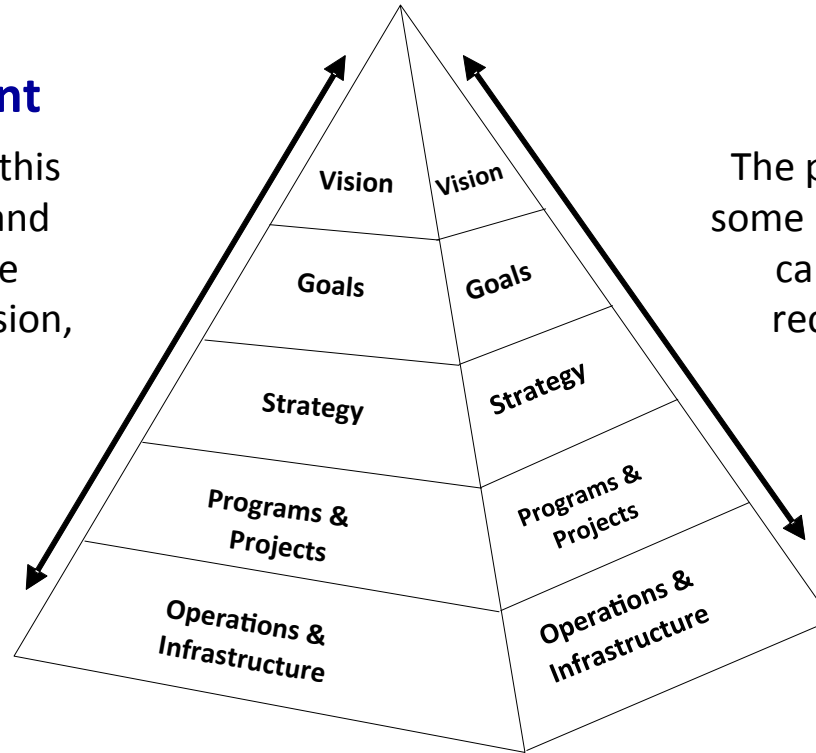
Mission

Values

Actionable Recommendations

Recommendations are "doable" in the sense that existing or available capabilities and resources are sufficient to execute these recommendations

The process began with reaffirmation of the mission, vision, and values, and proceeded with an environmental scan that examined JALC strengths and challenges, as well as change drivers and mandates, and visioning for the future. Working with a 17-member steering committee, the consultant went on to develop goals, strategies, and supporting projects.

Data Collection / Environmental Scan
- Interviews
- Surveys
- Focus Groups
- Document Review

Strengths
Challenges
Opportunities
Change Drivers
Mandates
Vision Attributes

Reaffirm...
- Mission
- Vision
- Values

Steering Committee Workshops

GOALS
STRATEGIES
METRICS
PROJECTS

Executive Ownership

Project Teams: Implement

The project spanned eight months and involved eight major steps, including the environmental scan, gap analysis, development of strategies and goals, development of projects, and completion and presentation of the final report.

Planning Timeline: 2012 – 2013

1. Project Initialization

4. Gap Analysis

7. Final Report
8. Publish & Celebrate

| Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | ▶ |

2. Environmental Scan
3. Mission, purposes, vision, values

5. Strategies & Goals
6. Projects & Implementation

▶ **Transition to Project Implementation**
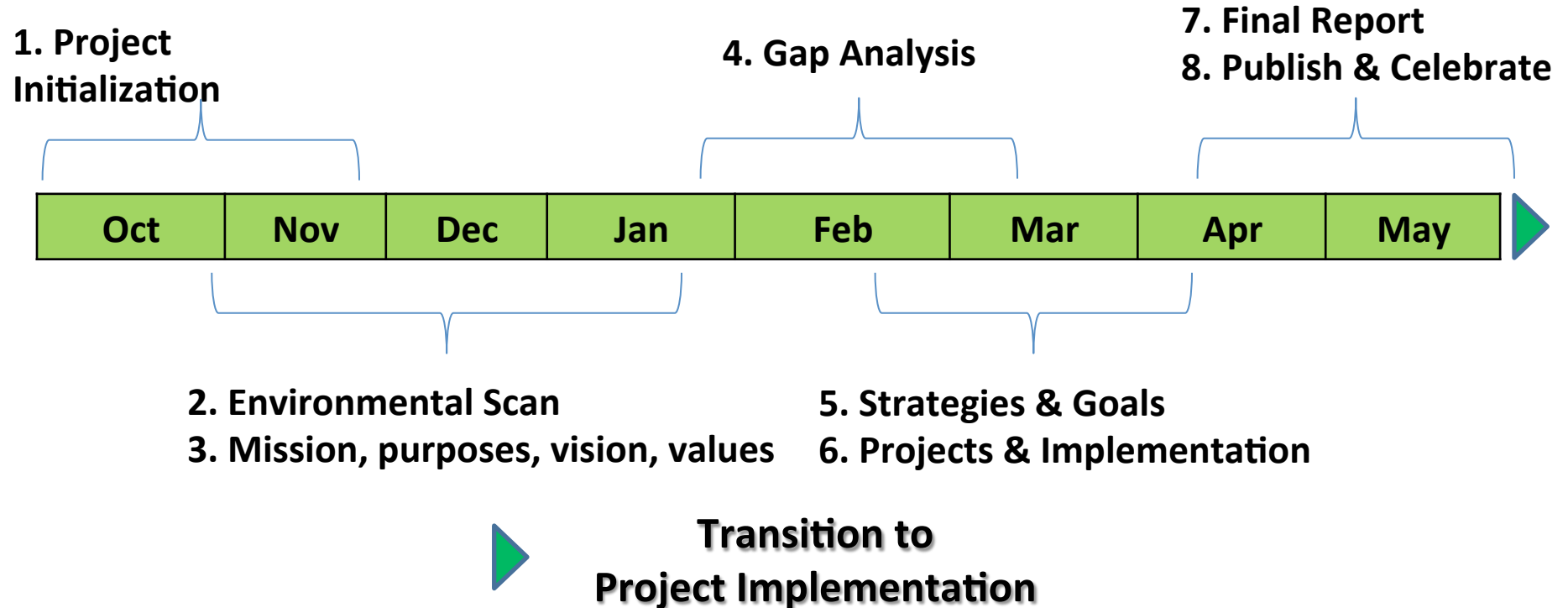
Steering Committee Workshops: Dec 3, Jan 17, Feb 15, Mar 14, Apr 18

Updates to the Board of Trustees: Nov 27, Feb 26, May 28 (Final Report)

In the data collection phase of the project, all of JALC's constituencies were invited to participate in one form or another, and the consultant conducted a thorough review of existing documentation.

Data Collection and Communications Activities

31 Interviews

JALC Board (7)
JALC Foundation Board (2)
Employees (21)
Students (1)

5 (3-4 hour) Steering Committee Workshops

December 3
January 17
February 15
March 14
April 18
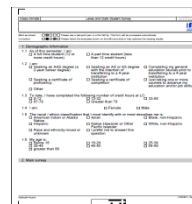
1,455 Surveys

FT Faculty (92 / 97%)
Term Faculty (78 / 42%)
NTP (120 / 88%)
Staff (138 / 93%)
Students (1,027 / 16%)

4 Focus Groups

Students
Faculty
NTP
Staff

Review / Analysis of Documentation

Formal Announcements / The General News

Presentations

Board of Trustees
Kick-off: Employees
Planning Council
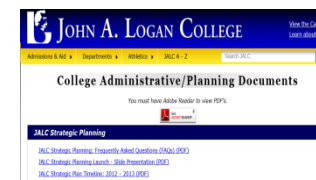
Strategic Planning Web Page

The consultant worked closely with a 17 member steering committee of experienced employees that provided broad representation of all of JALC's constituencies and departments.

Project Roles and Responsibilities

President & Steering Committee (SC)

1. Provide subject matter expertise / participate in workshops
2. Represent key departments and constituencies
3. Validate and help articulate / document findings
4. Provide feedback / input on developing materials
5. Conduct research / information gathering when requested
6. Ultimately assume ownership of projects and the plan overall
7. Lead / participate in the transition to implementation

Consultant

1. Facilitate the process / maintain integrity of the process
2. Develop and manage the project plan
3. Apply experience and tested methods / tools
4. Write and present the final report
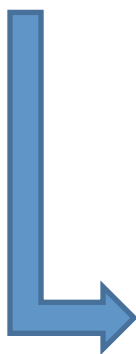
1	Brewer	Clay	Executive Director, Human Resources
2	Buckingham	Stacy	Dean for Financial Operations
3	Bynum	Staci	Executive Director, Foundation
4	Crain	Terry	Dean for Student Services
5	Daugherty	Tim	VP for Administration
6	Dreith	Mike	President
7	Glodjo	Donna	Administrative Assistant to the Board of Trustees
8	Hess	Debra	Electronics Instructor / IEA Representative
9	Hoffard	Dwight	Director, Buildings and Grounds
10	Kinkade	Mark	Chief Information Technology Officer
11	Krapf	Keith	Dean for Instruction
12	McCormick	Brad	VP for Business Services and College Facilities
13	Minnis	Phil	Dean for Workforce Development & Community Education
14	O'Keefe	Steve	Director of College Relations
15	Payne	Deborah	VP for Instruction
16	Shelby	Kristin	Sen. Director for Academic Assessment & Quality Assurance
17	Walker	Tamra	Secretary to the Dean for Workforce Dev.

REAFFIRMATION OF THE MISSION, VISION, VALUES
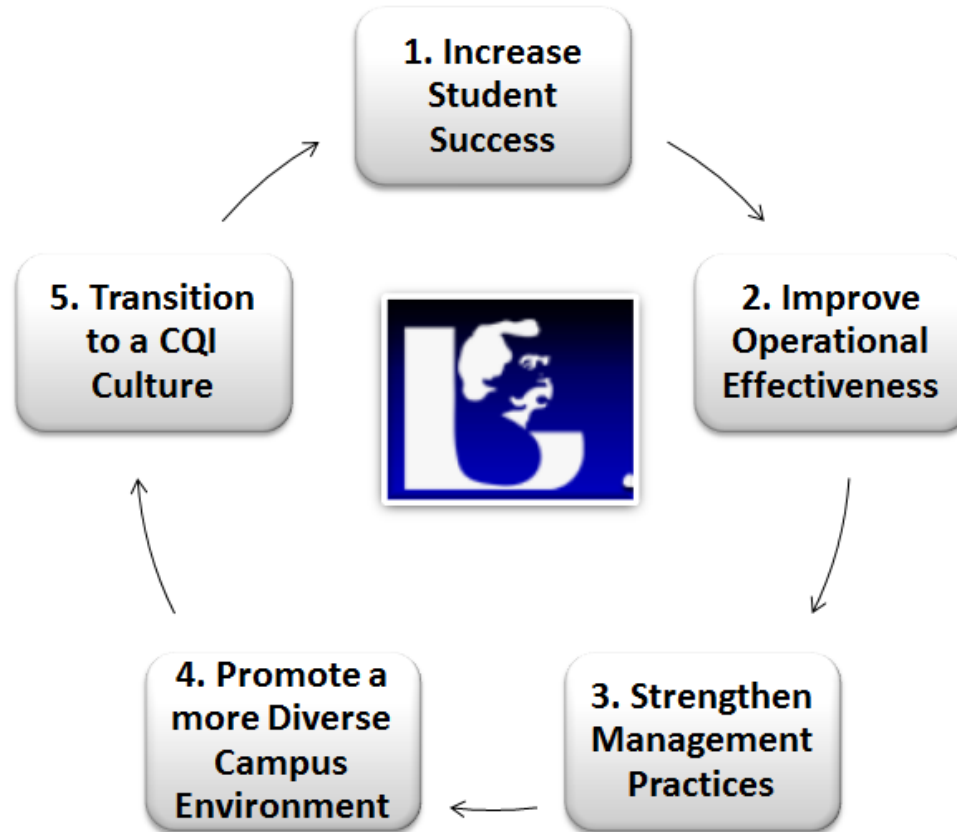
Most of those interviewed felt the current mission statement accurately represents what JALC does and stands for as an institution. Consequently there is no recommendation to change the mission at this time (see Comments / Recommendations below).

Mission

John A. Logan College is a diverse learning and teaching community committed to improving individual life and society through high-quality, accessible educational programs and engaged learning opportunities.

Comments / Recommendations

1. In the mission, JALC is described as a "diverse... community" and several interviewees suggested that the word "diverse" in this case implies more of a racial / ethnic diversity than is the reality at JALC and that this can e misleading. Others interpreted "diverse" in this context as representing a diversity of programs, offerings, delivery modes, and the like. Dictionary.com defines diverse as "of various kinds of forms." Recommendation: There is a case to say that the use of the term "diverse" is ambiguous and seems to misrepresent the racial / ethnic diversity of JALC. We recommend that at some time in the future, a task force or committee be formed to revisit this aspect of the mission statement as well as the vision statement (see below). One option may be to replace the word "community" with environment.

2. A couple of individuals observed that the mission statement fails to recognize the contribution of operational staff and others who may not come to mind in the phrases "learning and teaching community" and "educational programs and engaged learning opportunities." Recommendation: A mission statement should by definition be short, direct, clear in meaning, and inspirational. JALC's mission statement does fairly well in the first three categories but may lack a little in inspiration. In the interest of brevity, one cannot expect a mission statement to address / recognize all of the support elements that contribute to the mission. Often, an extended vision statement is where that can be accommodated (see Vision below).

3. JALC's Philosophy statement includes a Purpose statement that in fact supplements and expands on the College's mission. Recommendation: Add these Purposes as an addendum to the Mission and consider expanding / modifying these at a later date (see following page).

JALC also has a Institutional Philosophy that includes a Purpose statement that, in fact, supplements and expands on the College's mission statement.

Philosophy*

John A. Logan College believes in the inherent worth and dignity of the individual. Derived from that belief is the concept that education is important to the cultural, intellectual and social enlightenment of the individual, that high quality educational opportunities are the right of the citizens to whom the College belongs, and that education is vital to the area's economic growth. Because our citizens have worth, dignity, and potential regardless of their age, economic status, or social station, the College assumes the obligation to serve its citizens through an open admission concept with life-long learning opportunities. Within the limits of the College's ability to attain and maintain a solid financial base, it is ready and eager to provide low-cost traditional and non-traditional educational opportunities whenever, wherever, and however they are needed by the citizens to improve the quality of their lives.

John A. Logan College believes human resources, the greatest asset of any community, can be enhanced through higher education.

[Purposes]**

Our purpose is to provide general education courses for job placement as well as personal and civic enrichment; to provide career programs that prepare students for employment and upgrade job skills; to provide academic courses paralleling the first two years of a four-year baccalaureate degree program; to provide an environment which reflects an understanding and appreciation of cultural, aesthetic, and human values; to provide student advising and counseling services, including a developmental program to strengthen and improve learning skills; to provide programs of continuing adult education for career advancement and personal interests; to aid cultural and social development in the community; and to provide learning opportunities for citizens at a modest cost.

*Source: FT Faculty (FTF) and Non-Teaching Professionals (NTP) Handbook, 2012

** Recommendation: Add these Purposes as an addendum to the Mission and consider expanding / modifying these at a later date

JALC's existing (overarching) vision statement lacks a preferred level of inspiration, ambition, and clarity. It is recommended that the vision be revisited by a task force or committee sometime in the future. Work on vision attributes in this study will help inform that process (see below in this document).

Vision Statement

"Learning for Life" -- John A. Logan College strives to be a learning-centered institution that prepares students for effective global citizenship and responds to regional needs.

Comments / Recommendations

1. In this consultant's opinion, the existing vision statement lacks a level of clarity, inspiration, and ambition that is consistent with the best vision statements. "Striving to be a learning-centered institution" is not particularly inspirational and doesn't set the achievement bar very high. At the least, one would expect all colleges to be "learning-centered institutions," which wouldn't set JALC apart from others. In the term "effective global citizenship" it is unclear what "effective" means, and again this does not seem to be very inspirational. The last clause, "responds to regional needs," seems to be an afterthought that was attached to the end and again lacks an inspirational and ambitious tone. Recommendation: We recommend that at some time in the future, a task force or committee be formed to revisit the vision statement for the purpose of revising the statement to meet what are commonly held to be best practice guidelines for a good vision statement:

A good vision statement is...

Simple - clearly stated in language everyone can understand
Inspiring – moves one emotionally, arouses the spirit, animates into action
Ambitious – stretches the institution to higher levels of performance and achievement
Realistic – reflects reasonable expectations for achievement given existing resources and capabilities

JALC's mission statement includes a set of "Goals" that resemble elements or attributes of an extended vision statement. These "Goals" are restated below as *Vision Attributes** and were ultimately incorporated into the vision attribute work done later in this project.

Mission "Goals" restated as *Vision Attributes*

John A. Logan…

1. Fosters an environment where diverse individuals, groups, and views are valued
2. Provides programs and services for lifelong learning that creates and enhances opportunities for achieving career and personal goals in a changing society
3. Serves with integrity and accountability as a model of institutional excellence.
4. Offers [high quality] affordable programs and services enhanced by technology in an accessible and safe learning and working environment
5. Serves as a center of intellectual, economic, cultural, and recreational resources for individuals and communities

Comments / Recommendations

1. The Mission "Goals" can form the basis of a set of vision attributes that define the 5-year vision for JALC. Recommendation: These were incorporated into the 29 vision attributes defined later in this document.

*Vision attributes** are statements that describe the component parts of a comprehensive vision for the future. Vision attributes generally describe our aspirations in terms of how well we perform the things we do, and the positive impacts that result from these actions.

Core Values: Survey results showed a strong preference among respondents for the values of *service* and *integrity*. Focus groups and steering committee discussion further confirmed that the concept of *integrity* encompasses the existing values of *fairness* and *honesty*. Consequently, the steering committee recommended a revision of the existing values to add *service* and replace *fairness* and *honesty* with *integrity*.

Survey Question
Q5: The core values I most associate with JALC as an institution are (select up to five):

(current values are in red)

Proposed new core values →

	Faculty	Term	NTP's	Staff	Student
Service	1	3	1	1	4
Responsibility	2	1	2	2	2
Respect	3	2	5	3	1
Compassion	4	6	3	4	9
Integrity	5	5	4	5	7
Fairness	6	4	7	6	3
Honesty	7	7	6	7	5
Openness	8	8	8	8	6
Truth	9	9	9	9	8

← Survey score rankings

Comments / Recommendations

1. The recommendation to change the values was vetted with all employees and received a positive response. As a result of some comments, revisions were made to the core values commentary on the following pages.

See Core *Values Commentary* on the following pages ➡

A "commentary" on each of the values was developed to help define the meaning and provide examples of behavioral expressions of these values.

Core Values Commentary

Service: First and foremost, we acknowledge that JALC was established to <u>serve</u> the educational needs of the district. Service in this context includes instructional and support services, including advising, financial assistance, and specific services that may be targeted to disadvantaged and other groups (disability services, minority affairs, veterans affairs, etc.). At the highest level, this core value is about "service orientation," an attitude or predisposition for helping other people, providing assistance or some form of benefit to someone, whether on or off campus. In this manner, service is strongly correlated to compassion, another core value. While the emphasis is on the College and its employees as service providers, and students and the community as service recipients, this concept can also apply to students in their dealings with peers and others who may rely on some form of service. In a Continuous Quality Improvement culture, the level and quality of service provided by employees, programs, and departments is a key measure for quality and performance assessment. In this context, the concept of "customer" is especially important, so that all John A. Logan employees have both internal and external "customers" to whom they provide a service of one kind or another. At the institutional level, the importance of service orientation and service quality should be reinforced through the example of the College leadership and through management systems that recognize and reward exceptional service and hold individuals and departments accountable for service performance. There are many examples of service to the community performed by students, faculty, and staff, including health services; environmental clean up crews; curriculum based service projects; consulting / training assistance to local businesses and governments; cultural programming; and grant supported community projects.

Respect: It is not surprising that JALC students ranked respect as the core value they most associate with John A. Logan as an institution. Everyone wants to be treated with respect, and students, however young and inexperienced, rightfully demand the same. Most dictionary definitions of respect include references to the qualities of deference, courtesy, dignity, and esteem in one's interactions with others. This concept is broadly applicable to every member of every constituency involved with the College. At JALC respect can be expressed in many ways: by acknowledging and smiling as you pass a student in the hallways, greeting a student in a friendly and respectful way as they approach a service center, treating students as adults in the classroom,

A "commentary" on each of the values was developed to help define the meaning and provide examples of behavioral expressions of these values.

Core Values Commentary, continued.

Respect, continued: returning a colleague's phone call in a reasonable amount of time, showing up at a meeting on time, and generally meeting commitments we've made to others. As with all other core values, the example of a respectful attitude and style by the leadership is a crucial reinforcement of this value. This and other core values should be routinely reinforced through employee mentoring and professional development; and a routinely respectful attitude and style should be recognized and rewarded when observed. At the same time employees and students should be held accountable for disrespectful actions or expressions when these are observed, whether inside or outside the classroom. Our responsibility to demonstrate respect in these ways should be a component of all departmental assessments, end-of-course evaluations, employee performance plans, and professional development plans.

Responsibility: In the context of academic coursework, responsibility applies to both the instructor and the learner. It is the instructor's responsibility to set and maintain performance and behavioral standards that will accomplish program and course objectives and position the student for success in a particular course and beyond. It is also the instructor's responsibility to provide "engaged learning opportunities" as described in JALC's mission statement. It is the learner's responsibility to apply personal discipline in a concerted effort to study diligently, attend all classes, and complete assignments on time. For the student, being responsible implies taking responsibility for his / her own actions. In a larger sense though, responsibility extends to all of our actions as JALC employees and service providers. The idea of taking and accepting responsibility for our own actions is one expression of character quality and maturity level that is fundamental to a strong organization. At John A. Logan responsibility can be expressed in a number of ways: taking personal responsibility for actions that may have been taken by your organization but not you as an individual, not "passing the buck" on a problem or challenge because it's not in your "position description," working to solve the underlying causes of a service problem rather than just treating the symptom, showing up on time and putting in a full day's work, holding students and employees accountable for performance however uncomfortable that may be.

A "commentary" on each of the values was developed to help define the meaning and provide examples of behavioral expressions of these values.

Core Values Commentary, continued.

Compassion: True compassion recognizes the challenges, struggles, and disadvantages that others face, and seeks to help alleviate the pain and discouragement these struggles cause. The compassionate educator or service provider is better able to relate to and empathize with struggling students than those who are not compassionate by nature. This sentiment often finds expression in a caring and respectful attitude towards these students, a personal interest in their lives, the devotion of time and attention to their situations, and a sincere desire to help them where this is practical and possible. Compassion sometimes compels us to think creatively about solutions to student or employee predicaments that may require innovative approaches. Compassion in these forms of expression promotes achievement, and for many students, may be the life changing experience that sets them on the path to success. John A. Logan's financial assistance programs and the Foundation's scholarship offerings, among many others, are institutional expressions of compassion.

Integrity: John A. Logan's third "mission goal" states that JALC serves with integrity and accountability as a symbol of institutional excellence. Integrity is normally associated with moral uprightness, honesty, and truthfulness. Integrity of action nurtures trust and confidence in those who encounter that quality. In the original sense of the Latin word, *integer* (whole, complete), integrity conveys a sense of "inner wholeness" that derives from qualities such as honesty and consistency of character. All college accrediting bodies associate ethical and responsible conduct with integrity, and set high standards for that principle. The institution is expected to follow fair and ethical policies and procedures at every level; to present itself clearly and completely to students and the public with regard to programs, requirements, cost, and other factors; to avoid conflict of interest; and to support and reinforce freedom of expression and the pursuit of truth in teaching and learning. There is a clear notion of "fairness" in this interpretation that is particularly important to students and employees who want and expect to be treated with fairness in the assignment of grades, workload, class assignments, and other matters. At the individual level, integrity plays into every one of our dealings with students, employees, vendors, contractors, state agencies, trustees, and others. We have a moral obligation to be honest and truthful, even if in some cases the truth may be hard to face. If a student or employee's performance is

A "commentary" on each of the values was developed to help define the meaning and provide examples of behavioral expressions of these values.

Core Values Commentary, continued.

Integrity, continued: heading in the wrong direction, the instructor or manager has an obligation to address that with the individual, however uncomfortable a process that may be. In most organizations, behavioral integrity is considered a "condition of employment," meaning a serious failure of integrity could result in dismissal or some other form of sanction. Once again, integrity, like the other core values, is reinforced by the words and actions of the leadership, clear policies and procedures, the setting of high standards and expectations in personal performance plans, and accountability for serious infractions of integrity.

ENVIRONMENTAL SCAN

The team examined 15 external forces for change, called "change drivers," as well as government and accreditation agency mandates that demand our attention as we consider the future success of our students and district citizens.

EXAMPLES: Change Drivers & Mandates*

The impact of the economy

Globalization

Rapid Changes in Technology

How do these change drivers impact our students' ability to succeed now and in the future?

What are the implications for JALC's programs and services?

Changes to pension / retirement plans

Changing Demographics

Healthcare Reform

Climate Change

Increasing Demand for Accountability / Performance Based Funding

* Change Driver: an existing or emerging force or phenomenon with potential social, economic, political, scientific, intellectual, or other impact that has implications for our graduates and educational institutions. Mandate: an official order or commission to do something or one that limits authority in some way.

John A. Logan possesses a number of strengths that the College can continue to leverage as we strive to raise the achievement bar even higher and improve the quality and effectiveness of everything we do.

EXAMPLES: Strengths

Reputation for Quality & Value

Highly dedicated, service-oriented employees

Outstanding public service & community engagement

A strong Foundation

How can we continue to leverage these strengths to improve even further?

Campus physical environment

Board of Trustees level of engagement

Effective partnering & collaboration

Fiscal strength & stability

In the spirit of continuous improvement and advancing from "good to great," the consultant and steering committee have identified a number of opportunities JALC can seize upon to raise to an even higher level of achievement and performance.

EXAMPLES: Opportunities

Student & employee diversity

An improved College Website

Optimized emergency preparedness

Extended uses of the H1 Card

What opportunities lend themselves to further advancing the mission & JALC's level of achievement?

Increased focus on STEM* competencies

Greater collaboration with SIUC and other area colleges.

Leadership in environmental sustainability

Expanded student orientation

*Science, Technology, Engineering & Mathematics

The College also faces a number of challenges stemming from both internal and external factors that may demand increased focus and / or improvement of capabilities in mission critical areas.

EXAMPLES: Challenges

IT & IR staffing

Need for a new ERP system

Internal Communications

What challenges stand in the way of advancing our capabilities & resources to achieve our vision for JALC?

Impact of the economy and state funding

Management Practices

SURS changes

Meeting HLC expectations for Open Pathways & CQI

Institutional effectiveness

Acronym Legend

ERP = Enterprise Resource Planning	HLC = Higher Learning Commission
IT = Information Technology	CQI = Continuous Quality Improvement
IR – Institutional Research	SURS = State University Retirement System

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VISION ATTRIBUTES
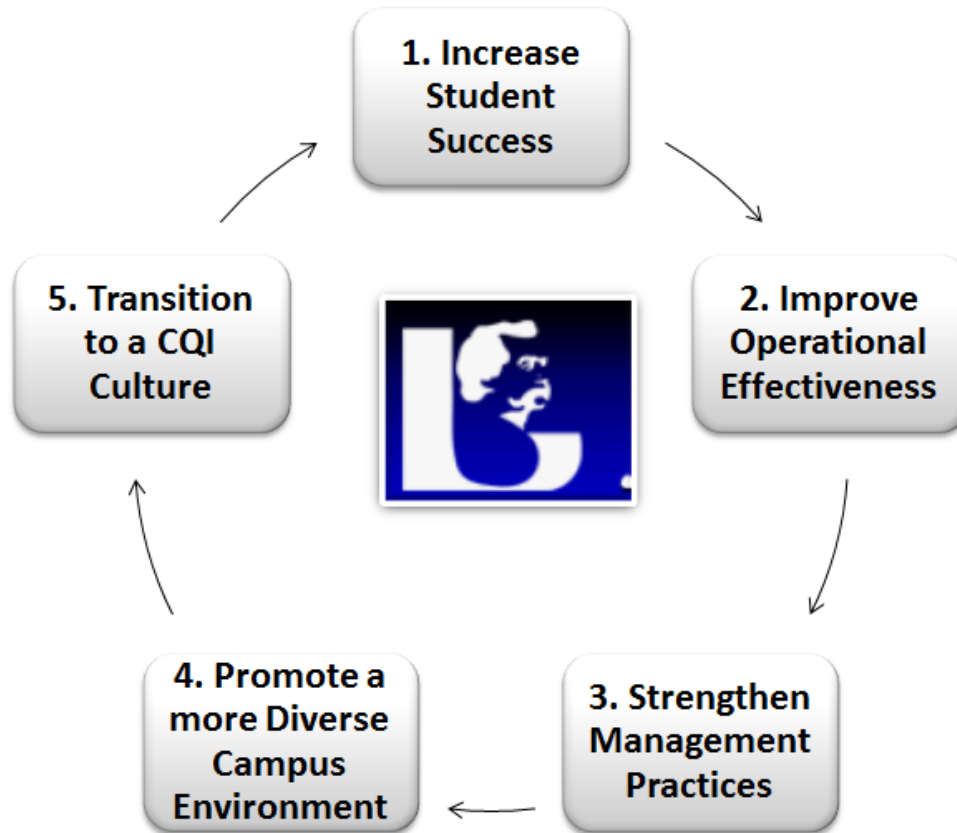
At the January 17 workshop, each member of the Steering Committee was asked to develop 6-10 vision attributes related to their particular service area and / or JALC as an institution.

Definition of Vision Attributes

Vision Attributes are statements that describe the key elements of our vision for JALC five years from now. They are generally expressed in terms of the College's performance with regard to quality, value, and effectiveness (e.g., infrastructure, student services, IT services, reputation, academic programs, assessment, etc.), and key success measures (e.g., retention, financial ratio's, completion rates, unit cost, economic impact, etc.)

Vision Attributes are expressed in the present tense to suggest this is the current state of affairs five years from now (we're looking into the future and visualizing where we are in five years). Note: vision attributes are often easily translated into goals.

Examples of Vision Attributes

1. JALC is widely respected and regarded for the value it delivers and contributions it makes to the local / regional economy.

2. JALC is a completely data-informed College where mission critical decisions are routinely made with the help of timely, accurate, and reliable data / information.

3. JALC's enrollment reflects careful planning and positioning of resources and capacity to recruit targeted sectors (traditional, non-traditional, dual credit, online, minority, etc.).

Subsequently, the consultant synthesized the 88 separate vision attributes submitted by the team into 29 vision attributes. These were later modified to include the Mission Goals and incorporate team recommendations.

Vision Attributes

#	Category	Vision Attribute
1	academic programs	JALC's various academic programs are recognized and valued for their high quality, relevance to todays challenges and opportunities, their conduciveness to lifelong learning, and their ability to serve the changing needs of business / industry and society in general. (Mission Goal 2)
2	access	John A. Logan makes its academic programs, cultural programming, community services, grounds and facilities, and other resources highly accessible to students and the public at large through a variety of locations, modes of delivery, access points, community events, and special services for the disadvantaged.
3	atmosphere / attitude	Through its employees, students, board members, and others, the JALC community exudes a welcoming, friendly, and tolerant attitude that welcomes diverse individuals, groups, and views, and is at the same time pervasive, palpable, and "contagious." (Mission Goal 1)
4	awareness & brand recognition	Within the public at large and among other stakeholders in the district, JALC has achieved broad awareness, and image / brand identity that is consistent with excellence overall.
5	campus services	JALC's campus services, particularly maintenance, custodial, and security services, regularly received high satisfaction ratings from students and employees.
6	campus(es)	The College has an attractive, inviting, and safe main campus and two outstanding extension centers that are conducive to learning, social and physical development, and cultural enrichment
7	data-informed decision making	JALC's operations and decision-making (including planning and research) are routinely informed by timely, accurate, and reliable data / information.
8	economic impact	Through it operational spending and employment of large numbers of people, and through the direct and indirect productivity and social effects of past students, John A. Logan continues to be a major contributor to the regional economy and an important community asset.
9	emergency preparedness	JALC's security staff are in a constant state of readiness and the College has effectively trained all employees in the emergency / disaster readiness procedures.
10	employee & BOT quality	The College's employees and board members are well qualified for their positions and highly dedicated, and committed to student success and community well being and progress.

Subsequently, the consultant synthesized the 88 separate vision attributes submitted by the team into 29 vision attributes. These were later modified to include the Mission Goals and incorporate team recommendations.

Vision Attributes, continued.

#	Category	Vision Attribute
11	employee satisfaction & morale	Morale is very high among employees and the College receives very high rankings in employee satisfaction surveys.
12	enrollment / growth	JALC continues to experience steady growth in enrollment overall as well as targeted groups consistent with population trends and recruiting opportunities on the horizon.
13	environmental sustainability	JALC is a model for best practices in environmental sustainability and conservation, and is routinely recognized by regional and state organizations for its leadership in this area.
14	external communications	JALC is highly effective at regularly communicating with key stakeholders and constituencies, including understanding their preferences, wants, needs, and satisfaction with College programs and services.
15	facilities & infrastructure	JALC provides well-maintained state-of-the-art facilities and infrastructure that serve as critical enablers to instruction and personal / professional growth and ultimately prepare our students to be highly competitive after leaving the College
16	financial resources & support	JALC if financially sound and continually maintains and effectively administers the financial resources needed to support the educational and service mission of the College.
17	global workplace skills	JALC's graduates have the critical skills and knowledge they will need to successfully compete in a global economy.
18	integrity & internal harmony	The everyday behavior and actions of JALC employees and board members reflects a high degree of integrity and a deep internal harmony and mutual respect among the College's constituencies.
19	internal communications	Internal communications at all levels within JALC are highly effective and designed to keep individuals and departments informed of important College matters or those affecting a particular function or department, and to allow employees to express their opinions and influence decision making.
20	marketing / recruiting	JALC uses innovative as well as tried and tested media and communications methods to reach and recruit potential students, potential donors, and other targeted groups.
21	partnering & collaboration	At any point in time, JALC can point to multiple examples of effective and mutually beneficial partnerships that involve sharing of resources and other synergies.

Subsequently, the consultant synthesized the 88 separate vision attributes submitted by the team into 29 vision attributes. These were later modified to include the Mission Goals and incorporate team recommendations.

Vision Attributes, continued.

#	Category	Vision Attribute
22	public service & community engagement	JALC provides a wide range of services to the public and regularly engages with the community to advance the collective and individual social, economic, and general well-being of its citizens. In this capacity, JALC serves as a center of intellectual, economic, cultural, and recreational resources for individuals and the community (Mission Goal 5)
23	quality & effectiveness	JALC has fully adopted and implemented CQI (continuous quality improvement) best practices that ensure the highest level of quality, performance, and effectiveness at every level of College operation.
24	quality assurance / accreditation	JALC's quality assurance status is at the highest level of accreditation standards and in full compliance with local, state, and federal rules / regulations.
25	reputation for excellence & value	JALC is widely recognized and applauded for the excellence of its academic and workforce training program and services and value overall.
26	student success	JALC is ranked among the top ten percent of Illinois community colleges in the retention, persistence, and successful completion of all students and targeted groups (minorities, students with disabilities, other disadvantaged).
27	student support services	John A. Logan's student support services are strategically located and appropriately resourced to provide information and support systems to help students enter, persist, and succeed in their educational pursuits.
28	technology for instructional excellence	JALC effectively deploys and integrates information and other technologies that advance learning and give our students / graduates a competitive advantage.
29	technology for operational effectiveness	JALC makes very effective use of technology to optimize the efficiency and effectiveness of College operations and business services.

The team was then asked to score (5-point scale) each of the 29 vision attributes in terms of their relative importance as a strategic priority and JALC's performance in achieving these aspirations. The scores were then plotted to a matrix that graphically illustrates attributes that represent "prime candidates" for gap discussion: i.e., high in importance, low in performance.

Vision Attribute Scoring

Importance Ranking

Rank	#	Attribute Relative Importance Ranking	Imp	Per
1	1	academic programs	4.7	3.4
2	25	reputation for excellence & value	4.5	4.3
3	7	data-informed decision making	4.4	2.0
4	16	financial resources & support	4.4	3.7
5	26	student success	4.4	
6	8	economic impact	4.2	
7	10	employee & BOT quality	4.2	
8	18	integrity & internal harmony	4.2	
9	2	access	4.1	
10	4	awareness & brand recognition	4.1	
11	29	technology for operational effectiveness	4.1	
12	3	atmosphere / attitude	4.0	
13	23	quality & effectiveness	4.0	
14	15	facilities & infrastructure	3.9	
15	22	public service & community engagement	3.9	
16	24	quality assurance / accreditation	3.9	
17	28	technology for instructional excellence	3.9	
18	12	enrollment / growth	3.8	
19	6	campus(es)	3.7	
20	19	internal communications	3.7	
21	11	employee satisfaction & morale	3.6	
22	14	external communications	3.6	
23	27	student support services	3.6	
24	9	emergency / disaster preparedness	3.5	
25	17	global workplace skills	3.5	
26	21	partnering & collaboration	3.5	
27	20	marketing / recruiting	3.4	
28	5	campus services	3.3	
29	13	environmental sustainability	3.2	

Prime candidates for gap discussion

IMPORTANCE
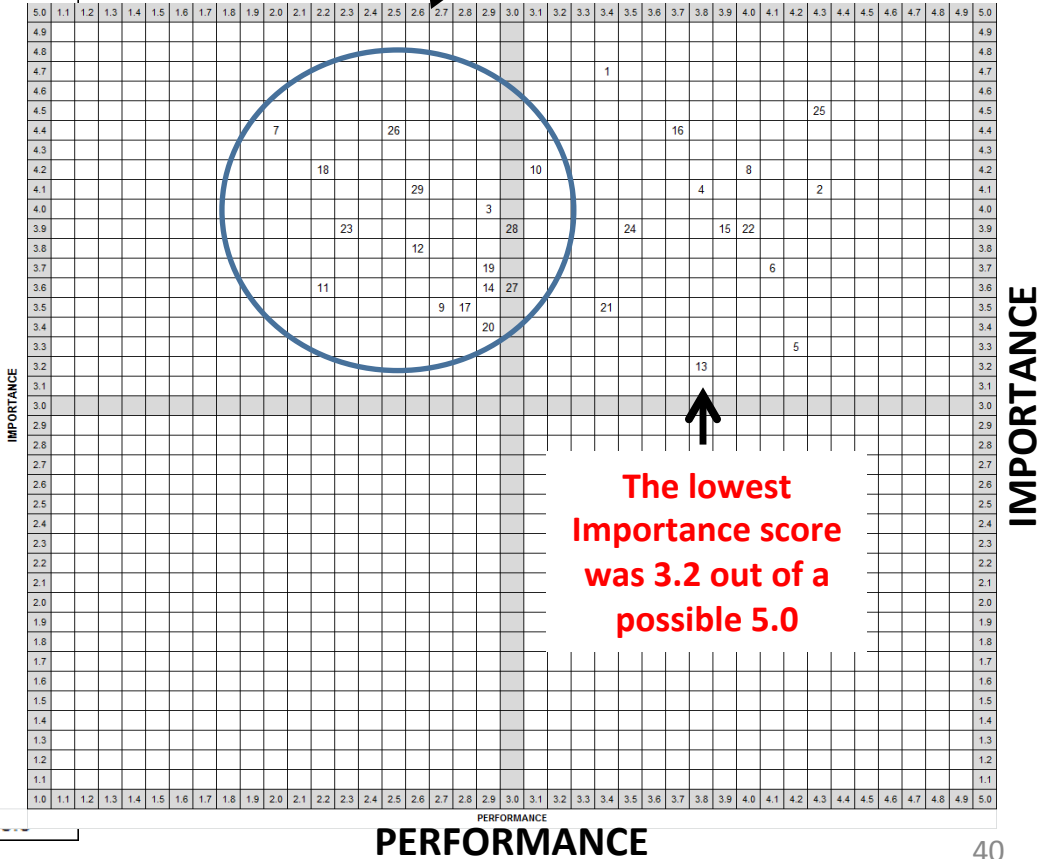
PERFORMANCE

The lowest Importance score was 3.2 out of a possible 5.0

GOALS AND STRATEGIES

1. Increase Student Success
2. Improve Operational Effectiveness
3. Strengthen Management Practices
4. Promote a more Diverse Campus Environment
5. Transition to a CQI Culture
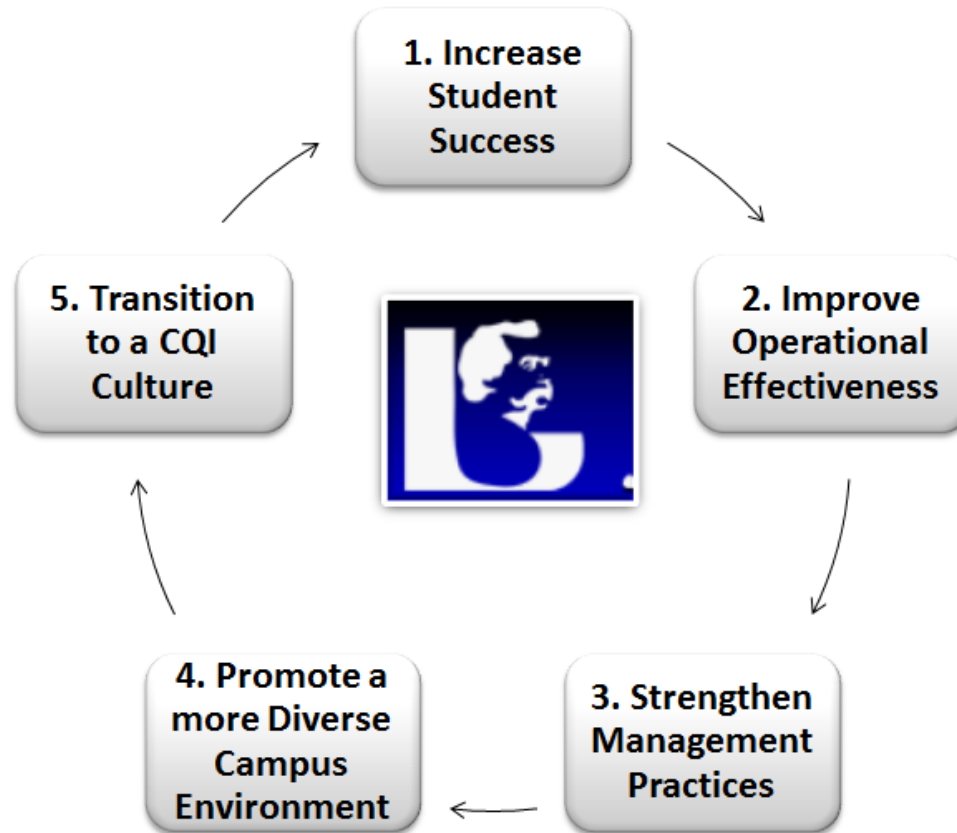
Based on the preceding work, the consultant and Steering Committee developed a number of strategies to "close performance or capability gaps." Ultimately, the consultant and steering committee developed five strategic goals that are consistent with findings in the environmental scan and reflect the College's highest aspirations.

Strategic Goals
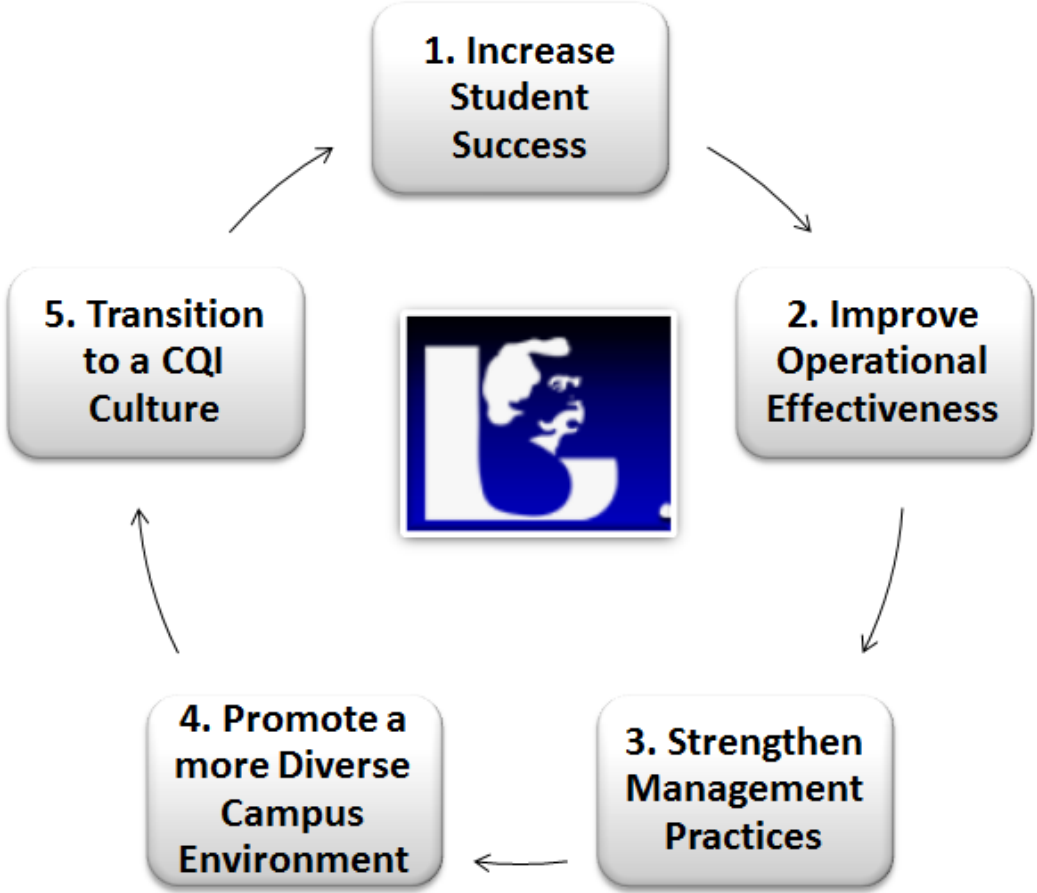
The team developed strategies with associated metrics to address the challenges and opportunities for each strategic goal. Strategic projects were then defined to implement the strategies and ultimately achieve the goals. Some projects will impact more than one goal.

EXAMPLE: Strategies, Metrics / Milestones and projects related to Goal 1

Goal 1. Increase Student Success, continued.

Challenges / Opportunities	Strategies	Metrics / Milestones	Project
D. Many students are academically or otherwise disadvantaged and will require assistance to be successful.	1) Provide targeted assistance to disadvantaged groups: e.g., counseling for returning veterans, refresher programs for older students, support services for remedial students, etc. 2) Track progress of these disadvantaged groups as part of overall Student Success tracking / metrics.	• Targeted assistance measures are documented • Student Success reporting is disaggregated to targeted group levels	1. Student Success Initiative
E. Learning assessment, has not been widely embraced and adopted by faculty.	1) Form a faculty-led Student Learning Committee to drive learning assessment initiatives. 2) Develop a comprehensive learning assessment strategy that engages all full-time faculty and as many term faculty as possible. 3) Define assessment goals and processes in this strategy document. 4) Incorporate some form of learning assessment project in full-time faculty annual plans	• A Student Learning Committee has been formed and chartered. • A comprehensive learning assessment strategy has been completed, vetted with faculty, and endorsed by the BOT and employee unions. • Assessment goals / processes have been defined. • Learning assessment has been incorporated in full-time faculty annual plans	4. Assessment
F. JALC has only recently standardized on the Desire2Learn LMS.	1) Complete full implementation / migration to D2L by Fall 2014. 2) Complete integration with the ERP system and assessment initiatives	• D2L has been fully implemented. • All FT faculty have received training. • D2L assistance has been incorporated into the help desk. • A student orientation to D2L has been completed and required for all online courses.	13. LMS Implementation

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STRATEGIC PROJECTS

Sixteen strategic projects were identified and further developed to identify major milestones, measures of success, resource requirements, funding strategies, and a proposed timeline for implementation. Interim project "owners" were assigned to manage and oversee implementation and progress reporting.

Strategic Projects and Interim Project "Owners"

1. Student Success Initiative: VP for Instruction (Deborah Payne)
2. ERP System: Chief Information Technology Officer (Mark Kinkaid)
3. IT Staffing: Chief Information Technology Officer (Mark Kinkaid)
4. Assessment: Senior Director of Assessment & Quality Assurance (Kristin Shelby)
5. Knowledge & Information Management: Dean, Financial Operations (Stacy Buckingham)
6. Process Improvements: VP, Administration (Tim Daugherty)
7. Office Productivity: Dean, Student Services (Terry Crain)
8. Internal Communications: Executive Director, Foundation (Staci Bynum)
9. Website Redesign: Director, College Relations & Marketing (Steve O'Keefe)
10. Strengthening Management Practices: Executive Director, Human Resources (Clay Brewer)
11. Diversity: President (Mike Dreith)
12. CQI Transition: President (Mike Dreith]
13. LMS Implementation: Dean, Instruction (Deborah Payne)
14. Planning & Institutional Effectiveness: VP, Instruction (Deborah Payne)
15. Career and Job Readiness: Dean, Workforce Development (Phil Minnis)
16. Capital Construction / Renovation / Maintenance: VP Business Services (Brad McCormick)

Summary descriptions of strategic projects are on the following pages:

Strategic Projects: Summary Descriptions

#	Project Name	Goals / Gaps Addressed	Description
1	Student Success Initiative	1A, 1C, 1D	Organize, charter, and empower a team to lead and drive a coordinated effort to increase the level and rates of student success in terms of academic achievement, completions, persistence, retention, and job placements / advancements.
2	ERP System	1B, 2A, 5A	Acquire and successfully implement an Enterprise Management System (ERP) that will give JALC advanced capability to extract and use data for reporting, research and informed decision-making.
3	IT Staffing	1B, 2A, 2B, 5A	Hire new staff and / or train existing staff to provide the competencies needed to fully exploit the capabilities of the new ERP system and in doing so support institutional research, reporting, and informed decision-making.
4	Assessment	1E, 5A	Institute a faculty-driven and administration-facilitated effort to implement learning and program assessment best practices that engage all full-time faculty, improve student learning / success and program quality / effectiveness, and meet HLC criteria and expectations.
5	Knowledge and Information Management	2C	Develop and implement a well defined process and set of standards for documenting, sharing, and archiving knowledge and information obtained from internal operations and research, and from new information from external sources (e.g., scientific breakthroughs, research, etc.) to ensure the preservation and effective use of knowledge over time.
6	Process Improvements	2E, 5A	Establish a "process redesign" team (two individuals?) to systematically review / map major institutional processes and recommend streamlining or other improvements.
7	Office Productivity	2F	Inventory employee skills / competencies with office productivity tools (e.g., MS Office, telephones, business process applications, etc.) and provide initial and periodic training to optimize those skills and office productivity.
8	Internal Communications	2G	Develop and implement an internal communications plan that focuses on improvements in communications within and among departments.

Strategic Projects: Summary Descriptions, continued.

#	Project Name	Goals / Gaps Addressed	Description
9	Website Redesign	2H	In an inclusive way, research best practices in web design / function, define requirements, hire a web-design firm, and complete the redesign.
10	Strengthening Management Practices	3A, 3B, 3C	Implement measures to improve the quality and effectiveness of management practices including performance planning and evaluation, employee communications and morale, professional development, and administration of rewards / recognition.
11	Diversity	4A	Conduct a study that defines key aspects of diversity, benchmarks current perceptions / attitudes, defines institutional policy on diversity, and sets institutional goals for diversity.
12	CQI Transition	2E, 2I, 5A, 5B	Create an executive level task force to lead, coordinate, and "champion" the transformation of the College to a continuous quality improvement (CQI) culture at every level where eventually problem solving and quality improvement are second nature to all employees.
13	Learning Management System (LMS) Implementation	1F	Complete the full implementation / migration of the Desire2Learn LMS so that faculty and students are effective users of this system in full online or web-blended / web-enabled courses.
14	Planning & Institutional Effectiveness	1B, 2A, 2D, 2I, 2J, 5A	Provide organizational focus on institutional and department level planning to ensure that best practices methods and principles are applied to planning and the quality of planning is consistent throughout the College.
15	Career and Job Readiness	1G	Lead and coordinate a study of current and projected future job opportunities and skills required to be competitive for those jobs. Recommend curricular / program changes needed to align skills and job readiness with job opportunities. Track and report job placements / advancements for JALC students / graduates.
16	Capital Construction / Renovation / Maintenance	2K	Note: These represent existing projects that are either currently underway or planned for the near future: e.g., new entrance at Tippy Rd., Workforce Development and Community Education building, renovation of JALC Annex, CHEC second story.

IMPLEMENTATION STRATEGY
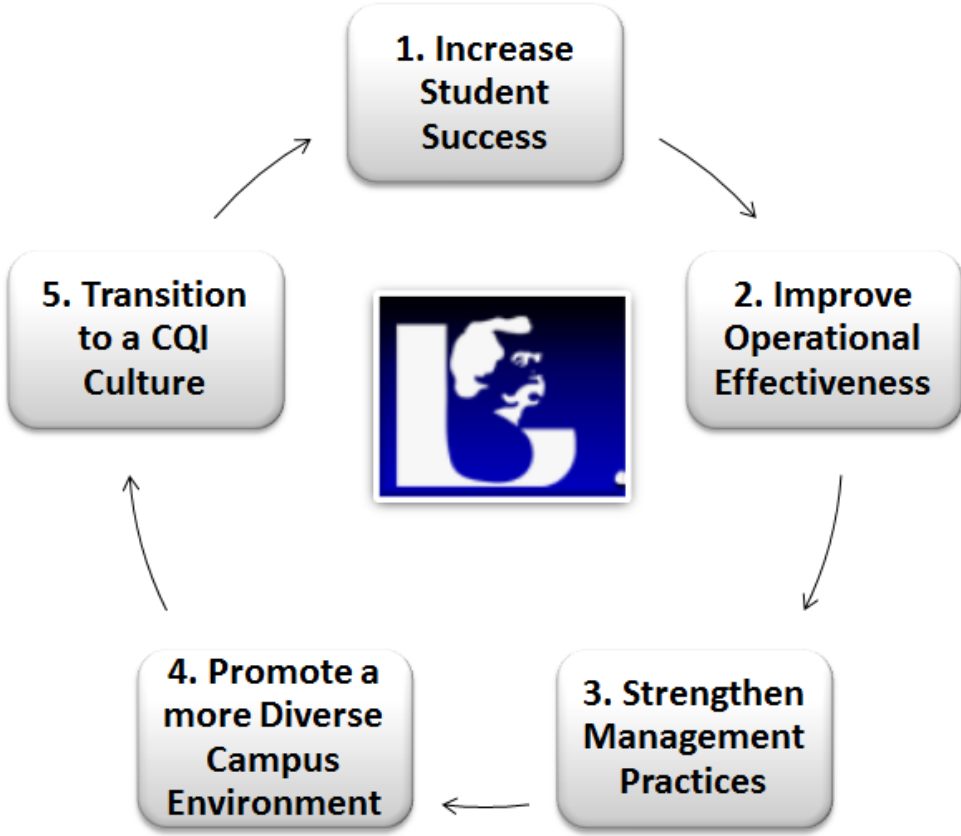
The sixteen projects were initially ranked in priority based on four criteria: strategic value, stakeholder value, cost, and feasibility. Each project was then positioned on a timeline based on resource, time, and other dependencies that determined when and in what sequence it was appropriate to execute the projects.

#	Project Name	Score
1	Student Success Team	280
2	Internal Comm	276
3	Strengthen Mgnt Prac	274
4	Assessment	268
5	Career / Job Readiness	264
6	LMS Implementation	258
7	Office Productivity	244
8	Website Redesign	244
9	ERP System	242
10	Planning	240
11	Process Improvements	232
12	Know & Info Mgnt	226
13	IT Staffing	224
14	IR Enhancement	218
15	CQI Transition	212
16	Diversity	198

Project Ranking Based on Total Score

Strategic Value: This project is of strategic importance to JALC and its mission

Stakeholder Value: On average, our primary stakeholders (students, employees, parents, the board, district citizens) would probably consider this project of high, medium, or low importance or value

Cost: To complete this project, the cost will most likely be high, medium, or low

Feasibility: In your judgment, given JALC's existing and anticipated future resources over the next 3-5 years, the likelihood that we can complete this project in that timeframe is high, medium, or low

Additional details and implementation strategies for each project are on the following pages:

Project Development: 1. Student Success Initiative

Description: Organize, charter, and empower a team to lead and drive a coordinated effort to increase the level and rates of student success in terms of academic achievement, including completions, persistence, retention, and job placements / advancements.

Goals / gaps addressed by this project: 1A, 1C, 1D

Related projects: 2. ERP System, 3, IT Staffing, 4. Assessment, 13. Learning Management System, 14. Planning & Institutional Effectiveness

Key benefits to be obtained: Student success levels and rates will improve over time as demonstrated by measures of completions, persistence, retention, grade performance, job placement, and other key indicators of success. This will represent a high institutional commitment to quality improvement overall and support institutional effectiveness goals.   Through demonstration of student success, JALC will likely continue to draw growing enrollments and positive public feedback.

How will we measure success? Improvements / increases in key student success measures: e.g., completions, persistence, retention, grade performance, job placements / advancement, momentum points, etc.

Executive Owner: VP for Instruction

Project Assistance: Institutional Research, Senior Director of Quality and Assessment, Dean for Instruction, Dean for Student Services, Dean for Planning & Institutional Effectiveness (P & IE)

Feasibility and Funding Strategy: This is highly feasible and cost-manageable overall, but it will require significant dedicated and committed staff time. It will also be greatly dependent on our ability to extract data / information from the ERP system and conduct institutional research related to student success initiatives. At this time, being able to track job placements across the board is probably unrealistic but may become feasible with the release of the state's planned longitudinal data system in the future.

What major milestones will we mark during the project?

1. Student Success team has been formed	5. Baseline metrics have been defined and goals established
2. Metrics / formulae have been defined	6. Semester-based reporting occurs
3. Systems are in place to capture metrics	7. Improvements in student success are realized and documented
4. Student success initiatives have been identified and are underway	

Notes:
- Emphasize the dependency on good data / reporting from IR (Institutional Research)
- This team will work closely with the proposed Dean for P & IE in setting student success goals. These goals should be consistent with ICCB Performance Based Funding plans and other standards: e.g., Complete College America, and the AACC's Voluntary Framework for Accountability.
- Student Success Initiatives can easily qualify as quality initiatives under Open Pathways.

Major Tasks / Timeline

1. Student Success Initiative	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Student Success team has been formed	▓	▓																		
2. Metrics / formulae have been defined	▓		▓																	
3. Systems are in place to capture metrics			▓	▓																
4. Student success initiatives have been identified and are underway	▓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	▶
5. Baseline metrics have been defined and goals established						▓	▓													
6. Semester-based reporting occurs							▓	▓												
7. Improvements in student success are realized and documented								▓												
									▓	-	-	-	-	-	-	-	-	-	-	▶

Budget*

1. Student Success Initiative	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	($/K
1. Student Success team has been formed					$0					$0					$0					$0					$0	$0
2. Metrics / formulae have been defined					$0					$0					$0					$0					$0	$0
3. Systems are in place to capture metrics					$0					$0					$0					$0					$0	$0
4. Student success initiatives have been identified and are underway					$0					$0					$0					$0					$0	$0
5. Baseline metrics have been defined and goals established					$0					$0					$0					$0					$0	$0
6. Semester-based reporting occurs					$0					$0					$0					$0					$0	$0
7. Improvements in student success are realized and documented					$0					$0					$0					$0					$0	$0
					$0					$0					$0					$0					$0	$0
	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

*This is highly feasible and cost-manageable overall, but it will require significant dedicated and committed staff time. Any costs associated with this project will be embedded in the ERP / IT Staffing (projects 2, 3) and institutional research (via project 14).

Project Development: 2. ERP System

Description: Acquire and successfully implement an Enterprise Management System (ERP) that will give JALC advanced capability to extract and use data for reporting, research and informed decision-making. Note: the project has been named *iLogan.*

Goals / gaps addressed by this project: 1B, 2A, 5A

Related projects: 1. Student Success Initiative, 3. IT Staffing, 4. Assessment, 5. Knowledge and Information Management, 6. Process Improvements, 7. Office Productivity, 12. CQI Transition, 13. LMS Implementation, 14. Planning & Institutional Effectiveness

Key benefits to be obtained: JALC will have the informational and reporting systems capability it needs to support reporting, research, and informed decision making at many levels. This is particularly critical with the increased focus on student success measures, institutional effectiveness, CQI, and Open Pathways accreditation requirements. Having a central, accessible source of student and institutional data will remove the need for "shadow systems" that are fundamentally inefficient and unreliable as data sources. Having reliable data translates into a form of risk mitigation and drives up quality and performance.

How will we measure success? The system will be up and running, and all mission critical functions and strategic initiatives will have the data / information they need to be successful. Institutional and department level planning is routinely informed by accurate, timely, and reliable information. The number of "shadow systems" will be reduced or entirely eliminated.

Executive Owner: CITO (Mark Kinkaid)

Project Assistance: Terry Crain, Jerry Smith (Campus Works) Note: an extended team has also been formed including students.

Feasibility and Funding Strategy: The board has approved measures to fund $3M ($1.6M for the purchase of the ERP System and $1.4M for implementation) through a combination of a tax exempt lease, a student technology fee, use of local fund balances, and a $2M bond issue. As of this writing, Campus Works Inc. has been contracted to facilitate the ERP selection process.

What major milestones will we mark during the project?
1. Complete process "maps" of all critical functions that would be impacted by the ERP system.
2. Complete a consultant led evaluation of systems / vendors and select a system / vendor.
3. Complete the installation and system migration / conversion to the new system
4. Hire and / or train staff to allow JALC to fully exploit the system's capabilities
5. Implement processes to provide routine reporting and ad hoc / research to functions, strategic projects, and others

Notes:
- It is important to communicate what this system can do for the various organizations at JALC.
- The timeline should reflect that fact that some parts of the system will be up and running (e.g., financials) before the full system is converted.
- The existing data will need to be "cleansed" before full conversion occurs.

Major Tasks / Timeline

2. ERP System	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Complete process mapping for related critical functions	▓																			
2. Complete a consultant led evalution of systems / vendors	▓																			
3. Select the vendor and purchase the ERP system	▓																			
4. Complete the installation and system migration / conversion		▓	▓	▓	▓	▓	▓	▓												
5. Hire and / or train staff to fully exploit system capability	▓				▓															
6. Implement processes to provide data / information support across JALC							▓	▓	▓											

Budget

2. ERP System	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Total
1. Complete process mapping for related critical functions					$0					$0					$0					$0					$0	$0
2. Complete a consultant led evalution of systems / vendors					$0					$0					$0					$0					$0	$0
3. Select the vendor and purchase the ERP system	$400	$400	$400	$400	$1,600					$0					$0					$0					$0	$1,600
4. Complete the installation and system migration / conversion		$175	$175	$175	$525	$150	$150	$150	$150	$600	$150				$150					$0					$0	$1,275
5. Hire and / or train staff to fully exploit system capability					$0					$0					$0					$0					$0	$0
6. Implement processes to provide data / information support across JALC					$0					$0					$0					$0					$0	$0
	$400	$575	$575	$575	$2,125	$150	$150	$150	$150	$600	$150	$0	$0	$0	$150	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,875

Note: Cost of IT hires / training is included in Project 3 (IT Staffing)

Project Development: 3. IT Staffing

Description: Hire new staff and / or train existing staff to provide the competencies needed to fully exploit the capabilities of the new ERP system and in doing so support institutional research, reporting, and informed decision-making

Goals / gaps addressed by this project: 1B, 2A, 2B, 5A

Related projects: 1. Student Success Team, 3. IT Staffing, 4. Assessment, 5. Knowledge and Information Management, 5. Process Improvements, 7. Office Productivity, 12. CQI Transition, 13. Learning Management System Implementation, 14. Planning & Institutional Effectiveness

Key benefits to be obtained: JALC will have the IT staffing and competency levels needed to fully exploit the capabilities of the new ERP system and provide high quality IT support for IR, Student Success, ICCB, HLC, and institutional effectiveness reporting / analysis.

How will we measure success? Critical IT staffing and skill levels have been identified and positions filled with capable individuals. Over time, the IT department is able to provide timely, accurate, and reliable data to support research, reporting, and informed decision making.

Executive Owner: CITO (Mark Kinkaid)

Project Assistance: HR

Feasibility and Funding Strategy: Position descriptions and compensation requirements have been developed and hiring decisions are pending.

What major milestones will we mark during the project?
1.   IT staffing requirements (position / job descriptions) have been identified and documented and provided to HR.
2.   Positions are filled with highly qualified individuals.
3.   In a reasonable amount of time that is dependent on system installation / conversion / migration, new and / or newly trained IT staff are able to fully exploit the system's capabilities.
4.   Reliable data / information is routinely provided to JALC management / staff for reporting, research and decision-making.

Notes:
- As of April 1 two positions have been approved and posted: a programmer / developer and a position to oversee infrastructure (network, servers, etc.)
- There will be more emphasis than in the past on periodic training and skills enhancement of IT staff. This can start early in the ERP implementation process.

Project Development: 3. IT Staffing

Major Tasks / Timeline

3. IT Staffing	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Complete position / job descriptions - provide to HR (FY13-14)																				
2. Complete hires of two positions																				
3. Train IT staff to fully exploit system capabilities					- - - - - - - - ->														

Budget

3. IT Staffing	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	($/K
1. Complete position / job descriptions - provide to HR (FY13-					$0					$0					$0					$0					$0	$0
2. Complete hires of two positions	$25	$25	$25	$25	$100	$25	$25	$25	$25	$100	$25	$25	$25	$25	$100	$25	$25	$25	$25	$100	$25	$25	$25	$25	$100	$500
3. Train IT staff to fully exploit system capabilities					$0					$0					$0					$0					$0	$0
					$0					$0					$0					$0					$0	$0
					$0					$0					$0					$0					$0	$0
	$25	$25	$25	$25	$100	$25	$25	$25	$25	$100	$25	$25	$25	$25	$100	$25	$25	$25	$25	$100	$25	$25	$25	$25	$100	$500

Note: Training costs are assumed to be included in ERP system implementation costs.

Project Development: 4. Assessment

Description: Institute a highly coordinated, faculty-driven and administration-facilitated effort to implement learning and program assessment best practices that engage all full-time faculty, improve student learning / success and program quality / effectiveness, and meet HLC criteria and expectations.

Goals / gaps addressed by this project: 1E, 5A

Related projects: 1. Student Success Initiative, 2. ERP System, 3. IT Staffing, 5. Knowledge and Information Management, 12. CQI Transition. 13. LMS Implementation, 14. Planning & Institutional Effectiveness, 15. Career and Job Readiness

Key benefits to be obtained: One hundred percent of FT faculty and many Term faculty will be engaged in course level assessment. Assessment (program and course level) will occur in a more structured and coordinated way that effectively documents and shares lessons learned, evidence based improvements in learning, and recommendations to improve the quality and effectiveness of programs / curricula. This data will be used to justify / support non-maintenance related budget requests.

How will we measure success? JALC has a well documented process for course level and program level assessment that meets or exceeds HLC and Illinois requirements / expectations. Documented evidence of assessment results and learning / process improvements is centrally maintained and shared with faculty both within the program area and across the disciplines where this makes sense.

Executive Owner: Senior Director of Assessment and Quality Assurance (Kristin Shelby)

Project Assistance: TBD

Feasibility and Funding Strategy: Depending on where JALC is now in the area of assessment, this can be a very big project that will take a number of years to gain real traction and demonstrable results. There should probably be funding made available for training, workshops, etc.

What major milestones will we mark during the project?
1. Develop an assessment strategy / conceptual framework that includes course level, program level, and General Education assessment.
2. Make any needed organizational (committee) changes to focus the right resources on the various aspects of the strategy.
3. Complete an initial phase of implementation that defines a baseline for program assessment and sets goals for each assessment cycle.
4. Document lessons learned, improvements in learning, etc. and disseminate this information, and make it available via the IR repository.

Notes:
- LMS Analytics will be needed for this. It is assumed that the skill set to use this tool will reside under the proposed Dean for Planning & Institutional Effectiveness.
- We will need to clearly define the roles of those involved in assessment.

Major Tasks / Timeline

4. Assessment	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Develop a comprehensive assessment strategy w goals	▓																			
2. Make needed organizational adjustments to support the strategy	▓	▓																		
3. Complete 1st phase assessments: establish baselines		▓	▓	▓																
4. Conduct assessment training	▓	▓	▓																	
5. Document improvements in learning, lessons learned, etc.					▓	–	–	–	–	–	–	–	–	–	–	–	–	–	–	→
6. 100% of FT faculty are engaged in assessment in some form					▓	–	–	–	–	–	–	–	–	–	–	–	–	–	–	→

Budget

4. Assessment	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	($/K
1. Develop a comprehensive assessment strategy w goals					$0					$0					$0					$0					$0	$0
2. Make needed organizational adjustments to support the					$0					$0					$0					$0					$0	$0
3. Complete 1st phase assessments: establish baselines					$0					$0					$0					$0					$0	$0
4. Conduct assessment training (internal & external)	$2				$2	$2				$2					$0					$0					$0	$4
5. Document improvements in learning, lessons learned, etc.					$0					$0					$0					$0					$0	$0
6. 100% of FT faculty are engaged in assessment in some form					$0					$0					$0					$0					$0	$0
	$2	$0	$0	$0	$2	$2	$0	$0	$0	$2	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4

Note: Training over time would largely be via internal courses within the D2L (LMS) framework. The budget does include some monies to bring in external experts in the first two fiscal years of the project, although this may not be necessary.

Project Development: 5. Knowledge and Information Management

Description: Develop and implement a well defined process and set of standards for documenting, sharing, and archiving knowledge and information obtained from internal operations and research, and from new information from external sources to ensure the preservation and effective use of knowledge over time.

Goals / gaps addressed by this project: 2C

Related projects: 2. ERP System, 3. IT Staffing, 4. Assessment, 6. Process Improvements, 7. Office Productivity, 8. Internal Communications, 9. Website Redesign, 10. Strengthening Management Practices, 12. CQI Transition, 13. LMS Implementation, 14. Planning & Institutional Effectiveness

Key benefits to be obtained: New and current employees will have access to a continually updated legacy of knowledge and expertise. Processes and procedures will be fully documented and consistently implemented as employees are hired and retire. Institutional quality and effectiveness will improve as less time is spent "reinventing / rediscovering" lost or misplaced information and employees benefit from past experience and the College's accumulated intellectual capital. Access to institutional data / information will be greatly facilitated and expanded through the use of a well organized institutional data repository.

How will we measure success? Standards for documenting, archiving, and sharing knowledge / information are established and implemented. Systems are in place and operating to provide access to key institutional data / information. Every department has up-to-date policy and procedure manuals with controls in place for regular updating. Measurable improvements in quality and effectiveness are realized.

Executive Owner: Dean of Financial Operations (Stacy Buckingham)

Project Assistance: Institutional Research, Chief Information Technology Officer, proposed Dean of Planning & Institutional Effectiveness

Feasibility and Funding Strategy: This project ranked between 10-15 (out of16 projects) in the project rankings. Given more critical priorities, while fairly feasible and low in cost, it is recommended that this project should be postponed until FY17 or FY18.

What major milestones will we mark during the project?
1. The knowledge and information we want to manage is identified / inventoried.
2. A design framework for the KIM has been completed.
3. Standards for information management have been established / defined. [authority based system]
4. The software (digital) based KIM system is set up.
5. KIM responsibility is incorporated into management practices.
6. Employee satisfaction with the system is high.

Notes:
- At some point in time, it may be possible to track the impact of these measures in terms of man / person hours saved.
- This might involve some computer usage policy. May transfer the lead on this to proposed Dean of P & IE
- JALC will be reaccredited in 2017, so the timeline may need to be advanced if there are any issues with documentation of policies and procedures.

Major Tasks / Timeline

5. Knowledge & Information Management (KIM)	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. The needed knowledge and information is identified and inventoried													▓							
2. A design framework for the KIM has been completed													▓							
3. Standards for info management have been defined														▓						
4. Software support systems are acquired and up and running														▓	▓					
5. KIM responsibility is incorporated into management practices														▓						
6. Employee satisfaction and productivity has improved via KIM																▓	– – – – – ➤			

Budget

5. Knowledge & Information Management (KIM)	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	($/K
1. The needed knowledge and information is identified and inventoried					$0					$0					$0					$0					$0	$0
2. A design framework for the KIM has been completed					$0					$0					$0					$0					$0	$0
3. Standards for info management have been defined					$0					$0					$0					$0					$0	$0
4. Software support systems are acquired and up and running					$0					$0					$0		$10	$10		$20					$0	$20
5. KIM responsibility is incorporated into management practices					$0					$0					$0					$0					$0	$0
6. Employee satisfaction and productivity has improved via KIM					$0					$0					$0					$0					$0	$0
					$0					$0					$0					$0					$0	$0
	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$10	$10	$0	$20	$0	$0	$0	$0	$0	$20

Note: Total estimated cost of $20K was included in FY17 for the purchase of software that may be needed to support information storage, sharing and retrieval, including standardized formatting for documentation and updating of processes and procedures.

Project Development: 6. Process Improvements

Description: Establish a "process redesign" team of 2-3 individuals to systematically review and "map" major institutional processes and recommend streamlining or other improvements. This team would work collaboratively with department management and staff on these reviews.

Goals / gaps addressed by this project: 2E, 5A

Related projects: 2. ERP System, 4. Assessment, 5. Knowledge and Information Management, 12. CQI Transition, 14. Planning & Institutional Effectiveness

Key benefits to be obtained: From these improvements processes will be more efficient and effective and employees generally more productive. Taking a process perspective will reinforce and facilitate JALC's transition to a CQI culture and the Open Pathways accreditation model.

How will we measure success? A 2-3 member process redesign team will be identified and fully trained. Over the next 3-5 years all major processes will undergo a process improvement review, including the detailed mapping of processes and recommendations for streamlining and other improvements. JALC will be able to document reductions in cycle time, approvals, and other efficiencies stemming from the redesign team's work.

Executive Owner: VP for Administration (Tim Daugherty)

Project Assistance: TBD

Feasibility and Funding Strategy: The key challenge will be finding 2-3 individuals who can already do this effectively or who can be trained to do this. This will also require considerable time on the part of department heads who will have to work closely with the redesign team to walk through every step of the processes in question. These individuals will also need to have knowledge of how information technology can improved workflow and other processes. The budget includes $5K to cover the potential cost of process flow charting software (2 licenses and travel expenses for training).

What major milestones will we mark during the project?
1. Identify and train the two-member process redesign team.
2. Implement process reviews for all major processes via a 3-5 year schedule.
3. Document streamlining that has occurred and some kind of internal savings and other positive effects of the streamlining.

Notes:
- This isn't just about training a 2-3person team. It's important that all managers understand how to work with processes, including mapping. So, this will require training of managers as well as the process redesign team.
- This needs to happen in conjunction with the ERP system because the latter can / will greatly improve some processes, and this won't be evident unless and until we examine the process.

Major Tasks / Timeline

6. Process Improvements	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Define the responsibilities of the process redesign team	▓																			
2. Identify and train a 2-3 member process redesign team		▓																		
3. Acquire needed technology (e.g., charting tools)			▓																	
4. Conduct process training for all managers / supervisors				▓																
5. Conduct process reviews for all major processes over 5 years					▓	- - - - - - - - - - - - - - - - ➤														
6. Document quality / performance improvements from this					▓	- - - - - - - - - - - - - - - - ➤														

Budget

6. Process Improvements	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	($/K
1. Define the responsibilities of the process redesign team					$0					$0					$0					$0					$0	$0
2. Identify and train a 2-3 member process redesign team		$2	$3		$5					$0					$0					$0					$0	$5
3. Acquire needed technology (e.g., charting tools)					$0					$0					$0					$0					$0	$0
4. Conduct process training for all managers / supervisors					$0					$0					$0					$0					$0	$0
5. Conduct process reviews for all major processes over 5					$0					$0					$0					$0					$0	$0
6. Document quality / performance improvements from this					$0					$0					$0					$0					$0	$0
	$0	$2	$3	$0	$5	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5

Note: This assumes the initial cost of 3 licenses for process flow charting software estimated at $700 each license, plus cost of training / travel for 3 individuals (FY 14).

Project Development: 7. Office Productivity

Description: Inventory employee skills / competencies with office productivity tools (e.g., MS Office, telephones, business process applications, etc.) and provide initial and periodic training to optimize those skills and office productivity.

Goals / gaps addressed by this project: 2F

Related projects: 2. ERP System, 3. IT Staffing, 4. Assessment, 5. Knowledge and Information Management, 6. Process Improvements, 8. Internal Communications, 9. Web Redesign, 12. CQI Transition, 14. Planning & Institutional Effectiveness

Key benefits to be obtained: Employees will be more productive in the use of office technologies and greater efficiencies / effectiveness will result. The WPC may eventually become redundant and unnecessary as individuals obtain the skills / proficiency to create their own documents, charts, presentation, etc. The quality of materials produced by employees will likely improve in content and appearance.

How will we measure success? An employee training schedule has been developed and implemented. Online training for major office productivity software (word processing, spreadsheet, presentation, etc.) is set up for employees who wish to take advantage of this training. WPC use has declined over time. There is high employee satisfaction with training, help desk, availability of software and other matters related to office technology. There are fewer help desk tickets.

Executive Owner: Dean of Student Services (Terry Crain)

Project Assistance: Integrated Technology Committee (ITC)

Feasibility and Funding Strategy: Since JALC already provides current office technologies, there are little or no incremental costs envisioned for this project. For example, JALC has already acquired the licenses for MS Office 365 and MS Sharepoint. There may be some minimal costs associated with training, such as purchasing online tutorials for the software.

What major milestones will we mark during the project?
1. Develop a training schedule for the new MS Office 365 products and other technologies: e.g., MS Sharepoint, phone system, ERP interfaces, web content management tools, web portal, etc.)
2. Complete training in phases and provide online tutorials for employee use at any time.
3. Integrate these technologies into process improvements (Project 6) where this is feasible / appropriate.

Notes:
- Some tasks will be driven by the technology we plan to acquire, e.g., MS Office 365 and MS Sharepoint
- Training is a major factor here, not just to catch up, but to put in place routine skills refreshers and online materials staff can use / access at will.
- Note the tie in with the WPC (Word Processing Center). Maybe this is the time to transition into independence from the WPC.

Major Tasks / Timeline

7. Office Productivity	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Develop training schedule for new IT / SW and routine training																				
2. Complete training in phases																				
3. Develop online tutorials for employee use																				
4. Integrate new technologies into process improvements																				

Budget

7. Office Productivity	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	($/K
1. Develop training schedule for new IT / SW and routine training					$0					$0					$0					$0					$0	$0
2. Complete training in phases					$0	$2				$2					$0					$0					$0	$2
3. Develop online tutorials for employee use					$0					$0					$0					$0					$0	$0
4. Integrate new technologies into process improvements					$0					$0					$0					$0					$0	$0
					$0					$0					$0					$0					$0	$0
	$0	$0	$0	$0	$0	$2	$0	$0	$0	$2	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2

Note: This assumes some minimal costs for training and / or training materials ($2K in 1st Quarter of FY 15).

Project Development: 8. Internal Communications

Description: Develop and implement an internal communications plan that focuses on improvements in communications within and among departments.

Goals / gaps addressed by this project: 2G

Related projects: 6. Process Improvements, 9. Website Redesign, 10. Strengthening Management Practices, 12. CQI Transition

Key benefits to be obtained: Employees will be better informed about institutional and department level goals, actions, changes, etc. Departments / individuals affected by new or proposed policy, procedure, or other changes will have sufficient notification to make recommendations and / or modify their own procedures to accommodate changes. There will be fewer instances of student dissatisfaction because policy / procedure changes weren't communicated across departments and students were negatively affected.

How will we measure success? An internal communications plan has been completed. Employees received training in effective internal communications. Effective internal and interpersonal communications are included in performance plans / evaluations and may be included in employee development plans. Surveys show improved satisfaction with interdepartmental communications and communications within departments.

Executive Owner: Executive Director, JALC Foundation (Staci Bynum)

Project Assistance: TBD

Feasibility and Funding Strategy: From a cost standpoint this is a very feasible project. However, again it will require someone (probably internal – e.g., a faculty member who teaches communications) to develop a practical internal communications plan and possibly conduct training. As a contingency, $2K of cost was posted in FY 14 to cover outside instruction in interpersonal or other types of communications.

What major milestones will we mark during the project?
1. Complete the Internal Communications Plan (use information from the recent environmental scan to inform this planning process).
2. Define minimum standards and procedures for communicating new policies / procedures affecting more than one department.
3. Conduct training in effective communications.
4. Incorporate effective communications into performance plans / evaluations.
5. Track satisfaction ratings for communications in future surveys.

Notes:
- We should be creative and explore different ways of improving internal communications with an emphasis on "bi-directional" communications.
- This is an opportunity to do an annual survey using the same surveys Tom used in fall 2012 – to measure improvement here.
- We should look at non-verbal communications as well: i.e., how we may be sending negative messages through process and organizational changes, including disclaimers in official budget documents.
- We should acknowledge improvements already made: executive cabinet, Dreith TV, the recent survey, strategic plan communications, etc.

Major Tasks / Timeline

8. Internal Communications	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Complete the internal communications plan																				
2. Implement the plan																				
3. Conduct training in interpersonal and professional communications																				
4. Incorporate effective communications into management practices																				
5. Track communications satisfaction ratings in future surveys																				

Budget

8. Internal Communications	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	($/K
1. Complete the internal communications plan					$0					$0					$0					$0					$0	$0
2. Implement the plan					$0					$0					$0					$0					$0	$0
3. Conduct training in interpersonal and professional communications					$0					$0					$0					$0					$0	$0
4. Incorporate effective communications into management practices				$2	$2					$0					$0					$0					$0	$2
5. Track communications satisfaction ratings in future surveys					$0					$0					$0					$0					$0	$0
					$0					$0					$0					$0					$0	$0
	$0	$0	$0	$2	$2	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2

Project Development: 9. Website Redesign

Description: In an inclusive way, research best practices in web design / function, define requirements, hire a web-design firm, and complete the redesign

Goals / gaps addressed by this project: 2H

Related projects: 6. Knowledge and Information Management, 10. Internal Communications, 14. Planning & Institutional Effectiveness

Key benefits to be obtained: JALC's website will provide a more pleasing and intuitive first impression on prospective students, parents, and potential donors / supporters. Information will be easier to find and navigation on the website more convenient and intuitive.   Content will be regularly monitored and updated to ensue it is up-to-date and accurate.

How will we measure success? A website redesign team will be formed. Website design and functionality requirements will be defined. A web designer will be selected and contracted with to complete the redesign. The contractor will complete and beta test the redesign working with a dedicate JALC Web Redesign team. The redesign is completed and received high satisfaction ratings in surveys.

Executive Owner: Director of College Relations (Steve O'Keefe)

Project Assistance: TBD

Feasibility and Funding Strategy: This will require $24,000 in funding for contractor services and possibly funding for software, hosting, and other items. This can require significant employee (redesign team) time to ensure an inclusive process and proper vetting with employees and students (i.e., beta testing). Note: as of this writing, a contract with ETC Computer Land has been signed and ½ of funds ($12,000) paid to the contractor in FY 2013. The remaining $12,000 will be paid upon completion of the project in 4th quarter 2013 (FY 2014).

What major milestones will we mark during the project?
1. Select web design contractor (ETC Computer Land, April 2013)
2. Complete "Userbility" study (May 2013)
3. Complete user survey (June 2013)
4. Complete initial design (July 2013)
5. Conduct content management system training
6. Complete beta testing
7. Formal launch of redesigned website

Notes:
• As noted above, this project is essentially underway via ET Computer Land out of Quincy, Illinois.

Major Tasks / Timeline

9. Website Redesign	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Select web design contractor (ETC Computer Land, April 2013)																				
2. Complete "Userbility" study (May 2013)																				
3. Complete user survey (June 2013)																				
4. Complete initial design (July 2013)																				
5. Conduct content management system training																				
6. Complete beta testing																				
7. Formal launch of redesigned website																				

Budget

9. Website Redesign	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	($/K
1. Select web design contractor (ETC Computer Land, April 2013)	$6	$6			$12					$0					$0					$0					$0	$12
2. Complete "Userbility" study (May 2013)					$0					$0					$0					$0					$0	$0
3. Complete user survey (June 2013)					$0					$0					$0					$0					$0	$0
4. Complete initial design (July 2013)					$0					$0					$0					$0					$0	$0
5. Conduct content management system training					$0					$0					$0					$0					$0	$0
6. Complete beta testing					$0					$0					$0					$0					$0	$0
7. Formal launch of redesigned website					$0					$0					$0					$0					$0	$0
	$6	$6	$0	$0	$12	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$12

Note: Total cost is $24K of which $12K was paid in FY 2013

Description: Implement measures to improve the quality and effectiveness of management practices including performance planning and evaluation, employee communications and morale, professional development, and administration of rewards / recognition.

Goals / gaps addressed by this project: 3A, 3B, 3C

Related projects: 6. Process Improvements, 8. Internal Communications, 12. CQI Transition, 14. Planning & Institutional Effectiveness

Key benefits to be obtained: Managers / supervisors will be better trained in management practices related to employee performance / evaluation, professional development, employee satisfaction / morale, recognition / rewards administration, and effective employee – manager communications. Surveys will show improved satisfaction ratings in a number of areas: accountability, decision-making, communications, satisfaction and morale, and recognition / rewards (among other areas).   These practices will be more consistently and professionally applied among managers / supervisors. Quality will improved with enhanced management oversight of these practices.

How will we measure success? Management practices have been individually reviewed and either approved as is or modified as needed and documented. Managers and supervisors receive training in the effective implementation of these practices. Survey satisfaction rates will improve.

Executive Owner: Executive Director of Human Resources (Clay Brewer)

Project Assistance: VP's

Feasibility and Funding Strategy: This would probably be best implemented with outside help and that will involve cost (see $5K posted in the 3rd quarter of FY 14). As an alternative, this could be done internally but will require a unique set of people and project management skills to successfully complete.   This may address some kind of merit based compensation or rewards systems not currently in place, which would add complexity to this project.

What major milestones will we mark during the project?
1. The management practices review process has been completed and all recommended practices are documented.
2. All managers / supervisors are trained to effectively and consistently implement these processes.
3. All performance plans and professional development plans have been revised to be consistent with updated practices.
4. Survey satisfaction rates show improvement.

Notes:
• This can address a number of employee issues, including concerns about accountability, fairness, being involved in decision-making, professional development, Compease administration and hiring policy / practices..

Major Tasks / Timeline

10. Strengthening Management Practices	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Complete a review / assessment of current practices																				
2. Revise current practices as needed																				
3. Complete training of all managers / supervisors on practices																				
4. Announce changes / new emphasis to all employees																				
5. Update all performance and professional development plans																				
6. Track employee satisfaction rates over time																				

Budget

10. Strengthening Management Practices	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	($/K
1. Complete a review / assessment of current practices					$0					$0					$0					$0					$0	$0
2. Revise current practices as needed					$0					$0					$0					$0					$0	$0
3. Complete training of all managers / supervisors on practices			$5		$5					$0					$0					$0					$0	$5
4. Announce changes / new emphasis to all employees					$0					$0					$0					$0					$0	$0
5. Update all performance and professional development plans					$0					$0					$0					$0					$0	$0
6. Track employee satisfaction rates over time					$0					$0					$0					$0					$0	$0
					$0					$0					$0					$0					$0	$0
	$0	$0	$5	$0	$5	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5

Project Development: 11. Diversity

Description: Conduct a study that defines key aspects of diversity, benchmarks current perceptions / attitudes, defines institutional policy on diversity, and sets institutional goals for diversity.

Goals / gaps addressed by this project: 4A

Related projects: 1. Student Success Initiative, 4. Assessment, 10. Strengthening Management Practices, 14. Planning & Institutional Effectiveness

Key benefits to be obtained: JALC will have a better understanding of perceptions and attitudes about diversity. The College will have clearly defined key terms related to diversity and set goals that promote cross-cultural understanding and interaction. Ultimately, JALC graduates will be better prepared to work / compete in an increasingly diverse and global workplace. The Diversity Committee will have a more clearly defined charter and goals to proceed with diversity related activities. JALC will have the foundational information it needs to set specific goals to increase the diversity of faculty and staff.

How will we measure success? The diversity study has been completed and recommendations approved / endorsed by the board and campus community. An enhanced Diversity Committee has set a meaningful and active agenda in support of the study's goals. Overtime, satisfaction levels of minorities and other diverse groups improves. Also over time, JALC will have hosted a large number of diversity related activities with wide attendance of diverse individuals. The number of diverse faculty and staff has increased and provides students with more opportunities to engage with diverse populations in the classroom and elsewhere at JALC.

Executive Owner: President (Mike Dreith)

Project Assistance: TBD

Feasibility and Funding Strategy: In terms of cost, this is very feasible (i.e., to conduct a survey, do the analysis and plan). This will require somebody skilled in conducting surveys and planning. The Bea Young study (2012) will be used to "inform" this survey / analysis / plan. The steering committee recommended that tis project be postponed until FY 16, but prior to the HLC visit in 2017.

What major milestones will we mark during the project?
1. The diversity climate survey is completed.
2. A diversity plan is completed and fully endorsed by the board (and campus community). A policy / position statement on diversity is approved.
3. The Diversity Committee is actively engaged in diversity related activities that draw large numbers of diverse participants.
4. Satisfaction levels among minority and other students improve.
5. The number / percent of diverse employees increases.
6. A follow-on diversity climate survey shows marked improvements in perceptions / attitudes and negative experiences related to diversity.

Notes:
- We need a diversity plan that defines what diversity is and reflects employee and student perceptions about diversity.
- If possible, it would be ideal to complete the diversity plan before the next HLC review in 2017.
- The steering committee recommends that Toyin Fox reports directly to the President.

Major Tasks / Timeline

11. Diversity	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Complete a diversity clmiate survey																				
2. Complete the diversity plan, secure board approval																				
3. Diversity goals are incorporated into diversity committee goals																				
4. Incorporate diversity related questions into climate surveys																				
5. Track increasing diversity of students and employees																				
6. Complete a follow-on climate survey (in five years)																				

Budget

11. Diversity	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	($/K
1. Complete a diversity clmiate survey					$0					$0					$0					$0					$0	$0
2. Complete the diversity plan, secure board approval					$0					$0					$0					$0					$0	$0
3. Diversity goals are incorporated into diversity committee					$0					$0					$0					$0					$0	$0
4. Incorporate diversity related questions into climate					$0					$0					$0					$0					$0	$0
5. Track increasing diversity of students and employees					$0					$0					$0					$0					$0	$0
6. Complete a follow-on climate survey (in five years)					$0					$0					$0					$0					$0	$0
	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Project Development: 12. CQI Transition

Description: Create an executive level task force to lead, coordinate, and "champion" the transformation of the College to a continuous quality improvement (CQI) culture at every level where eventually problem solving and quality improvement are second nature to all employees.

Goals / gaps addressed by this project: 2E, 2I, 5A, 5B

Related projects: Note: virtually all College activities can be said to be related to a transition to CQI, but 4. Assessment, 6. Process Improvements and 14. Planning & Institutional Effectiveness are clearly closely connected.

Key benefits to be obtained: Quality and effectiveness will be improved at all levels. This will be totally consistent with HLC requirements / expectations and favorably position JALC for continuing accreditation via the Open Pathways model. All employees will eventually become problem solvers who think in terms of process improvements and this will have an overall positive effect on productivity, efficiency, effectiveness, and morale.

How will we measure success? An executive CQI team has been named / formed. The team has set specific goals and objectives beyond the high level plan for CQI transition. Executives / managers receive training in CQI best practices and these are implemented across the divisions / departments. Quality, process and productivity improvements can be demonstrated in many areas.

Executive Owner: President (Mike Dreith)

Project Assistance: VP's and selected members of the Executive Cabinet

Feasibility and Funding Strategy: This is nothing less than a cultural and intellectual transition that will take at least five years to accomplish (i.e., a critical mass of employees adopt these practices). There will be some costs to bring in outside training in CQI best practices. This project is closely connected to a number of other projects, particularly Project 6. Process Improvements that will help with this transition.

What major milestones will we mark during the project?
1. The executive CQI team has been formed and defined goals and objectives for the next 3-5 years.
2. Executives and managers have received CQI training
3. All major processes have been "mapped" and streamlined / improved (if needed / appropriate) [see Project 8].
4. CQI best practices have been implemented in all departments
5. Institutional quality and effectiveness improvements are consistent with and evidence of the implementation of CQI best practices

6. **Notes**:
- To some degree the Open Pathways accreditation model will involve CQI types of activities, but these will not be of the scope to change the culture as this project is designed to do.

Major Tasks / Timeline

12. CQI Transition	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Form and charter an executive CQI team																				
2. Conduct CQI training for all managers / supervisors (cf. process training)																				
3. Complete "mapping" of all major processes (cf. 6. Process Improvement)																				
4. Implement CQI best practices in all departments																				
5. Incorporate responsibility for CQI in all management performance plans																				
6. Track quality and performance improvements related to CQI																				

Budget

12. CQI Transition	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	($/K
1. Form and charter an executive CQI team					$0					$0					$0					$0					$0	$0
2. Conduct CQI training for all managers / supervisors (cf. process					$0					$0				$2	$2					$0					$0	$2
3. Complete "mapping" of all major processes (cf. 6. Process					$0					$0					$0					$0					$0	$0
4. Implement CQI best practices in all departments					$0					$0					$0					$0					$0	$0
5. Incorporate responsibility for CQI in all management performance plans					$0					$0					$0					$0					$0	$0
6. Track quality and performance improvements related to CQI					$0					$0					$0					$0					$0	$0
					$0					$0					$0					$0					$0	$0
					$0					$0					$0					$0					$0	$0
					$0					$0					$0					$0					$0	$0
	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2	$2	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2

Project Development: 13. Learning Management System (LMS) Implementation

Description: Complete the full implementation / migration of the Desire2Learn LMS so that faculty and students are effective users of this system in full online or web-blended / web-enabled courses..

Goals / gaps addressed by this project: 1F

Related projects: 1. Student Success Team, 2. ERP System, 4. Assessment, 6. Process Improvements, 12. CQI Transition, 15. Career and Job Readiness

Key benefits to be obtained: JALC faculty will be using an established standard tool for online instruction and web-enhanced / web-blended instruction. The quality and quantity of online courses will improve / increase. Full integration with the ERP system will enhance assessment at all levels (program, course, General Education).

How will we measure success? All courses are updated to use D2L and faculty / NTP's are trained to use the system. The number of online or web-enhanced / blended courses has increased. Enrollment in these courses has increased. Student course evaluations reflect high satisfaction with D2L and online and web enhanced / blended courses. Improvements in student success (grades, grade distributions, persistence, completions) can be attributed to the new LMS. A student orientation / course for D2L is completed and utilized.

Executive Owner: VP for Instruction (Deborah Payne)

Project Assistance: Director of the LRC

Feasibility and Funding Strategy: This project has already been funded and is underway. Funds to cover training ($10K) were added as a contingency in FY 14.

What major milestones will we mark during the project?
1. Complete the full implementation and course conversions to the new system
2. Complete faculty and NTP training
3. Complete a student orientation or [1 credit] course on online learning using D2L
4. Complete integration with the ERP and other systems (faculty training / workshops? Etc.)
5. Faculty, NTP's, and students register high satisfaction with the new LMS
6. Student Success metrics show improvements that can be attributed to the effective use of the LMS

Notes:
- This must include NTP's as well as faculty.
- We should carefully plan integration with the ERP system.
- This is not just about online courses, it could include faculty / staff internal training, tutorials, student orientation, etc.

Major Tasks / Timeline

13. LMS Implementation	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Complete the full implementation and course conversion for new																				
2. Complete faculty and NTP training on new LMS																				
3. Complete student tutorial or 1 credit course on use of D2L																				
4. Complete integration of LMS with ERP and other systems																				
5. Track student and employee satisfaction with LMS																				
6. Track impact of LMS on student success and enrollments																				

Budget

13. LMS Implementation	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	($/K
1. Complete the full implementation and course conversion for new					$0					$0					$0					$0					$0	$0
2. Complete faculty and NTP training on new LMS	$5	$5			$10					$0					$0					$0					$0	$10
3. Complete student tutorial or 1 credit course on use of D2L					$0					$0					$0					$0					$0	$0
4. Complete integration of LMS with ERP and other systems					$0					$0					$0					$0					$0	$0
5. Track student and employee satisfaction with LMS					$0					$0					$0					$0					$0	$0
6. Track impact of LMS on student success and enrollments					$0					$0					$0					$0					$0	$0
					$0					$0					$0					$0					$0	$0
	$5	$5	$0	$0	$10	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$10

Note: $10K was included to cover training costs in Q1 and Q2 of FY 14. It is assumed that license and installation costs occurred in FY 13.

Project Development: 14. Planning and Institutional Effectiveness

Description: Establish organizational focus on institutional planning and effectiveness by creating a Dean for Planning & Institutional Effectiveness position, where effectiveness is measured in key quality and performance metrics across the departments. Apply this focus to ensure that planning is done with high quality and disciplined methods that are consistently applied throughout the College. In this capacity, oversee institutional research to ensure that JALC makes informed decisions with the help of sound, accurate, and timely data, and oversee full compliance with Open Pathways requirements. This function will also provide focused coordination of assessment at multiple levels.

Goals / gaps addressed by this project: 1B, 2A, 2D, 2I, 2J, 5A

Related projects: 1. Student Success Initiative, 2. ERP System, 4. Assessment, 5. Knowledge and Information Management, 6. Process Improvements, 12. CQI Transition

Key benefits to be obtained: Planning at all levels will be of the highest quality using disciplined methods with consistent approaches across the campus. This will help ensure that institutional level planning (strategic plan, enrollment management planning, marketing / communications planning, technology planning, etc.) is conducted every 3-5 years with appropriate focus on best practices methods. Institutional effectiveness is tracked in terms of key metrics and incorporates lessons learned and effective practices from assessment. Goals to improve effectiveness are in place and progress is regularly monitored. Ultimately, JALC will in may ways become a more informed and effective institution.

How will we measure success? A Dean for Planning and Institutional Effectiveness is in place. JALC plans are current and reflect best practice methods / principles. Institutional research is closely linked to IT staff to provide timely and accurate data / information in support of decision-making and initiatives to improve student success, quality overall, and performance in key measures of effectiveness. Processes are in place to oversee and guide a coordinated assessment strategy (see Project 4. Assessment).

Executive Owner: VP for Instruction (Deborah Payne)

Project Assistance: Senior Director of Assessment and Quality Assurance, Dean for Instruction

Feasibility and Funding Strategy: This will required funds to create / fund a dean level position ($80 / year has been posted for this purpose).

What major milestones will we mark during the project?
1. A position description is completed (Dean for Planning and Institutional Effectiveness) and the position is filled
2. Institutional research has increased its capabilities / resources and is closely linked with IT staff providing key data
3. A schedule of institutional plan updates is established and plans are updated every 3-5 years
4. All managers have been trained on department level planning that is updated annually and linked to the budget process.
5. A baseline of effectiveness measures had been established and over time improvements are tracked against defined goals

Notes:
- It is recommended that IR, grant development / writing, and assessment / quality assurance report up to this position.
- This person will also oversee and be responsible for full compliance with the Open Pathways accreditation requirements.

Major Tasks / Timeline

14. Planning & Institutional Effectiveness	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Complete position description for Dean for P & IE	▓																			
2. Obtain board approval to hire and fill the position	▓																			
3. Transfer IR, grants, and assessment personal to this department	▓	▓																		
4. Establish and implement a schedule to update institutional plans*		▓																		
5. Define key effectiveness measures		▓																		
6. Establish baseliness for these measures and set improvement goals			▓	▓																
7. Report on progress against goals in an annual "report card"					▓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	→

*Strategic plan, enrollment management plan, marketing plan, communications plan, IT strategy, etc.

Budget

14. Planning & Institutional Effectiveness	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	($/K
1. Complete position description for Dean for P & IE	$20	$20	$20	$20	$80	$20	$20	$20	$20	$80	$20	$20	$20	$20	$80	$20	$20	$20	$20	$80	$20	$20	$20	$20	$80	$400
2. Obtain board approval to hire and fill the position					$0					$0					$0					$0					$0	$0
3. Transfer IR, grants, and assessment personal to this department					$0					$0					$0					$0					$0	$0
4. Establish and implement a schedule to update institutional plans					$0					$0					$0					$0					$0	$0
5. Define key effectiveness measures					$0					$0					$0					$0					$0	$0
6. Establish baseliness for these measures and set improvement					$0					$0					$0					$0					$0	$0
7. Report on progress against goals in an annual "report card"					$0					$0					$0					$0					$0	$0
					$0					$0					$0					$0					$0	$0
	$20	$20	$20	$20	$80	$20	$20	$20	$20	$80	$20	$20	$20	$20	$80	$20	$20	$20	$20	$80	$20	$20	$20	$20	$80	$400

Project Development: 15. Career and Job Readiness

Description: Lead and coordinate a study of current and projected future job opportunities and skills required to be competitive for those jobs. Based on this information, recommend curricular / program changes needed to align skills and job readiness with job opportunities. Where this is feasible, track and report job placements / enhancements (promotion, career change, increase in compensation, etc.) for JALC students / graduates.

Goals / gaps addressed by this project: 1G

Related projects: 1. Student Success Initiative, 4. Assessment, 14. Planning & Institutional Effectiveness

Key benefits to be obtained: Students will be better prepared to find good paying jobs upon graduation / completion of JALC programs. Job placements and job enhancements will increase for JALC students / graduates.

How will we measure success? A study of existing and future job projections will have been completed and this will have been incorporated in program assessment as an annual activity to evaluate programs. Documented curricular and other changes supported by findings from the study. There will be increases in the number of job placements and enhancements for JALC graduates / completers.

Executive Owner(s): Dean for Workforce Development (Phil Minnis) and Dean for Career Readiness (TBD)

Project Assistance: VP for Instruction, Dean for Instruction

Feasibility and Funding Strategy: This project will initially involve staff time / talent and some resources to conduct the job projection study. Public outside resources are available (e.g., IDES, U.S. Bureau of Labor Statistics, etc.) as well as proprietary tools (EMSI [Economic Modeling Specialists Inc.], [Jill]) which would add some cost. The major impediment would be tracking job placements and enhancements, particularly the latter. To date, most colleges do not have the personnel resources to fully track this information. Some programs, particularly the health sciences and other specialized programs may be tracking this information. The proposed Illinois Longitudinal Data System will at some time facilitate this, but for now, being able to track this data is of low feasibility. The department estimates $25-50K / year may be needed to fund additional staff assigned to career and job readiness responsibilities.

What major milestones will we mark during the project?
1. The study has been completed
2. Curricular / other changes have been made
3. A system to track job placements / enhancements is in place
4. Data is being routinely captured / reported
5. There are improvements in job placement / enhancements over time

Notes:
- A lot is already being done in this area, but it's scattered all around the campus and isn't coordinated.
- This has implications for the placement office and may suggest organizational improvements.
- With the state of the economy and the particular problem our counties face (poverty and unemployment), this is a huge challenge.

Major Tasks / Timeline

15. Career and Job Readiness	FY14				FY15				FY16				FY17				FY18			
Key Tasks and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Conduct a study of how job projections are currently obtained*			▒																	
2. Based on findings, assign career and job readinss responsibilities to one or more departments				▒	▒															
3. Determine criteria (wage level, etc.) for acceptable job placements					▒															
4. Conduct a job projections study in collaboration with program coordinators					▒															
5. Based on findings from the study, recommend and implement curricular / program changes						▒														
6. Apply experience / tools from the study to ongoing career (program) and workforce assessments								▒												→
7. Put in place systems to track job placements and enhancements									▒											
8. Gather evidence over time that job placements / enhancements are increasing									▒											→

* A preliminary study was conducted in April 2013 by interviewing program administrators in five areas

Budget

15. Career and Job Readiness	FY 14					FY 15					FY 16					FY 17					FY 18					
Budget: Estimated Cost ($/K)	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	Q1	Q2	Q3	Q4	$/K	($/K
1. Conduct a study of how job projections are currently obtained					$0					$0					$0					$0					$0	$0
2. Based on findings, assign career and job readinss responsibilities to one				$13	$13	$13	$13	$13	$13	$50	$13	$13	$13	$13	$50	$13	$13	$13	$13	$50	$13	$13	$13	$13	$50	$213
3. Determine criteria (wage level, etc.) for acceptable job placements					$0					$0					$0					$0					$0	$0
4. Conduct a job projections study in collaboration with program					$0					$0					$0					$0					$0	$0
5. Based on findings from the study, recommend and implement curricular /					$0					$0					$0					$0					$0	$0
6. Apply experience / tools from the study to ongoing career (program) and					$0					$0					$0					$0					$0	$0
7. Put in place systems to track job placements and enhancements					$0					$0					$0					$0					$0	$0
8. Gather evidence over time that job placements / enhancements are					$0					$0					$0					$0					$0	$0
					$0					$0					$0					$0					$0	$0
	$0	$0	$0	$13	$13	$13	$13	$13	$13	$50	$13	$13	$13	$13	$50	$13	$13	$13	$13	$50	$13	$13	$13	$13	$50	$213

Project Development: 16. Capital Construction, Renovation, Maintenance

Description: These represent existing projects that are either currently underway or planned for the near future (see timeline chart on next page)..

Goals / gaps addressed by this project: 2K

Related projects:

Key benefits to be obtained:
Infrastructure and capacity will be expanded or otherwise improved.

How will we measure success?
Projects are completed on time, on task, and in quality fashion.

Executive Owner: VP for Business Services and College Facilities (Brad McCormick)

Project Assistance: TBD

Feasibility and Funding Strategy: Funding has already been secured for several of these projects. Others are dependent on future available funding and are otherwise likely to occur and therefore feasible.

What major milestones will we mark during the project? (Each project has its own milestones: see VP for Business Services)

16. Capital Projects

Key Tasks and Milestones
1. West Frankfort Extension Center Renovation
2. Cosmetology / Dental remodeling
3. Relocation of shipping & receiving to the Annex
4. CHEC second story
5. Retrofitting of Roadway and Parking Lighting to LED.
6. Relocation of Early Childcare and Education Center
7. Parking lot A and adjacent roads resurfacing
8. Student Services renovations and expansion
9. New campus entrance at Tippy Rd.
10. Workforce Development and Community Education building

Major Tasks / Timeline

16. Capital Projects — Key Tasks and Milestones	FY14 Q1	Q2	Q3	Q4	FY15 Q1	Q2	Q3	Q4	FY16 Q1	Q2	Q3	Q4	FY17 Q1	Q2	Q3	Q4	FY18 Q1	Q2	Q3	Q4
1. West Frankfort Extension Center Renovation	■																			
2. Cosmetology / Dental remodeling	■	■																		
3. Relocation of shipping & receiving to the Annex	■																			
4. CHEC second story			■	■																
5. Retrofitting of Roadway and Parking Lighting to LED.			■	■																
6. Relocation of Early Childcare and Education Center					■	■	■													
7. Parking lot A and adjacent roads resurfacing									■	■										
8. Student Services renovations and expansion									■	■										
9. New campus entrance at Tippy Rd.													■	■						
10. Workforce Development and Community Education building																	■	■	■	■

Budget

16. Capital Projects — Budget: Estimated Cost ($/K)	FY14 Q1	Q2	Q3	Q4	$/K	FY15 Q1	Q2	Q3	Q4	$/K	FY16 Q1	Q2	Q3	Q4	$/K	FY17 Q1	Q2	Q3	Q4	$/K	FY18 Q1	Q2	Q3	Q4	$/K	($/K
1. West Frankfort Extension Center Renovation	$600				$600					$0					$0					$0					$0	$600
2. Cosmetology / Dental remodeling	$300	$300			$1,800					$0					$0					$0					$0	$1,800
3. Relocation of shipping & receiving to the Annex	$75				$75					$0					$0					$0					$0	$75
4. CHEC second story			$215	$215	$430					$0					$0					$0					$0	$430
5. Retrofitting of Roadway and Parking Lighting to LED.			$50	$50	$100	$625	$625	$625	$625	$2,500					$0					$0					$0	$2,600
6. Relocation of Early Childcare and Education Center					$0					$0					$0					$0					$0	$0
7. Parking lot A and adjacent roads resurfacing					$0					$0	$1,000				$1,000					$0					$0	$1,000
8. Student Services renovations and expansion					$0					$0	$1,900	$1,900	$1,900	$1,900	$7,600					$0					$0	$7,600
9. New campus entrance at Tippy Rd.					$0					$0					$0	$100	$325	$325	$325	$1,075					$0	$1,075
10. Workforce Development and Community Education					$0					$0					$0					$0	$1,425	$1,425	$1,425	$1,425	$5,700	$5,700
	$1,575	$300	$265	$265	$3,005	$625	$625	$625	$625	$2,500	$2,900	$1,900	$1,900	$1,900	$8,600	$100	$325	$325	$325	$1,075	$1,425	$1,425	$1,425	$1,425	$5,700	$20,880

Given strategic priorities, the availability of funding and other resources, JALC's ability to simultaneously manage multiple initiatives, and other dependencies, the strategic projects were phased-in over a five year timeline.
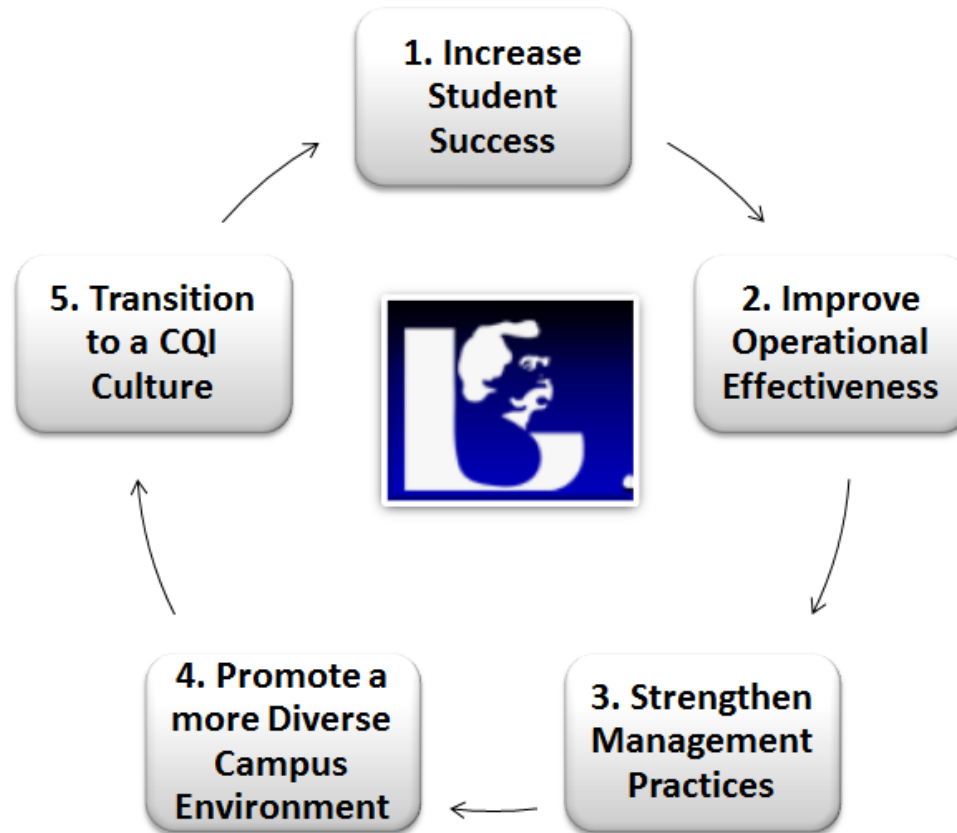
Summary Implementation Timeline and Budget ($/K)

PROJECT	OWNER	FY 14 Q1 J-S	Q2 O-D	Q3 J-M	Q4 A-J	FY 14 $/K	FY 15 Q1 J-S	Q2 O-D	Q3 J-M	Q4 A-J	FY 15 $/K	FY 16 Q1 J-S	Q2 O-D	Q3 J-M	Q4 A-J	FY 16 $/K	FY 17 Q1 J-S	Q2 O-D	Q3 J-M	Q4 A-J	FY 17 $/K	FY 18 Q1 J-S	Q2 O-D	Q3 J-M	Q4 A-J	FY 18 $/K	Total Budget ($/K)
1. Student Success	Payne					$0					$0					$0					$0					$0	$0
2. ERP System	Kinkaid	$400	$575	$575	$575	$2,125	$150	$150	$150	$150	$600	$150				$150					$0					$0	$2,875
3. IT Staffing	Kinkaid	$25	$25	$25	$25	$100	$25	$25	$25	$25	$100	$25	$25	$25	$25	$100	$25	$25	$25	$25	$100	$25	$25	$25	$25	$100	$500
4. Assessment	Shelby	$2				$2					$0					$0					$0					$0	$2
5. Knowledge / Info Mgnt	Buckingham					$0					$0					$0		$10	$10		$20					$0	$20
6. Process Improvements	Dougherty		$2	$3		$5					$0					$0					$0					$0	$5
7. Office Productivity	Crain					$0	$2				$2					$0					$0					$0	$2
8. Internal Communications	Bynum			$2		$2					$0					$0					$0					$0	$2
9. Website Redesign	O'Keefe	$6	$6			$12					$0					$0					$0					$0	$12
10. Strengthen Mgnt Practices	Brewer			$5		$5					$0					$0					$0					$0	$5
11. Diversity	Dreith					$0					$0					$0					$0					$0	$0
12. CQI Transition	Dreith					$0					$0			$2	$2		$0					$0					$0	$2
13. LMS Implementation	Payne	$5	$5			$10					$0					$0					$0					$0	$10
14. Plng & Instl Effectiveness	Payne	$20	$20	$20	$20	$80	$20	$20	$20	$20	$80	$20	$20	$20	$20	$80	$20	$20	$20	$20	$80	$20	$20	$20	$20	$80	$400
15. Career / Job Readiness	Minnis			$13		$13	$13	$13	$13	$13	$52	$13	$13	$13	$13	$52	$13	$13	$13	$13	$52	$13	$13	$13	$13	$52	$221
16. Capital Projects	McCormick	$1,575	$900	$265	$265	$3,005	$625	$625	$625	$625	$2,500	$2,900	$1,900	$1,900	$1,900	$8,600	$100	$325	$325	$325	$1,075	$1,425	$1,425	$1,425	$1,425	$5,700	$20,880
Total Budget ($/K)		$2,033	$1,533	$893	$900	$5,359	$835	$833	$833	$833	$3,334	$3,108	$1,958	$1,958	$1,960	$8,984	$158	$393	$393	$383	$1,327	$1,483	$1,483	$1,483	$1,483	$5,932	$24,936

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NEXT STEPS

JALC is now turning a corner with the strategic plan and must conduct a smooth and effective transition to implementation of projects with regular progress reporting under the oversight of a high level Project Oversight Committee.

Next Step Recommendations

- The executive cabinet will in effect become the Project Oversight Committee (POC)

- June 2013: The POC will conduct its inaugural meeting to discuss the process for continuing project oversight and progress reporting.

- July – Aug: Project teams will finalize project plan detail and prepare status reports for the next POC meeting in September (TBD)

- September 2013: The POC meets to review status reports, including accomplishments to-date, next steps, issues needing discussion / resolution, and other matters critical to the success of the projects.

- Monthly or bi-monthly POC meetings are scheduled thereafter. In a rotating manner, individuals on the POC are assigned to fun / facilitate a POC meeting. This includes scheduling the meeting, requesting status reports prior to the meeting (so these can be viewed via PC projector at the meeting), facilitating and managing the discussion, providing for note taking, and preparing post-meeting minutes .

Next Steps: It was suggested that individual Executive Cabinet members facilitate progress report sessions on a rotating basis. Progress reports will be presented from written reports using a common template.

COMMON TEMPLATE
Strategic Projects: Progress Report [Project # / Name]

Date of Progress Report: XXXXXXX

Executive Owner: XXXXXX

Presenter (if other than Executive Owner): XXXXXX

Report

Section I: [Summary statement of project status: On target, on time, on budget?]

Section II: [More detailed status of the project in terms of meeting specific milestones and objectives]

Section III: [Reporting of any challenges, issues, delays, etc. affecting the project and recommendations related to these]

Section IV: [Discussion of any important observations, lessons learned, or recommended interim actions based on findings / experiences to date]

Section V: [Prognosis for completion of the project per the established timeline, resource requirements, potential "institutionalizing" of the project, etc.]

Section VI: [Open to questions from the Project Oversight Committee (POC)]

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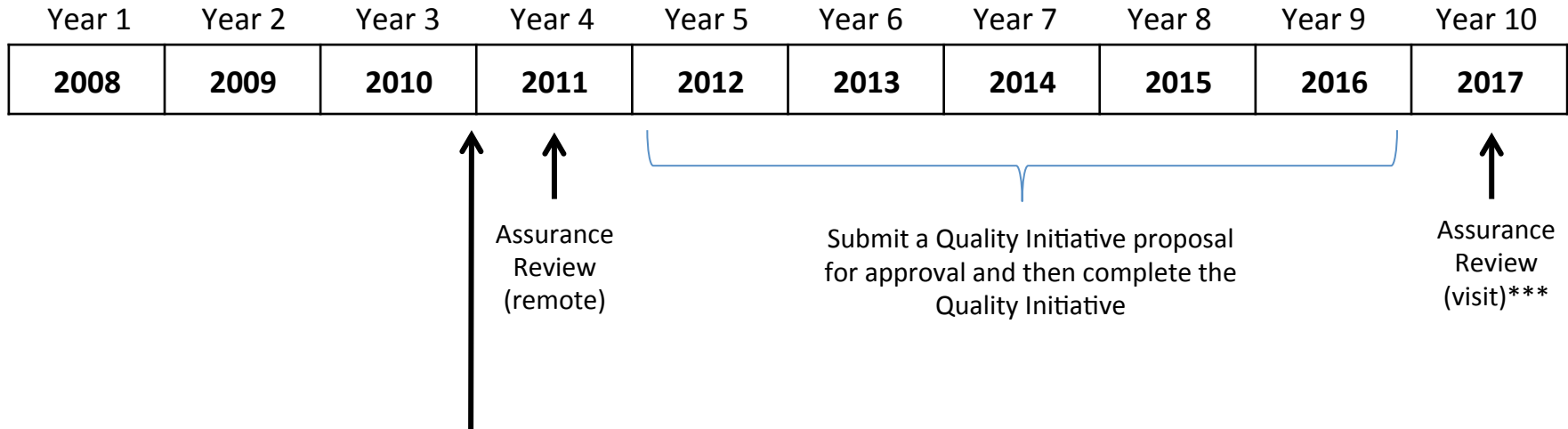
APPENDIX
SUPPLEMENTAL MATERIALS

❑ Open Pathways timeline

❑ JALC ERP Systems Integration

❑ Proposed Dean for Planning & Institutional Effectiveness: Reporting functions and function descriptions

❑ NTP Search / Hire Process Map

Open Pathways Timeline

Note: AIDU (Annual Institutional Data Update) report is submitted annually →

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2008	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**

Assurance Review (remote)

Submit a Quality Initiative proposal for approval and then complete the Quality Initiative

Assurance Review (visit)***

Upload the Assurance Argument* & Evidence Files** at least 3 months prior to the scheduled Assurance Review in year four. Note: JALC may add documents to the Evidence File at any time.

* The Assurance Argument is basically the Self-Study except that it more specifically addresses the core components of each HLC criterion. It has a maximum limit of 35,000 words.

** The Evidence File consists of 2 sections: 1) recent comprehensive evaluation and interim reports, a trend summary from recent institutional update submissions, copies of official actions and correspondence, public comments, and anything else the HLC deems necessary; 2) JALC's evidentiary materials that support the Assurance Argument.

*** Typical visits in Year 10 are 1-1/2 days.

JALC ERP Systems Integration

Providing Data / Information for Informed Decision-Making

Mission Critical Functions

Business Services

Financial Operations / Accounting

Human Resources

Institutional Research

Reporting

Assessment

Student Records

Financial Aid

Planning

LMS / D2L

Website / Web Portal

iLogan

MS Sharepoint

Mobile Systems

Strategic Projects

1. Student Success Initiative

4. Assessment

5. Knowledge & Info Management

6. Process Improvements

7. Office Productivity

12. CQI Transition

13. LMS Implementation

14. Planning & Institutional Effectiveness

ERP - Enterprise Resource Planning
LMS - Learning Management System
D2L- Desire 2 Learn (LMS system)
MS - Microsoft

Dean for Planning & Institutional Effectiveness: Proposed Functional Responsibilities

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                    ┌─────────────────────────┐
                    │    VP for Instruction    │
                    └─────────────────────────┘
                                 │
                    ┌─────────────────────────┐
                    │   Dean for Planning &    │
                    │ Institutional Effectiveness │
                    └─────────────────────────┘
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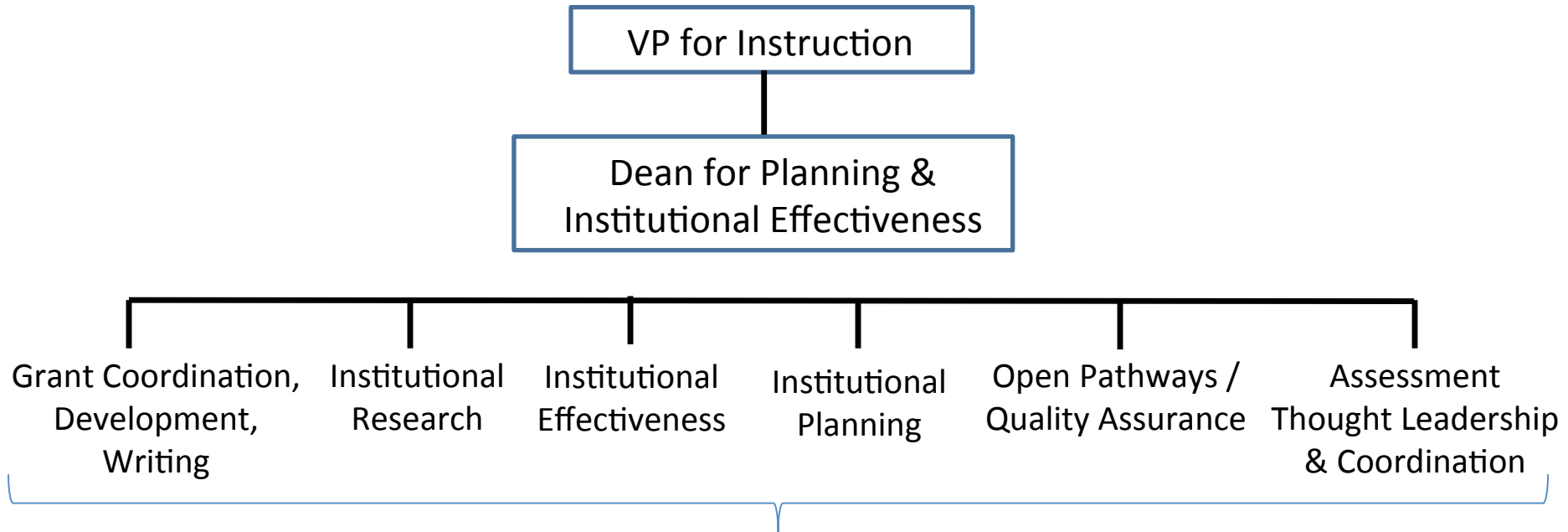
| Grant Coordination, Development, Writing | Institutional Research | Institutional Effectiveness | Institutional Planning | Open Pathways / Quality Assurance | Assessment Thought Leadership & Coordination |

Outputs

1. Consistent, timely, quality institutional planning
2. Institutional Effectiveness report card
3. Enhanced IR support / functionality
4. Open Pathways (high quality) compliance
5. Assessment coordination, focus, and quality
6. Grant focus and leadership
7. Support for strategic projects / initiatives

Dean for Planning & Institutional Effectiveness: Proposed Functional Responsibilities

- **Grant Coordination, Development, and Writing**: Provide focused expertise and support for timely monitoring and notification of grant opportunities to affected organizations / individuals. Provide assistance with grant development and where appropriate writing and submission of selected grants. On a routine basis, provide expert consulting on grant development / writing strategies. Develop ongoing relationship with key contacts at granting agencies.

- **Institutional Research**: Provide reliable, timely, and accurate data / information in support of mission critical functions; reporting to federal, state, and accreditation agencies; strategic projects; performance / quality monitoring and reporting; learning and program assessment; and scholarly research. Conduct analysis using data analytics tools (predictive analytics, decision support, data mining, etc.) and assist personnel / departments in the interpretation of data. Set high standards for the presentation of data in readable and intuitive formats that are consistent across reporting. Provide direct support for reporting of institutional effectiveness by providing timely, reliable and accurate data / charts for the institutional report card (see below). In general, provide the data / analysis needed for informed decision-making across the College.

- **Institutional Effectiveness**: Provide institutional focus on key performance metrics that align with strategic priorities and translate into effectiveness, including student success, enrollment and student demographics, student support services, workforce development / training, economic impact, fiscal effectiveness, learning and program assessment, research, and environmental sustainability. Provide leadership and guidance in the development and formulation of metrics / formulas that reflect institutional performance in the fashion of an institutional report card. Provide reports and respond to state, federal, other queries related to institutional effectiveness, including performance based funding reporting and other reporting models: e.g., American Association of Community Colleges: Voluntary Framework of Accountability; and ICCB Complete College America.

- **Institutional Planning**: Provide focused expertise to maintain high standards using best practices in planning. Work with vice presidents and department heads to assist in the development of institutional level plans, including the strategic plan, enrollment management / development plan, marketing plan, communications plan, technology and financial planning. Provide consulting assistance to department heads to assist them in annual planning or department level strategic planning.

- **Open Pathways / Quality Assurance**: Oversee the timely and professional maintenance of required HLC documentation, including the Assurance Argument and Evidence Files. Work with vice presidents to select and guide the development of a Quality Initiative. In the context of the CQI (Continuous Quality Improvement) strategic project, provide leadership and guidance in the implementation of CQI principles and best practices across the departments.

- **Assessment Thought Leadership and Coordin**ation: Provide focused leadership in the implementation of best practices in learning (course level, general education, classroom), program assessment, and in conjunction with CQI and Open Pathways goals, assessment at the department level, particular student and academic services.. Work with faculty, NTP, and administration committees to guide and coordinate assessment activities in compliance with HLC requirements and expectations.

NTP Search / Hiring Process Map

HR

- Randomly select 2 SC members
- Provide SC member names, screen docs, & interview questions
- Provide Checklist
- Run Ads
- Screen Applicants
- Schedule Interviews
- Check / Give References to Chair

VP

- Appoint SC Chair

Search Committee (SC / Chair)

- Search Committee is formed / convened
- Schedule Interviews
- Recomm min 3 candi-dates
- Recommend min 3 candidates w references

Applicants

- Submit applications & transcripts

BOT

- Select & hire desired candidate