John A. Logan College

Progress Report

Five-Year Strategic Plan

FY 2014 - 2018

February 17, 2017

Contents

Executive Summary

At its June 25, 2013, meeting, the John A. Logan College Board of Trustees approved a five-year strategic plan to guide the College through FY 2014-2018. The final plan was the culmination of an eight-month process led by Wunderle Consulting, Inc. and a 17-member steering committee of experienced employees representing all JALC constituencies and departments. The process involved an environmental scan, gap analysis, development of strategies and goals, projects and implementation strategies. Sixteen strategic projects were identified to be phased in over a five-year timeline.

In October 2015, Dr. Ron House was appointed the interim president at John A. Logan College. He was named the president and approved for a two-year contract beginning September 1, 2016. Many of the original project owners have changed in the past year due to retirements, resignations, and reorganization. The Steering Committee reconvened on October 27, 2016, and again on February 17, 2017, for the purpose of reviewing projects and establishing new project owners where necessary. Some projects remained unchanged, and updates were provided through December 2016, while other projects owners were confirmed at the February 2017, Steering Committee meeting and applicable updates are included in this document. The Steering Committee will continue to meet on a quarterly basis to identify detours and obstacles that call for adjustments and adaptations as the plan is implemented. This document is the second update to the Strategic Plan and includes original updates provided in December 2014.

The Illinois budget impasse has severely impacted projects that are budget driven. Without a state budget for over two years, it is impossible to allocate funds for projects and activities. Not knowing if there will be any appropriation for higher education in the near future, several strategic projects have progressed slower than expected.

The Steering Committee and teams charged with its oversight will continue to assess internal and external situations to formulate implementation strategies, evaluate progress, and make adjustments as necessary to make this plan an effective tool for John A. Logan College.

2017-2018 Strategic Projects and Executive Owners

PROJECT 1: STUDENT SUCCESS INITIATIVE	Dean for Student Services and Associate Dean for Admissions
PROJECT 2: ERP SYSTEM	Executive Director of Integrated Technology
PROJECT 3: IT STAFFING	Executive Director of Integrated Technology
PROJECT 4: ASSESSMENT	Admin. Assistant to the President and Assoc. Dean for Education Technology
PROJECT 5: KNOWLEDGE & INFORMATION MANAGEMENT	Dean of Financial Operations and Director of Institutional Research
PROJECT 6: PROCESS IMPROVEMENTS	Acting Vice-President for Instruction and Dean for Academic Affairs
PROJECT 7: OFFICE PRODUCTIVITY	Associate Dean for Education Technology
PROJECT 8: INTERNAL COMMUNICATIONS	Dean for Academic Affairs and Director of College Relations
PROJECT 9: WEBSITE REDESIGN	Director of College Relations
PROJECT 10: STRENGTHENING MANAGEMENT PRACTICES	Executive Director of Human Resources
PROJECT 11: DIVERSITY	Director of Diversity and Inclusion
PROJECT 12: CQI TRANSITION	President
PROJECT 13: LEARNING MANAGEMENT SYSTEM (LMS) IMPLEMENTATION	Acting Vice-President for Instruction and Assoc. Dean for Education Technology
PROJECT 14: PLANNING & INSTITUTIONAL EFFECTIVENESS	Director of Institutional Research
PROJECT 15: CAREER AND JOB READINESS	Dean for Workforce Development
PROJECT 16: CAPITAL CONSTRUCTION/ RENOVATION/ MAINTENANCE	Vice-President for Business Services and College Facilities

Strategic Plan Progress Report 02-16-17

STRATEGIC PROJECT 1

STUDENT SUCCESS INITIATIVE

Project 1 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, completions, persistence, retention, and job placements/advancements.

Related Strategic Goals: #1 (Increase Student Success)

Executive Owners:
(assigned October 2016)

Dean for Student Services
Tim Williams

Associate Dean for Admissions
Christy Stewart

Project 1: Student Success Initiative

Overall Status of Project:

A. **Timeline:** Student Success initiatives are ongoing. Initiatives are continuously reviewed and revised as necessary.

B. **Budget:** No budget was established for this project. This project is cost-manageable overall but requires significant dedicated staff time. Any costs associated with the project were embedded in the ERP/IT Staffing (Projects 2, 3) and Institutional Research (Project 14).

Challenges or impediments to progress affecting the project to date:

The Jenzabar Early Alert Retention module was implemented live in the Fall 2016 semester. It will continue to improve with time and experience with the system.

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Student Success team has been formed	**September 2013**: A student success team was established in September 2013 and met in February 2014. **February 2017**: Due to several organizational changes and retirements, the student success team duties have been reassigned to the existing Retention and Recruitment Committee.	Recruitment and Retention Committee will resume on a regular basis to review and analyze data provided by the newly implemented Jenzabar Early Alert system and National Clearinghouse.
Metrics/formulae have been defined	**December 2014**: Indicators defining student success have been formulated. The Voluntary Framework of Accountability (VFA) parameters were identified as metrics to be used in establishing our cohort.	Metrics will be reviewed promptly by the Retention and Recruitment Committee.
Systems are in place to capture metrics	**December 2014:** The Office of Institutional Research has developed methods to achieve basic metrics.	Continue to review systems now that the migration to Jenzebar is complete.

Project 1: Student Success Initiative (continued)

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Student success initiatives have been identified and are underway	**December 2014**: Success initiatives have been identified and are underway for the inVOLve project – JALC Successful Student Retention. **December 2016**: The inVOLve project is complete. Data has been collected, assessed and posted on the Institutional Research website. The student purge list continues to be reduced each semester as a result of a campus-wide communication effort with students. Student data in regards to academic completion after graduation is being captured through the National Clearinghouse student tracker tool. Recruitment efforts include increased personal visits by College administrators to the JALC district high schools.	Retention and Recruitment Committee will continue the discussion on how to improve and meet any unmet goals of the inVOLve project. The team will evaluate results and work on new targets for the future. The Retention and Recruitment Committee will actively engage in the continued progress of the College's efforts to improve student success.
Baseline metrics have been defined and goals established	**December 2014**: Baseline metrics have been identified and three goals established.	The Retention and Recruitment Committee will continue to establish new goals for student success.
Semester-based reporting occurs	Reporting is happening each semester.	Continue reporting each semester including new data retrieved from the National Clearinghouse.
Improvements in student success are realized and documented	**February 2017**: Cohort data from the inVOLve project has been released and placed on the IR website. IPEDS report shows slight increase in student success	Getting data released in a timely manner and sharing that data with department chairs. Continue to monitor IPED scores and National Clearinghouse data.

STRATEGIC PROJECT 2

ERP SYSTEM

Project 2 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.

Related Strategic Goals: #1 (Increase Student Success), #2 (Improve Operational Effectiveness), #5 (Transition to a CQI Culture)

Executive Owner:
(assigned October 2016)

Executive Director of Integrated Technology
Scott Elliott

Project 2: ERP System

Overall Status of Project:

A. **Timeline:** The majority of the move from APECS to Jenzabar is complete. The two remaining components are human resources and payroll. These two areas are scheduled for Jenzabar CX implementation during the 2017 calendar year with a go-live date of January 1, 2018. Continued premium support services from Jenzabar and CampusWorks will be necessary due to current staffing issues. During the 2017 calendar year, options to develop existing IT staff, hire additional staff, and move to cheaper contractual support services will be explored.

 While the move from APECS will be complete by the end of 2017, we will continue to work with Jenzabar in the migration from CX to JX. We are currently using JX A/R (accounts receivable) and JX SEM (Student Enrollment Management). Timelines for the release of future JX modules are not available from Jenzabar at this time. The plan will be updated as these become available.

B. **Budget:** As we near the end of the 2016 calendar year, the project remains on budget.

Challenges or impediments to progress affecting the project to date:

2014: The project is operating at a very high level of risk due to several issues. Most important is the continuing inadequacy of staffing in Institutional Reporting and Data Conversion. As the project progresses forward toward the major launch of a new student administration system in the January-April 2015 timeframe, the biggest challenge is the availability of IT and office resources needed for the completion of the implementation. Information Technology does not have the additional time needed to both maintain current systems and implement the new administrative system.

2016: The project is progressing, and while the level of risk has decreased, staffing issues continue to be an area of concern. There is a continued need for outside contractual services to help address this. The positions of director of administrative systems and analyst/developer are currently being filled through these contracts and extra duties with existing personnel. Retirements of two analysts over the next two years will put additional strain on this project.

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Complete process mapping for related critical functions; Complete a consultant-led evaluation of systems/vendors; Select the vendor and purchase the ERP system.	**April 2013** – Vendor selection and evaluation process completed with the selection of the Jenzabar CX/JX ERP product. **June 2013** – Jenzabar contract negotiation completed, contracts approved and signed; Official iLogan project kick-off meetings conducted and project teams identified. **July 2013** – Contract with Campus EAI approved and signed to provide hosting services for the ERP.	N/A – Milestone complete as of July 2013
Complete the installation and system migration/conversion to the new system.	**July 2013** – Business process review (BPR) activities began, starting with Recruiting, Admissions and Financial Aid. **August 2013** – Construction of the Campus EAI Hosting platform began **August 2013** – Project Implementation Master Schedule developed. **August 2013** – BPR "as is" maps for Recruiting and Admissions were completed. **September 2013** – Construction of Campus EAI Hosting platform completed; Installation of core Jenzabar ERP software completed; JICS Portal Training began; BPR "as is" and "to be" for Recruiting and Admissions completed. BPR "as is" for Financial Aid, Academic and Facilities Scheduling, and Workforce Development and Community Education completed. Jenzabar CX/JX software installed and operational on hosted infrastructure. **July 2014** – Began using the CX Finance Module for requisitioning, accounts payable, vendor management, and general ledger.	During the 2017 calendar year, we will engage Jenzabar implementation team to migrate HR and payroll from APECS TO Jenzabar CX. We will continue to work with Jenzabar on the migration from CS to JX modules as those modules reach a mature and stable release. We are scheduled for implementing portions of JICS CRM Staff in January 2017, with a go live in February 2017. Jenzabar Capture (data warehouse) will continue to be explored as a viable data warehousing solution.

Strategic Plan Progress Report 02-16-17

Project 2: ERP System, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
	August 2014 – Began using Jenzabar Higher Reach module to support continuing education operations; IBM Cognos business intelligence and reporting system was installed and training conducted with the departments using the system (finance/business services; continuing ed. and workforce development; information technology). Began construction of Cognos based management reports for Board of Trustees and continuing ed. **February 2015** – Financial Aid go-live **March 2015** – JX SEM go-live **April 2015** – JICS CRM Student and CRM Faculty go-live, JX A/R go-live **October 2015** – Engaged Campus Works and Jenzabar for additional support services with staffing shortages. **March 2016** – Track-IT work order ticketing. Not a Jenzabar product, but will help in reporting issues. **April 2016** – Forefront Identity Manager go-live. While not a Jenzabar product, it does enable SSO capabilities with JICS. **June 2016** – Retention Module go-live in JICS	
Hire/train staff to allow JALC to fully exploit the system's capabilities	**TRAINING**: Each Jenzabar module has three separate training classes—"set-up" training where the system is configured; "staff training" where staff using the system is trained; and "roll out" when the system is launched, and use by end-users begins.	Training for CX HR and payroll and future JX modules will be carried out by Jenzabar as they are implemented. Additional training opportunities through Jenzabar can be purchased and should be budgeted for by individual departments. Internal training and cross training should be an ongoing process of normal job function.

Project 2: ERP System, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Hire/train staff to allow JALC to fully exploit the system's capabilities *(continued)*	**November 2014** – Some level of training has been conducted in following Jenzabar modules: Finance, Student Accounts, JICS, JX Enrollment Management, Financial Aid, Registration, Continuing Education, and JX System set-up. **September 2016** – Financial Aid FISAP **October 2016** – HigherReach Webinar **November 2016** – JX AR Cognos Webinar **HIRING:** **October 2015** – Engaged CampusWorks and Jenzabar for premium support to help in managing the Jenzabar systems and generating reports. **June 2016** – Hired an Executive Director of Integrated Technology **October 2016** – Continued contracts with CampusWorks and Jenzabar for additional staffing needs regarding reporting, training, and configuration.	While our current contractual services are helping with staffing shortages, options should be considered including postings for a director of administrative systems, an analyst/developer, and two additional analyst positions. Ideas of consortium work with other community colleges and universities should be explored.
Implement procedures to provide data/information support across JALC	**December 2014** - Cognos is installed, and reporting continues throughout the project. **December 2015** – Additional Cognos reports continue to be developed through internal and contractual agreements. **December 2016** – CX reports are being created through Campus Works contracting.	Reporting needs will continue to grow. While some contractual resources are available to help with this, JALC must continue to train IT staff and key end-users who can build reports. A plan for implementing a data warehousing solution should be developed and executed. Report building capabilities for this should not be limited to IT staff but also disseminated down to the certain key end-users.

STRATEGIC PROJECT 3

IT Staffing

Project 3 Description:

Hire new staff and 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.

Related Strategic Goals: #1 (Increase Student Success), #2 (Improve Operational Effectiveness),
#5 (Transition to a CQI Culture)

Executive Owner:
(assigned October 2016)

Executive Director of Integrated Technology
Scott Elliott

Project 3: IT Staffing

Overall Status of Project:

A. **Timeline:** The Strategic Plan calls for two additional IT staff. As of December 2014, one database administrator has been hired. In October 2015, contracts were established with CampusWorks and Jenzabar to assist with the reporting and data conversion shortfall. Those contracts have also helped fill the following staffing gaps: executive director of integrated technology, director of administrative systems, and analyst/developer. In June 2016, an executive director of integrated technology was hired. IT staffing options should be evaluated on a regular basis and should be considered due to the future retirement of two business analysts.
B. Funds are budgeted to cover the premium service contracts we have with CampusWorks and Jenzabar.

Challenges or impediments to progress affecting the project to date:

Lack of state funding for JALC and a lack of a qualified local candidate pool continue to be challenging for this project. The condition of the state finances and the retirement system make it difficult to draw non-local candidates. Options of consortium work with local community colleges and universities may be an opportunity, but could also introduce some challenges with turnover and training.

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Complete position/job descriptions	**June 2016**: A job description for the executive director of integrated technology was completed, and the position was filled.	Due to the restructuring of the IT department in the fall of 2015, current job descriptions need to be updated, and the use of consultants to fill in the gaps of staffing should be evaluated on a regular basis.

Project 3: IT Staffing, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Positions are filled with highly qualified individuals	**August 2013**: Position for database administrator was filled after advertising twice to find qualified applicant. **December 2016**: Contracts with Jenzabar and CampusWorks continue to be used to help supplement existing staff.	Continued contracts with consulting companies to help fill positions are recommended. Options should continue to be evaluated regarding advertising posts and consortium work with other colleges and universities.
In a reasonable amount of time that is dependent on system installation/conversion/migration, new and newly trained IT staff can fully exploit the system's capabilities.	Internal training continues through revisiting documentation and support from both Jenzabar and CampusWorks.	Opportunities for Jenzabar training should be considered. The initiative must be taken by existing staff to research and learn in areas of deficiency.
Reliable data/information is routinely provided to JALC management/staff for reporting, research and decision-making.	**June 2014** – Cognos installed. **October 2016** - Institutional reporting continues to be developed and updated, but we are struggling with getting reports submitted promptly. As new features and modules are implemented, a review of reporting capabilities and opportunities is being done.	Continue to work with Jenzabar and CampusWorks contractors as well as increase training of existing staff. Implementation of a data warehousing solution along with the appropriate training for reporting will also help.

Strategic Plan Progress Report 02-16-17

STRATEGIC PROJECT 4

Assessment

Project 4 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 Higher Learning Commission criteria and expectations.

Related Strategic Goals: #1 (Increase Student Success), #5 (Transition to a CQI Culture)

Executive Owners:
(assigned October 2016)

Administrative Assistant to the President
Susan May

Associate Dean of Education Technology
Krystal Reagan

Project 4: Assessment

Overall Status of Project:

A. **Timeline:** A comprehensive plan for assessing John A. Logan College's five Student Learning Outcomes (SLOs) has been developed by the Assessment Academy Team. The first full cycle of implementation has been completed for Information Literacy, and a summary was prepared December 2016, to review the data collected and provide suggestions for process and plan improvements. Three of five rubrics have been developed, and the College is in-line with the ten-year cycle.

B. **Budget:** There are no budgetary concerns at this time. The assessment process must continue to be faculty-led, faculty-driven. Currently, members of the Assessment Academy Team receive a small stipend which proved helpful in recruiting four new full-time faculty in Fall 2016, to replace vacancies on the team due to the reduction in force.

Challenges or impediments to progress affecting the project to date:

Faculty buy-in has increased since 2014, due to the ability to measure results and provide a comparison of data each semester. Finding time to train faculty new to the assessment process each semester is challenging. The Assessment Academy Team designated two members to serve as team leaders for each of the student learning outcomes in Fall 2016. The team leaders will act as the primary contact person to address specific questions and concerns on an individual as-needed basis.

Project 4: Assessment, continued

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Develop an assessment strategy/conceptual framework that includes course level, program level, and General Education assessment.	**December 2014:** Improvements based on faculty feedback have been ongoing through the first four semesters of the assessment process. The Assessment Academy Team (AAT) continues to remain consistent with the project model and are in alignment with the ten-year assessment cycle. **Spring 2016**: The AAT developed a Learning Outcomes Report to give faculty an opportunity to document reflection of assessment results and provide insight for improvements made that will enhance evidence-based decision making. **Fall 2016**: The assessment process continues to advance through strong support and enthusiasm from administration and faculty. Department Chairs are playing an active role in the assessment process by continuing to review courses mapped to each student learning outcome to ensure that it is accurate. The assessment process continues to be refined each semester as a result of faculty feedback. The identification of team duties including team leaders for each student learning outcome has been very beneficial. The Assessment web page and SharePoint site were updated to provide easy access to assessment documentation for faculty.	A Likert scale survey on the assessment process was submitted to faculty in Spring 2015, and similar questions were re-submitted in Fall 2016, indicating faculty buy-in. Statistically speaking, however, no valid comparison can be made because the data sets from spring and fall were *dependent*. For future surveys, request the help of math statistic instructors to design the study to ensure real comparisons.

Project 4: Assessment, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Develop an assessment strategy/conceptual framework that includes course level, program level, and General Education Assessment *(continued)*.	**Spring 2017**: Syllabi are being reformatted to include documentation of the student learning outcome being assessed in each course.	
Make any needed organization changes to focus the right resources on the various aspects of the strategy.	Full-time faculty stipends for AAT members have helped as an incentive for the extra hours spent on assessment activities. **Fall 2016:** Faculty team leaders were identified for each student learning outcome to enhance communication and support for faculty. **Spring 2017**: Two members of the AAT will attend the HLC conference in April 2017, which will provide an opportunity to visit with other institutions involved in the Assessment Academy.	**Spring 2018**: The Assessment Academy provides for a five-person team to attend the HLC Results Forum in the final year of the academy. An impact/results report and sustainability plan will be developed as a result of this forum. After two years in the Assessment Academy, there continues to be a cultural shift where assessment is less of a project, but a standard part of the educational landscape to be managed like all other academic processes. Continue to review institutional support that will help manage, analyze and report both quantitative and qualitative data to make this work sustainable for years to come.
Complete an initial phase of implementation that defines a baseline for program assessment and sets goals for each assessment cycle.	**Fall 2016:** Data from the first four-semester cycle for the assessment of Information Literacy was reviewed by the Information Literacy Team Leaders. A summary of findings was documented and provided for faculty on the Assessment web page. The discussion of results will occur at the department level.	
Document lessons learned, improvements in learning, etc. and disseminate this information, and make it available via the IR repository.	**Fall 2016:** The Assessment web page on the College's website has been updated to include data and forms for the assessment process. An Assessment Handbook has also been updated and is available to faculty on this web page.	**Fall 2016**: Assessment data at the course level is instantly available to faculty in the Excel spreadsheet. As we move through the assessment cycle, the data needs to be managed to support informed decision making (program review, curricular changes, etc.).

STRATEGIC PROJECT 5

Knowledge and Information Management

Project 5 Description:

Develop and implement a clear process and set of standards for documenting, sharing, and archiving knowledge and information obtained from internal operations and research, and from new data from external sources to ensure the preservation and efficient use of knowledge over time.

Related Strategic Goals: #2 (Improve Operational Effectiveness)

Executive Owners:

Dean for Financial Operations
Stacy Buckingham

(assigned October 2016)
Director of Institutional Research
Eric Pulley

Project 5: Knowledge and Information Management

Overall Status of Project:

A. **Timeline:** Project 5 is not scheduled to start until FY 2017 (software purchase) – FY 2018 (project implementation). While it is difficult to know what challenges will arise that far into the future, that timeline would not seem to present an issue. There is some question as to whether the timeline should be adjusted to correspond with data collection related to the Higher Learning Commission reaccreditation visit.

B. **Budget:** The Strategic Plan budget grid proposed $20,000 in funds to purchase software in FY 2017, with the implementation of the project taking place in FY 2018. Given the worsening financial climate and budget restraints, no software funds were budgeted in FY 2017. In addition, there is a definite need to pursue the capabilities of the Jenzabar data warehouse module which would seem on the surface to naturally align with this project. The data warehouse module has already been purchased in the ERP package, and the College may have no real need to purchase other software when this data module will be directly linked to other areas of the ERP system and contains dashboards and reporting capabilities.

Challenges or impediments to progress affecting the project to date:

- The retirement of the first Dean of Institutional Effectiveness and the resignation of the second one has impacted this project as the lead was intended to transfer to that position when it was established. The position is now vacant.
- The intended scope and size of the project is not entirely clear. It is a challenge to identify the types of data that need to be archived and the intended users (i.e., external constituents, Higher Learning Commission, ICCB, Dept. of Education, program accreditation, Board of Trustees, administration, grant writers, committees, etc.). It is not entirely clear if this project was only intended for data storage or also for data analysis, graphing, charting, trending, and forecasting. The "effective use of knowledge" needs further clarification.
- Challenging to identify a storage mechanism of software. As other overlapping projects go forward, there could be a risk of purchasing software that could turn out to overlap with software for another project (i.e., Project #15 – Career and Job Readiness). When making this storage decision, it would appear that the first software evaluation needs to be the Jenzabar data warehouse that has been previously purchased but is not yet implemented.
- One impediment will be competing demands on staff time as the Jenzabar implementation continues.
- It is challenging to identify data owners, establish a data inventory, reporting needs, and data security concerns.

Project 5: Knowledge and Information Management, continued

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
The knowledge and information we want to manage is identified/inventoried.	**December 2014**: Identified potential committee members; confirmed the participation of IR, Grant director, assessment director, CITO, CTE dean; obtained performance indicators list from grant director. **December 2016**: Most team members listed above are no longer at the institution or are in a different role. Some positions now have a new individual or are vacant including the Dean for Institutional Effectiveness that was intended to become the new project owner.	**December 2016**: Utilize the Administrative Systems Committee to review potential reporting needs of upper administration and Board of Trustees. Recommended adding director of institutional research as a project owner to work alongside dean for financial operations to review performance indicators and establish a jointly agreed upon inventory list to present to upper administration.
A design framework for KIM has been completed.		The configuration and implementation of the data warehouse has not begun, and its capabilities are not entirely understood. The timeframe of this module is unclear. Presently, Stacy Buckingham has asked Daniel DeNardy from Jenzabar to provide an opinion as to the fit of the Jenzabar data module in relation to this strategic project, to provide a demo, identify a Higher Ed client with a fully implemented warehouse module, and discuss the timeframe.
Standards for information management have been established/defined.	Future milestone.	

Project 5: Knowledge and Information Management, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
The software (digital) based KIM system is set up.		Depending on the report received regarding Jenzabar warehouse module, this milestone may no longer be applicable.
KIM responsibility is incorporated into management practices.		Depending on the report received regarding Jenzabar warehouse module, this milestone may no longer be applicable.
Employee satisfaction with the system is high.	Future milestone.	

STRATEGIC PROJECT 6

Process Improvements

Project 6 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.

Related Strategic Goals: #2 (Improve Operational Effectiveness), #5 (Transition to a CQI Culture)

Executive Owners:
(assigned February 2017)

Acting Vice-President for Instruction
Melanie Pecord

Vice-President for Business Services and College Facilities
Brad McCormick

Project 6: Process Improvements

Overall Status of Project:

A. Timeline: By the second quarter of FY 2015, nine areas of concern have gone through the business process review, and two individuals have agreed to serve on the Process Redesign Team. The project has been driven strongly by the Jenzabar ERP system up to this point. The project is on schedule.

B. Budget: Currently, no dollars have been expended in training for the Process Redesign Team. Resources will be included in FY 2016 for training purposes if necessary. It should be noted that the two individuals who have agreed to be on the Process Redesign Team have been trained and will not need additional training. Once the third member is identified, his/her training needs will be determined.

Challenges or impediments to progress affecting the project to date:

There are no impediments to date.

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Define the responsibilities of the process redesign team	Responsibilities defined.	
Identify and train the two-member Process Redesign Team	Not complete.	
Acquire needed technology (i.e. charting tools)	Not complete.	
Conduct process training for all managers/supervisors	Not complete.	
Implement process reviews for all the key processes via a 3-5 year schedule.	**November 2014:** The following areas have gone through the Business Process Review and documentation is available on the SharePoint site: • Academic and event scheduling • Construction management • Continuing education • Enrollment management (admissions and recruiting)	New executive owners will revisit the findings provided through the reviews and consider completing the review for scholarships.

Strategic Plan Progress Report 02-16-17

Project 6: Process Improvements, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Implement process reviews for all the key processes via a 3-5 year schedule *(continued)*.	• Finance (general ledger, accounts payable, and requisitioning) • Finance (student accounts, accounts receivable) • Financial aid • Human resources and payroll • Registration	
Document streamlining that has occurred and some internal savings and other positive effects of the streamlining.	**December 2016**: Streamlining has occurred for several processes including the employee workflow, Curriculum and Instruction process forms, new syllabi templates, and term faculty office space utilization. Positive effects to be monitored by new executive owners.	

STRATEGIC PROJECT 7

Office Productivity

Project 7 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.

Related Strategic Goals: #2 (Improve Operational Effectiveness)

Executive Owners:
(Assigned February 2017)

Associate Dean for Education Technology
Krystal Reagan

Acting Vice-President for Instructional Services
Melanie Pecord

Project 7: Office Productivity

Overall Status of Project:

A. **Timeline:** Target date for getting the Microsoft Academy ready is the end of December 2014. Classes will then be built, and Fall 2015 is the target for staff to utilize the courses. IT is teaming up with Business & Industry to offer employee based MS Office Suite training. An operational staff project has been added to provide credit/compensation for course completion.

   December 2016: Due to a change in executive ownership for this project, the progress for the Microsoft Academy was delayed. Jenzebar training has taken precedence within the IT department. Employee training opportunities are available through the Learning Resource Center which included individual training as needed and online tutorials.

B. **Budget:** Project is on budget to date. Budgets may have to be built in to pay for staff to take Microsoft courses and other training opportunities. Each department has their budget for training their respective staff. For example, IT has a budget set aside for training primarily for the technical needs of its employees. The IT department will also cover campus Office Suite training with extra contractual dollars.

Challenges or impediments to progress affecting the project to date:

December 2014: Some research has been done and is ongoing regarding the need to continue a Word Processing Center. Factors to consider if the center were discontinued include concerns that many high profile documents having to be assigned ownership elsewhere (e.g., course schedules, curriculum guides, college catalog, diplomas, president/vice-president's lists, and syllabi). If the word processing function was discontinued, this area would be restructured to a mail and copy center/stock room. No conclusions have been reached on the feasibility of this.

December 2016: The use of the Word Processing Center continued to decline. In 2017, the Word Processing Center was transformed into a mail/copy/stockroom center.

Project 7: Office Productivity

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
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.)	**December 2014**: IT has teamed up with Business & Industry to offer employee based MS Office Suite training. IT has provided traditional classroom training opportunities and are now planning to utilize other opportunities that provide higher quality training with benefits such as: • Encourage web-based video training which can be more up-to-date and completed on employees' schedule and learning pace. • Employees wanting classroom-based training can leverage the training offered by Business & Industry • For higher level training (e.g., Excel level 3 or above) we are trying to influence the agenda to benefit the College **December 2016:** Jenzebar training has taken precedence over traditional MS Office training. Training offered through the Teaching and Learning Center (TLC) have included D2L and Jenzebar for new term faculty. All faculty were also trained to utilize a new syllabi template training for Spring 2017. Accessibility checklist training also occurred this fall, and individual training is provided upon request for Microsoft Office products.	Online tutorial videos on Office, Office 365 and Windows, etc. will continue to be available for faculty/staff through the Teaching and Learning Center. Training opportunities for Operational Staff Professional Development days will discussed.
Complete training in phases	**December 2014:** Training schedules being developed (see above)	Ongoing

Project 7: Office Productivity

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Develop online tutorials for employee use	**December 2014**: Online tutorials developed on D2L and Information Technology Department/Student Resources **December 2016**: Online tutorials continue to be developed. To date the following tutorials are available in the Teaching and Learning Center resource page: • 14 – Office Suite videos • 7 – Office 365 • 51 – Desire2Learn videos for faculty • 21 – Desire2Learn videos for students • 8 – Jenzabar videos • 5 – Accessibility videos • 17 – Various technology and software topics	Continue to develop online tutorials based on identified need.
Integrate new technologies into process improvements.	**December 2014:** Microsoft Academy will be ready for Spring 2015. The ability for staff to be able to take courses will be available Fall 2015. Operational staff project developed to award credit/compensation for course completion. HR has processed seven employees in Fall 2014 for a salary increase. Research the Word Processing Center and determine if there is still a need for that area given the vast availability of office technologies and accepted best practices in higher education today.	

Project 7: Office Productivity

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Integrate new technologies into process improvements (continued)	**December 2016:** The use of the Word Processing Center continued to decline. In 2017, the Word Processing Center was transformed into a mail and copy center. New project ownership was assigned in February 2017. Original project owners working on the Microsoft Academy are no longer at the College. This milestone will be reviewed by new project owners during Spring 2017.	

STRATEGIC PROJECT 8

Internal Communications

Project 8 Description:

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

Related Strategic Goals: 2 (Improve Operational Effectiveness)

Executive Owners:
(assigned October 2016)

Dean for Academic Affairs
Stephanie Chaney-Hartford

Director of College Relations
Steve O'Keefe

Project 8: Internal Communications

Overall Status of Project:

A. **Timeline:**

    a. Original Timeline: A committee has been formed to begin work on the Internal Communications Plan. The committee will begin meeting in early 2015 to formulate the plan and begin implementation.

    b. Revised Timeline: New executive owners were assigned in January 2017, and will work to develop an internal communication plan by December 2017. This plan will be implemented in January 2018.

B. **Budget:**

    a. Original Budget: Funds were budgeted in FY 2014 to cover instruction in interpersonal or other types of communications. No expenditures have been made to date. One of the major milestones in the project will be bringing in a keynote speaker to talk about the need for effective communication. The John A. Logan College Foundation plans to help offset the costs of the speaker.

    b. Revised Budget: Currently, no budget is assigned to this project.

Challenges or impediments to progress affecting the project to date:

Due to several organizational changes and budgetary constraints, the Internal Community Plan did not proceed as originally scheduled. A new executive administration reinitiated the project and assigned new executive owners in January 2017. The new executive owners will review the original strategic plan for internal communication and update and revise milestones to fit current College needs.

Project 8: Internal Communications

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Milestones below were established in 2014 and reported on in the December 2014 update by former project owners. New benchmarks to be implemented in 2017-2018 are listed in a separate section below.		
Complete the Internal Communications Plan	Committee has been formed to begin reviewing a rough draft of the plan and complete it	Committee will meet early 2015
Define minimum standards and procedures for communicating new policies/procedures affecting more than one department	None at this time	Committee will meet in early 2015 to determine how to define these standards
Conduct training in effective communications	Met with the Workplace Learning Committee to discuss the Internal Communications Plan and how the two committees could work together to achieve common goals	Incorporate effective communications training into Faculty/Staff Development Day
Incorporate effective communications into performance plans/evaluations.	Met with Executive Director of Human Resources about the need to add this to employee evaluations.	Goal is to add "effective communications" to evaluations and surveys in 2015
Track communications satisfaction ratings in future surveys	N/A at this time	Will be ongoing

NEW MILESTONES IDENTIFIED FOR 2017 – 2018:		
Form internal communication committee to carry out strategic plan #8. This committee will include representation from various groups on campus.	February 2017 - Achieved	
Committee will design internal communication survey.	July 2017 - Goal	Work with Office of Institutional Research to design survey.
Distribute internal communication survey to internal constituencies.	September 2017 - Goal	Request Office of Institutional Research to distribute survey and report results to committee.
Internal Communication Committee will review results and create a plan to improve internal communication.	November 2017 - Goal	
Executive owners will report survey results and internal communication plan recommendations to executive administration.	December 2017 - Goal	
During the research phase of strategic plan #8, the committee will continue to identify immediate actions that can be taken to improve internal communication.	ongoing	July 2017 – Director of College Relations will seek approval to move to a different text messaging system that allows greater customization and capability.

Strategic Plan Progress Report 02-16-17

STRATEGIC PROJECT 9

Website Redesign

Project 9 Description:

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

Related Strategic Goals: 2 (Improve Operational Effectiveness)

Executive Owners:

Director of College Relations
Steve O'Keefe

Webmaster
Phillip Lane

Project 9: Website Redesign

Overall Status of Project:

A. **Timeline:** The website redesign project began in June 2013 with usability testing. In Fall 2013, the director of college relations, the webmaster, and the coordinator of visual media began work with ETC Computer Land on the redesign. The design was completed in February 2014 and went live on March 28, 2014. Completion date extended beyond original timeline because one person was updating over 2,000 pages.

B. **Budget:** The project has stayed on budget for the redesign, with $10,000 added after the design phase to assist with the merger of over 2,000 pages. Currently, a maintenance fee of $200 per month has been added to house and maintain the network.

Challenges or impediments to progress affecting the project to date:

No issues at this time.

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Select web design contractor	ETC Computer Land selected April 2013	
Complete "usability" study	Completed May 2013	
Complete user survey	Completed June 2013	
Complete initial design	Completed July 2013	
Conduct content management system training	Completed June 2014 for select groups. **December 2016**: Training has been provided to individuals as needed. Recently accessibility training was implemented to ensure that all PDFs posted on line can be used by screen readers.	Additional training will be conducted as needed.
Complete beta testing	Analytics are run weekly	Ongoing
Formal launch of redesigned website	Went live March 2014 **Fall 2015**: A simplified navigation for the College website was implemented to make the website more user-friendly and to make sure it aligns with HLC guidelines for websites.	Continuous improvement with possible re-design as needs identified; Involve Project 8 – Internal Communications in these processes.

Strategic Plan Progress Report 02-16-17

STRATEGIC PROJECT 10

Strengthening Management Practices

Project 10 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.

Related Strategic Goals: #3 (Strengthen Management Practices)

Executive Owner:

Executive Director of Human Resources
Clay Brewer

Project 10: Strengthening Management Practices

Overall Status of Project:

A. **Timeline:** Working collaboratively with Project 7 with staff development, inventorying employee skills and office productivity. The delicate roll-out of the campus technology system has hindered advancement with these projects and meeting the original timeline. However, the sensitive roll-out has identified areas where staff development and training will be required. Research is underway toward implementation of an improved performance review process. The rewards and recognition programs have been redesigned and further analyzed.

B. **Budget:** $5,000 was initially budgeted for the entire Strengthening Management Practices project. The most affordable (outsourced) professional development supervisor training to be held on campus was estimated to be $10,000 to $15,000 for 25-30 supervisors. The performance management software and implementation is estimated to be $10,000. None of the current campus technology upgrades offer benefits to HR or training without the College purchasing the necessary software independently.

Challenges or impediments to progress affecting the project to date:

The sensitive roll-out of campus technology system has hindered advancements in some areas. Budget concerns are listed above.

Project 10: Strengthening Management Practices, continued

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Complete a review/assessment of current practices.	**Professional Development** – working collaboratively with Project 7 to look at cataloging employee skills and office productivity. Completed inventory for union and non-union support staff positions. **December 2016:** The Office of Human Resources (HR) has teamed up with the Information Technology Department to develop an electronic approval process for new hires through the SharePoint site on the College's Intranet. HR has offered one-on-one training opportunities during the implementation process. HR will continue working with IT to expand this process to including monitoring benefits and terminations.	Continue to research ways to improve current evaluation system. Possibly establish internal committee to discuss what should be evaluated, develop procedures for goal setting; revise current form.
Change current practices as needed	**Inventorying employee skills** – restructured and developed new job descriptions for all union support staff positions. Developed a new 5-tiered job classification system to align with employee skill sets required at each level Developed and implemented a new compensation system for non-union operational employees, so wages equaled the employee skills and responsibilities. New service awards program increases the number of full-time employees who receive awards and recognizes their service to the College 10 years earlier than the previous program.	**December 2016**: This outcome has produced fewer requests for a job review. HR will continue to inventory job skills and keep job descriptions current. **December 2016**: The new compensation system has resulted in a stronger applicant pool for the College. **Spring 2015**: Part-time employees were included as part of the service awards program. **December 2016:** Due to lack of funding the future of this program is under review.

Project 10: Strengthening Management Practices, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Complete training of all managers/supervisors on practices	**December 2014**: Roll out of the new campus technology system has identified areas where staff development and training will be required. Training sessions for the new online workflow have been implemented.	**December 2016**: When state funding is restored, the College plans to utilize outside resources to supplement out in-house training programs.
Announce changes/new emphasis to all employees	**December 2016**: Due to the reduction in force, job descriptions have been modified to absorb additional duties and to identify essential staffing needs.	
Update all performance and professional development plans	**December 2016**: During the annual performance review process, supervisors are required to meet with staff members to discuss performance, future goals, objectives, and opportunities for professional development.	
Track employee satisfaction rates over time.	**December 2016**: The administration meets regularly with all labor groups to seek feedback, identify concerns, and communicate College issues.	**December 2016**: Feedback received from these meetings will be analyzed for effectiveness.

STRATEGIC PROJECT 11

Diversity

Project 11 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.

Related Strategic Goals: #4 (Promote a more Diverse Campus Environment)

Executive Owner:
(assigned October 2016)

Toyin Fox
Director of Diversity and Inclusion

Project 11: Diversity

Overall Status of Project:

A. **Timeline:** This project was not scheduled to begin until the second quarter of FY 2016; however, several actions have been taken as noted in status of critical tasks and milestones below. The writing of a Diversity Policy Statement was approved by the Board of Trustees in Spring 2014. Plans for a return engagement with Bea Young to undertake another diversity climate survey have been put on hold due to the budget constraints. A recently completed Affirmative Action Plan is being studied to determine its relevance to the project. Toyin Fox's title has been changed to Director of Diversity and Inclusion and is now a direct report to the president.

B. **Budget:**
December 2014: No budget dollars were scheduled in the plan for this period. However, the College transferred a full-time assistant to the director of diversity and inclusion which had budget ramifications.

December 2016: A budget specifically for the Diversity and Inclusion Office has been established.

Challenges or impediments to progress affecting the project to date:

A significant number of valuable members of the Diversity Advisory Committee were lost to the workforce reduction. Also, the support staff for the Diversity and Inclusion Office was lost and replaced by student workers.

Project 11: Diversity, continued

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Complete a diversity climate survey.	**February 2017**: A diversity climate study was conducted in 2009 and 2016. The survey was administered to JALC students enrolled in ENG 101, 102, and 113, faculty, term-faculty, non-teaching professional staff and operational staff. A total of 322 surveys were administered over approximately a two-week period. Summary of recommendations from the climate survey and cultural audit focus group by Bea Young & Associates include the following future initiatives: 1. Build and sustain ownership for diversity and inclusion across the organization. 2. Make available to student a multicultural student activities and lounge for diverse interaction. 3. Increase the hiring of minority/faculty and staff within upper administration. 4. Reorganization of the Diversity Advisory Committee 5. Link diversity and inclusion initiatives to the Human Resources Office. 6. Increase networking with internal and external diversity groups to increase minority communities' engagement.	
Complete a diversity plan and policy statement.	**Completed**: Diversity statement was formulated by Diversity Committee and approved by Board of Trustees as Board Policy 3114 in June 2014. Affirmative Action Plan was developed and put in place in 2015.	**December 2016**: Continue to review Diversity Plan and develop specific, well-defined goals.

Project 11: Diversity, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Actively engage Diversity Advisory Committee (DAC) *continued*	**December 2014:** Diversity Committee meets regularly and sponsors diversity-related events, speakers, and panel discussions on campus on a regular basis. The committee was expanded to include representatives from diverse community groups. **December 2016:** The Diversity Advisory Committee (DAC) was reorganized in 2015, and a retreat was held and facilitated by guest diversity practitioners. New goals, directions, and realistic next steps were identified including an action plan to increase retention and student success. The DAC continues to meet twice each semester. Active members help plan diversity initiatives. One action plan to increase retention and student success included the development of a pilot program, Advance!, which was implemented in Fall 2016. Advance! is a mentor program for underrepresented/minority students to increase retention.	**December 2016:** • Monitor the results of the Advance! Mentoring project and increase faculty/staff participation. • Continue to encourage faculty and staff to take advantage of the diversity and inclusion events and training. Work with the Human Resources Office and Faculty/Staff Development Committee to increase training on unconscious bias. • Work with feeder high schools in minority-concentrated areas like Carbondale, Marion, and Murphysboro to create a pipeline for underutilized categories within our workforce for minority students.
Improvement in satisfaction levels among minority and other students (climate surveys)	**December 2016**: 2016 Climate Survey results show that 80.7% agreed that JALC is accessible and supportive of any person with regard to racial/ethnic differences compared to 91% in 2009.	**December 2016**: These survey results and participants' comments reveal that JALC strengths are in the physical and learning disabilities categories. However, there are opportunities for improvement in the racial/ethnic, sexual orientation, religious beliefs and gender differences categories. Continue to strive to change the culture and attitude of JALC.

Project 11: Diversity, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Track increasing diversity of students and employees	**December 2016**: The Human Resource Office reported on the progress of this tracking in 2015 and sought recommendations from the Diversity Advisory Committee. The 2016 demographics indicates the total percentage of minority students has increased to 13.7% compared to 11.2% in 2009.	**December 2016**: Increase recruitment by including more diversity-focused career websites that are affordable, use social media and increase networking with internal and external diversity groups.
Complete a follow-up climate survey to show marked improvements in perceptions/attitudes and negative experiences related to diversity	**December 2016**: A follow-up diversity survey for students, faculty, and staff was conducted in 2016 through Survey Monkey. The 2016 climate survey results showed that the College is getting stronger in recruitment of students of color/minorities, students with disability, women and especially other protected populations of students.	Increase recruitment of faculty and staff of color, women, and other underrepresented populations, especially in supervisory/higher administrative levels.

STRATEGIC PROJECT 12

Continuous Quality Improvement (CQI)

Project 12 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.

Related Strategic Goals: #2 (Improve Operational Effectiveness), #5 (Transition to a CQI Culture)

Executive Owner:

(assigned October 2016)

President
Ron House

Project 12: Continuous Quality Improvement (CQI) Transition

Overall Status of Project:

A. **Timeline:** The project was not scheduled to begin until the second quarter of FY 2016. In September 2016, the College hired President House. The Strategic Steering Planning Committee was reconvened in October 2016 and February 2017 to review existing milestones and identify additional methods to provide training for managers and supervisors.

B. **Budget:** Due to budget constraints, the College is no longer committed to the $2,000 annual membership fee for CQIN.

Challenges or impediments to progress affecting the project to date:

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Form and charter an executive CQI team	**December 2014**: Scheduled for the fourth quarter of 2016. **December 2016**: In October 2016, President House reconvened the Strategic Planning Committee to review the current Strategic Planning Projects. The Committee met again on February 16, 2017, to confirm executive owner assignments. It was suggested that full-time faculty be added to the Strategic Planning Committee. President House met with the president of the IEA Association, and two full-time faculty members (Career/Baccalaureate Transfer) will be added to the committee.	The committee will meet on a quarterly basis to provide updates to current strategic projects, engage in planning for continuous quality improvement and future strategic plan objectives.

Strategic Plan Progress Report 02-16-17

Project 12: Continuous Quality Improvement (CQI) Transition

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Conduct CQI training for all managers/supervisors	**December 2016**: At this time, the administration has decided not to maintain membership in CQIN and will look for internal opportunities to provide training for managers/supervisors.	
Complete mapping of all major processes	**December 2014**: A significant amount of business processes mapping though Jenzabar (Campus Works) has been completed.	Review business processes mapping and training modules provided by Campus Works on the SharePoint site.
Implement CQI best practices in all departments	To be determined.	
Incorporate responsibility for CQI in all management performance plans	To be determined.	
Track quality and performance improvements related to CQI	To be determined.	

STRATEGIC PROJECT 13

Learning Management System (LMS) Implementation

Project 13 Description:

Complete the full implementation/migration of the Desire2Learn Learning Management System, so that faculty and students are effective users of this system in full online or web-blended/web-enabled courses.

Related Strategic Goals: #1 (Increase Student Success)

Executive Owner:

Associate Dean for Education Technology
Krystal Reagan

Project 13: Learning Management System (LMS) Implementation

Overall Status of Project:

A. **Timeline:** In Summer 2013, John A. Logan College (JALC) adopted one Learning Management System (LMS), Desire2Learn (D2L). Desire2Learn is a hosted Learning Management System which allows John A. Logan College to deliver an enhanced learning experience for students in face-to-face, virtual, and blended environments. Desire2Learn is fully integrated with our current ERP system (APECS) in user creation, course creation, and enrollment and partial integration with JALC email, Office365. We are in contract with Desire2Learn for five years, which will expire in 2018.

B. **Budget:** In Summer 2013, John A. Logan College (JALC) adopted one Learning Management System (LMS), Desire2Learn (D2L), compared to previously supporting two LMS's simultaneously, Blackboard and Moodle. The adoption of one LMS has been cost effective for JALC. Blackboard and Moodle had cost $148,741.00 annually in comparison to the $112,572.00 annual cost for D2L.

Challenges or impediments to progress affecting the project to date: None at this time.

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Complete the full implementation and course conversions to the new system	Completed Summer 2013 semester.	Continue to promote the LMS to expand additional online and hybrid courses and the use of the LMS for supplement use in face-to-face courses.
Complete faculty and non-teaching professional training	**December 2014**: Faculty and non-teaching professional face-to-face and one-on-one training is offered to all users of the LMS. These trainings began before the Summer 2013 semester. A hybrid course focused on LMS training has been created for faculty and non-teaching professionals. This method of training will begin during the Spring 2015 semester.	Continue faculty and non-teaching professional face-to-face and hybrid LMS trainings.

Project 13: Learning Management System (LMS) Implementation, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Complete a student orientation or (1 credit) course on online learning using D2L	**December 2014**: A one-credit student orientation course: TLC_101_V1 Introduction to Online Using Desire2Learn course is offered to all users. This course has been offered since the Summer 2013 semester. **December 2016**: In 2016, the orientation course was changed to a .5 non-transferable credit.	Continue to offer the student orientation course.
Complete integration of LMS with ERP and other systems (faculty training/workshops, etc.)	**December 2014**: The LMS integrates with our current ERP system APECS. Integration includes auto generation of users, courses, and enrollment. Integration began during the Summer 2013 semester. The LMS also has a partial integration with JALC email, Office 365, in that it offers the capabilities to send email within the LMS. **December 2016**: D2L and Jenzabar integration was completed prior to the Fall 2016 semester.	Research further integration options between Jenzabar and D2L, and integration options between Higher Reach and Jenzabar. Test Office 365 integration between D2L and Office 365 in the Summer 2017 semester.
Track student and employee satisfaction with LMS	**December 2014**: A Desire2Learn student survey is available every semester in the LMS. D2L open sessions are held throughout the semester for faculty to have the opportunity to express questions, comments, concerns, experiences, etc., in regards to the LMS.	Continue to offer an online student survey in the LMS. Begin to offer an online faculty survey in the LMS.
Track impact of LMS on student success and enrollments	**December 2014**: Online enrollment reports are gathered per semester. Provided training on LMS tools that illustrate and enhance student success. These trainings began during the Summer 2013 semester, and are held on a continuous basis.	Continue to gather enrollment reports. Continue to provide training on LMS tools that illustrate and enhance student success.

STRATEGIC PROJECT 14

Planning and Institutional Effectiveness

Project 14 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 HLC Open Pathways requirements. This function will also provide focused coordination of assessment at multiple levels.

Related Strategic Goals: #1 (Increase Student Success), #2 (Improve Operational Effectiveness), #5 (Transition to a CQI Culture)

Executive Owner:

Director of Institutional Research
Eric Pulley

Project 14: Planning and Institutional Effectiveness

Overall Status of Project:

A. **Timeline:** There was no specific timeline established in the strategic plan document pending the hiring of a Dean for Institutional Effectiveness. That position was filled in March 2014 and the recommended transfer of IR, grants, and assessment personnel into an Institutional Effectiveness Office was accomplished. With the pending retirement of the new dean in April 2015, it is anticipated there will be some delay in accomplishment of the remaining milestones; however, key tasks are expected to progress during FY 2016 with annual progress reporting in future years.

B. **Budget:** This project included budget dollars for the salary of the Dean for Institutional Effectiveness. Grant funding is being sought for additional software needs.

Challenges or impediments to progress affecting the project to date: From its very beginning, the Institutional

Effectiveness Office suffered a series of setbacks with many personnel changes in a short period. The long-time secretary to the director of institutional research retired in May 2014, and the position was left unfilled due to budget restraints. The senior director of student assessment and quality assurance position was eliminated in January 2015. The initial dean for institutional effectiveness retired in April 2015, and a second person was appointed to the position. In June 2015, the Director of Grants retired, and that position was also eliminated due to budgetary reasons. The Institutional Effectiveness Office essentially dissolved when the second dean for institutional effectiveness resigned in August 2016, and the position was eliminated. The College has currently assigned the grant duties to the vice-president for instructional services but will continue to investigate additional opportunities to secure a grant writer for the College.

In October 2015, the Office of Institutional Research expanded with the addition of a full-time coordinator of institutional research position. The two institutional researchers and student worker were relocated to a new office are Fall, 2015, and in February 2016, a full-time administrative assistant was filled. With the two personnel moves and the creation of the coordinator position, the Office of Institutional (IR) experienced a much needed net gain of one full-time staff member.

Project 14: Planning and Institutional Effectiveness, continued

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Complete position description for Dean for Planning and Institutional Effectiveness.	Completed.	**NO LONGER APPLICABLE.**
Obtain board approval to hire and fill the position	Completed.	**NO LONGER APPLICABLE.**
Transfer IR, grants, and assessment personnel to this department	Completed.	**NO LONGER APPLICABLE**
Establish and implement a schedule to update institutional plans (*strategic plan, enrollment management plan, marketing plan, communications plan, IT strategy, etc.*)	Ongoing.	With the dissolution of the Institutional Effectiveness Office, the individual areas/departments are responsible for the formulation and scheduling of plans for their respective area(s).
Define key effectiveness measures; Establish baselines for these measures and set improvement goals.	Ongoing.	As with the previous item, individual areas/departments are responsible for the formulation of these measures and improvement goals.
Report on progress against goals in an annual "report card."	The institutional "report card" never materialized as the dissolution of the Institutional Effectiveness too took place.	
The following milestones have been added to the original plan and pertain to the Office of Institutional Research		
The Office of Institutional Research has needed a presence on the College's web page for a long time. A goal was set to develop and implement this web page for FY16-17.	The IR web page became live late in 2016.	Since the web page became live, additions/updates have been occurring routinely. A scheduled "sequence" of updates is being developed on a semester-by-semester basis and should be complete in April 2017. In the meantime, more and more historical and current data as produced by IR will be made available on the web page.

Project 14: Planning and Institutional Effectiveness, continued

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Along with the creation of a new web page and the addition of two new staff members, IR reports need to be more easily recognizable by a common format when possible. The Office needs to establish "formatting norms" for the majority of reports it produces. This should coincide with the development of the office's web page in FY16-17.	Historical documents in varying formats have been converted to a "common look, " and the reformatting of more reports is ongoing. In addition, an Institutional Research logo was developed to be placed on documents/reports created within the IR Office so they can be easily recognizable by others as developed by IR.	IR staff will continue to utilize the common formatting conventions utilized for the various reports related to the IR Office.
The IR Office recognized a need for better and more thorough course success and retention data targeted to specific programs/courses. A goal was put in place to have these "Course Success and Retention Rates" reports for Fall 2014 through Fall 2016 completed by the end of FY17. Once the historical data becomes "current," the goal is to have each semester's report completed by the end of the semester that follows.	Three of five of the historical reports (FL14, SP15, and FL15) have been completed to date. These reports were expanded to go beyond a sample for each semester and include data on all PSC 10, 11, and 12 courses, disciplines, departments and divisions. They also contain more than simple retention and graduation rates – the reports include enrollment data, data on full-time and part-time faculty, etc.	The coordinator of institutional research will continue to produce a new report after the completion of each fall and spring semester.
The need for a one-page "easy access" data sheet was expressed by many administrators as well as faculty/staff. The goal was established to develop and disseminate this "brochure" by the end of 2016.	The "JALC QuickFacts 2016-17" document was completed earlier this year and has been placed on the JALC webpage.	The document will be updated on an annual basis, primarily after the close of fall 10th-day reporting.

STRATEGIC PROJECT 15

Career and Job Readiness

Project 15 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, trace and report job placements/enhancements (promotion, career change, increase in compensation, etc.) for JALC students/graduates.

Related Strategic Goals: #1 (Increase Student Success)

Executive Owner:

Dean for Workforce Development
Kay Fleming

Project 15: Career and Job Readiness

Overall Status of Project:

A. **Timeline:**

    a. **December 2014**: Original timeline was delayed with the retirement of Executive Owner Phil Minnis (former Dean for Workforce Development and Community Education). The hiring of his replacement (Darren Pulley) and a new Dean for Institutional Effectiveness (Cindy Johnson) was vital to the forward progress of the project. A study of a possible software solution has been completed, and purchase/implementation of software (if approved) will occur within the Institutional Research Office. With this implementation, the anticipated date of completion for the project will narrow and become more aligned with the original timeline at a later date during Spring 2015 semester.

    b. **December 2016**: Current and projected occupational sectors have been identified for this region. A Project 15 Committee has been organized to determine ownership of career and job readiness responsibilities moving forward. Ideally, Project 15 will be completed and ready for on-going implementation by the summer 2017 semester.

B. **Budget:**

    a. **December 2014**: The project is currently on budget as no monies have been dispersed. The plan originally showed estimated monies to fund the possible addition of a new non-teaching professional position for project responsibilities. That position had not been approved at this time. An annual amount of $23,500 has been placed in Institutional Research's FY 2015 budget to purchase emsi Analyst and Career Coach. A new software add-on to Analyst is now available and is being proposed at the cost of $2,500. The Director of Institutional Research has been negotiating with emsi representatives and believes all three products can be purchased late in the Spring 2015 semester within the parameters of the $23,500 budgeted for FY 2015. Multiple lower cost options remain on the table. Awaiting a decision by the Career and Job Readiness Committee on the best alternative for the College given the financial constraints that have occurred since the project's inception. Funding for Project 15 is expected to greatly enhance grant opportunities.

    b. **December 2016**: There is no budget associated with Project 15. The purchase of Emsi by Man-Tra-Con, Corp. is possible. The Workforce Innovation and Opportunity Act (WIOA) partnership between John A. Logan College and Man-Tra-Con, Corp. will be even more beneficial with shared Emsi data.   Other methods of gathering current and projected job opportunities have also been identified.

Challenges or impediments to progress affecting the project to date:

December 2014: Retirement of the executive owner in June 2014, was a major impediment to the project. The recommended hiring of a new non-teaching professional staff member to be utilized as support for this project and other institutional research activities has not yet been approved. The two major challenges are approval to hire the additional IR support NTP staff member and the approval to purchase the necessary software.

December 2016: The continued pursuit of real-time regional labor market data continues to be a challenge.

Strategic Plan Progress Report 02-16-17

Project 15: Career and Job Readiness, continued

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Conduct a study of how job projections are currently obtained based on findings; assign career and job readiness responsibilities to one or more departments; determine criteria for acceptable job placements; and conduct a job projections study in collaboration with program coordinators.	**December 2014:** (A preliminary study was conducted in April 2013 by interviewing program administrators in five areas) Further study has not yet begun. Planned for Spring 2015 semester. Director of Institutional Research has investigated a possible software solution to the goals of the project; decision made by Career and Job Readiness Committee that two emsi software products (Analyst and Career Coach) would best serve the College's needs and administration was supportive (Nov. 2013); Analyst is web-based tool tapping into labor market information (data on industries, occupations, demographics, skills, education, job postings). Career Coach is tool to guide clients in job search efforts. **July 2014:** No budget for the purchase of emsi labor market software. Alternative methods of identifying regional job projections are being identified. **July 2015 – July 2016:** Kay Fleming (Project 15 Executive Owner), Dennis White, and Karla Tabing participated in the development of the Southern Economic Development Region 8 WIOA Plan. This Regional Plan includes an Environmental Scan and identification of Mature, Star, Emerging, Transforming, and In-demand Industries and Occupations from 2012 to 2022 for the southern-most 19 counties of Illinois.	**December 2014:** Dependent upon funding for the emsi software recommendations (see below) Purchase/implementation of software (if approved) will occur within the Institutional Research Office under the purview of the Dean for Institutional Effectiveness. (FY 2015 budget) A new software product (add-on) for Analyst Job Posting Analytics has been introduced by emsi. As a result, with one tool a user can see historic data for tracking trends and gain strategic understanding of their economy, study job posting analytics to highlight important current hiring trends, and get data projections to give strategic decision-making insights into what could happen next. **December 2016:** Project owners will meet to assign responsibilities; determine the timeline for components; and develop sustainability plan. Owner responsible for labor market information will provide updated job projections to Dean of Academic Affairs and Dean of Workforce Development and Adult Education for distribution to appropriate staff. Possible utilization of labor market and job projection data from Man-Tra-Con, Corp. gathered through emsi.

Strategic Plan Progress Report 02-16-17

Project 15: Career and Job Readiness, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Conduct a study of how job projections are currently obtained; based on findings, assign career and job readiness responsibilities to one or more departments; determine criteria for acceptable job placements; and conduct a job projections study in collaboration with program coordinators. *(continued)*	**July 2016 to December 2016**: The College is participating in the Illinois Workforce Technical Assistance (ILWTA) grant with SIU-C to align regional healthcare education programs with needs identified by local healthcare providers. **August 2016**: Data from WIOA Plan identifies regional in-demand industries in the sectors of Healthcare, Transportation, and Manufacturing. Valuable resources for monitoring regional job projections include: • Annual Comprehensive Economic Development Strategy (CEDS) from The Greater Egypt Regional Planning and Development Commission (greateregypt.org). • Southern Economic Development Region 8 Workforce Innovation Opportunity Act Plan which can be obtained from Man-Tra-Con Corp. (mantracon.org). **October 2016.** Project component owners identified for sustainability of career and job readiness implementation. **November 2016**. Project Committee met to determine criteria for acceptable job placements and identify procedures for tracking job placement/enhancement. Next meeting scheduled for January 30, 2017.	
Based on findings from the study, recommend and implement curricular/program changes and apply experience/tools from the study to ongoing career (programs) and workforce assessments	**December 2014.** The process will begin after study planned for Spring 2015 is complete. **January 2017**. Owners will recommend curricular/program changes. **June 2017**. Recommended curricular/program changes will be implemented.	Upon completion of survey, results will be shared with appropriate personnel for decisions regarding curricula.

Strategic Plan Progress Report 02-16-17

Project 15: Career and Job Readiness, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Put in place systems to track job placements and enhancements.	**December 2016**. Owners of tracking job placements/enhancements will have developed tracking system. **June 2017**. The tracking system will be implemented for the Summer 2017 semester.	
Gather evidence over time that job placements/enhancements are increasing	**June 2018**. Ability to compare a number of job placements/enhancements will now be possible.	
There are improvements in job placement/enhancements over time	To be determined in the future based on actions taken regarding aforementioned items; evidence of data.	

STRATEGIC PROJECT 16

Capital Construction, Renovation, Maintenance

Project 16 Description:

These represent existing projects that are either currently underway or planned for the near future.

Related Strategic Goals: #2 (Improve Operational Effectiveness)

Executive Owner:

Vice-President for Business Services and College Facilities
Brad McCormick

Project 16: Capital Construction, Renovation, Maintenance

Overall Status of Project:

A. **Timeline:** All projects scheduled for completion in 2014 except the relocation of shipping and receiving have been completed. The only project scheduled for completion in 2015 was the relocation of the early childcare and education center. This project cannot be accomplished without external funding, which has not yet been acquired. Projects for 2016 are being evaluated financially to determine if it is financially feasible to move forward given the financial realities the College faces in 2016. The purpose of placing on hold the relocation of shipping and receiving is concern over staffing impact during a time when vacant positions are being held open for financial savings. The Facilities Master Plan was updated and presented to the Board of Trustees in November 2014. As a result, some related updates have been made in the milestones below.

B. **Budget:** Funding has already been secured for most projects. Others are dependent on future available funding.

Challenges or impediments to progress affecting the project to date: Staffing limitations among the custodial staff are a challenge that causes reconsideration of relocating shipping and receiving.

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
West Frankfort Extension Center Renovation	Purchase and renovation complete in 2012.	
Cosmetology/Dental remodeling	Expansion and remodel for Cosmetology, and Dental Assisting Departments completed 2014.	
Retrofitting of Roadway and Parking Lighting to LED	Project completed 2014.	
CHEC second story	Project completed 2014.	
Relocation of shipping & receiving to the Annex	Project on hold due to staffing shortage in the Teamster area associated with the budget crisis in Illinois.	This project will require the ability to assign at least another ¾ full-time employee. The College must be able to return to previous staffing levels in the Teamster group for this to be considered.

Strategic Plan Progress Report 02-16-17

Project 16: Capital Construction, Renovation, Maintenance, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
*Biology Lab Renovations and Upgrades	Project complete in 2015.	Will take to Board of Trustees for approval of ICCB Project Application in February 2015; bid project; anticipated renovation to begin Summer 2015.
Workforce Development and Community Education building		This project was eliminated from the Resource Allocation Management Plan by the Board of Trustees in 2016, and will likely be eliminated from the Facility Master Plan in 2017.
*A comprehensive Facilities Master Plan is in place with clearly defined goals, recommendations, and prioritizations; and is a living document, updated in accordance with ICCB requirements and Board Policy	Plan originally developed in 2008-2009; updated in 2010; revised and presented to the Board of Trustees in November 2014 and made available on the College's web site under Planning Documents.	Will be periodically reviewed and necessarily revised as a guide for the orderly development of the campus. **December 2016**: Will present overview of ICCB rules, College administrative procedure concerning facility master plan and the current plan at the November Fiscal Friday presentation open to all staff. Will be updating the plan through input from campus department prior to the end of the semester.

*Milestones added to the original Plan