

JOHN A. LOGAN COLLEGE

ONE-YEAR STRATEGIC PLAN

2021 - 2022

STRATEGIC PLAN TASK FORCE MEMBERS

COMMUNICATION

Adrienne Barkley-GiffinAssociate Dean for Student Activities and Cultural Events
Emily HarmonStudent
Susan May Assistant to the President
Angel NajarStudent
Steve O'Keefe.....Director of Public Relations
Staci ShaferExecutive Director of Foundation

COMMUNITY ENGAGEMENT

Clay BrewerInterim Vice-President for Administration
Bradley GriffithDirector of Logan Fitness
Tammy Gwaltney Coordinator of Grant Development
Greg StarrickAthletic Director

CULTURE AND MORALE

Michelle HamiltonDirector of Academic and Workforce Programs
Melanie PecordProvost
Eric PulleyDirector of Institutional Research

DIVERSITY AND INCLUSION

Toyin Fox Director of Diversity and Inclusion
Matt Garrison Department Chair and Associate Professor of English
Kristin YosanovichPractical Nursing Instructor

ENROLLMENT

Elaine CrainAdmin. Assistant IV – Adjunct Faculty Instruction
Stephanie HartfordDean for Academic Affairs
Karla TabingDirector of Adult Education
Tim WilliamsDean of Student Services

INFRASTRUCTURE

Stacy BuckinghamInterim Vice-President for Business Services
Scott ElliottExecutive Director of Integrated Technology
Jeremy MuellerDirector of Building and Grounds
Jeremy SargentConstruction Project Manager
Drew StacyCampus Police Law Enforcement Officer

FIVE-YEAR STRATEGIC PLAN

Kirk OverstreetPresident

The One-Year Strategic Plan for John A. Logan College was developed by the Strategic Plan Task Force and contains six pillars (goals) to move the College forward in the next year.

- Strategic goals are broad intentions that we expect to accomplish during the life of the plan.
- Strategic objectives (tactics) are reportable actions that we expect to accomplish for each strategic goal.
- Example activities are tasks (within each objective) that cross-functional committees and departments carry out; activities frequently change throughout the life of the plan.

The Task Force held several meetings to develop next year's objectives and identified six pillars with strategies and tactics. Work to begin this fall will include developing quarterly reporting tools and training workshops for staff to enhance goal setting and metrics attainment.

The six pillars, including strategies and tactics, are listed below:

| COMMUNICATION (1) | |
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| <i>Objective: Implement an integrative Communication Plan that coordinates public relations and digital communication to ensure the College's message is shared equally and regularly with JALC students, stakeholders, and employees.</i> | |
| Strategies | Tactics |
| (1.1) Connect with current students to encourage authentic engagement and balance necessary updates with inspiring content. | <ul style="list-style-type: none"> • Survey current students regarding preferred mode of communication. • Adopt a new broad text messaging system that allows separation for emergency communication, general announcements, and individual groups. • Recruit student writers/volunteers to develop a monthly e-newspaper. |
| (1.2) Provide consistent communication to prospective students to engage and retain interest. | <ul style="list-style-type: none"> • Utilize traditional media (radio/tv) to reach non-traditional students. • Enhance the effectiveness of social media by utilizing geo-tracking and geo-fencing. |
| (1.3) Share positive stories and essential campus information with external stakeholders that is clear, concise, and meaningful. | <ul style="list-style-type: none"> • Increase the dissemination of public information through the website, radio/tv, and social media. • Hire a social media marketing coordinator to implement and monitor the effectiveness of social media tactics. |
| (1.4) Practice transparency and increase communication to internal stakeholders . | <ul style="list-style-type: none"> • Develop a message or bulletin board on SharePoint for employees. • Develop a structure for the order of communication. • Update and post a Crisis Communication Plan. |

| <p align="center">COMMUNITY ENGAGEMENT (2)</p> <p align="center"><i>Objective: Employ a two-pronged approach to improving community engagement by sending JALC representatives OUT into the community and bringing community leaders INTO the JALC campus.</i></p> | |
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| Strategies | Tactics |
| (2.1) Develop a Community Engagement Team that will be responsible for attending and representing JALC at community events. | <ul style="list-style-type: none"> • Identify capable and willing members to represent JALC. Aim for 15-20 members consisting of faculty, staff, students, alumni, or board members. • Designate a chair to be responsible for coordinating a monthly calendar of community events. • Compile a speaker's bureau detailing potential JALC representatives and their topics of expertise for potential speaking engagements. • Develop a consistent and standardized information/marketing plan to ensure the message is consistent and aligns with JALC's goals. • Implement the community engagement calendar and assignment of representatives. |
| (2.2) Develop a Community Leadership Council consisting of leaders in the community and JALC alumni. | <ul style="list-style-type: none"> • Identify forward-thinking community leaders aiming for two members from each high school district. • Organize a kickoff event in September 2021. |

| <p align="center">CULTURE AND MORALE (3)</p> <p align="center"><i>Objective: Create a culture where all employees are fully engaged, valued, and excel in contributing to the College's overall mission by performance and operation to impact the College's ability to do its best.</i></p> | |
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| Strategies | Tactics |
| (3.1) Engage campus in community college culture. | <ul style="list-style-type: none"> • Employee tours and introductions. |
| (3.2) Create team-building activities for employees. | <ul style="list-style-type: none"> • Engage employees through team-building activities, such as professional development workshops, book clubs, job shadowing, etc. |
| (3.3) Show employees appreciation through activities, events, and recognition days. | <ul style="list-style-type: none"> • Birthday acknowledgment of employees through communication. |
| (3.4) Review of College procedures. | <ul style="list-style-type: none"> • Restructure College Council into a shared-governance model. • Review Administrative Procedures and Board Policies for efficiency. |

DIVERSITY AND INCLUSION (4)

Objective: Initiate a diversity challenge that provides students, faculty, staff, and local community with culturally enriching, inclusive experiences; share resources that promote empathy for other races, ethnicities, gender identities, sexual orientations, social classes, religion, age groups, and other diversity dimensions; and increase recruitment, retention, degree completion with equity and a sense of belonging.

| Strategies | Tactics |
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| (4.1) Build a Student-Centered Arts and Culture Challenge. | <ul style="list-style-type: none"> • Seek faculty and community partnership to access diversity and inclusion events and programs in the community within the following year. • Create a calendar of diversity and inclusion events for faculty and students to pursue in 2021-2022. |
| (4.2) Generate a repository of best practices on diversity, equity, and inclusion for faculty and staff. | <ul style="list-style-type: none"> • Create a repository for faculty and staff in Desire2Learn. • Survey faculty and staff to gather best practices to place in the repository. • Deploy repository at Professional Development Day Fall 2021. |
| (4.3) Increase enrollment of underrepresented and/or minority students. | <ul style="list-style-type: none"> • Ensure collaboration with the Recruitment and Retention Committee for specific goals to determine progress at benchmark for student success. • Involve Advisors, Recruiters, and community stakeholders and students to boost enrollment of minority students. • Gather data from Institutional Research to identify progress. |
| (4.4) Increase hiring of underrepresented and/or minority faculty and staff. | <ul style="list-style-type: none"> • Consult with Human Resources to identify specific goals to gain and or increase employment of racial and other minority populations where there is disparity within John A. Logan College workforce. • Provide job fairs to identify diverse and underrepresented populations for employment at John A. Logan College. • Gather data from Institutional Research to identify progress. |

ENROLLMENT (5)

Objective: Increase student enrollment by analyzing current institutional data in-district workforce gaps to identify essential programs and favorable course scheduling.

| Strategies | Tactics |
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| (5.1) Identify and implement new course scheduling patterns. | <ul style="list-style-type: none"> • Offer evening courses. • Offer courses in alternate week patterns. |
| (5.2) Identify and create short-term certificates in academic programs. | <ul style="list-style-type: none"> • Identify short-term certificates through Workforce Education. • Identify CTE programs with 1.2 areas that can be broken into stackable credentials. • Establish registered apprenticeships at the College. |
| (5.3) Return to Enrollment Management Plan. | <ul style="list-style-type: none"> • Obtain data for the plan. • Identify goals achieved. • Identify goals to be achieved in 2021-2022. |

| ENROLLMENT (continued) | |
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| Strategies | Tactics |
| (5.4) Re-establish relationships with local industry to determine local training/education needs. | <ul style="list-style-type: none"> • Identify growing local industries that JALC can serve through training and education. • Identify college employees to actively participate in Southern IL Workforce Investment Board (SWIB). • Contact Greater Egyptian Area Regional Planning & Development Commission to obtain information about the district and regional employment needs. • Contact REDCO to make sure the College is partnering in upcoming meetings and work. • Add JALC CTE programs to Mantracon's approved programs for incumbent worker training. • Identify JALC employees to participate in all district Chamber of Commerce. |

| INFRASTRUCTURE (6) | |
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| <i>Objective: Promote a safe and inviting campus through infrastructure improvements and training.</i> | |
| Strategies | Tactics |
| (6.1) Establish ongoing campus refurbish cycle. | <ul style="list-style-type: none"> • Create a Facility Infrastructure Committee to review and approve small-scale construction and remodel projects. • Establish an annual refurbish plan for painting, flooring, and lighting. • Prioritize furniture replacement for classroom and office spaces. |
| (6.2) Implement Safety Training | <ul style="list-style-type: none"> • Reinstate NIMS compliance, safety drills, and safety training. • Create a task force to evaluate current alert systems and make a recommendation to address defined requirements. • Install signage for wayfinding and identifying safe areas. |

| FIVE-YEAR STRATEGIC PLAN (7) | |
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| <i>Objective: To create a 5-year Strategic Long-Range Plan (SLRP) to guide the College from 2022-2027</i> | |
| Strategies | Tactics |
| (7.1) Create a new Strategic Planning Committee | <ul style="list-style-type: none"> • Identify and recruit external stakeholders • Identify and recruit internal stakeholders |
| (7.2) Complete Environmental Scan | <ul style="list-style-type: none"> • Data Collection • Community Forums • Internal forums • Data Analysis, including review of data from the one-year plan |
| (7.3) Develop pillars tied to JALC: Vision Statement; Mission | <ul style="list-style-type: none"> • Student success • Organizational efficiency • Enrollment • Financial Stewardship • Outreach and Community development |

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| <p>(7.4) Develop 5-year Goals and Objectives</p> | <ul style="list-style-type: none">• Develop Tactics• Foster a Learning-Centered Environment• Promote Student Goal Completion• Promote a climate of Collaboration, Equity, and Inclusion Among All College Constituencies• Promote Greater Transparency, Efficiency, and Accountability in College Processes and Systems• Strengthen Educational and Workforce Partnerships to Create a More Responsive and Sustainable Community• Enhance JALC as an Employer of Choice |
| <p>(7.5) Develop metrics</p> | <ul style="list-style-type: none">• Use SMART goals worksheet• Develop tools for quarterly reporting• Develop training and workshops for staff to enhance goal setting and metrics attainment |