

# STRATEGIC PLAN STEERING COMMITTEE

December 4, 2018

## MINUTES

The Strategic Plan Steering Committee met in the Board Room of the Administration Building on Tuesday, December 4, 2018, at 1:30 p.m. Members present included: Clay Brewer, Stacy Buckingham, Stephanie Chaney-Hartford, Scott Elliott, Kay Fleming, Toyin Fox, Ron House, Phillip Lane, Susan May, Brad McCormick, Steve O'Keefe, Melanie Pecord, Krystal Reagan, Christy Stewart, Cheryl Thomas, and Tim Williams. Eric Pulley and Joseph Roach were unable to attend.

President House commented that the Higher Learning Commission expressed concern over the viability, necessity, and affordability of the number of projects identified in the FY2014-2018 Strategic Plan. It was their position, based on their visit during spring 2017 that a more manageable number of projects should be considered for future planning. The purpose of this meeting is to gain insight from the committee on the number of projects that may be complete, ongoing, or no longer viable based on today's environment. Vice-President Brad McCormick reported that a large portion of the HLC interim monitoring report contains an update on the institutional finances. At the time of the visit, Illinois had not had a budget for two years. The College's deficit recorded in FY17 was due in part to the \$4.3 million of FY17 state funding that was not received until July 6, 2017, and had to be recorded in FY18. Mr. McCormick indicated that a balanced budget is anticipated for FY19.

President House stated that the committee's primary goal is to provide input and vision for the new strategic plan. When the new plan is complete, it should mirror the College's mission statement, reflect strategies outside of other College plans, and contain three to five goals related to teaching, learning, and students.

The committee discussed the status of the sixteen projects outlined in the FY2014-2018 Strategic Plan:

**Project #1 – Student Success Initiative.** Ongoing. This initiative may be reworked for the new strategic plan to include measurable goals.

**Project #2 – ERP System.** Complete.

**Project #3 – IT Staffing.** Complete.

**Project #4 – Assessment.** Ongoing. This initiative has expanded to include course assessment, co-curricular assessment, and program outcomes. Faculty teams have been established for each student learning outcome, and an Assessment Steering Committee has been created to guide the project.

**Project #5 – Knowledge & Information Management.** Complete in part and suspended. This project's original goal was to utilize the data warehouse provided within the new ERP system for a central location to house information. This project was not implemented due to the complexity and time commitment for training and not due to budgetary reasons. Information management is active at the department level using SharePoint and D2L which is available institution-wide. The development of the Institutional Research website also provides a central location for institution-wide reporting documents and information.

**Project #6 – Process Improvements.** Complete. New processes have been integrated into the College’s normal operating function.

**Project #7 – Office Productivity.** Complete and ongoing. Professional Development Day has been reinstated for all College employees.

**Project #8 – Internal Communication.** Suspended. A formal communication audit of the organization was not complete due to changes in ownership over the life of the strategic plan. Progress has been made informally to improve internal communications on campus through text messaging for departments and specific groups on campus.

**Project #9 – Website Redesign.** Complete and ongoing. The redesign is complete, and updates to information posted on the website will be ongoing.

**Project #10 – Strengthening Management Practices.** Complete and ongoing. This project may need to be rewritten or merged with other projects under the new plan.

**#11 – Diversity.** Complete and ongoing. The initial milestones established are complete, and work is ongoing to continue to provide cultural events for students. A new chair has been assigned to the Diversity Committee to expand its function to recruit a more diverse population.

**#12 – CQI Transition.** Ongoing. The membership to the Continuous Quality Improvement Network was discontinued due to budgetary restraints. However, continuous quality improvement will be ongoing in some fashion and may be part of something more substantial instead of a free-standing project in the new plan.

**#13 – Learning Management System Implementation.** Complete and ongoing. The College will continue to enhance and improve online education and support students.

**#14 – Planning & Institutional Effectiveness.** Ongoing. Goals of this project may be merged together with management strategy, knowledge and information management, and continuous improvement in the new plan.

**#15 – Career and Job Readiness.** Complete and ongoing. Access to real-time data provided by JobsEq will be housed on the Institutional Research webpage and includes an environmental scan and job outlooks for the southern 20 Illinois counties. Job readiness skills are covered in the new Orientation course, and job placements and enhancements for first graduates are tracked through Career Services, Institutional Research, and Academic Affairs.

**#16 – Capital Construction Renovation and Maintenance.** Complete. Capital projects identified have either been completed or determined no longer relevant. The College’s Facilities Master Plan will incorporate planning for construction projects in the future.

President House noted that several projects in the current plan appear to be related to the administration and management of the College, which is critical but should be coordinated with the teaching and learning process. The new strategic plan will be based on the current financial realities and will contain goals for the growth and development of instructional programs, fields of instruction, and perhaps new instructional areas that we currently do not have. The committee also discussed the need to expand the integrity of

online learning, student success, and instructional delivery methods such as cohorts, weekends, and block delivery programs designed to entice non-traditional students. Another item of consideration for the new plan encompasses the inter-working relationships between the College and outside entities. Discussions with district high schools are essential for the continued development of dual credit, and conversations with business and industry provide insight regarding the future and increased need for allied health and career programs. Discussions like these could be critically important to the future of the College.

The meeting adjourned at 2:45 p.m.

Respectfully submitted,

Susan May