ST. CHARLES COMMUNITY COLLEGE

STRATEGIC PLAN
Plan for the Future: 2019-2023
Please take a moment to review SCC’s new strategic plan. It is my pleasure to share these goals, objectives and measurable outcomes with you, and I am confident you will find them, along with the work we do, to be quite extraordinary.

It is thanks to the good work of many talented individuals over the years that St. Charles Community College has flourished into a place that connects students to universities, graduates to meaningful careers and area residents to cultural experiences and lifelong learning. The work we do and the services we provide fuel the local workforce and foster economic stability.

Now, it is our responsibility as the college’s current faculty, staff and administration to both continue and improve in these areas. This new plan will serve as a road map to getting us there. You’ll find we have narrowed our focus to four overarching goals of student success, developing our people, accountability and innovation. Each comes with its own set of objectives and measurable outcomes so we can track our progress along the way.

I am proud of all that SCC has accomplished throughout the decades and look forward to seeing where these new tools will take us.

Best wishes,

Barbara Kavalier, Ph.D.
SCC President
PURPOSE

St. Charles Community College strategically provides high-quality educational programs and support services to ensure our students explore, define and achieve their educational and career goals. We are dedicated to addressing the challenges of all students, from those in college preparatory courses to those in noncredit programs, to inspire excellence in faculty and staff and ultimately to fulfill the mission of the College.

Overall Assumptions:

1. Common policies and procedures and consistent business practices will guide the College as the Plan is implemented. Leaders of the College may serve in multiple leadership roles, but the priority role must always be to the College-wide focus, “What is best for the St. Charles Community College community as a whole?”

2. The Plan also assumes that the College will allocate and repurpose funding sources to adequately support these identified initiatives and strategies. It goes without saying that the College will continue to seek ways to operate more efficiently and examine methods to reduce costs.

3. The strategic planning committee has established the following high-level goals and objectives. We expect that specific key performance indicators and/or measurable outcomes will be associated to each objective by the identified responsible party. The strategic planning committee will update the strategic plan with this additional information.
Goal 1

STUDENT SUCCESS:

To better serve our students and community through improving educational and institutional practices.

Objectives

Objective #1 – Increase student retention and completion. (Eliminate barriers that prevent students from achieving their educational and career goals.)

**Measurable outcome** – Increase semester-to-semester retention and degree, transfer and certificate completion rates by \([\%]*\) by spring 2021.

Objective #2 – Implement “pathways model” to guide students. (Establish a holistic pathways model to enhance student success.)

**Measurable outcome** – Decrease the number of extra credit hours by students working toward degrees, transfer and certificates. Implement “pathways model” fully by spring 2021. (The focus is to reduce the time and cost from entry to completion.)

Objective #3 – Connect pathways to academic and career goals for students. (Ensure a supportive and rigorous teaching and learning environment from the classroom experience to an effective array of student support services, including personalized academic and career pathway planning.)

**Measurable outcome** – Increase support for advising in order to ensure all students at SCC have a clear path to their goals for education here.

**Measurable outcome** – Success will be measured by an increased percentage of the number of students enrolled who have a defined pathway.

Objective #4 – Ensure a seamless student recruitment and onboarding experience.

**Measurable outcome** – Utilize technology to eliminate redundancy, speed up the application process and increase simplicity and convenience for the onboarding and registration process.

* - See page 3, Assumption 3. The responsible parties will be accountable for providing these statistics.
Goal 2

DEVELOPING OUR PEOPLE:

To enable faculty, staff and administration to practice their profession at the highest standards by maintaining an environment for continuous learning, inclusion and growth.

**Objective #1** – Establish a funding pool for staff development en route to an “innovation academy” for both faculty and staff within the college.

*Measurable outcome* – Create and sustain “innovation academy” offerings focused on both staff and faculty by way of a professional development committee by spring 2021.

**Objective #2** – Develop a long-term strategy for hiring new faculty based on the ongoing college-wide program review.

*Measurable outcome* – Using the plan developed by John Bookstaver, increase faculty hiring strategically over the next five years by leveraging data from the ongoing college-wide program review in order to increase college-wide sections taught by full-time faculty.

**Objective #3** – Promote interdisciplinary learning communities among faculty and staff.

*Measurable outcome* – Use the platform of the “innovation academy” described in Objective #1 as a ground for cross-pollination among faculty and staff and as a resource for diverse solutions to the objective of connecting new and expanding programs with those already established.
Goal 3
ACCOUNTABILITY:

To operate as a transparent, diverse and collaborative learning organization while effectively communicating its mission and philosophy to both internal and external stakeholders. This means promoting a purpose-driven culture of responsibility, professionalism and ownership of the College mission and values.

Objective #1 – Promote a collaborative and transparent budget process.

Measurable outcome – Continue the larger representation and participation of internal stakeholders at the annual budget retreat.

Objective #2 – Use the data from the college-wide program review available to all stakeholders to help align budgeting with planning in decision making.

Measurable outcome – Establish a feedback platform on budget decisions so that areas, programs and departments understand how things are being funded each year.

Objective #3 – Maintain a transparent and constructive teaching environment.

Measurable outcome – Develop a new method for gaining student feedback on teaching to replace the “IDEA” surveys.
Objectives

Objective #1 – Utilize grants and other funds from the private sector to develop revenue streams that contribute to the college mission and to the community.

Measurable outcome – Enhance and expand workforce development programs [x%]* by spring 2021.

Measurable outcome – Expand online reach.

Objective #2 – Develop a plan and secure support funding for STEAM and workforce development facilities.

Measurable outcome – Establish specific-use cases, plans and funding options for needed facilities to meet student demand in STEAM fields and workforce development programs.

Objective #3 – Launch a capital campaign to encourage community investment in SCC and to fund Objective #2.

Measurable outcome – Raise [x amount]* of funds for the college by [x date]*.

Objective #4 – Raise the profile of SCC in the community.

Measurable outcome – Use entrepreneurial strategies to build a stronger leadership brand footprint in the community. Those strategies could include: using campus spaces for conference events, hosting “Taste of St. Charles”-style events that feature local craft beer and wine and expanding continuing education offerings both on campus and online.

Measurable outcome – Explore the development of entrepreneurial faculty/student experiential programs.

Measurable outcome – Expand dual credit/dual enrollment.

Objective #5 – Expand online and hybrid academic offerings.

Measurable outcome – Set up a procedure as part of program review to identify what programs and departments can effectively expand online offerings in the near, mid and long term.

* – See page 3, Assumption 3. The responsible parties will be accountable for providing these statistics.

Goal 4

INNOVATION:

To develop and leverage entrepreneurial strategies in line with the college mission in order to increase enrollment and become more fiscally self-reliant.
The College is committed to non-discrimination and equal opportunity regarding the treatment of students, faculty, and staff. The College adheres to a strict non-discrimination policy in student admission, educational programs, activities, and employment regardless of race, color, sex, sexual orientation, religion, creed, national origin, ancestry, age, veteran status, disability, or genetic information.

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The College is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools, ncahigh.org.