5 - Institutional Effectiveness, Resources and Planning

The institution's resources, structures, processes and planning are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities.

5.A - Core Component 5.A

Through its administrative structures and collaborative processes, the institution's leadership demonstrates that it is effective and enables the institution to fulfill its mission.

1. Shared governance at the institution engages its internal constituencies—including its governing board, administration, faculty, staff and students—through planning, policies and procedures.
2. The institution's administration uses data to reach informed decisions in the best interests of the institution and its constituents.
3. The institution's administration ensures that faculty and, when appropriate, staff and students are involved in setting academic requirements, policy and processes through effective collaborative structures.

Argument

Response to 5.A.1

SCC is committed to shared governance to engage its internal constituencies in the planning and operation of the college. Shared governance includes the Board of Trustees, President's Council, college committees that report to the President's Council and the President's Cabinet, as well as Student Government and the Faculty Association.

At SCC, shared governance begins with the Board of Trustees. The Board establishes general policies that govern the college. They have also articulated budget principles to guide planning and budgeting decisions made by the President's Council, the official shared governance group at SCC. The Faculty Association and Student Government Association report to the Board of Trustees monthly during the academic year.

Additionally, the Board of Trustees conducts planning workshops that are open to the campus community and general public. The annual budget is presented at two Board Meetings to allow the campus community and the public to have a shared understanding of the funding plan for the coming year.

During the 2016-17 academic year, the new President of the college conducted multiple focus groups to gather feedback from employees and students related to governance, planning, and other functions at SCC. Results of this year-long assessment identified an opportunity to strengthen shared governance and to reimagine the committee structure at SCC. Based on the results of this assessment, the President's Council was formed in August 2017. The purpose of the President's

Council states clearly that it is a governance group for SCC. The President's Council consists of representatives from all employee groups, Emeritus faculty, and the Student Government Association president. The President's Council consists of a minimum of 25 voting members, at least half of whom are faculty, and includes a student representative. The President's Council reviews and approves all recommendations made by official college committees and recommendations made by Cabinet related to budget, planning, and procedures. The Council meets twice monthly during the fall and spring semesters, and meetings are open to any member of the campus community. This document provides evidence of how this shared governance group has participated in decision-making.

College committees are an important part of the President's Council structure. The committees represent opportunities for broad participation from employees to identify improvements or new strategies associated with planning, policies and procedures. Each committee submits recommendations to the President's Council for review/approval. The college periodically assesses the effectiveness of committees to measure the level of engagement, etc.

In Fall 2020, a summit involving the chairs of all official college committees was held, followed by a planning retreat involving Council members to further enhance the effectiveness of the committee structure. A new structure was discussed and finalized by the President's Council during the Spring 2021 semester. This new structure establishes six new councils:

- Academic Affairs Council
- Innovation Council
- Human Resources Council
- Administrative Services Council
- Strategic Planning Council
- Student Services Council

Each council oversees two or more committees. All committee recommendations are approved by the appropriate Council and then forwarded to the President's Council for consideration.

Information about college-wide committees, ad hoc/taskforce groups, and departmental committee/teams is available on the college portal.

The college's Strategic Plan is an excellent example of planning that involved all internal constituencies. The Strategic Plan Committee includes faculty, staff and administrators. Minutes from committee meetings are posted on the college portal to keep constituents informed of the committee's work. The draft strategic plan was presented to the President's Council for input. Following review and approval by the President's Council, the strategic plan was presented to the Board of Trustees for review and approval.

Response to 5.A.2

The institution's administration uses data to reach informed decisions in the best interests of the institution and its constituents.

The college supports a comprehensive research department that performs a variety of functions needed to produce data for decision-making. The SCC Fact Book has served as a good source of data

and has been used by multiple departments in decision-making. For example, Student Services has utilized information related to high school graduates and transfer students to drive recruitment strategies. The research office also produces a comprehensive Census report each semester, which is used by Cabinet to determine enrollment targets.

With the adoption of a new Strategic Plan, the college has fostered a culture of evidence by ensuring that all major decisions are aligned with the strategic plan and that data are used in the decision-making process.

In February 2018, the Board of Trustees established budget principles, which include "Budget decisions will be supported by data and analytics."

- Board of Trustees Study Session February 23, 2018
- Board Study Session PowerPoint 2/22/18
- Budget approval PowerPoint 6/29/20

The following are examples of data informed decisions that made a positive impact on the college and its constituents.

The President's Council charged a student housing taskforce with conducting a campus survey to gather data related to student housing. Separate surveys were sent to faculty and staff, students, and deans/directors. The taskforce presented survey results to the President's Council, and, based on the data, the council recommended moving forward with the project. Survey results were included in a detailed presentation to the Board of Trustees, which resulted in approval of a ground lease to a private developer for student housing. The developer opened Campus Lake Apartments in 2020. This data-informed decision aligned with the college goal of innovation and accountability and benefited the college by offering convenient, safe and affordable housing for all students, especially international students and student-athletes. Additional benefits include the potential for increased enrollment and to support the college's diversity initiatives.

- Student Housing Taskforce Charged: September 13, 2018, President's Council Meeting Minutes
- Recommendation from Taskforce: October 23, 2018, President's Council Meeting Minutes
- Presentation to Board of Trustees: October 29, 2018, Board of Trustees Meeting Minutes
- Approval by Board of Trustees: November 12, 2018, Board of Trustees Meeting Minutes

Beginning with fiscal year 2016, the Financial Services Department annually compiles contribution margin data for academic programs. This data informs tuition and fee decisions. In February and March 2020, the Board of Trustees reviewed and approved a differential tuition plan based on contribution margin data. Prior to approval, the plan was reviewed and input was provided by the President's Council. The benefit to the college from contribution margin data is better awareness of each academic program's fiscal sustainability.

- Tuition Fee Proposal FY21 PowerPoint
- Tuition Fee Proposal FY21 recommendation 3/30/20
- President's Council Meeting 12/12/19

In 2018, a summer schedule pilot program was initiated to minimize summer utility costs and provide employees the opportunity to extend summer weekends. Originally discussed by the President's Cabinet, the topic was then reviewed and approved by the President's Council. Following

the pilot, cost-savings were analyzed and presented to the President's Council. A task force was appointed to survey employees regarding continuation of the program. Survey results were presented to the President's Council, and the program was approved, with adjustments, for the following summer. The college benefitted from this summer schedule pilot by spending less money on utilities costs, reducing wear on HVAC components, and providing extended weekend opportunities to employees.

- Cabinet Discussion: February 20, 2018, Cabinet Meeting Minutes
- President's Council Approval: February 27, 2018, President's Council Meeting Minutes
- Task Force Appointment: October 23, 2018, President's Council Meeting Minutes
- Task Force Recommendation for Survey: January 22, 2019, President's Council Meeting Minutes
- Survey Results Presented: February 26, 2019, President's Council Meeting Minutes

Throughout the past five years, the college has focused on strengthening diversity efforts. Data related to the diversity and success of students and employees have been shared with the Board of Trustees, President's Council, and at All College Days, Based on the presentation and review of data, the President's Council has approved a number of new reports/initiatives, including:

- Diversity, Equity, and Inclusion Action Plan
- Men of Color Program / Summit
- Office of Multicultural Student Engagement

Recognizing the need to continue expanding the use of data in decision-making, administration has made several recent decisions, including the following;

- Created a new Dean of Institutional Effectiveness who will be focused on working with departments to use data in assessing program effectiveness.
- Purchased Zogotech software, a new tool that will allow the college to create a more robust process for data extraction and analysis.
- Secured a professional consultant to strengthen the college's research function.

Response to 5.A.3

The institution's administration ensures that faculty and, when appropriate, staff and students are involved in setting academic requirements, policy, and processes through effective collaborative structures. Evidence is found in the curriculum committee, program review and assessment.

Academic requirements are governed by the Curriculum Committee. This nine-member committee consists of two staff members from advising, six faculty members, and a permanent ex-officio member. The Curriculum Committee receives proposals on course and program requirements, including pre-requisites. Faculty submit proposals to their academic dean. Following approval by the dean, proposals are submitted to the committee. The committee then approves the curricular changes and provides final recommendations to the Vice President for Academic Affairs.

Academic policies and process are developed in consultation with faculty, the Vice President for Academic Affairs, Student Services and other areas as needed. By dividing the policy, processes, and academic procedures among the stakeholders closest to issues, SCC provides appropriate representation of campus constituencies and interests as well as effective collaborative structures. As always, these structures are tied to the college strategic plan and its mission, vision, and values.

Sources

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- Staff Update Sept 2020 Agenda

5.B - Core Component 5.B

The institution's resource base supports its educational offerings and its plans for maintaining and strengthening their quality in the future.

1. The institution has qualified and trained operational staff and infrastructure sufficient to support its operations wherever and however programs are delivered.
2. The goals incorporated into the mission and any related statements are realistic in light of the institution's organization, resources and opportunities.
3. The institution has a well-developed process in place for budgeting and for monitoring its finances.
4. The institution's fiscal allocations ensure that its educational purposes are achieved.

Argument

Response to 5.B.1

The institution has qualified and trained operational staff and infrastructure sufficient to support its operations wherever and however programs are delivered.

SCC understands the importance of having an organized, consistent and intentional hiring process that ensures staff are qualified and trained. The Human Resources office has developed and implemented three key processes associated with identifying and hiring qualified staff.

 Job Families and Descriptions: Every staff position is associated with a particular job family. Each job description includes qualifications and duties articulated for each unique staff position.

2. Staff Compensation and Career Progression Program: The purpose of the Compensation and Career Progression Program is to ensure that SCC provides pay and benefits in its total compensation package that fosters effective recruitment, engagement, and retention of diverse, collaborative, innovative, and highly talented faculty and staff. Since the program began, 85 staff members have advanced to Level 2 and 59 of those in Level 2 have also advanced to Level 3.

   - Staff Career Progression Plan training presentation.

3. Talent Acquisition Resource Guide was implemented in 2020 to provide the procedures, tools, and structure needed to successfully complete the employment selection process for staff and administrators.

One of the goals within SCC's Strategic Plan is "Developing our people." SCC has dedicated resources and implemented a number of innovative initiatives. Each cost center in the college has a budget dedicated to professional development. Additionally, the Human Resources Office has a budget to support college-wide events, recognition ceremonies, and development. In the spring of 2021, SCC launched a new PEAK Program. Each month, a variety of training sessions are offered to staff members.

The following table shows the number of faculty and staff that completed training each year.

Year	# of Faculty & Staff Training Completed
2015	608
2016	660
2017	868
2018	693
2019	496
2020	617

The number of people employed and the breakdown between full-time and part-time faculty and staff provide sufficient human resources to operate the college. In 2019, the college conducted a comprehensive evaluation of staffing levels to determine if we had sufficient staff to support operations. This study compared SCC to other comparable community colleges within Missouri and Illinois. Overall, the findings indicated that SCC exceeds the number of staff in all areas except advising. Based on this data, the Board of Trustees approved a new student success fee needed to generate new funds for expanding the number of advisors at SCC. Since the implementation of this new fee, the college has added an additional three advisors.

Information about employee numbers are readily available on the college website's fast facts.

These examples demonstrate how SCC not only has structures in place to hire qualified personnel, but also maintains a wide range of ongoing training and career enhancement opportunities for both faculty and staff.

In addition to sufficient number of staff, SCC has adequate infrastructure to support operations. In 2015, the Campus Master Plan was approved by the Board of Trustees. It reflects a 10-year plan prioritizing major projects, renovations, and construction assembled from information gathered by departments across campus, from a campus-wide survey and campus forums. The plan demonstrates the commitment to providing quality facilities and services to support the mission statement of the College.

Several steps in the Campus Master Plan have been completed, such as consolidating Food Service operations and securing a permanent location for the nursing and allied health programs. Other steps, such as improved Student Services and additional science labs, will be completed as part of the Proposition Community College bond issue projects.

- SCC Master Plan Book: Section 7 Recommendations

The annual Facilities Plan supplements the Campus Master Plan by serving as a repository of facilities project information. The Facilities Plan captures timeframes and funding sources for the

maintenance, repair, and renovation of the existing campus, as well as the construction of new facilities.

- FY20 Facilities Master Plan
- FY19 Facilities Master Plan
- FY18 Facilities Master Plan

 In 2017, SCC purchased property within our service area to further expand academic programs in response to industry needs. The location is now known as the Dardenne Creek Campus. This decision was partly based on extensive feedback from the campus community as part of the President's Listening Tour and a workforce needs assessment. The purchase of the new Dardenne Creek Campus allowed the college to expand its nursing and allied health programs to ensure adequate facilities for students.

During the 2019-20 academic year, the President's Council participated in several retreats to determine additional facility needs that could be funded by a new bond issue. A final list was incorporated into a resolution calling for a bond issue election, which was approved by the Board of Trustees on February 24, 2020. On August 4, 2020 voters in the SCC district passed Proposition Community College with more than 67% voting yes. The successful ballot initiative authorizes SCC to issue up to $30 mil of general obligation bonds for modernizing and expanding facilities for workforce training, academic programs, and support services and to enhance campus security.

In May 2021, the college entered into a lease to provide space for technical training programs in Wentzville, MO. This facility will expand capacity in the welding program. This location is an interim step while a permanent state-of-the-art technical training center is constructed in the Wentzville area as part of the Proposition Community College bond issue.

Technology represents another critical part of SCC's infrastructure. Aligned with SCC's goals of Innovation and Accountability, the college has made a commitment to improving and expanding technology to meet the needs of students and employees over the past 3 years.

Response to 5.B.2

SCC's goals are realistic and aligned with its organization, resources and opportunities.

The college's Mission, Vision, & Values have common themes for student success, academic excellence, workforce enhancement, and life-long learning and are at the core of the institution's success. The college has conducted an environmental scan, analyzed employment data, held planning retreats with the board and President's Council,(minutes) and utilized internal data to ensure that the development of goals and improvements to planning are realistic in light of the institution's organization, resources, and opportunities.

For example, over the past few years, the President's Council has held a planning retreat with the purpose of identifying new resources and initiatives that support the goals and mission of the college. At the planning retreat held April 23, 2021, the group identified nearly $500,000 in new initiatives and resources needed to support the college's organization and help advance goals. All initiatives had to be aligned with one or more of the college goals. Also, the allocation of additional funding was possible due to the fact that the college has built a strong budget with sufficient funds to

support new initiatives. As such, the goals of the college are realistic. Resources are available for ongoing operations and capital projects that support student success, academic excellence, workforce enhancement, and life-long learning.

Response to 5.B.3

SCC has a clear and effective process for developing budgets and monitoring finances.

The budget is developed as follows:

- During the month of March, deans and directors complete their operating budget line item proposals. They have access to historical data for prior expenditures and previous years' budget data.
- During the first two weeks in April, all vice presidents review budget requests from their departments and make any necessary adjustments.
- At the end of April or early May, a planning and budget retreat is held to review the overall budget. Requests for new personnel, capital, and contract expenditures are prioritized at the retreat. The retreat includes Cabinet, academic deans, administrators, faculty, staff, and students.
- Following the retreat, the President's Council receives an overview of the retreat. This includes a review and a vote for support for the list of prioritized new expenditures.
- In May, the Board of Trustees review the preliminary budget.
- The Board of Trustees approves the budget for the next fiscal year at the June board meeting.
- The budget is presented in summary form to faculty and staff at the beginning of the fall semester as part of the faculty welcome back event and all staff event.
- In January and February, faculty and staff receive a mid-year update on the budget.

A new Ellucian Colleague budget module was implemented for FY22. The new system replaces the Excel spreadsheet system that had been in place for more than a decade. The new system allows itemizations for all budget line items, which supports the zero-based concept that began on a limited basis for FY20.

Throughout the fiscal year, administrators and certain designated faculty and staff have access to review and monitor their respective budgets through the portal. They can request transfers for any incorrectly posted transactions and transfers of budget to other line items.

On a monthly basis, the Vice President for Administrative Services and the Assistant Vice President for Administrative Services review the activity in all funds of the College. Any areas of concern are brought to the attention of the appropriate individual.

The Board of Trustees receive a financial report at each regularly scheduled Board of Trustees meeting. The financial report includes a dashboard for tracking progress toward budget targets.

The dashboard provided to the Board of Trustees is posted to the internal portal, which provides access for to all faculty and staff.

At the beginning of the spring semester, faculty and staff are provided an update on how actual results are progressing compared to the budget.

- [All Faculty Update: Finance/Facilities Update](#)
- [All Staff College Update: Facilities and Budget Update](#)

Response to 5.B.4

SCC's fiscal allocations ensure that its educational purposes are achieved. The highest priority at SCC, as stated in our [strategic plan](#) and [budget principles](#), is student success. Here is how SCC arrives at our fiscal allocations in service to that goal.

In support of the overarching [budget principles](#) developed by the Board, the President's Council created the following budget development principles in 2020 that specifically preserve and prioritize our educational purposes.

- Minimize any reductions to mission-critical work (mission-critical: direct service/benefit to students)
- The college should maintain the highest level of quality for academic programs.
- Supporting the enrollment and success of students is a priority.

 The following shows examples of how the budget principles are referenced during the budget process.

- [Fiscal Year 2020 Budget Report](#)
- [Fiscal Year 2021 Budget Report](#)

 The above principles were key to preserving allocations for student success and serving students when faced with budget reductions and shortfalls.

The college's overall expenses for all college funds in FY20 show more than 49% of operating expenses ([per the audited financial statements for FY20 – page 11](#)) were for Instruction and Academic Support. In FY19, Instruction and Academic Support accounted for 48% of operating expenses.

While the above information accounts for all college funds, a better representation of fiscal allocations made for educational purposes is the General Fund. For FY20, 60% of General Fund expenditures were classified for academic affairs, student affairs, and academic support. The percentages for FY21 and FY22, based on adopted budgets, are slightly below 62%. Page 5 of the [FY22 budget memo](#) to the Board of Trustees dated 6/22/21 shows General Fund expenditures by functional area.

In December 2019, the Board of Trustees approved [Article V.06 Budget](#). This policy includes a mechanism to designate a portion of General Fund reserves for strategic investments. At that time, the FY20 General Fund budget amount was $40,316,000. The General Fund reserve balance was $13,221,004, which was 32.8% of the budgeted amount. The amount above 30% of the annual General Fund budget, which was $1,126,000, was placed in the strategic investments reserve. In January 2021, an additional $900,000 was placed in the strategic investments reserve. This expendable internal designation of funds ensures resources are available to support educational objectives and opportunities.

Beyond the General Fund, the college keeps resources from becoming comingled to ensure those resources will benefit their intended educational purpose. Two examples are the technology fee ($10 per credit hour) and the student success fee ($4 per credit hour), which are not included in the General Fund. This ensures the resources generated by these fees have visibility and accountability for how they are deployed. Revenue from the technology fee provides support for instruction and student learning through the purchase and expansion of computers and software applications. The student success fee supports advising services for students, as well as technology and services to support student success.

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5.C - Core Component 5.C

The institution engages in systematic and integrated planning and improvement.

1. The institution allocates its resources in alignment with its mission and priorities, including, as applicable, its comprehensive research enterprise, associated institutes and affiliated centers.
2. The institution links its processes for assessment of student learning, evaluation of operations, planning and budgeting.
3. The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.
4. The institution plans on the basis of a sound understanding of its current capacity, including fluctuations in the institution's sources of revenue and enrollment.
5. Institutional planning anticipates evolving external factors, such as technology advancements, demographic shifts, globalization, the economy and state support.
6. The institution implements its plans to systematically improve its operations and student outcomes.

Argument

Response to 5.C.1

SCC allocates its resources in alignment with its mission statement and the priorities stated in its strategic plan. The mission statement focuses on academic excellence, student success, workforce advancement, and life-long learning. The priorities in the strategic plan are student success, developing our people, accountability, innovation, and diversity. As part of a structured budget schedule, SCC has created an inclusive process for providing broad participation in the allocation of resources. Each year, the college facilitates a budget and planning retreat and budget discussion forums. Recommendations for allocations are aligned with the mission and goals of the college and are reviewed by both the President's Council and Board of Trustees.

Additionally, budget principles, which are aligned with the overall goals of the college, are presented at budget discussion forums such as the annual Planning & Budget Retreat, President's Council review of the retreat outcomes and when the Board of Trustees review the budget.

When requests for new capital, contracts, or initiatives are prepared and presented at the Planning & Budget Retreat, the format requires links to the strategic plan goal and budget principle that will be advanced by funding the request.

The following provides several examples of aligning resources to planning.

- One of the goals associated with the strategic plan is diversity. Embedded in the Diversity, Equity, and Inclusion Plan, and aligned with this goal, is the expectation that the college will "provide a welcoming, inclusive, multicultural campus experience." During FY21, the college allocated funds to create a new Office of Multicultural Student Engagement, including funding to secure a new Manager of the Office. The purpose of this new department is to identify opportunities for engaging minority students by creating a supportive and inclusive environment.

- One of the goals associated with the strategic plan is innovation. This is also one of the budget principles adopted by the Board of Trustees. For many years SCC explored the opportunity of building student housing to expand enrollment and better serve the college's athletic and international student populations. An innovative solution was found. SCC entered into a public-private partnership with an external contractor who built and manages the housing units. The college benefits from a land lease and increased enrollment. At both the President's Council and Board meetings, this initiative was linked to the goal of innovation.

Response to 5.C.2

SCC is committed to linking processes for assessment, planning, and budgeting. There is an interrelatedness built into the college's processes which includes the following:

- Strategic Planning provides direction.
- Program Review links to Strategic Planning through goals, improvement plans, budget requests, and budget decision-making. (See 4.A. for more detail.)
- Assessment requires evaluation of Program Review goals, as well as student learning outcomes, with an emphasis on continuous improvement. (See 4.A. and 4.B. for more detail.)

Program Review is the most comprehensive place where student learning, efficiency of operations, planning, and budgeting come together. Our program review process incorporates enrollment trends, industry trends, student learning outcomes, student success outcomes, contribution margins, staffing levels, and resource needs.

That comprehensive process serves as the mechanism for most funding requests, new positions, and other changes. Examples include:

- In both the 2019-20 and 2020-21 academic years the program review process indicated that our engineering and science programs had reached their capacity due to the number of General and Engineering Physics I and II courses we offered . Our inability to offer courses created a bottleneck in Physics for the Engineering program contributing to the low enrollment in the Engineering program. These courses had high fill rates in current offerings at 88% in SP21. Since our Physics program has a positive contribution margin (attached), the decision was made to add a full-time physics position for the 2021-22 academic year.
- Human Resources completed a comprehensive staffing analysis in 2019 as part of the program review process. This analysis compared SCC's staffing allocations to that of State, Regional, National, and Student Success Community College Leaders. The analysis served as benchmark data to inform Cabinet staffing decisions. In Spring 2020, several positions/vacancies were frozen as a result of the pandemic and reallocated in some cases based on the data from the program review. In Spring 2021, cabinet re-evaluated progress toward goals to ensure personnel matched up with our strategic plan goals.
- During the 2019-2020 program review, the art department discovered that they have a negative contribution margin of -$360,881. An analysis of the studio courses indicated that the faculty pay rate for these courses exceeded the average tuition paid by the students enrolled, even at maximum capacity. For a short-term solution, we reduced studio offerings for Spring 2021 based on survey data of art and graphic design students to ensure timely degree completion. For long term solutions, two major changes were made to improve the viability of the program: 1) In Fall 2020, both the faculty and administration agreed through the faculty

negotiation process to decrease the studio/lab pay ratio from .86 equivalent credit hours per clock hour to .83 equivalent credit hours per clock hour. 2) In Spring 2021, the college decided to spend approximately $80,000 to increase room capacity in the visual arts building. This renovation is scheduled to take place in December 2021.

- In the 2019-20 academic year, the program review process indicated that our science programs had reached their capacity due to limited lab space. Our most recent environmental scan in 2017 indicated that our population in St. Charles County is aging, and we would likely need to increase our science lab capacity to support our healthcare programs in response to our increasing community healthcare needs. The greatest need for increased lab space was chemistry followed closely by biology and physics. This was negatively impacting our completion rates in this program resulting in early transfer. Since Student Success is our first and most important strategic plan goal, the college identified funds to fix this problem. In Fall 2020, a bond initiative (Prop CC) was approved by the community and plans are underway for the building of five to six new lab spaces for the 2022-23 academic year totaling $5-$6 million, allowing chemistry, biology, physics, and engineering to increase their course offerings.
- In the 2019-20 AY, our Office of Student Life, informed by their program review and student exit survey results, signed an agreement with an outside contractor to provide personal counseling services and subscribed to two digital services, Meta and Sanvello, in order to meet their program goals.
- During the 2019-2020 AY, the Learning Resource Center/Library completed their program review and developed a better understanding of space utilization and discovered the need for more private and group study rooms. During summer 2021, the library removed shelving from the first floor to create more study space for students including tutoring. The College has allocated $100,000 in additional funds from FY21 to create permanent space in the library for tutoring and additional tutoring/private study space. The program review data was also used to help identify technology needs during the pandemic resulting in laptop purchases that can be used in the library and for check-out.
- During the 2018-2019 AY, the ACE Tutoring Center identified several strategies to increase usage in some under-utilized areas such as: embedded tutoring, classroom visits, bridge workshops, College 101 tours, and midterm grade interventions. They also determined the need to increase staffing in writing to help serve the needs of students. Their proposal to increase the budget for peer tutoring was approved during FY 2020.

Response to 5.C.3

SCC's planning and budgeting process has been established and enhanced to promote an inclusive and comprehensive process. The planning and budget process starts within the departments. The Program Review process allows employees to reflect on their past and present performance to shape their future initiatives, objectives, and funding requests. Program Review leads into budget development, which again begins within the departments. Input and refinement occur through Cabinet review, the Planning and Budget Retreat, the President's Council review, and ultimately review and approval by the Board of Trustees. This process ensures involvement from internal constituent groups throughout the college.

The college also considers data from surveys of students and the community in developing plans and new initiatives. For example, during the outbreak of COVID, the college needed to make a decision regarding a number of plans (i.e. Commencement, computer resources at home, familiarity with online learning etc.). All the data collected from the various surveys informed the college in its plans for responding to the pandemic in an effective manner.

- Fall 2020 Faculty Survey
- Student Survey

During the President's Listening Tour in 2016-17, feedback was obtained from all employees and student groups regarding college-wide functions. Results were used throughout the college to enhance planning. For example, based on feedback regarding facilities, the college made the decision to purchase the Dardenne Creek Campus.

Another example of inclusive and comprehensive planning is the President's Council. It includes representatives from all employee groups. The President's Council was a key forum for pandemic planning and discussions.

SCC also considers the perspectives of external constituent groups in planning processes. The following provides several examples:

- During Fall of 2020, the college established the President's Council on Race and Diversity which included key community leaders. The purpose of the Council was to gather feedback regarding strategies SCC could implement to advance diversity, equity, and inclusion. As a result of the work of this group, the college 1) added a new goal related to diversity; 2) established a new Multicultural Student Center, and 3) began work on creating a new Visiting Scholars program.
- During the 2017-18 academic year, SCC collaborated with business leaders throughout the community to identify new workforce/technical programs needed. Based on information collected, SCC submitted a proposal for state grant funds which was ultimately awarded and used to create the new Culinary and Agriculture Center (link to proposal/award)
- The college conducts budget reviews (May and June) and property tax hearings in public meetings to engage external constituents.

Response to 5.C.4

The college is aware and monitors closely its current capacity and has established plans for responding successfully to any fluctuations in revenue and enrollment. Each year the college establishes plans related to enrollment budget goals and builds its budget based on anticipated revenue. To ensure adequate funding, projections for both revenue and enrollment are conservative. Additionally, the Board of Trustees established a budget principle focused on becoming less dependent of state funding, recognizing the pattern of withholds experienced in the past. As a result, the budget is balanced by intentionally underbudgeting revenue from the state.

 All of these measures have contributed to the college exceeding established reserve amounts. The college's General Fund reserve balance provides capacity to capitalize on strategic opportunities. In 2020, the Board of Trustees revised the reserve policy to increase the target reserve range and to provide for a strategic investments reserve component. The strategic investments reserve makes clear the Board of Trustee's commitment to funding strategic initiatives. In 2020, $1.1 mil was place in the strategic investments reserve. In 2021, $900,000 was added by the Board of Trustees.

SCC also understands its capacity for enrollment. Planning processes include not just enrollment data, but a review of facility usage, Census data, and contribution margin data to inform decisions related to new program development and program expansion and capacity. For example, based

on [feedback](#) from the President's Listening Tour and from a review of data related to high demand health care needs (insert data), SCC made the decision to purchase the Dardenne Creek Campus to expand enrollment in [healthcare professions.](#)

Response to 5.C.5

SCC's planning anticipates external factors. The [environmental scan](#) provides external context to inform college planning and budget processes.

Technology Advancements

The college recognized the need to stay current with technology, especially in terms of cybersecurity. A consulting firm was hired in 2019 to conduct a security assessment. This resulted in a action plan of over 50 recommendations. Though the plan and recommendations are confidential to avoid disclosing vulnerabilities, the college has made significant investments in a hyperconverged network, new virtual desktop solution, and enhanced email security.

The college commissioned a consultant to review the effectiveness of the current enterprise resource planning system (ERP), which is Ellucian's Colleague. The college's concerns about limitations and inefficiencies of using a highly customized and somewhat antiquated ERP were confirmed by the consultant. The college was faced with a decision to fix the current ERP or conduct a procurement process for a new ERP. Input was received from deans, directors and the President's Council, resulting in the decision to move forward with a Request for Proposal (RFP) process for a new ERP, as well as a related business process review. The RFP process is expected to conclude by the end of 2021.

The Online & E-Learning Department provide faculty with the latest tools and facilities to use technology in classrooms and online. The studio in the Learning Resource Center was renovated to include a large greenscreen for professional recordings.

Demographic Shifts

In response to demographic shifts and the need to expand diversity, the college took actions to expand the enrollment of diverse student populations. In fact, [diversity became Goal 5](#) of the Strategic Plan. During the fall of 2020, the college began discussions with Harris Stowe University (an Historically Black College) to establish a [joint admissions program](#). The college also created the [Men of Color Program](#) to recruit men of color. The program launch spring of 2021 and currently has 12 students.

Another demographic shift is found in the growth of dual credit and dual enrollment programs. Goal 4 of the Strategic Plan is Innovation, which includes expanding dual credit/dual enrollment programs as a measurable outcome. Also, Objective #5 of this goal is to expand online and hybrid academic offerings, which also represents a planned initiative to address demographic shifts in student populations.

Globalization

Student housing opened at SCC in 2020. This was the [result of years](#) of [discussions](#), [reports](#), and input from many constituencies. Student housing provides the opportunity for the college to grow international student enrollment. Despite COVID-19, the college had 82 international students in Fall 2020, compared to 76 international students in Fall 2014.

The Economy and State Support

State support fluctuates with economic conditions in Missouri. The fallout from the 2008 recession resulted in state funding reductions of -5% in FY11 and -7% in FY12. Recovery in FY15 and FY16 resulted in increases of +8% each year. To minimize the impact of future fluctuations, a budget principle was established in FY18 to become less dependent on state funding.

SCC's FY20 budget for state funding was purposefully set at 96% of the approved appropriation. This allowed the college to absorb the state funding reductions resulting from the pandemic at the end of FY20.

For FY21, state funding was again under-budgeted, this time at 82% of the approved appropriation. Though the state funding reduction in July 2020 was eventually fully restored, SCC was prepared to again absorb the reduction without disrupting operations.

The FY22 budget for state funding is set at 77% of the approved appropriation.

Response to 5.C.6

SCC creates and implements its plans to systematically improve its operations and student outcomes. The most comprehensive plan that the college utilizes is the 2019-2023 Strategic Plan. The college's 2019-2023 Strategic Plan has five overarching goals to improve our operations and student outcomes.

1. Student Success
2. Developing Our People
3. Accountability
4. Innovation
5. Diversity

The tracking for the strategic plan is completed through the Vice President of Academic Affairs Office, the Office of Institutional Research, and in some cases through the annual assessment reports which are incorporated into the Comprehensive Program Review Process. Those processes are aligned with the Strategic Plan, and those committees report to the Strategic Planning Council to monitor the progress of the plan through the assessment and program review processes. Embedded in these plans are targets to increase student outcomes - specifically student success and equity gaps.

Other examples of plans throughout the college include:

- Diversity, Equity, and Inclusion Plan that is a more comprehensive plan to increase diversity, equity, and inclusion college-wide and functions as a supplement to the overall strategic plan.
- Facilities Campus Master Plan
- Information Technology Security audit action plan (confidential; available to reviewers upon request)
- Student Services Plan: New Directions & New Ideas in Student Services to increase student onboarding, enrollment, efficiency, and support. Progress updated in Fall 2020.

Additionally, all administrators complete annual goals (Ex: VPAA, VPSS) for their functional areas that are based on the Strategic Plan as well as assessment and program review data from the previous year. These goals are tracked via annual performance evaluations.

In addition to the annual performance measures, specific items are measured much more frequently such as enrollment which is monitored daily, and evaluated by cabinet weekly during registration and afterwards as a post-semester reflection on enrollment. Additionally, finances are reported on monthly to both cabinet and the board to track, monitor, and adjust as needed.

SCC engages in systematic and integrated planning and improvement. It involves members from the campus community in identifying and acting on internal and external factors. It makes improvements to allow it to serve the community in accordance with its mission.

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5.S - Criterion 5 - Summary

The institution's resources, structures, processes and planning are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities.

Summary

SCC's resources, structures, processes, and planning demonstrate they are sufficient to fulfill its mission, improve the quality of its educational offerings, and to respond to future challenges and opportunities. For example, the recently revised committee and council structure actively engages faculty and staff in decisions critical to the college mission and to improving the quality of educational offerings. SCC's systematic processes include data-informed decision-making in all areas of college operations translating multiple sources of raw data into information and information into knowledge. Collaborative decision-making is especially evident in SCC's curriculum development, program review, and assessment processes where faculty and administrators use information and knowledge to continuously improve the quality of the college's educational programs. SCC's leadership demonstrates sufficient resources to support the college mission by focusing on hiring and developing its people, ensuring adequate numbers of qualified faculty and staff who commit to continuous improvement. College leadership ensures adequate facilities via the Campus Master Plan supplemented by the Facilities Master Plan, a continuously monitored and updated repository for all facilities projects. On-going evaluations of, and improvements in, college technology infrastructure ensures optimum performance of the college network and up-to-date software for faculty, students, and staff. SCC's robust and continuously improved Strategic Planning Process aligned with its Budgeting Process and principles ensures the college can respond, not only to current needs, but to future needs and opportunities as well. The strategic planning process leverages its annual environmental scanning to plan for changes in the student body, anticipate changes in workforce needs and in instructional delivery, and to identify potential blind spots.

Sources

There are no sources.