

September 2009 –Board Approved Strategic Plan

BOARD-ADOPTED PRIORITY	BOARD-ADOPTED GOALS	BOARD-ADOPTED OBJECTIVES
<p>A. Develop a diverse, learner-centered College community that is accountable for its mission, that embraces the assessment of learning outcomes, and that focuses on institutional quality improvement.</p>	<p>A: 1(a) Encourage an institutional culture that creates a climate on our campuses and in our classrooms that advances learning outcomes.</p>	<p>A: 1(a).1 Develop a sustainable competitive advantage by advocating more, not less, learning.</p> <p>A: 1(a).2. Align the assessment of student learning and ICCB/IBHE program review with strategic planning and budgetary decision-making.</p>
	<p>A: 1(b) Support faculty-driven efforts that develop instructional policies and procedures that impact how much and how well students learn.</p>	<p>A: 1(b).1. Provide faculty development opportunities that focus attention on learning: what students are learning, how students learn, the conditions under which students learn, whether students are retaining and applying the learning and whether current learning positions the student for life-long learning.</p> <p>A: 1(b).2. Adopt instructional policies and procedures that improve the quality of student learning.</p>
	<p>A: 2 Support the continuing enhancements being developed in student academic advisement services.</p>	<p>A.2.1 Implement strategies that encourage positive student engagement with high quality services. Implement recommendations of AQIP Action Project 4.</p>
	<p>A: 3 Encourage a culture that respects and promotes diversity.</p>	<p>A: 3.1 Identify and develop processes that recruit and hire under-represented groups.</p> <p>A: 3.2 Identify and develop strategies to promote the understanding of multicultural and diversity issues.</p>

BOARD-ADOPTED PRIORITY	BOARD-ADOPTED GOALS	BOARD-ADOPTED OBJECTIVES
		A: 3.3 During retention studies consider minority-based differentials in student retention and address strategies to remedy them.
	A: 4 Achieve and maintain compliance with HLC and other accrediting agencies and regulating bodies.	<p>A: 4.1 Define needs requiring institutional research and allocate necessary resources.</p> <p>A: 4.2 Use the HLC/AQIP process as the main means to achieve and to document institutional effectiveness and quality improvement.</p> <p>A: 4.3 Develop an institutional report card using internal and external “benchmarks.”</p>
	A: 5 Create processes that identify student and community needs and goals.	<p>A: 5.1 Assure that lifelong learning opportunities are accessible, affordable, and appropriate.</p> <p>A: 5.2 Conduct research that determines student and/or community needs and goals.</p>
	A: 6 Assure that the College’s mission, core values and AQIP principles drive institutional policies and practices.	A: 6.1 Identify and implement opportunities and mechanisms through which mission, values and AQIP principles can be institutionalized.
	A: 7 Foster student success and student retention.	<p>A: 7.1 Develop programs that assess and improve student engagement, success, satisfaction and retention.</p> <p>A: 7.2 Prioritize these criteria, recognizing that student retention is the focus of two of three current AQIP action projects.</p>

BOARD-ADOPTED PRIORITY	BOARD-ADOPTED GOALS	BOARD-ADOPTED OBJECTIVES
	A: 8 Respond to changes that impact the College, its mission, and it's Strategic Plan.	<p>A: 8.1 Conduct an ongoing scanning effort.</p> <p>A: 8.2 Assess the impact of these changes on the college community.</p> <p>A: 8.3 Develop proactive measures that respond to these changes through positive means.</p>
B. Engage, partner, and collaborate with communities and educational institutions.	B: 1 Assert Southwestern Illinois College as a leader in higher education, workforce development, and the economic development of our region.	<p>B: 1.1 Continue SWIC's role as a regional leader in economic/community/workforce development.</p> <p>B: 1.2 Encourage and recognize a strategy to increase faculty/staff participation in civic clubs, organizations and community non-profits.</p>
	B: 2. Increase cooperation with area colleges, universities, and K-12 systems.	B: 2.1 Increase joint initiatives/partnerships with colleagues in K-12, higher education, government agencies and our communities to address mutual needs.
	B: 3. Improve awareness of the College's contributions to the region.	B: 3.1 Identify SWIC's contributions to its communities and develop a strategy to assure that these benefits are recognized.

BOARD-ADOPTED PRIORITY	BOARD-ADOPTED GOALS	BOARD-ADOPTED OBJECTIVES
<p>C. Increase the enrollment of the College and the retention of its students.</p>	<p>C:1 Increase the number of students that are served and the credit hours or other indicators that measure that service.</p>	<p>C:1.1 Identify, develop, and implement enrollment management strategies that will maintain and increase credit hour enrollments to meet institutional capacities.</p> <p>C:1.2 Position SWIC as a college of choice for K-12 graduates and non-traditional students.</p> <p>C:1.3 Research and analyze the College’s current and potential competitive positioning in the marketplace.</p> <p>C:1.4 Assess the instructional relevancy of programs, our position in the marketplace, the district’s unmet educational needs, our competition, current employer practices, and student development needs.</p> <p>C:1.5 Identify, develop, and implement enrollment management strategies that will maintain and increase non-traditional and customized educational enrollments to meet institutional capacities.</p>
	<p>C:2 Promote policies/practices that increase student retention.</p>	<p>C:2.1 To enhance enrollment and as a part of the learner-centered Culture, conduct AQIP action projects that focus on retention and Developmental education.</p> <p>C: 2.2 Prioritize these criteria, recognizing that student retention is the focus of two of three current AQIP action projects.</p>

BOARD-ADOPTED PRIORITY	BOARD-ADOPTED GOALS	BOARD-ADOPTED OBJECTIVES
	C:3 Prioritize the development and promotion of programs, services and delivery modes.	<p>C: 3.1 Assess and meet marketplace needs.</p> <p>C: 3.2 Assess and facilitate student goals and aspirations.</p> <p>C:3.3 Identify strategies to establish institutional sales and marketing programs that communicate SWIC's economic and educational value.</p>
D. Develop collaborative processes that support technology, that promote effective business practices, and that align resources with the Strategic Plan.	D: 1 Achieve and maintain a position of technology leadership.	<p>D:1.1 Maintain short-term, intermediate-term, and long-term institutional technology strategies that are current.</p> <p>D:1.2 Work toward utilizing IT as a Strategic competitive advantage.</p>
	D: 2 Provide instructional and administrative information technology appropriate to program needs.	<p>D:2.1 Assess information technology needs and develop infrastructure that will allow SWIC to meet its current and future needs.</p> <p>D: 2.2 Identify strategies that integrate voice, video, and data.</p>
	D: 3 Provide appropriate technology for curricula, students, and non-curricular programs.	<p>D: 3.1 Identify and adopt best practices in the delivery of services and education.</p> <p>D:3.2 Assess the need for and provide instructional technologies appropriate for curricular and non-curricular programs.</p>
	D:4 Assure that capital and funding requests are driven by the Strategic plan.	D: 4.1 Assess facility needs and prioritize the projects in Master Site Plan relative to program needs and available funding.

BOARD-ADOPTED PRIORITY	BOARD-ADOPTED GOALS	BOARD-ADOPTED OBJECTIVES
		D: 4.2 Develop a replacement plan for major capital infrastructure, e.g., instructional technology.
	D: 5 Recognize maintenance and operating costs as factors in achieving strategic goals.	D: 5.1 Incorporate the assessment of maintenance, institutional technology, and operating costs into the project planning and decision-making process. D: 5.2 Assess and address deferred maintenance needs.
	D: 6 Plan and develop revenue sources that are commensurate with priorities.	D: 6.1 Invest in the research and development of new revenue sources and develop existing resources as a means to achieve the institution's priorities, goals, and objectives. D: 6.2 Determine options and opportunities for facilities that are self-supporting.
	D: 7 Assure that budget recommendations are developed through an open and collaborative process.	D: 7.1 Review existing administrative processes; propose modifications that will make the budget development calendar and processes more amenable to review.
	D: 8 Adopt business processes that align with the expectations and practices found in the private sector, as appropriate.	D: 8.1 Study the accounts payable process and recommend improvements that will bring the invoice-to-payment cycle closer to industry conventions.

BOARD-ADOPTED PRIORITY	BOARD-ADOPTED GOALS	BOARD-ADOPTED OBJECTIVES
<p>E. Develop systems, practices, and communication strategies that demonstrate the high value given to the people that comprise the College.</p>	<p>E: 1 Design and fund a comprehensive system of orientation, continuing training, and personal development for all faculty and staff.</p>	<p>E: 1.1 Utilizing the Employee Development Advisory Council, maintain a faculty and staff development program which implements the AQIP principles of quality improvement, which reinforces the College's mission and values, and which strengthens employee commitment and performance.</p>
	<p>E: 2 Continue to focus on the role and effectiveness of the adjunct and part-time faculty and staff.</p>	<p>E: 2.1. Respond to the findings of AQIP Action Project #1 regarding the effectiveness, use and support of the adjunct and part-time faculty and part-time staff.</p>
	<p>E: 3 Improve communications within the College and among employee groups.</p>	<p>E: 3.1 Develop opportunities for College-wide interchange and collaboration among employee groups.</p> <p>E: 3.2 Use technology to enhance communications with adjunct faculty, part-time staff, students, and other stakeholders.</p>
	<p>E:4 Create a sense of community within the College and among faculty, staff, and students.</p>	<p>E: 4.1 Demonstrate respect for achievement by all members of the College community, including administrators, faculty, staff, students and alumni.</p> <p>E: 4.2 Embrace a commitment to a positive campus climate.</p> <p>E: 4.3 Support enhanced faculty and staff effectiveness.</p>

BOARD-ADOPTED PRIORITY	BOARD-ADOPTED GOALS	BOARD-ADOPTED OBJECTIVES
F. Develop collaborative practices and curricula that promote and implement sustainability and position the College as a regional model.	F: 1 Expand and enhance programs and services that increase sustainability awareness among students, employees, and the community.	F: 1.1 Improve awareness of the College's sustainability efforts in the region. F: 1.2 Increase awareness and a sense of responsibility for sustainability among students, faculty, and staff. F: 1.3 Explore and establish partnerships with community agencies and organizations to promote regional sustainability.
	F: 2 Move the College toward a more sustainable carbon neutral mode of operation.	F: 2.1 Study and assess current practices to move toward the goal of a more sustainable, carbon neutral mode of operation.
	F: 3 Explore and expand curricula that support sustainability, green initiatives, and renewable energy.	F: 3.1 Assess student and community needs for sustainability education. F: 3.2 Develop curricula that support student and community needs for sustainability. F: 3.3 Seek and secure resources for curricula implementation.