

Strategic Direction #1 Nurture and empower each student to succeed.

1.0 South Suburban College nurtures and empowers each student to succeed.

Institutional Goals for Strategic Priority 1.0	Expected Measurable Outcomes	Accountable Leaders	Planning Timetable				
			20-21	21-22	22-23	23-24	24-25
<p>1.1 Increase student retention, progression, persistence, and completion.</p>	<p>Create an Academic Master Plan that includes the implementation of student success strategies to increase retention, progression, persistence and completion across all areas of the college. Identify, measure, and analyze key performance indicators.</p>	<p>Vice President of Academic Services, Vice President of Student and Enrollment Services, Associate Vice President of Accreditation and Institutional Effectiveness, Deans, Director of Recruitment and Retention Services, Director of Instructional Research and key identified faculty.</p>	P				
<p>1.2 Foster initiatives to improve the college and career readiness of SSC students.</p>	<p>Create an Academic Master Plan that includes initiatives to improve the college and career readiness of SSC students. Identify, measure, and analyze key performance indicators.</p> <p>Continuously review and assess entry-level placement processes.</p>	<p>Vice President of Academic Services, Vice President of Student and Enrollment Services, Associate Vice President of Accreditation and Institutional Effectiveness, Deans, Director of Recruitment and Retention Services, Director of Instructional Research and key identified faculty.</p>	P				
<p>1.3 Provide comprehensive support services for all students</p>	<p>Review and assess all student support services and identify areas for improvement Identify, measure, and analyze key performance indicators.</p>	<p>Vice President of Student and Enrollment Services, Dean of Student Development, Dean of Student Services, Director of Recruitment and Retention Services and key identified faculty</p>	P				

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<p>including proactive mandatory advising and orientation.</p>							
<p>1.4 Continuous improvement of instruction through the assessment of student learning outcomes.</p>	<p>Engage in comprehensive college-wide assessment of students learning outcomes by all faculty. Identify, measure, and analyze key performance indicators.</p>	<p>Vice President of Academic Services, Vice President of Student and Enrollment Services, Deans, Director of Instructional Research and all faculty</p>	<p>P</p>	<p> </p>	<p> </p>	<p> </p>	<p> </p>
<p>1.5 Enhanced Teaching and Learning.</p>	<p>Review and Revitalize curriculum and course offerings to provide robust and responsive programs to meet the needs of our students, employers, and the community.</p>	<p>Vice President of Academic Services, Vice President of Student and Enrollment Services Deans, and faculty.</p>	<p>P</p>	<p> </p>	<p> </p>	<p> </p>	<p> </p>
<p>1.6 Expand the use of innovative and effective teaching methods that promote student learning across all areas of the college.</p>	<p>Create an Innovation Engagement Faculty Teaching Task group to assist the faculty in implementation and expansion of innovative and effective methods that promote student learning.</p> <p>Increase faculty development in pedagogy assessment and student accessibility issues.</p>	<p>Vice President of Academic Services, Vice President of Student and Enrollment Services Deans, and faculty.</p>	<p>P</p>	<p> </p>	<p> </p>	<p> </p>	<p> </p>

Strategic Direction #2 Enhance awareness, communication, and access.

2.0 South Suburban College will raise the visibility of the college and improve the understanding and perceived value of educational opportunities, including lifelong learning, offered by the college. We will expand opportunities and remove access barriers for our students.

Institutional Goals for Strategic Priority 2.0	Expected Measurable Outcomes	Accountable Management Leaders	Planning Timetable				
			20-21	21-22	22-23	23-24	24-25
<p>2.1 Strengthen internal and external communications to enhance awareness and visibility of the college</p>	<p>Design and implement a Marketing and Communication plan that effectively promotes college programs and services. Identify, measure, and analyze key performance indicators.</p>	<p>Executive Director, PR & Resource Development, Director of Communication Services and Media Design, President and all college employees.</p>	P				
<p>2.2 Ensure website is accessible and provides a user-friendly experience.</p>	<p>Create a task force to review and assess website to provide improvements for accessibility and user-friendly experience for our students, employees, and community members.</p>	<p>Director of Communication Services and Media Design and selected task force members.</p>	P				

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<p>2.3 Increase enrollment and improve access and opportunity for Traditional and Non-traditional students.</p>	<p>Design and implement a five-year Comprehensive Enrollment Management Plan that supports student success from recruitment through program progression and completion including recruitment, on-boarding, retention, and completion strategies Identify, measure, and analyze key performance indicators.</p> <p>Implement initiatives that focus on first-generation, high school students, non-traditional and under-represented groups to increase enrollment numbers. Identify, measure, and analyze key performance indicators.</p>	<p>Vice President of Student and Enrollment Services, Associate Vice President of Accreditation and Institutional Effectiveness, Dean of Student Development, Dean of Student Development, and Director of Recruitment and Retention Services, Director of Registration and Records, Director of Institutional Research.</p> <p>Vice President of Student and Enrollment Services, Associate Vice President of Accreditation and Institutional Effectiveness, Dean of Student Development, Dean of Student Development, and Director of Recruitment and Retention Services, Director of Registration and Records, Director of Institutional Research.</p>	<p>P</p> <p>P</p>				
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	<p>Explore and expand continuing education opportunities for lifelong and non-degree seeking learners.</p>	<p>Vice President of Academic Services, Dean of Adult Education & Continuing Education, and Director of Continuing Education.</p>	<p>P</p>	<p> </p>	<p> </p>	<p> </p>	<p> </p>
<p>2.4 Increase student interest and success in industries experiencing skill gaps.</p>	<p>Increase targeted marketing and effective outreach activities to promote the value of technical education and workforce training for jobs/careers. Identify, measure, and analyze key performance indicators.</p>	<p>Executive Director, PR & Resource Development, Director of Communication Services and Media Design, President and all college employees.</p>	<p>P</p>	<p> </p>	<p> </p>	<p> </p>	<p> </p>
<p>2.5 Provide improved student experiences across all areas of the college.</p>	<p>Review the current application and the enrollment/ registration processes at the college to identify possible barriers and improve the student's experience.</p> <p>Review, streamline and clearly communicate all academic and career pathways.</p> <p>Improve customer service for students. Identify training, communication, and professional development opportunities.</p> <p>Identify, measure, and analyze key performance indicators.</p>	<p>Vice President of Academic Services, Vice President of Student and Enrollment Services, Associate Vice President of Accreditation and Institutional Effectiveness, Academic Deans, Dean of Student Development, Dean of Student Development, and Director of Recruitment and Retention Services, Director of Registration and Records, Director of Institutional Research.</p>	<p>P</p>	<p> </p>	<p> </p>	<p> </p>	<p> </p>
<p>2.6 Ensure instructional programs, academic support, and student support initiatives are designed to serve a diverse student population.</p>	<p>Promote more flexible scheduling and instructional delivery formats to reach nontraditional students.</p> <p>Continually review and improve academic programs with an emphasis on equity and inclusion. Identify, measure, and analyze key performance indicators.</p> <p>Provide students access to affordable, quality textbooks and course material.</p>	<p>Vice President of Academic Services, Dean of Adult and Continuing Education, and Director of Continuing Education</p>	<p>P</p>	<p> </p>	<p> </p>	<p> </p>	<p> </p>

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<p>2.7 Increase student satisfaction and engagement across all support services and academic services</p>	<p>Complete Satisfaction Surveys in all support areas. Identify, measure, and analyze Key Performance Indicators.</p>	<p>Vice President of Academic Services, Vice President of Student and Enrollment Services, Associate Vice President of Accreditation and Institutional Effectiveness, Deans, Director of Extension Services, and Manager of Job Training</p>	<p>P</p>				
<p>2.8 Promote diversity and foster inclusive campus climate</p>	<p>Create a College Diversity, Equity and Inclusion Plan. Identify, measure, and analyze Key Performance Indicators.</p> <p>Conduct environmental scan, climate survey, focus groups, and campus discussions.</p>	<p>Vice President of Student and Enrollment Services, Associate Vice President of Accreditation and Institutional Effectiveness, Dean of Student Development, Dean of Student Development, and Director of Recruitment and Retention Services, Director of Registration and Records, Director of Institutional Research.</p>	<p>P</p>				
<p>2.9 Recruit and retain diverse workforce.</p>	<p>Develop academic programming that targets enrollment, retention, and completion for our Latino community. Identify, measure, and analyze key performance indicators.</p> <p>Recruit, hire, and retain diverse faculty, administration, and staff that reflects our community and the students.</p> <p>Attract and retain talented employees through competitive salaries and benefits.</p> <p>Invest in development opportunities for faculty, administration, and staff.</p> <p>Implement a comprehensive training system for new and existing employees. Identify, measure, and analyze key performance indicators.</p>	<p>Human Resources, College Administration and Managers.</p>	<p>P</p>				

Strategic Direction #3 Ensure institutional resources and sustainability.

3.0 South Suburban College will ensure the financial, physical and technological resources necessary to support educational programs and promote continuous innovation and sustainability.

Institutional Goals for Strategic Priority 3.0	Expected Measurable Outcomes	Accountable Management Leaders	Planning Timetable				
			20-21	21-22	22-23	23-24	24-25
<p>3.1 Foster fiscal stability and sustainability.</p>	<p>Create a multi-year comprehensive financial plan that addresses the current and changing economy, facility needs, maintenance, projected yearly revenue and cost. Identify, measure, and analyze key performance indicators.</p>	<p>President, Vice President’s Group, Treasurer, Administration and Managers.</p>	P				
<p>3.2 Foster a culture where faculty and staff are responsible for the financial viability of the college.</p>	<p>Provide training on budget development and management practices that support the viability of the college.</p>	<p>Vice President of Administration, Treasurer, Business & Accounting Staff.</p>	P				
<p>3.3 Foster and reward innovation.</p>	<p>Establish processes that encourage faculty and staff to research and pursue grant opportunities to fund innovative ideas and projects. Create processes to reward innovative ideas, projects, and programs that result in increased efficiencies.</p>	<p>Administration, Staff, and Faculty.</p>	P				

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<p>3.4 Adopt a multiyear financial planning and allocation model</p>	<p>Allocate resources based on strategic priorities and productively of programs outlined in the multi-year comprehensive financial plan.</p>	<p>President's Council.</p>	<p>P</p>				
<p>3.5 Explore, identify, and secure alternative and diversified revenue sources.</p>	<p>Outline strategies in the multi-year comprehensive financial plan. Identify, measure, and analyze key performance indicators. Increase contract training each year. Identify, measure, and analyze key performance indicators. Increase revenue generated through grants each year. Identify, measure, and analyze key performance indicators.</p>	<p>Treasurer, Administration, staff, and faculty.</p>	<p>P</p>				
<p>3.6 Maintain an updated facilities master plan to prioritize new construction, infrastructure, improvements and necessary repairs.</p>	<p>Explore and expand funding opportunities from appropriate external agencies. Facilities Master plan reviewed annually. Identify, measure, and analyze key performance indicators.</p>	<p>Vice President of Administration, Director of Physical Plant.</p>	<p>P</p>				
<p>3.7 Maintain an updated multi-year technology master plan to prioritize new technology infrastructure and improvements.</p>	<p>Multi-year technology master plan reviewed annually. Identify, measure, and analyze key performance indicators.</p>	<p>Vice President of Administration, Information Technology Department.</p>	<p>P</p>				

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3.8 Provide learning environments that are safe, welcoming, functional, and sustainable.	Review and assess all current Public Safety processes and procedures. Update emergency protocols based on review and assessment, if necessary.	Vice President of Administration, Police Chief.	P				
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Strategic Direction #4 Advance community engagement and partnership.

4.0 South Suburban College will enrich the community and enhance the quality of life for its residents. South Suburban College will strengthen and expand external partnerships.

Institutional Goals for Strategic Priority 5.0	Expected Measurable Outcomes	Accountable Parties	Planning Timetable				
			20-21	21-22	22-23	23-24	24-25
<p>4.1 Promote involvement by the community.</p> <p>4.2 Expand support and participation in community events.</p> <p>4.3 Strengthen and expand partnerships with K-12 and higher learning institutions.</p>	<p>Increase the numbers of attendees at SSC performances, art exhibits, athletics events, and civic events.</p>	Administration, Faculty, and Staff.	P				
	<p>Increase the number of community events college representatives attend to increase awareness of college programs and services for the community.</p> <p>Promote the benefit of using college facilities and intellectual resources.</p>	Administration, Faculty, and Staff	P				
	<p>Enhance and increase partnerships with K-12 partners in the college district.</p> <p>Increase dual enrollment opportunities for all high school students in the college district.</p>	Administration. Administration.	P				

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<p>4.4 Collaborate with community, civic, industries, and alumni to advocate for the college.</p>	<p>Expand partnerships, such as dual degree programs, with four-year colleges in the region.</p>	<p>Vice President of Academic Services, Vice Presidents of Student and Enrollment Services, and Deans.</p>	<p>P</p>	<p> </p>	<p> </p>	<p> </p>	<p> </p>
	<p>Increase partnerships with local, state, and regional agencies to secure resources to support student success.</p>	<p>Administration.</p>					
<p>4.5 Strengthen partnership with regional industries and employers.</p>	<p>Continuously evaluate programs and services to ensure the college is addressing existing and emerging industries.</p>	<p>Administration and Faculty.</p>	<p>P</p>	<p> </p>	<p> </p>	<p> </p>	<p> </p>
	<p>Engage local industries as partners in the development, expansion, and maintenance of academic programs.</p>	<p>Administration and Faculty.</p>					
	<p>Align curriculum with current industry standards.</p>	<p>Administration and Faculty.</p>					
	<p>Increase industry partnerships to expand opportunities for students for internships and clinical experiences.</p>	<p>Administration and Faculty.</p>					
	<p>Increase workforce training for students.</p>	<p>Administration and Faculty.</p>					

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<p>4.6 Expand and Improve Career Technical Advisory Boards.</p>	<p>Increase the number of industry and business members on our advisory boards.</p>	<p>Administration and Faculty.</p>	<p>P</p>	<p> </p>	<p> </p>	<p> </p>	<p> </p>
<p>4.7 Be a leader in providing workforce and economic development solutions and corporate training.</p>	<p>Increase workforce-training awards. Promote SSC as a leader in providing corporate training. Increase corporate training.</p>	<p>Administration and Faculty. Associate Vice President of Accreditation and Institutional Effectiveness. BCI Staff.</p>	<p>P</p>	<p> </p>	<p> </p>	<p> </p>	<p> </p>
<p>4.8 Improve and enhance the Career Development Center for students, alumni, and business and industry partners.</p>	<p>Review and assess services offered by the Career Development Center and create an improvement plan to enhance services.</p>	<p>Vice President of Student and Enrollment Services and Student Services Deans.</p>	<p>P</p>	<p> </p>	<p> </p>	<p> </p>	<p> </p>

Strategic Direction #5 Foster Performance-based culture.

5.0 South Suburban College will cultivate institutional excellence through continuous improvement and advance a performance-based culture based on data-informed decisions.

Institutional Goals for Strategic Priority 5.0	Expected Measurable Outcomes	Accountable Parties	Planning Timetable				
			20-21	21-22	22-23	23-24	24-25
<p>5.1 Engage in comprehensive college-wide assessment of student learning outcomes by all faculty.</p>	<p>Improve existing comprehensive plan for college wide assessment of student learning outcomes. Identify, measure, and analyze key performance indicators.</p>	<p>Vice President of Academic Services, Vice President of Student and Enrollment Services, Associate Vice President of Accreditation and Institutional Effectiveness, Deans, Director of Recruitment and Retention Services, Director of Instructional Research, Outcomes Assessment, committee and all faculty.</p>	P				
<p>5.2 Improve Institutional effectiveness in all areas of the college.</p>	<p>Create an Institutional Effectiveness Planning Committee and implement an institutional effectiveness plan. Identify, measure, and analyze key performance indicators.</p>	<p>Associate Vice President of Accreditation and Institutional Effectiveness, Institutional Effectiveness Planning Committee, Administration and Managers.</p>	P				
<p>5.3 Assess the viability, sustainability and effectiveness of all college operations,</p>	<p>Establish a data-driven assessment process to measure, and assess the viability, sustainability and effectiveness in all areas of the college. Identify, measure, and analyze key performance indicators.</p>	<p>Associate Vice President of Accreditation and Institutional Effectiveness, Institutional Effectiveness Planning Committee, Administration and Managers.</p>	P				

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<p>programs, and activities.</p> <p>5.4 Improve operational efficiencies of all internal structures and processes.</p> <p>5.5 Provide innovative excellence in supporting students, faculty, and staff with technology.</p>	<p>Review all internal structures and processes to improve efficiencies. Identify, measure, and analyze key performance indicators.</p> <p>Create a technology planning committee and implement a five-year comprehensive technology plan. Identify, measure, and analyze key performance indicators.</p> <p>Improve technology support for students, faculty, and staff.</p> <p>Develop and deliver technology training based on the assessed needs of students, faculty, and staff.</p> <p>Continuously evaluate new and existing technologies and make enhancements that improve services for students, faculty, and staff.</p>	<p>Associate Vice President of Accreditation and Institutional Effectiveness, Institutional Effectiveness Planning Committee, Administration and Managers.</p> <p>IT, Technology Planning Committee, Administration and Managers.</p>	<p>P</p> <p>P</p>	<p>I</p> <p>I</p>	<p>I</p> <p>I</p>	<p>I</p> <p>I</p>	<p>I</p> <p>I</p>
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