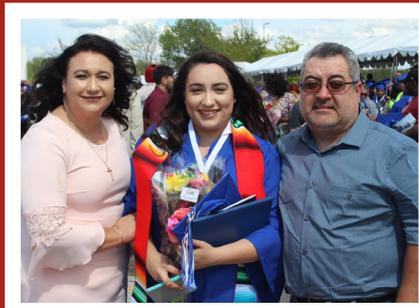
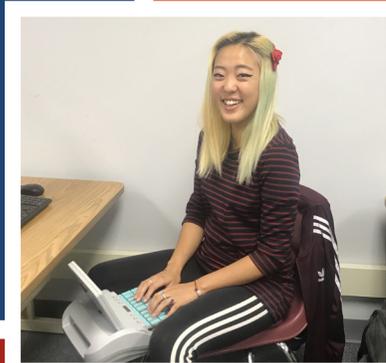


# 2020-2025 STRATEGIC PLAN



 **This is Success.**  
SOUTH SUBURBAN COLLEGE

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## MESSAGE FROM PRESIDENT STOKES

During the College's 93-year history, it has grown, adapted, and evolved to meet the changing demands of our students, employers, and the region. Although, South Suburban College (SSC) has realized many accomplishments over its long history for which we are all very proud of, I believe the College's greatest accomplishments are still in its future.

This is a very important and critical time in the College's history. As in the past, SSC's academic programs, training, and services continue to benefit our students and the communities that we serve. The College's partnerships with educational institutions, business, industry, and the community also continue to grow and prosper. The College has the broad support of many community leaders that provide guidance and direction as we develop new programs and a skilled workforce to meet the demands of the region.

Under the direction of the Board of Trustees, the College has reinvested in its commitment to diversity and inclusion. We would not be of service to our community if we didn't remain fueled and focused on a commitment to providing quality education and balancing equity and justice while supporting others with the opportunity to become educated. When we take the time to listen and appreciate what is most common and different, we become wiser, more inclusive, and better as an institution. At South Suburban College we are doing better and look forward to achieving more. As Mahatma Gandhi once said, "The future depends on what we do in the present."

The 2020-2025 Strategic Plan provides the framework to guide the College as it implements the steps necessary to face our many institutional challenges. The College must, however, also find new opportunities to support future growth, innovation, inclusion and to strengthen our institutional capacity.

The institutional goals and expected measurable outcomes identified in this plan serve to chart a pathway for the effective pursuit of our College's mission and its core values. SSC's core values are the foundational principles that drive all of our activities and they will foster the commitment necessary to accomplish the six strategic directions identified in the strategic plan.

This plan focuses on six major strategic directions: Nurture and empower each student to succeed; Enhance awareness, communication and access; Ensure institutional resources and sustainability; Advance community engagement and partnership; and Foster a performance-based culture.

Our new strategic plan is the blueprint to ensure our future growth and our students' success. Thank you for your continued support of South Suburban College and its mission to Serve our Students and the Community through lifelong learning.



Dr. Lynette D. Stokes  
President



# PART I. COLLEGE MISSION, VISION, CORE VALUES, PRIORITY DIRECTIONS & INSTITUTIONAL GOALS

## OUR MISSION

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The mission of South Suburban College is to Serve our Students and the Community through lifelong learning.

## OUR VISION

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South Suburban College is a welcoming, attractive, efficient, safe, transparent, and financially secure institution that fosters creative communication and synergy within the campus community and between that community and its partners.

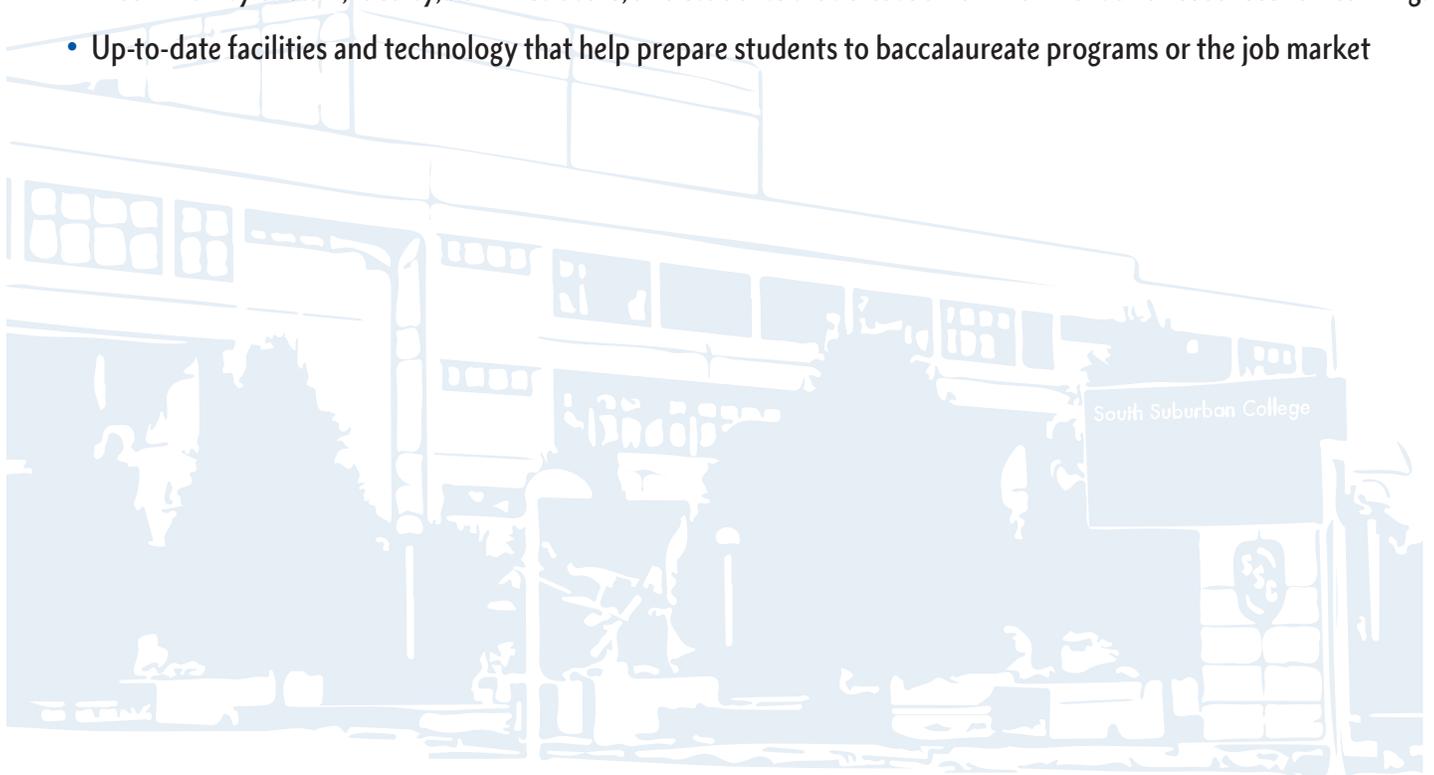
Through innovative teaching, integration of technology, modeling sustainable practices that value the environment, cultivation of external partnerships and a culture of assessment, SSC will play a pivotal role in transforming the lives of its diverse student population.

## OUR DEDICATION

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South Suburban College is dedicated to:

- High quality education, training, and services for all individuals who have the ability to benefit from our programs.
- Providing accessible and affordable programs to a diverse community of learners
- Training is delivered in collaboration with local businesses.
- A community of staff, faculty, administrators, and students that create an environment and resources for learning.
- Up-to-date facilities and technology that help prepare students to baccalaureate programs or the job market

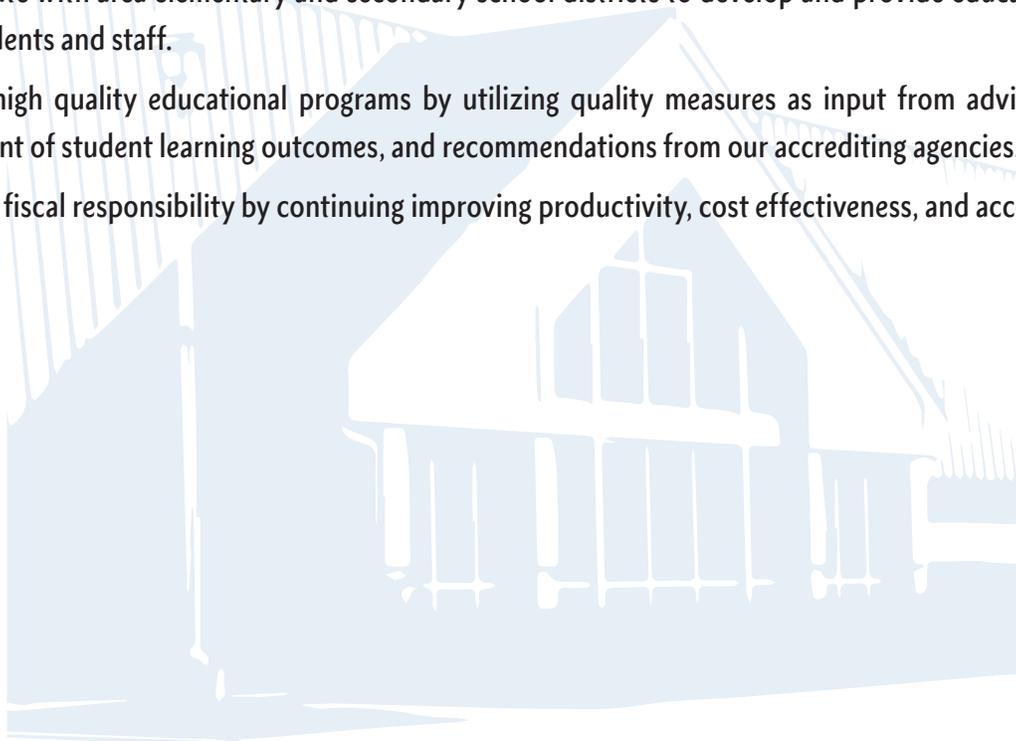


## OUR INSTITUTIONAL GOALS

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Provide credit courses and Associate degree programs for academically prepared students to assist them in preparing for transfer to a four-year degree college or university. The College will be accountable for the quality of academic programs and the assessment of learning.

- Provide high quality, accessible and affordable credit courses and associate degree and certificate programs for academically prepared students to assist them in preparing for occupations that require career education beyond the high school level.
- Provide developmental instruction in reading, writing and mathematical skills to students requiring these skills in order to succeed in other college programs or complete a high school equivalency program and to expand adult education.
- Increase the number and diversity of students who complete training and educational programs by providing academic advising, learning resources and supportive services, such as specialized learning assistance, for students with a wide range of academic needs.
- Partner with local businesses and industry to sustain strong economic growth and maintain a competitive workforce. The College will provide universal/technical skills to qualify community residents for employment, and will assist in business development.
- Complement classroom instruction with student opportunities through workplace internships, cooperative education and other work-based learning approaches.
- Offer activities, services, and programs that enhance student life and enrich the educational experience of the student to increase knowledge of societal and civic responsibilities in a complex society. Design and implement programs that develop student leadership, ethical decision making and international cultural understanding.
- Collaborate with area elementary and secondary school districts to develop and provide educational services to their students and staff.
- Provide high quality educational programs by utilizing quality measures as input from advisory committees, assessment of student learning outcomes, and recommendations from our accrediting agencies.
- Maintain fiscal responsibility by continuing improving productivity, cost effectiveness, and accountability.



## OUR CORE VALUES

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### **Service**

We serve our students, partners, and the community.

### **Student-Centered Environment**

We are dedicated to student achievement and promote innovative strategies and initiatives to maximize our students' opportunity for success.

### **Community**

We value our partners in business, industry, government, school districts, and fellow educators.

### **Collaboration**

We value collaboration among SSC employees and SSC constituents.

### **Accessibility**

We offer accessible, affordable programs to a diverse community of learners.

### **Respect**

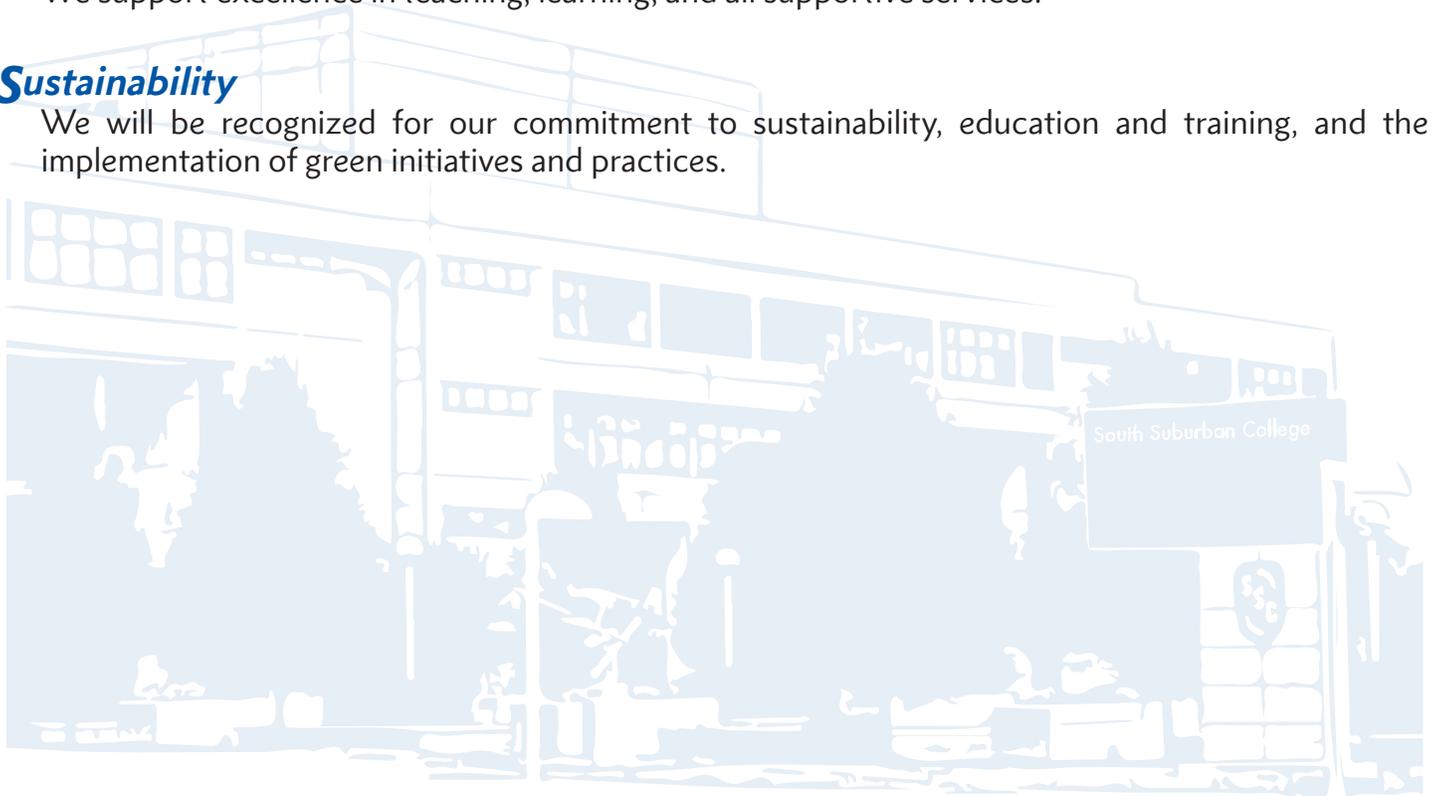
We admire differences and treat others with civility. We respect the rights, differences, and dignity of others.

### **Excellence**

We support excellence in teaching, learning, and all supportive services.

### **Sustainability**

We will be recognized for our commitment to sustainability, education and training, and the implementation of green initiatives and practices.



## PART II. HISTORY OF THE COLLEGE

South Suburban College, a public, two-year college, was founded in 1927 as Thornton Junior College, an extension of Thornton Township High School in Harvey, Illinois, which provided space for the college. On September 19, 1927, Thornton Junior College, under the jurisdiction of the Board of Education of Cook County High School District 205, began classes for forty-seven students with a faculty of fifteen.

Although Thornton Junior College was the fifth junior college established in Illinois, there was at the time no legal sanction for such an institution. In 1931, legislation established the legality of the junior college in the public school system. In 1937, additional legislation validated existing junior colleges outside of Chicago and permitted the founding of others. With the passage of the Illinois Public Community College Act in 1965, college district 510 was established to include Thornton Township High Schools District 205 (presently Thornton, Thornridge, & Thornwood), Thornton Fractional High Schools District 215 (presently Thornton Fractional South & Thornton Fractional North), and Bremen Community High Schools District 228 (Bremen, Tinley Park, Hillcrest, & Oak Forest). District 510 has twenty communities in the south suburban area of Chicago.

In 1969, the name of the institution was changed to Thornton Community College, to reflect more accurately its mission as a comprehensive community college and to dispel the notion that the college was merely an extension of the local high schools. With plans to construct a permanent campus, the college moved in 1971 to an interim campus in South Holland, and the first phase of the main campus was completed in 1972. By 1976, with the exception of a few classes held at local high schools, Thornton Community College offered programs and courses at its new 437,596 square-foot campus facility.

In June of 1988, the Board of Trustees unanimously voted to change the name of the institution to South Suburban College. The trustees concluded that since the college serves more than just Thornton Township (Bremen and parts of Bloom and Calumet Townships as well), a broader name was appropriate; thus, the name South Suburban College of Cook County was chosen. For day-to-day purposes, the name South Suburban College is used.

In 1992, the Trustees opened the University and College Center in Oak Forest, to serve the district's western portion. Recently, the college renamed the facility as the Oak Forest Center (OFC) highlighting the facility's close proximity for students residing in the western portion of the district.

## PART III. STRATEGIC PLANNING PROCESS

For the past two years, South Suburban College (SSC) engaged in a comprehensive and collaborative strategic planning process that involved many members of our faculty, staff, students, alumni, community representatives, business and industry partners, and friends of the College. Our primary goal was to articulate a shared vision of SSC's future and to make that vision a reality through the identification of key strategic directions and the identification of key performance measures tied to actionable plans.

The college provided a strategic planning process that was collaborative, inclusive, and transparent. We created opportunities for listening and inclusive engagement. The College held a series of strategic planning informational forums, focus groups, surveys, and other outreach efforts over the course of the strategic planning process. SSC welcomed and invited participation and input from all faculty, administration, staff, students, alumni, business and industry partners, and community partners.

The College's strategic plan focuses on six major directions: **Nurture and empower each student to succeed;** **Enhance awareness, communication and access;** **Ensure institutional resources and sustainability;** **Advance community engagement and partnership,** and **Foster a performance-based culture.** Progress toward the achievement of these broad institutional strategic directions will be gauged by measurable institutional key performance indicators and will also be linked to the College's budget allocation process.

## PART IV. STRATEGIC PLAN STEERING COMMITTEE

The Strategic Plan Steering Committee members are listed below:

**Dr. Lynette D. Stokes, President**

**Dr. Tasha S. Williams, Vice President –Academic Services**

**Dr. Deborah Baness King, Vice President-Student & Enrollment Services**

**Martin Lareau, Vice President –Administration**

**Dr. Ronald Kawanna Jr., Associate Vice President of Accreditation & Institutional Effectiveness**

**Timothy Pollert, Treasurer/Controller**

**Dr. Kevin Riordan, Director of Institutional Research**

**John McCormack, Executive Director-Information Technology**

**Lisa Miller, Director- Communication Services and Media Design**

**Natalie R. Page, Dean- Academic Services**

**Dr. Matthew Beasland, Dean- Adult & Continuing Education**

**Gerald A. Griffith, Department Chair- Biology- Faculty Association Union President**

**Vernita Lewis, Child Development Adjunct- Adjunct Faculty Association President**

**Shannan Smith, Student Specialist-Staff Association Union President**

**Babatunde Adamson, Student Representative**



# PART V. 2020-2025 STRATEGIC DIRECTIONS AND GOALS

## STRATEGIC DIRECTION #1: NURTURE AND EMPOWER EACH STUDENT TO SUCCEED.

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

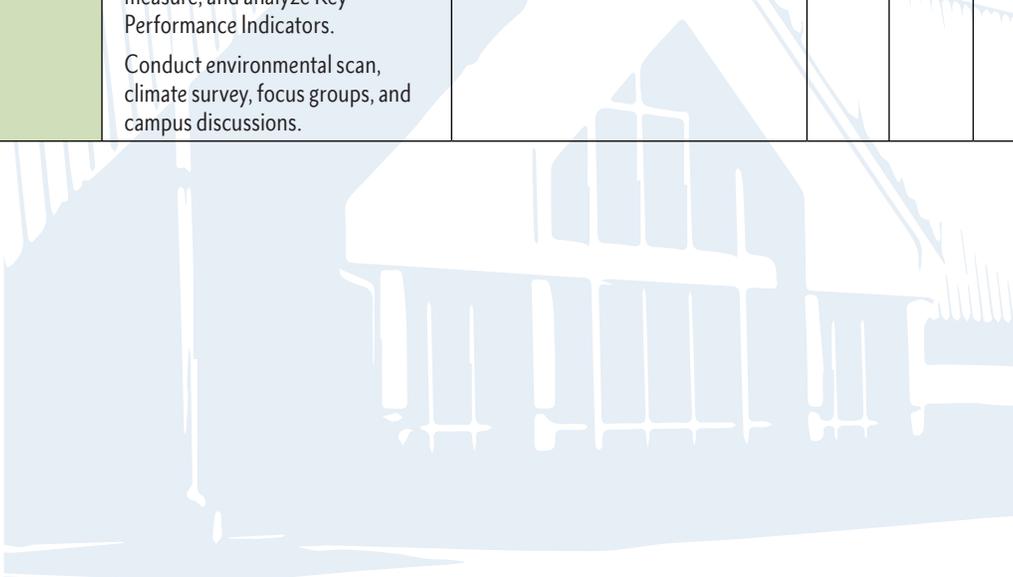
Institutional Goals for Strategic Priority 1.0	Expected Measurable Outcomes	Accountable Leaders	Planning Timetable <i>P=Planning I=Implementation I&amp;E=Implementation &amp; Evaluation FE=Final Evaluation</i>				
			20-21	21-22	22-23	23-24	24-25
<b>1.1</b> Increase student retention, progression, persistence, and completion.	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.	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	I	I&E	I&E	FE
<b>1.2</b> Foster initiatives to improve the college and career readiness of SSC students.	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.  Continuously review and assess entry-level placement processes.	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	I	I&E	I&E	FE
<b>1.3</b> Provide comprehensive support services for all students including proactive mandatory advising and orientation.	Review and assess all student support services and identify areas for improvement. Identify, measure, and analyze key performance indicators.	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	I	I&E	I&E	FE
<b>1.4</b> Continuous improvement of instruction through the assessment of student learning outcomes.	Engage in comprehensive college-wide assessment of students learning outcomes by all faculty. Identify, measure, and analyze key performance indicators.	Vice President of Academic Services, Vice President of Student and Enrollment Services, Deans, Director of Instructional Research and all faculty	P	I	I&E	I&E	FE
<b>1.5</b> Enhanced Teaching and Learning.	Review and Revitalize curriculum and course offerings to provide robust and responsive programs to meet the needs of our students, employers, and the community.	Vice President of Academic Services, Vice President of Student and Enrollment Services Deans, and faculty	P	I	I&E	I&E	FE
<b>1.6</b> Expand the use of innovative and effective teaching methods that promote student learning across all areas of the college.	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.  Increase faculty development in pedagogy assessment and student accessibility issues.	Vice President of Academic Services, Vice President of Student and Enrollment Services Deans, and faculty	P	I	I&E	I&E	FE

## 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 Leaders	Planning Timetable				
			20-21	21-22	22-23	23-24	24-25
<b>2.1</b> Strengthen internal and external communications to enhance awareness and visibility of the college	Design and implement a Marketing and Communication plan that effectively promotes college programs and services. Identify, measure, and analyze key performance indicators.	Executive Director, PR & Resource Development, Director of Communication Services and Media Design, President and all college employees	P	I	I&E	I&E	FE
<b>2.2</b> 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.	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.	Director of Communication Services and Media Design and selected task force members	P	I	I&E	I&E	FE
<b>2.3</b> Increase enrollment and improve access and opportunity for Traditional and Non-traditional students.	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. 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. Explore and expand continuing education opportunities for lifelong and non-degree seeking learners.	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  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  Vice President of Academic Services, Dean of Adult Education & Continuing Education, and Director of Continuing Education	P	I	I&E	I&E	FE
<b>2.4</b> Increase student interest and success in industries experiencing skill gaps.	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.	Executive Director, PR & Resource Development, Director of Communication Services and Media Design, President and all college employees	P	I	I&E	I&E	FE

Institutional Goals for Strategic Priority 2.0	Expected Measurable Outcomes	Accountable Leaders	Planning Timetable				
			20-21	21-22	22-23	23-24	24-25
<p><b>2.5</b> 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	I	I&E	I&E	FE
<p><b>2.6</b> 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	I	I&E	I&E	FE
<p><b>2.7</b> 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	I	I&E	I&E	FE
<p><b>2.8</b> 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>Executive Leadership Team, All Administrative Managers</p>	P	I	I&E	I&E	FE



Institutional Goals for Strategic Priority 2.0	Expected Measurable Outcomes	Accountable Leaders	Planning Timetable				
			20-21	21-22	22-23	23-24	24-25
<p><b>2.9</b> 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	I	I&E	I&E	FE



## 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 Leaders	Planning Timetable				
			20-21	21-22	22-23	23-24	24-25
<b>3.1</b> Foster fiscal stability and sustainability.	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.	President, Vice President's Group, Treasurer, Administration and Managers	P	I	I&E	I&E	FE
<b>3.2</b> Foster a culture where faculty and staff are responsible for the financial viability of the college.	Provide training on budget development and management practices that support the viability of the college.	Vice President of Administration, Treasurer, Business & Accounting Staff.	P	I	I&E	I&E	FE
<b>3.3</b> Foster and reward innovation.	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.	Administration, Staff, and Faculty	P	I	I&E	I&E	FE
<b>3.4</b> Adopt a multiyear financial planning and allocation model	Allocate resources based on strategic priorities and productively of programs outlined in the multi-year comprehensive financial plan.	President's Council	P	I	I&E	I&E	FE
<b>3.5</b> Explore, identify, and secure alternative and diversified revenue sources.	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.	Treasurer, Administration, staff, and faculty	P	I	I&E	I&E	FE
<b>3.6</b> Maintain an updated facilities master plan to prioritize new construction, infrastructure, improvements and necessary repairs.	Explore and expand funding opportunities from appropriate external agencies.  Facilities Master plan reviewed annually. Identify, measure, and analyze key performance indicators.	Vice President of Administration, Director of Physical Plant	P	I	I&E	I&E	FE
<b>3.7</b> Maintain an updated multi-year technology master plan to prioritize new technology infrastructure and improvements.	Multi-year technology master plan reviewed annually. Identify, measure, and analyze key performance indicators.	Vice President of Administration, Information Technology Department	P	I	I&E	I&E	FE

Institutional Goals for Strategic Priority 3.0	Expected Measurable Outcomes	Accountable Leaders	Planning Timetable				
			20-21	21-22	22-23	23-24	24-25
<p><b>3.8</b> Provide learning environments that are safe, welcoming, functional, and sustainable.</p>	<p>Review and assess all current Public Safety processes and procedures. Update emergency protocols based on review and assessment, if necessary.</p>	<p>Vice President of Administration, Police Chief</p>	P	I	I&E	I&E	FE



## 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 4.0	Expected Measurable Outcomes	Accountable Leaders	Planning Timetable				
			P=Planning I=Implementation I&E=Implementation & Evaluation FE=Final Evaluation				
			20-21	21-22	22-23	23-24	24-25
<b>4.1</b> Promote involvement by the community.	Increase the numbers of attendees at SSC performances, art exhibits, athletics events, and civic events.	Administration, Faculty, and Staff	P	I	I&E	I&E	FE
<b>4.2</b> Expand support and participation in community events.	Increase the number of community events college representatives attend to increase awareness of college programs and services for the community.  Promote the benefit of using college facilities and intellectual resources.	Administration, Faculty, and Staff	P	I	I&E	I&E	FE
<b>4.3</b> Strengthen and expand partnerships with K-12 and higher learning institutions.	Enhance and increase partnerships with K-12 partners in the college district.  Increase dual enrollment opportunities for all high school students in the college district.  Expand partnerships, such as dual degree programs, with four-year colleges in the region.	Administration  Vice President of Academic Services, Vice Presidents of Student and Enrollment Services, and Deans	P	I	I&E	I&E	FE
<b>4.4</b> Collaborate with community, civic, industries, and alumni to advocate for the college.	Increase partnerships with local, state, and regional agencies to secure resources to support student success.	Administration	P	I	I&E	I&E	FE
<b>4.5</b> Strengthen partnership with regional industries and employers.	Continuously evaluate programs and services to ensure the college is addressing existing and emerging industries.  Engage local industries as partners in the development, expansion, and maintenance of academic programs.  Align curriculum with current industry standards.  Increase industry partnerships to expand opportunities for students for internships and clinical experiences.  Increase workforce training for students.	Administration and Faculty	P	I	I&E	I&E	FE
<b>4.6</b> Expand and Improve Career Technical Advisory Boards.	Increase the number of industry and business members on our advisory boards.	Administration and Faculty	P	I	I&E	I&E	FE
<b>4.7</b> Be a leader in providing workforce and economic development solutions and corporate training.	Increase workforce-training awards.  Promote SSC as a leader in providing corporate training.  Increase corporate training.	Administration and Faculty  Associate Vice President of Accreditation and Institutional Effectiveness, BCI Staff	P	I	I&E	I&E	FE

Institutional Goals for Strategic Priority 4.0	Expected Measurable Outcomes	Accountable Leaders	Planning Timetable				
			20-21	21-22	22-23	23-24	24-25
<p><b>4.8</b> 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	I	I&E	I&E	FE



## 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 Leaders	Planning Timetable <i>P=Planning I=Implementation I&amp;E=Implementation &amp; Evaluation FE=Final Evaluation</i>				
			20-21	21-22	22-23	23-24	24-25
<b>5.1</b> Engage in comprehensive college-wide assessment of student learning outcomes by all faculty.	Improve existing comprehensive plan for college wide assessment of student learning outcomes. Identify, measure, and analyze key performance indicators.	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	I	I&E	I&E	FE
<b>5.2</b> Improve Institutional effectiveness in all areas of the college.	Create an Institutional Effectiveness Planning Committee and implement an institutional effectiveness plan. Identify, measure, and analyze key performance indicators.	Associate Vice President of Accreditation and Institutional Effectiveness, Institutional Effectiveness Planning Committee, Administration and Managers	P	I	I&E	I&E	FE
<b>5.3</b> Assess the viability, sustainability and effectiveness of all college operations, programs, and activities.	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. Review all internal structures and processes to improve efficiencies. Identify, measure, and analyze key performance indicators.	Associate Vice President of Accreditation and Institutional Effectiveness, Institutional Effectiveness Planning Committee, Administration and Managers.	P	I	I&E	I&E	FE
<b>5.4</b> Improve operational efficiencies of all internal structures and processes.	Review all internal structures and processes to improve efficiencies. Identify, measure, and analyze key performance indicators.	Associate Vice President of Accreditation and Institutional Effectiveness, Institutional Effectiveness Planning Committee, Administration and Managers.	P	I	I&E	I&E	FE
<b>5.5</b> Provide innovative excellence in supporting students, faculty, and staff with technology.	Create a technology planning committee and implement a five-year comprehensive technology plan. Identify, measure, and analyze key performance indicators.  Improve technology support for students, faculty, and staff.  Develop and deliver technology training based on the assessed needs of students, faculty, and staff.  Continuously evaluate new and existing technologies and make enhancements that improve services for students, faculty, and staff.	IT, Technology Planning Committee, Administration and Managers	P	I	I&E	I&E	FE

# Board Of Trustees



## Frank M. Zuccarelli

### Chairman

Zuccarelli, a South Holland resident, has served as a member of the South Suburban College Board of Trustees since 1978 and has been Board Chairman since 1987. He is committed to maintaining an affordable education while offering the most cutting-edge programs, technology and facilities possible. A former student of the college, Zuccarelli has also served as Thornton Township Supervisor since 1993.



## John A. Daly

### Vice-Chair

Daly, an Oak Forest resident, has served as a member of the SSC Board of Trustees since 1991. He became Vice-Chairman in 1994 and served as Chairman of the Presidential Search Committees. Daly retired from his longstanding post as Village Administrator for Orland Hills in 2015.

## Anthony DeFilippo

DeFilippo, a Calumet City resident, has served on the SSC Board of Trustees since 1989. As a registered pharmacist, DeFilippo works in the medical affairs sector and is responsible for the advancement of medical education and clinical trial opportunities at academic and medical centers. He serves in this capacity throughout the country.



## Janet M. Rogers

### Secretary

Rogers, a Harvey resident, was appointed to the SSC Board of Trustees in 2013 and serves as Chairperson of the Policy Committee. She retired from Bloom High School in 2009, where she was a Culinary Arts and Special Education teacher for 30 years.



## Vivian Payne

Payne was elected Lansing Village Clerk in April 2017, and is currently serving a 4 year term. She is actively involved in various organizations and has a long history of community involvement both professionally and on a volunteer basis.



## Terry R. Wells

Wells, a Phoenix resident, was appointed to the SSC Board of Trustees in 2001. He currently serves as Chairperson of the Board's Legislative Committee, and represents SSC as a legislative liaison in Springfield through the Illinois

Community College Trustee Association. He also serves as President of the Village of Phoenix, a position he has held since 1993.



## Joseph Whittington, Jr.

Whittington, a Harvey resident, was elected to his first term as a member of the SSC Board of Trustees in 2005. He currently serves as Chairperson of the Board's Audit Committee. Whittington has also served as the 2nd Ward Alderman of Harvey since

2003, where he has initiated programs to revitalize the 2nd Ward.

