
Translating Our Goals into Action Southeastern Illinois College

2006 - 2011 Strategic Plan

2008-2009 Update



Draft updated 2/2009

BOARD GOALS

*Board Goals
From the Board
Subcommittee
meeting of
January 4, 2006*

1. **Budget:** Southeastern Illinois College will prepare an annual budget that is responsive in terms of the tax burden it places on the citizens of the College district, is reflective of the educational needs of the College's constituents, and defines priorities to be followed in periods of financial shortfall.
2. **Enrollment:** Southeastern Illinois College will strive to increase enrollment by offering quality programs and instruction in areas such as baccalaureate, vocational, dual credit and electronic learning.
3. **Ethical Behavior:** The Board of Trustees and College employees should act in a manner which is legally and ethically responsible. Furthermore, the College shall be a place where the board, faculty, staff and students can engage in open, honest, and positive debate.
4. **Community Image:** Southeastern Illinois College will raise the public image of the college in its service area and the state.
5. **Community Support:** Southeastern Illinois College will increase community support by establishing the learning, cultural enhancement and economic health of its district's residents as a priority.
6. **Economic Development:** Southeastern Illinois College will be a catalyst for economic development in southeastern Illinois through strategic partnerships with industry, civic organizations and economic development professionals.
7. **Accreditation:** A high priority of the College shall be its continued accreditation by the Higher Learning Commission of the North Central Association of Colleges and Schools and its recognition by the Illinois Board of Higher Education and the Illinois Community College Board.
8. **Board/President Relations:** The Southeastern Illinois College Board of Trustees has the highest expectations of professional conduct for itself and the College president. The Board designates and supports the College president as the key spokesman for the College and the Board Chair as the key spokesperson for the Trustees.
9. **Quality Learning:** The College will maintain high quality measurable learning/instruction that is student focused and learning oriented through the recruitment and retention of an excellent, diverse pool of employees by offering compensation that is consistent with cohort institutions and the College's funding ability.
10. **Open Process:** Southeastern Illinois College expects the Board of Trustees and employees to be open and responsive in matters of public interest and all areas not already identified by statute.
11. **Quality Improvement:** Southeastern Illinois College is committed to continuous improvement in instructional programs and on-going professional development through internal and external assessment.
12. **Student Services:** Southeastern Illinois College is committed to providing quality, student-centered support systems designed to ensure access to a wide range of educational, cultural and special interest opportunities.

MISSION

Southeastern Illinois College enhances lifelong learning by providing quality accessible educational programs, cultural enrichment opportunities, and support for economic development.

VISION

To be the catalyst for academic excellence, community service, and economic growth in the communities we serve.

INSTITUTIONAL GOALS

1. Provide a general education program that creates a foundation for further study and enlightened citizenship.
2. Empower students to achieve their educational goals, enabling them to successfully live and work in a culturally diverse global society.
3. Provide students access to quality transferable courses.
4. Prepare students to succeed in a highly competitive workforce through career and technical education.
5. Provide opportunities in developmental and adult basic/secondary education.
6. Enhance learning by integrating educational opportunities in and out of the classroom.
7. Utilize existing and emerging technologies to equip students, enhance learning and provide services.
8. Sponsor award-winning, competitive, and service-oriented activities.
9. Offer lifelong learning opportunities to explore potentials, abilities, and interests.
10. Enrich and enhance the community through cultural and general interest events.
11. Lead, train, serve, and provide resources for economic development of business and industry in the region.
12. Provide a wide range of student and administrative services to support achievement of student learning and personal development.
13. Create a culture where assessment of student learning outcomes and College services are valued and used across the institution.
14. Responsibly manage the resources entrusted to the College on behalf of the community college district.

CORE VALUES

Fairness:

We are committed to behavior free from self-interest, prejudice, or favoritism.

Integrity:

We embrace moral values and the courage to live up to them.

Compassion:

We demonstrate a genuine interest, concern, and respect for others.

Self-Esteem:

We see ourselves and others as individuals of value and capable of pursuing our dreams!

Responsibility:

We hold ourselves accountable for our conduct and obligations.

Learning:

We value learning as a lifetime objective and will continue to promote the attainment of knowledge.

THE CRITERIA FOR ACCREDITATION

CRITERION ONE: Mission and Integrity

The organization operates with integrity to ensure the fulfillment of its mission through structures and processes that involve the board, administration, faculty, staff and students.

- 1a.** The organization's mission documents are clear and articulate publicly the organization's commitments.
- 1b.** In its mission documents, the organization recognizes the diversity of its learners, other constituencies, and the greater society it serves.
- 1c.** Understanding of and support for the mission pervade the organization.
- 1d.** The organization's governance and administrative structures promote effective leadership and support collaborative processes that enable the organization to fulfill its mission.
- 1e.** The organization upholds and protects its integrity.

CRITERION TWO: Preparing For The Future

The organization's allocation of resources and its processes for evaluation and planning demonstrate its capacity to fulfill its mission, improve the quality of its education, and respond to future challenges and opportunities.

- 2a.** The organization realistically prepares for a future shaped by multiple societal and economic trends.
- 2b.** The organization's resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future.
- 2c.** The organization's ongoing evaluation and assessment processes provide reliable evidence of institutional effectiveness that clearly informs strategies for continuous improvement.
- 2d.** All levels of planning align with the organization's mission, thereby enhancing its capacity to fulfill that mission.

CRITERION THREE: Student Learning and Effective Teaching

The organization provides evidence of student learning and teaching effectiveness that demonstrates it is fulfilling its educational mission.

- 3a. The organization's goals for student learning outcomes are clearly stated for each educational program and make effective assessment possible.
- 3b. The organization values and supports effective teaching.
- 3c. The organization creates effective learning environments.

CRITERION FOUR: Acquisition, Discovery, and Application of Knowledge

The organization promotes a life of learning for its faculty, administration, staff, and students by fostering and supporting inquiry, creativity, practice, and social responsibility in ways consistent with its mission.

- 4a. The organization demonstrates, through the actions of its board, administrators, students, faculty, and staff, that it values a life of learning.
- 4b. The organization demonstrates that acquisition of a breadth of knowledge and skills and the exercise of intellectual inquiry are integral to its educational programs.
- 4c. The organization assesses the usefulness of its curricula to students who will live and work in a global, diverse, and technological society.
- 4d. The organization provides support to ensure that faculty, students, and staff acquire, discover, and apply knowledge responsibly.

CRITERION FIVE: Engagement and Service

As called for by its mission, the organization identifies its constituencies and serves them in ways both value.

- 5a. The organization learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations.
- 5b. The organization has the capacity and the commitment to engage with its identified constituencies and communities.
- 5c. The organization demonstrates its responsiveness to those constituencies that depend on it for service.
- 5d. Internal and external constituencies value the services the organization provides.

TRANSLATING OUR GOALS INTO ACTION SOUTHEASTERN ILLINOIS COLLEGE 2006/2011 STRATEGIC PLAN

INITIATIVE 1: To ensure that the financial strength of Southeastern Illinois College is sufficient to support a quality institution of higher learning despite decreased State funding of the Credit Hour Grant, as well as lack of capital funding.

1.1 Southeastern Illinois College will create an annual budget free of deficit spending while maintaining a quality educational experience for our customers. If deficit spending is necessary, it will not exceed two (2) budget cycles. (President, Vice President of Administration and Business Affairs)

- 1.1.1 Develop a Program Cost Analysis model for use in conjunction with the Unit Cost Report required by ICCB, for the purpose of evaluating program financial performance. Complete the model in FY 2008.
- 1.1.2 Set expenditure and revenue targets by program and, communicate such to appropriate budget officers. Targets are to be established during FY 2009.
- 1.1.3. Review program financial performance and report to the Administrative Cabinet during FY 2009-2010.
- 1.1.4. Create a comprehensive financial model for the College to facilitate increasing the amount of quantitative data for use in the annual master budgeting process, as well as development of long term strategies for institutional stability and growth. Operational during FY 2010.
- 1.1.5. Develop an enhanced data interface for providing timely and accurate information for budget planning and creation. This institutional tool will also be used for budget evaluations, modifications, and adjustments necessitated by dynamic changes in revenues. To be operational during FY 2009.

1.2 Improve financial stability. This is necessary due to diminishing State funding and declining enrollment. (Vice President for Administration and Business Affairs)

- 1.2.1. Increase the Working Cash Fund balance to 80% of the maximum allowed by law, which equates to \$1,440,000. This will allow the College to have sufficient funds in reserve to meet ordinary and necessary expenditures. Goal is to be met by the end of FY 2008.

Board Goal: 1

Institutional Goal: 9

*Criterion Reference:
2a, 2b*

*Board Goal: 1, 2, 7,
12*

*Institutional
Goal:13*

*Criterion Reference:
2a, 2b*

Board Goal: 1, 2, 6, 11

Institutional Goal: 1, 11, 14

Criterion Reference: 2a, 2b

- 1.2.2 Restore operating fund balance to 20% of operating expenditures as a sign of fiscal responsibility to the taxpayers and the regulatory authorities.
 - By June 30, 2009, be at an operating fund balance level of the lesser of 17% or \$1,650,000 of operating expenditures without transfers per the annual audit.
 - By June 30, 2010, be at an operating fund balance level of the lesser of 20% or \$1,870,000 of operating expenditures without transfers per the annual audit.

1.3 Diversify operating fund revenue such that more than 50% of total operating fund revenues are independent from ICCB. (President, Vice President for Administration and Business Affairs and other Administrative Cabinet members)

- 1.3.1 Increase unrestricted giving from the SIC Foundation to the College's operation revenue by \$25,000 each year, beginning with FY 2008 and growing to \$100,000 by FY 2011:

FY 2008	\$ 25,000
FY 2009	\$ 50,000
FY 2010	\$ 75,000
FY 2011	\$100,000
- 1.3.2 Increase the percentage of operating revenue coming from the local tax levy to 20% of annual operating revenue (approximately \$2,200,000) by FY 2009 through either local equalized assessed valuation growth (EAV) or increased tax levy.
- 1.3.3 Develop the annual financial forecast in such a manner as to communicate dependence on tuition and fee revenue to represent 35% of total operating fund revenue. This will be accomplished through enrollment gains, tuition/fee increases, or both. Tuition and fee rates will be established at the greater of the rates below, or the anticipated statewide average.

<u>Year</u>	<u>Tuition</u>	<u>Fee</u>	<u>Total</u>
2008-2009	\$68.00	\$2.00	\$70.00
2009-2010	\$72.00	\$2.00	\$74.00

- 1.3.4 Increase contracted training revenue to \$270,000 by FY 2008.

Budget Area(s)	FY 2009	FY 2011
Technology Goal (Includes DOC)	\$150,000	\$200,000
WISBDC Goal	\$20,000	\$25,000

1.4 The Southeastern Illinois College Foundation shall provide financial resources from the private sector to assist the College in fulfilling its

Board Goal: 1

Institutional Goal: 14

Criterion Reference: 2a, 2b

mission and meeting its goals and objectives to provide quality education, accessible career paths, and a better quality of life for students. (President and Foundation Executive Officer)

- 1.4.1 The College's scholarship program will expand to address accessibility, the rising cost of education and support of our enrollment goals. The Foundation will assist the College by increasing its current \$200,000 contribution to the academic scholarship program by 2% each year:

FY 2008	\$208,000
FY 2009	\$212,000
FY 2010	\$216,000
FY 2011	\$220,000
FY 2012	\$224,000

- 1.4.2 In support of vocational education, and other student needs, the College will move forward with the renovation and expansion of the Robert I. Gregg Center through the support of a \$2 million capital campaign by the Foundation. Through this campaign, the Foundation will contribute up to \$265,000 a year.
- 1.4.3 In recognition of the importance of the College to our community and each individual employee, a campaign will be conducted to increase employee giving to the College through the Foundation. The current level of employee giving will increase by \$500 each year:

FY 2008	\$2,000
FY 2009	\$2,500
FY 2010	\$3,000
FY 2011	\$3,500
FY 2012	\$4,000
- 1.4.4 *NEW* During FY10, utilize the resources of the Illinois Community College System Foundation to explore new ways to generate income for the SIC Foundation by attending at least one workshop or conference sponsored by that organization.
- 1.4.5 *NEW* During FY09, and each year thereafter, engage in a restricted fund drive to fund Nursing Instructor Stipends.

1.5 Increase the stewardship of the assets of the College by developing a fixed asset data management program designed for tracking depreciable assets, as well as those that may create an aggregate of significant value.

- 1.5.1 *Accomplished*
- 1.5.2 *NEW* By FY10, implement fixed assets software and integrate into purchasing and inventory processes.

Board Goal: 1

Institutional Goal: 14

Criterion Reference: 2a, 2b

INITIATIVE 2: To develop facilities and grounds at Southeastern Illinois College that are well-maintained and appropriate for student learning and development.

Board Goal: 2
 Institutional Goal: 7
 Criterion Reference: 2d, 3c

2.1 Recognizing the increasing dependence on electronic services, develop a plan to facilitate student, faculty and College use of technology throughout all facilities. (Vice President for Administration and Business Affairs, Director of Environmental Services, Campus Environment Committee)

- 2.1.1 By August 2008, complete an assessment of the campus infrastructure to determine if all facilities have adequate electrical and network capacity.
- 2.1.2 By August 2009, address identified deficiencies, assuring that there is adequate facility infrastructure to support electronic services (wiring closets, etc.).

2.2 Develop and implement a system by which the College will periodically review capital needs including, but not limited to, expansion, remodeling or maintenance of existing facilities. (Vice President for Administration and Business Affairs)

- 2.2.1 By Fall 2008, Southeastern Illinois College will review and update the current Site and Construction Master Plan, making it available to the public via the College website.
- 2.2.2 During FY09, analyze occupational programs' storage needs and integrate into Site and Construction Master Plan.
- 2.2.3 Update the Site and Construction Master Plan on a bi-annual basis through FY 2012. Completion Date: Every two (2) years beginning with August 2008.
- 2.2.4 By Spring 2011, Southeastern Illinois College will create a new Site and Construction Master Plan.

2.3 Develop a comprehensive plan for maintenance of both internal and external spaces that reflects consistency and creates a harmonious, student-centered learning environment. (Vice President for Administration and Business Affairs)

- 2.3.1 Develop a landscaping plan by spring 2010 to guide the beautification of the campus.

Board Goal: 11
 Institutional Goal: 14
 Criterion Reference: 2d, 3c

Board Goal: 2, 4, 11
 Institutional Goal: 14
 Criterion Reference: 2d

Update: We are currently working with the University of Illinois Extension Center to develop planting beds on the south side of campus at the main entrances to the George T. Dennis Visual and Performing Arts Center. The extension center has access to the hybrid daffodils and daylilies on Mr. Dennis's estate and will utilize them to develop these beds.

- The Waste Reduction and Recycling Committee will evaluate the current Waste Reduction and Recycling Plan and determine if the plan contains the appropriate community responsibility for stewardship. The plan will be updated if necessary. Completion Date: September 2009.
- The Director of Environmental Services will work with the Campus Environment Committee to determine the feasibility of additional habitat areas and maintenance of new and existing habitat areas. In addition, the Director of Environmental Services will provide recommendations for outdoor areas of the campus to be targeted for landscape development. The Committee will review the recommendations and respond. Completion Date: December 2009.
- Work with the College's selected architect to develop the connective spaces between the Robert I. Gregg Building and the rest of the campus and to incorporate Campus Environment Committee recommendations into the Landscape Master Plan. Completion Date: Fall 2009.

- 2.3.2 During FY09, develop a plan for further development, maintenance and usage for the Fire Science and Archery facilities and Shooting Complex site.

Update: A grant was submitted in August 2008 to the Office of Coal Development in the Illinois Department of Commerce and Economic Opportunity requesting funding to build a "burn tunnel" for fire brigade training for regional coal mines. Discussions are also underway with area coal companies concerning the possibility of donations toward the funding of this facility.

2.4 Reduce Southeastern Illinois College energy consumption 7% per square foot by F Y 2011. (Director of Environmental Services, Vice President for Administration and Business Affairs)

- 2.4.1 By December 2006, assemble list of targeted energy conservation measures.
- 2.4.2 Using FY 2006 as the baseline, reduce energy consumption per square foot by:
 - 3% - FY 2007
 - 5% - FY 2008
 - 7% - FY 2009

Board Goal: 1
 Institutional Goal: 14
 Criterion Reference: 2d

Board Goal: 10
 Institutional Goal: 14
 Criterion Reference: 4d

2.4.3 As equipment ages beyond FY 2010, hold energy consumption per square foot to an increase of less than 1%.

2.5 Accomplished

2.5.1 *Accomplished*
 2.5.2 *Accomplished*

Board Goal: 11
 Institutional Goal: 14
 Criterion Reference: 3c

2.6 Conduct restorative work on the exterior masonry walls for A, B and C Buildings to help provide a water-tight building envelope that will preserve the life of the buildings.

2.6.1 Work with the campus selected architect to evaluate A, B, C Buildings to see the extent of masonry restoration needed to provide a water-tight building. Fall 2009
 2.6.2 Have project budgeted, designed and bid by August 2011.

Board Goal: 10
 Institutional Reference: 14
 Criterion Reference: 3c

2.7 Evaluate existing roof on A, B, C Buildings to see if remedial work on the seams and flashings will provide a cost effective method for reaching the anticipated life expectancy of the roof that will provide a water-tight roof system free from leaks.

Update: This work has begun. We contacted the roofing manufacturer in fall of 2008 regarding the possibility of repairs being made to the roof under existing warranty. They sent a roofing company to campus to make emergency repairs late fall 2008. Also, they are currently evaluating our request for warranty work to be done on a much larger scale to potential problematic areas. It is our hope that much, if not all of this work, can be completed as warranty work.

2.7.1 Conduct a walkthrough and evaluate current roof conditions to determine if repair work would be cost productive. May 2008.
 2.7.2 Gather cost and time estimates. May 2008
 2.7.3 If applicable, perform the necessary repair work by August 2009.

Board Goal: 10
 Institutional Goal: 14
 Criterion Reference: 4d

2.8 Repair or replace the existing corridor door in A, B, C Buildings so that they provide positive latching and smooth operation.

2.8.1 Evaluate existing doors and determine what type of work will be needed for each one to be in proper working order. March 2009

2.8.2 Create action plan for all doors that need repair. June 2009
 2.8.3 Budget for and repair all doors that the current budget year will not support. March 2009

2.9 Evaluate sidewalks at all locations on main campus to verify the extent of repair work needed to provide a smooth transition between sections. Also provide adequate foam backer rod and sealant, as needed, in all expansion joints to provide a water-tight seal and prevent freeze/thaw effects that will drastically decrease the life of the sidewalks.

2.9.1 By January 2009, evaluate all sidewalks and prepare a budget for necessary repairs.
 2.9.2 Begin repair work that current budget will allow in the 2010 budget. Budget for and complete remainder of work by Fall 2011.

2.10 Due to aging conditions remove existing roof shingles at the Carmi Extension Center and replace them with new shingle roof.

2.10.1 Replace roof: Summer 2009

2.11 Accomplished

2.11.1 *Accomplished*
 2.11.2 *Accomplished*

2.12 New Install security cameras campus-wide

2.12.1 Research the availability of funding sources for security cameras through grants or other sources, and process necessary application documents by Fall 2009.
 2.12.2 If funding sources can be located, have at least some of the cameras installed on campus by Spring of 2010.

2.13 New Replace the existing skylights in A, B, C, Buildings with new energy efficient skylights. This will not only help meet our energy reduction goals, but also enhance the overall appearance of the campus.

2.13.1 Gather cost estimates and look for possible funding sources for the project, such as energy reductions grants, by Fall of 2009.
 2.13.2 If funding sources can be located, work towards having skylights replaced by Fall 2010.

Board Goal: 10
 Institutional Reference: 14
 Criterion Reference: 4d

Board Goal: 10
 Institutional Reference: 14
 Criterion Reference: 4d

Board Goal: 10
 Institutional Goal: 14
 Criterion Reference: 14

Board Goal: 10
 Institutional Goal: 14
 Criterion Reference: 3c

Board Goal: 10
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 Criterion Reference: 3c

Board Goal: 10
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 Criterion
 Reference: 3c

Board Goal: 10
 Institutional Goal: 14
 Criterion
 Reference: 3c

2.14 NEW Install new fence around sewage lagoon.

- 2.14.1 By March 2009, gather estimates for new fencing.
- 2.14.2 If project can be included in the FY2010 budget, have fencing installed by October 2009.

2.15 Due to the success of the keyless entry system that was installed on A, B, C Buildings in preventing unauthorized entry to the buildings during non-business hours, our goal is to expand the system to all buildings campus-wide.

- 2.15.1 By February 2009, have project cost estimates.
- 2.15.2 By June 2009, utilize Illinois Public Risk Fund Grant Money to begin implementing this plan.

Initiative 3: Recruit and retain an increasing number of students by increasing access opportunity.

3.1 By FY10, increase the number of students enrolled in online courses to 2,500. Instruction will be responsible for faculty and program development; Marketing and Student Affairs will work cooperatively with Instruction to meet established goals. (Vice President of Academic and Student Affairs, Marketing Director, Dean of Enrollment Management and Student Development)

- 3.1.1 Approximately 500 students of total online enrollment will be in technical courses.

Update: FY07 - 443 CTE online enrollments (duplicated headcounts).
 FY08 -427

- 3.1.2 Active recruitment within area high schools will ensure an enrollment of 300 students in the Dual Credit program.

Update: FY07- 220 dual credit high school students enrolled in online courses (duplicated headcount).
 FY08 -281

- 3.1.3 An online marketing and recruitment campaign will ensure an enrollment of 300 out-of-district, off-campus students in online courses.

Update: FY07 - 130 out-of-district students enrolled in online courses (duplicated headcount).
 FY08 - 254

3.2 By the 2011 Fall semester, an enrollment increase of 5% will be achieved in career and technical education through a collaborative effort with marketing, recruitment, and support services. (Dean of Career and Technical Education, Director of Marketing, Dean of Enrollment Management and Student Development)

- 3.2.1 By Fall 2009, fill 100% of Southeastern Illinois College’s slots in SICCM Allied Health programs.
- 3.2.2 By Fall 2009, increase the number of students enrolled in the Fall freshman class of the Diesel Technology program to 30 students.
- 3.2.3 By Fall 2009, set enrollment goals for each CTE program for next three years, based on students seeking degrees and/or certificates, (Cosmetology, Nursing, Massage Therapy, Diesel, IT, Welding, Truck Driving, Carpentry, Fire Science, Game Management, CIS, CRJ).

Update:

	Fall 2009	Fall 2010	Fall 2011
Cosmetology	24	24	24
Nursing (PN)	70	70	70
Nursing (ADN)	30	40	40
Massage Therapy	16	20	25
Diesel	25	30	30
Welding	23	30	35
Truck Driving	15	20	25
Carpentry	12	15	20
Game Management	15	20	25
CIS	10	12	15
CRJ	23	25	30
IT	12	15	18

- 3.2.4 By Fall 2010, increase the number of students enrolled in Criminal Justice courses (transfer or terminal degree) to 150 students (based on baseline enrollment of 106 duplicated headcount, Fall 2006).

Update: Fall 2006 – 106
 Fall 2007 – 93
 Fall 2008 - 106

- 3.2.5 By Fall 2011, increase the number of students enrolled in Fire Science courses (degree or non-degree pursuing) to 100, based on baseline enrollment of 56, Fall 2005.

Update: Fall 2005 – 56
 Fall 2006 – 200
 Fall 2007 - 101
 Fall 2008 – 184

Board Goal: 2
 Institutional Goal: 4
 Criterion
 Reference: 4b, 4c

- 3.2.6 **Accomplished**
- 3.2.7 **NEW** Increase the number of students enrolled in the Early Childhood Education AAS degree by 10 each year through Fall 2011.
- 3.2.8 **NEW** By Spring 2010, double the number of students completing the requirements for the Early Childhood Education AAS degree.
- 3.2.7 **NEW** Fall 2010, increase the number of day CRJ course sections and/or online sections to offer a more traditional schedule.
- 3.2.8 **NEW** By FY09, offer continuing education hours in Cosmetology:
 - By Summer 2009, host an annual hair show for licensed cosmetologists for CEU's.
 - By Summer 2010, offer in alternating years continuing education courses/workshops for licensed cosmetologists for CEU's.
- 3.2.9 **NEW** By Fall 2010, increase dual credit enrollment by 3%:
 - Increase CTE dual credit classes offered on-site at in-district high schools by high school faculty.
 - Increase online and distance learning baccalaureate level classes offered to in-district high school students.

3.3 Improve Southeastern Illinois College's 2005 Fall term retention rate of 92.4%. (Dean of Enrollment Management and Student Development)

- 3.3.1 **Accomplished**
- 3.3.2 **Accomplished**
- 3.3.3 By December 2008, Southeastern's Fall term retention rate will be 93%.
- 3.3.4 By December 2010, Southeastern's Fall term retention rate will be 94%.
- 3.3.5 Due to an increasing need in developmental education, the College will enhance its Developmental Studies program and increase program completion by 5%.
- 3.3.6 **NEW** With the implementation of the new Jenzabar ERP system, the Dean of Enrollment Management will work with the VP of Academic and Student Affairs and the Retention Specialist, to determine the types of new reports needed to more effectively track and monitor the institution's retention rates. Target date will be Spring 2010.

Board Goal: 12
 Institutional Goal: 12
 Criterion Reference: 3c, 3d

- 3.3.7 **NEW** The Dean of Enrollment Management will include a retention component in the Enrollment Management Plan that is being developed. Target date is Spring 2010.

3.4 Increase DOC staffing and program offerings.* (Interim Dean of Career and Technical Education)

- 3.4.1 **Accomplished**
- 3.4.2 **Accomplished**
- 3.4.3 Open a second new program, or reactivate another closed program at SCC, by Spring 2010.
- 3.4.4 Work at the State level with DOC officials to acquire funds for new instructional equipment purchases and replacement of aging/broken equipment.

*All activities listed under Initiative 3.4 require approval and funding by the Department of Corrections.

3.5 Expand CTE program offerings. (Vice President of Academic and Student Affairs, Interim Dean of Career and Technical Education)

- 3.5.1 **Accomplished**
- By Fall 2009, expand the Nursing programs as follows:
- 3.5.2 During FY08, participate in a grant application with Mantracon, and other sister regional community colleges, that would provide funding for the creation of an online ADN curriculum and a clinical coordinator to administer the program for all the participating schools.
- 3.5.3 If the above grant is not received, implement an online/hybrid Associate Degree in Nursing Program by Fall 2010. Employ a full-time faculty member with ADN instructor qualifications to teach and coordinate the program.
 - Spring 2009–Fall 2009 – Develop a plan for curriculum and determine instructor needs, program schedule, and clinical needs.
 - Spring 2010 – Hire faculty member (who would also teach in traditional program), create courses, develop clinical agreements, market program, recruit students.
 - Fall 2010 – implement the program.

Board Goal: 2
 Institutional Goal: 2, 4
 Criterion Reference: 4a

Board Goal: 2
 Institutional Goal: 3, 4
 Criterion Reference: 2a, 2b, 5a, 5c

- 3.5.4 Initiate a part-time day PN program to begin January 2009. This would be a part-time day program, and would increase connection with full-time program, thereby, enhancing the quality of the nursing program at SIC.
- 3.5.5 Conduct needs analysis, or other research, as appropriate for a new program initiative, by Fall 2010 and staff with full-time faculty member.
- 2006-2007 – Collect input from faculty.
 - 2007-2008 – Conduct needs analysis/make determination.*
 - During Spring 2009, conduct a needs analysis for HVAC program as an extension of the Carpentry program.
 - During Spring 2009, conduct a needs analysis for a private security protection certificate. During Fall 2009, conduct needs analysis with Operating Engineers Union Local 318, for on-campus heavy equipment operators program.
 - By Fall 2010, conduct needs analysis for electrical power generation (EPG) program.
 - Fall 2007, exploring School to Work Partnership Program with Operating Engineers Union Local 318 for on-campus Heavy Equipment Operators program.

Update: During Fall 2008, was informed by Operating Engineers that they would not be interested in this program at this time.

- 3.5.6 By Fall 2009, have in place a regional Mine Rescue Training Center with burn tunnel.
- During FY08, explore funding sources for burn tunnel and Mine Rescue Training Center in cooperation with IECC, the Saline County Industrial Development Council, the Illinois Department of Mines and Minerals, and area coal mine operators.
- Update: The work with the Saline County Industrial Development Council ended. However, the work toward building the burn tunnel is continuing without their involvement.*
- During FY09, secure funding and begin construction.
 - During FY10, begin classes in the facility.

3.5.7 During FY09, work with the WSBDC to offer additional CTE and industrial/occupational and business/IT certification and training courses. Analyze instructional equipment and facility needs needed to provide this training (i.e. truck & lot, State of Illinois CDL Skills Requirements, AWS requirements, NATEF requirements, IT instructor certifications, etc.).

3.5.8 **NEW** By Spring 2010, develop and implement curriculum for part-time evening Cosmetology program, hiring an adjunct faculty member to instruct the program.

- 3.5.9 **NEW** Develop and implement an AAS in Cosmetology, focusing on small business entrepreneurship.
- By Fall 2010, develop and submit the curriculum for approval to ICCB.
 - By Fall 2012, implement the curriculum.
- 3.5.10 **NEW** During Spring 2010, conduct needs analysis for a part-time nail tech program as an extension of the Cosmetology program.
- Based on results of need study, by Fall 2011, revise/update the existing curriculum and submit the curriculum for approval to ICCB to reactivate the program, as well as receive approval from the required State regulating agency.
 - By Spring 2011, implement the program.
- 3.5.11 **NEW** By Fall 2010, implement a part-time evening massage therapy program, employing an adjunct faculty member to instruct the program.
- 3.5.12 **NEW** By Fall 2010, develop and implement curriculum for a combined Business and Shooting Complex Management AAS degree program.

3.6 Expand baccalaureate program offerings. (Vice President for Academic and Student Affairs, Dean of Academic Services)

3.6.1 Social Science – By Spring 2009, investigate and, if determined appropriate, develop and offer a new Government course: GOVT 261 National Politics.

Humanities Division will expand program offerings as follows:

3.6.2 By Fall 2009, analyze, refine and create a new ART major sequence so that all courses required for the Associate of Fine Arts (AFA) degree are met. Upon ICCB approval, market the program to the district.

3.6.3 **Accomplished.**

3.6.4 By Fall 2009, create and offer dance courses as part of the THTR curriculum if space can be secured.

3.6.5 **Accomplished.**

3.6.6 By Spring 2010, work with CTE programs and WSBDC to determine if a need exists for developing and offering a conversational Spanish class.

Board Goal: 2

Institutional Goal:

Criterion Reference:

- 3.6.7 By Spring 2010, investigate and possibly offer a radio webcast course and practicum accent for SIC.
- 3.6.8 Increase dual credit participation by high schools in Humanities courses as follows:
 - By Fall 2009, secure at least one high school to participate in a dual credit COM and Spanish offering.
Update: Spanish is accomplished – COM still in progress
 - By Spring 2009, expand dual credit offerings with high schools through community theatre credit or THTR 121 via online or 2-way interactive.
 - By Fall 2010, secure at least one more high school to participate in a dual credit offering in ENG.
- 3.6.9 Increase online enrollments in Humanities courses by adding new online courses as follows:
 - *Accomplished*
 - *Accomplished*
 - *Accomplished*
 - By Spring 2009, design and offer an online ENG 121/122 web resource.
 - By Fall 2010, design and offer an online introduction to journalism writing course.
 - By Fall 2010, convert Graphic Design and Computer Art courses to online modality and implement a new degree track program in Graphic Design. Investigate the possibility of concurrently offering a technical degree/certificate in Graphic Design with an internal internship program in Media Services.
- 3.6.10 Humanities – Expand Sound and Music Arts Program:
 - By Fall 2008, begin a piggyback offering of SMA sequence.
 - By Fall 2008, repeat the offering of SMA sequence with needed marketing support.
 - By Fall 2008, secure a suitable location for sound studio space capable of holding small bands and market this capability as a feature of the SMA program.
 - By Fall 2009, determine the potential of a concurrent technical program with the SMA transfer program.
 - *NEW* By Fall 2010, have at least one off-campus collaborative mural arts program in place with local communities. Utilize existing courses to generate credits, serve communities, and train students(enrollment goal of 10 students).
- 3.6.11 Education Division will expand program offerings as follows:
 - By Fall 2008, develop and implement the Associate in Arts

- in Special Education and the Associate in Arts in Teaching in Early Childhood Education.
 - Beginning with Fall 2009, increase the enrollment in the Early Childhood Education courses by 10 students each year through 2011.
 - By Fall 2009, offer all EDUC courses and the Early Childhood Education AAS degree through online pedagogy.
Update: Change target date to Fall 2009 for ECE AAS Degree. The goal has been met to have all EDUC courses online by Fall 2008.
- 3.6.12 By December 2008, explore the possibility of, and need for, a computer literacy course and consider the possibility of requiring the course for all degree-seeking students.

3.7 Develop and implement an online degree by Fall 2008. (Vice President of Academic and Student Affairs, Media Specialist, Dean of Enrollment Management and Student Development, Marketing Director)

- 3.7.1 *Accomplished*
- 3.7.2 By Spring 2009, create and implement an aggressive marketing strategy, in preparation for online approval.
- 3.7.3 *Accomplished*
- 3.7.4 Attain all necessary institutional and regional project approvals by Spring 2009.
- 3.7.5 *Accomplished*
- 3.7.6 *Accomplished*
- 3.7.7 *Accomplished*
- 3.7.8 During Spring 2009, the Media Services staff will meet with the Math and Science Division to explore dry lab software options to augment online science courses.
- 3.7.9 *Accomplished*
- 3.7.10 By Fall 2009, increase the Media Services budget through resources received through grant funding for direct development and support of online instruction to enhance the online degree program.

Board Goal: 2
Institutional Goal: 3, 7, 9
Criterion Reference: 2a, 2b, 3c

3.7.11 By Fall 2009, identify at least two AAS degrees for online offerings (CRJ, ECE, BUS have been identified as good possibilities). Related certificates would also be available online.

3.7.12 By Fall 2010, have in place two articulated online degrees in specific transfer majors.

3.7.13 During FY10, supplement traditional occupational skills division courses with online components.

3.7.14 **Accomplished**

3.7.15 **NEW** By Fall 2009, complete the implementation of Angel as the new learning management system.

3.7.16 **NEW** By Fall 2009, implement a formal training program that will be required of all new online instructors prior to teaching their first online course.

3.8 Develop an International Student Institute. (Dean of Enrollment Management and Student Development, Vice President for Academic and Student Affairs)

3.8.1 By Fall 2009, a point person for the International Student Institute will be identified and employed.

3.8.2 By Fall 2009, an International Student Organization will be in place.

3.8.3 By Fall 2009, twelve international students will enroll in the Institute.

3.8.4 By Fall 2009, the Department of Adult Education will institute an ESL program, if needed.

3.8.5 By Spring 2010, an international student transfer partnership will be established with SIU-C.

3.8.6 By Fall 2010, 24 international students will enroll in the Institute.

3.8.7 By Fall 2011, 36 international students will enroll in the Institute.

3.9 The Office of Adult and Community Education will increase student enrollments and program offerings in all areas 10% by FY11. (Dean of Community Education)

3.9.1 The number of GED graduates that transition to postsecondary education at SIC will increase as follows:

- 15% of FY08 GED graduates will transition into college programs.

Update: 20 of 45 (44%) GED students transitioned to college programs in FY08.

- 18% of FY09 GED graduates will transition into college programs.
- 20% of FY10 GED graduates will transition into college programs.

3.9.2 The number of participants in the Literacy Program will increase as follows:

- During FY08, recruit and retain 50 adults with a reading level below 8.9.

Update: The Literacy Program recruited and retained 115 literacy students with a reading level below 8.9 in FY08.

- During FY09, recruit and retain 75 adults with a reading level below 8.9.
- During FY10, recruit and retain 100 adults with a reading level below 8.9.

3.9.3 Add CNA training for Golconda Job Corps students as follows:

- During FY08, four GJC students will enroll in CNA class at SIC Spring 2008.

Update: The GJC did not have funding for this program; therefore, this program was not initiated. However, should GJC be given funding for this program, we stand ready to work with them to accomplish this goal.

- During FY09, five GJC students will enroll in CNA class at SIC Fall and Spring semesters.
- During FY10, run a CNA course Fall and Spring semester, with both being filled (10) with GJC students.
- During FY11, a new undetermined training course will be provided through the College to GJC students.

3.9.4 Increase participation of senior adults in community education programs as follows:

- During FY08, establish a baseline of current senior adult participation in community education events.

Update: At least 150 senior adults participated in community education classes and events during FY08.

- During FY09, increase senior adult participation by 5%.
- During FY10, increase senior adult participation by 10%.

Board Goal: 2

Institutional Goal:
3, 10

Criterion Reference:
4 c

Board Goal: 5

Institutional Goal:
4, 9

Criterion Reference:
5c, 5d

Board Goal: 5

Institutional Goal: 4, 9

Criterion Reference: 5c, 5d

3.10 The David L. Stanley White County Center, as part of Academic Services, will increase enrollment and/or utilization of facilities and services in GED courses, SIC baccalaureate and CTE courses, and through the establishment of partnership(s) and/or cooperative agreements with 4-year institution(s) to offer undergraduate programs at the Carmi campus, either through face-to-face and/ or 2-way interactive classes by 2011. (Associate Dean of White County Center)

3.10.1 By 2009-2010, establish partnership agreement(s) and/or cooperative agreements through Southeastern’s administration and Board of Trustees with 4-year institutions to offer undergraduate coursework at Southeastern Illinois College’s Carmi campus.

3.10.2 2010-2011, begin offering undergraduate coursework at Southeastern Illinois College’s Carmi campus and monitor enrollments, utilization of campus facilities and/or services.

3.10.3 Deleted from plan due to lack of funding.

3.10.4 By FY12, increase enrollment at the David L. Stanley Center by 4%.
 • By Fall 2009, survey current students to discover their class requests.
 • Continue to investigate new course offerings to appeal to a wider base of constituents.

3.11 The community and the student body will regularly be informed electronically of College programs and event news of interest. (Director of Marketing)

3.11.1 *Accomplished*

3.11.2 *Accomplished*

3.11.3 By Fall 2010, the College website will feature a subscription form to receive electronic newsletters, via an automated listserv process. Enrollee demographic information will be collected at time of subscription and captured in a database.

3.12 For students, prospective students, and community members, the College website will be a primary source of information regarding the College and its programs. (Director of Marketing)

3.12.1 Due to the large amount of web pages on the College website, a program will be developed by Fall 2009 to automatically check for “last updated” status on pages to alert the Marketing & Public Information Office of possible need to update changes.

Board Goal: 4

Institutional Goal: 12

Criterion Reference: 5d

Board Goal: 4

Institutional Goal: 12

Criterion Reference: 5d

3.12.2 By Fall 2009, web application development will represent 15% of the total Marketing budget.

Update: The responsibility for the website has been transferred to IT from Marketing, along with its budget, in January 2008. Marketing maintained control of content on homepage, and kept \$2500 budget for outsourcing of contracts.

3.13 E-marketing will be utilized to attract new on-campus students from expanded geographic target markets, as well as to increase online enrollment. (Director of Marketing)

3.13.1 *Accomplished*

3.13.2 *Deleted*

3.13.3 *Deleted*

3.14 Southeastern Illinois College will be known as a source for quality, accessible educational programs, cultural enrichment opportunities, and a supporter of economic development. (Director of Marketing)

3.14.1 *Accomplished*

3.14.2 An annual report will be published by Spring 2010.

3.14.3 *Accomplished*

3.14.4 By Fall 2009, research, design, market and offer a creative writing workshop and a creative theatre workshop for local middle school and/or junior high/high school students.

3.14.5 By Fall 2011, convert College journal to an all online publication with a student editor on scholarship to lead the project.

3.15 Increase off-campus and on-campus recruitment efforts. (Director of Marketing, Market and Recruitment Committee)

3.15.1 Academic Leadership will annually provide guidance and input to the Marketing and Recruitment Committee regarding faculty recommendations for program emphasis during the next fiscal year.
Update: Collaboration takes place with academic leadership/administration for direction on use of media expenditures for budget dollars.

Board Goal: 2

Institutional Goal: 2, 12

Criterion Reference: 5d

Board Goal: 4

Institutional Goal: 2, 3, 9

Criterion Reference: 5d

Board Goal: 2

Institutional Goal: 2, 12

Criterion Reference: 5d

3.15.2 By Fall 2008, Southeastern Illinois College will recruit 50% of in-district high school graduating seniors.

Update: Graduating senior lists were obtained from each in-district high school. The student names were cross-referenced with the SIC records system to establish the percentage of students currently enrolled in classes for Fall 2008. For Fall 2008, in-district high schools indicate 564 graduating seniors. SIC records indicate of those 564 students, 276 students enrolled at SIC for Fall 2008 (48.90%). Percentage of SIC enrollment per in-district high for Fall 2008 is as follows: Galatia 73%, Carrier Mills 40%, Pope County 55%, Hardin County 61%, NCOE 51%, Gallatin County 60%, Eldorado 57%, Carmi 28% and Harrisburg 45%.

3.15.3 **Accomplished**

3.16 Increase the number of partnerships designed to increase enrollment, as well as serve our constituents.

3.16.1 By Fall 2009, pilot a High School Readiness Program with Eldorado High School and the National Center for College Cost.
Update: A grant application is being prepared by Dick Dystrup (Dollars for Scholars Program) to fund this program.

3.16.2 During FY2010, explore with SIU-C and the Regional Office of Education Number 20 the possibility of providing district teachers the opportunity to complete on Southeastern's campus course work needed to qualify for additional certifications and endorsements.

3.16.3 By Fall 2009, contact Peoples National Bank to promote online learning for their employees seeking to complete an Associate Degree.

3.16.4 By Fall 2008, establish a partnership with SIU-C to provide the Workforce Development degree on the campus of Southeastern.
Update: Communication is ongoing with SIU-C on this project. However, details have not yet been worked out. Work will be continuing on the project with a revised target date of Fall 2009.

3.16.5 By Summer 2009, explore the development of a joint Summer Youth Leadership program with SIU-C and Peoples National Bank.

3.16.6 During FY10, create opportunities for district residents to complete degrees in identified shortage areas in cooperation with SIU-C, Wabash Ohio Valley Special Education District and the Regional Office of Education Number 20.

3.16.7 **NEW** Work with district high schools to address the issue of underprepared high school students.

- **Accomplished**
- During FY09, explore and apply for grants to assist with funding for high school partnership efforts and programs.
Update: A grant application is being developed with Dollars for Scholars for this project.
- During FY08, develop a plan for a high school honors academy.
Update: This effort has continued into FY09, and will be presented for approval in Spring 2009 as the "Early College Program".

3.17 NEW By Fall 2009, develop and begin implementation of an Enrollment Management Plan.

3.17.1 **NEW** By Fall 2009, conduct an environmental scan of the region and institution to identify all functional areas necessary to implement the Enrollment Management Plan.

3.18 NEW Develop a five-year strategic plan for athletics to provide direction for the college that addresses the 2007 recommendations of the Athletic Task Force.

3.18.1 By January 2009, the Athletic Director will meet with the Booster Club and Athletic Department to develop strategic initiatives for the Athletic Department Strategic Plan. A faculty representative on Athletic Sub-Committee will do the same with the faculty to produce initiatives for the Athletic Department Strategic Plan.

3.18.2 By April 2009, the leadership of the Athletic Subcommittee will transition from the President to the Dean of Enrollment Management and Student Development.

3.18.3 By December 2009, the Athletic Subcommittee will have completed the Athletic Department Strategic Plan, which will address all recommendations made by the 2007 Athletic Task Force, and incorporate the strategic initiatives developed through the activities of 3.18.1.

Board Goal: 2, 5

Institutional Goal: 1, 6, 7

Criterion Reference: 5a, 5b, 5c, 5d

Board Goal: 2

Institutional Goal: 2, 12

Criterion Reference: 1d, 2a

Board Goal: 12

Institutional Goal: 8

Criterion Reference: 1b, 2b

INITIATIVE 4: Enhance the Information Technology Services campus-wide.

Board Goal: 2, 12

Institutional Goal:
7, 12

Criterion Reference:
2d, 3d

4.1 Provide additional online student services and increase satisfaction through improvements in work flow and efficient operations. (Chief Information Officer)

- 4.1.1 Evaluate Information Technology staffing needs and, if necessary, make recommendations for the FY 2009 budget to support new ERP system.
Update: A part-time position was added to the IT office during FY09. The CIO will continually evaluate staffing needs and make recommendations as needed.
- 4.1.2 **Accomplished**
- 4.1.3 By June 2008, the Technology Committee will have studied improving College communication and document work flow.
Update: Enrollment Services would like to move much of their documentation processing to a scanning/electronic process and eliminate much of the paper within their office. The transition to the new ERP system has put this project on hold temporarily. However, work toward this goal will resume when the transition is complete.
- 4.1.4 **Accomplished**
- 4.1.5 By April 2009, students will be able to conduct their own degree audit online.
- 4.1.6 By December 2009, a recommendation for the next ERP project initiatives will have been established, e.g. event scheduling, document imaging, student email & online class portal single sign, website content management system.
- 4.1.7 By June 2010, Campus Card services will be expanded to include food service, copy/printing, and possibly vending.
- 4.1.8 **Accomplished**
- 4.1.9 By Fall 2009, an annual institutional data book, utilized for strategic planning, baseline data for institutional improvement initiatives, and grant writing, will be developed using new institutional research tools.
- 4.1.10 By Fall 2010, a survey of campus constituents will be conducted to establish that all major ERP project goals were achieved. Action will be taken to correct any deficiencies.

4.1.11 By Fall 2010, and annually thereafter, Student Affairs will establish goals and assess student satisfaction with online services to see if the goals are being achieved.

4.1.12 **NEW** By June 2009, Angel and Jenzabar EX interface operational.

4.2 Provide increased access to the Internet, through expansion of wireless network, for students, faculty, staff, and the public. (Chief Information Officer)

- 4.2.1 By June 2008, wireless Internet access will be expanded to E Building 2nd floor and B Building 2nd floor.
Update: This project will be accomplished with the completion of 4.2.2, which is on track with the target date of June 2009.
- 4.2.2 By June 2009, the College will have out-sourced wireless internet access and provide campus-wide coverage to all main campus buildings and outside areas.
- 4.2.3 By June 2010, students will be able to use metered print services on the wireless network.
- 4.2.4 Upon occupation of the new Technology Center, wireless Internet access will be available in student commons areas.
Update: This project will be accomplished with the completion of 4.2.2, which is on track with the target date of June 2009.
- 4.2.5 **NEW** By December 2009, electrical needs for campus wireless access identified and budgeted.
- 4.2.6 **NEW** By December 2010, campus wireless electrical needs fully implemented.

4.3 Provide additional instructional technology resources to faculty. (Vice President of Academic and Student Affairs)

- 4.3.1 **Accomplished**
- 4.3.2 On an annual basis, identify the resources necessary to maintain and upgrade existing instructional technology at all teaching sites.
 - Develop an annual maintenance plan.
 - Develop a proposed replacement/upgrade schedule using a five-year window.
- 4.3.3 To support online instructors with various levels of teaching experience, annually provide faculty development. Offer multiple workshops each academic year, using the level of faculty skills required by the online course development rubric as the baseline.

Board Goal: 9

Institutional Goal: 7

Criterion Reference:
2a, 3c, 3d, 4d

Board Goal: 9

Institutional Goal: 7

Criterion Reference:
3b, 3c, 4d, 5b

- 4.3.4 On an annual basis, determine new technologies required for specific instructional programs and develop the appropriate report.
- 4.3.5 By Fall 2011, upgrade the interactive video equipment to include high definition capability. This will be accomplished through grant funding from the Department of Agriculture in collaboration with SICCM. This upgrade will require the College to purchase additional internet bandwidth.
- 4.3.6 *NEW* By Fall 2009, fully implement “live Text” student portfolio system for the Education Program.
- 4.3.7 *NEW* By Fall 2011, add a new videoconference classroom in Golconda/Pope County High School to extend reach to southern part of the district.

4.4 Expand College network infrastructure to handle growing demands. (Chief Information Officer)

- 4.4.1 *Accomplished*
- 4.4.2 *Accomplished*
- 4.4.3 *NEW* By December 2009, I/T will have evaluated and made recommendations for the future technology needs of the new Gregg Technology Center.

4.5 Improve I/T planning and operations.

- 4.5.1 By December 2009 (FY 2011 budget planning), develop a replacement plan for servers and PC’s. Move from decentralized to centralized budgeting.
- 4.5.2 By December 2009 (FY 2011 budget planning), based on recommendations from I/T, the Cabinet will consider the space needs for a functional computer setup and repair space, dedicated server room, and I/T office space.
- 4.5.3 By June 2010, complete a Network/Disaster Recovery Plan (in progress) as a supplement to the main College Emergency Preparedness Plan.
- 4.5.4 By June 2008, the Cabinet will have analyzed the current budget process and made recommendations for improvement through the use of available ERP and new ERP technology software and services.

Update: This activity is encompassed within 1.1.5.

Board Goal: 12
Institutional Goal: 12
Criterion Reference: 3d

Board Goal: 1, 12
Institutional Goal: 7
Criterion Reference: 2a, 2b

INITIATIVE 5: Demonstrate College accountability through continuous institutional assessment and improvement.

5.1 Ensure a quality teaching and learning environment. (Vice President of Academic and Student Affairs, Dean of Academic Services, Interim Dean of Career and Technical Education)

- 5.1.1 By Fall 2008, identify instructional programs that are leading edge. Programs evaluated through assessment and planning that are determined to be leading edge will exhibit several of the following characteristics:
 - Uses state-of-the-art technology.
 - Receives statewide and/or national recognition.
 - Utilizes partnerships with agencies/business & industry/ community organizations to accomplish program goals and objectives.
 - Demonstrates a high degree of successful student learning.
 - Provides exemplary leadership and involvement in campus and/ or community activities.
 - Achieves other benchmarks of excellence based on the program area’s professional standards.

These programs will be marketed through “Google” search engines and other media, and highlighted in all available College-sponsored newsletters and publications. Programs not demonstrating these characteristics should determine through assessment, strategic planning, and budgeting what steps should be taken to become a leading edge program.

- 5.1.2 By Fall 2012, more than 50% of the instructional programs at the College will demonstrate through performance indicators that they are leading edge.

Update: During the Fall 2008 semester, the following programs were identified as “leading edge” programs:

- *Business - Two student groups from the business programs have been consistently successful competing at the state and national levels, which reflects on the quality of instruction in the program areas. Phi Beta Lambda has consistently won numerous state awards that included 1st and 2nd place chapter awards, as well as several individual awards, since 2000. Students in Free Enterprise (SIFE) was the regional champion from 1997-2006, placed consistently as national finalists, and received national special competitions awards.*
- *Carpentry and Building Trades – This program built a third home in partnership with the SIC Foundation as part of the neighborhood renovation project. These homes are sold on the open market with proceeds returning to the SIC Foundation for use with the scholarships and other funding for College-related activities.*

Board Goal: 9, 11
Institutional Goal: 12
Criterion Reference: 2c, 3a, 4c

- *Communication/Forensics – The Forensic Falcons program is in the top 50 of the country (among all community colleges and universities per a study by Pacific Lutheran University). The forensics team is the community college champion team, and fifth among universities in the open division sweepstakes in the state. Two local community colleges have consulted with us for help with online communication course development.*
- *Diesel Technology – This program is the only community college program in the state that is NATEF certified for medium and heavy-duty trucks. All instructors are ASE certified in the areas they teach. Three of the four are also ASE Master Certified Technicians, with the third planning to obtain this certification very soon. In Fall 2008, one faculty member became certified as a NATEF Evaluation Leader, allowing him to lead on-site evaluation processes for those schools applying for NATEF certification. Additionally, the successful partnership with Fabick CAT has provided significant additional funding for the program, including scholarships for students, as well as internship opportunities with Fabick CAT dealerships in the region.*
- *Early Childhood Education/Education – The Early Childhood Education program has been totally revised and updated, with new and revised courses. Even though it is an AAS degree, it has been articulated with senior institutions. All courses in this program are available to students online. The five core education courses for education majors are available online.*
- *Game Preserve Management – This program is a unique, one-of-a-kind program. Students are placed in year-long internships in locations across the country. The program has recently added a competitive shooting club, which has participated and placed in the top 10 of their respective divisions in the National Sporting Clays Association 2008 National Championships.*
- *Practical Nursing (PN) and Associate Degree Nursing (ADN) – Both of these programs had pass rates that exceeded national and state averages during 2007.*
- *Model Illinois Government (MIG) – The Southeastern Illinois College Model Illinois Government student group has consistently done an outstanding job at the statewide competition as demonstrated by the numerous awards and offices that have been won each year that they have competed. In addition to the many individual awards each year, the MIG was named Outstanding Small Delegation in 2004, Finalist Outstanding Delegation in 2005, Outstanding Large Delegation in 2006, Outstanding Small Delegation in 2007, and 2nd Place Outstanding Small Delegation in 2008.*

5.1.3 **Accomplished**5.1.4 **Accomplished**

- 5.1.5 By Spring 2009, study Cosmetology lab reconfiguration options to increase visibility and observation by instructor. By Fall 2010, implement if feasible.
- During FY10, explore the feasibility of relocating the Cosmetology program to another location in Harrisburg to meet current and future enrollment/instructional demand and improve access to clinic clients.
- 5.1.6 Upgrade equipment in science labs as follows:
- During FY10, purchase 8 new microscopes for biology.
 - During FY09, purchase 2 sets of lab equipment for physics.
 - During FY11, pursue funding through grants to purchase software for chemistry “dry” labs.
- 5.1.7 By Fall 2009, all full-time teaching faculty will have been evaluated using all instruments that comprise the Faculty Evaluation Process.
- Student evaluation of faculty will demonstrate that students agree, or strongly agree, that faculty present the course material clearly and logically.
 - Student evaluations of faculty will demonstrate that students agree, or strongly agree, that instructors are effective.
 - Online student evaluation of faculty will demonstrate that students agree, or strongly agree, that course content and requirements were explained well in the course.
 - Online student evaluation of faculty will demonstrate that students agree, or strongly agree, the instructor demonstrates a thorough knowledge of the subject.
- 5.1.8 By Fall 2009, all re-employed adjunct faculty will have been evaluated and determined to have met expectations.
- 5.1.9 By 2011, full-time faculty distribution will look as follows (currently 44 full-time teaching faculty):
- 2007-2008, 45 (Education) **Accomplished**
 - 2008-2009, 49 (Health Occupations, Nursing, Math, New IT Program faculty position, **Update:** *Health Occ, Nursing, and IT faculty positions filled with full-time faculty. Math instructor for two courses added in combination with the Student Success Center Director position filled in January 2009.*
 - 2009-2010, 52 (Dual Credit Coordinator, English, New Program faculty position) **Update:** *Under review, based on proposals from the divisions. Biology instructor added due to huge demand for biological sciences courses.*
 - 2010-2011, 53 (Criminal Justice)

- 5.1.10 *NEW* The Director of Student Success Center position will be filled with an individual who is credentialed to teach baccalaureate transfer-math courses. The individual will be required to teach at least two classes per semester.
- 5.1.11 *NEW* By Fall 2010, the full-time welding instructor will become an AWS Certified Welding Instructor (CWI) and Certified Welding Educator (CWE).
- 5.1.12 *NEW* By Fall 2011, the welding lab will become an American Welding Society (AWS) certified welding lab that would allow students to become AWS certified on site.
 - By Fall 2010, upgrade existing welding booths.
 - By Fall 2011, upgrade welding lab equipment to include new welding power sources.
 - By Fall 2014, add eight to 10 new welding booths.
- 5.1.13 *NEW* By Fall 2010, conduct feasibility study of diesel technology facilities for purposes of upgrading and/or expanding physical space to meet current and future enrollment/instructional needs, including space to house the Diesel/Heavy Equipment Program.
- 5.1.14 *NEW* Upgrade equipment in nursing lab as follows:
 - By Fall 2010, obtain simulation mannequin and begin faculty training on use of simulation activities in the lab setting.
 - By Fall 2012, establish a simulation lab with at least two simulation mannequins to supplement clinical experiences for nursing students.
 - By Fall 2012, hire adjunct instructor to create scenarios and supervise lab activities using the simulation mannequins.

5.2 The assessment processes will be used to facilitate and demonstrate continuous quality improvement of instructional programs and instructional support services.

- 5.2.1 *Accomplished*
- 5.2.2 By Spring 2010, determine the feasibility of developing and offering a series of three to six one-credit hour, online, self-paced faculty development courses. Investigate marketing these courses to area high school teachers as CPDUs.
- 5.2.3 By Spring 2009, enhance “Assessment Week” activities and promote the week as a celebration of our institutional culture of assessment.

Board Goal: 7, 11
Institutional Goal: 13
Criterion Reference: 2c, 3a, 4c

- 5.2.4 By Spring 2009, use assessment results reports to compile “success stories” of program improvement, which are highlighted in the USE OF RESULTS on the assessment grid.

5.3 Recognizing the impact technology has had on supportive services and customer expectations to assure a high quality of services, the College will conduct an audit of its student service processes. (Dean of Enrollment Management and Student Development)

- 5.3.1 *Accomplished*
- 5.3.2 *Accomplished*
- 5.3.3 By August 2009, review the current performance level of the College’s recruitment and retention processes.
- 5.3.4 *Accomplished*
- 5.3.5 By FY10, modifications to the admission and registration and the recruitment and retention processes will be completed, capitalizing on the capabilities of available technologies.
- 5.3.6 This process will be repeated, FY11, for the Student Orientation processes.
- 5.3.7 This process will be repeated, FY12, for the Student Advising processes.
- 5.3.8 This process will be repeated, FY13, for the Learning Lab processes.

5.4 The formal institutional self-study process will be completed in Spring 2008 (Self Study Coordinator)

- 5.4.1 *Accomplished*
- 5.4.2 *Accomplished*
- 5.4.3 *Accomplished*
- 5.4.4 *Accomplished*
- 5.4.5 At the conclusion of the self-study process, the Vice President of Academic and Student Affairs, Self-Study Coordinator, and the Steering Committee will recommend to the President which initiatives from the self-study process should continue as a part of a future-focused, continuous quality improvement effort.

Board Goal: 11, 12
Institutional Goal: 12
Criterion Reference: 3d, 5c

Board Goal: 7, 11
Institutional Goal: 1-14
Criterion Reference: 1-5

Board Goal: 11
 Institutional Goal: 13
 Criterion
 Reference: 2c

5.4.6 *Accomplished*

5.4.7 *Accomplished*

5.5 Upon conclusion of the Spring 2008 HLC visit, the College will continue the process of continuous quality improvement through the examination of the AQIP process as a potential vehicle for institutional improvement, assessment, and accreditation.

- 5.5.1 During FY09, all major functional areas of the College will review the report of the HLC and identify recommendations that need to be acted upon in their respective areas.
- 5.5.2 During FY09, the College will explore the AQIP accreditation process to determine whether the College is a viable candidate for becoming an AQIP institution.
- 5.5.3 During FY09, an institutional recommendation will be made to Cabinet concerning the AQIP process as to whether the College should pursue becoming an AQIP institution or remain a PEAQ institution.
- 5.5.4 By December 2009, the Cabinet will make a recommendation to the Board concerning which method of accreditation the College will pursue.

INITIATIVE 6: Provide services to students to enhance their learning experience which they rate as “excellent.” Dean of Enrollment Management and Student Development)

6.1 Southeastern Illinois College will provide quality online services designed to support students enrolled in both traditional and online courses. (Chief Information Officer, Dean of Enrollment Management and Student Development)

6.1.2 *Accomplished*

6.1.3 By August 2010, internal policies and procedures will be modified to accommodate online services supported by the new ERP system.

6.2 During FY 10, implement an online interactive chat tool designed to provide immediate real-time access to institutional support services.

6.2.1 By Fall 2009, pilot MySIC chat software.

6.2.2 By Fall 2009, train appropriate staff on the MySIC chat software.

Board Goal: 12
 Institutional Goal: 7
 Criterion
 Reference: 3c

6.2.3 By Fall 2009, Enrollment Services and Student Success Center will pilot the interactive chat tool in MySIC.

6.2.4 By Spring 2010, evaluate the effectiveness of the interactive advisement system, with the goal of obtaining an initial 80% satisfaction rating.

6.2.5 By Spring 2010, based on student feedback, make any necessary modifications.

6.2.6 Summer 2010, expand the interactive advisement system to include the Financial Aid Office.

6.3 The Library will provide high-end online services and resources for students, faculty and staff. (Director of Learning Resources)

6.3.1 *Accomplished*

6.3.2 Through 2011 and beyond, transition toward electronic media and less paper media, i.e. EBooks, Audio EBooks, etc.

6.3.3 By August 2008, offer a new one-credit online information technology course. Initiate discussions with appropriate entities to determine the possibility of making the course required for all degree-seeking students.
Update: The course has been developed and piloted, and some revisions have been identified that need to be made. Discussions still need to take place to determine the best way to implement the courses in terms of whether it should be required or infused within an existing course. Work is in progress.

6.3.4 By January 2009, redesign the library website to provide students intuitive navigation and a prominent link to library resources that will ultimately increase students’ effective use of electronic resources and improve student learning outcomes.

INITIATIVE 7: Southeastern will be a catalyst for economic growth in the communities we serve. (Director of Workforce & Small Business Center)

7.1 The SIC WSBDC will be a force in regional economic development by participating in the Connect SI project, a 20-county economic development initiative focusing on GIS Broadband connectivity and health care services. (Director of Workforce and Small Business Center)

Board Goal: 12
 Institutional Goal: 7
 Criterion Reference: 3d, 4b, 5b, 5c

Board Goal: 6
 Institutional Goal: 10
 Criterion Reference: 2a, 4c, 5d

Board Goal: 6
 Institutional Goal: 3, 10
 Criterion Reference: 5d

- 7.1.1 During the 2009-2011 fiscal years, WISBDC staff will lead the southeast region “Committees of Interest (COI)” groups in connectivity and health care.
- 7.1.2 The Regional Economic Development Initiative (REDI) group will be a major vehicle through which the Connect SI project will be researched and implemented.
- 7.1.3 *Accomplished*
- 7.1.4 *Accomplished*

7.2 The WISBDC, aligning themselves with DCEO, Connect SI, area Main Street and Chambers of Commerce, REDI, Connect SI, area developers, and SEEDCO will be seen as the primary provider of workforce training and economic development in southeastern Illinois (Director of Workforce and Small Business Center)

- 7.2.1 The SIC WISBDC will host a minimum of 25 training events for the economic development and business community annually.
- 7.2.2 The SIC WISBDC will increase revenue derived from workforce training to:
 - 2007.....\$10,000 *Update: Actual \$20,406*
 - 2009.....\$20,000
 - 2011.....\$25,000
- 7.2.3 The SIC WISBDC will work with start-up and existing businesses to secure a minimum of 10 loans annually. This will assist in the creation of 50 jobs and a minimum of \$750,000 growth of the economy in our College district.

7.3 The WISBDC, through its cooperative agreement with the Saline County Chamber of Commerce, will increase memberships and services. (Director of Workforce and Small Business Center)

- 7.3.1 Chamber membership will increase 5% each year.
- 7.3.2 *Deleted*
- 7.3.3 *Deleted*
- 7.3.4 *NEW* By 2010, the Chamber will have developed a Leadership Orientation Manual, a Procedures Manual, a Personnel Manual, an Emergency Management Manual, and a Policy Manual to organize the infrastructure of the group.

Board Goal: 6
 Institutional Goal: 10
 Criterion Reference: 5d

- 7.3.5 *NEW* By 2011, WISBCD will have 10% of current “in-business” clients who are also Chamber members. This will allow us the opportunity to make on-going connections with existing clients.

7.4 In collaboration with SIC’s Workforce and Illinois Small Business Development Center, establish a small business incubator site at the David L. Stanley White County Center in Carmi by Fall 2010.

- 7.4.1 *Accomplished*
- 7.4.2 *Accomplished*
- 7.4.3 *Accomplished*
- 7.4.4 *Accomplished.*
- 7.4.5 By Fall 2010, rent incubator space through local business networks.

Board Goal: 5, 6
 Institutional Goal: 11
 Criterion Reference: 5a

INITIATIVE 8: Support an innovative work environment by providing coordinated, progressive and effective Human Resource policies, programs and services.

Due to the restructuring of the Human Resources Office during the 2008-2009 academic year, both in personnel and in function, this section has not been addressed at this time. It will be re-written for the 2009-2010 academic year to address the transition of the office and the administration.

8.1 Centralize personnel activities, including leadership, employee recruitment, training, and records, into the Office of Human Resources to create a consistent, effective personnel practice. In coordination with department heads, ensure quality hiring, training, and evaluative practices, as well as anticipate future personnel needs. (Director of Human Resources)

- 8.1.1 By Fall 2008, a system will be in place to monitor basic Equal Opportunity Employment practices.
- 8.1.2 By 2007, all College personnel records will be housed in the Human Resources Office.
- 8.1.3 By 2007, the Human Resources Office will have a new Employee Orientation and Information program in place. By 2007, the Human Resources Office will offer regular training sessions for employees in areas such as state and federally mandated I/T training, sexual harassment, safety, and other related areas.

Board Goal: 3, 9
 Institutional Goal: 11, 13
 Criterion Reference: 2b, 2c, 3b

- 8.1.4 The Human Resources Office has been appointed the College's Ethics Officer by the Board of Trustees. By 2008, the Human Resources Office will offer annual ethics training that meets and exceeds the minimum standards required by State law.
- 8.1.5 By 2009, the Human Resources Office will prepare an annual report that demonstrates the College's consistent application of EOE policies, practices and quality employment processes.
- By Fall 2008, the College will develop an institutional definition of diversity, using ideas from the self-study and the HLC involving major constituency groups.
- 8.1.6 By 2008, the Human Resources Office will have in place a plan to recruit a more diverse employee base. By 2009, the College will increase its diversity among faculty and staff by at least 5%.
- 8.1.7 By 2009, the Human Resources Office, in conjunction with the IT department, will offer online applications, which applicants may complete online and upload directly.
- 8.1.8 By the end of 2009, the Human Resources Office will provide all employees an employee handbook, outlining employee policies and procedures.
- 8.1.9 By Spring 2007, The Board Policy Manual will be updated and approved. These updates will assist the College to be compliant with Federal and State laws.
- 8.1.10 By Fall 2008, to better assist employees to manage their benefits options, the Human Resource Office will provide College employees with benefit information online, including health insurance, life insurance, W-4 information, benefits times, etc. In addition, programs designed to enhance employee understanding and to promote better understanding of benefits choices will be developed.
- 8.1.11 By 2009, Training will be provided for supervisors in such areas as workers' compensation, performance evaluations, employee relations, disciplinary actions, grievance procedures, Federal and State employment laws, management and leadership principles, as well as practical knowledge of policies and procedures.

8.2 Create a job classification process to determine consistent, competitive and reasonable salary assignments across various areas within the College. (Director of Human Resources)

Board Goal:3, 9

Institutional Goal: 11, 13

Criterion Reference: 2b, 3b

- 8.2.1 By 2009, every non-bargaining unit job description will be reviewed and updated; positions will then be ranked, based on factors such as knowledge required, complexity and problem-solving skills required, level of accountability (consequence of errors), and degree of supervisory responsibility. To meet State compliance, this process must adhere to the ICCB employee typed descriptions and duties. State reports will reflect this employee classification comparison.
- 8.2.2 By 2009, categories of job classification will be created, encompassing non-bargaining unit jobs of similar knowledge, complexity, accountability, and supervision.
- 8.2.3 By 2009, research of salary data of similar positions at cohort schools and other State institutions will be conducted and compared with College salaries.
- 8.2.4 By 2009, the College will establish an evaluation process, or ranking system, for employee salaries, placing them within 75% of the cohort average for each position held by Southeastern Illinois College employees.
- 8.2.5 By 2009, a salary range for each category will be established, including a median (mid-point) salary that will meet objective #4 above.
- 8.2.6 For the 2009-2011 fiscal years, a schedule of salary adjustments will be created and a priority list of positions identified, to bring all salaries within their salary range.
- 8.2.7 By 2011, a process will be in place to bi-annually adjust salary ranges to account for inflation, cost-of-living, and other factors to assure salaries remain competitive.

8.3 The College will update all its evaluation tools, and all non-bargaining group employees will be evaluated annually to encourage quality and excellence in all service areas.

- 8.3.1 By 2008, the evaluation processes for all employee groups will have been reviewed and updated, and supervisors will be trained on using the evaluation tools to enhance employee performance. An employee self-evaluation will be added to enhance ownership in job performance.
- 8.3.2 By 2009, the Human Resources Office will have trained all supervisors and managers on setting realistic, performance-based quality improvement goals.

Board Goal:3, 9

Institutional Goal: 11, 13

CriterionReference: 2c, 3b

- 8.3.3 By 2011, the Human Resources Office will have assessed the success of the goal-setting and evaluation processes, and will make adjustments in the training opportunities to address weaknesses and concerns.

INITIATIVE 9: College leadership will generate and identify opportunities to improve present programs and/or operations. (President)

9.1 Cabinet members shall use continuous improvement processes to focus on improving the quality of services the College offers to all its stakeholders and to strategically position the College to take advantage of rapidly changing opportunities. (Cabinet)

- 9.1.1 By Fall 2008, Cabinet members will have undertaken training that focuses on improving and strengthening the relationship within members and between leadership and the rest of the College. By Fall 2009, the President’s Office staff will also have completed the training.
- 9.1.2 Using the Strategic Planning Committee, the College will update its Strategic Plan each Fall.
- 9.1.3 By 2010, each Administrative Cabinet member will have identified and implemented multiple cost-sharing partnerships, and other initiatives, such as training, programming, etc. to generate additional resources and funds.

INITIATIVE 10: College leadership will ensure that the Board of Trustees is properly informed and prepared to exercise its legal authority. (President)

- 10.1.1 Each year, the Board will be engaged in continuing education related to their responsibilities through participation in the Illinois Community College Trustees Association (ICCTA).
- 10.1.2 The Board will hold at least one retreat meeting per year for purposes such as in-depth informational sessions, professional development, or self-evaluation.
- 10.1.3 In the Spring of 2007, 2009, 2011, and any other time a new member is elected/appointed to the Board of Trustees, College leadership will hold an orientation session for new Board members.

Topics shall include information about the College (its mission, vision, structure, and operations), as well as information about trusteeship, ethics, and expectations for trustees.

*Board Goal: 11
Institutional Goal: 12, 13
Criterion Reference: 2b,3b*

*Board Goal: 8
Institutional Goal: 12, 13
Criterion Reference: 1a, 4a*

Southeastern Illinois College
Translating Our Goals into Action
Strategic Plan 2006-2011

Southeastern Illinois College engaged in a strategic planning process designed to help the College carry out its mission. This plan represents the collective input of the College faculty, staff, students and administration, building a vision of what the College needs to accomplish and how the College should look as we move toward 2011.

The Strategic Planning Committee began its work with the rewriting of the College's Mission Statement, as well as the development of a Vision Statement. The Committee also sought to express the basic values that define Southeastern Illinois College.

After completing an environmental scan that assessed institutional strengths and weaknesses, as well as opportunities and threats, the Strategic Planning Committee identified the key initiatives and measurable goals which are most crucial for Southeastern Illinois College to accomplish its mission and move toward attainment of institutional goals.

The Strategic Plan will be the College's road map and guide in the decision-making process for budgeting and program development. Southeastern Illinois College's Strategic Plan focuses on the following initiatives, helping to:

1. Ensure that the financial strength of Southeastern Illinois College is sufficient to support a quality institution of higher learning.
2. Ensure that College facilities and grounds are well maintained and appropriate for student learning and development.
3. Ensure that the College recruits and retains an increasing number of students.
4. Ensure that faculty, students and staff have access to current, up-to-date technology.
5. Demonstrate College accountability through continued institutional assessment and improvement.
6. Ensure that the College provides quality services designed to enhance all student's learning experience.
7. Ensure that Southeastern Illinois College will be a catalyst for economic growth in the communities it serves.
8. Ensure that Southeastern Illinois College adheres to consistent, effective personnel practices.

The Strategic Plan should be dynamic and able to respond to local, state and national changes.

Each fall semester, the Strategic Planning Committee will conduct an environmental scan in order to determine if current planning issues, previously identified as priorities, are still relevant.

THE STRATEGIC PLANNING GROUP 2008-2009

Dr. Ray Cummiskey (President), Co-Chair
Dr. Dana Keating (Vice President of Academic and Student Affairs), Co-Chair
Dr. Sarah Bond (Dean of Enrollment Management and Student Development), Co-Chair
Karen Weiss (Interim Dean of Career & Technical Education)
Paul Cummins (Instructor, Speech)
Jane Flannigan (Dean of Community Education)
Gary Jones (Library/Learning Resource Director)
Yolanda Betz (Secretary to ABE/GED Public Assistance Coordinator)
Gina Sirach (Nursing Instructor and Director of Nursing)
Paul McSparin (Title IV Program Director)
Patty Winters (Assistant to the Vice President of Administration and Business Affairs)
David Wright (Controller)
Greg McCulloch (Chief Information Officer)
Donna Patton (Marketing Director)
Tim Walker (Vice President of Administration and Business Affairs)
Greg Hall (Coordinator of Institutional Assessment)
Kari Hernandez (Financial Aid Assistant)
Dr. Richard Holland (Instructor, Physics)
Joe Schmitt (Financial Aid Director)
Stacy Moore (Director of Auxiliary Services)
Debbie Suh (Education Technology Specialist)
Ed Rose (Retention and Testing Center Coordinator)
Brian Surprenant (Dean of Academic Services)
Ed Fitzgerald (Director of Environmental Services)
Lori Cox (WSBDC Director)
Allan Kimball (Instructor, English and Theater)
Bill Rakes (Instructor, Computer Technology)
Curtis Rowlen (Instructor, Carpentry/Building Trades);
Matt Lees (Instructor, Political Science);
Ralph Boots (Instructor, Diesel Technology);
Cathryn Jones (Instructor, Psychology);
Barb Potter (Executive Assistant to the President);
Jared Mitchell (Student Senate President)