FY 2015-2019
Strategic Priorities
FY 2015-2017 Strategic Priorities

As our mission states, South Central College plays an important role in providing higher education to promote student growth and regional economic development. In order to ensure our effectiveness in delivering on this mission, we have established Strategic Priorities for 2015 – 2017.

These priorities align with our own Mission, Vision, Purpose, Values and our 5 Institutional Goal Areas. In developing these priorities, we also included principles established by institutional partners in the field of higher education: the Minnesota State Colleges and Universities’ Strategic Framework and Charting the Future initiatives and the American Association of Community Colleges’ 21st Century Initiative.

I am excited to work together with my talented colleagues at South Central College, our community and industry partners on these priorities to achieve the many goals that will benefit our students and our region for years to come.

Appreciatively,

Dr. Annette Parker
President
FY 2017-2019 Strategic Priorities Update

Since penning the letter on page 2, we have addressed many of the goals in this document. We have also grown as an institution, which has enabled us to ramp up our efforts in the area of quality improvement.

The goals we established when this document was originally created were sound and relevant at the time – and they still are. We have accomplished some and are still in the process of achieving others.

Since the development of our original 2015-17 Strategic Priorities, we have submitted our first Academic Quality Improvement Program (AQIP) Systems Portfolio, a mid-cycle document, and we received an appraisal of that document by consultant-evaluators from the Higher Learning Commission. These have helped to set our priorities through 2019. AQIP is the accreditation pathway chosen by the college because of its focus on continuous quality improvement not only in academic areas, but throughout the college.

Through the process of crafting and then evaluating our AQIP Systems Portfolio we identified additional goals to be addressed. So in the spirit of continuous quality improvement, we have added some new goals and are extending this Strategic Priorities document to FY2019. A majority of these new goals are based on those previously in this document, with an enhanced commitment to achievability, scope and measurability.

This will ensure that our combined efforts will address those processes and activities that will directly benefit our students and communities, which will be the basis of our next quality assurance document, campus visit and reaffirmation of accreditation in 2019-2020.

This is an aggressive plan, but I know that given what we have learned over the past few years we are more than ready to commit the resources necessary to achieve these goals.

Once most of these existing goals are on their way to being achieved, we will feel confident in developing our next Strategic Priorities. At that time, we will again engage our students, employees and community members in identifying and prioritizing our new Strategic Priorities.

Thank you to all of you who positively contribute to the success of these initiatives that make an extraordinary impact on the lives of our students and vitality of our communities.

Appreciatively,

Dr. Annette Parker
President
South Central College’s Principles and Initiatives

Vision
South Central College will be the region’s leading institution for transitioning individuals into the college environment, educating students for technical careers, and building student capacity for future study through inclusive student-centered programs and services. The college will be a committed partner in the regional economy, helping individuals and organizations compete in the global marketplace.

Mission
South Central College provides accessible higher education to promote student growth and regional economic development.

Purpose Statements
• Foster a welcoming environment that cultivates a sense of respect and appreciation for differences.
• Provide educational options that prepare students for entry into the workforce, career advancement, and academic transfer opportunities.
• Offer student services and enrichment experiences that support academic success.
• Provide educational opportunities that develop our students’ ability to understand and evaluate personal, social, civic, and global perspectives.
• Deliver education, training, and consulting services for business, industry, and government organizations that help maximize productivity, profitability, and sustainability in a global marketplace.
• Promote the economic, cultural, and intellectual development of the community through collaboration with our stakeholders.

Values
South Central College...
• Recognizes the liberating effects of lifelong intellectual, professional, and personal learning.
• Honors diversity and inclusion by recognizing every person’s value and potential.
• Operates with integrity in all interactions.
• Encourages open and honest communication that respects individual opinions.
• Values collaboration and believes that teamwork promotes unity and shared purpose.
• Embraces continuous improvement.
Appreciative Inquiry Goal Areas
As a result of the college-wide planning initiatives completed in 2014, we have set strategic priorities within our 5 institutional Goal Areas:
• Appreciative Inquiry (AI) Culture
• Holistic Learner Services
• Quality Education
• Partnerships & Collaboration
• Marketing, Branding & Recruitment
Affiliate Higher Education Organizations’ Principles and Initiatives

We are also committed to ensuring our strategic priorities align with the goals and initiatives of higher education organizations impacting South Central College’s performance and success.

Three-Part Strategic Framework for the Minnesota State Colleges and Universities
1. Ensure access to an extraordinary education for all Minnesotans.
2. Be the partner of choice to meet Minnesota’s workforce and community needs.
3. Deliver to students, employers, communities and taxpayers the highest value/most affordable higher education option.

Six Recommendations of Charting the Future
Recommendations to increase access, affordability, excellence, and service by forging deeper collaborations among our colleges and universities to maximize our collective strengths, resources, and the talents of our faculty and staff.
1. Dramatically increase the success of all learners, especially those in diverse populations traditionally underserved by higher education.
2. Develop a collaborative and coordinated academic planning process that advances affordability, transferability, and access to our programs and services across the state.
3. Certify student competencies and capabilities, expand pathways to accelerate degree completion through credit for prior learning, and foster the awarding of competency-based credit and degrees.
4. Expand the innovative use of technology to deliver high quality online courses, strengthen classroom instruction and student services, and provide more individualized learning and advising.
5. Work together under new models to be the preferred provider of comprehensive workplace solutions through programs and services that build employee skills and solve real-world problems for communities and businesses across the state.
6. Redesign our financial and administrative models to reward collaboration, drive efficiencies, and strengthen our ability to provide access to an extraordinary education for all Minnesotans.
AACC 21st Century Initiative seven recommendations
1. Increase completion rates by 50% by 2020.
2. Dramatically improve college readiness.
3. Close the American skills gap.
4. Refocus the community college mission and redefine institutional roles.
5. Invest in collaborative support structures.
6. Target public and private investments strategically.
7. Implement policies and practices that promote rigor and accountability.

Accreditation Criteria
1. Mission
2. Integrity: Ethical and Responsible Conduct
3. Teaching and Learning: Quality, Resources and Support
4. Teaching and Learning: Evaluation and Improvement
5. Resources, Planning and Institutional Effectiveness

AQIP Categories
1. Helping Students Learn
2. Meeting Student and Other Key Stakeholder Needs
3. Valuing Employees
4. Planning and Leading
5. Knowledge Management & Research Stewardship
6. Quality Overview
GOAL AREA – Appreciative Inquiry (AI) Culture

- Implement an AI professional evaluation process.
- Convene college-wide committees that engage constituents and support AI principles.
- Provide project management training throughout the organization.
- Implement an AI-based program review process facilitated by an AQIP action project.
- Implement an in-depth onboarding and off-boarding process for new employees, with clear resource and responsibility foci.
- Increase understanding and transparency of college efforts through the utilization of process mapping to support quality improvement in both academic and non-academic departments.
- Develop and implement a college diversity plan including curricular and co-curricular initiatives.
- Increase diversity within the candidate pool for all open positions.
- Develop a plan for optimizing space utilization.
- Utilize internal and external resources to update the master facilities plan.
- Implement a model for middle management collaborations.
- Implement Minnesota State Search Committee Handbook and enhance the college’s overall search process.
- Implement a comprehensive policy review project.
- Utilize Information Technology to enhance productivity for students and employees.
GOAL AREA – Appreciative Inquiry (AI) Culture (continued)

Alignment with Affiliate Higher Education Organizations’ Principles and Initiatives

Minnesota State Strategic Framework Goals and Charting the Future Recommendations
- In keeping with goal 3 and recommendations 5 and 6, an AI culture will help ensure that the college delivers an efficient, cohesive, and student-centered experience for our areas of service. This will be achieved through development of a positive workplace culture with clear delineation of duties and an accountability framework to ensure success.

AACC 21st Century Initiative
- In keeping with recommendations 4, 5, and 7, an AI culture empowers the college community to hold itself accountable while still focusing on strengths and opportunities for growth. Comprehensive program review and performance evaluations become prospective rather than just retrospective. Moreover, clear opportunities for definition of roles and collaboration between units becomes paramount in an effective, streamlined AI environment.
GOAL AREA – Quality Education

- Implement improvements in the curriculum development and approval process.
- Develop and implement robust assessment processes for both academic programs and college services to include the assessment of Institutional Core Competencies (ICC) and Student Learning Outcomes (SLO).
- Coordinate intentional faculty and staff development opportunities throughout the year through Learning Central.
- Successfully complete and submit the college’s first AQIP Systems Portfolio.
- Continue efforts to close the achievement gap by identifying current curricular and co-curricular strengths and building upon those successes.
- Continue towards full nursing accreditation to meet Minnesota’s 2018 deadline.
- Develop and execute a documented multi-year strategy with specific goals and timelines for the college’s next quality assurance document to meet HLC reaffirmation of accreditation by 2019-2020.
- Make progress toward bringing SCC’s instructional cost study within the Minnesota State band.
- Develop and implement a curriculum mapping project.
- Analyze consistency of education across different delivery modes.
- Advance SCC’s globalization focus and international efforts among students and employees.
- Increase Competency Certification (CC) and Credit for Prior Learning (CPL).
Alignment with Affiliate Higher Education Organizations’ Principles and Initiatives

Minnesota State Strategic Framework Goals and Charting the Future Recommendations

- In keeping with goal 1 and recommendations 1, 2, and 5, faculty engaged in professional development and continuous curricular improvement ensure their content remains relevant and appropriate for their audience of students.
- In keeping with goal 3 and recommendation 6, executing a well-developed faculty-driven assessment and accreditation plan will ensure that the college remains accountable to the taxpayer by ensuring high standards and continuous quality improvement.

AACC 21st Century Initiative

- In keeping with recommendations 1, 3, and 7, implementation of improved curricular processes, professional development, and quality assessment plans help ensure that the college continues to move towards closing the achievement gap while ensuring rigor and accountability.
GOAL AREA – Partnerships and Collaboration

- Develop and sustain partnerships with regional K-12 and post secondary institutions.
- Investigate resources and personnel available to support K-12 and other partnership initiatives.
- Secure support through grants and other funding to advance institutional priorities, including student success, transferability and sector initiatives.
- Put in place a strategy for evaluating grant opportunities focused on institutional priorities and sustainability.
- Implement a capital equipment purchasing process created through an AQIP action project.
- Create a new process for non-instructional equipment purchases.
- Implement an Information Technology purchasing process that standardizes equipment and scheduled purchasing and upgrades beginning 2018.
- Implement process to analyze the success of SCC’s external partnerships and collaborations.
- Build business and industry partnerships locally, regionally, nationally and internationally.
Alignment with Affiliate Higher Education Organizations’ Principles and Initiatives

**Minnesota State Strategic Framework Goals and Charting the Future Recommendations**

- In keeping with goal 2 and recommendations 2, 5, and 6, partnering with local educational institutions, grantors, and the business community will help the college ensure a seamless progression from quality education to the workforce. Moreover, securing grants and external partnerships helps to ensure that the education the college provides remains relevant to and needed by community stakeholders.
- In keeping with goal 1 and recommendation 6, securing additional resources allows the college to invest in programs and services to increase student achievement that would not otherwise be affordable.

**AACC 21st Century Initiative**

- In keeping with the recommendations, partnerships and community contacts improve the college’s ability to develop support structures outside of the college’s walls. This facilitates graduate movement into the workforce as well as recruitment of future students.
GOAL AREA – Holistic Learner Services

- Implement a comprehensive first year initiative through phased AQIP action projects to improve our welcoming environment.
- Pursue additional avenues for holistic learner services through continuous quality improvement in academic support, advising and career counseling to increase completion and retention.
- Implement an academic support tutoring AQIP action project.
- Implement expansion of program review to non-academic departments.

Alignment with Affiliate Higher Education Organizations’ Principles and Initiatives

**Minnesota State Strategic Framework Goals and Charting the Future Recommendations**

- In keeping with goal 1 and recommendations 1, 2, and 4, holistic learner services will help ensure quality education by providing students with the environment and tools necessary for academic success and personal growth.

**AACC 21st Century Initiative**

- In keeping with recommendations 2, 3, and 5, investing in quality holistic learner services helps ensure that the college is meeting the individualized needs of students regardless of background or circumstance, enhancing our ability to close the achievement gap and improve readiness for credit-bearing courses.
GOAL AREA – Marketing, Branding & Recruitment

- Develop a comprehensive marketing and branding initiative.
- Implement a dynamic, data-driven enrollment management plan drawing upon several divisions within the college to ensure success.
- Implement a plan for including the new Minnesota State system affiliation identifier in SCC’s marketing and communications materials.
- Implement a comprehensive website and online plan to communicate the college’s benefits and programs to prospective students.
- Implement a video creation strategy focused on online outreach.

Alignment with Affiliate Higher Education Organizations’ Principles and Initiatives

Minnesota State Strategic Framework Goals and Charting the Future Recommendations
- In keeping with goals 1 and 3 and recommendation 6, the college should be a visible partner in the communities served. The college is the most affordable option among all higher education institutions in the area, and this alone is one of the college’s greatest strengths. Ensuring the college has adequate marketing, consistent branding, and an effective enrollment management plan, will optimize targeting and service to the students in the area who are the best match for the quality education the college provides.

AACC 21st Century Initiative
- In keeping with recommendation 6, a unified dynamic data-driven enrollment management and marketing plan helps ensure the college remains relevant to the community while targeting students for enrollment as well as organizations for potential collaboration and investment.