



INSTITUTIONAL PRIORITIES

2018-2021



PLANNING AND INSTITUTIONAL RESEARCH
H. LAVITY STOUTT COMMUNITY COLLEGE

Message from the President

On behalf of the H. Lavity Stoutt Community College (HLSCC), I am pleased to present the HLSCC's Institutional Priorities 2018 – 2021. I would also like to offer my sincere gratitude to our college community for their hard work and commitment to our integrated planning process.

These priorities were developed over the Spring 2018 semester as a result of the accreditation reaffirmation self-study process. This process was guided by campus-wide meetings that provided an opportunity for college community stakeholders to engage in extensive reflection and discussion which resulted in the four institutional priorities and several areas of inquiry. These areas of inquiry were used to develop strategic objectives for each priority area.

The institutional priorities and accompanying strategic objectives were discussed at the President's Cabinet and approved as a working draft for departmental planning for the academic year 2018-2019. This planning exercise resulted in further refinement of the priorities and strategic objectives. The revisions were submitted and approved by the President's Cabinet as presented in this final document. This planning period offers developmental opportunities where departments will be able to engage in integrated planning with alignment to resource allocation and budgeting.

HLSCC has undergone several setbacks in 2019 due to hurricanes Irma and Maria. Like most of the territory we proved our resilience and was determined to rebuild. As a college community we choose as our mantra "We Will Rise" and through planning and self-determination we intend to succeed. These priorities reflect our sincere commitment to rebuilding and the achievement of our vision and mission.

Judith Vanterpool
Ag President

College Vision Statement

H. Lavity Stoutt Community College will be a regional college of choice for higher education and lifelong learning. It will aid in the improvement of life, a vibrant economy, and nation building.

College Mission Statement

H. Lavity Stoutt Community College provides quality higher education and lifelong learning that is responsive to changing community needs, the global economy, and evolving technology. The offerings promote individual growth, economic, social, and cultural development.

College Core Values

These core values represent current and desired beliefs that are shared among the employees at the College. They represent ideals that are expected to guide the behavior of all College employees, hence the conduct of all operations at the College. These core values are:

Student centeredness: We actively seek to maximize the educational, personal, and social development of our students by honoring their learning styles and adapting our teaching and learning behaviors to meet their unique experiences, needs, and goals.

Responsiveness: We actively seek to identify and respond to education and training opportunities, using community partnerships as a means of enhancing achievement and success on the part of individuals, industries, and organizations in the local and regional communities.

Respect and tolerance: We embrace cultural and national diversity, inclusiveness, and mutual respect as a means of improving the learning experience of all, as well as the improvement of the College and community.

Accountability: We value personal and institutional investment in integrated planning, assessment, and disclosure of the performance of the College as well as its students, programs, structures, and systems.

Integrity: We encourage the free exchange of ideas and honor our commitments in an environment that embrace honesty, fairness, personal responsibility, and ethical behavior at all levels.

High standards: We are committed to providing high quality, innovative and flexible teaching and learning opportunities for students and employees that enable them to succeed in a highly competitive environment so they can value and become effective lifelong learners.

Decisions by data: We value and are committed to objective decision-making based on data and information that represents the reality of conditions and the performance of the College in all areas.

Cooperation: We value and encourage team work, resource sharing and internal as well as external partnerships as a means of achieving goals of mutual importance to the College, the individual and the community.

College Goals

In its quest to fulfill its mission, the College is committed to

- 1. Provide high-quality academic programs, courses, and instruction** including:
 - Associate degree programs for students planning to transfer to four-year colleges and universities offering baccalaureate degrees
 - Associate degree and certificate programs that prepare students to enter the workforce and meet workforce needs
 - Developmental courses that prepare students for entry into transfer, career, and technical programs
 - General education courses that provide students with the skills, knowledge, habits of mind, and values that prepare them for success in their academic field and in their personal and professional lives
 - High-quality instruction and engaging learning experiences from dedicated faculty

- 2. Offer high-quality continuing education programs and courses** including:
 - Professional opportunities for individuals to enhance existing skills, learn new skills, and obtain industry certifications
 - Training programs for businesses, government agencies, and not-for-profit organizations
 - Personal development and enrichment programs and courses that are responsive to the current and emerging needs of individuals throughout the community

- 3. Provide services and activities that support individual student success** including:
 - Academic support through faculty, computer facilities, library resources, and student support services to assist students in attaining their individual education objectives and career goals
 - Co-curricular activities services that build leadership skills, foster social and emotional growth, promote health and wellness, and prepare students for global citizenship

- 4. Cultivate community connections that not only support the college but also create opportunities for the college to serve the community** including:
 - Cooperative relationships with other educational institutions, government agencies, community organizations, professional associations, and business and industry
 - Activities and programs which contribute to the civic, cultural, aesthetic, and recreational life of the community

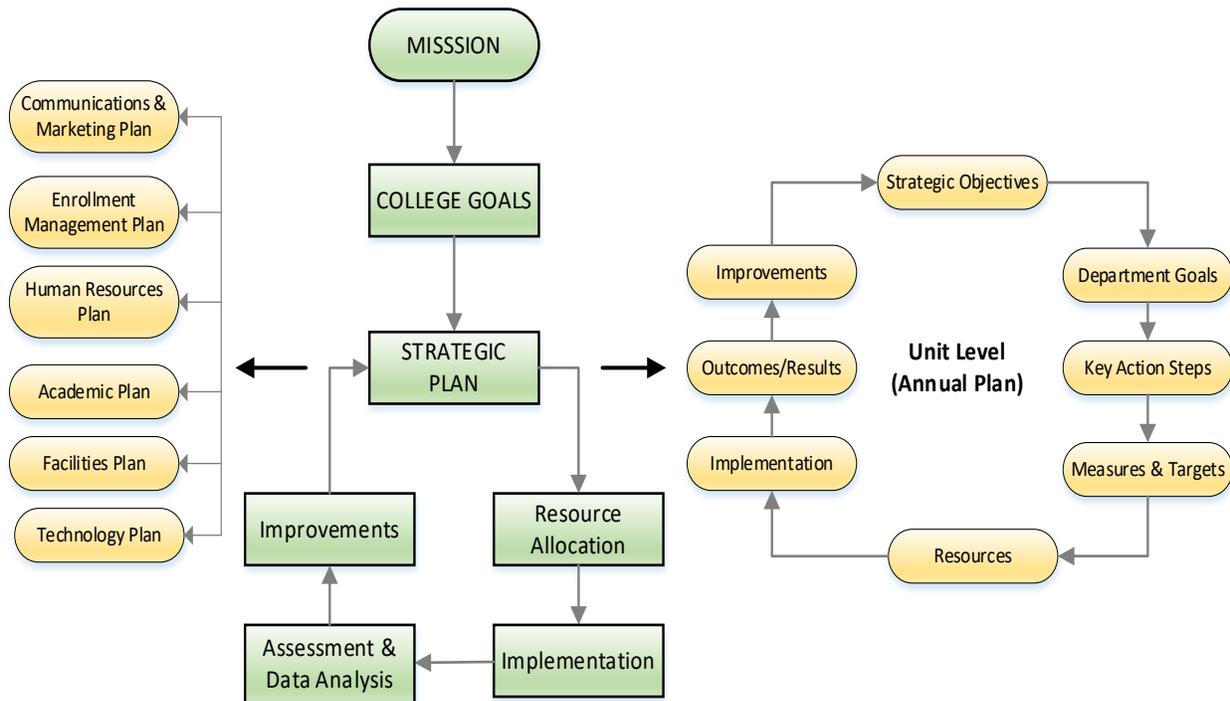
- 5. Cultivate a college culture that uses assessment results to improve institutional effectiveness** by celebrating and valuing:
 - Innovation and technology in programs, services, and methods of instruction that respond to community needs and contribute to student achievement and success
 - The principles of shared governance
 - Innovation in the planning and management of financial and institutional resources for the long-term sustainability of the institution
 - A well-maintained campus that guarantees a safe learning/working environment for all students, staff, and faculty

General Education Learning Outcomes

The general education learning outcomes represent the skills, knowledge, and values which students who complete an associate degree at HLSCC should attain:

1. Write effectively in a range of contexts and for a variety of different audiences and purposes, with a command of the English language (written communication)
2. Verbalize and present ideas clearly and concisely so that they are heard, understood, and acted upon (oral communication)
3. Communicate in a foreign language and at the same time acquire and use knowledge of foreign cultures to enhance intercultural understanding (communication in a foreign language)
4. Think critically and use those skills to think effectively about questions, problems, and decisions both inside and outside of the classroom (critical thinking)
5. Use quantitative methods to solve real-world problems (quantitative reasoning)
6. Use the scientific method to logically solve problems in the natural world (scientific reasoning)
7. Think logically about right and wrong human conduct (ethical reasoning)
8. Examine and display sensitivity to the practices of everyday life that shape the history of a particular people, and be able to critically evaluate the history that is presented (historical and cultural awareness)
9. Recognize when information is needed and can identify, locate, evaluate, and effectively and responsibly use and share information for a problem at hand (information literacy)
10. Use technology, communication tools, and networks appropriately to solve problems or compile information in order to function in an information and technology driven world (technological competence)

Integrated Planning Model



Introduction to the HLSCC Institutional Priorities Plan 2018-2021

Background

The concept of institutional priorities is not new to the College. In 1995, the College approved its first five-year strategic plan—a 133-page document. In 2005, a set of three-year institutional priorities were approved as a practical framework for implementing the College’s mission. These priorities were reviewed, amended, and approved for another three years in 2008. In 2012, the College approved its second five-year strategic plan (2013-2018). In 2016, based on the experience of the prior three years, the strategic plan was revised with the hope of improving its implementation. The changes were designed to address matters related to leadership, manageability, implementation planning, monitoring and support, as well as evaluating and reporting. Despite these changes, the strategic planning process continued to be hampered by the same issues that the revisions were intended to address. In Spring 2018, due to these lingering difficulties, the President proposed a return to the planning approach using institutional priorities which was approved by the Board.

Development of the Institutional Priorities 2018-2021

HLSCC is in the process of preparing for its accreditation reaffirmation in 2020. To this end, the College has embarked on an Institutional Self Study. This self-study process is facilitated by a steering committee led by three co-chairs. In Spring 2018, the steering committee and the

accreditation liaison officer engaged all college constituents in an investigative process aimed at establishing the institutional priorities and areas of inquiry required for the self-study. These campus-wide meetings resulted in the selection of four institutional priorities. Under each institutional priority, several areas of inquiry were developed and assigned to self-study working groups for further investigation. Based on the results of this self-study, HLSCC expects to have its accreditation reaffirmed in 2020, which would be the 30th anniversary of the institution.

As indicated in the Self-Study Design document, it was the College's intention to use these four institutional priorities as the basis for the next strategic plan. However, given that a proposal was made to return to institutional priorities instead of a strategic plan, it was decided by the President's Cabinet to adopt these four institutional priorities for planning purposes over the next three years (2018-2021). This decision was endorsed by the Board. The Director of Planning and Institutional Research then proceeded to develop strategic objectives for each priority using the areas of inquiry identified during the campus-wide meetings. These strategic objectives were reviewed, amended, and approved by the President's Cabinet to be used as a working draft by budget holders to commence planning for the 2018-2019 academic year.

Each strategic objective is assigned measurable outcomes, lead responsibility, and completion dates. It must be noted that this three-year planning period is designed to provide departments with many opportunities to improve their skills in developing goals and implementation plans that are linked to the institutional priorities. In addition, at least once per semester, there will be opportunities for interdepartmental planning and reporting to ensure the successful implementation of the institutional priorities. It is anticipated that through these developmental opportunities, departments will be able to overcome the long-standing issues associated with planning and resource allocation. In other words, this planning period is intended to be a learning and developmental process where departments' strengths and weaknesses will be monitored and appropriate corrective measures taken when necessary. At the end of this planning period, it is hoped that the matters related to leadership, manageability, implementation planning, monitoring and support, as well as evaluating and reporting will be addressed and corrected so that the institution is well-prepared to launch a successful strategic plan for the period 2021-2024.

The Institutional Priorities 2018-2021

Institutional Priority 1: Student Learning and Success

Enable students to succeed in accomplishing their educational and career goals by (a) offering relevant programs, (b) providing them with high quality education and training, and (c) providing support services that meet their needs.

Strategic Objectives:

- 1.A Continue to develop and deliver programs and training that are responsive to shifting workforce demands and individual interests
- 1.B Collaborate with our educational, business, and community partners to ensure students are better prepared for transfer, job placement, or career advancement.
- 1.C Continue to improve the quality and effectiveness of programs through the assessment of student learning outcomes.
- 1.D Continue to improve the support services and systems that are designed to assist students in attaining their individual educational and career goals.
- 1.E Develop and implement co-curricular activities and services that are enriching and engaging so that students feel a sense of belonging and personal connection to the College.

Institutional Priority 2: Institutional Image and Community Relations

Strengthen the college community and its ties with the wider community by developing organizational capacity and new and improved channels of dialogue, participation, and collaboration.

Strategic Objectives:

- 2.A Develop and implement institution-wide strategies to strengthen the connections across the institution, communicate information, and improve workplace culture.
- 2.B Continue to evolve HLSCC's governance model to improve participation in decision making.
- 2.C Provide comprehensive training opportunities for academic and operational units while developing a recognition process that acknowledges strong performance from units and individuals.
- 2.D Develop and strengthen mutually beneficial partnerships with alumni, businesses, schools, professional organizations, as well as community and government agencies.
- 2.E Understand and improve the nature and quality of college documents as well as data and analyses that are needed to support institution branding and image building.
- 2.F Strengthen marketing efforts and leverage a wide range of channels to share the story of the College and stories of student success.

Institutional Priority 3: Accountability, Sustainability, and Stewardship

Improve accountability and stewardship of financial and institutional resources for the long-term sustainability of the institution.

Strategic Objectives:

- 3.A Continue to improve the planning, budgeting, and resource allocation systems using data from the periodic assessment of these systems.
- 3.B Develop, implement, and continually review cost containment strategies to address the fiscal sustainability of the institution.
- 3.C Seek and cultivate alternate resources to supplement and/or increase existing revenue streams and funding sources.

3.D Establish and implement mechanisms and systems to guide, manage, and assess the adequacy and efficient use of the educational, human, technological, physical, and financial resources to enable the College to support its operations and achieve its mission and goals.

Institutional Priority 4: Enrollment and Retention

Enroll, retain, and graduate a larger and more diverse student body by improving access and opportunity for traditional and non-traditional students.

Strategic Objectives:

4.A Develop and implement outreach and recruitment strategies to expand student enrollment.

4.B Evaluate and redesign academic programs, support services, and college processes to reduce barriers to enrollment and completion.

4.C Improve program and course delivery systems to maximize access to college offerings.

4.D Increase campus-wide awareness of and involvement in enrollment management activities.

INSTITUTIONAL PRIORITIES 2018 – 2021

Institutional Priority 1: Student Learning and Success			
Enable students to succeed in accomplishing their educational and career goals by (a) offering relevant programs, (b) providing them with high quality education and training, and (c) providing support services that meet their needs.			
Strategic Objective	Suggested Measurable Outcomes	Lead Responsibility	Completion Date
1.1 Continue to develop and deliver programs and training that are responsive to shifting workforce demands and individual interests.	<ol style="list-style-type: none"> 1. Partnerships developed with local industries. 2. Increased number of offerings that are aligned with workforce demands. 3. Increased enrollment in workforce offerings. 4. Offerings aligned with student demand. 	Deans	Year 1-3
1.2 Collaborate with our educational, business, and community partners to ensure students are better prepared for transfer, job placement, or career advancement.	<ol style="list-style-type: none"> 1. Increased participation of Program Advisory Committees. 2. Increased number of students participating in internships and apprenticeship programs. 3. Expand and strengthen relationships with 4-year universities. 4. Results of employer and alumni survey analysis documented and communicated. 5. Increased employer and alumni satisfaction rates. 	Deans	Year 1-3
1.3 Continue to improve the quality and effectiveness of programs through the assessment of student learning outcomes (SLO).	<ol style="list-style-type: none"> 1. Results of SLO analysis documented, communicated, and used to improve teaching and learning. 2. Increased course success rates 3. Increased program graduation rates. 	Deans	Year 1-3
1.4 Continue to improve the support services and systems that are designed to assist students in attaining their individual educational and career goals.	<ol style="list-style-type: none"> 1. Student services reviewed/ revised to reflect student and faculty input. 2. Integrated program planning documents include collaborative goals and action items. 	Director, Student Success Center/ Director, Learning Resource Center	Year 1-3

	<ul style="list-style-type: none"> 3. Increased course success/retention rates. 4. Decreased number of students on academic probation. 		
<p>1.5 Develop and implement co-curricular activities and services that are enriching and engaging so that students feel a sense of belonging and personal connection to the College.</p>	<ul style="list-style-type: none"> 1. Co-curricular activities and services reviewed/revise to reflect student input. 2. Number of co-curricular activities documented. 3. Increased number of students participating. 4. Increased student satisfaction tracked. 	<p>Director, Student Success Center</p>	<p>Year 1-3</p>

Institutional Priority 2: Institutional Image and Community Relations			
Strengthen the college community and its ties with the wider community by developing organizational capacity and new and improved channels of dialogue, participation, and collaboration.			
Strategic Objective	Suggested Measurable Outcomes	Lead Responsibility	Completion Date
2.1 Develop and implement institution-wide strategies to strengthen the connections across the institution, communicate information, and improve workplace culture.	<ol style="list-style-type: none"> 1. Internal communications plan developed. 2. Communication and collaboration events documented. 3. Usage of online communication spaces documented. 4. Increased employee participation. 	Director, Marketing, Communications, & Public Relations	Year 1-3
2.2 Continue to evolve HLSCC's governance model to improve participation in decision making.	<ol style="list-style-type: none"> 1. Results of governance survey analysis documented and communicated. 2. Usage of results to improve the governance model documented. 3. Increased employee participation. 	President	Year 1-2
2.3 Provide comprehensive training opportunities for academic and operational units while developing a recognition process that acknowledges strong performance from units and individuals.	<ol style="list-style-type: none"> 1. Faculty and staff workshops held. 2. Recognition process developed. 3. Recognition events documented. 4. Employee satisfaction and morale monitored and documented. 5. Increased efficiency. 	Vice President Manager, Human Resources	Year 1-3
2.4 Develop and strengthen mutually beneficial partnerships with alumni, businesses, schools, professional organizations, as well as community and government agencies.	<ol style="list-style-type: none"> 1. Mutually beneficial partnerships developed and strengthened. 2. Benefits accrued from partnerships documented. 	President	Year 1-3
2.5 Understand and improve the nature and quality of college documents as well as data and analyses that are needed to support institution branding and image building.	<ol style="list-style-type: none"> 1. College brand discussed, approved, and communicated. 2. College documents as well as data and analyses accessible on Intranet and website. 	President Director, Planning & Institutional Research	Year 1-3

	<ul style="list-style-type: none"> 3. Consistent college data reports and documents generated. 4. Internal and external constituent satisfaction monitored and documented. 		
2.6 Strengthen marketing efforts and leverage a wide range of channels to share the story of the College and stories of student success.	<ul style="list-style-type: none"> 1. Communication and Outreach plans developed. 2. Outreach and community events documented. 3. Targeted marketing materials developed. 4. Increased community awareness of HLSCC. 	Director, Marketing, Communications, & Public Relations	Year 1-3

Institutional Priority 3: Accountability, Sustainability, and Stewardship			
Improve accountability and stewardship of financial and institutional resources for the long-term sustainability of the institution.			
Strategic Objective	Suggested Measurable Outcomes	Lead Responsibility	Completion Date
3.1 Continue to improve the planning, budgeting, and resource allocation systems using data from the periodic assessment of these systems.	<ol style="list-style-type: none"> 1. Training sessions provided. 2. 3-year planning, budgeting, and resource allocation schedule developed. 3. Data analysis to support college planning. 4. Review process and cycle established. 	Bursar Director, Planning & Institutional Research	Year 1-3
3.2 Develop, implement, and continually review cost containment strategies to address the fiscal sustainability of the institution.	<ol style="list-style-type: none"> 1. Cost containment strategies developed. 2. Strategy implementation monitored and documented. 3. Review process and cycle established. 4. Decreased operational costs. 	President Bursar	Year 1-3
3.3 Seek and cultivate alternate resources to supplement and/or increase existing revenue streams and funding sources.	<ol style="list-style-type: none"> 1. Funding sources identified. 2. New grants/funding received. 	President	Year 1-3
3.4 Establish and implement mechanisms and systems to guide, manage, and assess the adequacy and efficient use of the educational, human, technological, physical, and financial resources to enable the College to support its operations and achieve its mission and goals.	<ol style="list-style-type: none"> 1. Mechanisms and systems established. 2. Implementation monitored and documented. 3. Review process and cycle established. 4. Increased efficiency. 	President Vice President Bursar Director, Planning & Institutional Research	Year 1-3

Institutional Priority 4: Enrollment and Retention			
Enroll, retain, and graduate a larger and more diverse student body by improving access and opportunity for traditional and non-traditional students.			
Strategic Objective	Suggested Measurable Outcomes	Lead Responsibility	Completion Date
4.1 Develop and implement outreach and recruitment strategies to expand student enrollment.	<ol style="list-style-type: none"> 1. Outreach and recruitment events and materials developed. 2. Number of outreach and recruitment events documented. 3. Increased student enrollment. 	Registrar & Director of Enrollment Management	Year 1-3
4.2 Evaluate and redesign academic programs, support services, and college processes to reduce barriers to enrollment and completion.	<ol style="list-style-type: none"> 1. Evaluation completed and redesign initiated. 2. Increased noncredit program/course offerings. 3. Increased student enrollment. 4. Increased retention and graduation rates. 	Vice President	Year 1-3
4.3 Improve program and course delivery systems to maximize access to college offerings.	<ol style="list-style-type: none"> 1. Increased percentage of online/blended course offerings. 2. Expanded offerings at off-campus sites. 3. Expanded weekend course offerings. 	Vice President	Year 1-3
4.4 Increase campus-wide awareness of and involvement in enrollment management activities.	<ol style="list-style-type: none"> 1. Barriers identified for student course and program completion. 2. Increased number of early alert notices sent per semester. 3. Increased involvement in outreach and recruitment events. 	Registrar & Director of Enrollment Management	Year 1-3