

State Fair Community College

2021 – 2026
Strategic Plan



It's about community!

Mission and Supporting Statements

State Fair Community College provides relevant and responsive learning experiences that empower our students and communities to prosper.

In support of this mission, SFCC will:

- Prepare our students to accomplish their goals in college transfer, career development, skill attainment, or life-long learning through exemplary education and support services.
- Deliver educational programs that are accessible, affordable, and applicable to current and future career pathways.
- Provide a college experience that is student-centered and responsive to the needs of a diverse student body.
- Anticipate workforce development needs with forward-thinking solutions and innovative technology that meet and exceed industry standards.
- Collaborate with education, government, and business partners to advance the prosperity of individuals and communities in our region.
- Strengthen and enrich the intellectual, economic, and cultural vitality of the communities we serve.

Vision Statement

State Fair Community College will be the communities' preferred choice, where students, faculty, and staff realize their confidence, passion, skills, and potential.

Core Values

Community

A collaborative, supportive, and fun environment responsive to the populations we serve.

Student-centeredness

Purposeful decision-making, planning and resource allocation that promote the best interests of students.

Personal Growth and Success

Lifelong learning practices for the enrichment, well-being and betterment of our students and employees.

Respect

A diverse and inclusive environment of trust, courtesy, and open communication.

Integrity

Ethical and honest behavior that recognizes the dignity and contributions of all individuals.

Excellence

Continuous improvement and innovation to ensure programs, service and processes are effective, efficient and exceptional.

Theme 1: Ensure Exemplary Teaching and Learning

Objective 1: Improve exposure to quality professional development that enhances faculty and student engagement.

Deliverables

1. Use course, program, and institutional data to drive professional development practices.
2. Establish a cyclical professional development program for attending and sharing.

Objective 2: Apply assessment data to demonstrate growth in student learning.

Deliverables

1. Employ the learning management system to assess students' growth in the General Education Goals and Institutional Learning Outcomes from their first semester to completion semester.
2. Utilize data from the course, program, and institutional level to make curriculum and programmatic improvements to enhance student growth.



Priority Champion:

*Dean of Academic Affairs
Dean of Health Sciences
Dean of Technical Education*

Corresponding Report Card Key Performance Indicators:

*Graduation and Transfer Rate
Job Placement Rate*

Criteria for Accreditation:

*Core Components
3A 3C 4A 4B*

Theme 2: Enhance the Student Experience

Objective 1: Improve access to support resources on all campuses

Deliverables

1. Evaluate hours of operation and service delivery type for each department to meet student needs.
2. Expand services in multiple modalities for students to accommodate diverse geographic and economic needs.
3. Formalize relationships and increase student connections with community-based resources.

Objective 2: Increase student involvement in co-curricular clubs and activities.

Deliverables

1. Promote variety and benefits of involvement in campus clubs and activities.
2. Provide opportunities for students to develop leadership skills through on-campus work and co-curricular involvement.
3. Develop and implement a process to document cocurricular and student leadership experiences.

Objective 3: Maintain a campus environment that is inviting and promotes student engagement.

Deliverables

1. Cultivate a student-centered campus culture.
2. Create student-dedicated common spaces.
3. Construct new and remodel existing residence hall(s).

Objective 4: Create a campus culture of diversity, equity, and inclusion.

Deliverables

1. Cultivate awareness and respect for all individuals of diverse backgrounds, ideas, and perspectives in order to encourage inclusive and equitable treatment among the college community.
2. Create a standing committee focused on Diversity, Equity and Inclusion.

Priority Champion:

Dean of Student Services

Corresponding Report Card Key Performance Indicator:

Fall to Fall Full Time Retention

Criteria for Accreditation:

Core Components

1C 3C 3D 4B

Theme 3: Maximize Enrollment and Student Persistence

Objective 1: Maximize new student enrollment

Deliverables

1. Simplify the enrollment process.
2. Increase individualized communications throughout the admissions and enrollment processes.
3. Increase matriculation from Dual Credit, CTC, AEL and LearningForce.
4. Expand efforts to enroll underserved populations.
5. Expand outreach to military populations.

Objective 2: Increase persistence

Deliverables

1. Improve processes to alleviate barriers impeding student success.
2. Provide academic and career advising to direct students into career and transfer pathways.
3. Identify students at risk and initiate high-touch advising to direct students toward support services.

Objective 3: Expand institutional visibility and recognition

Deliverables

1. Expand marketing campaigns into extended portions of the service region.
2. Explore the impact of the college name, logo, and image on enrollment beyond the taxing district.



Priority Champion:

Associate Dean of Enrollment Management

Corresponding Report Card Key Performance Indicators:

*Graduation and Transfer Rate
Percent of Market Share*

Criteria for Accreditation:

*Core Components
1A 2B 4C*

Theme 4: Connect Students with Career and Transfer Opportunities

Objective 1: Help students efficiently attain career and transfer goals.

Deliverables

1. Develop career and transfer pathways for credit and noncredit students.
2. Develop degree, certificate, and course scheduling options to meet the needs of students, employers and transfer institutions.
3. Develop and implement a process to document student technical and soft skills outcome attainment.
4. Guarantee transfer or job options for program completers.

Objective 2: Demonstrate the value of community college education and training.

Deliverables

1. Engage critical stakeholders in transfer and placement success.
2. Engage business and industry in the advancement of existing programs and the development of new programs through the development of Centers for Excellence.
3. Partner with economic development professionals and employers throughout the region to offer workforce solutions to fill the gap in the supply and demand for skilled workers.
4. Partner with employers to provide students in all degrees and certificates with workforce credentials or experiential learning.
5. Increase regional employers' awareness of SFCC programs and training opportunities.

Priority Champion:

Vice President for Academics and Student Success

Corresponding Report Card Key Performance Indicator:

Job Placement Rate

Criteria for Accreditation:

Core Component 3D

Theme 5: Nurture Community Relationships

Objective 1: Foster partnerships with K12 and four-year institutions

Deliverables

1. Communicate to K12 districts in SFCC's service region about their graduates attending SFCC.
2. Intermingle K12 and SFCC activities such as athletics, fine and performing arts.
3. Provide pre-college entry support services to high schools and CTCs in the service region.
4. Strengthen and expand degree partnerships with colleges and universities in our region.

Objective 2: Increase and strengthen relationships with community members, civic leaders, service organizations, supporters and SFCC alumni.

Deliverables

1. Provide SFCC representation on Chamber of Commerce or active civic group in each city/town within the taxing district.
2. Develop a process for integrating external needs or opportunities into leadership discussion and actions.
3. Identify key events and diverse populations within the taxing district with which SFCC should engage.
4. Increase engagement with communities outside taxing district (within service region).
5. Develop a community perception survey to assess public perception/satisfaction.



Priority Champion:

SFCC President

Corresponding Report Card Key Performance Indicator:

Number of customized workforce trainings provided

Criteria for Accreditation:

Core Component 1B

Theme 6: Optimize Institutional Health

Objective 1: Establish and promote a culture of employee well-being

Deliverables

1. Create professional growth plans with all personnel.
2. Provide avenues for informal recognition and connectedness.
3. Conduct a comprehensive study to determine equitable compensation to be incorporated into budget planning.
4. Encourage employee service to our communities.
5. Assess and effectively manage personnel workload.
6. Explore a remote work policy and process.
7. Implement a practice of regular interaction and communication between faculty and support department personnel.
8. Expand efforts to promote positive mental health.

Objective 2: Strengthen financial viability

Deliverables

1. Explore and leverage grant opportunities.
2. Engage in efforts to increase revenue through increased local tax support or other local, state, and federal financial support.
3. Maximize foundation support.
4. Develop multi-year scenario-based budgets.
5. Explore technology solutions to increase college operations efficiency (automation and workflow).

Objective 3: Focus on quality and accreditation

Deliverables

1. Execute an integrated planning, budget, and assessment process.
2. Implement, monitor and communicate progress on all strategic plan themes, objectives, and deliverables.
3. Adhere to the Criteria for Accreditation in college operations and meet mandates of the Higher Learning Commission.

Priority Champion:

Vice President for Finance and Administration

Corresponding Report Card Key Performance Indicators:

*Credit Hours Produced
Financial Performance Indicators*

Criteria for Accreditation:

*Core Components
3D 5A 5B 5C*

Theme 6: Optimize Institutional Health

Objective 4: Provide an inviting and functional campus through expansion and maintenance of facilities.

Deliverables

1. Implement the Campus Master Plan.
2. Prioritize and quantify cost of maintenance and renovation needs.
3. Expand student on-campus housing.
4. Prepare a campus maintenance and renovation plan tied to the Campus Master Plan.

Objective 5: Advance the utilization and infrastructure of technology resources

Deliverables

1. Use technology in meaningful ways for institutional advancement.
2. Create a safe digital environment.
3. Expand technology infrastructure to support remote learning and working opportunities.



Priority Champion:

Vice President for Finance and Administration

Corresponding Report Card Key Performance Indicators:

*Credit Hours Produced
Financial Performance
Indicators*

Criteria for Accreditation:

*Core Components
3D 5A 5B 5C*

The Planning Process



State Fair Community College began its new strategic planning process in September 2019 under the leadership of Dr. Joanna Anderson, SFCC President, and facilitated by Darci McFail, Executive Director of Institutional Effectiveness, with support from Drs. Tim Coley and Jennifer Latino of Ellucian, SFCC's partner in IT Services, business process analysis and improvement.

A core planning team made up of a diverse mix of college employees from different divisions as well as representation from the Board of Trustees and regional community leaders was charged in September 2019 with steering the college's strategic planning efforts. The core planning team met extensively from September 2019 through February 2020 to develop a plan that expands on the success the college has achieved under its current plan while accounting for future trends.

A series of focus groups, open forums and feedback sessions helped inform the core planning team's work and supported a collaborative process of planning with well over 100 campus and community constituents, including faculty, staff, students, board members and community stakeholders participating. The core planning team used data derived from these sources to complete an analysis of current strengths, weaknesses, opportunities, and threats, and identify emerging themes. These themes formed the basis of the strategic priorities, agreed upon by the core planning team in January 2020 and approved by the Board of Trustees February 27, 2020.

As part of the strategic planning process, the core planning team reviewed the existing mission, vision and values statements for the college. In November 2019, a subcommittee was established to review the existing mission statement and suggest changes to reflect the evolving educational goals of the college and the associated stakeholders. That subgroup presented an updated mission and related

statements to the core planning team in January 2020. Feedback from the core planning team was considered, and the updated statement was shared with and adopted by the SFCC Board of Trustees on February 27, 2020.

In January 2020, the core planning team appointed a subcommittee to review the existing core values statements. The subcommittee solicited input from the College Council and Executive Leadership Team prior to presenting recommendations to the core planning team on February 25, 2020.

Following the identification of the strategic priorities, priority teams were established to identify the objectives and strategies to support each priority. These teams were comprised of core planning team members as well as college personnel who had a connection to the specific theme. This allowed for more diverse input from the college community. The teams met January-February 2020 to define the support for each priority. The findings from these teams were presented to the core planning team on February 25, 2020.

With the change in presidential leadership in July 2022, the Executive Leadership Team, led by the new president Dr. Brent Bates, completed a review of the mission to develop a vision statement for moving SFCC into the future. Once a framework was determined, leadership engaged various internal and external communities in seeking input on developing a vision statement. A survey to solicit input, open to students, employees, and the community, garnered comments from 196 people. The final vision statement was presented to and approved by the Board of Trustees at its February 2023 meeting.

Core Planning Team

Dr. Joanna Anderson, SFCC President
Dr. Brent Bates, VP for Educational and Student Support Services
Keith Acuff, VP for Finance and Administration
Darci McFail, Executive Director of Institutional Effectiveness
Becky Beydler, College Council and faculty member
Dr. Amie Breshears, MU Extension Office
Jessica Craig, Pettis County Economic Development Director
James Cunningham, Dean of Academic Affairs
Dr. Amanda Drake, College Council and Faculty Association President
Randall Eaton, SFCC Board of Trustees President
Steve Ellebracht, SFCC Foundation Board of Directors
Jodi Fudge, Division Chair, faculty member
Courtney Gregory, HR Administrative Assistant, Classified Staff
Mark Haverly, Chief Information Officer
Brad Henderson, Executive Director of Marketing and Communications
Amy Jackson, Executive Director of the LearningForce
Jeromy Layman, Professional Staff President, Director of Upward Bound
Beverly Marquez, College Council and faculty member
John Matthews, College Council and Director of SFCC-WAFB site
Justin O'Neal, College Council and SFCC Facilities Director
Jonathan Petersen, Principal of Smithton High School
Dr. Autumn Porter, Dean of Student and Academic Support Services
Melinda Strange, Classified Staff representative, Administrative Assistant
Yvette Sweeney, Director of Student Success and Retention

Priority Planning Participants

<i>Ensure Exemplary Teaching and Learning</i>	<i>Enhance the Student Experience</i>	<i>Maximize Enrollment and Student Persistence</i>
Cara Barth-Fagan James Cunningham Dr. Amanda Drake Becky Beydler Kaley Hobbs Beverly Marquez Michael Rogg Justin Wright	Dr. Autumn Porter Lyndsey Talbot Polly Grapes Jeromy Layman Jonathan Petersen Mikaela LaRue Malinda McBride Jack Hayes Brad Driskill Bethany Pfeiffer	Dr. Autumn Porter Jodi Fudge Brad Henderson Yvette Sweeney Melinda Strange Elizabeth Amos Dana Goosen
<i>Connect Students with Career & Transfer Opportunities</i>	<i>Nurture Community Relationships</i>	<i>Optimize Institutional Health</i>
Teresa Ayers Dr. Brent Bates Dr. Amie Breshears Jessica Craig Amy Jackson Yvette Sweeney	Dr. Joanna Anderson Steve Ellebracht Amy Jackson John Matthews Darci McFail Jonathan Petersen	Keith Acuff Dr. Joanna Anderson Randall Eaton Courtney Gregory Mark Haverly Darci McFail Justin O'Neal

2021 Revision

The external and internal environmental analysis that served as the basis for the development of this plan occurred in the fall of 2019 and the final draft of the plan was introduced to the public in March 2020. That same month brought the first stages of the COVID-19 pandemic and its overwhelming impact on all aspects of our community, including the college. As a result, implementation of this plan was delayed.

In June 2021, the Executive Leadership Team, College Council, and Instructional Management Team convened to review, revise, and reestablish the plan. Details of the 2019 focus groups and SWOT analysis were discussed to identify how our strengths had changed, what weaknesses may have been overcome or exposed, what new opportunities had emerged, and what new threats had appeared because of the COVID. With the new SWOT information, the group made modifications to the objectives and strategies for each of the priorities. The Mission and related statements, Core Values, and Priorities that had been approved by the Board of Trustees in 2020 remained unchanged. The group also decided to extend the scope of this plan to 2026.

2021 Revision Team

Dr. Joanna Anderson
Dr. Brent Bates
Keith Acuff
Darci McFail
Becky Beydler
James Cunningham
Mark Haverly
Brad Henderson
Amy Jackson
Jeromy Layman
Beverly Marquez
Kimberly Miller
William Thomas
April Young
Melinda Strange
Stephanie Hull
John Matthews
Melinda Strange
Yvette Sweeney
Amanda Stoecklein
Kaley Hobbs
Cara Barth-Fagan
Becky Rose
Dr. Rhonda Hutton-Gann
Christy Admire
Jo Lynn Turley
Mary Treuner
Daniel Avegalia
Rachel Dawson
Mikaela LaRue
Justin O'Neal
Michael Rogg