2020-2025
STRATEGIC PLAN

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

It’s about community!
AT-A-GLANCE

2020-2025
STRATEGIC PRIORITIES
AND OBJECTIVES

1 Ensure Exemplary Teaching and Learning

Objective 1: Provide training for all faculty focused on pedagogy and effective teaching methods
Objective 2: Promote proficiency in use of academic technology
Objective 3: Apply student assessment data to drive continual improvement of curriculum

2 Enhance the Student Experience

Objective 1: Improve access to support resources on all campuses
Objective 2: Increase student involvement in co-curricular clubs and activities
Objective 3: Maintain a campus environment that is inviting and promotes student engagement

3 Maximize Enrollment and Student Persistence

Objective 1: Maximize new student enrollment
Objective 2: Increase persistence
Objective 3: Expand institutional visibility and recognition

4 Connect Students with Career and Transfer Opportunities

Objective 1: Help students efficiently attain career and transfer goals
Objective 2: Demonstrate the value of community college education

5 Nurture Community Relationships

Objective 1: Foster partnerships with K12 and four-year institutions
Objective 2: Support our communities through collaboration with business, industry and economic development partners

6 Optimize Institutional Health

Objective 1: Establish and promote a culture of employee well-being
Objective 2: Strengthen financial viability
Objective 3: Focus on quality and accreditation
Objective 4: Provide an inviting and functional campus through expansion and maintenance of facilities
Objective 5: Advance the utilization and infrastructure of technology resources
MISSION AND CORE VALUES

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.

"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.

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.
“Plan your work and work your plan,” is a common expression and one I’ve heard often from a trusted colleague. A strategic plan does more than map the route; it energizes and prioritizes, guides resource allocation, details objectives, and establishes indicators for progress and results. I applaud the efforts of every individual who provided input during the collaborative planning process. This is your plan, our plan, the plan that will ensure State Fair Community College is perfectly aligned to address the needs of tomorrow.

Work on the plan began in September 2019 and was nearly complete when the COVID-19 pandemic upended our lives in March 2020. Before the pandemic, the budget was on track to provide salary increases for FY21 and contribute back to the college’s reserve. MCCA’s legislative priority included an equity increase for Missouri community colleges. Declining enrollment was starting to flatten despite a near record low unemployment rate. SFCC was in a service-region battle at Lake of the Ozarks. The college had received a $500,000 CDBG grant to expand workforce training, and the SFCC Foundation received one of its largest, one-time gifts to support construction of a new Workforce Innovation Center.

After the COVID-19 pandemic hit, Missouri unemployment soared to almost 10 percent, revenues fell and the Governor withheld two state funding payments—a 14 percent cut for FY20. The FY21 budget would carry the same cut, as well as a projected 15% decrease in enrollment. To create a balanced FY21 budget, leadership implemented difficult budget cuts of $1.9 million. The pandemic also dramatically affected teaching and learning, as all classes shifted to online delivery and operations were conducted remotely. SFCC established a COVID-19 Response Team to ensure the safety of our campus community and allow the college to continue its mission to provide “relevant and responsive learning experiences that empower our students and communities to prosper.”

While the pandemic may have shifted focus away from the strategic plan temporarily, it doesn’t diminish the importance of the six priorities and the objectives and strategies outlined in this document. In fact, some of the strategies are even more critical to ensure exemplary teaching and learning, maximize enrollment, enhance student success, connect students to career/transfer opportunities, nurture community relationships, and optimize institutional health. If anything, these priorities are even more relevant now.

The strategic planning process and the stress of a pandemic have reinforced the truth, that we are all in this together and committed to the success of this institution. As a team, I know we will put forth our best effort to achieve new levels of excellence for the benefit of our students, employees and the communities we serve. It’s about community!

With gratitude and well wishes for all of you.

Joanna Anderson, Ed.D.
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.

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.
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, College Council, Executive Director of Institutional Effectiveness
Becky Beydler, College Council and faculty member
Dr. Amie Breshers, 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 representative
Mark Haverly, Chief Information Officer
Brad Henderson, Executive Director of Marketing and Communications
Amy Jackson, Executive Director of the LearningForce
Jeromy Layman, College Council, 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, College Council, Classified Staff representative, Administrative Assistant
Yvette Sweeney, Director of Student Success and Retention

PRIORITY PLANNING PARTICIPANTS

Ensure Exemplary Teaching and Learning
Cara Barth-Fagan
James Cunningham
Dr. Amanda Drake
Becky Beydler
Kaley Hobbs
Beverly Marquez
Michael Rogg
Justin Wright

Connect Students with Career and Transfer Opportunities
Teresa Ayers
Dr. Brent Bates
Dr. Amie Breshers
Jessica Craig
Amy Jackson
Yvette Sweeney

Enhance the Student Experience
Dr. Autumn Porter
Lyndsey Talbot
Polly Grapes
Jeromy Layman
Jonathan Petersen
Mikaela LaRue
Malinda McBride
Jack Hayes
Brad Driskill
Bethany Pfeiffer

Maximize Enrollment and Student Persistence
Dr. Autumn Porter
Jodi Fudge
Brad Henderson
Yvette Sweeney
Melinda Strange
Elizabeth Amos
Dana Goosen

Optimize Institutional Health
Keith Acuff
Dr. Joanna Anderson
Randall Eaton
Courtney Gregory
Mark Haverly
Darci McFail
Jonathan Petersen