State Fair Community College will be an exceptional student-centered college that empowers individuals to grow, thrive and prosper within a changing world.

State Fair Community College provides relevant and innovative learning experiences that successfully prepare students for college transfer, career development and lifelong learning. SFCC is committed to being accessible and affordable; values collaborative partnerships; and strengthens and enriches the intellectual, economic and cultural vitality of the communities it serves.

People: Work collaboratively in a supportive environment that keeps students central and values employees, the college family and the people we serve

Excellence: Focus on quality and continuous improvement in programs, services and processes

Diversity: Ensure fair and equal access for all; recognize, appreciate and celebrate the strength of diversity

Innovation: Encourage and reward new ideas, proactive thinking and use of evolving technology

Respect: Foster trust, courtesy and open communication

Integrity: Promote ethical and honest behavior

Accountability: Maintain effective and efficient programs and services

Wellness: Encourage health and wellness among students and employees

Fun: Enjoy and celebrate the work we do

Quotes taken from focus group interviews.
State Fair Community College will celebrate its 50th anniversary in 2018-2019 during our implementation of this 2020 Vision strategic plan. Our humble beginnings as “Plywood U” was the result of tenacious forward-thinking individuals who believed that a college education would empower personal, economic and community advancements. That belief, combined with the emphasis on building relationships set by founding President Fred E. Davis, undergirded the strategic planning team’s efforts that focused on the success of students and the communities we serve. I am very grateful to the many SFCC employees, community leaders and citizens who contributed their ideas, time and energy to this important effort.

Executive leadership established specific goals for the strategic planning process: obtain broad campus and community input, be transparent, create ownership and buy-in, and set measurable goals. The 2020 Vision strategic plan is a testament to these efforts. The plan defines and integrates the college’s new vision, mission and values with the priorities, goals and strategies established.

This document includes the key assumptions that informed and guided the work of the strategic planning team. Additionally, an environmental scan, college performance data and 100 plus individual interviews in our 14-county service region enabled the team to quantify the college’s strengths, weaknesses, opportunities and threats (SWOT). From that process and analysis, key themes emerged resulting in six strategic priorities each with measurable goals and action-oriented strategies.

Now comes the crucial part—implementation. SFCC embraces continuous quality improvement, and we have made significant improvements during recent years. However, meeting our new goals will not be quick or easy. Hard work is required if we are to realize our vision of being an exceptional student-centered college that empowers individuals to grow, thrive and prosper within a changing world.

I am confident that by working together and giving our personal best effort, State Fair Community College will achieve new levels of excellence for the benefit of all those we serve. I am pleased to present the 2020 Vision strategic plan to our students, employees and entire college community.

Dr. Joanna Anderson, President
### Priorities and Strategies AT-A-GLANCE

<table>
<thead>
<tr>
<th>Improve student learning and success</th>
<th>Recognized as a “great place to work”</th>
<th>Help students with financial responsibility</th>
<th>Increase net revenue</th>
<th>Increase the proportion of credit hours taught by full-time faculty</th>
<th>Efficiently deliver high-quality programs and services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop stronger student relationships by effectively implementing navigator advising</td>
<td>Develop academic plans from program/discipline rotation plans and improve schedule efficiency</td>
<td>Retain the services of a firm with expertise in student loan repayment</td>
<td>Develop enrollment management and retention plans to maximize net revenues</td>
<td>Conduct a fact-based, transparent evaluation of all programs and determine optimal part-time/full-time mix</td>
<td>Use gap analyses of the employee survey metrics related to productivity and quality as a guide for areas to improve</td>
</tr>
<tr>
<td>Offer accelerated college-readiness programs</td>
<td>Implement a student success course for developmental students’ first academic term</td>
<td>Decrease student loan default rates</td>
<td>Evaluate adding intercollegiate programs</td>
<td>Hire more full-time faculty</td>
<td>Identify and implement processes and systems that improve efficiency and effectiveness</td>
</tr>
<tr>
<td>Improve efficiency and effectiveness of student communication</td>
<td>Implement a process to limit enrollment after classes have begun</td>
<td>Develop job specific training programs</td>
<td>Explore opportunities to improve facilities to increase revenue and efficiency</td>
<td></td>
<td>Engage employees in continuous quality improvement projects</td>
</tr>
<tr>
<td>Gather and monitor metrics from transfer institutions and employers concerning graduate success</td>
<td>Implement programs to help students improve placement scores</td>
<td>Develop job specific training manuals</td>
<td>Develop sponsorships that generate revenue for unrestricted or restricted use</td>
<td></td>
<td>Complete implementation of project management system and the continuous improvement system</td>
</tr>
<tr>
<td>Enhance career services and job placement</td>
<td>Develop training processes to improve employee performance</td>
<td>Expand and support relationship marketing efforts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Train faculty to improve higher cognitive order learning</td>
<td>Grow employee recognition and promote fun within the college family</td>
<td>Increase mill levy and/or expand tax district</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduce variability in rigor across curriculum</td>
<td></td>
<td></td>
<td>Expand programs and services in continuing and community education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilize outcomes assessment data to improve general education curriculum</td>
<td></td>
<td></td>
<td>Pursue grants that increase net revenues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop degree or certificate options for academically-challenged students</td>
<td></td>
<td></td>
<td>Establish revenue/cost ratio goals for programs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Rationale**
With a strong “students first” philosophy, SFCC has been committed to student success since opening its doors in 1968.

Program completion rates and jobs are a measure of that success. SFCC has graduated an increasing number of students over the past few years, but graduation rates of first-time students still lag behind national community college benchmarks. The college’s funding from the state of Missouri is partly based on meeting graduation and transfer rates. Not meeting performance funding measures means losing revenue in a given fiscal year.

The college’s job placement rate is an impressive 90 percent plus, but an opportunity exists to elevate average quality of those jobs. Future college performance metrics may measure the ‘quality’ of jobs graduates take. Ninety-two percent of the nation’s community colleges have more human resources devoted to career services than does SFCC.

**Strategies**
- Develop stronger student relationships by effectively implementing navigator advising
- Offer accelerated college-readiness programs
- Improve efficiency and effectiveness of student communication by pushing more messages, using a CRM and other techniques
- Gather and monitor metrics from transfer institutions and employers concerning graduate success
- Enhance career services and job placement
- Train faculty to improve higher cognitive order learning
- Reduce variability in rigor across curriculum by utilizing a Course Management System
- Utilize outcomes assessment data to improve general education curriculum
- Develop degree or certificate options for academically-challenged students
- Develop academic plans from program/discipline rotation plans and improve schedule efficiency
- Implement a student success course for developmental students offered during the first academic term
- Implement a process to limit enrollment after classes have begun
- Implement programs to help students improve placement scores

**Goals**
- Increase fall-to-fall full-time retention rate from 58% to 70% by 2019-2020
- Increase full-time completion rate from 35% to 50% by 2019-2020
- Increase fall-to-fall part-time retention rate from 35% to 45% by 2019-2020.
- Increase rate of part-time students who graduate or transfer to four-year colleges from 17% to 22%
- Keep job placement rate above 90%
- Improve student perception of rigor on Community College Survey of Student Engagement (CCSSE)
- Increase the math developmental success rate from 68% to 75% by 2019-2020.
- Improve the English developmental success rate to 75% by 2019-2020.
- Maintain the rate of licensures and certifications at or above 90%.
- Maintain the rate of full-time fall-to-spring retention rate at or above 72% with an increased goal of 85% by 2019-2020.

"The faculty and staff truly care about me as a student."
Rationale
Well-trained, engaged employees will lead to better customer service and more efficient operations. The college’s bi-annual employee survey shows an upward trend in employee satisfaction. The percent satisfied/very satisfied is less than 80 percent. The survey also shows gaps for some key factors – “How it is now” vs. “How it should be.” The largest gaps include **employee selection, orientation and training** and **rewards and recognition**.

In 2014, SFCC submitted — for the first time — an application for the Chronicle of Higher Education’s “Great Colleges to Work For” survey. Responses indicated opportunities to improve relations, particularly with adjunct faculty, related to **teaching environment**, **professional development**, **communications**, and **shared governance**.

Strategies
- Achieve national recognition as a great place to work. Utilize gap analysis from various data sources, such as the Chronicle of Higher Education’s “Great Colleges to Work For” survey, the SFCC Campus Quality Survey and exit interviews to identify ways to increase employee satisfaction and communication
- Expand and improve the new employee orientation program
- Develop job specific training programs
- Develop job specific training manuals
- Develop training processes to improve employee performance
- Grow employee recognition and promote fun within the college family

Goal
- Increase percent of employees who are very satisfied or satisfied from 78% to 85% by 2019-2020.

**Priority Recognized as a great place to work**

**Priority owners:** President, Director of Human Resources and Payroll Services

**SFCC has a family atmosphere.**

Fred E. Davis
Rationale
Student debt is a national issue. Some former SFCC students have defaulted on their loans, which negatively impacts them and the college. If the default rate is too high for too long, the college may lose access to federal financial aid programs, which negatively impacts future students and SFCC. The current SFCC rate is closing in on 30 percent, which could trigger penalties, including cuts in federal student financial aid.

Strategies
- Retain the services of a firm with expertise in student loan repayment
- Decrease student loan default rate
- Provide training on student financial responsibility to appropriate employees
- Explore and implement opportunities to enhance or to develop general education curriculum addressing financial responsibility.

Goals
- Reduce student loan default rate from 28% to 18% by 2017-2018
- Reduce Return to Title IV as a percent of tuition and fee revenue from 3% to 2% by 2019-2020
- Ensure that 90% of all students meet financial literacy learning outcome

Priority: Help students with financial responsibility

Priority owners: Dean of Student and Academic Support Services, Director of Financial Aid Services

“SFCC is a great value.
Student debt is a major concern.”

2020 VISION | STRATEGIC PLAN 2015-2020 / 7
Rationale
To continue to provide high-quality education, cover the cost of inflation and support employee cost-of-living and merit salary increases, SFCC will need to grow revenue per credit hour. State funding and tax revenue are not likely to increase for the next few years. SFCC is committed to offering a great value by charging reasonable tuition. Tuition may have to increase, but SFCC will focus strategic revenue growth efforts on growing enrollment and nontuition revenue.

Research indicates there is a considerable opportunity for more post-high school education in SFCC’s service area. SFCC has the facilities and technology capacity to add several hundred more students. Tuition for attending the college is significantly less than other options. More citizens in the service area with education beyond high school will aid economic development and in the long term, improve the quality of life.

Population growth in SFCC’s service area will likely be low. Therefore, enrollment growth will come from a combination of growing market share and attracting students outside the service area. A larger more diverse student population will mean more opportunities for all SFCC students.

Strategies
- Develop enrollment management and retention plans to maximize net revenues, including plans to attract out-of-district students and build enrollment where there is capacity
- Evaluate adding intercollegiate programs, e.g., athletic teams, livestock judging team, etc.
- Explore opportunities to improve facilities to increase revenue and to improve efficiency
- Develop sponsorships that generate revenue for unrestricted or restricted use
- Expand and support relationship marketing efforts of faculty, alumni and students
- Increase mill levy and/or expand taxing district
- Expand programs and services in continuing and community education
- Pursue grants that, when considering direct and indirect expenses and revenues, increase net revenues
- Establish revenue/cost ratio goals for programs

Goals
- Increase percent of service-area high school graduates attending SFCC from 17% to 22% by 2019-2020
- Achieve sustainable 5% annual student enrollment growth by 2017-2018
- Grow nonservice area enrollment by 3% by 2017-2018
- Increase local property tax revenue by 25% by 2019-2020
- Increase nontuition revenue by 10% by 2019-2020

“Lack of growth in state funding is a real concern. 
There is opportunity to do more workforce training for local businesses.”
**PRIORITY**
Increase the proportion of credit hours taught by full-time faculty

**Rationale**
Quality full- and part-time faculty are both needed for effective and efficient instruction. Over the past several years, SFCC has greatly increased credit hours taught by part-time faculty. Nationally, 91 percent of community colleges have a lower part-time/full-time ratio than SFCC. The growth in part-time instruction may also have enabled the college to avoid dealing with other issues such as class schedule efficiency and program prioritization.

**Strategies**
- Conduct a fact-based, transparent evaluation of all programs and determine optimal part-time / full-time mix
- Hire more full-time faculty

**Goal**
- Reduce part-time/full-time faculty credit hours ratio from 68%/32% to 60%/40% by 2019-2020.

---

**SFCC has strong, caring instructors.**

*We need more full-time faculty on campuses to ensure student interaction outside the classroom.*

---

**PRIORITY**
Efficiently deliver high-quality programs and services

**Rationale**
Student learning and success is the college’s top priority. There will continue to be pressure on college revenue sources, particularly state funding. To continue to offer a quality education at a reasonable cost, SFCC will need to improve processes and systems to become even more effective and efficient. SFCC’s Total Core Expenses per FTE enrollment is 103% of the Missouri eight-college peer metric for FY12. Based on the Campus Quality Survey, there is also a perception among employees that the college’s quality/productivity improvement results are less than they could be.

**Strategies**
- Use gap analyses of the employee survey metrics related to productivity and quality as a guide for areas to improve
- Identify and implement processes and systems that improve efficiency and effectiveness
- Engage employees in continuous quality improvement projects
- Complete implementation of project management system and the continuous improvement system
- Explore adding a department responsible for managing the quality system, document control and project and process management, including training and change management

**Goals**
- Total Core Expenses per FTE enrollment will stay in line with the benchmark group of eight Missouri rural community colleges
- Reduce the quality/productivity improvement results employee survey gap from .938 to .838 by 2019-2020

---

*SFCC is building a culture of continuous quality improvement.*
In spring 2014 the SFCC Board of Trustees approved an agreement with Gerke & Associates from Columbia, Missouri, to develop a collaborative strategic plan to provide direction and goals for SFCC’s future.

A Strategic Planning Team, comprised of staff, faculty, administrators, and community members, was formed and began meeting with Gene Gerke, strategic planning facilitator, to reveal key issues and opportunities facing the college and learn about the elements and structure for a successful planning process.

Gerke conducted interviews and focus groups with 100 plus people, including trustees, faculty, staff, students, and community members. Discussions were held at SFCC’s Sedalia, Boonville, Clinton, Lake of the Ozarks, and Whiteman Air Force Base campuses.

A summary of findings from the meetings was used as input for the planning team. The team met in June and July 2014 to discuss findings, review data, and develop a rough draft of the strategic plan. The plan was presented to the college community in fall 2014 for feedback and revisions. The Executive Leadership Team then took ownership of the plan and developed action items.

In November 2014, the SFCC Board of Trustees approved the plan, and the ELT aligned the college’s continuous quality improvement initiatives with it and developed internal systems for implementing and monitoring the plan.

### PLANNING PROCESS

<table>
<thead>
<tr>
<th>PLANNING PROCESS</th>
<th>PLAN IMPLEMENTATION AND ACCOUNTABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External and Internal Input</strong></td>
<td><strong>Strategic and Annual Plan Deployment</strong></td>
</tr>
<tr>
<td>Cross-campus planning team organizes</td>
<td>• Annual objectives</td>
</tr>
<tr>
<td>• Employee interviews</td>
<td>• Action projects</td>
</tr>
<tr>
<td>• Community conversations</td>
<td></td>
</tr>
<tr>
<td>• Web page established</td>
<td></td>
</tr>
</tbody>
</table>

### Initial Analysis

**Strategic Planning Team conducts**

- Environmental scan
- Internal data analysis
- Strengths, weaknesses, opportunities, threats analysis

### Strategic Priority Statements and Plan

- Determine strategic goals
- Establish measurements
- Revise vision, mission and value statements
- Communicate to college employees
- Board of Trustees approves

### Prioritize Plan

- Executive Leadership Team (ELT) and Quality Management Review set timelines

### Strategic Plan Monitoring

- Program review ties to strategic plan
- ELT and Quality Management Review monitors progress
- Board of Trustees review progress report

### Annual Outcomes Report

- College report card
- Missouri Department of Higher Education performance funding results

### Evaluate Planning Process

- ELT uses continuous quality improvement processes

---

**PLANNING PROCESS**

**PLAN IMPLEMENTATION AND ACCOUNTABILITY**

**External and Internal Input**

- Cross-campus planning team organizes
  - Employee interviews
  - Community conversations
  - Web page established

**Initial Analysis**

- Strategic Planning Team conducts
  - Environmental scan
  - Internal data analysis
  - Strengths, weaknesses, opportunities, threats analysis

**Strategic Priority Statements and Plan**

- Determine strategic goals
- Establish measurements
- Revise vision, mission and value statements
- Communicate to college employees
- Board of Trustees approves

**Prioritize Plan**

- Executive Leadership Team (ELT) and Quality Management Review set timelines

---

**Strategic Plan Monitoring**

- Program review ties to strategic plan
- ELT and Quality Management Review monitors progress
- Board of Trustees review progress report

**Annual Outcomes Report**

- College report card
- Missouri Department of Higher Education performance funding results

**Evaluate Planning Process**

- ELT uses continuous quality improvement processes
<table>
<thead>
<tr>
<th><strong>STRENGTHS</strong></th>
<th><strong>WEAKNESSES</strong></th>
<th><strong>OPPORTUNITIES</strong></th>
<th><strong>THREATS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Student focused</td>
<td>• Under staffed</td>
<td>• Grow service area market share</td>
<td>• State funding (low level)</td>
</tr>
<tr>
<td>• Community support</td>
<td>• Student retention/graduation</td>
<td>• Partner more with business and industry</td>
<td>• Economy</td>
</tr>
<tr>
<td>• Staff and faculty</td>
<td>• Employment life cycle (recruit, hire, orient, train, develop, advance, discipline and coach, end of employment)</td>
<td>• Expand four-year college integration</td>
<td>• Student loan default rate</td>
</tr>
<tr>
<td>• Facilities</td>
<td>• Full-time/part-time faculty ratio</td>
<td>• Promote signature academic programs</td>
<td>• Online colleges and rural internet access</td>
</tr>
<tr>
<td>• Affordability</td>
<td>• Student loan default rate</td>
<td>• Enhance alumni engagement</td>
<td>• Condition of society/family support</td>
</tr>
<tr>
<td>• Technology infrastructure and support</td>
<td>• Internal communications</td>
<td>• Expand athletic programs (to serve regional athletes)</td>
<td>• Overextending our resources—human, financial, facilities, systems</td>
</tr>
<tr>
<td>• Finances (balance sheet)</td>
<td>• Support of extended campuses (technology, staff, etc.)</td>
<td>• Expand high school outreach</td>
<td>•</td>
</tr>
<tr>
<td>• Community reputation</td>
<td>• Facility space/master plan</td>
<td>• Navigator program (student advisement)</td>
<td>•</td>
</tr>
<tr>
<td>• Geographic location—center of Missouri and United States</td>
<td>• Budget process</td>
<td>• Grow CTC</td>
<td>•</td>
</tr>
<tr>
<td>• Campus housing adds to the college experience</td>
<td>• Career services/job placement</td>
<td>• Expand campus housing</td>
<td>•</td>
</tr>
<tr>
<td>• Relationships with four-year colleges</td>
<td>• Residence hall condition</td>
<td>• Energy incubator/alternative energy</td>
<td>•</td>
</tr>
<tr>
<td>• Fine and Performing Arts</td>
<td>• Salary schedule/perceived equity</td>
<td>• Entrepreneurship programs</td>
<td>•</td>
</tr>
<tr>
<td>• Center of activity for the service area—sports/theatre</td>
<td>• Student, faculty and staff diversity</td>
<td>• Expand utilization of Daum Museum</td>
<td>•</td>
</tr>
<tr>
<td>• Career and Technology Center (CTC)</td>
<td>• Difficult to cash flow some technical programs</td>
<td>• Expand tax district</td>
<td>•</td>
</tr>
<tr>
<td>• High School Equivalency program (feeder to SFCC)</td>
<td>• Lack of competitive student activities, e.g., livestock judging</td>
<td>• Expand dual credit</td>
<td>•</td>
</tr>
<tr>
<td>• Employee camaraderie</td>
<td>• Lack of academic program prioritization</td>
<td>• Recruit military/veterans</td>
<td>•</td>
</tr>
<tr>
<td>• Academic camaraderie</td>
<td>• Emphasis on number of credit hours</td>
<td>• International programs, e.g., students, sister college, travel abroad, lifelong learning</td>
<td>•</td>
</tr>
<tr>
<td>• Academic rigor for transfer credits</td>
<td>• Perception of academic rigor as lower than other colleges</td>
<td>• Public/private partnerships, e.g., student housing, apartments across the street</td>
<td>•</td>
</tr>
<tr>
<td>• Recognized as military friendly</td>
<td>• Manual processes, e.g., document control</td>
<td>• Continuing and community education throughout service area</td>
<td>•</td>
</tr>
<tr>
<td>• SFCC Foundation</td>
<td></td>
<td>• High percent of population without college education</td>
<td>•</td>
</tr>
</tbody>
</table>
STRATEGIC PLANNING TEAM

Dr. Joanna Anderson, President, SFCC
Garry Sorrell, Vice President for Finance and Administration
Linda Church, Director of Human Resources and Payroll Services
Dana Kelchner, Executive Director of Marketing and Communications
Rebekah Cate, Advisor, Admissions and Outreach
Patty Morrison, Operations Coordinator, Physical Plant
Jim Page, Instructor and Division Chair, SFCC Online
Shelly Williams, Purchasing Specialist, Business Office
Mark Haverly, Chief Information Officer, Information Technology Services
Becky Rose, Director of Institutional Planning and Effectiveness
Jo Perusich, Instructor and Program Coordinator, Business Management with emphasis in Marketing/Retail Specialty
Dr. Joe Gilgour, Dean of Student and Academic Support Services
Dr. Kevin Lawson, Instructor, Microbiology
Brad Driskill, Instructor and Program Coordinator, Agriculture
Kelly Russell, Instructor, Accounting
Darren Pannier, Instructor and Coordinator, Fred E. Davis Multipurpose Center
Ron Wineinger, SFCC Board of Trustees member
Dara Bigler, Director of SFCC-Clinton
Dr. Brent Bates, Vice President for Educational and Student Support Services
Lori Swearingen, SFCC Foundation Board of Directors member
Ron Sayer, Instructor and Program Coordinator, Music Arts
Teresa Stark, Director, State Fair Career and Technology Center
Karen Simon, Coordinator, SFCC Foundation
Matt Davis, Superintendent, Eldon School District

SFCC BOARD OF TRUSTEES

Gary Noland
President
Judy Parkhurst
Vice President
Randall D. Eaton
Treasurer
Patricia Wood
Secretary
Ron Wineinger
Trustee
Jerry Greer
Trustee
Dr. Joanna Anderson
SFCC President

EXECUTIVE LEADERSHIP TEAM

Dr. Joanna Anderson
President
Toni Walter
Executive Assistant to the President and Board of Trustees
Dr. Brent Bates
Vice President for Educational and Student Support Services
Garry Sorrell, Vice President for Finance and Administration
Dr. Joe Gilgour
Dean of Student and Academic Support Services
Mark Kelchner
Dean of Technical Education and Workforce Innovation
Steve Scheiner
Dean of Academic Affairs
Mark Haverly
Chief Information Officer
Dana Kelchner
Executive Director of Marketing and Communications
Mary K. Treuner
Executive Director of the SFCC Foundation
Linda Church
Director of Human Resources and Payroll Services

VALUES

People
Excellence
Diversity
Innovation
Respect
Integrity
Accountability
Wellness
Fun