Priority 1: Improve student learning and success
Priority 1 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
Priority 1 Strategies (cont.)

- 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%

Source: IPEDS Fall Enrollment and Retention Rates
Increase full-time completion rate from [35%] to 50%

Source: IPEDS Graduation, Transfer and Completion Rates
Increase fall-to-fall part-time retention rate from 35% to 45%

Source: IPEDS Fall Enrollment and Retention Rates
Increase rate of part-time students who graduate or transfer to four-year colleges from 17% to 22%
Keep job placement rate at 90% (68% floor)

Source: 180 Day Follow Up
Improve student perception of rigor on CCSSE

Source: NCCBP Form 9
Improve student perception of rigor on CCSSE

Source: NCCBP Form 9
Increase Math developmental success rate from 68% to 75%

Source: NCCBP Form 8 Math Completer Success Rate
Increase English developmental success rate to 75%

English Success Rate

Aim line

Source: NCCBP Form 8 Enrollee Success
Maintain rate of licensures and certifications at or above 90%

Source: Institutional Research, Performance Indicator Survey
Increase full time fall-to-spring retention to 85% by 2019-20

Source: NCCBP Form 4 Full-Time Next Term Persistence Rate
Priority 2: Recognized as a great place to work
Priority 2 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.

Goals:
Increase percent of employees who are satisfied or very satisfied from 75% to 85%

Source: Campus Quality Survey; Replaced by CESS in 2018 (same question)
Priority 3: Help students with financial responsibility
Priority 3 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 2017-18

Source: Financial Aid Office
Reduce Return to Title IV as a percent of tuition and fee revenue to 2% by 2019-20

Source: VP of Finance and Administration
Ensure that 90% of all students meet financial literacy learning outcomes

Although we provide financial literacy in the form of presentations, activities and speaking engagements, we do not measure the outcome or keep track of how many students would meet any learning outcome.

Source: Financial Aid Office
Priority 4: Increase net revenue
Priority 4 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.
Priority 4 Strategies (cont.)

- 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

Source: NCCBP Form 13, SFCC Report Card
Achieve sustainable 5% annual student enrollment growth

Source: IPEDS Credit Hours Produced, SFCC Report Card
Grow nonservice area enrollment by 3% by 2017-18

Source: IR Dept; Cognos: Public Folders>Cognos>Judi Reine>Enrolled by County by Year
Increase local property tax revenue by 25% by 2019-20

- $3,425,945 (2015)
- $3,438,933 (2016)
- $3,564,509 (2017)
- $3,564,509 (2018)
- $4,282,430 (2019-20)

Source: VP of Finance and Administration
Increase non-tuition revenue by 10% by 2019-20

Source: VP of Finance and Administration
Priority 5: Increase the proportion of credit hours taught by full-time faculty
Priority 5 Strategies

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

Goals:
Increase portion of credit hours taught by full-time faculty from 68%/32% to 60%/40%

Source: NCCBP Form 16C
Priority 6:
Efficiently deliver high-quality programs and services
Priority 6 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 compared to Missouri rural community colleges

Source: IPEDS Date Feedback Report, SFCC expenditures/comparison group expenditures
Reduce the quality/productivity improvement results survey gap from .938 to .838.

The data source for this goal, the Campus Quality Survey, is not available after 2016.