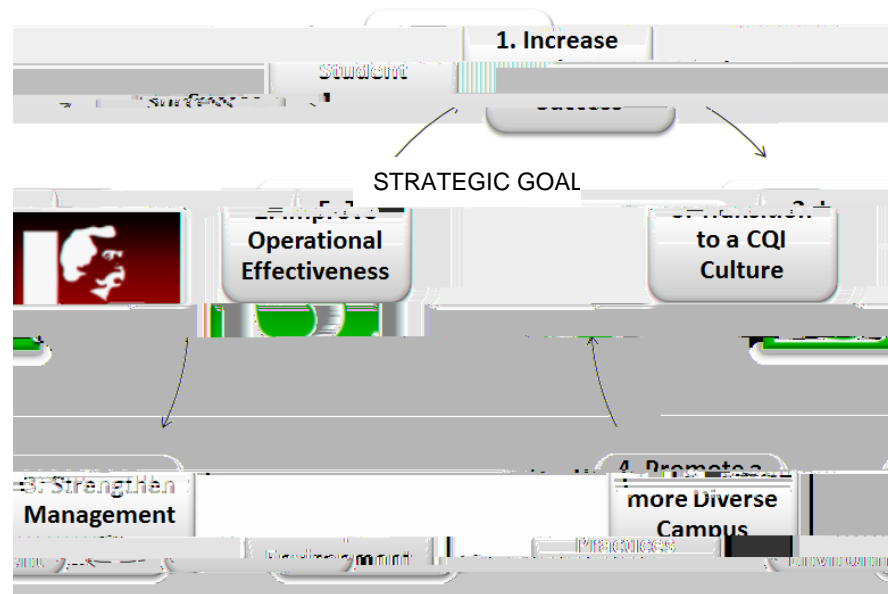# Progress Report

Five-Year Strategic Plan

FY 2014-2018

February 17, 2017

Contents

Executive Summary

At its June 25, 2013, meeting, the John A. Logan College Board of Trustees approved a five-year strategic plan to guide the College through FY 2014-2018. The final plan was the culmination of an eight-month process led by Wunderle Consulting, Inc. and a 17-member steering committee of experienced employees representing all JALC constituencies and departments. The process involved an environmental scan, gap analysis, development of strategies and goals, projects and implementation strategies. Sixteen strategic projects were identified to be phased in over a five-year timeline.

In October 2015, Dr. Ron House was appointed the interim president at John A. Logan College. He was named the president and approved for a two-year contract beginning September 1, 2016. Many of the original project owners have changed in the past year due to retirements, resignations, and reorganization. The Steering Committee reconvened on October 27, 2016, and again on February 17, 2017, for the purpose of reviewing projects and establishing new project owners where necessary. Some projects remained unchanged, and updates were provided through December 2016, while other project owners were confirmed at the February 2017,

STRATEGIC PROJECT 1
STUDENT SUCCESS INITIATIVE

Project 1 Description:

Organize, charter, and empower a team to lead and drive a coordinated effort to increase the level and rates of student success in terms of academic achievement, completions, persistence, retention, and job placements/advancements.

Related Strategic Goals: #1 (Increase Student Success)

Executive Owners:
(assigned October 2016)

Dean for Student Services
Tim Williams

Associate Dean for Admissions
Christy Stewart

STRATEGIC PROJECT 2

ERP SYSTEM

Project 2: ERP System

Overall Status of Project:

A. Timeline: The majority of the move from APECS to Jenzabar is complete. The two remaining components are human resources and payroll. These two areas are scheduled for Jenzabar CX implementation during the 2017 calendar year with a go-live date of January 1, 2018. Continued premium support services from Jenzabar and CampusWorks will be necessary due to current staffing issues. During the 2017 calendar year, options to develop existing IT staff, hire additional staff, and move to cheaper contractual support services will be explored.

While the move from APECS will be complete by the end of 2017, we will continue to work with Jenzabar in the migration from CX to JX. We are currently using JX A/R (accounts receivable) and JX SEM (Student Enrollment Management). Timelines for the release of future JX modules are not available from Jenzabar at this time. The plan will be updated as 3( )10(3( )10(4) n)-2TJ -9.(n)Td [(C) 9(h)6(Je)9(0)8(1)-[1r4(lo)-27(a)-83imelTJ 0 Tc Tm (A.)Tj /TT3 1Tf 0 Tc 0 Tw 1.87 0 T7th

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Complete process mapping for related critical functions; Complete a consultated evaluation of systems/vendors; Select the vendor and purchase the ERP system.		

Project 2: ERP System, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
	August 2014 – Began using Jenzabar Higher Reach module to support continuing education operations; IBM Cognos business intelligence and reporting system was installed and training conducted with the departments using the system (finance/business services; continuing ed. and workforce development, information technology). Began construction of Cognos based management reports for Board of Trustees and continuing ed.	
	February 2015 – Financial Aid go-live	
	March 2015 – JX SEM go-live	
	April 2015 – JICS CRM Student and CRM Faculty go-live, JX A/R go-live	
	October 2015 – Engaged Campus Works and Jenzabar for additional support services with staffing shortages.	
	March 2016 – Track-IT work order ticketing. Not a Jenzabar product, but will help in reporting issues.	
	April 2016 – Forefront Identity Manager go-live. While not a Jenzabar product, it does enable SSO capabilities with JICS.	
	June 2016 – Retention Module go-live in JICS	

Project 2: ERP System, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones

STRAEGIC PROJECT 3
IT Staffing

Project 3 Description:

Hire new staff and train existing staff to provide the competencies needed to fully exploit the capabilities of the new ERP system and, in doing so, support institutional research, reporting, and informed decision making.

Related Strategic Goals: #1 (Increase Student Success), #2 (Improve Operational Effectiveness), #5 (Transition to a CQI Culture)

Executive Owner:
(assigned October 2016)

Executive Director of Integrated Technology
Scott Elliott

Project 3: IT Staffing

Overall Status of Project:

A. Timeline: The Strategic Plan calls for two additional IT staff. As of December 2014, one database administrator has been hired. In October 2015, contracts were established with CampusWorks and Jenzabar to assist with the reporting and data conversion shortfall. Those contracts have also helped fill the following staffing gaps: executive director of integrated technology, director of administrative systems, and analyst/developer. In June 2016, an executive director of integrated technology was hired. IT staffing options should be evaluated on a regular basis and should be considered due to the future retirement of two business analysts.

B. Funds are budgeted to cover the premium service contracts we have with CampusWorks and Jenzabar.

Challenges or impediments to progress affecting the project to date:

Lack of state funding for JALC and a lack of a qualified local candidate pool continue to be challenging for this project. The condition of the state finances and the retirement system make it difficult to draw local candidates. Options of consortium work with local community colleges and universities may be an opportunity, but could also introduce some challenges with turnover and training.

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Complete position/job descriptions	June 2016 A job description for the executive director of integrated technology was completed, and the position was filled.	Due to the restructuring of the IT department in the fall of 2015, current job descriptions need to be updated, and the use of consultants to fill in the gaps of staffing should be evaluated on a regular basis.

Project 3: IT Staffing, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Positions are filled with highly qualified individuals	August 2013 Position for database administrator was filled after advertising twice to find qualified applicant. December 2016 Contracts with Jenzabar and CampusWorks continue to be used to help supplement existing staff.	Continued contracts with consulting companies to help fill positions are recommended. Options should continue to be evaluated regarding advertising posts and consortium work with other colleges and universities.
In a reasonable amount of time that is dependent on system installation/conversion/migration, new and newly trained IT staff can fully exploit the system's capabilities.	Internal training continues through revisiting documentation and support from both Jenzabar and CampusWorks.	Opportunities for Jenzabar training should be considered. The initiative must be taken by existing staff to research and learn in areas of deficiency.
Reliable data/information is routinely provided to JALC management/staff for reporting, research and decision-making.	June 2014 – Cognos installed. October 2016 –	

STRATEGIC PROJECT 4

Assessment

Project 4 Description:

Institute a highly coordinated, faculty-driven and administration-facilitated effort to implement learning and program assessment best practices that engage all full-time faculty, improve student learning/success and program quality/effectiveness, and meet Higher Learning Commission criteria and expectations.

Related Strategic Goals: #1 (Increase Student Success), #5 (Transition to a CQI Culture)

Executive Owner:
(assigned October 2016)

Administrative Assistant to the President
Susan May

Associate Dean of Education Technology
Krystal Reagan

Project 4: Assessment

Overall Status of Project:

A. Timeline: A comprehensive plan for assessing John A. Logan College's five Student Learning Outcomes (SLOs) has been developed by the Assessment Academy Team. The first full cycle of implementation has been completed for Information Literacy, and a summary was prepared December 2016, to review the data collected and provide suggestions for process and plan improvements. Three of five rubrics have been developed, and the College is in line with the ten-year cycle.

B. Budget: There are no budgetary concerns at this time. The assessment process must continue to be faculty led and faculty driven. Currently, members of the Assessment Academy Team receive a small stipend which proved helpful in recruiting four new full-time faculty in Fall 2016, to replace vacancies on the team due to the reduction in force

Challenges or impediments to progress affecting the project to date:

Faculty buy-in has increased since 2014, due to the ability to measure results and provide a comparison of data each semester. Finding time to train faculty new to the assessment process each semester is challenging. The Assessment Academy Team designated two members to serve as team leaders for each of the student learning outcomes in Fall 2016. The team leaders will act as the primary contact person to address specific questions and concerns on an individual as needed basis.

Project 4: Assessment, continued

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Develop an assessment strategy/conceptual framework that includes course level, program level, and General Education assessment.	December 2014: Improvements based on faculty feedback have been ongoing through the first four semesters of the assessment process. The Assessment Academy Team (AAT) continues to remain consistent with the project model and are in alignment with the ten-year assessment cycle. Spring 2016: The AAT developed a Learning Outcomes Report to give faculty an opportunity to document reflection of assessment results and provide insight for improvements made that will enhance evidence-based decision making. Fall 2016: The assessment process continues to advance through strong support and enthusiasm from administration and faculty. Department Chairs are playing an active role in the assessment process by continuing to review courses mapped to each student learning outcome to ensure that it is accurate The assessment process continues to be refined each semester as a result of faculty feedback. The identification of team duties including team leaders for each student learning outcome has been very beneficial. The Assessment web page and SharePoint site	

STRATEGIC PROJECT 5

Knowledge and Information Management

Project 5 Description:

Develop and implement a clear process and set of standards for documenting, sharing, and archiving knowledge and information obtained from internal operations and research, and from new data from external sources to ensure the preservation and efficient use of knowledge over time.

Related Strategic Goals: #2 (Improve Operational Effectiveness)

Executive Owner:

Dean for Financial Operations
Stacy Buckingham

(assigned October 2016)

Project 5: Knowledge and Information Management

Project 5: Knowledge and Information Management, continued

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
The knowledge and information we want to manage is identified/inventoried.	December 2014: Identified potential committee members; confirmed the participation of IR, Grant director, assessment director, CITO, CTE dean; obtained performance indicators list from grant director. December 2016 Most team members listed above are no longer at the institution or are in a different role. Some positions now have a new individual or are vacant including the Dean for Institutional Effectiveness that was intended to become the new project owner.	December 2016 Utilize the Administrative

Project 6: Process Improvements

Overall Status of Project:

A. Timeline: By the second quarter of FY 2015, nine areas of concern have gone through the business process review, and two individuals have agreed to serve on the Process Redesign Team. The project has been driven strongly by the Jenzabar ERP system up to this point. The project is on schedule.

B. Budget: Currently, no dollars have been expended in training for the Process Redesign Team. Resources will be included in FY 2016 for training purposes if necessary. It should be noted that the two individuals who have agreed to be on the Process Redesign Team have been trained and will not need additional training. Once the third member is identified, his/her training needs will be determined.

Challenges or impediments to progress affecting the project to date:

There are no impediments to date.

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Define the responsibilities of the process redesign team	Responsibilities defined.	
Identify and train the two-member Process Redesign Team	Not complete.	
Acquire needed technology (i.e. charting tools)	Not complete.	
Conduct process training for all managers/supervisors	Not complete.	
Implement process reviews for all the key processes via a 5-year schedule.	November 2014 The following areas have gone through the Business Process Review and documentation is available on the SharePoint site: x Academic and event scheduling x Construction management x Continuing education x Enrollment management (admissions and recruiting)	New executive owners will revisit the findings provided through the reviews and consider completing the review for scholarships.

Project 6: Process Improvements, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones

STRATEGIC PROJECT 7

Office Productivity

Project 7 Description:

Project 7: Office Productivity

Overall Status of Project:

A. Timeline: Target date for getting the Microsoft Academy ready is the end of December 2014. Classes will then be built, and Fall 2015 is the target for staff to utilize the courses. IT is teaming up with Business & Industry to offer employee based MS Office Suite training. An operational staff project has been added to provide credit/compensation for course completion.

December 2016: Due to a change in executive ownership for this project, the progress for the Microsoft Academy was

Project 7: Office Productivity

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Develop a training schedule for the new MS Office 365 products and other technologies: e.g., MS SharePoint, phone system, ERP interfaces, web content management tools, web portal, etc.)	December 2014 IT has teamed up with Business & Industry to offer employee based MS Office Suite training. IT has provided traditional classroom training opportunities and are now planning to utilize other opportunities that provide higher quality training with benefits such as: 　x　Encourage web	

Project 7: Office Productivity

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Develop online tutorials for employee use	December 2014 Online tutorials developed in D2L and Information Technology Department/Student Resources December 2016 Online tutorials continue to be developed. To date the following tutorials are available in the Teaching and Learning Center resource page: x 14 – Office Suite videos x 7 – Office 365 x 51 – Desire2Learn videos for faculty x 21 – Desire2Learn videos for students x 8 – Jenzabar videos x 5 – Accessibility videos x 17 – Various technology and software topics	Continue to develop online tutorials based on identified need.
Integrate new technologies into process improvements.	December 2014: Microsoft Academy will be ready for Spring 2015. The ability for staff to be able to take courses will be available Fall 2015. Operational staff project developed to award credit/compensation for course completion. HR has processed seven employees in Fall 2014 for a salary increase. Research the Word Processing Center and determine if there is still a need for that area given the vast availability of office technologies and accepted best practices in higher education today.	

Project 7: Office Productivity

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Integrate new technologies into process improvements (continued)	December 2016 The use of the Word Processing Center continued to decline. In 2017, the Word Processing Center was transformed into a mail and copy center. New project ownership was assigned in February 2017. Original project owners working on the Microsoft Academy are no longer at the College. This milestone will be reviewed by new project owners during Spring 2017.	

STRATEGIC PROJECT 8
Internal Communications

Project 8 Description:

Develop and implement an internal communications plan that focuses on improvements in

Project 8: Internal Communications

Overall Status of Project:

A. Timeline:

    a. Original Timeline: A committee has been formed to begin work on the Internal Communications Plan. The committee will begin meeting in early 2015 to formulate the plan and begin implementation.

    b. Revised Timeline: New executive owners were assigned in January 2017, and will work to develop an internal communication plan by December 2017. This plan will be implemented in January 2018.

B. Budget:

    a. Original Budget: Funds were budgeted in FY 2014 to cover instruction in interpersonal or other types of communications. No expenditures have been made to date. One of the major milestones in the project will be bringing in a keynote speaker to talk about the need for effective communication. The John A. Logan College Foundation plans to help offset the costs of the speaker.

    b. Revised Budget:

STRATEGIC PROJECT 9

Website Redesign

Project 9 Description:

In an inclusive way, research best practices in web design/function, define requirements, hire web design firm, and complete the redesign.

Related Strategic Goals: 2 (Improve Operational Effectiveness)

Executive Owners:

Director of College Relations
Steve O'Keefe

Webmaster
Phillip Lane

Project 9: Website Redesign

Overall Status of Project:

    A. Timeline:

Project 10: Strengthening Management Practices

Overall Status of Project:

Project 10: Strengthening Management Practices, continued

Status of Key Tasks and Milestones:

Milestones Identified in Plan

Project 10: Strengthening Management Practices, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Complete training of all managers/supervisors on practices	December 2014 Roll out of the new campus technology system has identified areas where staff development and training will be required. Training sessions for the new online workflow have been implemented.	December 2016 When-21 0.44504.12 41 0.32 A

STRATEGIC PROJECT 11

Diversity

Project 11 Description:

Conduct a study that defines key aspects of diversity, benchmarks current perceptions/attitudes, defines institutional policy on diversity, and sets institutional goals for diversity.

Related Strategic Goals: #4 (Promote a more Diverse Campus Environment)

Executive Owner:
(assigned October 2016)

Toyin Fox
Director of Diversity and Inclusion

Project 11: Diversity

Overall Status of Project:

A. Timeline: This project was not scheduled to begin until the second quarter of FY 2016; however, several actions have been taken as noted in status of critical tasks and milestones

Project 11: Diversity, continued

Status of Key Tasks and Milestones:

Milestones Identified in Plan

Project 11: Diversity, continued

Milestones Identified in Plan   Milestones Achieved

Project 11: Diversity, continued

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones

STRATEGIC PROJECT 12
Continuous Quality Improvement (CQI)

Project 12 Description:

Create an execu1 >>.387

Project 12: Continuous Quality Improvement (CQI) Transition

Overall Status of Project:

A. Timeline: The project was not scheduled to begin until the second quarter of 2018. In September 2016, the College hired President House. The Strategic Steering Planning Committee was reconvened in October 2016 and February 2017 to review existing milestones and identify additional methods to provide training for managers and supervisors.

B. Budget: Due to budget constraints, the College is no longer committed to the $2,000 annual membership fee for CQIN.

Challenges or impediments to progress affecting the project to date:

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Form and charter an executive CQI team	December 2014 Scheduled for the fourth quarter of 2016. December 2016 In October 2016, President	

Project 12: Continuous Quality Improvement (CQI) Transition

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones
Conduct CQI training for all managers/supervis		

STRATEGIC PROJECT 13

Learning Management System (LMS) Implementation

Project 13 Description:

Complete the full implementation/migration of the Desire2Learn Learning Management System, so that faculty and students are effective users of this system in full online, web-blended/web-enabled courses.

Related Strategic Goals: #1 (Increase Student Success)

Executive Owner:

Associate Dean for Education Technology
Krystal Reagan

Project

STRATEGIC PROJECT 14

Planning and Institutional Effectiveness

Project 14 Description:

Establish organizational focus on institutional planning and effectiveness by creating a Dean for Planning & Institutional Effectiveness position, where effectiveness is measured in key quality and performance metrics across the departments. Apply this focus to ensure that planning is done with high quality and disciplined methods that are consistently applied throughout the College. In this capacity, oversee institutional research to ensure that JALC makes informed decisions with the help of sound, accurate, and timely data, and oversee full compliance with HLC Open Pathways requirements. This function will also provide focused coordination of assessment at multiple levels.

Related Strategic Goals: #1 (Increase Student Success), #2 (Improve Operational Effectiveness), #5 (Transition to a CQI Culture)

Executive Owner:

Director of Institutional Research
Eric Pulley

Project 14: Planning and Institutional Effectiveness

Overall Status of Project:

    A. Timeline:

Project 14: Planning and Institutional Effectiveness, continued

Status of Key Tasks and Milestones:

Milestones Identified in Plan	Milestones Achieved

STRATEGIC PROJECT 15
Career and Job Readiness

Project 15 Description:

Lead and coordinate a study of current and projected future job opportunities and skills required to be competitive for those jobs. Based on this information, recommend curricular/program changes needed to align skills and job readiness with job opportunities. Where this is feasible, trace and report job placements/enhancements (promotion, career change, increase in compensation), etc. for ALC students/graduates.

Related Strategic Goals #1 (Increase Student Success)

Executive Owner:

Dean for Workforce Development
Kay Fleming

Project 15: Career and Job Readiness

Overall Status of Project:

A. Timeline:
   a. <u>December 2014</u> Original timeline was delayed with the retirement of Executive Owner Phil Minnis (former Dean for Workforce Development and Community Education). The hiring of his replacement (Darren Pulley) and a new Dean for Institutional Effectiveness (Cindy Johnson) was vital to the forward progress of the project. A study of a possible software solution has been completed, and purchase/implementation of software (if approved) will occur within the Institutional Research Office. With this implementation, the anticipated date of completion for the project will narrow and become more aligned with the original timeline at a later date during Spring 2015 semester.
   b. <u>December 2016</u> Current and projected occupational sectors have been identified for this region. A Project 15 Committt has been organized to determine ownership of career and job readiness responsibilities moving forward. Ideally, Project 15 will be completed and ready for ongoing implementation by the summer 2017 semester.

B. Budget:
   a. <u>December 2014</u> The project is currently on budget as no monies have been dispersed. The plan originally showed
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Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones

Conduct a study of how job projections are currently obtained; based on findings, assign career and job readiness responsibilities to one or more departments; determine criteria for acceptable job placements; and conduct a job projections study in collaboration with program coordinators.(continued)	July 2016 to December 2016 The College is participating in the Illinois Workforce Technical Assistance (ILWTA) grant with SIU to align regional healthcare education programs with needs identified by local healthcare providers.
	
	August 2016 Data from WIOA Plan identifies regional in-demand industries in the sectors of Healthcare, Transportation, and Manufacturing.
	
	Valuable resources for monitoring regional job projections include:
	  x Annual Comprehensive Economic Development Strategy (CEDS) from The Greater Egypt Regional Planning and Development Commission (greateregypt.org).
	  x Southern Economic Development Region 8 Workforce Innovation Opportunity Act Plan which can be obtained from ManTra-Con Corp. (mantracon.org).
	
	October 2016. Project component owners identified for sustainability of career and job readiness implementation.
	November 2016. Project Committee met to determine criteria for acceptable job placements and identify procedures for tracking job placement/enhancement. Next meeting scheduled for January 30, 2017	

Based on findings from the study, recommend and implement curricular/program changes and apply experience/tools from the study to ongoing career (programs) and workforce assessments	December 2014 The process will begin after study planned for Spring 2015 is complete. January 2017. Owners will recommend curricular/program changes. June 2017	

Milestones Identified in Plan	Milestones Achieved	Strategies for Future Achievement of Milestones

STRATEGIC PROJECT 16

Capital Construction, Renovation, Maintenance

Project 16 Description:

These represent existing projects that are either currently underway or planned for the near future.

Related Strategic Goals #2 (Improve Operational Effectiveness)

Executive Owner:

Vice-President for Business Services and College Facilities
Brad McCormick

Project 16: Capital Construction, Renovation, Maintenance

Overall Status of Project:

    A. Timeline: All projects scheduled for completion in 2014 except the relocation of shipping and receiving have been