# REIMAGINING SLCC

## STRATEGIC PLAN 2021-2026

# FROM THE CHANCELLOR

South Louisiana Community College has an extraordinary opportunity to chart a new path for success. We are entering a new era in the history of higher education. *Reimagining SLCC* sets the course for our college to grow and thrive in this new landscape, and to fulfill a vision to achieve excellence in everything we do. SLCC strives for our students to have an educationally relevant and life-changing experience.

We believe the following Strategic Plan will continue to transform our college and build upon SLCC's culture of educational excellence.

The plan begins with a statement of SLCC's mission and the core values (known as our Standards of Practice) that guide the way we work together as an institution. The foundations of SLCC's culture along with other key inputs in the development of this plan are explained, and the process leading to our strategic objectives is outlined.

The plan culminates with the presentation of SLCC's four strategic imperatives, each supported by a set of objectives guiding our work for the next five years. The plan calls for all of us to remain committed to creating innovative opportunities for students and to take the next step that positions students to become successful in their continued educational advancement. Equally important, we continue to demonstrate the importance of valuing our employees and the institution becoming a best place to work. As such, this plan marks the next steps for working together to advance SLCC on its journey to become a nationally-recognized community college.

We invite you to review and share this comprehensive strategic plan as South Louisiana Community College continues a legacy of transforming lives, strengthening communities, and fostering partnerships and collaboration. We look forward to an amazing future!

Vincent G. June, Ph.D.
*Chancellor, South Louisiana Community College*

# SLCC CORE MISSION AND VALUES

## Mission

SLCC's mission is to transform and enrich the lives of individuals and communities. SLCC commits to providing skills and knowledge through a dynamic learning environment where students realize their potential, compete in today's global economy, and perpetuate to solve the complex problems of tomorrow.

## Core Values [Standards of Practice]

The SLCC values define the principles and standards that are most important to SLCC employees. Each value is defined and followed by a set of questions that help people reflect on the extent to which the values are practiced to the highest standards.

### ACCOUNTABILITY

Accountability occurs when we create a work environment that supports employees reaching their highest potential and sets the stage for building a culture of excellence and continuous improvement.

### COLLABORATION

Collaboration occurs when we champion partnerships with our students, colleagues, and communities that includes communicating and partnering with programs, departments, business and industries, educational institutions, and communities.

### INNOVATION

Innovation occurs when we aim to be relevant and build creative and efficient solutions in the core institutional areas (instructional, student affairs/enrollment services, adult education, operations/finance), knowing that "place" and "community" are important to students and residents and are what drive us.

### INTEGRITY

Integrity occurs when we commit to being honest by saying what we mean, matching our behaviors to our words, and taking responsibility for our actions.

### RESPECT

Respect occurs when we nurture a safe workplace environment of mutual respect and shared decision-making with opportunities for all employees to be engaged.

### SERVICE

Service occurs when those we serve achieve their goals by taking the "next step" of their future; Doing so means we focus on what is best for those we serve, including a focus on processes, decisions, operational structures, quality instruction, and student success.

### TRUST

Trust occurs when our employees, students, and communities work toward common goals, show respect toward each other, and fulfill our commitments; it is a choice we make toward someone when we are inspired that they have earned our confidence.

Collectively, living out these values supports SLCC's commitment to **EVERYDAY EXCELLENCE** where we are passionate and deliberate about developing quality programs; recruiting and retaining high performing leaders, faculty, and staff; and graduating students who will successfully take their next steps toward their personal and professional development goals.

*Everyday* **EXCELLENCE**™

# REIMAGINING SLCC

*Reimagining SLCC* is about SLCC coming together with the communities it serves to proactively design and offer learning experiences that optimally benefit our students, stakeholders and communities. The SLCC 2021 – 2026 Strategic Plan positions the college to successfully serve Acadiana and become an integral part of advancing the region.

## The SLCC 2021 – 2026 Strategic Plan is informed by four key components:

**1** SLCC employees living "Everyday Excellence" to serve students and the community at the highest levels.

**2** Broad stakeholder input to inform the strategic direction of the college.

**3** The SLCC College Blueprint to guide the future direction of quality academic and workforce program offerings.

**4** Alignment with the Louisiana Community and Technical College System (LCTCS) strategic vision – Our Louisiana 2025.

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**STAKEHOLDER INPUT**

**STRATEGIC PLAN 2021 – 2026**

**COLLEGE BLUEPRINT**

LCTCS — **OUR LOUISIANA 2025**

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# EVERYDAY EXCELLENCE

Since 2015, South Louisiana Community College has been diligent in fostering a culture of excellence based on a commitment to SLCC's core values. Excellence occurs when employees at SLCC are passionate and deliberate about developing quality programs; recruiting and retaining high-performing leaders, faculty, and staff; and graduating students who will successfully take their next steps into the workforce or continuing their education. SLCC employees commit to being excellent by living the SLCC values through the Standards of Practice.

Over the past five years, SLCC has focused on building an engaging workplace culture and developing leaders, faculty, and staff. Everyday Excellence lays the groundwork for reimagining SLCC as a key dynamic and integral part of the Acadiana region and beyond.

# STAKEHOLDER INPUT

*Reimagining SLCC* is a stakeholder-based strategic planning process developed from stakeholder input across the college and region to shape a comprehensive strategy for advancing the future of SLCC. Students, faculty, staff, alumni, community leaders, business leaders, and other external stakeholders offered their insights for *Reimagining SLCC*.

In spring 2020, nearing the full term of its 2015-2020 Strategic Plan, South Louisiana Community College launched a process to craft a new strategic plan to guide the institution through 2026. Multiple factors influenced the development of this plan, including changes in key leadership positions, the impact of the COVID-19 pandemic, and a renewed focus on ensuring the long-term viability, sustainability, and success of the institution.

To ensure SLCC is positioned well for the future, the college leadership prioritized building a strategic plan that included input from stakeholders who experienced SLCC services. This input process included focus groups to gather in-depth feedback from students (for-credit, non-credit, and adult basic education), employees (faculty and staff), and a broad range of external stakeholders comprised of key SLCC community partners representing business, industry, economic development, government, and education in the greater Acadiana region. Invaluable input provided in these focus group sessions served as the basis for development of surveys used to cast a wide net to garner ideas and thoughts of all individuals in these stakeholder groups.

The SLCC Strategic Planning Steering Committee was instrumental in facilitating focus groups, reviewing input from the focus groups and survey, reviewing input from the multiple stakeholders, synthesizing information, creating themes, and reviewing draft pillars, commitment statements, and objectives.

The executive team played a key role in continuously reviewing draft documents to design the SLCC 2021 – 2026 Strategic Plan. This plan serves as a guide to the strategic direction of SLCC for the next five years.

# SLCC COLLEGE BLUEPRINT

Over the next five years, the future of community colleges is strong. *Reimagining SLCC* positions the college to become a national leader among community colleges in America. The SLCC College Blueprint specifies college-wide parameters for operationalizing key components of the strategic plan focused on the relevance, impact, and sustainability of educational programs provided by the institution. Specifically, the blueprint considers:

- Regional and state employment demand and outlooks.
- SLCC's optimal role in providing training in occupational paths resulting in high-wage, high-demand careers.
- Fiscal impact of educational offerings on SLCC's financial sustainability and health, based on revenue and expenses associated with specific programs/offerings.
- Regional & state economic impact of SLCC instructional offerings.
- Current successes and opportunities for best serving SLCC's students, stakeholders, and communities.
- Principles for evaluating the need, viability, and impact of current and future educational offerings by the college.
- Impact and sustainability of rural campuses and their communities.

Work on the blueprint, being done in parallel with the 2021 – 2026 Strategic Plan development, has influenced a number of key strategic commitments included in this plan. Specifically, the blueprint has prompted and will support strategic initiatives that include:

- Advancing positive economic and social impact in our region.
- Ensuring that educational offerings and roadmaps link student knowledge, skills, and talents with community needs and job demands.
- Providing the highest quality educational offerings to position individuals for success and advancement in the most affordable way.
- Optimizing educational services and reach for rural campuses.
- Ensuring resource alignment to achieving the core mission and goals of SLCC.

Content of the SLCC College Blueprint is intended to direct and inform strategic planning and evaluation by the academic units of the institution. The blueprint also supports the comprehensive enrollment management work of the college and as well as effective communication with all external stakeholders served by SLCC.

# LCTCS OUR LOUISIANA 2025

As a member of the Louisiana Community and Technical College System, SLCC's direction is directly influenced by the strategic focus of the LCTCS. The LCTCS 2015 – 2020 Strategic Plan (Our LA 2020) emphasized building a workforce for tomorrow by addressing educational attainment gaps and workforce development needs of the state. SLCC's strategic plan is designed to continue this alignment with LCTCS's public agenda through 2025 to collectively make a broad positive impact on the State of Louisiana.

# STRATEGIC PLAN DESIGN PROCESS

An SLCC Strategic Planning Steering Committee was formed to manage the development of the 2021 – 2026 Strategic Plan. The Steering Committee serves as an advisory and review panel to guide South Louisiana Community College in the pursuit of Everyday Excellence and plays a critical role in developing and monitoring the overall direction of the college in tandem with the Chancellor's Executive Team. The Steering Committee is also charged with providing guidance, insight, and support of initiatives impacting the overall well-being of SLCC.

Given the responsibilities of the Steering Committee, membership is limited to individuals who have a clear perspective of the mission, vision and ethos of SLCC and who understand the broader operations of the college. As such, members must have experience in a role in which they interact with and understand the role and function of most or all divisions of the college. SLCC Steering Committee members involved in the development of this plan were:

- Anthony Baham, Dean for Maritime and Continuing Education, SLCC Corporate College
- Darcee Bex, Dean of STEM and Interim Vice Chancellor of Academic & Student Affairs
- Tonya Bolden-Ball, Director, Center for Minority Excellence
- Chad Cormier, Manager, Information Technology
- Cheryl Hidalgo, Associate Director, Communications & Marketing
- Brittany Menard, Associate Director, Accounting
- Katheryne Pavey, Dean of Student Services
- Nancy Roy, Outreach & Engagement Director, SLCC Corporate College
- Courtney Schoolmaster, Assistant Vice Chancellor of Instruction
- Aaron Ward, Instructor, Oil & Gas Production Technology
- Charles Miller, Associate Vice Chancellor for Institutional Effectiveness – Committee Coordinator

Ad-Hoc Members:
- Patrick Gibbens, Assistant Professor of History & Faculty Senate President
- Andre Perez, Executive Director, Academic Initiatives
- Alicia Hulin, Executive Director, Human Resources & Strategic Engagement
- Janet Pilcher, Studer Education Managing Director – Facilitator

The SLCC 2021-26 Strategic Planning process was organized into five phases, as follows:
- Phase 1 - Setting the Stage
- Phase 2 - Establishing the Framework
- Phase 3 - Collecting Stakeholder Input
- Phase 4 - Presentation of Draft Strategic Plan Components to Leadership
- Phase 5 - Presentation of the Strategic Plan

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## PHASE 1 - SETTING THE STAGE

The first phase consisted of an external facilitator engaging the Steering Committee in reflective discussions. From April through October 2020, in the deepest throes of the COVID-19 restrictions, the Steering Committee met virtually to consider in great depth and distill the current state of SLCC and considerations that may impact the future state of our institution. This thoughtful work was directed to transition into Phase 2 – Establishing the Strategic Plan Framework.

## PHASE 2 - ESTABLISHING THE FRAMEWORK

The Steering Committee summarized and synthesized information from the engaged and reflective conversations focusing on the past, current, and future state of SLCC. In late 2020, the Steering Committee reported to the executive team the results of their work. This information served as the foundation for launching the subsequent phases of the Strategic Planning process. The initial work positioned the refinement of the strategic pillars of the college (Student Success, People, Community, and Sustainability) and specified initial key strategic objectives aligned with these pillars.

## PHASE 3 - COLLECTING STAKEHOLDER INPUT

Phase 3 – Collecting Stakeholder Input – was launched in spring 2021. Focusing on the institution's key pillars and associated objectives, a series of discussion sessions was held with a total of 15 groups representing SLCC students, faculty, staff, and college stakeholders in the communities we serve. Information was collected, analyzed, summarized, and reviewed by the Steering Committee.

These stakeholder input sessions were followed up with surveys of SLCC students, faculty, staff, and more than 1,400 SLCC external stakeholders. The survey results were reviewed to inform updates of information important to include in the Strategic Plan.

## PHASE 4 - PRESENTATION OF DRAFT STRATEGIC PLAN COMPONENTS TO LEADERSHIP

Results of the Phase 3 research informed the executive team and Steering Committee as they worked through Phase 4 of the process – considering, revising, and refining iterations of draft strategic plans. The strategic plan structure includes pillars, pillar commitments, and strategic objectives for each pillar.

The review of stakeholder input produced the draft 2021-2026 SLCC Strategic Plan pillars, commitments, and objectives directing SLCC's strategic direction into 2026.

## PHASE 5 - PRESENTATION OF THE STRATEGIC PLAN

The draft strategic plan pillars, commitments, and objectives were reviewed by the executive team in Summer 2021 to finalize the SLCC Strategic Plan. The executive team reviewed several iterations of the updated drafts to ensure alignment to the strategic direction and input provided by multiple stakeholders. The SLCC 2021 – 2026 Strategic Plan launched in August 2021.

# STRATEGIC PILLARS, COMMITMENTS, AND OBJECTIVES

## STUDENT SUCCESS

We will ensure our students have every opportunity to achieve their goals upon completion at SLCC. Students will gain competencies to be successful college graduates and gain employment in high-need and high-opportunity industries. Our students will be exceptionally qualified employees and leaders in the workforce.

- Create educational roadmaps to effectively guide students through paths for entry and advancement in high-demand, high opportunity career fields.
- Demonstrate excellence in delivering exceptional teaching and learning experiences in every instructional setting.
- Continuously collaborate with employers to ensure the relevance and currency of instructional content, experiential learning, and professional skill development (e.g., soft skills) in instructional program outcomes.
- Deliver quality instructional programs blending relevant content knowledge, in-depth experiential learning, and professional skill development.
- Direct SLCC student experiences (exploration, admissions, advising, persistence, retention, completion) by addressing individual needs in a way that optimizes each student's potential success.

## PEOPLE

We will hire, develop, support and value SLCC employees to offer state-of-the-art programs and provide exemplary service to our students, stakeholders, and communities through a commitment to SLCC's core values and culture of Everyday Excellence.

- Hire and develop people who are constantly learning, have clear, relevant professional expertise, and are aligned to SLCC's mission and culture of Everyday Excellence.
- Develop exceptional leaders who empower and support teams to achieve extraordinary outcomes.
- Empower employees to be innovative, creative, and solution designers.
- Provide opportunities for employees to continuously advance their skills to meet current and future industry demands and be on the leading edge of industry trends.
- Ensure every employee clearly sees and embraces their role in SLCC's overall success and recognize their achievements.
- Create and support a diverse workforce.
- Nurture and cultivate a culture of inclusivity.

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# STRATEGIC PILLARS, COMMITMENTS, AND OBJECTIVES

## COMMUNITY

We will be a catalyst for advancing positive economic and social impact in our region. Our educational offerings and roadmaps will link student knowledge, skills, and talents with community needs and job demands.

- Integrate current and projected community needs into educational roadmaps to assist our communities in meeting job demands with high-quality workers.
- Provide re-tooling and educational advancement opportunities for people in our communities to gain skills for a constantly evolving workforce.
- Engage our communities, from K-12 schools through adult populations, to inform individuals of career and educational opportunities open to them.
- Position SLCC to support lifelong learning by offering a continuum of educational offerings to recruit and re-recruit students to SLCC.
- Broaden community service opportunities and relationships by showcasing student and employee talents at our campuses.
- Elevate the knowledge, visibility, and impact of SLCC in our communities.

## INSTITUTIONAL SUSTAINABILITY

We will develop and adopt alternative business models to provide an affordable, quality education for our students and meet the training needs of all community stakeholders. We will provide the highest quality education to position individuals for success and advancement in the most affordable way. We will ensure resources align to achieving the core mission and goals of SLCC.

- Evaluate market trends to update current programs, develop new programs, and eliminate low-demand programs, ensuring state-of-the art student learning experiences.
- Develop and adopt alternative business models designed to meet individual student needs and foster student growth in cost-efficient ways (i.e. affordability for students, efficiencies for the institution, partnering with business and industry).
- Proactively prepare for workforce changes and demands with a forward-thinking resource management (i.e. program offerings, in-field preparation, certificate programs, course scheduling, digital technologies)
- Secure external funding such as grants and sponsored programs to support affordable student access and ensure student success.
- Strengthen partnerships with existing and emerging industries to gain access to cutting-edge resources, practices, and people with the knowledge and skills needed in the current and future workforce.

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