



# STRATEGIC PLAN

2020-2024

*Paving the Path  
to Possible*





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# From the President



Over the past five years, Southeast Community College has implemented a number of transformative initiatives, including the construction of new facilities, conversion from a quarter to a semester calendar system, technology infrastructure upgrades, comprehensive renovation of existing facilities, climate and culture transformation, and other significant changes. These purposeful and strategic initiatives were based on the College's 2014-2019 Strategic Plan, which ended in June 2020. While it is important to celebrate the incredible achievements associated with this plan, it is imperative that SCC continues to leverage its strategic momentum to continue to expand upon its ongoing and multifaceted transformation.

SCC's 2020-2024 Strategic Plan reflects a college-wide and systematic review and assessment of internal and external trends, challenges and opportunities. The plan includes a revised mission statement, the College's first vision statement, core values, and nine goals with specific objectives. The mission statement reflects the College's commitment to the highest quality programs and services to meet student, employer and community demand throughout the College's entire 15-county service area. The new vision statement clearly articulates the College's commitment to investing in all aspects of its operations to become a national leader in high-contact technical and academic experiences through personal and sincere relationships with engaged and invested faculty, staff and administrators. SCC's vision also includes a focus on creating destinations and the highest quality learning climates through permanent, innovative, modern, virtually linked, sustainable, and collaborative facilities and green spaces.

SCC's core values emphasize excellence, transparency, integrity, innovation, inclusion, and accountability in all aspects of its operations. The new plan consists of the following primary goal areas: enrollment and program growth, student success, communication and public awareness, partnerships, financial strength, organizational environment, and faculty and staff excellence. Goal 9 of the new plan will continue to focus on promoting learning and organizational environments through positivity, reflective thinking, respect of diverse ideas and views, transparent communication, and compassion.


The College's annual budgeting process will be tied directly to the 2020-2024 Strategic Plan to optimize alignment of financial resources with strategies targeting specific strategic goals and objectives. The 2020-2024 Strategic Plan is designed to create positive and successful futures for our students, employers and communities by paving the way to possibilities through data-driven, ambitious and purposeful goals and objectives.

SCC President

A handwritten signature in black ink, which appears to read "Paul Illich". The signature is fluid and cursive, written over a white background.

Dr. Paul Illich

# Mission Statement



The mission of Southeast Community College is to empower and transform the diverse learners and communities of southeast Nebraska through accessible lifelong educational opportunities. The College provides dynamic and responsive pathways to career and technical, academic transfer, and continuing education programs that contribute to personal, community, and workforce development.

# Vision Statement

Southeast Community College seeks to transform and empower its diverse learners for fulfilling careers, life-long learning, and community and societal advancement. The College is committed to ongoing intellectual, financial, and strategic investment in its infrastructure and all phases of its operations.

The College is dedicated to creating destinations and the highest quality learning climates through permanent, innovative, modern, virtually linked, sustainable, and collaborative facilities and green spaces. SCC will ensure its open-access mission is celebrated and realized through inclusivity, respect, and compassion toward the diverse views and ideas of its various student populations and constituents. The College will work collaboratively and courageously with its higher education partners, employers, and local and state officials to address Nebraska's skilled worker shortage and the need for everyone to have affordable access to the life-changing benefits of higher education. SCC will utilize valid and dynamic data to respond to local and statewide needs to strengthen the College's diverse communities and economies.

SCC strives to be a national leader in developing high-contact technical and academic experiences through personal and sincere relationships with engaged and invested faculty, staff, and administrators. These personal connections will be coupled with intensive learning opportunities through co-curricular involvement, research, volunteerism, and public service. SCC's commitment to student transformation intentionally encompasses the development of essential life skills, including reflective thinking, resiliency, and emotional intelligence proficiency.

# Values

## **Excellence**

Commitment to the highest level of performance in all facets of the College's programs, services, and operations through effective investment and support of all assets.

## **Integrity**

Continuous pursuit of fulfillment of mission, vision, and goals through transparency and ethical practices in all College operations.

## **Innovation**

Commitment to proactive discovery and application of emerging concepts and technologies, and promotion of the respectful challenging of ideologies and practices to cultivate creativity, alternative viewpoints, and opportunities for ongoing discovery and intellectual growth.

## **Inclusion**

Promotion of opportunities and advancement for a diverse and dynamic student, employee, and community population through the creation of a positive, compassionate, and reflective culture.

## **Stewardship & Accountability**

Commitment to our students, employers, and communities through investment in resources to fulfill the College's mission, vision, and goals, and responsible management of human, physical, and financial resources.



## Goal 1 – Enrollment Growth

*Promote access to career and technical, academic transfer, and continuing education programs through collaborative and data-driven enrollment processes.*

- 1.1** Promote a seamless and open-access student enrollment experience through integrated and collaborative college-wide recruiting and financial aid processes.
- 1.2** Improve student access through simplified institutional-level enrollment processes.
- 1.3** Increase enrollment in career and technical programs based on student and employer demand.
- 1.4** Increase enrollment in academic transfer programs based on course demand.
- 1.5** Expand continuing education opportunities based on community and employer needs through enhanced programmatic agility.
- 1.6** Improve access to programs and services among diverse and underserved student populations (e.g. minorities; returning adults; military veterans; homeschooled students) through proactive community collaboration, recruitment, and support services.
- 1.7** Increase enrollment among female students in STEM programs.
- 1.8** Increase the number of students in SENCAP, The Career Academy, and dual-credit courses based on student and employer demand.





## Goal 2 – Student Success

*Improve student emotional intelligence skills, learning outcomes, success and completion through high-contact programs, advising, and student development programming.*

- 2.1** Facilitate student success through initiatives designed to increase student engagement in the learning process.
- 2.2** Improve students' ability to overcome challenges through enhanced emotional intelligence and resiliency skills.
- 2.3** Improve institutional, general education, program, co-curricular, and course student learning outcomes.
- 2.4** Maximize student success, retention, completion, and transfer rates while maintaining academic rigor.
- 2.5** Strengthen College and program advising to maximize student success, retention, and completion.
- 2.6** Enhance student affairs programming (e.g. recruiting, registration, student onboarding, wellness, prevention, and awareness) to maximize student success, retention, and completion.
- 2.7** Expand student involvement in co-curricular activities and service learning opportunities (e.g. including student organizations, federal work-study, internships).
- 2.8** Expand intercollegiate and intramural athletic programs and activities based on student demand.
- 2.9** Promote academic excellence through opportunities for undergraduate research, academic honors, and other scholarly initiatives.
- 2.10** Improve student physical and psychological health through proactive programs and services and accessible wellness spaces.
- 2.11** Facilitate cultural understanding and enrichment through global and diversity education and awareness and appreciation of the arts.





## Goal 3 – Communication and Public Awareness

*Expand awareness of the College's programs and services through responsive and transparent communication.*

- 3.1** Enhance image and awareness of the College's programs and services through innovative, comprehensive and dynamic branding, marketing, and promotion strategies.
- 3.2** Improve communication to maximize engagement among constituencies such as community organizations, SCC alumni, and governing entities.
- 3.3** Improve communication to maximize engagement among economic development entities, including chambers of commerce, employers, and industry leaders.
- 3.4** Improve communication across departments, divisions, and campuses through assertive, respectful, and reflective sharing of information, ideas, and opinions.
- 3.5** Streamline communication with prospective and current students to improve awareness and engagement.



## Goal 4 – Programming and Development

*Promote the development and expansion of career, academic transfer, and continuing education programs to meet current and future needs.*

- 4.1** Improve and expand market research capacity to assess demand for existing and new career programs.
- 4.2** Strengthen alignment of program curriculum with the knowledge, skills, and abilities required for professional success through responsive apprenticeships, co-operative learning, hands-on experiences, and real-time simulations.
- 4.3** Strengthen alignment of program curriculum with the knowledge, skills, and abilities required for successful transfer to a four-year college or university.
- 4.4** Expand credit and non-credit offerings and services for the College’s 15-county service area by strengthening programmatic and operational capacity at each Campus, Learning Center, or other College location.
- 4.5** Improve and expand dynamic and creative customized training solutions based on employer demand.
- 4.6** Increase and improve articulation agreements for academic transfer and career/technical programs.
- 4.7** Promote ongoing review of programs and services for effectiveness and viability.
- 4.8** Expand online, hybrid, and other course and program delivery options to increase access to educational opportunities.





## Goal 5 – Employee Excellence

*Promote excellence, innovation, and creativity among faculty and staff to support a positive and dynamic learning environment.*

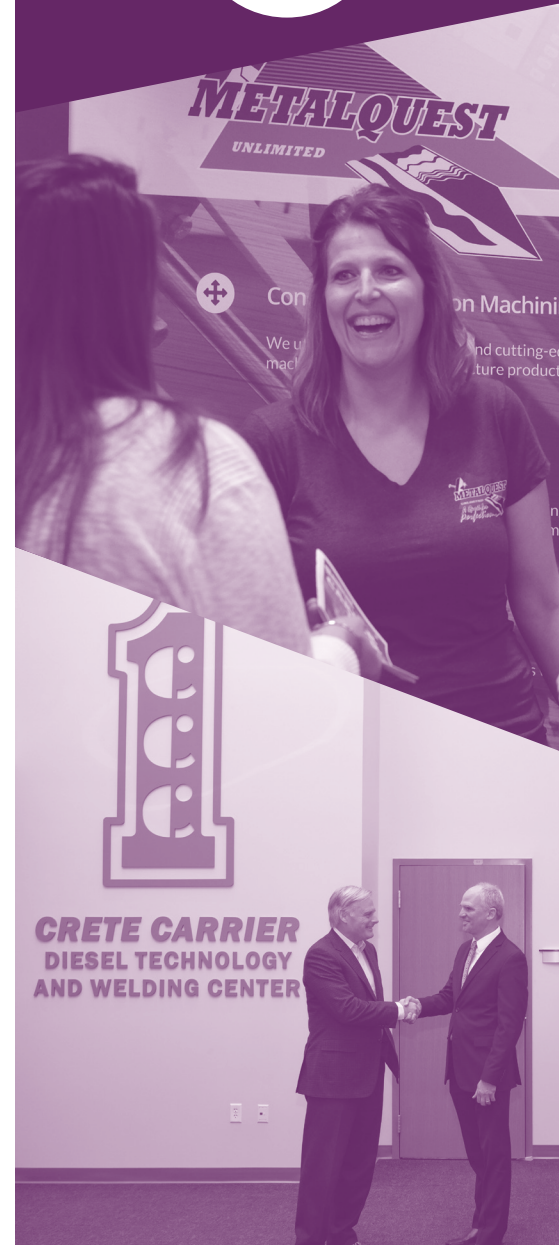
- 5.1** Improve hiring processes, including proactive recruiting and onboarding for a diverse and dynamic full- and part-time employee workforce.
- 5.2** Expand human resource programs and services for all employees, including evaluation and development, diversity training, psychological and physical wellness programming, leadership development, and safety training.
- 5.3** Promote internal and external opportunities for leadership, professional development, research, and educational advancement to ensure a collaborative and dynamic work environment.
- 5.4** Strengthen employee engagement through a comprehensive participatory governance structure that promotes service to the College through opportunities for input and committee participation.
- 5.5** Improve faculty and staff proficiency in College and program advising and resiliency and emotional intelligence skills.



## Goal 6 – Strategic Partnerships

*Strengthen community partnerships with school districts, institutions of higher education, industry, community organizations, and governing entities to promote access to higher education, and economic and workforce development.*

- 6.1** Strengthen partnerships with school districts and Educational Service Units in all 15 counties to promote higher education access and preparedness for career and technical and academic transfer programs.
- 6.2** Promote partnerships with four-year institutions to increase access to undergraduate, graduate, and professional degrees.
- 6.3** Strengthen partnerships with industry leaders to promote economic and workforce development.
- 6.4** Improve access to entrepreneurial opportunities to promote economic development in the 15-county service area.





## Goal 7 – Educational Environment

*Enhance and maintain educational environments that promote learning, engagement, innovation, creativity, accessibility, and safety.*

- 7.1** Expand and improve College facilities, learning environments, and landscapes through the implementation of a comprehensive, environmentally conscious, and renewable facilities master planning and proactive maintenance planning.
- 7.2** Strengthen instructional programming through capital equipment and classroom technologies.
- 7.3** Improve space utilization through continual analysis and assessment of current and future facility needs.
- 7.4** Expand and improve ADA compliance and equitable access to all aspects of the College’s educational environment through proactive universal design principles.
- 7.5** Improve safety and security at all College locations.
- 7.6** Promote all campuses as destinations through expanded housing, student-centric collaborative spaces, access to amenities, and high-quality study spaces.
- 7.7** Ensure the College maintains a comprehensive, secure, and sustainable technology infrastructure through expandable functionality, redundancy, and innovative technology planning.
- 7.8** Improve the use of innovative technologies in course, program, and student services delivery.



## Goal 8 – Financial Strength

*Maximize the College’s ability to fulfill its mission and accomplish its strategic goals and objectives while strengthening its financial position.*

- 8.1** Promote legislation to improve state funding and enhance flexibility associated with the College’s use of its tax levy authority.
- 8.2** Improve proactive and integrative planning and budgeting processes through a multi-year financial master plan.
- 8.3** Increase fund reserves and strengthen financial position to ensure future financing of strategic initiatives.
- 8.4** Increase giving opportunities from external entities by expanding Advancement and Resource Development office functionality and strengthening the partnership between the College and the SCC Educational Foundation.
- 8.5** Strengthen the College’s ability to initiate and complete capital projects.
- 8.6** Enhance transparency in the College’s budgeting and financial processes.
- 8.7** Promote cost-effective and efficient auxiliary services.





## Goal 9 – Organizational Climate

*Strengthen the organizational climate by promoting excellence in all College operations, policies, accreditation relationships, and data-driven decision making.*

- 9.1** Promote effective and sustainable staffing and compensation levels to ensure excellence in all College operations.
- 9.2** Improve all College policies and procedures through a systematic review and documentation process.
- 9.3** Promote an efficient operational pace through integrated scheduling and calendar processes.
- 9.4** Enhance institutional accountability through ongoing compliance with accreditation requirements and the implementation of proactive solutions to address opportunities for improvement.
- 9.5** Promote use of valid and reliable data in decision making through improved integrated planning, budgeting, program review, assessment, and other institutional processes.
- 9.6** Maximize a positive and engaging organizational climate by encouraging input, reflective and transparent communication, and compassion and respect toward the views and ideas of others.





# Team Members

## Strategic Planning Team

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## Administrative Team

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Dennis Headrick  
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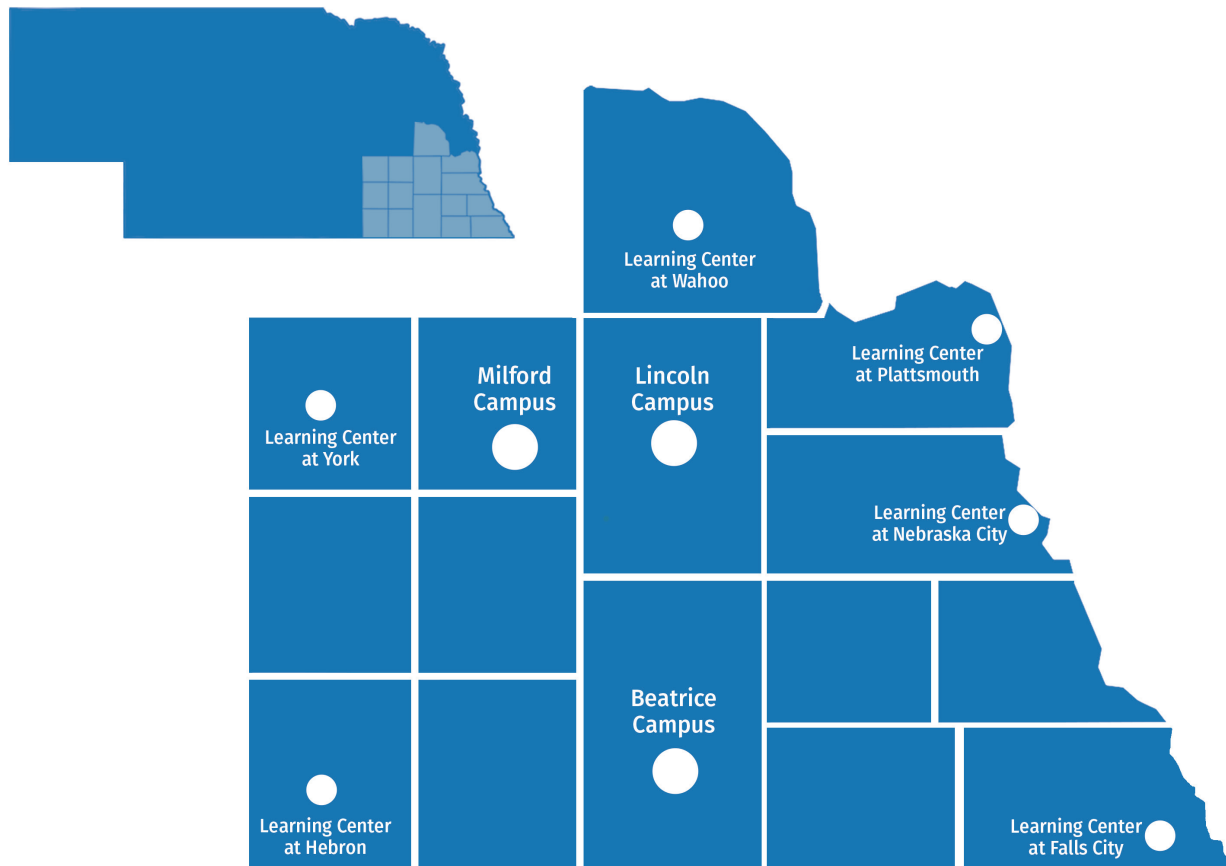
## 2020 Board of Governors

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Secretary: Keith Hammons, Weeping Water  
Treasurer: James J. Garver, Lincoln  
Tim Cerveny, Wilber  
Robert J. Feit, Lincoln

Dale Kruse, Beatrice  
Edward C. Price, Lincoln  
Lynn Schluckebier, Seward  
Ellen Weissinger, Lincoln  
Kristin Yates, Lincoln  
Linda Hartman, Faculty Representative, Lincoln

# Service Area

Southeast is a vibrant two-year public institution of higher education serving a primary area of 15 counties in southeast Nebraska. SCC has more than 60 credit program options and hundreds of continuing education courses offered annually to promote professional and personal development across the College's three campuses and multiple locations throughout the service area. There are six Learning Centers geographically distributed across the service area to provide accessible and responsive educational opportunities.



Equal Opportunity/NonDiscrimination Policy - It is the policy of Southeast Community College to provide equal opportunity and nondiscrimination in all admission, attendance, and employment matters to all persons without regard to race, color, religion, sex, age, marital status, national origin, ethnicity, veteran status, sexual orientation, disability, or other factors prohibited by law or College policy. Inquiries concerning the application of Southeast Community College's policies on equal opportunity and nondiscrimination should be directed to the Vice President for Access/Equity/Diversity, SCC Area Office, 301 S. 68th Street Place, Lincoln, NE 68510, 402-323-3412, FAX 402-323-3420, or [jsoto@southeast.edu](mailto:jsoto@southeast.edu).

Declaración de política sobre equidad/antidiscriminación - La política pública de Southeast Community College es de proveer equidad, y prohíbe discriminación, en todos asuntos referentes a la admisión, participación, y empleo contra toda persona por motivo de raza, color, religión, sexo, edad, estado civil, origen nacional, etnia, condición de veterano, orientación sexual, incapacidad, u otros factores prohibidos por ley o política del Colegio. Preguntas relacionadas a la política sobre equidad/antidiscriminación de Southeast Community College deben dirigirse a: Vice President for Access/Equity/Diversity, SCC Area Office, 301 S 68 Street Place, Lincoln, NE 68510, 402-323-3412, FAX 402-323-3420, o [jsoto@southeast.edu](mailto:jsoto@southeast.edu). A0503 (05/20)



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