Prairie State College
2018-2022 Strategic Plan
Annual Report FY2019

Office of Institutional Effectiveness, Planning and Accreditation
Jan Bonavia, Director
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Introduction

The 2018-2022 Strategic Plan includes five goals and 20 strategies Prairie State College (PSC) is implementing to achieve its mission and support continued student success. The Strategic Plan guides resource allocation and drives key actions designed to move PSC forward over the next several years.

Prairie State engaged in an integrated, participative, data-informed planning process to develop the Strategic Plan. In Phase I, the College collected internal and external data and solicited feedback from key constituents. A student survey was administered to garner students’ perspectives. An employee survey and district employer survey also were conducted. Input was also solicited from the Board of Trustees, PSC Foundation, and community members. In Phase II, a Strategic Planning Team – with representation from faculty, administrators, staff, Board of Trustees, students, and the Foundation – participated in four workshops. The team reviewed data and assessed institutional strengths and weaknesses, as well as external opportunities and threats. They also considered the goals of other planning efforts at the college, including Strategic Enrollment Management Planning and the Academic Affairs division priorities. Based on these informed discussions, institutional priorities were identified. In Phase III, the Planning and Quality Improvement Committee used the priorities to develop the 2018-2022 goals and strategies. Four open forums provided an opportunity for additional feedback from all College employees before the plan was finalized.

Phase IV is implementation of the plan. In 2018, action plans were submitted by each division and five Goal Committees were established to lead implementation of institutional initiatives driven by the strategic plan. Chairs of each of the Goal Committees serve on the Planning and Quality Improvement Committee, which provides oversight for all College planning. Performance indicators/metrics were also developed by the Planning and Quality Improvement Committee and targets set for 2022 (see Addendum) in alignment with the Strategic Enrollment Management Plan targets. Progress toward these measurable outcomes will be reported annually so the College can adjust efforts accordingly. A Google website has been created to support collaborative work and transparency among divisions and between the various committees charged with implementing strategic initiatives at PSC. The website houses the division action plans, agendas and minutes of the Planning and Quality Improvement Committee, performance indicators/metrics, and the Strategic Enrollment Management Plan. The Site can be accessed at this link: (Institutional Planning Website).

This Annual Report highlights new initiatives and improvements undertaken from January 2018 through June 2019. While this list is not an exhaustive account of every action being taken in support of the Prairie State’s Strategic Plan, it provides a snapshot of work being done across campus. Accomplishments that are related to the Strategic Enrollment Management (SEM) Plan are parenthetically noted. It is important to mention that during this same timeframe, PSC was engaged in a comprehensive, ten-year re-accreditation review by the Higher Learning Commission, and was awarded full accreditation in April of 2019.
Strategic Plan Goals 2018-2022

1. Foster Student Access, Engagement, and Success
2. Strengthen Academic Excellence and Support for Teaching and Learning
3. Cultivate Community Engagement
4. Strengthen College Effectiveness through Improved Communication and Collaboration
5. Diversify Funding while Effectively Managing Financial, Physical, and Human Resources

PSC Mission, Vision and Values

Mission Statement
Prairie State College fosters collaborative relationships that empower students to achieve their education and career goals. The college embraces its diversity, nurtures lifelong learning, and supports community and economic development.

Vision Statement
Prairie State College will offer rigorous academic programs, meet the needs of the local workforce, cultivate the values of sustainability, and demonstrate an awareness of its responsibilities in a global society.

Core Values
Learning
Excellence
Accessibility
Respect
Integrity
Strategic Plan Accomplishments - FY2019

Goal 1: Foster Student Access, Engagement, and Success

1a. Create a student-centered environment to allow for ease in navigating college services and provide intentional opportunities for students to build meaningful connections on campus.

Highlights of FY2019 Accomplishments:

The First Year Experience (FYE) Department has enhanced new student orientation (NSO). Orientation was expanded to five hours in length, and sessions focused on specific areas of study and a general session was offered for undeclared students. The financial aid component has been expanded to provide students with an update on their eligibility status and students with missing financial aid documentation were contacted and encouraged to submit outstanding documents prior to orientation. FYE also piloted registering students during NSO.

A Student Ambassador program was developed for students who received a Trustee Scholarship. Students attended monthly meetings with the FYE director that focused on leadership development activities. The Ambassadors are required to do volunteer work at the college; several served as orientation leaders. For Fall 2019, 17 new Student Ambassadors were chosen from the high performing students at the college’s eight district high schools.

An annual COMM Day was instituted. This event is designed to promote communication as a major/minor; acknowledge outstanding communication students; and to showcase student performances from the competitive speech team. The first COMM Day event was a success: 15 students participated in the COMM 101 speech contest; two students received the Professor Ed Schwarz Outstanding Communication Student Award, and three individuals were inducted into the PSC Forensics Hall of Fame.

Texting software was purchased to enable the college to send specified messages to current students about payment deadlines, important updates, and upcoming events.

1b. Cultivate a campus community with strong cultural competence, where equity and respect for diversity in all its forms is reflected in decision-making.

Highlights of FY2019 Accomplishments:

At the Fall 2018 Academic Affairs Convocation Dr. Christie Toth of the University of Utah led a workshop on culturally sustaining pedagogies. Additionally, all full-time faculty were given the book BreakThrough Strategies: Classroom-Based Practices to Support New Majority College Students, by Kathleen A. Ross. During Spring 2019, the faculty development committee held a workshop based on the Ross book, which focused on pedagogies of inclusion, stressing the importance of accessibility in communities of biologically and culturally diverse student populations and sharing strategies for its cultivation. The workshop was led by Kristin deMint Bailey and Storm Pilloff of University Wisconsin-Milwaukee. Forty-seven full and part-time faculty participated.
An African and African American Studies program was developed to provide a pathway for students to explore the rich histories, cultural traditions, and achievements of the peoples of Africa and the African Diaspora. Courses in this field of study fit within PSC’s general education learning outcome of Cultural Understanding, and are offered in an array of interrelated scholarly fields. Courses place particular emphasis on students being able to see the world from a global perspective, building skills that will help the student to navigate and thrive within diverse communities and workplaces, and developing an appreciation for the values of diversity, equity, and sustainability.

Title IX activities were expanded to include more comprehensive accommodations for pregnant and parenting students. Additional awareness activities, including "The Affirmative Consent Valentine's Day Dance" and "The Clothesline" sexual assault awareness project.

1c. Enhance student academic planning, academic advising, and career advising services.

Highlights of FY2019 Accomplishments:

An advising task force was convened and provided recommendations to Cabinet on improving advising services. The Academic Advising Center implemented QLess, an on-line system designed to manage student meetings. Students are able to place themselves "in line" to meet with an advisor and are able to see estimated wait times. Advisors are able to prepare for the advising session and better manage their workday. The Center is able to query reports to support assessment. (SEM)

Career Services has expanded outreach to students, faculty, and alumni. During the 2018-19 academic year, Career Services presented 18 resume writing or interview workshops in classrooms at the request of faculty. Staff created career-oriented resources that are also available on the website. New social media pages promote the Career Services office while also reaching students and alumni. The office has had a more active presence on campus, participating in open houses, involvement fest, high school tours, and providing in-class workshops as requested by faculty. (SEM)

Through grant funding, an English-learner advisor was hired to focus on providing support to students with limited English proficiency.

1d. Improve student outcomes in key indicators, including matriculation from non-credit and developmental coursework to college credit courses, success in courses, retention, and program completion.

Highlights of FY2019 Accomplishments:

Presentations in the Adult Training and Outreach Center (ATOC) and main campus tours are being regularly provided to non-credit students to support their transition to credit coursework. Additionally, a referral process has been established between English-as-a-Second-Language Student Services Specialist, Career Pathways Advisor, and the English-Learner Advisor to facilitate student transition from non-credit to credit courses. (SEM)
Two new Integrated Career and Preparation Systems (ICAPS) courses have been created to matriculate Adult Basic Education (ABE) students into credit bearing, transferable courses.

1e. Expand recruitment efforts and increase enrollment.

Highlights of FY2019 Accomplishments:

Recruitment efforts at the district high schools were expanded. Advisors have increased the number of high school visits, from one visit a semester to four visits a semester (eight times a year) at the majority of district schools. Posters/fliers advertising PSC’s open houses, Board of Trustee scholarships, and First Year Experience services are being distributed to district high school counselors. (SEM)

1f. Strengthen partnerships with district high schools and four-year colleges, including minority-serving institutions, to facilitate student access to educational opportunities and career pathways for completion of education and career goals.

Highlights of FY2019 Accomplishments:

PSC signed four additional articulation agreements, including:

- Pre-Pharmacy Advantage Program agreement with Midwestern University;
- RN to BSN including MSN option articulation with Chamberlain College of Nursing;
- Articulation for courses in Fitness and Exercise Science AAS to Chicago State University’s Bachelor of Recreation; and
- RN to BSN articulation with Saint Xavier University.

Additionally, new transfer guides (university generated guides which document transfer of PSC courses or degrees to specific majors) were created for sixteen PSC degrees; transfer institutions included Columbia College (Chicago), Governors State University, Purdue University Northwest, Southern Illinois University, and Trinity Christian College.

Partnerships with high schools were strengthened through the designation of a faculty liaison to work with high schools to align math curriculums and to offer a transitional math course in all district public, private and charter high schools. An academic dean is also designated as a liaison for each district high school to facilitate a one stop approach to dual credit and Early College (ECI) offerings. Additionally, the first Building Partnerships Mini Conference was held on campus in Spring of 2019. High school English, Reading, and Special Education teachers, PSC faculty, and others interested in college readiness and student success participated in the conference. This project is on-going and includes plans for one mini conference each semester.
1g. Seek additional resources to assist students with financial need while promoting the affordability of Prairie State College.

Highlights of FY2019 Accomplishments:

The PSC Foundation launched BookSHARE, a textbook lending library program, with approximately 300 books on hand to loan to students. Graphing calculators are also available.

Goal 2: Strengthen Academic Excellence and Support for Teaching and Learning

2a. Develop new programs and revise existing programs, as warranted, to align with current and emerging student needs and labor market trends.

Highlights of FY2019 Accomplishments:

Additional programs, including fully online degrees, allied health degrees, AAS degrees, and certificates, are being developed for Fall 2019.

2c. Support innovative technology to facilitate our connection with 21st century learners and our ability to meet students’ educational needs.

Highlights of FY2019 Accomplishments:

Technology enhancements were made to support instruction on campus including:

- The chemistry lab has been updated to include a new spectrometer.
- The Nursing program purchased an electronic documentation system that prepares students for documentation expected in clinical rotations.
- The Photography program purchased ten Digital SLR cameras and two digital video cameras, which provide the opportunity for students to work with the most relevant professional tools. The video cameras record stop-motion animation, a technique used in animation, video games, films, television and advertising.
- The HVAC program purchased a Residential Air Conditioning Trainer and a Gas Fired Heating Control Trainer Board to support hands-on training and prepare students for work in the field. The Residential Air Conditioning trainer is a complete furnace and air conditioning display with ductwork containing application and trouble-shooting examples. The Gas Fired Heating Control Trainer provides a complete set of electrical controls for a furnace with air conditioning.
- Email was upgraded from Exchange 2010 to cloud-based Gmail for all employees.

2d. Empower faculty by providing professional development and resources to support effective teaching, assessment, curricula development, and opportunities for research and collaboration.
All ATOC classrooms were updated with a large monitor, instructor equipment and sound equipment and six classrooms received 30 laptop computers for student use. Instructors receive ongoing professional development on the effective use of instructional technology for teaching adult basic education and secondary student and/or ESL students and are held accountable for using the technology.

See Strategy 1b for a description of faculty workshops on culturally sustaining pedagogies and pedagogies of inclusion.

**Goal 3: Cultivate Community Engagement**

3a. *Strengthen Prairie State College’s image and community awareness of our educational offerings, training opportunities, and value to the community.*

Highlights of FY2019 Accomplishments:

PSC hosted an open house in October 2018 and April of 2019. The open houses featured campus tours, library activities, and program information tables. Potential students had an opportunity to apply or register on the spot. The events combined attracted approximately 200 community members.

PSC’s advertising budget increased $20,000 in FY19. New advertising venues included H-F Chronicle Village Newsletters and Southland Voice. Additionally, Public Relations and Marketing began subscribing to Yearbook of Experts, which allows PSC to distribute press releases via their newswire. Yearbook of Experts is 24/7 resource where journalists and bloggers can find expert sources.

The college increased involvement in community fairs, festivals and parades—including participating in events in Richton Park and University Park, along with a community resource fair at Calvary Baptist Church in Glenwood. Additionally, the VP of CED presented at the Chicago Southland Economic Development quarterly forum promoting PSC programs.

Micro Lessons, short videos that feature faculty giving a lecture or demonstration related to their area of expertise, are being featured on PSC’s website and social media outlets.

3b. *Develop new relationships and strengthen current connections with community leaders, community-based organizations, and educational institutions to facilitate collaboration and positive change in our communities.*

Highlights of FY2019 Accomplishments:

National Able presented to PSC employees about the Workforce Innovation and Opportunity Act (WIOA) and how we can strengthen our relationships.
PSC held community events each month in 2018 to promote PSC’s 60th anniversary and inform community members about PSC’s offerings.

3c. Partner with employers and the community to enhance academic programming and provide internship opportunities and apprenticeship pathways for students.

Highlights of FY2019 Accomplishments:

The College was awarded a $200,000 Apprenticeship Expansion Grant and is recruiting 15 apprentices to begin an IT Network Administrator Apprenticeship program. A grant manager and part-time employee have been hired to support apprenticeships. Two of PSC partners, Calumet Area Industrial Commission (CAIC) and Chicago Metro Metal Consortium (CMMC), also received apprenticeship grant monies and the college is working with them to promote our Industrial Maintenance Mechanic Apprenticeship program. The college is also training Maintenance Mechanics at MiniMill and Gelita USA.

The College served 45 CDL apprentices under our Adult Apprenticeship grant.

Operational plans for two Mobile Training Centers were developed. These are 53-foot semitrailers that will be brought to company sites to provide training for incumbent workers. One will be outfitted with 10 welding stations and the other with CNC, robotic, and electricity equipment.

Company sponsored credit students increased from 156 in 2017/18 to 199 during the 2018/19 academic year.

Thirty-two IT students participated in internships in 2018/19. Additional students participated in internships at NASA and in other STEM areas, HVAC, and Industrial Technology.

Goal 4: Strengthen College Effectiveness through Improved Communication and Collaboration

4a. Establish effective college-wide communication and processes to improve documentation, formal and informal information sharing, and collaboration among departments and divisions.

An Illinois Community College Trustees Association (ICCTA) survey was administered to gather information on what other community colleges are doing to promote internal communication on their campuses. Additionally, an employee survey was conducted to get a better understanding of the internal communication issues and to garner suggestions for improvement. The Goal #4 implementation committee analyzed survey results and compiled suggestions for improvements that are being considered by Cabinet.

A committee has been created to provide input into the format and content of a PSC intranet.
4c. Align data systems and processes to enhance institutional knowledge, data-informed decision-making, efficient internal and external reporting, and to foster effectiveness and continuous quality improvement.

Implementation committees were established for each of the strategic plan goals to involve more employees in the oversight of the strategic plan implementation under the guidance of the Planning and Quality Improvement (PQI) committee. Additionally, a Google Site was created to support transparency and collaboration, and to provide all employees access to strategic action plans and other committee documents.

Goal 5: Diversify Funding While Effectively Managing Financial, Physical, and Human Resources

5a. Aggressively pursue additional funding sources while maintaining prudent management and transparent and collaborative allocation of current resources.

PSC was awarded nearly $1.6 million in new grants in FY19. Much of this funding involves collaborative and leveraged resources. The College is in compliance with the U. S. Grant Accountability Transparency Act (GATA).

5b. Strengthen capacity planning and improve the condition and appearance of the campus.

Facilities improvements included installation of new ADA compliant doors in the Conference Center and purchase of new stools for the biology lab. Select electrical high voltage equipment was cleaned and tested.

5c. Enhance employee recruitment, orientation, and professional development.

In 2018, PSC instituted a bi-annual, in-house, college-wide Professional Development Day. Held in March and October, the morning features a keynote speaker and College updates; the afternoon provides varied professional development opportunities.
## Performance Indicators Scorecard/Metrics

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<tbody>
<tr>
<td>1 End-of-year Credit Hour Enrollments</td>
<td>FY 17 95,583</td>
<td>-15.6% to 80,693</td>
<td>X</td>
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<tr>
<td>2 PSC Feeder Schools Percent Share of Graduates Enrolled at PSC in Subsequent Fall and/or Spring</td>
<td>Class of 2016 19%</td>
<td>25%</td>
<td>X</td>
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<tr>
<td>3 Unduplicated Headcount (credit) Enrollment by Age Category</td>
<td>Fall 2017 2510</td>
<td>Fall 2022 22% to 1958</td>
<td>X</td>
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<tr>
<td>a. Age 24 and under</td>
<td>Fall 2017 2510</td>
<td>-22% to 1958</td>
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<td>b. Age 25 and over</td>
<td>Fall 2017 1893</td>
<td>-9% to 1720</td>
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<tr>
<td>4 Percent Share of Hispanic/Latino Enrollment</td>
<td>Fall 2017 17%</td>
<td>22.7%</td>
<td>X</td>
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<td>5 Percent of College Credit Hours Earned from Attempted Credit Hours</td>
<td>2014</td>
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<td>a. Full-time</td>
<td>Fall 2017 70.9%</td>
<td>81.8%</td>
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<td>b. Part-time</td>
<td>Fall 2017 70.3%</td>
<td>78.7%</td>
<td>X</td>
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<tr>
<td>6 African American Student Achievement in Gateway Courses</td>
<td>FY 17 53%</td>
<td>69%</td>
<td>X</td>
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<tr>
<td>7 Retention Rates of IPEDS Cohort (fall to fall)</td>
<td>Fall 16 Cohort 50%</td>
<td>55%</td>
<td>X</td>
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<tr>
<td>a. Full-time</td>
<td>Fall 16 Cohort 50%</td>
<td>55%</td>
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<td>b. Part-time</td>
<td>Fall 16 Cohort 38%</td>
<td>43%</td>
<td>X</td>
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<tr>
<td>8 Number of Certificates and Degrees Awarded by Fiscal Year</td>
<td>FY 17 897</td>
<td>5% to 942</td>
<td>X</td>
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<tr>
<td>9 Transfer-out Rate for IPEDS Cohort</td>
<td>Fall 14 Cohort 41%</td>
<td>42%</td>
<td>X</td>
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<tr>
<td>10 Graduation Rate for IPEDS Cohort (3 year)</td>
<td>10%</td>
<td>15%</td>
<td>X</td>
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<tr>
<td>11 Student enrollment in new programs, including: Dental Hygiene Assistant Program; Physical Therapist Assistant Program; Culinary Program; Digital Media Program</td>
<td>2018 zero</td>
<td>100</td>
<td>X</td>
<td>X</td>
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<tr>
<td>12 Percent of Full-time Faculty Attending Better Teaching Workshops</td>
<td>2018 15%</td>
<td>30%</td>
<td>X</td>
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<tr>
<td>13 Number of Faculty Learning Communities</td>
<td>2018 1</td>
<td>2</td>
<td>X</td>
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<tr>
<td>Number of Community / Outreach Events</td>
<td>2017-18 Academic Year 38</td>
<td>57 (50% increase)</td>
<td>X</td>
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<tr>
<td>15 Number of Individual Community / Outreach Connections</td>
<td>2017-18 Academic Year 1232</td>
<td>2,156 (75% increase)</td>
<td>X</td>
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<tr>
<td>16 Number of Experiential Learning Opportunities</td>
<td>2017-18 Academic Year 198</td>
<td>247 (25% increase)</td>
<td>X</td>
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<td>17 Employee Communication and Collaboration (per CESS)</td>
<td>2016</td>
<td></td>
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<tr>
<td>a. Employee Satisfaction with Teamwork and Cooperation</td>
<td>3.2</td>
<td>3.9</td>
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<tr>
<td>b. Employee Satisfaction with Effective Lines of Communication Between Departments</td>
<td>2.8</td>
<td>3.7</td>
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<tr>
<td>c. Employee Satisfaction with Effective Collaboration Between Departments and Divisions</td>
<td>3.1</td>
<td>3.8</td>
<td>X</td>
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<tr>
<td>18 Foundation Office Donations Collected and Fundraising Income</td>
<td>2013-18 Adjusted Average $209,644 (2.5% annual increase)</td>
<td>$231,408</td>
<td>X</td>
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<tr>
<td>19 Percent of Annual Operating Budget as Reserve</td>
<td>July 1, 2018 11%</td>
<td>10%</td>
<td>X</td>
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<td>20 Resource Development General Sponsorship Dollars</td>
<td>2018 $100,000</td>
<td>$500,000</td>
<td>X</td>
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Addendum
Planning and Quality Improvement (PQI) Committee

Charge:
Committee members provide input and suggest recommendations to the President and Cabinet in support of the strategic planning process at Prairie State College. Committee involvement continues beyond the preparation of the strategic plan to support the implementation of the strategic initiatives and continuous quality improvement at PSC.

The committee is charged with the following responsibilities during development of the strategic plan:

- Reviews proposed Strategic Planning Process and Strategic Planning Team members
- Reviews/suggests internal and external research/data for consideration
- Participates in strategic planning workshops as members of the Strategic Planning Team
- Reviews and suggests revisions to the strategic plan drafts and final document
- Assists with communication to College constituents throughout the planning process

Additionally, the committee is active in the annual planning feedback loop:

- Co-chairs the Strategic Plan Implementation Committees
- Provides support for tying the strategic plan to the annual budget
- Assists in defining metrics for the strategic plan and related Key Performance Indicators (KPIs)
- Assesses continuous progress toward the accomplishment of planned objectives
- Reviews and suggests continuous revisions to the strategic plan as necessary

Membership FY2019 (16):

Chair, Director of Institutional Effectiveness, Planning and Accreditation – Jan Bonavia
Cabinet:
- President – Dr. Terri Winfree
- VP of Student Affairs and Institutional Effectiveness – Dr. Scott Kalicki
- VP of Academic Affairs – Dr. Marie Hansel
- VP of Finance and Administration – Dr. Thomas Saban
- VP of Community and Economic Development – Craig Schmidt
- Executive Director of Human Resources – David Cronan
- Administrative Director, President’s Office and Board of Trustees – Patricia Trost

Faculty representatives:
- Jennifer Eick-Magan, Associate Professor, English as a Second Language
- Dr. Jessica Nastal-Dema, Associate Professor, English
- Medhat Shaibat, Associate Professor, Chemistry

Division representatives:
- AA representative: Carolyn Ciesla – Dean of Learning Resources and Assessment
- Student Affairs representative: Jaime Miller – Exec. Dir., Enrollment Svcs. and F.A
- Finance and Administration representative: Greg Kain – Exec. Dir. ITR
- CED representative: Gina DeRosier-Cook – Manager, Continuing Ed. and Workforce Dev.
- Director of Institutional Research – Dr. Adane Kassa

Meeting Schedule:
The committee meets approximately seven times per year: two to three times during fall and spring semesters; once or twice during summer semester.
## Strategic Plan Goal Implementation Committees - Fall 2018

### Goal 1: Foster Student Access, Engagement and Success

<table>
<thead>
<tr>
<th>Chairs</th>
<th>Members</th>
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</table>
| Jaime Miller  
Beth Wyack  | Tiffany Brewer  
Jennifer Eick-Magan  
Mary Fitzpatrick  
Megan Hughes  
Scott Kalicki  
Adane Kassa  
Carol Fawcett |

### Goal 2: Strengthen Academic Excellence and Support for Teaching and Learning

<table>
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<th>Chairs</th>
<th>Members</th>
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</table>
| Carolyn Ciesla  
Marie Hansel  | Toni Koslow  
Kim Kunce  
Teresa McCann  
Craig Mulling  
Dana Trunnell |

### Goal 3: Cultivate Community Engagement

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<th>Chairs</th>
<th>Members</th>
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| Gina De-Rosier-Cook  
Craig Schmidt  | Lee Anne Burrough  
Deb Havighorst  
Janice Kaushal  
Gabriella Sampedro  
Andrea Small |

### Goal 4: Strengthen College Effectiveness through Improved Communication and Collaboration

<table>
<thead>
<tr>
<th>Chairs</th>
<th>Members</th>
</tr>
</thead>
</table>
| Jan Bonavia  
Pat Trost  | Brianna Abate  
Crystal Alston  
Gordon Griffin  
Sharyn Jones |

### Goal 5: Diversify Funding Sources while Effectively Managing Financial, Physical and Human Resources

<table>
<thead>
<tr>
<th>Chairs</th>
<th>Members</th>
</tr>
</thead>
</table>
| David Cronan  
Terri Winfree  | Greg Kain  
Tim Kosiak  
Marina Krtinic  
Thomas Saban  
Lisa Zeigler |
Role of Committees in Developing and Implementing the Strategic Plan

Planning and Quality Improvement (PQI) Committee
- selects Strategic Planning Team
- reviews planning workshop agendas and provides input
- reviews and synthesizes priorities identified by the Strategic Planning Team
- develops strategic plan
- chairs and launches implementation committees

Strategic Planning Team
- attends strategic planning workshops
  - reviews and discusses information/data
  - conducts SWOT analysis
  - identifies strategic priorities

Implementation Committees (5)
- develops action plans for goal and strategies
- tracks and monitors departmental action plans
- identifies metrics for the strategies, working with the IE and IR offices
- writes annual summary of accomplishments
- prepares rationale and budget requests as needed for presentation to the Budget Council and/or Cabinet to request funds for implementation of plan goals

Budget Council
- ranks budget requests over $10,000

Cabinet
- approves action plans
- provides accountability
- allocates resources

Office of Institutional Effectiveness, Planning and Accreditation
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