

Strategic Plan Process Report

Fall 2025



SCC 2030

Strategic Plan Process Report

This report describes the comprehensive process Southeast Community College used to develop its 2025-2030 Strategic Plan, summarizes the foundational themes for the plan’s goals and objectives, and outlines the roles of the Strategic Planning Team, Administrative Team, Board of Governors, and the Higher Learning Commission (HLC).

Table of Contents

Letter from the President	5
Empowering Excellence and the Strategic Planning Team	6
Strategic Planning Timeline	8
Data-informed themes identified:.....	10
HR and Staffing	10
Academic Programming	12
Accreditation and the State of Higher Education	14
Enrollment	16
Facilities.....	18
Finance.....	19
Student Success.....	20
Technology.....	21
Climate and Public Awareness.....	23
Listening Sessions with Employees, Students, and the Community	24
Faculty and Staff.....	26
Community.....	28
Students.....	29
Feedback from Administrative Team	30
Board of Governors Approval	31
College-wide Adoption	31
Major Sources Used	32
Summary of Changes	34

From the President



Southeast Community College is committed to data-informed strategic planning to effectively navigate all aspects of the institution and to proactively meet the needs of our students, employers, and communities. SCC's strategic planning efforts have led to a decade of transformation, including the modernization of all of its campuses, the creation of six new learning center locations, the transition to a semester calendar system, the successful reaffirmation of accreditation through 2033, the addition of dozens of new career/technical credentials, strong enrollment growth, and many other accomplishments. The College's new 2025-2030 Strategic leverages these accomplishments as SCC continues its transformative journey. This report outlines the comprehensive data-informed process used to develop the 2025-2030 Strategic Plan.

The College's Associate Vice President of Accreditation and Strategic Initiatives coordinated the efforts of the Strategic Planning Team throughout the process. The team consisted of faculty, staff, and administrators from all areas of the College. SCC's Administrative Team worked in collaboration with the Strategic Planning Team and the Board of Governors to outline divisional priorities and the College's general strategic direction over the next five years.

The strategic planning process was carried out in the spirit of Goal 9, which seeks to maximize a positive and engaging organizational climate by encouraging input, reflective and transparent communication, and respect toward the views and ideas of others. I want to thank everyone who participated in this collaborative, dynamic, and empowering process. I greatly appreciate the dedication and focus of the Strategic Planning Team, the Administrative Team, the Board of Governors, and faculty, staff, and community members for their engagement in the process.

Southeast Community College will continue its incredible transformation as a direct result of the time and effort invested into its strategic planning process, which is an ideal example of the power, inclusivity, and thoughtfulness of effective shared governance. .

Paul Illich, Ph.D.
President



Strategic Planning Team Members

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Empowering Excellence and the Strategic Planning Team

A dynamic and engaged group of SCC employees met over twelve months to review the data and reports from the environmental scan, revise SCC's mission statement, and identify themes for the new strategic plan.

The Strategic Planning Team (the Team) included a wide representation of faculty, staff, and administrators from all campuses and all functional areas of the College. The pillar words from Objective 9.6 (compassion, input, positivity, reflection, respect, and transparency) guided team activities and interactions.

The Team worked in a single large group and in small groups aligned with content of the environmental scan.

As a large group, all Team members were invited to administrative presentations and listening sessions. For each presentation, a member of the Administrative Team provided an overview of current trends and future plans from their operational area of the College. These presentations sparked conversations about progress already made and opportunities for future improvement. Thoughtful dialogue and critical self-reflection infused each meeting.

In addition, Team members attended listening sessions, both internal and external, to gather information about priorities and identify opportunities for the College's future and participated in small groups to identify themes.

The full 2025-2030 Strategic Plan can be found at <https://www.southeast.edu/about/leadership-and-governance/strategic-plan/index.php>.

Timeline

Building on the successes of the previous Strategic Plans, Southeast Community College began planning for the next five-year cycle in late 2023. This planning process encompassed a wide array of activities and stakeholders. This timeline outlines the major milestones in the development of the 2025-2030 Strategic Plan.



Strategic Planning Team

Over a nine-month period, the Team reviewed environmental scanning data and SCC's mission before recommending goals and themes for the new strategic plan. Administrative Team members presented at many of the meetings to discuss current trends and future plans for each of the College's operational areas.

More on pages 6- 7.

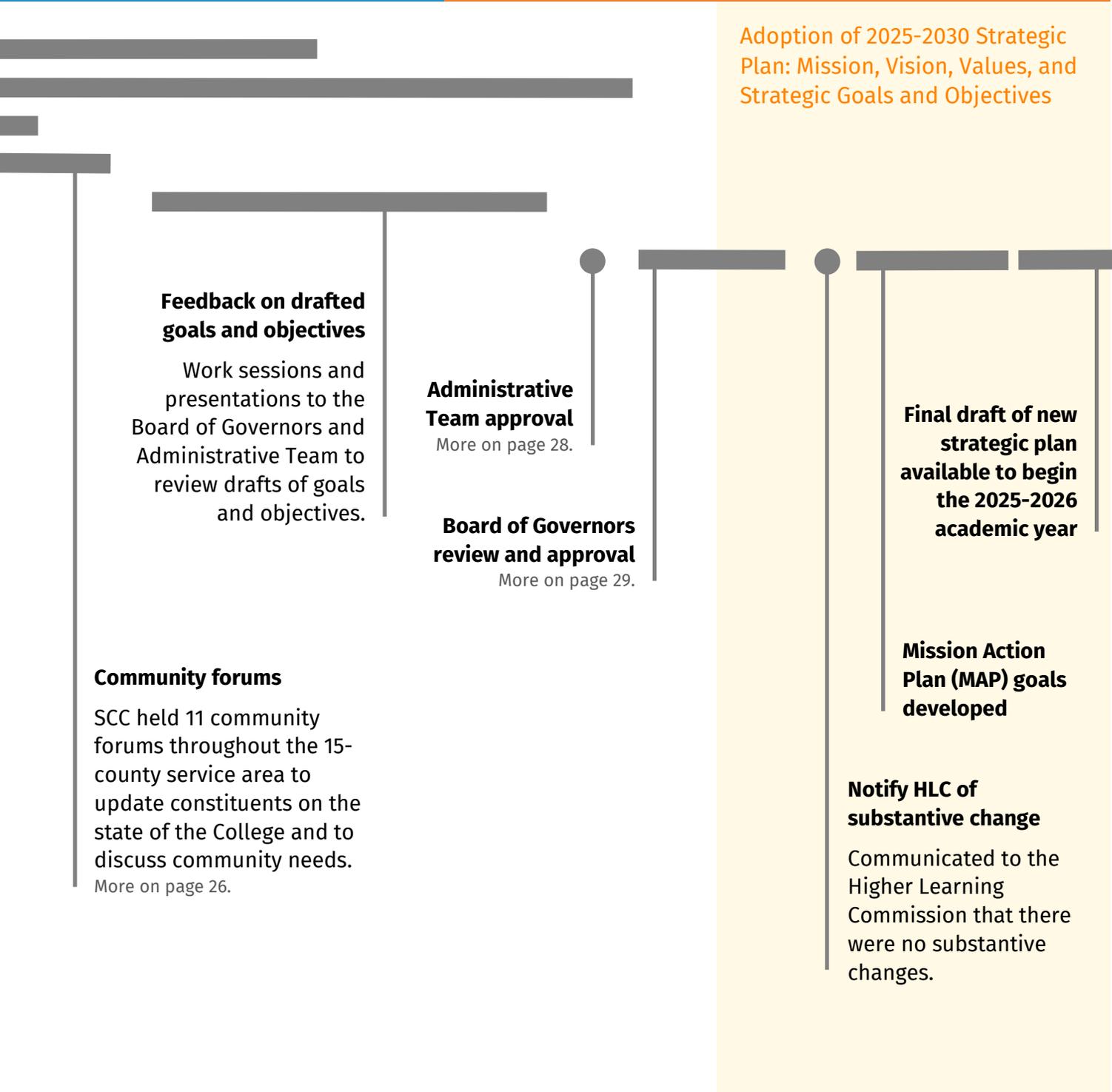
Comprehensive Environmental Scan

The Office of Institutional Research conducted a comprehensive scan of internal and external trends that impact SCC/higher education. These data were used throughout all steps of the planning process, which resulted in data-driven goals and objectives. The types of data included enrollment, student success, facilities, finances, academic programming, human resources and staffing, accreditation and the state of higher education, climate and public image, and technology.

Internal listening sessions

The Office of Accreditation and Strategic Initiatives conducted 24 listening sessions across the College. The presentations included results from the environmental scan and strategic metrics. Results were summarized and reviewed by the Strategic Planning Team, and then incorporated into recommendations to modify to the new strategic plan.

More on page 22-25.



Data-informed themes

The Strategic Planning Team conducted most of its work in small groups aligned with key areas of the environmental scan. Each team member was assigned to two groups: one primarily aligned with their professional expertise and a second aligned with their areas of interest. This structure supported both depth of analysis and cross-functional perspective.

For each focus area, groups of three to five team members reviewed and synthesized evidence drawn from the environmental scan, administrative presentations, and internal listening sessions. The purpose of this work was to identify key themes and future considerations grounded in multiple sources of data and stakeholder input.

The focus areas included:

- Human Resources and Staffing
- Academic Programming
- Accreditation and the State of Higher Education
- Enrollment
- Facilities
- Finance
- Student Success
- Technology
- Climate and Public Awareness

The following pages summarize the themes and future considerations identified through review of environmental scan materials, administrative data, and input from listening sessions along with key reference material. These findings were also presented as posters during Strategic Planning Week in October 2024 and served as the basis for a gallery walk and facilitated discussion.

Data-driven insights about **HR and Staffing**

Recruiting, Hiring, and Succession Planning

Intentional investment in talent development, onboarding, and succession planning may strengthen SCC workforce stability and reduce disruptions associated with employee turnover.

Future Considerations

- Use technology to support and streamline HR functions for recruitment, hiring, onboarding, and talent development.
- Explore strategies to attract, hire, and retain faculty and staff whose backgrounds reflect the demographics of the College's service area.
- Review position advertising practices to ensure efforts align with service area demographics.
- Examine workload distribution and compensation structures as factors that influence recruitment and retention.
- Consider development of a coordinated messaging or marketing to communicate the College's employment value proposition and expand applicant pools.
- Establish clear and consistent onboarding processes across departments and programs.
- Develop succession planning practices to reduce transition time associated with turnover.

Prioritize Wellness Initiatives

Workload demands, role complexity, and capacity constraints can affect employees' ability to sustain performance over time.

Future Considerations

- Explore options for more flexibility within existing benefit offerings, while improving employee awareness and utilization of available resources.
- Consider practices that support work-life balance, mental health, and workplace flexibility, including the establishment of clear workplace expectations and healthy professional boundaries.
- Conduct staffing and compensation analyses to assess alignment with peer institutions and workforce expectations.
- Review and expand wellness programming to better align with identified employee needs.

Compensation, Workload, and Benefits

Compensation, workload, and benefits influence employee recruitment, retention, and workforce stability. Regular assessment of these factors may address concerns about workload balance, compensation competitiveness, and benefit structures as well as support the College's ability to remain competitive in the labor market and respond to evolving workforce expectations.

Future Considerations

- Review workload expectations and compensation for full-time and part-time employees in relation to recruitment and retention trends.
- Examine compensation levels as a factor that may influence applicant quality and labor availability in certain roles.
- Consider implementation of responsive processes for position reclassification and organizational adjustments.
- Review and, where appropriate, standardize remote work policies and procedures.
- Explore options for increasing flexibility within existing benefit offerings and improving utilization of available benefits.
- Assess benefit structures to align employee needs with workforce expectations.

Retention and Professional Development

Support and opportunities for growth and advancement can influence employee engagement and long-term commitment to the institution. A support infrastructure, which includes professional development and leadership preparation, may contribute to employee satisfaction and retention.

Future Considerations

- Invest in teaching and learning support to strengthen faculty professional development.
- Expand professional development opportunities for staff across functional areas.
- Support clear and accessible employee career pathways and development opportunities.
- Provide structured training and coaching to support effective leadership practices.
- Identify opportunities to strengthen engagement.

Staffing Levels

In the last few years, staffing levels have remained fairly stable while student enrollment has grown. To sustain high-quality operations and services alongside continued growth, the College should align enrollment increases and staffing levels.

Future Considerations

- Develop and utilize HR analytics to inform workforce planning and decision-making.
- Evaluate staffing levels across the College in alignment with strategic priorities and enrollment trends.
- Identify strategies to build and prepare future human resources capacity.
- Assess areas where additional faculty or staff may be needed to support institutional goals.

Performance Evaluation

Regular feedback and transparent evaluation practices can play a role in supporting performance, accountability, and growth. Strengthening performance evaluation processes to support consistency, clarity, and employee development may align individual performance, institutional expectations, and development opportunities.

Future Considerations

- Develop and implement a recurring and consistent timeline for performance evaluations (e.g., annual or semi-annual).
- Review opportunities to strengthen performance recognition and reward practices.
- Align performance evaluation processes with employee development and career pathways.

Employee Recognition

Employee recognition was identified as a way to support engagement, morale, and a sense of belonging. Intentional recognition practices may support employee engagement and reinforce institutional values.

Future Considerations

- Expand College-wide practices to recognize employee contributions and achievements.
- Review opportunities to align recognition efforts with performance and reward programs.

Data-driven insights about **Academic Programming**

Micro-credentials

Micro-credentials have a high potential for growth due to interest in short-term, stackable credentials as part of broader workforce and learner pathways. Intentional and data-informed development of micro-credentials may support flexibility for learners while aligning academic offerings with workforce demand and institutional capacity.

Future Considerations

- Establish a structured assessment process informed by labor market data, student demand, and fiscal considerations to guide decisions about the development of new credentials.
- Collaborate with marketing and enrollment teams to communicate pathways and clarify connections between micro-credentials and longer-term academic and career outcomes.

Industry Partnerships

Industry collaboration plays a role in aligning academic programs with employment opportunities. Input from industry partners in shaping curriculum, credentials, and experiential learning opportunities may support program relevance and responsiveness to workforce needs.

Future Considerations

- Continue to engage workforce leadership teams or similar advisory structures to inform program development and review.
- Explore academic credentials, certificates, and micro-credentials aligned with regional and state workforce needs.
- Assess opportunities to expand credentials that support employment readiness upon program completion.

Guided Pathways

Guided pathways (i.e., clear academic pathways that support student progression from entry through credential completion) may improve clarity, decision-making, and alignment between academic programs and career outcomes and – when aligned with advising, curriculum, and support services – support student engagement, persistence, and timely completion.

Future Considerations

- Define and refine guided pathways that clarify course sequencing and program expectations for students.
- Communicate pathway options and associated outcomes to support informed student decision-making.
- Explore the use of meta-majors to support career exploration and pathway selection.

Regularly Assess Program Outcomes

Regular, transparent assessment practices may support continuous improvement and informed decision-making about program sustainability and relevance. Ongoing program evaluation, which might include evaluating enrollment trends, completion data, and employment outcomes, could help ensure academic offerings remain relevant, effective, and aligned with student and workforce outcomes.

Future Considerations

- Regularly assess program and student success outcomes and identify whether degrees earned from SCC are leading to job opportunities and livable wages for alumni.
- Continue to monitor program enrollment to ensure programs are meeting workforce needs.
- Provide transparent, objective data about the value of each program (i.e., cost, financial aid, job placement, salary potential).

Engage Faculty and Staff in Program Development and Evaluation Processes

Faculty and student support staff play a key role in understanding student needs and workforce trends through regular interaction with students and industry partners. These perspectives can inform program relevance, quality, and continuous improvement. Structured opportunities for faculty and staff engagement may strengthen program development and evaluation processes by incorporating on-the-ground insights into formal decision-making.

Future Considerations

- Create consistent mechanisms for faculty and staff to provide input into program development and review processes.
- Continue to communicate program development efforts and major institutional initiatives to support shared understanding and alignment.

Expand Utilization of Data in Program Development

SCC utilizes a range of internal, state, and national data sources to inform academic program decisions. Strengthening data-informed approaches, including the systematic use of multiple data sources, may support alignment between academic programming, workforce demand, and student outcomes.

Future Considerations

- Continue to utilize internal, state, and national data sources to inform program development and review decisions.
- Assess opportunities for credentials that align with high-demand occupations identified in state workforce data.
- Explore alternative pathways such as micro-credentials, short-term training, stackable credentials, and industry certifications to support diverse learner needs.

Evaluate and Develop Advising and Student Support Programs

Integrated support structures that are accessible across programs and campuses, rather than isolated within individual units, are important to students' academic, emotional, and mental health needs. A coordinated advising and support approach may contribute to student engagement, persistence, and overall success when embedded across institutional practices.

Future Considerations

- Explore integrated, accessible approaches to student support that address academic, emotional, and mental health needs.
- Provide guidance and training for faculty and staff involved in implementing student support initiatives.
- Continue to strengthen faculty advising capacity to support student engagement and retention.
- Consider strategies that increase student familiarity with faculty and staff and support approachability.

Small group members:

Jacob Bonander Instructor, Speech

David Kamran Assistant Director, Continuing Education

Haley Klein College Advisor

Nicole Trevena Flores Instructor and Program Chair, Social Sciences

Data-driven insights about **Accreditation and the State of Higher Education**

Changing Student Demographics

Along with enrollment growth, SCC is experiencing shifts in student demographics and enrollment patterns. These changes in learner age, life circumstances, and educational background can impact expectations about access, flexibility, and student support. SCC has expanded program offerings, adjusted placement practices, increased credit for prior learning opportunities, and invested in facilities over time. As this expansion continues, continued responsiveness to evolving student demographics can support enrollment, persistence, and completion.

Future Considerations

- Continue to examine recruitment strategies that reach diverse and emerging student populations, with attention to access, flexibility, and evolving enrollment pathways such as credit for prior learning, transfer policies, micro-credentials, short-term credentials, and apprenticeships.
- Explore strategies to better attract, serve, and re-engage adult learners, including individuals with some college and no credential, through expanded support services, varied service hours, and multiple delivery modalities.
- Utilize strategic enrollment management modeling to monitor trends, enrollment scenarios, and inform responsive planning.
- Reinforce institutional practices that emphasize flexibility and accessibility across processes and operations.
- Review policies, procedures, and programming to support a culturally welcoming and responsive learning environment.
- Continue to assess student support, retention efforts, and resource availability to align with the academic, personal, and social needs of an increasingly diverse student population.
- Strengthen partnerships with community organizations, employers, schools, and agencies that serve diverse learners to support enrollment and student success.

Agility in Innovation, Changing Demographics, Technology, Competition, and Programming

Higher education is adapting to an increasingly dynamic landscape that includes rapid technological change, evolving workforce needs, demographic shifts, and increased competition for students. Institutional agility will be important when responding to these conditions while also remaining aligned with mission and academic quality expectations. Intentional change management, innovation practices, and data-informed planning may support the College's ability to adapt to external pressures and emerging opportunities.

Future Considerations

- Explore change management practices and professional development that support innovation and effective organizational adaptation.
- Expand use of data-informed projections related to workforce demand, emerging technologies, and upskilling needs.
- Assess accelerated learning pathways and flexible scheduling options that support adult learners, apprenticeships, and working students.
- Review and strengthen transfer articulation agreements to support transfer pathways.
- Continue to prioritize excellence in teaching and learning across faculty and staff roles.
- Examine opportunities to streamline pathways between credit and non-credit programming.
- Invest in leadership development that emphasizes innovation, adaptability, and best practices.

Staffing Needs

Staffing capacity, performance evaluation processes, and employee support structures are important for institutional sustainability. The regular review of staffing structures, policies, and development practices may support workforce stability, organizational effectiveness, and the ability to achieve strategic objectives.

Future Considerations

- Evaluate staffing levels to ensure alignment with strategic priorities and institutional needs.
- Review and modernize employee performance evaluation policies and procedures.
- Assess and update instructional, fiscal, and employee policies and handbooks as needed.
- Examine compensation and benefit structures in relation to market conditions and peer institutions.
- Expand opportunities for employee engagement through shared governance and collaborative decision-making.
- Strengthen professional development pathways for current and future leaders.
- Continue to explore health and wellness initiatives that support employee sustainability.
- Monitor external trends, competitor activity, workforce expectations, and technological change to inform future-oriented planning.

Budget and Financial Realities

Like higher education generally, SCC is experiencing fiscal pressures related to rising costs, changes to funding structures, and increased expectations for institutional accountability. Diversified revenue strategies, risk management practices, and partnership opportunities may support financial resilience in a changing higher education environment.

Future Considerations

- Explore mission-aligned revenue opportunities, including grants, micro-credentials, and professional certifications.
- Assess opportunities for shared services or partnerships that may reduce costs or increase efficiency.
- Review risk management practices and identify opportunities to mitigate financial and operational risk.
- Provide leadership development or training related to fundraising and resource development.

Assessment of Student Learning

SCC has made progress in assessment of institutional, general education, program-level, and co-curricular learning outcomes. There are opportunities to further strengthen alignment and coherence across assessment processes. Continued emphasis on curriculum alignment and use of assessment data may support continuous improvement in student learning.

Future Considerations

- Expand curriculum mapping practices to strengthen alignment between course-level and program-level learning outcomes.
- Review assessment approaches and emphasize methods that are appropriately scaled and actionable.
- Continue to integrate assessment practices across instructional processes and regularly review assessment results to inform improvement.

Communication, Marketing, and Messaging

Clear, consistent messaging that communicates College mission, programs, and value to students, employees, and the broader community may support understanding and engagement. Intentional communication strategies may enhance transparency, alignment, and stakeholder awareness.

Future Considerations

- Develop messaging that communicates the value of SCC's educational offerings, graduate outcomes, and community impact.
- Clarify communication related to the cost of attendance and financial pathways from application through completion.
- Expand messaging efforts to include external stakeholders such as donors, community partners, and policymakers.
- Establish systematic approaches for keeping employees informed of institutional updates and initiatives.

Courtney Bruntz Associate Dean, Arts and Sciences

Marguerite Himmelberg Executive Director, Office of Work-Based Learning

Kat Kreikemeier Administrative Director, Admissions

Data-driven insights about **Enrollment**

Infrastructure to Support Enrollment

Prospective students consider modernized facilities and learning environments during college exploration and decision-making. Aligning facilities planning with enrollment trends and student needs may support recruitment efforts and sustain growth when paired with appropriate staffing and operational capacity.

Future Considerations

- Continue to align facilities expansion and renovation efforts with student learning, collaboration needs, and staffing capacity.
- Utilize data to inform facility design and renovation decisions to ensure alignment with student use and demand.
- Assess housing availability in response to increased demand, particularly at the Milford and Lincoln campuses.
- Explore opportunities to expand dedicated student study and collaboration spaces.

Open Access and Responsive Programs and Services

Students increasingly seek flexible scheduling, varied entry and exit points, and accessible academic and support services. Responsive program design and operational flexibility may support enrollment and persistence.

Future Considerations

- Explore program pathways and scheduling options that support working students and nontraditional learners.
- Expand professional development for faculty related to pedagogy, instructional technology, and teaching diverse learners.
- Assess course scheduling, delivery modalities, and campus operations to support flexibility across campuses and locations.
- Explore opportunities to expand credit-bearing coursework at learning centers.

Retention

Students place a high emphasis on relationships with college faculty, staff and advisors. Intentional relationship-based practices, combined with flexible service delivery models for academic advising and support services may contribute to student retention and completion.

Future Considerations

- Expand accessible service models, learning modalities, and program formats in response to evolving student needs and expectations.
- Provide advising support for dual-credit, undeclared, visiting, and other student populations to support pathway selection, retention, and matriculation.
- Assess advising capacity and related support resources, including staffing and professional development.
- Evaluate staffing needs in student success areas, such as counseling and support services, to support retention efforts.
- Provide professional development focused on engaging, teaching, and supporting diverse student populations.

Student Financial Need and Support

The cost of education is an ongoing concern for students, parents, and institutions. SCC seeks to maintain access to high quality education while keeping tuition affordable. Establishing coordinated financial support strategies may support enrollment, persistence, and completion, particularly for students with high financial need.

Future Considerations

- Continue to monitor and manage costs to support student affordability and access.
- Explore resources and partnerships that support students' basic needs, including daily living expenses.
- Engage in policy discussions on education funding and student financial support.

- Strengthen partnerships with industry and community organizations to support sponsorship and scholarship opportunities.
- Continue collaboration between SCC and the SCC Foundation to support scholarship development and student financial resources across the service area.

Value of Partnerships

Partnerships with K-12 school districts, four-year institutions, and industry partners support enrollment pathways and student success. An infrastructure that facilitates collaborative, formal, and well-communicated partnerships may support access, transfer, and workforce alignment.

Future Considerations

- Strengthen and formalize transfer partnerships to support seamless student pathways.
- Develop student-focused communication that clearly outlines transfer options and credit applicability.
- Expand dual-credit opportunities to support college readiness and credential attainment.
- Strengthen collaboration between K-12 and postsecondary partners to support student preparedness.
- Increase awareness of transfer opportunities for students enrolled at four-year institutions.
- Monitor enrollment patterns for transfer, co-enrolled, and undeclared students to ensure course availability across modalities.

Communication, Marketing, and Messaging

The ways that prospective students and families evaluate educational options have changed. Clear communication about value, cost, and outcomes across the student decision-making process is of increasing importance. Targeted and transparent messaging may support student understanding of educational pathways, costs, and long-term value.

Future Considerations

- Strengthen and target marketing messages that address educational value, outcomes, and return on investment.
- Maintain transparency in communicating the cost of attendance and financial pathways throughout the student journey.
- Communicate the value of transfer and partnership pathways that support cost savings and degree completion.
- Improve clarity and visibility of academic scholarship opportunities for prospective and current students.

Continue to Study and be Responsive to Enrollment Trends

The sustained use of enrollment and demographic data about the College's 15-county service area can support proactive planning and responsiveness. These data can help align academic programs and support services with changing community and workforce needs.

Future Considerations

- Monitor age and demographic trends within the service area to inform educational and workforce programming.
- Assess staffing capacity in response to enrollment changes.
- Continue to support flexible course offerings aligned with evolving student demographics.
- Expand access to education and training opportunities across the 15-county service area, particularly outside Lancaster County.
- Continue offering a range of credentials aligned with statewide goals.
- Align program development and promotion efforts with workforce demand.

Mackenzie Chapek College Advisor
 Kat Kreikemeier Administrative Director, Admissions
 Brian Stark Associate Dean, Extended Learning
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Data-driven insights about **Facilities**

Inclusive, Accessible, and Sustainable Facility Design

Modernization efforts informed by universal design principles and sustainability considerations may support accessibility, safety, and responsible stewardship of campus resources and support long-term functionality.

Future Considerations

- Expand application of universal design principles to support ADA compliance and accessibility.
- Assess facility modernization efforts to ensure alignment with the needs of underserved and diverse populations.
- Continue to evaluate sustainable design practices and initiatives in facility planning and renovation.
- Review facility modernization and expansion priorities with attention to fire and life safety requirements and long-term campus planning objectives.

Partnerships and Funding for Growth

SCC has opportunities to leverage partnerships and diversify funding strategies to support facility development, deferred maintenance, and infrastructure investment. Partnerships with business, industry, and community partners may support sustainability and create shared use opportunities.

Future Considerations

- Explore opportunities to strengthen business and industry partnerships that support shared spaces, equipment, or facility projects.
- Continue assessment of capital campaign strategies, donor engagement efforts, and additional revenue streams to support infrastructure and deferred maintenance needs.

Michelle Birkel Exec Director, SCC Educational Foundation
Jacob Bonander Instructor, Speech

Technology and Infrastructure

Technology is increasingly powerful. As facilities are built and renovated, classroom and campus technology can align evolving instructional modalities and operational needs. Coordinated planning for technology infrastructure and equipment may support instructional effectiveness and operational efficiency.

Future Considerations

- Assess classroom technology needs to support flexible instructional delivery models.
- Evaluate data and systems infrastructure capacity in relation to enrollment growth and operational demands, including systems supporting donor management and space scheduling.
- Review capital equipment and technology replacement cycles to align instructional, operational, and workforce expectations.

Student-centered Facilities and Support Services

SCC students, employees, industry, and community members commend recent facility investments and support continued alignment between campus spaces, student needs, and community engagement. Intentional planning for student-centered spaces may support engagement and access when aligned with institutional priorities and available resources.

Future Considerations

- Assess needs and feasibility related to additional student-centered spaces and services, such as housing, health and wellness services, childcare, and parking.
- Explore opportunities to develop campus spaces that support both student use and community engagement.
- Continue to evaluate environmentally responsible initiatives in facility planning and operations.

Barry Smith Instructor, Automotive Technology
Jes Vetter Administrative Assistant

Data-driven insights about Finance

Continue Transition to New CCFF Model

The State legislature mandated a shift in funding from property tax levies to the Community College Futures Fund (CCFF) model. The CCFF ties state aid to reimbursable educational units (REUs), which have implications for enrollment, program mix, and instructional delivery. Tracking and anticipating future REU generation and alignment with workforce demand will impact future state aid under the CCFF model.

Future Considerations

- Continue to monitor REU trends in relation to program offerings, workforce needs, and instructional delivery models.
- Assess opportunities to support REU growth through a combination of existing programs, new training opportunities, credentials, and industry partnerships.
- Explore innovative instructional modalities that may support student access and REU generation.
- Regularly evaluate program effectiveness to ensure alignment with student demand, employer needs, and fiscal sustainability.

Affordability and Accessibility

Affordability and access are central elements of the College mission. The balance of cost containment and investments to support quality programs and services is important. Ongoing attention to tuition levels, financial support mechanisms, and cost management practices may support student access and enrollment.

Future Considerations

- Continue to monitor tuition, fees, and related costs for access and affordability.
- Assess financial aid, scholarship, and support strategies that promote access for students across the service area.
- Align affordability concerns with long-term financial planning and sustainability goals.

Michelle Birkel Executive Director, SCC Educational Foundation
Connor Diehl Administrative Assistant

Expand Industry and Community Partnerships

SCC has strengthened partnerships with local, state, and regional industry partners in recent years. These partnerships can support workforce alignment and, in some cases, contribute to scholarships, equipment, or capital investments. Continued engagement with industry and community partners may support mission-aligned growth and resource development.

Future Considerations

- Explore opportunities to strengthen business and industry partnerships that support facilities, equipment, shared spaces, and workforce-related initiatives.

Diversify Funding Sources

Expanding and formalizing revenue streams to include grants and philanthropic support will help the College support institutional priorities and continue its data-informed transformation. Strengthened funding infrastructure and integrated planning may increase financial flexibility and support the pursuit and management of external funding.

Future Considerations

- Review and formalize grant-writing policies and internal processes.
- Continue to support pursuit and implementation of grant-funded projects aligned with strategic priorities.
- Assess infrastructure needs related to applying for, managing, and reporting on local, state, and federal grants.
- Strengthen collaboration with the SCC Educational Foundation to support fundraising and internal funding strategies.
- Continue multi-year integrated planning and budgeting to support prioritization of new programs and initiatives.

Carolee Ritter Dean, Arts and Sciences
Nicole Trevena Flores Instructor and Program Chair, Social Sciences

Data-driven insights about **Student Success**

Cultivating Community and Belonging in and out of the Classroom

SCC offers a range of programs and services intended to support student connection and engagement, including student organizations, activities, and counseling supports. Research has shown that fostering a sense of belonging as part of the student experience, both inside and outside the classroom, is associated with positive outcomes. Opportunities to strengthen connections, engagement, and inclusion may enhance student persistence and overall experience, particularly for students who may feel less connected to campus life.

Future Considerations

- Explore additional opportunities for student engagement through organizations, activities, and learning communities.
- Identify and address student engagement concerns and barriers to belonging.
- Assess gender representation and campus climate in specific programs and locations, including STEM programs at the Milford Campus, to support inclusive and welcoming environments.
- Strengthen partnerships with industry and local colleges to enhance experiential learning and employment opportunities for students.
- Review recruitment and hiring practices with attention to workforce diversity and alignment with the student population.
- Assess needs and feasibility related to additional student-centered facilities and spaces that support student experience and engagement.
- Explore transportation access, housing, and other infrastructure considerations that may influence student participation and persistence.

Mental Health Support for Students

Mental health and wellbeing are important components of student success. Current approaches to supporting student mental health include counseling services, wellness communication, and collaboration with campus and community resources. Continued attention to access, awareness, and coordination of mental health services may support student engagement, retention, and academic progress.

Future Considerations

- Assess availability and accessibility of student counseling and mental health services across campuses.
- Explore opportunities to expand or coordinate student support services that address basic needs and wellbeing.
- Provide training and resources for faculty and staff outside of Student Success to support appropriate referrals to and awareness of student mental health needs.
- Continue efforts to promote awareness of mental health resources and reduce stigma associated with seeking support.
- Strengthen collaboration with community organizations to supplement campus-based mental health services.

Student Retention

Retention remains a key focus area of student success. Multiple factors may influence retention, including engagement, access to support services, financial pressures, and changes in student behavior and expectations following the COVID-19 pandemic. Coordinated, data-informed retention strategies may support continued student progression and completion.

Future Considerations

- Explore strategies to increase student engagement and connection to campus life.
- Assess classroom technology and instructional space in relation to student engagement.

Data-driven insights about **Technology**

- Assess the availability and coordination of student support services that may influence retention, including advising, counseling, and basic needs supports.
- Examine post-pandemic shifts in student socialization and learning behaviors and implications for student support.
- Review dining, housing, and campus service options in relation to student experience and needs.
- Monitor staffing capacity within the Student Success Division to support retention efforts.
- Examine enrollment patterns related to part-time attendance, financial pressures, and implications for time to completion.

Staffing Needs to Support Student Success

SCC has made progress expanding services to support student outcomes and it remains valuable to align staffing levels, onboarding practices, and professional support with the scope and scale of student success goals. Periodic review of staffing capacity and support structures may strengthen the effectiveness and sustainability of Student Success efforts.

Future Considerations

- Assess staffing levels across student support functions to ensure alignment with service demand and strategic priorities.
- Review recruitment, hiring, and onboarding practices to support competitive applicant pools and timely staffing.
- Examine compensation and benefits considerations as part of workforce attraction and retention efforts.
- Explore opportunities to expand global education awareness, enrollment, and student support services.

Haley Klein College Advisor

Michael Mellon Instructor and Program Chair, Science

Barry Smith Instructor and Program Chair, Automotive Technology

Jes Vetter Administrative Assistant, Arts and Sciences

Theresa Webster Dean of Students

Generative Artificial Intelligence (AI)

Generative artificial intelligence increasingly influences instructional practices, workforce expectations, and administrative operations. Institutions need to respond thoughtfully to AI adoption and balance innovation with considerations for academic integrity, security, privacy, and ethical use. Coordinated institutional guidance, infrastructure, and professional development may support responsible and effective use of AI by students, employees, and instructional staff.

Future Considerations

- Assess institutional supports and guidance related to appropriate and ethical use of AI by students and employees.
- Review and develop policies and procedures addressing security, privacy, data management, academic integrity, and fair use related to AI-enabled tools.
- Expand awareness and learning opportunities related to AI use and its implications for the workforce.
- Explore opportunities to utilize AI in administrative and operational functions where appropriate.
- Monitor emerging AI applications relevant to higher education operations, safety, and resource management.
- Assess infrastructure needs to support instructional and operational use of AI, including computing capacity, cloud services, shared tools, data storage, and technical support.

Cybersecurity

Cybersecurity remains a critical and evolving risk for higher education institutions. Strengthening technical safeguards while also building employee awareness and shared responsibility for information security is critical. Ongoing investment in cybersecurity infrastructure and training may support risk mitigation and institutional resilience.

Future Considerations

- Continue to assess and invest in cybersecurity technologies and monitoring capabilities.
- Provide regular cybersecurity training for employees with clear communication about risks, expectations, and institutional responsibilities.
- Reinforce shared accountability for information security across all employee roles.

Technology and Student, Employee, and Industry Support

Technology can be leveraged to support learning, teaching, and engagement across instructional modalities. Professional development and consistent practices can help ensure effective use of instructional technologies. Coordinated training, policy alignment, and instructional support may enhance the effectiveness of technology use for students, employees, and industry partners.

Future Considerations

- Expand professional development opportunities related to instructional technology, including online and hybrid course design, ADA compliance, inclusive design, and the impact of generative AI on teaching and learning.
- Encourage effective integration of instructional technologies within learning management systems to enhance teaching and learning.
- Reinforce expectations for regular and substantive interaction in online and hybrid courses.
- Review and align hybrid and remote work policies to support recruitment, retention, and operational consistency.

Data-informed Decision Making and the Importance of IT

Technology and data systems play a central role in enrollment management, reporting, analytics, and student-facing services. Reliable systems, accessible data, and sufficient staffing capacity to support data-informed decision-making are critical. Sustained investment in IT tools, infrastructure, and personnel may support operational efficiency, strategic planning, and student services.

Future Considerations

- Assess workload, capacity, and support needs for IT employees to support recruitment and retention.
- Review and update technology tools related to enrollment, reporting, and data analytics.
- Improve usability and navigation of institutional digital platforms, including the website and internal systems.
- Increase awareness of IT services available to students and employees.
- Assess availability of public-access computing resources in academic and residential facilities.
- Review communication strategies related to Help Desk services and student access to technical support.
- Evaluate technology infrastructure maintenance and replacement cycles for hardware and software.
- Continue to assess practices related to data security and protection of student and employee information.

Courtney Bruntz Associate Dean, Arts and Sciences

Connor Diehl Administrative Assistant

Scott Eiland Instructor and Program Chair, Electronics

Lindsay Wallin Admissions Representative

Data-driven insights about **Climate and Public Image**

Communications and Public Awareness

SCC added *Communication and Public Awareness* as a strategic goal to strengthen awareness, engagement, and transparency. SCC has prioritized improving communication with students, enhancing internal communication across the College, and increasing awareness among external stakeholders. While progress has been made, opportunities remain to strengthen communication practices and public awareness in response to changing funding structures, enrollment dynamics, and external expectations.

Future Considerations

- Examine strategies to strengthen awareness and engagement with governing entities, economic development partners, industry, and alumni.
- Assess communication approaches that support enrollment efforts, including outreach to adult learners.
- Review internal communication practices to support clarity, alignment, and timely information sharing across the College.

Diversity and Inclusion

SCC serves a diverse 15-county service area that includes both urban and rural communities and a wide range of academic and technical programs. Diversity is an important to fostering inclusive learning and working environments that support student and employee success. Intentional attention to diversity and inclusion practices may contribute to cultural understanding, innovation, and a welcoming institutional climate.

Future Considerations

- Encourage faculty, staff, and student initiatives that promote diversity and inclusion.

- Expand awareness of and participation in events and activities that reflect the diversity of the service area.
- Review curriculum development practices to support inclusive learning environments.
- Provide professional development opportunities for employees focused on diversity, inclusion, and workplace culture.

Organizational Climate and Sense of Belonging

Institutional climate and a sense of belonging were recurring themes related to student, staff, and faculty experience. Feeling connected, heard, and aligned with the College's mission contributes to engagement and organizational effectiveness. Intentional communication practices, leadership development, and cross-divisional collaboration may support a positive institutional climate and shared sense of belonging.

Future Considerations

- Expand and support Goal 9 initiatives throughout the College.
- Increase emotional intelligence training throughout the College to promote positive communication and an overall sense of belonging.
- Develop better methods or tools for cross-divisional and college-wide communication among students, staff, and faculty.
- Foster professional development opportunities that promote inclusion of others and their ideas. The goal is to make everyone feel safe and heard at SCC.
- Provide more training opportunities in positive interpersonal communications for all SCC employees.

Listening Sessions with Employees, Students, and the Community

The Strategic Planning Team held listening sessions to gather information about priorities and opportunities as the College plans for the next five years. The themes from these sessions are provided on the following pages.

Faculty and Staff

In spring and summer 2024, SCC's Office of Planning and Accreditation held 20 listening sessions, including multiple sessions on each campus and via Zoom, to engage employees from all divisions and departments across the College in the planning process.

More than 600 members of the SCC community participated, including employees from all instructional and non-instructional areas. This level of input demonstrates strong engagement among faculty and staff and indicates that progress is being made on SCC's current strategic goals of improving communication and encouraging input.

In each forum, the facilitator presented key data from the environmental scan, prompted participants to provide individual feedback on the following questions and discuss their ideas in small groups.

- What words or images come to mind when you reflect on the last five to ten years? (A word cloud of those submitted are on following page.*)
- What are some key successes the College has achieved in the past five years?
- Considering the successes of the last strategic plans, which areas require further development and focus?
- What other areas does the College need to improve?

Participants submitted their ideas and small group priorities anonymously via an online form for further analysis and summarization.

Community

In August and September 2024, SCC held 11 open community forums at 10 locations in the 15-county service area to gather information about priorities and opportunities in the next five years.

Each session started with a presentation that covered the many strategic achievements during 2020-2024 and gathered feedback about priorities for the future. Members of the Strategic Planning Team and the Board of Governors attended all the sessions.

Student Senates

In Fall 2024, a member of the Strategic Planning team gathered feedback from Student Senate members on the following questions:

- What has been your favorite part of your time at SCC?
- What changes or additions could help SCC better serve students and enhance the student experience?

Strategic Planning Week

During Strategic Planning Week in October 2024, the Strategic Planning Team held an in-person event on each campus. The informal agenda provided the opportunity for employees and students to read about the themes identified from the comprehensive environmental scan and listening sessions; engage with team members; and provide reflections in an online survey.

Themes from listening sessions with **Faculty and Staff**

Facilities and Infrastructure

- *Facility updates and deferred maintenance:* Continue updates and improvements to aging buildings, classrooms and labs, grounds, and student, faculty, and staff spaces.
- *New buildings and capacity expansions:* Departments and campuses require new or expanded facilities to accommodate growing student populations and new programs.
- *Safety and security:* 24/7 safety and security for all campuses.
- *Student housing:* Insufficient student housing options, particularly as student enrollment grows. Lincoln and Milford campuses are struggling to keep up with the demand for on-campus housing.
- *Dining services:* Increase dining options for students, faculty, and staff, particularly on weekends or for students without meal plans.

Communication

- *Internal communication:* Better communication across all levels of the organization, including between departments, campuses, and leadership. There is also a desire for increased opportunities for input in decision-making.
- *External communication and marketing:* Improve marketing and outreach, especially to high schools, prospective students, and adult learners. Employees want to make the college's success stories more visible to the community.



Student Success, Support, Engagement, and Inclusion

- *Student engagement and inclusion:* Increase opportunities for student engagement and leadership development, such as extra- and co-curricular activities, study spaces, wellness initiatives, and global learning.
- *Initiatives:* Expand cultural awareness and inclusion efforts, particularly in relation to recruitment and retention of diverse student populations, preparing all students to meet the needs of the local and global workforce .
- *Retention & graduation rates:* Comprehensive student retention strategies and support, mental health support, advising, childcare, and access to resources for non-traditional students, international students, and underrepresented populations. Expand alternative pathways for students needing developmental education.

Enrollment and Recruitment

- *Growing student population:* Strategies to manage enrollment growth, including collaborative/college-wide recruitment activities and expansion of courses and programs.
- *Diverse student populations:* Increase diversity in the student body, particularly in STEM programs and technical fields with more female students. Additional support for underrepresented student populations (e.g. international students, adult learners, incarcerated students, veterans, new Americans, students with disabilities).

Images created by mungang kim from the Noun Project

Staffing and Employee Well-Being

- *Staffing levels:* Employees note inadequate staffing to support the growing student populations and to continue meeting existing and future strategic goals.
- *Hiring delays:* Improve process to decrease length of time to replace and hire positions
- *Training and development:* More structured and ongoing training for faculty. Expand and support faculty, staff, and administrative professional development opportunities.
- *Compensation:* Compensation and benefits analysis needed to expand employee candidate pool and employee retention.
- *Workload:* Concerns expressed about increasing faculty and staff workloads, which are not always supported by corresponding increases in staffing. Employees note a need for better workload balance and support.
- *Employee wellness:* Suggestions for improving employee wellness include offering more access to wellness programs, professional and personal growth opportunities, allowing more flexible work options, and other benefits.
- *Recognition:* Develop recognition and engagement programming.

Technology and Equipment

- *Equipment:* Updated equipment, especially in technical and lab programs, to ensure that students receive a high-quality education aligned with industry standards.
- *Classroom technology:* Improve technology and training for faculty, staff, and students.
- *Artificial Intelligence and technology:* Address the role of AI in the curriculum, policies, and college operations.

Program Development and Curriculum

- *Alignment with industry needs:* Alignment of curriculum with industry trends and needs, especially in STEM and technical programs.
- *New programs and pathways:* Develop new programs and create more flexible pathways for non-traditional students, such as certificate programs, adult education, and micro-credentials.



Date	Group (with Location)
4/23/24	TAW and CEMC faculty/staff (Milford)
4/25/24	CEMC and TAW faculty/staff (Lincoln)
4/29/24	Arts and Sciences faculty/staff (Lincoln)
4/29/24	Business, Culinary, Criminal Justice faculty/staff (Zoom)
4/30/24	Business, Culinary, Criminal Justice faculty/staff (Lincoln)
5/2/24	Arts and Sciences faculty/staff (Lincoln)
5/6/24	Arts and Sciences faculty/staff (Zoom)
5/7/24	Agriculture faculty/staff (Beatrice)
6/4/24	Lincoln Physical Plant and Campus Office (Lincoln)
6/6/24	Beatrice Physical Plant and Campus Office (Beatrice)
6/10/24	Milford Physical Plant and Campus Office (Milford)
6/10/24	Student Enrollment (Zoom)
6/11/24	Extended Learning and Correctional Education (Zoom)
6/11/24	Continuing Education (CEC)
6/13/24	Instructional Deans, Associate Deans, Assessment, Virtual Learning, Office of Work-based Learning (Lincoln)
6/18/24	Student Success (CEC)
6/18/24	Student Enrollment (Lincoln)
6/27/24	Student Enrollment (Lincoln)
7/15/24	LRC and Institutional Research (Lincoln)
7/17/24	HR, Security, AEDC, Marketing, Advancement, Foundation, and President's Office (Lincoln)
8/13/24	Health Sciences faculty (Lincoln)
8/13/24	Information Technology (Zoom)
8/14/24	Open Listening Session (Zoom)
9/9/24	Business Office, Purchasing, Auxiliaries (Zoom)

Themes from listening sessions with **Community Members**

Workforce Development and Skilled Trades

- Increase programs in high-demand trades such as plumbing, welding, electricians, appliance repair, and construction.
- Support aging workforce sectors like agronomy, masonry, and renewable energy.
- Expand apprenticeship pathways and hands-on programs to meet workforce demands.
- Address needs in specialized fields like computer aided drafting, machining, health care (nursing, CNA), network administration, engineering, and law enforcement.
- Enhance online course offerings and dynamic programming that combines multiple skill sets.

Entrepreneurship and Industry Partnerships

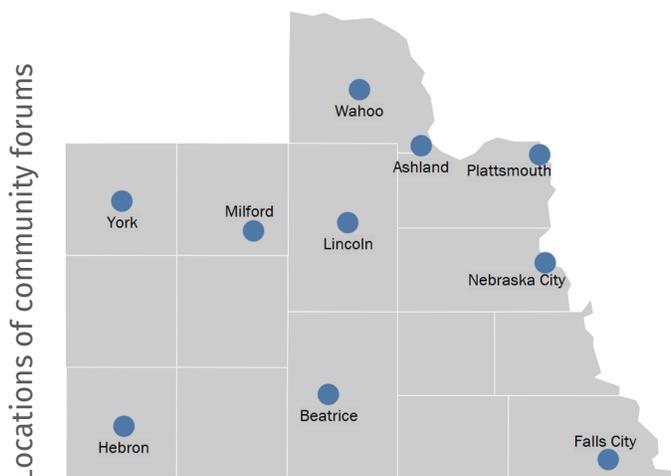
- Expand entrepreneurship center functions to support small business and local advertising.
- Collaborate with local industries (e.g., John Deere, Reinke) for sponsorships, scholarships, and workforce alignment

Health and Community Services

- Increase the number of graduates in drug and alcohol counseling, peer support, and nursing programs.
- Expand healthcare worker training to meet growing needs.
- Address teacher shortages, including certified music teachers and specific needs like church organists.

Affordability, Accessibility, and Inclusivity

- Maintain affordability and accessibility of programs, particularly in rural areas.
- Consider flexible scheduling and running classes even when minimum enrollment isn't met in smaller communities.
- Address barriers to accessibility such as improving the website, admissions and advising processes, and overall marketing.
- Expand dual credit offerings and create clear pathways for dual credit students to transition into college programs.
- Add more credit courses at learning centers and improve access to ESL, GED, and adult learning programs.
- Add programs to increase diversity among student populations and foster inclusion.
- Enhance pay and benefits to make the college a more competitive place to work throughout the service area.



Themes from listening sessions with **Students**

These themes for desired changes were identified during three listening sessions and as part of a student survey administered in 2022.

Student Engagement and Inclusivity

- Provide more casual, anytime activities (e.g., outdoor courts, on-campus entertainment).
- Host more culture-focused and community-building events (e.g., "get to know you" events, cultural events).
- Offer more cultural and language events, and a broader selection of language courses.
- Address student concerns about limited on-campus activities, as students tend to leave campus for social and recreational activities.
- Support financial needs for campus activities and projects

Technology and Resources

- Expand access to loaner laptops, affordable textbooks, and Zoom-ready classrooms.
- Enhance Wi-Fi speed and reliability.
- Provide more job opportunities for students, including international students and field-specific jobs.

Dining and Food Services

- Extend food service hours and provide healthier dining options with detailed menus.
- Offer more accessible food services (snack bars at night, coffee shop during the day).

Campus Facilities and Infrastructure

- Expand student activity spaces, including clubs, study spaces, and social areas.
- Improve and update classrooms, dorms, and workout facilities (larger weight room, boxing equipment, additional cooking spaces).
- Increase and widen parking spaces, with better access near buildings.
- Improve dorm amenities (maintenance of washers/dryers).
- Create more accessible and inviting spaces (comfortable chairs, expanded women's restrooms, lactation spaces).
- Increase recycling signage to address littering.
- Focus on sustainability initiatives.
- Improve campus safety and security.

Advising

- Improve communication between students and staff/faculty, especially regarding advising and academic planning.
- Provide clearer guidance on who students should reach out to for help and services.
- Increase awareness and advising for underutilized programs like tutoring and counseling.

Feedback from Administrative Team

Members of the College's Administrative Team participated in the 18-month planning process in a variety of ways. They attended internal listening sessions and community forums, encouraged their divisions and departments to provide feedback at internal forums, and provided a presentation to the Strategic Planning Team (the Team) about relevant qualitative and quantitative data, progress on Mission Action Plan (MAP) goals from 2020-2024, and short- and long-term divisional plans.

Those presentations were an **essential part of the process** because they empowered the Team to understand the direction in which College leaders were guiding with their respective divisions. The sessions also provided an integral **opportunity for dialogue** about divisional priorities, progress made under the previous strategic plan, and the implications of environmental scanning data for the next five years.

Upon consideration of environmental scan data, forum feedback, and Administrative Team presentations, the Team sent its recommendations for the new strategic goals and objectives to the Administrative Team in November 2024. The Administrative Team **reviewed, discussed, and validated** this work during several meetings in November, December, and January 2025.

The Administrative Team **fully supported the recommendations** with only a few minor suggestions. Most notably, the team added strategic objective 9.5, which states the intention to *seek national excellence* and position SCC as a premier community college in the country.

The Team reviewed the changes from the Administrative Team and modified the plan to reflect those changes. After a final review, the Administrative Team sent the draft to the Board of Governors for consideration.

Admin Team Members (April 2025)

Paul Illich, President

Brett Bright, Student Success

Bev Cummins, Student Affairs

Amy Jorgens, Administrative Services

*Shawna Herwick, Accreditation and
Strategic Initiatives*

Seth Meranda, Marketing

Joel Michaelis, Instruction

Robin Moore, Institutional Research

Mike Pegram, Student Enrollment

Bruce Tangeman, Human Resources

Board of Governors approval

A primary function of the Board of Governors is adopting the new strategic plan and ensuring the College makes progress toward those institutional goals and objectives. President Illich notified the Board in late 2023 that the planning process was beginning and outlined the timeline. Board members attended many community forums, which allowed them to **engage with their constituents**. President Illich also included updates on the planning process as part of his President's Update during each Board meeting. Additionally, the Board participated in sessions with the Administrative Team.

During the first work session in July 2024, the Board received an update on the planning progress, reviewed some of the Environmental Scanning data, and developed some data-informed recommendations for Nebraska Community College Association's legislative priorities. At a second Board meeting in November 2024, members heard a detailed overview of the **listening session findings** by members of the Strategic Planning Team. In February 2025, the team heard the **data-driven recommendations for changes** to each goal and objective area, including a description of the proposed additions of new objectives and removal or modification of the existing 2020-2024 objectives.

The Board **validated the work of the Strategic Planning Team** and agreed with all of its recommendations for changes. After providing some minor changes, the Board moved that the final draft be considered at its March 2025 meeting. At a second reading in April 2025, the Board **unanimously approved** the mission and values statement, new vision statement, and new strategic goals and objectives.

Board Members (April 2025)

Arlyn Uhrmacher, Lincoln (Chair)
Kathy Boellstorff, Johnson
Chuck Byers, McCool Junction
Brandon Gunther, Hickman
Vicki Haskell, Fairbury
Carina McCormick, Lincoln

Joann Pitcher, Lincoln
Nancy A. Seim, Lincoln
James Sherwood, Lincoln
Neal Stenberg, Lincoln
Kristin Yates, Lincoln
Linda Hartman, Faculty Rep

College-wide adoption

Following Board approval, the College held a coordinated, college-wide rollout of the strategic plan to promote awareness, shared understanding, and engagement.

Employees were notified by an institution-wide email and introduced to the plan during in-service sessions held on each campus. These sessions focused on the strategic planning process, the major themes and priorities reflected in the plan, and how the plan would guide institutional decision-making. To reinforce visibility and shared ownership, the College distributed a branded power-bank as a tangible reminder of the strategic plan and its role in daily work.

The strategic plan was then operationalized through the College's integrated planning framework. Each division, department, and program developed Mission Action Plan (MAP) goals aligned with one or more strategic goals and objectives.

This process engages employees across all areas of the College in translating institutional priorities into actionable work that is reviewed and updated annually. Through this approach, the strategic plan is embedded into ongoing planning, assessment, and improvement activities, supporting sustained, college-wide adoption.

Major sources used by the Strategic Planning Team

In addition to the administrative presentations and Listening Sessions with employees, community members, and students, these resources were among the primary sources used to develop themes that informed the goals and objectives of the Strategic Plan.

Select data sources

- Community College Survey of Student Engagement
<https://www.southeast.edu/about/other-scc-departments/institutional-research/surveys.php>
- Employee Satisfaction and Climate Survey reports
<https://www.southeast.edu/about/other-scc-departments/institutional-research/surveys.php>
- IPEDS Peer Comparisons
<https://www.southeast.edu/about/other-scc-departments/institutional-research/peer-comparison-interactives.php>
- SCC Fact Book
<https://www.southeast.edu/about/other-scc-departments/institutional-research/fact-book.php>

Select reports

- *10 Best Ways for Make Your School Campus More Sustainable*. MAHB (2020)
- *2022-23 SHRM State of the Workplace Report*
- *2024 Trends in Higher Education*. Hanover Research
- *Addressing Burnout Through Cultural Change: How leaders can stem attrition and support employees*. American Council on Education (2022)
- *Adult Learners In Nebraska*. CCPE (2023)
- *Better workplaces on a budget: Survey report*. SHRM (2022)
- *Bringing Guided Pathways to Life*. EAB (2023)
- *CCPE Comprehensive Statewide Plan for Postsecondary Education* (2023)
- *Community College Future Fund Transition Information Sheet*. SCC (6/2023)
- *Comprehensive Review submitted to HLC*. SCC (2023)
- *Diving Into Data: Space Utilization Analysis Can Address Course Scheduling Challenges, Classroom Consolidation Issues, and Deferred Maintenance Priorities*. SCUP (3/2024)
- *EDUCAUSE 2023 Horizon Report: Generative AI*
- *EDUCAUSE 2023 Horizon Report: Teaching and Learning*
- *EDUCAUSE 2024: Higher Education Trend Watch*
- *EDUCAUSE 2024: Top 10 - The Enrollment Crisis*
- *EDUCAUSE 2024: Top 10—Improving Data Quality and Governance*
- *EDUCAUSE 2024: Top 10—Institutional Resilience*
- *Evaluating the Return on Investment in Higher Education*. Urban Institute (2018)
- *Financial Audit Reports*. SCC (2023)
- *First Generation Student Success: A Landscape Analysis of Programs and Services at Four-Year Institutions*. NAPSA (2018)
- *Five Trends to Watch for in Higher Education*. Forbes (2024)
- *Four Disruptive Trends in Higher Ed in 2024*. Forbes
- *Go Green! Why Universities Are Prizing Sustainability*. FacilitiesNET
- *Higher ed is looking to refill jobs but finding 'shallow and weak' pool*. The Chronicle of Higher Education (8/2022)
- *Higher Education in 2035*. The Chronicle of Higher Education (2024)
- *HLC response to Comprehensive Review*. HLC (2023)
- *Making Sense of Microcredentials*. Inside Higher Ed (3/2023)
- *Mental Health and Academic Achievement*. SAMHSA (2017)

- *On-Ramps and Off-Ramps: Alternative Credentials and Emerging Pathways between Education and Work*. Inside Higher Ed (8/2023)
- *Population Projections 2020 to 2050*. UNO Center for Rural Affairs (2020)
- *Redefining Postsecondary Value at a Time of Upheaval*. Inside Higher Ed (8/2023)
- *Revealing Institutional Strengths and Concerns: SCC Survey Report* (2017)
- *SCC Supervisor Guidelines for Performance Appraisal Administration/Professional/Support Staff* (2006)
- *Some College, No Credential Student Outcomes*. National Student Clearinghouse Research Center (2024)
- *State of Higher Education 2023*. Gallup/Lumina Foundation
- *Strategic Plan Progress Reports*. SCC (2020 to 2024)
- *The Economic Value of Southeast Community College*. EMSI/Burning Glass (2022)
- *The Future of Good Jobs, Projections through 2031*. Georgetown University Center on Education and Workforce (2024)
- *The Talent Equation: 2023 HR Best practices for Higher education leaders*. Inside Higher Ed (5/2023)
- *The Top Predictor of Higher Ed Employee Retention May Surprise You*. CUPA-HR (2023)
- *The Work of College Counseling Centers in the Early 21st Century*. American Psychologist (2023; Vol. 78, No. 9, 1125–1136)
- *Tracking Transfer: Community College Effectiveness in Broadening Bachelor's Degree Attainment*. CCRC, The Aspen Institute, National Student Clearinghouse (2/2024)
- *Trends in Higher Education 2023*. The Higher Learning Commission
- *Trends in Higher Education 2024*. The Higher Learning Commission
- *Trends in Higher Education Student Success for 2024*. Inside Higher Ed, (12/2023)
- *Universal Design in the Age of COVID-19*. SCUP (12/2020)
- *Why Data Matters for Student Success in a Post Pandemic World*. EDUCAUSE (8/2021)

Fueled by data.
Shaped by 15-county
service area voices.
Designed for excellence.



1,000 +
data and trend reports

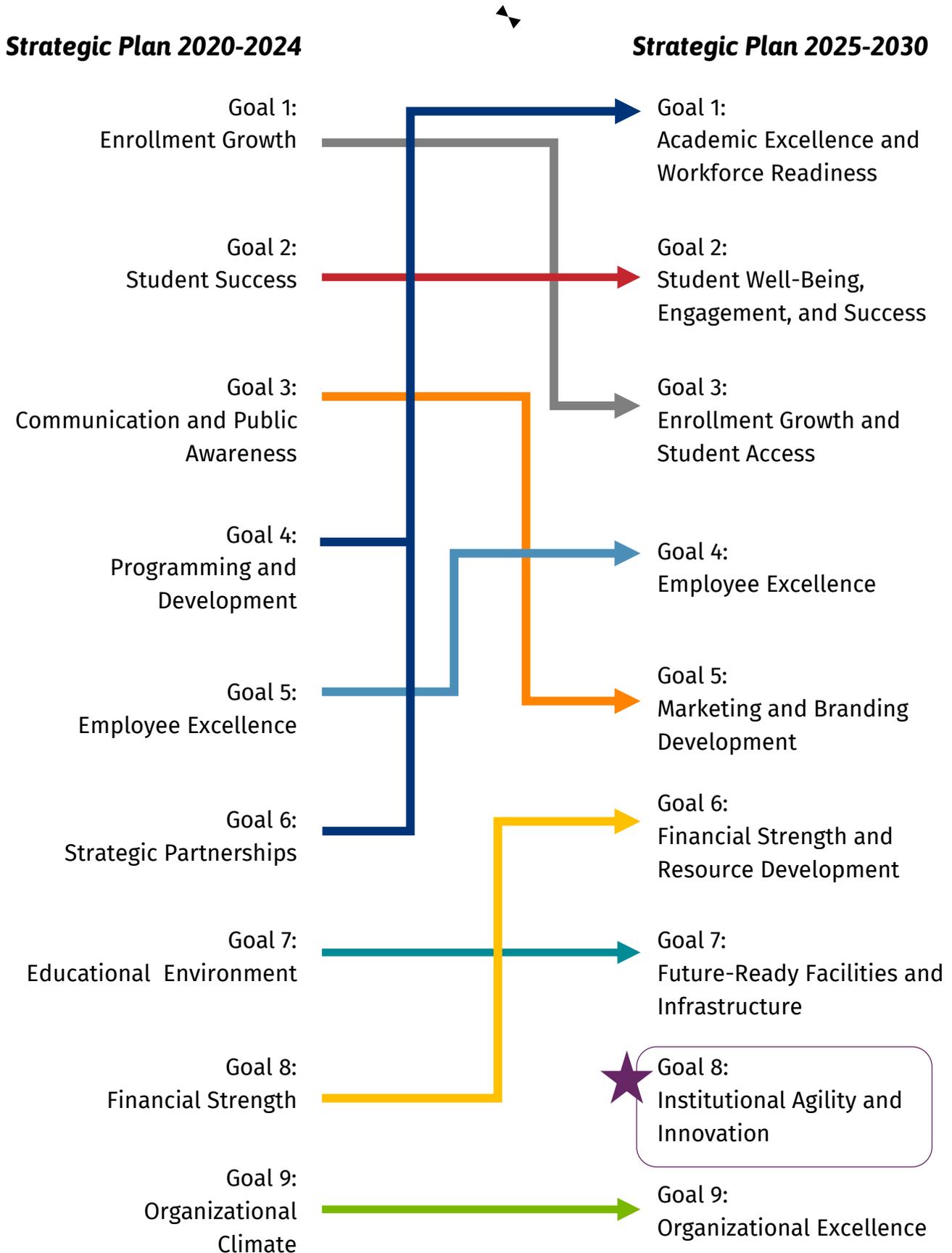


40
Internal and external
listening sessions



700+
Students, community
members, and employees
provided input.

What are the major changes to the Strategic Plan?



Summary of changes

This section describes the major changes to the goals and objectives between the 2020-2024 and 2025-2030 strategic plans. As reference, the objectives from the new plan are listed in parentheses.



Goal 1: Academic Excellence and Workforce Readiness

- Enhanced focus on curriculum alignment with industry and data-informed analyses (1.1, 1.3)
- Enhanced focus on flexible and emerging educational pathways for diverse learners (1.2)
- Prioritize transfer partnerships with bachelor degree-granting institutions (1.4)

Goal 2: Student Well-being, Engagement, and Success

- New objective to expand scholarships to support student needs (2.7)
- Prioritized student access to physical and mental health services (2.2)

Goal 3: Enrollment Growth and Student Access

- Combined multiple objectives from previous plan that were focused on individual populations and modalities into a single objective (3.4)
- Expanded emphasis on advising (3.7)

Goal 4: Employee Excellence

- New objective to modernize employee performance evaluation processes (4.3)
- Shifted focus on professional development to be systemic rather than targeted (4.4)
- More specific focus on employee well-being (4.5)

Goal 5: Marketing and Branding Development

- Elevate and modernize priorities for Office of Marketing and Communications.

Goal 6: Financial Strength and Resource Development

- Adapt to new Community College Future Funding model (6.1)
- Include focus on expanding innovative revenue streams to fund strategic priorities (6.4)

Goal 7: Future-ready Facilities and Infrastructure

- Expand focus on safety and cybersecurity (7.5, 7.6)

Goal 8: Institutional Agility and Innovation

- New goal to promote adaptability and encourage responsiveness and proactively focus on future trends.
- New objective for a proactive continuity of operations plan to address transitions or disruptions (8.4)
- New objective to assess advancing technology needs like artificial intelligence for innovation and efficiency (8.5)

Goal 9: Organizational Excellence

- New objective to recognize and celebrate employee excellence and commitment to the mission (9.4)
- New objective to position SCC as a premier community college in the nation (9.5)
- Maximize a positive and engaging organizational climate (9.6) remained unchanged and continues to be a foundation for all College operations.

Vision Statement

Minor changes made to order of phrases and wording for clarity.



Southeast
COMMUNITY COLLEGE