

**SAUK VALLEY COMMUNITY COLLEGE  
FINAL ANNUAL REPORT ON THE FY07 - FY10 STRATEGIC PLAN**

**INTRODUCTION**

This is the final annual report on the four year strategic plan that was in effect from the 2006–07 academic year through the 2009-10 year. It summarizes the activities in which College employees have been engaged and the status of achieving the institution’s strategic directions.

The Sauk Valley Community College Board of Trustees established the College’s strategic directions at a Board Retreat conducted early in 2006, by identifying:

- A mission statement describing what the College does,
- A vision statement describing what the College should strive to become, and
- Four strategic goals to guide the College toward achieving its vision.

The College’s Organizational Planning and Improvement Committee (OPIC) identified initiatives to clarify each of the strategic goals. OPIC provided College-wide input as the committee was comprised of employees representing all areas of the College and included faculty, professional/technical and support staff, and administrators. The strategic initiatives were reviewed by the Board at its March 2006 meeting and were utilized throughout the College as each department/area developed its respective annual operational plans.

During the past two years, a new strategic plan has been developed under the leadership of the Organizational Planning and Improvement Committee (OPIC) and approved by the Board of Trustees at its May 2009 meeting. Next year’s annual report will focus on the new plan.

Questions and comments may be directed to:

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**STRATEGIC DIRECTIONS**

**Mission**

Sauk Valley Community College is an institution of higher education that provides quality learning opportunities to meet the diverse needs of its students and community.

**Vision**

Sauk Valley Community College will be recognized as a benchmark institution of higher education that provides exceptional learning opportunities in response to the diverse needs of its students and community.

**Strategic Goal #1:** The College will provide learning opportunities of exceptional quality.

Strategic Initiative 1.1: Use data and findings to improve and refine the quality of learning opportunities.

Strategic Initiative 1.2: Develop and expand programs.

**Strategic Goal #2:** The College will offer the highest value of educational services while being fiscally responsible.

Strategic Initiative 2.1: Financially manage the College so an operating surplus occurs on an annual basis.

Strategic Initiative 2.2: Increase student enrollment.

Strategic Initiative 2.3: Increase resource development.

**Strategic Goal #3:** The College will be responsive to the learning needs of our students and the economic development needs of the community.

Strategic Initiative 3.1: Participate in area economic development.

Strategic Initiative 3.2: Develop a comprehensive community survey plan.

Strategic Initiative 3.3: Expand learning opportunities and support services.

**Strategic Goal #4:** The College, at all levels, will use data to make decisions and plans.

Strategic Initiative 4.1: Create a system to collect, store, analyze and share data.

Strategic Initiative 4.2: Use data for decision making.

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**HIGHLIGHTS from the FOUR YEAR STRATEGIC PLAN**

- Twelve new degrees and certificates were created and nine were eliminated
- Credit hour generation increased 6.6% for the plan's four years as compared to the previous four year period
- Approximately 35% of the college bound high school graduates enrolled at Sauk during the fall following high school graduation
- Tuition increased \$15 to \$89 per credit hour
- The proportion of Sauk's funding from the State of Illinois dropped from 33% in FY04 to 26% in 2010
- The operating fund balance increased each year from \$646,557 at the end of FY06 to \$3,124,217 at the end of FY10

**Highlights of 2006 - 2007**

- SVCC began offering credit courses at Sterling's Woodlawn Arts Academy
- Sauk introduced student e-mail
- A new College website was brought online
- The LAC implemented a new software system to track student usage of the center
- Online placement testing was implemented
- The baseball team won the Arrowhead Conference Championship for the second year in a row
- Students participated in a variety of leadership activities, including conferences in Washington, D.C. and Chicago
- The Child Care Center completed its first year of the federal C.A.R.E. grant, which assisted students with childcare costs and provided evening child care services
- The Foundation awarded more than \$151,000 in student awards and scholarships and spent more than \$198,600 for special projects
- The first semi-annual Alumni newsletter was sent to Sauk's 13,000 alumni
- The College saved approximately \$100,000 by changing to a new third party insurance administrator and PPO provider
- Ethics training for all College personnel was conducted

**Highlights of 2007 - 2008**

- A Pharmacy Technician program was created by *Personal and Professional Development*
- *Adult Education* implemented a new English as a Second Language (ESL) curriculum
- 39 tutors served 92 students in *Project VITAL's* peer-tutoring program at the Dixon Correctional Center
- The use of Banner was expanded to include *Human Resource* functions
- The Board of Trustees approved the sale of \$3.6 millions in funding bonds to purchase and support technology over the next three years
- *Fine Arts and Humanities* created a partnership with the Phidian Art Club, to increase the number of and attendance at Sauk theater productions
- *Project VITAL* offered intensive English as a Second Language (ESL) tutoring to Finnish employees of Raflatac, a company from Finland, who will be working at the new facility in Dixon
- Sauk and the Local Workforce Investment Board (LWIB) conducted a community jobs audit
- Students participated in any more than 60 volunteer activities sponsored by *AmeriCorps*
- Students tutored a total of 2,232 hours in the *Learning Assistance Center*
- The *Small Business Development Center* expanded to include Illinois Valley Community College as the third college partner

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**Highlights of 2008 - 2009**

- The online consortia nursing program, *Northern Illinois On-Line Initiative for Nursing* (NIOIN) offered its first class
- High level English as a Second Language (ESL) classes were developed for college-ready students with limited English proficiency skills
- The Sauk mascot, *Slammin' Sammy*, debuted on February 21, 2009, at a home basketball game. His name was selected from a district-wide contest of middle-school students
- The Sauk Single Parent Group was rekindled after Sauk was awarded a \$10,000 grant to provide emergency assistance for single parents
- *Clipper Windpower* of Cedar Rapids, Iowa became a partner in our new wind energy program
- A new program review process was implemented with enhanced linkages to operational planning, budgeting, and assessment of student learning outcomes
- Sauk introduced a new comprehensive Emergency Preparedness Manual and conducted staff training
- A new facility site plan was created by consultants who studied the campus and obtained employee input

**Highlights of 2009 - 2010**

- The 2009 fall semester went to a four day schedule (Monday/Wednesday, Tuesday/Thursday), with additional classes scheduled on Fridays, following a two year phase-in
- The HLC accreditation self-study began at the start of the fall semester
- Sauk's SBDC closed after a 20+ year history due to budgetary constraints
- SVCC hosted its first, *Tribute Breakfast* for police, fire fighters, and EMTs in remembrance of 9/11 on September 11
- The Federal government announced plans to purchase the correctional center in Thomson
- Sauk was awarded a \$500,000 grant for wind energy by the Illinois Department of Commerce and Economic Opportunity
- US Congressman Bill Foster visited the Sauk campus in January to tour the welding and nursing areas and see the instructional equipment purchases from the \$76,000 grant he obtained for us during the previous year.
- A Reagan scholarship partnership with Eureka College was announced at a luncheon featuring speaker, Michael Reagan, son of former President Ronald Reagan
- In April, OPIC presented the new strategic plan to the Board of Trustees which the Board approved
- During the year, four companies announced local plant closings which would displace over 750 workers
- The 40 year old, steam absorption chillers were replaced with new, energy efficient electric chillers
- SVCC was awarded a five year, \$1 million grant to develop a single sign-on for all records, Blackboard, library and student services
- A facility master plan was developed, incorporating site plan recommendations that were developed last year
- The Financial Assistance Office voluntarily developed and pilot tested student direct loan procedures in advance of changes in Federal student loan regulations
- The State's share of funding dropped to 26% in FY10, from 33% in FY04

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**PROGRESS TOWARD ACHIEVING THE STRATEGIC DIRECTIONS**

**Strategic Goal #1:** The College will provide learning opportunities of exceptional quality.

**Goal Status:** Achieved and on-going

Programs have been developed and changed resulting in 12 new degree and certificate programs, 9 programs that were eliminated, and numerous programmatic improvements.

The use of data to analyze conditions and make decisions has become common throughout the College and is documented in program reviews, curriculum committee minutes, and administrative meeting notes.

**Strategic Initiative 1.1:** Use data and findings to improve and refine the quality of learning opportunities. (Note: This strategic initiative overlaps with *Strategic Goal #4: The College, at all levels, will use data to make decisions and plans.*)

- A new reading placement procedure was adopted after correlating Compass composition testing score cutoffs with ACT and old ASSET cutoff scores
- Rubrics for each musical instrument were used to evaluate the progress of each student and to prepare them for juries, master classes, and recitals
- Nursing collected data to correlate TEAS test scores of newly admitted students against student success for the first year of the ADN program
- Biology and chemistry faculty participated in all statewide IAI major panel discussions
- There was a 20% reduction in coding and identification errors as a result of Information Services creating and conducting training based on tracked database errors
- The LRC added over 3,100 new records in its bibliographic database
- Over 99,000 searches were performed in the LRC's various databases of journal articles
- Course data was examined when deciding not to merge RDG095 and ENG091 into one course
- Current ACT cutoff scores for Reading, English, and Math were analyzed. English cutoff scores were changed with curriculum committee approval. Reading scores were unchanged. Math scores will be analyzed next year
- The success of special needs students improved as evidenced by increases in the number of passing grades and decreases in failing grades during each semester
- More than 78% of registered students accessed SOAR during the year
- A 99.9% satisfaction rate was obtained in a counseling office survey of 541 students
- Student support services conducted 26 workshops which were attended by a total of 338 students, who gave an average evaluation rating of 4.73 on a 5 point scale
- 93% of the SSS students remained in good academic standing. This is attributed to SSS services such as monitoring student progress, workshops, and encouragement and promotion of academic performance

**Strategic Initiative 1.2:** Develop and expand programs.

- Two accounting and two biology courses were added to the list of online courses
- A capstone assessment was implemented for CIS 208, C++ Programming II
- An articulation agreement with Ashford University was completed for business and accounting BS

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degree completions

- The results of a Performance Skills class for music majors exceeded expectations as students conducted themselves professionally, and performed with composure and poise in juries, master classes, and recitals
- In an effort to raise the visibility of Sauk's Math department, math faculty offered opportunities for area middle- and high school students to prepare for regional and state math contests
- Faculty from the physical and life sciences visited science labs at other institutions to gain perspectives for planning Sauk's science lab renovations
- A troubleshooting course was developed and offered in response to input from the Workforce Council
- The LRC purchased all of the materials requested to support new programs
- Special needs students participated in existing services sponsored by SSS, LAC, and the retention coordinator
- Personal and Professional Development added and successfully operated two new career certificates, the Personal Trainer and the Dialysis Technician
- Personal and Professional Development developed and ran 24 new classes which attracted 532 new students
- A.L.A.S. increased membership by nearly 9%, exceeding the goal of increasing membership by 5%
- The testing center opened in June
- Over \$30,000 was transferred to the College from the Foundation for program development

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**Strategic Goal #2:** The College will offer the highest value of educational services while being fiscally responsible.

**Goal Status:** Achieved and on-going

The operating fund balance increased by nearly 400% to \$3,124,217 during the plan's four year period (compared with \$646,557 at the end of FY06)

6.6% more credits were generated during the plan's four years than during the previous four years (198,640 credits during the plan vs. 186,292.5 credits during the previous four years)

Resource development started strong at the beginning of the plan period but the economic downturn negatively impacted fund raising efforts

**Strategic Initiative 2.1:** Financially manage the College so an operating surplus occurs on an annual basis.

- Music and humanities courses reduced paper usage by increasing the use of Blackboard for quizzes and essays
- In an effort to maximize quantity discounts, the physical and life sciences purchased more than 90% of their lab materials in bulk
- Introductory electronics courses were offered as a lecture class with multiple lab sections to allow for larger lecture classes
- The technology plan was updated, but the College fell behind on the replacement cycle due to budget constraints
- The LRC added over 2,700 printed items, over 290 AV items, and over 90 CDs to its collections and removed over 530 other items
- The number of developmental course sections was monitored, and with some modifications, the average number of students per class was increased from 15 to 20
- The Board of Trustees approved policy pertaining to identity theft and the business office developed procedures for identity theft
- A \$500,000 grant was awarded for a wind turbine, but funds will not be allocated until next year
- In an effort to increase performance based funding, adult education increased its post-test rate from 49% in FY 09 to 67% in FY 10; and increased educational gains from 31% in FY 09 to 38% in FY10.

**Strategic Initiative 2.2:** Increase student enrollment.

- Sub-committees comprised of teachers who regularly teach ENG101, ENG103, and SPE131, revised the course outlines which will be made available for students to download
- Communications faculty and counseling reevaluated core speech course rotations and revised timelines to assure communication students timely access to degree requirements
- The fine arts and humanities faculty recorded video and audio clips from Sauk performances which will be made into a CD to share with potential music and theatre majors
- Brochures were created for each physical and life science discipline and the science program as a whole
- The wind energy program successfully began in Fall 2009
- The recruiter/cross-cultural coordinator represented Sauk at numerous community locations and events with a combined audience of approximately 800
- There was a 75% increase in the number of students participating in Student Ambassador Program recruitment activities

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- Networking with social service agencies provided college information to 125 parents from the Sterling Schools bilingual program, which resulted in a 13% increase in referrals to the cross-cultural coordinator
- Information Services provided technology tools to students including RSS, Facebook, YouTube, and Twitter
- Online sections of developmental ENG099 was offered during the fall and spring semesters with students' success comparable to that of on-campus classes
- The number of students served by the special needs coordinator increased by 28%, far surpassing the 3% increase goal
- The special needs coordinator increased her attendance at junior and senior high school IEP meetings by 6% to 53, of which 21 or 40%, enrolled for fall 2010 semester classes by the end of June
- Project VITAL met its goal of increasing enrollment by 5%
- There was a disappointing 16.9% decrease in the number of people who contacted the Recruiter Cross-Cultural Coordinator for information
- Over \$160,000 was donated for scholarships
- 33% of the adult education students who received "We Miss You" postcards signed by their instructors, returned to class

**Strategic Initiative 2.3:** Increase resource development.

- A wind energy agreement with Clipper has brought a great deal of equipment to technology area
- The athletic, Family Booster Club membership increased by 26%
- The special needs website and handbook were updated
- Personal and Professional Development increased its margin from 20% to nearly 22%
- A Spanish language web section was added to Sauk's website in January
- A Student and Family Checklist to help students get off to a good start at Sauk was created and used as a recruitment tool
- A *New Look Grant* for \$3,500 was awarded and helped to cover expenses of FUSE programs and activities
- Using a *Reading is Fundamental Grant*, AmeriCorps coordinated 140 volunteers to distribute 2,100 books to 700 students

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**Strategic Goal #3:** The College will be responsive to the learning needs of our students and the economic development needs of the community.

**Goal Status:** Achieved and on-going

In addition to creating 12 new degree and certificate programs during the plan's four years, all areas have reported a variety of efforts to improve and support student learning.

Sauk holds institutional memberships with many local organizations and has participated in a number of economic development activities. We discovered that our institutional community involvement decreased, and have planned to strengthen our institutional involvement with the next strategic plan. Individually, 75% of employees reported that they volunteer time with community organizations.

Although a comprehensive community survey was not conducted, many areas reported in their respective program reviews and operational plans, a variety of communication activities with local employers and community organizations.

**Strategic Initiative 3.1:** Participate in area economic development.

- Faculty from the various technology areas kept the Workforce Council informed of their programs by making presentations of their respective programs
- Wind energy internships did not materialize this year as the slow economy put many construction projects on hold

**Strategic Initiative 3.2:** Develop a comprehensive community survey plan.

- An AmeriCorps' survey of participating sites indicated a 90% satisfaction rating with the program, and nearly all sites indicated that they will return next year
- Adult education students were surveyed at class sites to assess if their current learning needs were being met and what they needed to continue on to academic or vocational pursuits

**Strategic Initiative 3.3:** Expand learning opportunities and support services.

- Documented improvement in student success was demonstrated after MUS201 classes began using a new software program to help students "see" the elements of music and how they go together
- The health careers area offered two new seminars, *Legal Aspects of Documentation* and a stress management seminar
- Technology and the LAC coordinated tutoring for technology students in the LAC
- 100% of all student athletes on team rosters registered through academic counselors
- 10 intramural athletic activities were sponsored
- Instructional services created a rubric as a recommended guideline for developing quality online, hybrid, and web-enhanced course websites
- Instructional services provided a variety of types of staff training opportunities including webinars, *Show and Tell* sessions where staff and faculty demonstrated technologies and skills that they learned about at conferences, a *smartphone* information session, I3 Workshop, and a Blackboard user group
- The special needs coordinator provided training to high school counselors and special education teachers on transitioning students from high school to college
- Project VITAL expanded tutor training and integrated math literacy in the tutor training program at the Dixon Correctional Center
- 22% more students participated in the *Racial Justice Program* this year than last year
- The Crisis Assistance Team manual was completed

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**Strategic Goal #4:** The College, at all levels, will use data to make decisions and plans.

**Goal Status:** Achieved

The use of data to analyze conditions and make decisions has become common throughout the College and is documented in program reviews, curriculum committee minutes, and administrative meetings. A great deal of data was produced specifically for the accreditation self-study.

(Note: This strategic goal overlaps with “*Strategic Initiative 1.1: Use data and findings to improve and refine the quality of learning opportunities*” )

**Strategic Initiative 4.1:** Create a system to collect, store, analyze, and share data.

- The Noel-Levitz Student Satisfaction Survey was conducted during the spring
- The accreditation self-study commenced during the fall semester
- A new strategic plan was created for FY11
- There were 2,151 visits and over 4,786 page hits documented for the Resource Directory, which is maintained by AmeriCorps
- We continue to capture more point in time data, and now store 10<sup>th</sup> day summary type data as a 10<sup>th</sup> day snapshot and an end-of-term snapshot
- Information Services and Institutional Research and Planning have cooperated to expand their level of data reporting
- Students’ academic plans created in PSY100 are now scanned for storage/retrieval and used by counselors when they meet with students

**Strategic Initiative 4.2:** Use data for decision making.

- Adjunct faculty teaching ENG101, ENG103, and SPE131 were invited to special events to present the assessment process, invite their participation, and discuss assessment results
- As a result of collecting and analyzing data obtained from assessment, Workforce Council, and community resources, technology developed several new courses and is finalizing a new degree program
- The Fitness Center surveyed 33% of its students, falling short of its goal of surveying 90%
- Additional reporting and modifications to existing reporting was accomplished for both ICCB and IPEDS
- Data from developmental Reading, English and Math courses was collected and is being analyzed to develop approaches to improve student retention and success
- A new special needs intake form was available on the web, and completed by 100% of all incoming students who were interested in accessing services, prior to their appointment with the coordinator
- Institutional research and planning provided data and information in response to numerous internal requests