Illinois Central College, IL
Project: Community Based Strategic Planning

Declaration

Q:	**Briefly describe the project in less than 100 words. Be sure to identify the key organizational areas (departments, programs, divisions, units, etc.) and key organizational processes that this action project will affect, change, and/or improve.**
A:	Illinois Central College, under the direction of our new president who joined the institution in July of 2016, has identified an opportunity to create a strategic plan that engages the campus and community. The approach used to develop the strategic plan and garner stakeholder input including college employees and key community stakeholders are drivers for this planning process. The approach used to drive the planning process deliberately requests stakeholder input so that the output, the approved strategic plan, is a document that is used to determine institutional priorities and create an institutional scorecard that is owned and supported by the campus and the community.
Q:	**Describe your institution's reasons for initiating this action project now and how long it should take to complete it. Why are this project and its goals high among your institution's current priorities? Also, explain how this project relates to any strategic initiatives or challenges described in the institution's recent or soon-to-be submitted Systems Portfolio.**
A:	In the previous Systems Appraisal, peer reviewers complimented the institution on its ability to embrace a CQI culture and, at the same time, cautioned the institution to consider its own institutional planning processes in its current environment. The call to action detailed in the first strategic challenge identified by peer reviewers states: "ICC is experiencing the convergence of a number of strategic challenges shared by many public higher education institutions, namely, stagnant or declining enrollment, increasing competition for students, growth in unit costs, new performance-based state funding, and calls for improved completion rates from both the state and federal levels. While ICC collects data about student persistence and completion, and has made improvements in several activities targeting these areas, the college has an opportunity to leverage its considerable process planning skills and improved analytic capabilities to develop a more comprehensive and systematic approach to address these operational, fiscal, and regulatory challenges." This project moves forward community and campus based strategic planning by eliciting conversations based on environmental scan data and the college's current climate.
Q:	**List the project goals, milestones, and deliverables along with corresponding metrics, due dates, and other measures for assessing the progress toward each goal. Be sure to include when you anticipate submitting the project for formal reviews.**

A: **Project goals are:**

1) Campus and Community sessions that inform the College's 2017-21 Strategic Plan

2) A Strategic Plan that includes institutional goals and the target of each goal

3) Measures that determine the institution's progress in meeting these goals

4) A Strategic Plan submitted to Illinois Central College Board of Trustees

Milestones (associated with Timeline):

1. Call to participate from College President (August and September 2016)

2. Building Institutional and Community Input

   a. Creation of President's Advisory Council (September 2016)
   b. Session 1: Campus discussions of Environmental Scan data (October 2016)
   c. Session 2: Campus data analysis (November 2016)
   d. Session 3: Best Practices Conferences (February/March 2017)
   e. Session 4: Community Input Session (March 2017)

3. Drafting of Strategic Plan (Iterative, collaborative process throughout duration of project)

4. Strategic Plan submitted to Illinois Central College Board of Trustees (April/May 2017)

Q:	**Describe how various members of the learning community will participate in this action project. Show the breadth of involvement by individuals and groups over the project's duration.**
A:	This project, focused on an approach used to include campus and community stakeholders, is a call to action for all college employees to participate. The President's Advisory Council is driving the project, and this Council includes representatives from multiple site locations and employee groups, including, but not limited to, carpenters union, full-time faculty, adjunct faculty, and grant programs. The cross-section of 13 College employees meets (nearly) weekly with the President to facilitate the deployment process and the materials used in campus sessions.

Q:	**Describe how the institution will monitor project progress/success during, and at the completion of this project. Be sure to specifically state the measures that will be evaluated and when.**
A:	Completion of a Strategic Plan with goals and targets that are owned by all college employees and community stakeholders drive this project. Since this project is focused on development of a process and the implementation of the processes in order to produce a strategic plan, the project will move quickly because the time-frame is fairly short. All deliverables from the President's Advisory Council should be completed by March of

	2017. Then the Strategic Plan must be submitted to and approved by the Board of Trustees by May of 2017. The President's Advisory Council will administer surveys to campus participants to assess sessions for campus engagement and stakeholder input.

Q:	**Describe the challenges that may be encountered in successfully completing the project or for institutionalizing the learning from the project's goals.**
A:	In the nearly 50-year college history, planning, including program planning and strategic planning, has been viewed by most campus employees as administration's job or somebody else's job. Hence, employee buy-in to "work the plan" is a challenge. The challenge for this project is delivering a different message: all employees have a voice and voices will be heard while building the strategic plan.

Q:	**Provide any additional information that the institution wishes reviewers to understand regarding this Action Project.**
A:	The Scorecard Action Project may be merged into this Action Project.