Core Component 2-d

Carl Sandburg College carefully aligns all levels of planning with its mission, thereby enhancing its capacity to fulfill that mission.

2.d.1 Process: Administration devised the Phenix Program to reshape the College and ensure that curriculum remains vibrant, faculty is committed to excellence, technologies and facilities remain state-of-the-art, and the College remains responsive to the communities within the district. This one-page document/timeline of the College history and future, Phenix Program, serves as a graphic representation of the challenges (then and) now facing CSC, as well as the articulation of “a” vision for the College (not necessarily “the” vision). When initially released, this document provided a plan for stabilizing and reshaping the institution over a period spanning the years 2004–2009. This document provided an opportunity for the Board of Trustees, administration, faculty, staff, and students to understand and support the College’s mission over that time frame.

Outcomes: The Phenix Program did substantially accomplish what it envisioned. A cursory review of the “bullet point” objectives listed below summarizing the intended start and finish times on the Phenix Timeline clearly indicate the College was successful in nearly all aspects of this initiative:

- **The Economic Recovery/Economic Development (ERC-ED) Subcommittee** (appointed by then Galesburg Mayor Bob Sheehan) successfully completed its “charge” as part of the city’s response to the closing of Maytag Corporation.
- The **Facility Construction Master Plan** was updated.
- CSC significantly **expanded Dual Credit** offerings. For the 2003-2004 academic year 49 courses were offered, making up 66 total sections. For the 2008-2009 year there were 62 courses with a total of 205 sections.
- **K-12 Partnerships were strengthened** through the Envoy program, Cyber Camp, the Sandburg Educational Network, EduNet, Project SafeGuard, and the Skyward Consortium.
- The CSC Physical Plant Team completed the **Student Success Center renovations were** (on-time and under budget) for a total expense of $87,333. The estimate given for outsourcing the project would have been
one and a half times the materials, which were $64,871, which translates into a savings of almost $10,000.

- **A Retention Program** was adopted through the services of Noel-Levitz, Inc..
- **The ACCESS** (Administrative Computing) project was successfully completed with the addition of Datatel’s “Colleague” Administrative Software.
- **CSC 101** orientations successfully facilitated the enrollment of former Maytag and other area employees who had lost their jobs and returned to college. Satellite advising centers were set up, course offerings were made more accommodating, and the Financial Aid Office helped through TAA (federal assistance for dislocated workers) works, special conditions verifications, etc.
- **The Envoy Program** was successfully launched and now includes a monthly newsletter for area public school Board Members and Superintendents. This program has expanded to include other area educational institutions (11) as well as the high schools (18).
- **The SEA Agreement** has successfully been extended through June 30, 2014.
- **The CSC Budget Summit** was successfully held and contributed to the College operating on the basis of balanced budgets as a matter of routine.
- The **WWAN (or EduNet) project** was successfully launched and expanded with 15 public school members, as well as WIU and the U of I Extension
- Budget adjustments have been implemented without having to implement any layoffs.
- **Citizen’s Advisory Committees** are now all appointed to two year terms by the Board of Trustees with further consolidations anticipated in the future.
- Efforts to **increase the diversity** of the College’s student body and staff are ongoing.
- The **College’s organizational structure has been amended** to reflect cost saving opportunities. Academic program offerings have been adjusted to respond to changing demographics and the shifting economy within the district, including efforts to entice students to enroll full-time and commit to whole programs versus attending one course at a time.
• The Customer Service Renovation Project (CSRP) was successfully accomplished by the CSC Physical Plant Team.

• An attempt to encourage students to enroll for a program full-time rather than just enrolling in one or two courses at a time.

• CSC successfully competed for the Title III Strengthening Institutions grant and is now completing year four of this five-year federal grant.

• Both the Annex and the Adult Education (AE) facilities have been/or are nearing a complete renovation.

• The College has now completed two years/phases of the Campus Refresh program to include faculty offices, classrooms, and Cafeteria & Lounge areas, including new furnishings.

• There has been an increase in the number and scope of student clubs from 16 in 2000 to 22 in 2009.

• Recruiting has been expanded outside of the district for those programs not offered at other community colleges.

• The Theatre has been fully refurbished in Galesburg and the College has a new agreement with the Orpheum Theatre, in downtown Galesburg, to enable performing arts students to perform on that stage as well. A new Charger Community Center (CCC) is being renovated in Carthage, Ill., to enhance performing opportunities for students and residents in the southern portion of our district.

• Outdoor athletic fields have been rejuvenated, including new dugouts, fencing, bleachers, soil content, scoreboards, and signs. The College's partnership with the Galesburg YMCA will create more facilities for Carl Sandburg College students to practice and compete in a variety of sports.

• The Self-Study Report is nearing completion “on-time” to comply with the scheduled NCA/HLC visit scheduled for November 2010.

Evaluation: The Phenix Initiative has been extremely successful in leading the College to achieve a healthy restructuring. It has met all or part of its 26 goals.

2.d.2 Process: The Board of Trustees hosted a Strategic Planning Session with planning consultant Jim Burgett which included a broad spectrum of internal and external constituencies, including local school superintendents, local school board members, four-year college leaders, economic development...
representatives, CSC Foundation Board members, CSC employees, and students. Discussions centered on the broad Mission Statement for the College as well as the need to supplement current Institutional Focal Points and Goals by embracing Belief Statements and specified Strategies.

**Outcome:** This Mission Statement changed only slightly to include Opportunity to Succeed. In addition, the Strategic Planning Committee developed Belief statements and Strategies to guide the institution as it moved forward.

**Evaluation:** The strategic planning process was successful; however, it is due again in the coming year. The College does not have a formal strategic plan, rather it has used in the past the mission statement, focal points and goals, and beliefs as the guiding force in its decision-making. The time has come for a more formalized approach to strategic planning and an approach that ties the financial, human, and physical resources together to ensure the optimal and most efficient use of its scarce resources is obtained.

**2.d.3 Process:** Marketing Action Plans were developed to provide a method for a program or department to develop a strategic objective, identify the target audience, list the action steps that needed to be taken to accomplish the objective, provide a target date of completion, project the budget amount, and identify the person responsible for each action step. This planning tool aided in determining priorities of the respective program/departments, which in return supports the College’s mission by providing quality education.

**Outcome:** The marketing action plans never seemed to work effectively. They did help academic coordinators begin prioritizing their needs, but the timing and the ultimate use was not effective.

**Evaluation:** Discontinue the use of Marketing Action Plans. Incorporate this needed component into the overall strategic planning process where all resources can be identified and used more effectively.

**2.d.4 Process:** Board Retreats are held each semester. Retreats are used for strategic planning. Typically, all members of the Board of Trustees (including the student trustee), as well as the cabinet, attend these retreats. Minutes are kept from these retreats and are routinely made available on the College’s Web site for review by the public and for historical research.


**Outcome:** Examples of ideas that have come out of retreats have been:

- **Expansion of the Athletic Program** from five teams in 2000 to 11 teams in 2008.
- Establishment of SILO FUND (Sandburg Initiates Life Changing Opportunities).
- Approval of subsequent Guaranteed Energy Savings Contracts (GESC).
- Change in location of graduation services from Galesburg High School to the Orpheum Theatre.
- Establishment of a Tuition Rate Formula.
- Changes in the organization structure, such as adding occupational deans, associate deans, and levels of professorships.
- Adoption of the Enrollment Management Model.

**Evaluation:** Continue with Board Retreats. *This is a valuable process and has proven to be an excellent way for the administration and the board to share information.*