



EXECUTIVE SUMMARY: CRITERION 5 - INSTITUTIONAL EFFECTIVENESS, RESOURCES & PLANNING

5.A. THROUGH ITS ADMINISTRATIVE STRUCTURES AND COLLABORATIVE PROCESSES, THE INSTITUTION'S LEADERSHIP DEMONSTRATES THAT IT IS EFFECTIVE AND ENABLES THE INSTITUTION TO FULFILL ITS MISSION.

SCC achieves shared governance through planning processes, collaborative initiatives, policies and procedures, campus student senates, the Board of Governors Faculty Representative, data-informed practices, proactive data collection, campus communications, and curriculum development and review processes.

The College has made substantial investment in its data infrastructure, technology, and personnel in the last eight years, and its use of data to inform decisions has expanded exponentially. There are more than 100 standard interactive data reports available on Tableau Server for administrators, faculty, and staff to use to inform decisions. The implementation of a program dashboard and interactive strategic metrics has significantly expanded the availability of departmental data, equipping faculty, staff, and administrators to make data-informed decisions tied to the College's annual planning and budgeting cycle.

Administrators, faculty, staff, and students are involved in setting academic policy and processes via committees and teams throughout the College. SCC encourages shared governance to address Collegewide and focused issues through standing and single-purpose teams composed of faculty, staff, administrators, and students. Examples of teams that impact academic policies and procedures include: Curriculum Committee, General Education Team, Administrative Assessment Council, Safety Team, and Student Senate.

5.B. THE INSTITUTION'S RESOURCE BASE SUPPORTS ITS EDUCATIONAL OFFERINGS AND ITS PLANS FOR MAINTAINING AND STRENGTHENING THEIR QUALITY IN THE FUTURE.

The College has made significant progress toward its goal of enhancing staffing to meet its current needs and to position itself for growth as prioritized in the 2020-2024 Strategic Plan.

Since the 2015-2016 academic year, the College has hired more than 150 new positions. Total employment is approximately 1,100 employees.

The College has established centralized policies and hiring procedures to ensure faculty and staff are eminently qualified to administer effective, high-quality programs and services.

SCC provides professional development and educational opportunities for all employees, ranging from training, webinars, and podcasts, to continuing education and conferences.

During the development of its 2015-2019 and 2020-2024 Strategic Plans, the College went through an environmental scanning process to closely assess opportunities such as enrollment capacity, infrastructure (resources), and student enrollment demand.

The College has tremendous opportunities because of the strong local economy, low unemployment, the proximity to the state's flagship university (University of Nebraska - Lincoln), and the region's skilled workforce needs.

In the last six years, the College has expanded its fiscal capacity to meet strategic objectives through three primary strategies: increasing its property tax levy, adding a student facility fee, and increasing its capacity to fundraise by hiring a Director of Advancement and expanding the mission of the College's educational foundation.

SCC has a well-developed process in place for budgeting and monitoring expenses which is driven by the planning, budget, and assessment cycle. Following the Board of Governors' budget approval, College budget officers monitor their expenses through Self-Service and make purchases through the College's purchasing department using outlined policies and procedures. SCC's Business Manager/Director of Finance is responsible for financial reporting to the Board of Governors, monthly bank reconciling on multiple accounts, and state and federal regulatory reports (taxes). The Vice President for Administrative Services and the President present monthly financial reports to the Board of Governors.

The General Fund Budget, the Restricted Fund Budget and the Capital Fund Budget are formally submitted to the Nebraska State Auditor's Office as required by statute. The College also utilizes an external accounting firm to conduct annual financial and FTE audits as required by various regulatory agencies.

The College's fiscal allocations are based on its strategic goals and objectives. The majority of resources are committed to instruction, academic support, and student services.

The College monitors the effectiveness of its fiscal allocations based on the results associated with the College's annual Strategic Plan Progress Report. These reports include more than 60 metrics and 16 key performance indicators. The report also includes the number of connections associated with each goal.

5.C. THE INSTITUTION ENGAGES IN SYSTEMATIC AND INTEGRATED PLANNING AND IMPROVEMENT.

SCC's integrated planning process was developed using the Society of College and University Planning's definition of integrated planning. This sustainable approach to planning that builds relationships and involves all stakeholders to work toward a common vision, provides vertical and horizontal organizational alignment and emphasizes preparedness for change.

The College's 2020-2024 strategic goals and objectives were developed based on the environmental scanning feedback. Internally, a number of key themes were identified, including the need for increased access, stronger internal and external communication strategies, and more remote learning opportunities. Externally, topics included a need for stronger

partnerships with local businesses for apprenticeship opportunities, closer alignment with the University of Nebraska-Lincoln for Associate-to-Bachelor's degree transfer options, and more short-term certification options.

The College annually assesses progress towards its goals and objectives through quantitative and qualitative analysis. These analyses are captured as part of the Strategic Plan Progress Reports, Board workshops, and presentations on enrollment and financial stability.

The development of the 2020-2024 Strategic Plan ultimately led to a Finance and Facilities Risk Mitigation Plan. This plan describes the various fiscal strategies the College uses to fund capital projects and to plan for fluctuations in enrollment, state aid, and property taxes.

SCC's data-informed Strategic Plan guides all decision-making at the College and informs divisional and departmental plans to improve operations and student outcomes.

Recent examples of how the College has used data to implement institutional and unit-level improvements in operations and student outcomes include: instituting a data-informed process for new program development, standardizing admission test scores across programs, implementing a new collegewide advising model, reducing program lengths, and implementing emotional intelligence and resiliency training into its curriculum.