

West Suburban College 2008-2011 Strategic and Assessment Plan (SAP)

GOAL 1: Prepare competent, caring, well-educated health care professions
(Maps to AQIP Criterion 1: Helping Students Learn)

Area	Objective	Metric	Target	Lead	Comments
Student Outcomes	Maintain (or increase) level of student success on relevant measures, communication, critical thinking, therapeutic nursing interventions	NCLEX-RN	75% NCLEX-RN pass rate	Dean of Nursing	
		ATI National Percentiles for ATI Exams: Fundamentals, Critical Thinking, Communication, Anatomy & Pathophysiology, Clinical Specialties, RN Assessment	ATI National Percentiles per NCLEX-RN prep (90th percentile) and specialty exam (proficiency level 2)	Dean of Nursing	
	MSN Students	Critical Thinking Assessment Tool	Baseline Critical Thinking Assessment Score TBD by 2008	Dean of Nursing	
	HIM Students	Communication, Critical Thinking, Professional Application Learning Object Rubrics	TBD by 2009	Provost/ Director HIM	
Student Success	Increase retention from 1st to 2nd year, as well as overall graduation rate	% retention & graduations based on national benchmarks	>60% retention and graduation rate within 150% time of program completion	Provost/ Dean of Nursing /Director HIM	
	-Admission criteria	See Goal 2			
	-Internships & other program related activities	# of students involved in each program in RHC facilities	>/= 10 each year	Dean of Nursing	
	HIM Student Practicums	# of students involved in practicums each year in RHC facilities	>/= 50% of class each year	Director HIM	

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GOAL 1: Prepare competent, caring well-educated health care professions
 (continued) (Maps to AQIP Criterion 1: Helping Students Learn)

Area	Objective	Metric	Target	Lead	Comments
Student Success	-Graduate employment rates	% graduating students	>90% of grads employed in appropriate jobs within 6 months of graduation	Provost/Dean/Director	
Academic & Student Services	Promote academic & support service plans to continuously support student success	Noel-Levitz Student Satisfaction Survey	Improvements relative to previous surveys 2007-2008 and comparable colleges	Director EM	
Academic & Student Services	-Library	Review collection for comprehensiveness, currency and current usage each year	Annual report of usage completely by 5-1 each year	Library Director	
	-Student Finance	See Goal 1			
	-Advising/mentoring	Student utilization, satisfaction	Meet with advisor 2 times per semester Reading/Writing Specialist Usage	Director EM Dean of Nursing Director HIM	

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GOAL 2: Demonstrate Responsible Financial Stewardship (Maps to AQIP Criterion 6: Supporting Institutional Operations)					
Area	Objective	Metric	Target	Lead	Comments
Budget	Maintain balance budget	Net Gain (Loss)	Total Revenue >/= Total Expenses	Business Officer	
		<u>AHSEC Benchmarks 06-07:</u> Instruction = 51.25% Academic Support = 9.55% Student Services = 11.84% Institution Support = 21.10%	Comparable to Benchmark	Business Officer	
	Reduce Dependence on Medicare funding	Medicare Formula	< 15% of Revenue	Business Officer	
Financial Aid	Increase scholarship/grant opportunities for students (including potential RHC scholarships)	#, based on history	Increase by one or two each year	Development Officer Business Officer/FAO	
	Maintain low loan default rate	Federal, state & AHSEC benchmarks	<5%	Business Officer/FAO	
	Utilize Federal Work-Study funds	# of students funded	Fully utilize funds awarded each year	Business Officer/FAO	
Fundraising	Develop fundraising priorities that align with the College growth and vision	Outlined objectives and priorities defined	Annually	Development Officer	
	Increase annual appeal	\$5,000 baseline 2 mailings annually	Increase total dollars by 1% each year	Development Officer	
	Initiate special event to support fundraising priorities	\$25,000 baseline	Increase each year	Development Officer	
	Identify major gift prospects and develop a major gift portfolio	7-10 donors	Increase each year	Development Officer	
	Develop move management system (Razors Edge) that tracks and manages all donors	Monthly reports Ongoing	Annual Report	Development Officer	
	Increase number of scholarships	#, based on history	Increase by one or two each year	Development Officer	

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GOAL 2: Demonstrate Responsible Financial Stewardship
 (continued) (Maps to AQIP Criterion 6: Supporting Institutional Operations)

Area	Objective	Metric	Target	Lead	Comments
Capital	Establish plan for Physical Plant and Capital needs	Separate Capital fund and process established for the College adopted by RHC.	Fund and process approved and in place by 11-08	College Board Executive Committee	

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GOAL 3: Distinguish the College's Identity (Maps to AQIP Criterion 3: Understanding Student & Other Stakeholders Needs)					
Area	Objective	Metric	Target	Lead	Comments
Accreditation	Maintain accreditation status with all agencies:	Yearly Reports	Annually	Provost/Dean/ Director	
	- HLC, NCA AQIP	Systems Portfolio	Updated NLT 12-08	Executive Council	
		Action Projects	Three active, HLC tracked projects at all times Annual report submitted on time	Provost	
	-Specialty Accreditation	CCNE, IDFPR, AHIMA	Maintain	Provost/Dean/ Director	
	NEW Program Accreditation: HIM, HCM, DNP, DHA	Self Study, application	HIM - Year 1 HCM - Year 2	Provost/Dean/ Director	
Marketing	Generate awareness of WSCN and increase enrollments	Brochures	Update brochure annually	EM Director	
	Create, update and distribute print and media materials about the College	All media and print materials created per Marketing guidelines	Deadlines met per Marketing Department Plan College visibility enhanced	EM Director/ Marketing Director	
	Brand College as a Catholic health profession College	New marketing materials and campaign developed	By 2008-2009	EM Director/ Marketing Director	
Student Support Services	To develop an Academic Support Center	Semi-annual report	Semi-annual report of usage	Director of Academic Support Ctr.	
	To develop a Personal & Career Counseling program	Established program	Establish by 2009	EM Director	

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GOAL 3: Distinguish the College's Identity
 (continued) (Maps to AQIP Criterion 3: Understanding Student & Other Stakeholders Needs)

Area	Objective	Metric	Target	Lead	Comments														
Recruitment	Increase number of total completed applicants	# of completed applicants	2008-09 = 200 2009-10 = 300 2010-11 = 400	EM Director															
	Increase proportions of male nursing students	% of student body	Increase # of new male students by 10% each year	EM Director															
	Admit last group of Fast-Track applicants in AY 2008-09 Implement New Year-round program in Fall 09	# of new enrollments	2008-09=44	EM Director															
	Increase # of MSN Students	# of total enrollments	2008 - 09 = 30 2009 - 10 = 40 2010 - 11 = 50	EM Director															
	Admit first group of HIM students in Fall 09	# of new enrollments	Fall 2009 = 10 Fall 2010 = 10	EM Director															
	Admit first group of HCA students in Fall 09	# of new enrollments	Fall 2009 = 10 Fall 2010 = 10	EM Director															
	Recruit Graduate students for new programs as developed.	# of applicants	TBD	EM Director															
	Increase number of enrollments (i.e., number of students entering all Bachelors and Masters programs)	# of enrollments	2008-09 = 290 2009-10 = 525 2010-11 = 600	EM Director															
	Maintain diverse student body	<table border="0" style="width: 100%;"> <tr> <td style="border-bottom: 1px solid black;"><i>Baseline AACN</i></td> <td style="border-bottom: 1px solid black;"><i>IL Peers *</i></td> </tr> <tr> <td>Asian=6%</td> <td>5%</td> </tr> <tr> <td>African Am=12%</td> <td>5%</td> </tr> <tr> <td>Hispanic=5%</td> <td>2%</td> </tr> <tr> <td>White=75%</td> <td></td> </tr> <tr> <td>Non-resident Alien=1%</td> <td></td> </tr> <tr> <td>Male=8%</td> <td></td> </tr> </table>	<i>Baseline AACN</i>	<i>IL Peers *</i>	Asian=6%	5%	African Am=12%	5%	Hispanic=5%	2%	White=75%		Non-resident Alien=1%		Male=8%		Comparable to AACN & IL Peer demographics	EM Director	
	<i>Baseline AACN</i>	<i>IL Peers *</i>																	
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**updated #s to be inserted from AACN Annual Report and IPEDS Peer Analysis Tool.*

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GOAL 3: Distinguish the College's Identity
 (continued) (Maps to AQIP Criterion 3: Understanding Student & Other Stakeholders Needs)

Area	Objective	Metric	Target	Lead	Comments
Admissions	Increase the proportion admitted applicants who matriculate as WSCN students	60% baseline	Increase 10% each year	EM Director	
	Increase the preparedness of admitted students	<u>Baseline:</u> Cumulative GPA = 2.75 Science GPA = 2.75 Teas Score = 80	Increase 1% each year	EM Director	

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GOAL 4: Promote Collaboration & Partnerships with Key Constituents (Maps to AQIP Criterion 9: Establishing Collaborative Relationships)					
Area	Objective	Metric	Target	Lead	Comments
Community	Promote service learning opportunities for students	# of projects & students	At least 1 project per year	Dean of Nursing HIM Director	
	Increase community participation in Community Advisory Committee	Annual meeting and report	Host annual event with speaker Increase participation by 10% per year Community feedback report	Dean of Nursing, Director HIM	
	Promote service related scholarship for faculty	# of projects & faculty members	1 project per year, involving at least 3 faculty members	Dean of Nursing, Director HIM	
Constituents	Develop a stewardship program using Raiser's Edge as a tool	Monthly reports Fundraising increases	Ongoing	Development Officer	
	Develop an internal and external Culture of Philanthropy	Philanthropy integrated into all publications, events, meetings, etc.	Complete integration	Development Officer	
	Integrate the Alumni Association into the College	Integrate Alumni Association	12-18 months	Development Officer	
	Develop a comprehensive communication plan that engages all constituents to include parents, alums, existing donors, College board members, physicians, faculty and RHC/WSMC administration	Increase relationships	6 months for plan to be executed and fully adopted Build a baseline for # contacts, events, mailings	Development Officer	

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GOAL 4: Promote Collaboration & Partnerships with Key Constituents
 (continued) (Maps to AQIP Criterion 9: Establishing Collaborative Relationships)

Area	Objective	Metric	Target	Lead	Comments
RHC	Advertise adjunct faculty position opportunities for RHC employees	# RHC adjuncts, ads	Increase RHC adjuncts by 1 each year	Dean of Nursing, Director HIM	
	Maintain grad placement in RHC facilities	# grad placements	>/=50% each year Brochure on opportunities available by 2010	Dean of Nursing, Director HIM, HR Specialist	
	Develop tracking system with RHC Human Resources	# of grad placements collected each semester	Bi-annual report from Human Resources	H.R. Specialist Career Counselor	
	Integrate student clinical rotations into RHC system	% of total rotations	75% of total rotations	Dean of Nursing, Director HIM	
	RHC employees taking courses	#/% of RHC employees enrolled in courses	Baseline = 25 % (increase/year)	EM Director	

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GOAL 5: Attract & Retain High Quality Faculty & Staff (Maps to AQIP Criterion 4: Valuing People)					
Area	Objective	Metric	Target	Lead	Comments
Faculty	Increase the proportion of faculty required by each program RN, HIM	# of new positions # vacant positions	No more than 1-3 vacant positions per employee category per year	Business Officer/Deans/ Directors/HR Specialist	
	Increase faculty involvement in scholarship, including community & professional presentations & publications	# per faculty	At least 1 per faculty member per year	Dean of Nursing, HIM Director	
Employee	Value employees -Compensation at market value	National norms	Complete study in 09-10 Implement in 10-11	Business Officer	
	-Recognition	Employee awards	At least 1 per year	Executive Council	
	-Development opportunities, including College, RHC, & professional	Attendance at training	At least 1 per employee per year	Executive Council	
	-Team building & communications	Effectiveness of Meetings Timeliness of Reports	One campus-wide meeting each year Committee, Council & Team Meeting schedules established and met	Chancellor	
	Develop the quality culture	Annual event	At least 1-2 events per year to celebrate AQIP and success	Business Officer/ Provost	

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GOAL 5: Attract & Retain High Quality Faculty & Staff
 (continued) (Maps to AQIP Criterion 4: Valuing People)

Area	Objective	Metric	Target	Lead	Comments
Employee	-Processes	Efficiency & Effectiveness	Key processes documented in 2008 (Systems Portfolio Update) Continuous Improvement Targets established thereafter	Executive Council	

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GOAL 6: Plan for Growth (Maps to AQIP Criterion 9: Continuous Improvement)					
Area	Objective	Metric	Target	Lead	Comments
Integration	Collaborate with RHC to integrate and develop Support Services and Business Practices suitable for a College	Processes developed and implemented for IS (Non-Standard items convert to a standard list for the College, Computer upgrades/replacements), Purchasing (Capital Minimum for a College), Contracts, Travel policy	2008	College Board Executive Committee	
Governance	Develop appropriate structure to support communication and reporting channels	Governance structure reporting and communication channels developed	Approved with the 2008-11 Strategic Plan	College Board Executive Committee	
RHC Education Programs	Implement Certificate Programs into College	Programs Implemented or Upgraded to a Degree per a College timeline	TBD	College Board Executive Committee	
Facilities	Develop & implement a master facilities plan to support growth	Move to new space	Location Decision by 12-31-08	College Board Executive Committee	
	-Adequate space		Facility Plan developed & implemented 2009		
	-Up to date labs				
	- Adequate Computer classrooms				
	-Appropriate geography				

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GOAL 7: Plan for Information Technology (Maps to AQIP Criterion 9: Continuous Improvement)					
Area	Objective	Metric	Target	Lead	Comments
Technology	Develop & implement a master technology plan to support growth	All College Technology Systems	Continue to improve technology plan. This is an ongoing process.	Director IT	
	-Technology infrastructure	Support implementation of students laptops	Students have ongoing internet access with Exam Guard functioning	Director of IT	
	-Teaching & learning -Online Course System	Improve course shell Equipment Inventory	Improve the online courseware delivery for faculty teaching and students learning, also provide new PCs, laptops, new network printers, I-clickers, projectors, whiteboards, and other media equipment. Computer labs and electronic classrooms are maintained Annual Report	Director of IT, Business Officer	
		Develop or update instructions and user guides for students, faculty, and staff	Student Information System and other College systems step by step instructions created or updated annually	Director of IT	

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GOAL 7: Plan for Information Technology (continued) (Maps to AQIP Criterion 9: Continuous Improvement)					
Area	Objective	Metric	Target	Lead	Comments
Technology	-College Website	Redesign website with RHC new marketing information	Ongoing updates with timely information Redesign completed by 2009-10	Director of IT	
	Access to CampusVue, CampusNet, Campus Portal, EdTek, Microsoft Outlook	Fully functional	Universal, 24x7 access to technology resources in the College environment from both within and outside the College using RHC FOB for faculty and staff. Also, unlimited access to CampusVue and Campus Portal for the College community. This is an ongoing activity.	Director of IT	