During my first year at St. Louis Community College, I have had a fantastic experience in meeting and working with community leaders, and the Trustees, faculty, staff and students of the College. I am very impressed by St. Louis, and the incredible dedication of our community to make St. Louis an outstanding place to work, live and play.

St. Louis Community College is a very important asset to the St. Louis Region, and we are fortunate to have an outstanding faculty and staff who are committed to student success. As many of you may already know, the College has had several leadership changes over the years, and I immediately recognized the need to begin work to align our programming and services in the most effective manner with the needs and desires of the entire St. Louis metropolitan service area.

To get to this end, I have had the opportunity to work with a wide variety of constituents in the development of a comprehensive strategic plan for the College, the first one developed for a number of years. In the fall of 2015, we assembled a team of leaders from across the College to begin the planning process. We also engaged with an external consultant, Hicks-Carter-Hicks, who did a great job in facilitating the entire planning process for us.

The benefits of such a plan to a higher education institution are significant, and will allow us to accomplish critical goals such as strengthening our work toward our reaccreditation in 2018, creating mission-driven and effective operations, identifying external stakeholder needs for academic programming, and most importantly, ensuring a high-quality experience for our students.

A three-part strategy was deployed to accomplish our planning:

1. **Stakeholder Engagement**: This strategy collected data and information from internal and external stakeholders regarding their perceptions of the mission and performance of the College. As a part of that effort, we received more than 1200 survey responses and conducted 20 focus group sessions and community forums eliciting input from hundreds of stakeholders.

2. **SWOT Analysis**: An analysis of the college's strengths, weaknesses, threats, and opportunities was conducted by a team of 30 college faculty and staff based on input from the stakeholder engagement effort.

3. **Development of High-Level Initiatives and Deployment of Planning**: Strategic initiatives, broad goals, objectives and metrics were then developed to prepare the College to move forward with creating a culture of excellence and continuous improvement within the College going forward.

The following plan will illustrate the high-level aspects of the plan including the vision, mission, strategic initiatives, and broad goals for the 2017 – 2020 time period. In addition, new College leadership has recently been put in place to more effectively serve our students. We are also redesigning the entire admissions, registration and enrollment processes to better serve our students.

In addition to the above planning effort, we recently released the 2016 State of the St. Louis Workforce Report, which is a valuable resource to assist the College in identifying and meeting employers' workforce needs moving forward.

I would like to thank all of our faculty, staff and community members who contributed to our Strategic Plan, and I invite you to stay engaged with us in the years ahead.

Sincerely,
Jeff L. Pittman, Ph.D.
Chancellor
St. Louis Community College is the first choice for academic excellence: leading the way in student success, innovation, and community transformation.
St. Louis Community College expands minds and changes lives every day by offering high-quality educational experiences leading to degrees, certificates, employment, university transfer, and life-long learning.
Academic Excellence
Expect high standards in all academic endeavors.

Learning
Acknowledge and value the unique needs and potential of each learner.

Integrity
Demonstrate personal and professional behaviors that are ethical and transparent.

Accountability
Be responsible for actions that demonstrate a commitment to St. Louis Community College’s vision, mission, core values, and strategic priorities.

Innovation
Support risk-taking for creative solutions to realize our vision.

Dignity And Civility
Foster a culture of equity and inclusion through thoughtful, candid and respectful interactions.

Intercultural Competence
Cultivate understanding of and appreciation for different cultures.
**Fostering Student Success**

Defining clear pathways that lead to the completion of a postsecondary degree or credential that leads to high wage employment and/or further higher education opportunities.

<table>
<thead>
<tr>
<th>GOAL 1</th>
<th>GOAL 2</th>
<th>GOAL 3</th>
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<td>Improve student persistence, retention, transfer/graduation and placement rates.</td>
<td>Develop clear and streamlined academic/career pathways.</td>
<td>Ensure high quality academic programs that result in employment, credentials and/or transfer for students.</td>
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Providing a Premier Student Experience

Provide a premier experience from the student’s initial contact through the time they walk across the commencement stage.

GOAL 1
Create and implement a clear and comprehensive enrollment management plan that addresses the ongoing needs of student recruitment, engagement and completion.

GOAL 2
Provide clear paths from recruitment through graduation by streamlining, simplifying and communicating college processes.

GOAL 3
Empower College employees to proactively support student success.
Articulating to the community the programming and value we provide to the St. Louis Region, to expand partnerships with area schools and businesses.

**GOAL 1**

Strengthen and Promote STLCC Brand

**GOAL 2**

Connect with external partners to address the needs of the diverse communities we serve.

**GOAL 3**

Communicate the College’s comprehensive offerings.
Ensuring that programming and curricula aligns with area employers and university partners, and to focus on incumbent worker training and continuing education opportunities for the region.

**GOAL 1**

Establish STLCC as the premier workforce training asset for the region through branding.

**GOAL 2**

Enhance agility in responding to changing workforce needs through alignment of workforce programs to high demand labor market needs.

**GOAL 3**

Enhance and expand high quality, lifelong learning, incumbent worker training and entry level pre-employment training opportunities.
Promoting Accountability, Excellence, Innovation, Continuous Improvement, and Diversity and Inclusion

Moving toward a continuous improvement culture and environment for all aspects of the College.

**GOAL 1**
Encourage informed risk taking and experimentation leading to innovation throughout the college.

**GOAL 2**
Implement a continuous improvement model across the institution to ensure program and operational effectiveness.

**GOAL 3**
Develop a culture of transparency and accountability to inform individual and organizational performance.

**GOAL 4**
Create an environment that embraces diversity and inclusion.
Ensuring that state and local funding is in place to support community needs in academic programming and short term training.

Securing an Adequate Resource Base

**GOAL 1**
Engage with local and state government agencies to promote the STLCC mission, brand and values.

**GOAL 2**
Secure funding from external sources to supplement current funding.

**GOAL 3**
Align resources to strategic goals and objectives.