Since we published and sent out the final version of the self-study report, STLCC has continued to work its way through the development and implementation of new projects, solving problems and addressing new issues. The following are some significant developments that have taken place since the writing of the self-study.

Permanent Chancellor

Then: At the writing of the self-study, St. Louis Community College was led by an interim chancellor, and the Board of Trustees had not yet begun working on the process of advertising for and hiring a new permanent chancellor.

Now: Dr. Zelema Harris was named permanent chancellor at the November meeting of the Board of Trustees. This appointment has provided stability and confidence in the college.

Board Relations and Effectiveness

Then: When the self-study was written there were issues related to the effectiveness of the Board of Trustees both in their internal relations and in their interaction with the college administration.

Now: Beginning this fall, the Board of Trustees has committed to a series of quarterly workshops focusing on improving Board relations and effectiveness. Two retreats have been conducted with positive results.

Strategic Planning

Then: At the writing of the self-study, strategic planning at St. Louis Community College was at the end of a cycle, and there was no process in place to carry it forward or open a new phase in the planning process. Although forums for discussion of planning directions had been held, there was no suggested action as a result of the forums.

Now: Chancellor Harris secured Board support to engage a planning consultant to work with a newly created internal strategic planning team. The college has done an analysis of significant data and information on our present state and has shared that with the consultant who has visited the college and met with the Leadership Team to discuss next steps.

Enrollment Management

St. Louis Community College has followed a trend of declining enrollment over the past several years. Although efforts at each of the campuses have attempted to increase enrollment, the college has not been able to engage effectively in enrollment growth.

Now: Chancellor Harris received approval from the Board to contract with Noel-Levitz to consult with the college on enrollment management. Two consultants reviewed enrollment trend data and environmental information from the Office of Institutional Research and Planning. The consultants visited each campus and met with campus presidents’ cabinets and recruiters. The college has also created the new position of Director of Enrollment Management and has hired Dr. Joanie Friend.

Faculty Evaluation

Then: Faculty evaluation was identified as an issue in this and the previous self-study. Although a task force had worked on a new process for self-study reports, the plan was not adopted.

Now: Faculty evaluation was identified as an issue in this and the previous self-study. Although a task force had worked on a new process for self-study reports, the plan was not adopted.

(continued on page 2)
ADDENDUM (CONTINUED FROM PAGE 1)

faculty evaluation in 1998 and continued through a pilot in 2003, the evaluation plan was never implemented.

Now: Chancellor Harris announced in both CIAC and CAC that the college would take up faculty evaluation immediately. The chancellor and the vice chancellor for education will meet with the executive committee of the faculty union to begin discussions on the process in early January.

Distance Learning

Then: Through the self-study process for the substantive change request to offer complete programs of study on-line, the college identified shortcomings in support of distance learning. Although several task forces and committees have discussed online delivery over the past ten years, there still remain many issues that need to be improved. In addition to faculty training and evaluation of instruction, the whole area of student support services could be improved.

Now: A committee of faculty and administrators met during the past year and began work on a Distance Learning Handbook that outlines a systematic support, evaluation, and development program for online instruction. The academic deans developed a position paper on the next steps in distance learning. The presidents and academic vice presidents have met several times this fall and have established direction on distance learning. Restructuring has been announced and the presidents and vice presidents will meet during the spring along with a reconstituted distance learning task force to continue planning for a comprehensive distance learning program.

Dark Fiber Replacement

Then: For years, St. Louis Community College has enjoyed a very economical lease arrangement to access a large bandwidth of high speed telecommunications. That lease will come to an end in January 2009.

Now: Through the TESS Steering Committee and the faculty committee advisory group, the college will explore alternatives to high bandwidth instructional delivery.

Banner Recruitment Module

Then: Technical implementation of the Banner Recruitment Module is complete and available for functional use and testing. However, functional implementation was postponed for several reasons. First, the college decided that implementation of the admissions module was a higher priority and needed to precede implementation of the recruitment module. The admissions module is expected to go live in March 2008. Second, a district-wide communications plan integral to the effective use of the module needs to be developed. And finally, the person responsible for planning and coordinating recruiting activities district-wide needs to be on-board and involved in the functional implementation.

Now: During the interim period, campus based recruitment personnel have been learning the system and evaluating its functionality. Campus based personnel have access to the recruitment module and are planning on using its functionality on limited pilot basis to familiarize themselves with the system in Spring 2008.

Focus on the Future Fridays

Now: In mid-October as the self-study document was nearing final review and publication, the HLC Steering Committee initiated a series of open forums at each campus and the Cosand Center to discuss the self-study and how the college should make use of the findings. Attendance at these forums averaged about 40 persons at each meeting. During the sessions, attendees were asked to choose one of the HLC criteria and meet in round table discussions focusing on that criterion. They were provided a list of strengths and challenges from the Executive Summary of the self-study and asked to identify one of two highly important issues and then to brainstorm how the college might address the challenges or increase the strengths. The process was then repeated with participants choosing a different criterion.

The Steering Committee feels this activity has been very productive. Notes from each criterion have been recorded and analyzed and will be forwarded to the strategic planning task force and to other planning bodies. This effort has taken the initial step to assuring that the self-study process continues and that the college benefits from its engagement in the PEAQ self-study process.

VSP

Then: The college offered a Voluntary Separation Plan to faculty and staff who met certain service criteria. Health insurance or monetary incentives were offered to those who chose to leave during June or December 2007. One hundred eighteen college employees chose to participate in the VSP. The results have been positive.

Now: In addition to the fiscal savings, the college has been able to reallocate human resources to a much greater degree than through the normal retirement cycle. Faculty and staff lines have been moved from areas and campuses where there was less need to those where there was greater. The Wildwood campus as an example has been able to increase staffing as a result. Through this opportunity the college has been able to address structural staffing in an efficient and effective manner.

Stability in Leadership

Then: At the writing of the self-study, there was not only the interim position of chancellor, but there was a newly hired president at Meramec and an acting president at Wildwood.

Now: Dr. Paul Pai was hired as president at Meramec in August and Pam McIntyre has been selected as president at Wildwood. St. Louis Community College now has all eight college officer positions filled with permanent appointments. This action provides the college with experienced and stable leadership as we move into the future.
UPCOMING HLC TEAM VISIT: JANUARY 28-30, 2008

As previously announced, a team from the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools (NCA) will be visiting St. Louis Community College from January 28 through 30. The team members are:

Dr. Kim J. Linduska (Team Chair), De Moines Area Community College (IA), Executive Vice President of Academic Affairs
Dr. Christa Adams, Owens Community College (OH), President
Dr. Gerald W. Baird, Johnson County Community College (KS), Executive Vice President for Administrative Services
Dr. Evonne B. Carter, Milwaukee Area Technical College (WI), Associate VP, Academics
Dr. Marian Gibney, Phoenix College—Maricopa Community Colleges (AZ), Faculty, Psychology
Dr. David K. Ho, Metropolitan Community College (NE), Instructor, Management
Dr. James B. Jacobs, Macomb Community College (MI), Dean, Division of Business, Health Sciences & External Education
Ms. Jeralyn J. Jargo, Century Community and Technical College (MN) Dean, Division of Business, Health Sciences & External Education
Ms. Bonnie R. Miley, Iowa Western Community College (IA), VP, Student Services
Dr. George H. Sehi, Sinclair Community College (OH), Dean, Engineering and Industrial Technologies
Ms. Patricia M. Smith, Metropolitan Community College (NE), Instructor, English
Dr. Michael G. Walraven, Jackson Community College (MI), Professor, Psychology

A self-study report was sent to each of the team members and our staff liaison at HLC on November 15. Copies of the self-study are available in campus departments, work areas and each library, and an electronic copy is available via the accreditation Web page at http://www.stlcc.edu/accreditation/reports/HLC_report_2008.pdf.

The self-study report was prepared by the HLC Criterion and Section chapter teams and the writing project manager, Dr. Donna Dare, with the help of many other individuals college wide. The campus coordinators and the steering committee have been working on the self-study since November 2005.

The self-study report is the result of an introspective look at the practices and policies of the college in reference to student learning and effective teaching, progress made since the last comprehensive visit in 1998 and focused visit in 2000, especially those related to the concerns expressed in the HLC team reports, and responses to the five HLC criteria:

1. Mission and Integrity: The organization operates with integrity to ensure the fulfillment of its mission through structures and processes that involve the board, administration, faculty, staff, and students.
2. Preparing for the Future: The organization’s allocation of resources and its processes for evaluation and planning demonstrate its capacity to fulfill its mission, improve the quality of its education, and respond to future challenges and opportunities.
3. Student Learning and Effective Teaching: The organization provides evidence of student learning and teaching effectiveness that demonstrates it is fulfilling its educational mission.
4. Acquisition, Discovery, and Application of Knowledge: The organization promotes a life of learning for its faculty, administration, staff, and students by fostering and supporting inquiry, creativity, practice, and social responsibility in ways consistent with its mission.
5. Engagement and Service: As called for by its mission, the organization identifies its constituencies and serves them in ways both value.

Two additional sections of the self-study report are the request for online degree programs and documentation for the new Wildwood campus.

Several sub-committees of the steering committee have more recently been formed to provide necessities for the visiting team like the resource and hospitality rooms, food, hotel accommodations, hospitality, and transportation.

The HLC team will visit each campus and have opportunities to talk with administrators, faculty, staff, and students at each site. During the three days of the official visit, all campus personnel should be available to respond to questions or requests for information, and attend any open meetings that are scheduled. They should be open and honest in their interactions with the team members and be prepared to discuss information and issues expressed in the self-study report.

Based on its review of the self-study and information gathered while visiting the campuses and sites, the visiting team will evaluate the college with respect to the above criteria, as well as provide consultative advice on challenges and issues that have been raised within the self-study or through their own observations.

At the conclusion of the visit Wednesday morning, January 30, 2008, the team will present a preliminary recommendation on accreditation. However, official action by the HLC will only occur after the college has an opportunity to review and respond to the full team report.

NOTE: All employees will be updated when the visiting team meeting schedule is final so that they will know when and where they can meet with team members. Check it under News on the Accreditation Web site.
FOCUS ON FUTURE FRIDAYS RESULTS IN

After spending almost two years of objective introspection, participating in focus groups, completing surveys, serving on committees, and helping to write the self-study report, STLCC employees continue to work hard to improve the quality of teaching, learning and student success. The five Focus on the Future sessions, held at each campus and the Cosand Center during November and December, were very well attended despite the fact that they were held on Friday afternoons during the busiest weeks of the fall semester.

Each of the sessions lasted at least two hours and allowed attendees to participate in two different discussion groups based on the strengths and challenges emerging from each main chapter of the self-study report.

These sessions were designed to take the work of the self-study to the next level—self improvement. Dr. Zelema Harris told staff at Professional Development Day in October that “The work you all have done through self-study has created the blueprint for the future of St. Louis Community College.” The Focus on the Future Fridays were a huge strategic step to begin planning for action regarding issues that were raised in the report.

Resulting ideas for improvement were discussed, documented, and reported to all participants at end of the sessions. The documents were collected, recorded, and posted on the accreditation Web site under News at http://www.stlcc.edu/accreditation/fffresults.html

SELF-STUDY REPORT, EXECUTIVE SUMMARY, AND RESOURCE ROOM

A copy of the Self-Study Report 2008 has been sent to all campuses and site administrators, all members of the steering committee, each chapter team member (criterion or section teams) and to each campus department, program, and work area. In addition, each campus library received several copies. Each college employee will receive a copy of the Executive Summary during opening week.

The report and the executive summary are also posted on the accreditation Web site. All college employees are urged to read the summary and report, especially those sections that deal with their own work area or department, and become familiar with important issues that affect their contribution to the college, especially in effective teaching, learning and student support. The HLC team may ask just about anyone questions in their evaluation and consulting efforts, so all employees should read at least the summary.

Although the report includes an appendix of important references, the resource room files and the digital resource room (Intranet) will have many more. If anyone still has documentation or files that may help the visiting team do its job, please send them to Cathye Dierberg at Highland Park.
# SELF-STUDY TIMELINE

<table>
<thead>
<tr>
<th>Time</th>
<th>Task</th>
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<tbody>
<tr>
<td>October 2005</td>
<td>Coordinator, site coordinators and steering committee appointed.</td>
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<tr>
<td>November-December 2005</td>
<td>Planning begins. Names and requested date of visit sent to NCA/HLC.</td>
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<tr>
<td>January 2006</td>
<td>Self-study process is initiated.</td>
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<tr>
<td>February-March 2006</td>
<td>Self-study plan is sent to NCA/HLC.</td>
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<tr>
<td>April 2006</td>
<td>Seven main chapter writing committees are formed and trained.</td>
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<tr>
<td>May 2006</td>
<td>Dr. Bob Appleson, NCA/HLC liaison, comes to STLCC, meets with Leadership Team and self-study committees.</td>
</tr>
<tr>
<td>April 2006-February 2007</td>
<td>Criterion/section teams research, collect, analyze and interpret data; write draft summaries (Dec. 1); and work with writing project manager to write and compile drafts.</td>
</tr>
<tr>
<td>February 28, 2007</td>
<td>All chapter drafts due to self-study writing project manager.</td>
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<tr>
<td>March-June 2007</td>
<td>Writing project manager works with all criterion/section teams and writing coaches to revise chapters/sections.</td>
</tr>
<tr>
<td>June 2007</td>
<td>Writing project manager completes all first revisions of chapters/sections.</td>
</tr>
<tr>
<td>June 30, 2007</td>
<td>Writing project manager submits first complete draft to steering committee for review and comment.</td>
</tr>
<tr>
<td>June 30-July 15, 2007</td>
<td>First draft is given to Leadership Team members and campus-level administrators (to be determined by campus presidents) for review and comment.</td>
</tr>
<tr>
<td>July 15-September 4, 2007</td>
<td>First draft made available to faculty and staff panels designated by faculty to provide faculty response. Draft also is reviewed by chapter-writing teams.</td>
</tr>
<tr>
<td>August-September 2007</td>
<td>Writing project manager, self-study chair, and vice chancellor for education complete revisions based on feedback and comment.</td>
</tr>
<tr>
<td>September 4, 2007</td>
<td>All feedback is due to writer.</td>
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<tr>
<td>September 2007</td>
<td>Writer makes final edits and prepares final draft.</td>
</tr>
<tr>
<td>September 30-October 30, 2007</td>
<td>Final edits completed. Final documents prepared, copied and distributed internally, and posted on accreditation site.</td>
</tr>
<tr>
<td>October 2007-January 2008</td>
<td>All college review of self-study results; employees begin preparation as informed respondents for site visit and to engage in discussion of and input into continuous improvement (Focus on the Future Fridays).</td>
</tr>
<tr>
<td>November 2007</td>
<td>Final self-study report is printed and sent to all HLC Team members and the HLC. Printed copies are distributed to campuses and sites. Groundwork for team visit 2008 continues.</td>
</tr>
<tr>
<td>January 28-30, 2008</td>
<td>HLC team visits STLCC.</td>
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<tr>
<td>February 25, 2008</td>
<td>Team chair sends draft report to vice chancellor for education for any corrections of errors of fact.</td>
</tr>
<tr>
<td>February 26-29, 2008</td>
<td>Vice chancellor for education sends corrections of errors of fact to team chair.</td>
</tr>
<tr>
<td>March 31, 2008</td>
<td>Team chair sends full final team report to HLC. HLC sends report to STLCC and all team members.</td>
</tr>
<tr>
<td>April 2008</td>
<td>College responds to team report; vice chancellor for education sends formal, written response to HLC with copies to team chair and team members. College identifies choice of review process.</td>
</tr>
<tr>
<td>June 2008</td>
<td>Reviewers or review panel make recommendation to HLC.</td>
</tr>
<tr>
<td>August 2008</td>
<td>HLC board sends action letter to St. Louis Community College, STLCC Board of Trustees and each HLC visiting team member.</td>
</tr>
<tr>
<td>August-September 2008</td>
<td>NCA/HLC and college begin to implement recommended follow-up.</td>
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</table>
Many employees have spent countless hours over and above their regular work hours preparing for the HLC team visit to St. Louis Community College in January 2008. The self-study report is finished, printed, and distributed. Hotel rooms are booked, food, beverages, and transportation planned, and welcome baskets prepared. The main resource room at FV (PDR-A, across from the bookstore) is renovated as a comfortable and appropriate place for the team to meet, confer and use college technology. The following are to be commended for their excellent service to STLCC.

**Graphics, Layout, and Editing**
- Julie Heyer  Line Editing—CC
- Annamarie Scharrhause  Report Layout—CC
- Airika Dimmitt  Design—CC
- Chris Licata  Art—MC
- Kirsten Young-Abotsi  Design—HP
- Noel Hinton  Graphics—CC

**Printing, Technology, and Mailing**
- Vicki Palmer  Printing—HP
- Gwen Harrison  Pre-Press—HP
- Roger Mayden  Copy Center—FP
- Pam Leahy  Copy Center—CC
- Jolie Stout  Copy Center—CC
- Virgil Weinrich  Mail Room—CC
- Richard Schumacher  Systems Op—CC
- Roger Tracy  Systems Op—CC
- Khouloud Hawasli  Systems Op—CC

**Hospitality Food/Hotel Committee**
- Robert Hertel, Chair  Hospitality Studies—FP
- Casey Shiller  Hospitality Studies—FP
- Jeffrey Ivory  Hospitality Studies—FP

**Hospitality/Welcome Committee**
- Teresa Huether, Co-chair  CTL—FV
- Anne Wessely, Co-chair  Accounting—MC
- Ellen Gough  Bookstore—WW
- Paula Savarino  Bookstore—MC
- Kevin Metzler  Bookstore—MC
- Gina Benesh  CTE—CC
- Christy Hart  Bookstore—FP
- Laura Stevens  Aux. Services—FV

**Resource Room/Hospitality Rooms Committee**
(PDR-A at FV; CC 601, MC BA-106, FP F234, WW 105K)
- Cindy Shanks  Sociology—FV
- Cathye Dierberg  District IR—HP
- Jay Van Reed  TESS—FV
- Jim Cooper  TESS—FP
- Katie Dodwell  TESS—MC
- Ralph Kudrak  Buildings & Grounds—FV
- John Ferlisi  Utilities/HVAC—CC
- Gary Roney  President’s Office—FV
- Adria Werner  CTE/VICE—CC
- Debra Fietsam/ Sue Moore  Pres. and VP-A’s Office—FP
- Judy Brouk  Pres. & VP-A’s Office—M
- Donna Harmon/Ena Primous  RR Art—FV
- Bonnie Gardner/Kathy Maganza  Campuses Police—MC
- Robert Langnas  Campuses Police—MC

**Transportation Committee**
- Chief Robert Stewart, Chair  Campuses Police—FV
- Anne Oestreich  Campuses Police—FV
- Dawn Anderson-Mays  Campuses Police—FP
- Chief Richard Banahan  Campuses Police—FP
- Chief Paul Banta  Campuses Police—MC
- Jerry Schrader  Campuses Police—MC
- George Kroder  Risk Management—CC
- Marcie Touchette  Risk Management—CC
- Jane Boyle  Community Service—CC

**SELF-STUDY GETS PRAISE FROM VIP REVIEWERS!**

*(On the Executive Summary)*

“The briefer the brief is
The greater the sigh
Of the reader’s relief is....”

**Dr. Suess**

“Who is now reading this?”

**Walt Whitman**

*(On the Self-Study Report 2008)*

If the author were only Dr. Suess,
The team would read it on a moose.
They would feel not giddy but loose.
They would read it walking in the wood,
And they would all say, “It is very good!”

**Theodor S. Geisel**

“Bless us! What a word on a title page is this!
[But it was] late hours seven nights a week.”

**John Milton**

“It wasn’t just writing a letter a day;
“It’s a guaranteed page turner.”

**Edgar Lee Masters**

**Oprah**