

# 2016-19 Strategic Plan

## Tracking Measures

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### Student Access and Success

1. Improve access, persistence and completion
  - Annual unduplicated headcount
  - Number of dual-enrolled students
  - High school yield rate
  - Number of adult students
  - Number of new students
  - Number of returning students
  - Representation of racial/ethnic minority students
  - Proportion of students persisting from year 1 to year 2
  - Proportion of students earning 12 college credits in 1 year
  - Proportion of students earning 24 college credits in 2 years
  - Student progress over 5 years
  - Course success and retention by modality
  - Percent of high school equivalency completers who enroll in curriculum classes
  - Number of continuing education students who enroll in curriculum classes
  - Annual number of degrees, diplomas, certificates, and industry-recognized credentials
  - Completers who meet education and training goals (transfer or job placement)
  - Number of state performance measures met or exceeded
  - Student success and institutional service model developed and implemented
  - Comprehensive College-wide career services program developed and implemented
  - ADA compliance/accessibility plan developed and implemented
2. Ensure academic program relevance and sustainability
  - Number of programs of study and classes available online
  - Career, technical and workforce development education programs identified and implemented
  - Process to evaluate and ensure the continued viability and sustainability of academic programs developed and implemented
  - Number of instructional pathways and pathway enrollment

### Sustainability and Organizational Development

1. Processes and systems to ensure faculty and staff success
  - Recruiting and hiring statistics (applicants, interviewees)
  - Employee turnover rate
  - College Diversity and Inclusion Plan developed and implemented
  - Faculty workload and compensation study conducted
  - Flex time and alternative work schedule study conducted
  - Sustainable professional development funding mechanism developed and implemented
2. Business continuity and succession planning
  - Business Continuity Plan developed and implemented
  - College Leadership Succession Plan developed and implemented
  - Number of structured cross-training opportunities available for staff
  - Professional development training on project management skills conducted and evaluated

3. Campus safety and security
  - Evaluate perception of the safety/security of the campus environment
  - Vehicular and pedestrian traffic measurements (to be determined)
  - Number of emergency call boxes
  - Number of security cameras
4. College Advancement
  - College Advancement assessment completed
  - College Advancement Plan developed and implemented
  - Annual donations and gifts
  - Giving participation (College Boards and full-time employees)
  - Annual leveraged resources (non-cash donations and volunteer time)
  - Annual revenue generated by grants, contracts, and categorical funding

### **Technology Infrastructure and Systems**

1. IT systems effectiveness and efficiency
  - IT services model developed and implemented
  - IT liaisons identified for each functional unit
  - Number of liaison meetings with functional unit leaders
  - Student life-cycle management IT tools acquired/developed and deployed
2. Data governance processes and procedures
  - Data governance model developed and implemented
  - Data analytics system developed (or identified) and implemented
  - Number of training sessions for data end users delivered and evaluated

### **Communication and Engagement**

1. Enhance connections to regional jobs
  - Student participation in work-based learning opportunities
  - Job placement tracking process developed and implemented
  - Number of students leaving the College with an in-demand, job-ready credential
  - Faculty participation in back-to-industry opportunities
2. Support the development of new and existing businesses
  - Small Business Center statistics
  - Number of customized or specialized training courses or services
  - Total number of companies participating in training and/or services
3. College marketing and branding
  - Information and marketing collateral plan for the new student success and institutional service model developed and implemented
  - Website traffic and user satisfaction measures
4. College-wide communication
  - College climate survey and/or focus group results
  - Number of College listening sessions