Eastern Iowa Community College District
2005-2010
Strategic Action Plan

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Action Project Status Key

Continuing= New= Retired= Revised= R

Mission

Eastern Iowa Community College District delivers quality education and services to strengthen our community. Our mission is accomplished by:

- Excelling in teaching and learning
- Identifying future needs
- Preparing tomorrow's workforce
- Promoting lifelong learning
- Fostering innovation
- Valuing diversity
- Committing to global sustainability
- Ensuring accessibility for all

Overview

EICCD's vision is expressed in its mission. How that vision is to be translated into action is articulated in the **EICCD Strategic Plan 2005-2010**.

The plan's seven goals present the vision; the District and site-based action projects form the bridges between plan goals and achieved outcomes. In the EICCD Strategic Plan 2005-2010, there are 21 district-wide action projects and 28 additional projects developed by the colleges, Continuing Education, and Economic Development. Each action project is aligned to the District goals and has an identified sponsor to oversee the goal's initiatives and report on the project's progress.

In addition to the EICCD Strategic Plan 2005-2010's action projects, since 2005 EICCD has revised or developed operational plans for Marketing; District Environmental Compliance and Safety; District Facilities; EICCD Technology; a pandemic; individual college plans for Clinton Community College, Muscatine Community College and Scott Community College; plans for EICCD Continuing Education and EICCD Economic Development; and emergency readiness plans for each site. New operational plans have been added or are being developed: a District Educational Plan, District Online Education Plan, New and Remodeled Facilities plans, and Timely Warning plans. An Enrollment Focus Plan was developed in December 2008.

EICCD's progress in accomplishing the 2005-2010 EICCD Strategic Plan's goals are evaluated by the measurements and targets set for each goal. Metrics for the strategic plans overall goals are presented in the **EICCD Dashboard**. Additional, ongoing key district-wide goals are also measured in the dashboard for the areas of Resource Management, Human Resources, and Student and Stakeholder Satisfaction.

EICCD plan action projects are reviewed at least annually, and are **retired**, **revised** or **continued**. As plans are retired, **new** ones are created to further the strategic goals. The action projects undertaken within the site- or department-based plans, and within the operational plans can be seen by reviewing the documents of those plans. Links to the plan locations are given on page 20. The Strategic Plan and EICCD Dashboard can be found at http://www.eicc.edu/business/general/strategic/index.html.

1 Student Learning:
Assess and Enhance Student Learning

District Action Projects	Outcome Measure(s)	Status
1. Course-based Assessment *Sponsor: Instructional Council*	1. Course assessments developed in the General Education Review and student results obtained and used for improvements	✓
2. Use of assessment results to improve learning Sponsor: Instructional Council	2. Improvement results tied to assessment/review components for CTE programs under review	R

College/Department Action Projects	Outcome Measure(s)	Status
CCC: Investigate the implementation of additional learning communities: evaluate the possibility of a Nursing learning community *Sponsor: Deans & Dept. Coordinators*	Decision to offer or not offer additional learning communities Timeline will be set to begin additional learning communities	↻
MCC: Develop two "new" learning communities *Sponsor: Gail Spies*	Two learning communities established	↻

SCC: Backward-map impact instructional and academic support services on students who transition from developmental reading to college level courses *Sponsor: Tom Coley*	Assess a cohort of 200 2004-05 students who tested at developmental reading levels and successfully transitioned to college level courses by Fall 2006 (earned C or better in college level courses). Identify instructional and academic support services that 90% of cohort students indicated critical to their success in college level courses. Use student feedback to improve and promote most critical instructional and academic support services to students testing into developmental reading starting Fall 2007	
SCC: Reduce the wait time for student's seeking academic advising Establish online advising for part-time students *Sponsor: Tom Coley*	Reduce the time students wait for advising by 10% at each academic advising day and event. Pilot an online advising initiative for a cohort of returning part-time students by Fall 2008 to establish a baseline model for improving access to advising and retention	
SCC: Implement a print management plan that will reduce and manage print costs and increase the awareness of the sustainability impact of printing *Sponsor: Tom Coley*	Measurable results will be displayed in the amount of print costs billed to departments, the amount of printing costs that can be recovered, and the amount of paper purchased.	
Cont. Ed.: Increase graduation rates and/or pass rates on externally administered tests that lead to certification/credentialing *Sponsor: Nancy Kothenbeutel*	Measure both retention and graduation rates at the Blong Technology Center during FY 06. Measure pass rates on EMS and CNA credentialing tests during FY06. Evaluate FY06 data for both programs and create a plan to address identified issues	
Cont. Ed.: Develop critical career pathways for short term non-credit job specific programs and BTC credit programs *Sponsor: Nancy Kothenbeutel*	Two (2) critical pathways will be identified, developed and implemented by June 30, 2006. Two (2) additional pathways will be developed each subsequent fiscal year. Student enrollment and completion will be tracked and reported each fiscal year	
Ec. Dev.: The department will increase employment and employment retention, skill attainment and earnings for workers served in the WIA and Career Link programs *Sponsor: Mark Kapfer*	We will measure the increase in number of clients who exit and are employed or seeking additional training, employee retention, and pre/post wage gains	
Online Education: Improve student website navigation for future and current online students. *Sponsor: Jeff Larson*	Developed comprehensive list of degree programs that could be completed completely online; will be integrated into new E-learning student portal. Developed a branding logo for E-learning to be used with all EICCD E-learning communications, marketing, and website development	
AQIP: Student Retention *Sponsor: Karen Vickers*	Fall 08-each campus will assign a small number of advisors to work with assigned first time full time students. An outline of contacts and activities will be provided for the advisors	

2 Entrepreneurial and Innovative Programs:

Fast Track Innovative Programs

District Action Projects	Outcome Measure(s)	Status
1. Implement the New Program and Services (NPS) Process *Sponsor: Ellen Kabat Lensch*	1. NPS Process in place and operating	✓
2. Pilot the process with these proposed programs: Radio Frequency Identification Technology, Historic Preservation, Heavy Equipment Operation and Maintenance *Sponsor: Ellen Kabat Lensch*	2. New Degree Programs that will result in increases in enrollment or retention	R

College/Department Action Projects	Outcome Measure(s)	Status
Cont. Ed.: To develop a model to increase cost effective, high quality training, to serve small numbers of students (ie. 1's and 2's) *Sponsor: Nancy Kothenbeutel*	Track the number of classes and students using this mode of delivery, as well as tracking the direct and indirect expense associated with these classes Also track student satisfaction compared to traditional classes. Data will be collected during FY 2006 and serve as our baseline	✓
Ec. Dev.: The department will provide leadership to local development organizations/chambers of commerce to establish entrepreneurial development programs *Sponsor: Mark Kapfer*	We will track the number of entrepreneurial development activities that EICCD helps develop with local organizations	↻
Online Education: Strategically design and develop online courses and programs to attract new enrollments *Sponsor: Jeff Larson*	E-learning Dean hired October, 2007; E-learning Advisory Board created February, 2008; Meet regularly with Deans prior to Instructional Council to develop a work flow of institutional performance; Created and designed a model to track e-learning expenses /revenue within the ICCOC model	★

3 Diversity:
Celebrate Diversity and Encourage International Learning

District Action Projects	Outcome Measure(s)	Status
1. Student-to-Student Recruitment and Coaching *Sponsor: Project Implementation Teams*	1. Increased enrollment of students from diverse backgrounds; increased retention of these students; increased satisfaction rating on Student Satisfaction Inventory diversity questions	✓
2. Cross Cultural Student Interactions *Sponsor: Project Implementation Teams*	2. An increasing EICCD student participation rate, with a minimum of 800 students in Year Five	R
3. Plan with strategies for diversity in hiring administrators and faculty *Sponsor: Cabinet & Talent Management Team*	3.	★
4. Establish a District hosted semi-annual conference on diversity *Sponsor: Karen Roebuck*	4. Conference accomplished	★

College/Department Action Projects	Outcome Measure(s)	Status
MCC: Establish a "First Generation" Scholarship program aimed at Hispanic students in cooperation with the MCC Foundation *Sponsor: Billie DeKeyrel*	Five full-time scholarships established	↻
Cont. Ed.: Develop a comprehensive recruitment plan to bring greater numbers of Hispanic students to the Blong Technology Center *Sponsor: Nancy Kothenbeutel*	Minority student attendance at the Blong Technology Center	★

4 Technology:
Provide Just-in-Time Technical Support

District Action Projects	Outcome Measure(s)	Status
1. EICCD Technology Support Center for students *Sponsor: Technology Project Implementation Teams*	1. Number of users of the Center's services; student satisfaction with services; student learning outcomes; community satisfaction; increased user skill levels	✓
2. Establish Virtual Communication Tools for EICCD *Sponsor: Carol Hall*	2. ITS will make recommendations for the establishment of VOIP or other telecommunications and conferencing products based on the review (in-progress) and subsequent upgrades that will provide faculty, staff and students the ability to collaborate and share information virtually.	★

College/Department Action Projects	Outcome Measure(s)	Status
CCC: Develop a plan to increase the number of Technology Rooms on campus: Create a summary of all Tech Rooms	Summary available	↻
Prioritize rooms based on the need for conversion to a Tech Room *Sponsor: Facilities & Technology Committees*	Prioritization in place	
MCC: Renovate three classrooms each year to include technology access upgrades *Sponsor: Jim Liljequist/Nancy Luikart*	Three classrooms renovated	↻

SCC : Establish virtual technology capabilities such as Voice-Over-Internet (VOIP) for sharing training *Sponsor: Tom Coley*	80% of full-time faculty will receive asynchronous desktop professional development training in course design and delivery by 2008. 60% of adjunct faculty member will receive orientation training and course development and delivery training by 2008	
SCC : Increase the use of Instructional Technology *Sponsor: Tom Coley*	Number of multi-media classrooms will grow in line with faculty use of instructional technology delivery through professional development	
Online Education: Create and maintain a "Faculty Showcase" website that demonstrates best practices in e-learning *Sponsor: Jeff Larson*	Completion of E-learning Blog. Completion of first iteration of Faculty E-learning Website	
AQIP: Use of Technology in the Classroom *Sponsor: Carol Hall*		

5 Alternative Revenue Sources:

Seek out and Increase District Revenues from Alternative Sources and Implement ways to Conserve District Funds

District Action Projects	Outcome Measure(s)	Status
1. Establish a Capital Creation Team to: - expand the grant writing capacity on an as needed, contractual basis - fund activities to further develop relationships among EICCD foundations - investigate and raise revenue from alternative sources to upgrade EICCD facilities - increase EICCD's share of training funds from 260E/F programs *Sponsor: Gary Mohr/Capital Creation Team*	1. New dollars generated from the action projects ' sources; facilities plan development; increased program offerings	✓
2. Establish instructional unit cost baselines to evaluate areas for cost savings and development of new courses and programs *Sponsor: Tom Coley*	2. A task group is now working to develop the core costs for sections. Once the core costs have been developed then reports will be developed for each section that will roll up to programs.	★
3. The foundations of EICCD work together to enhance their ability to increase foundation funds *Sponsor:*	3.	★

College/Department Action Projects	Outcome Measure(s)	Status
CCC: Determine the costs benefits/losses of continuing the print shop *Sponsor: Karen Vickers*	Program will continue or be discontinued/ modified	↻

MCC: Develop the University/College Center (old school board office) in cooperation with Iowa Wesleyan and St. Ambrose *Sponsor: Jeff Armstrong*	UCC Cooperative Contract in place and signed by the Board	
Ec. Dev.: The department will develop and implement a system that increases the number of companies that have the opportunity to receive EICCD training using E and F funds *Sponsor: Mark Kapfer*	The number of new and repeat E and F companies	

6 Enrollment: Implement an Enrollment Development Plan to Increase the Number of Students Served

District Action Projects	Outcome Measure(s)	Status
1. Conduct external study of enrollment strategies *Sponsor: Chancellor's Cabinet*	1. Study completed, with decisions made on strategies to be undertaken	✓
2. Devise and implement enrollment strategies *Sponsor: Chancellor's Cabinet*	2. Increase in credit and noncredit headcount and credit hours/registrations per fiscal year	R
3. Work with the Area 9 high schools on tech prep programs and reporting *Sponsor: Jeff Armstrong & Laurie Hanson*	3.	★
4. Lean Project-Improve the Board Packet preparation process *Sponsor: Honey Bedell*	4.	★
5. Lean Project-Improve the Student Travel Process *Sponsor:*	5.	★
6. Lean Project-Improve the Purchase Order process *Sponsor: Lana Dettbarn*	6.	★

College/Department Action Projects	Outcome Measure(s)	Status
CCC: Develop a specific enrollment plan, establish enrollment goals and update plan each semester *Sponsor: Enrollment Committee*	Vocational Faculty will set enrollment goals and a plan will be developed for each program. Plan will be evaluated and up-dated at least once each semester	✓

CCC: Develop specific retention plans for current students and PSEO students: Develop a specific plan for each student, monitor plan and evaluate effectiveness, refine plan based on evaluation *Sponsor: Student Development Council*	Plan in place Establish evaluation criteria Plan completed	
MCC: Establish two new career academies – Project Lead The Way (PLTW) and Agriculture *Sponsor: Jeff Armstrong*	Two career academies established	
Online Education: Develop and offer "blended or hybrid" online courses as an option to oversubscribed and/or high demand courses *Sponsor: Jeff Larson*	Historical database created to track enrollment data; Current online course design & delivery agreement strengthened to include benchmarks & timelines; SoftChalk piloting program begun	

7 Economic Development and Community Learning:

Enhance EICCD Services to the Companies and Communities it serves

District Action Projects	Outcome Measure(s)	Status
1. Enhance EICCD services to targeted companies *Sponsor: Mark Kapfer/Nancy Kothenbeutel*	1. The number of "value added" companies that are called upon by EICCD Dep. Of Ec. Dev. Every 18 months for training and consulting needs	
2. Focus on EICCD services to entities involved in the provision of health and/or human services *Sponsor: Mark Kapfer/Nancy Kothenbeutel*	2. The number of entities in the provision of heath and/or human services served by fiscal year	

College/Department Action Projects	Outcome Measure(s)	Status
Cont. Ed.: EICCD will evaluate ABE/HSC curriculum to assure congruency with state determined benchmarks *Sponsor: Nancy Kothenbeutel*	ABE/HSC programs will meet 90% of the State benchmarks of the National Reporting System each year	
Cont. Ed.: Increase the number of GED examinees who complete all 5 tests within a two year period *Sponsor: Nancy Kothenbeutel*	Increase the number of GED examinees who complete all 5 tests within a two year period from the base of 250 students who don't by 8 students or approximately 3%	
Cont. Ed.: Increase the percentage of GED completers who take additional credit or non-credit vocationally oriented within the EICCD colleges *Sponsor: Nancy Kothenbeutel*	Increase the number by 5% over the base on each campus	

Clinton Community College Site-based Goals

Goal-Student Satisfaction:

Develop a comprehensive Advising Training Program

Action Projects	Outcome Measure(s)	Status
Develop a survey to assist in determining training needs *Sponsor: Student Development Council*	Survey developed	
Administer survey *Sponsor: Student Development Council*	Survey results	
Develop Advisor Training manual *Sponsor: Student Development Council*	Manual in place	

Muscatine Community College Site-based Goals

Goal-Technology:

Increase Technology Access for Students

Action Projects	Outcome Measure(s)	Status
Add Wi-Fi to Student Center *Sponsor: Jim Liljequist*	Wi-Fi added	✓

Goal-Enrollment:

Increase Hispanic Enrollment

Action Projects	Outcome Measure(s)	Status
Establish Center in West Liberty & Columbus Junction *Sponsor: Jeff Armstong*	Center established	↻

Goal-Enrollment:

Increase Overall Enrollment with Facilities Upgrades

Action Projects	Outcome Measure(s)	Status
Renovate Strahan Hall (Music, Theatre and Science) *Sponsor: Vic McAvoy*	Renovation complete	↻

Goal-Accessibility:

Increase Campus Access and Accessibility

Action Projects	Outcome Measure(s)	Status
Address ADA issues on campus; i.e., restrooms, doors, signage *Sponsor: Bob Warner*	ADA compliance achieved	↻

Scott Community College Site-based Goals

Goal-Learning:

Improve Retention Based on Student Identified Educational Goals

Action Projects	Outcome Measure(s)	Status
Implement a pilot initiative of 100 diverse students reflective of SCC's student demographic, with an over sampling of students from minority groups *Sponsor: Tom Coley*	Seventy of students will indicate that their educational goals have been met based on student surveys and/or focus groups. Student success in achieving educational goals will include grade point averages of C or better for seventy per cent of students	R

Goal-Productivity:

Improve Cost-efficient Model for Instructional Unit Costs

Action Projects	Outcome Measure(s)	Status
Establish instructional unit cost baselines to evaluate areas for cost savings and development of new courses and programs *Sponsor: Tom Coley*	Program model identified and implemented effective Fall 2006. Produce baseline analysis for 2005-2006. Identify two percent of previous fiscal year instructional budget for new program development or revision/expansion of existing courses or programs starting Fall 2007	✓

Continuing Education Departmental-based Goals

Goal-Productivity:

Increase Productivity

Action Projects	Outcome Measure(s)	Status
Creative nurse aide scheduling to increase the numbers of graduates of the CNA program, with marginal increase in cost *Sponsor: Nancy Kothenbeutel*	Measure CNA student enrollment numbers and CNA student completion numbers for 2005-2010. CNA Program expenses and revenue will also be measured for 2005-2010. Reports will be generated semi-annually in June and January	✓

Department Goal-Enrollment:

Increase Awareness of CE Programs

Action Projects	Outcome Measure(s)	Status
A Continuing Education Team, representative of all departments (BTC, CE, ABE, HSC, and ESL), will work with the Marketing Department to create a comprehensive Marketing plan aimed at increasing the overall public awareness of Eastern Iowa Community College District Continuing Education programs *Sponsor: Nancy Kothenbeutel*	A comprehensive Continuing Education Marketing Plan, that addresses the diverse needs of the division, will be created and implemented. The plan will outline specific projects and timelines for completion	✓

Economic Development Departmental-based Goals

Goal-Enrollment:

Increase Awareness of EICCD Economic Development Services

Action Projects	Outcome Measure(s)	Status
The department will ensure that value-added companies in the EICCD area are called upon and made aware of economic development services *Sponsor: Mark Kapfer*	Increase the number of companies that partner with EICCD for training and consulting needs	

Goal-Productivity

Action Projects	Outcome Measure(s)	Status
The department will reduce the redundancy of business contacts *Sponsor: Mark Kapfer*	Develop and implement a system of tracking business contacts	

Goal-Lean for the Office

Action Projects	Outcome Measure(s)	Status
Members of the department will explore the Lean process as a productivity tool *Sponsor: Mark Kapfer*	Track the percentage of people attending a Workplace Lean training event	

District Wide Action Projects

Goal-Articulate District Ethics

Action Projects	Outcome Measure(s)	Status
Creation of a District Values/Ethics statement *Sponsor: Team led by Nancy Kothenbeutel*	Extent to which staff are aware of the statement through orientation experiences	✓

Goal-Student Success

Action Projects	Outcome Measure(s)	Status
Conduct an internal review of EICCD facilities and student support services for students with disabilities and special needs *Sponsor: Team led by Kirk Barkdoll*	Extent to which services for students with disabilities and special needs are improved and augmented	✓

Goal-Strategic Planning

Action Projects	Outcome Measure(s)	Status
Revise current EICCD Performance Indicators for effectiveness in decision-making *Sponsor: Chancellor's Office*	Performance indicators reduced/changed to better meet user needs	✓

Goal-E-Learning Opportunities

Action Projects	Outcome Measure(s)	Status
Increase e-learning professional development opportunities for faculty and staff *Sponsor: Jeff Larson*	E-learning professional development schedule released for Fall 2008; Outsourced development of eCollege training materials; E-learning Faculty Associates created	★

Goal-Staff Development

Action Projects	Outcome Measure(s)	Status
Systemization of EICCD Professional Development activities and their integration with EICCD strategic direction *Sponsor: George Varchola*	Faculty and staff have participated in state or national leadership development programs; The Classroom Connections Team is implementing Faculty Mentoring, Teaching Circles and Teaching Squares during this coming school year	↻

District Operational Plans

Operational Plan	Status
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Plan Development Dates
Board Approved: November 2005
Plan Updated: Spring 2007
Plan Updated: Fall 2008