Strategic Priorities
Key Performance Indicator Status

By 2010, Kirkwood will increase enrollment, learner engagement and success through innovative program development and effective enrollment management processes.

2010 KPI: Enrollment	Status	Met	Better If:
Increase credit-hour growth by 5% from 351,066 (FY07) to 368,619 (FY10).	351,548 (FY08)	No	More
Increase out-of-state credit hours by 10% in FY08 and FY09.	N/A	-	-
Increase non-credit enrollment by 5% to 72,839 in 2008 and 2% in subsequent years.	77,282 (FY08)	Yes	More
Increase fall-to-spring student retention rate by 15%. 73.3% (FY07)	71.8 % (FY08)	No	More

2010 KPI: Engagement							Status	
100% Community College Survey of Student Engagement (CCSSE) indicator rates will exceed extra large college median.							Met	Better If:
Engagement Indicator	2005 KCC	XL College 2005	2007 KCC	XL College 2007	2009 KCC	XL College 2009		
Active and Collaborative Learning	51.0	48.4	53.0	49.2	N/A	N/A	Yes	More
Student Effort	46.3	49.1	43.8	49.2	N/A	N/A	No	More
Academic Challenge	49.7	49.3	50.0	49.5	N/A	N/A	Yes	More
Student-Faculty Interaction	51.1	48.4	52.6	48.3	N/A	N/A	Yes	More
Support for Learners	48.0	48.6	48.5	48.9	N/A	N/A	No	More

2010 KPI: Learner Success								Status	
Ensure reading, writing and math underprepared student completion/success rates exceed community college benchmark median.							Mdn Target	Met	Better If:
Credit Developmental/Remedial Course Retention and Success Rates (Fall 2005/ 2006/ 2007)	**Fall 2005**	**Percentile Rank Fall 2005**	**Fall 2006**	**Percentile Rank Fall 2006**	**Fall 2007**	**Percentile Rank Fall 2007***			
Math Retention Rate	76.25%	23%	62.33%	3%	65.16%	7%	83.31%	No	More
Math Enrollee Success Rate	46.07%	13%	46.78%	12%	48.01%	19%	54.29%	No	More
Math Completer Success Rate	60.42%	21%	75.05%	79%	76.68%	76%	67.66%	Yes	More

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Ensure reading, writing and math underprepared student completion/success rates exceed community college benchmark median.							Mdn Target	Met	Better If:
Credit Developmental/Remedial Course Retention and Success Rates (Fall 2005/ 2006/ 2007)	Fall 2005	Percentile Rank Fall 2005	Fall 2006	Percentile Rank Fall 2006	Fall 2007	Percentile Rank Fall 2007*			
Writing Retention Rate	91.37%	76%	76.60%	13%	69.28%	1%	87.66%	No	More
Writing Enrollee Success Rate	73.16%	86%	67.73%	69%	60.00%	36%	64.03%	No	More
Writing Completer Success Rate	80.07%	70%	88.43%	93%	86.61%	89%	75.04%	Yes	More
Reading Retention Rate	92.11%	75%	83.93%	30%	62.15%	1%	88.35%	No	More
Reading Enrollee Success Rate	82.89%	96%	78.57%	91%	52.99%	7%	68.16%	No	Steady
Reading Completer Success Rate	90.00%	88%	93.62%	97%	85.26%	76%	77.92%	No	Steady
Reading and Writing Retention Rate	97.03%	95%	85.45%	22%	89.20%	52%	88.89%	No	More
Reading & Writing Enrollee Success Rate	89.60%	97%	81.69%	92%	82.16%	92%	70.22%	Yes	Steady
Reading & Writing Completer Success Rate	92.35%	95%	95.60%	97%	92.11%	94%	77.97%	Yes	Steady

Increase student retention and success rates in core academic skill areas to the community college benchmark median.							Mdn Target	Met	Better If:
Retention and Success in Core Academic Skill Areas (Fall 2005/ 2006/ 2007)	Fall 2005	Percentile Rank Fall 2005	Fall 2006	Percentile Rank Fall 2006	Fall 2007	Percentile Rank Fall 2007*			
English Comp I Retention Rate	76.37%	6%	73.00%	2%	76.79%	8%	88.29%	No	More
English Comp I Enrollee Success Rate	67.03%	34%	63.24%	18%	67.55%	38%	69.84%	No	More
English Comp I Completer Success Rate	87.77%	87%	86.62%	84%	87.98%	91%	80.44%	Yes	More
English Comp II Retention Rate	74.26%	14%	70.96%	10%	71.68%	12%	82.84%	No	More
English Comp II Enrollee Success Rate	63.48%	27%	61.00%	22%	63.31%	32%	67.02%	No	More
English Comp II Completer Success Rate	85.48%	71%	85.95%	82%	88.32%	91%	81.16%	Yes	More
College Algebra Retention Rate	69.38%	15%	73.30%	27%	74.13%	32%	79.57%	No	More
College Algebra Enrollee Success Rate	55.63%	44%	55.34%	45%	56.30%	51%	56.15%	No	More
College Algebra Completer Success Rate	80.18%	72%	75.50%	61%	75.95%	60%	73.08%	No	More
Speech Retention Rate	82.06%	16%	77.02%	3%	80.58%	10%	88.06%	No	More
Speech Enrollee Success Rate	72.82%	39%	68.80%	20%	71.57%	33%	75.00%	No	More
Speech Completer Success Rate	88.75%	63%	89.34%	69%	88.82%	67%	85.77%	No	More

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Increase student retention and success rates in core academic skill areas to the community college benchmark median.							Mdn Target	Met	Better If:
Student Performance at Transfer Institutions	**Fall 2005**	**Percentile Rank Fall 2005**	**Fall 2006**	**Percentile Rank Fall 2006**	**Fall 2007**	**Percentile Rank Fall 2007***			
Cumulative First-Year GPA	2.78	20%	2.71	10%	2.62	1%	2.88	No	More
Average First-Year Credit Hours	25.18	76%	22.93	66%	24.5	83%	21.61	Yes	More
Percent Enrolled Next Year	87.50%	87%	75.70%	32%	N/A	N/A	79.00%	No	More
Increase distance learning student performance rates to community college benchmark median.							**Mdn Target**	**Met**	**Better If:**
Distance Learning Grades (Fall 2005/ 2006/ 2007)	**Fall 2005**	**Percentile Rank Fall 2005**	**Fall 2006**	**Percentile Rank Fall 2006**	**Fall 2007**	**Percentile Rank Fall 2007***			
Percent Withdrew	28.62%	92%	37.84%	99%	46.20%	99%	16.35%	No	Less
Percent Completed	71.38%	8%	62.16%	1%	53.80%	1%	83.65%	No	More
Percent Completers Successful	84.72%	83%	82.76%	78%	78.55%	55%	77.72%	No	More
Percent A and B Grades	46.65%	28%	38.68%	3%	32.51%	1%	50.46%	No	More
Establish employer satisfaction benchmarks.									

2010 KPI: Innovation	Status
Establish a sustainable innovation menu. *(See 3.1 and 3.2)*	N/A

2010 KPI: Process	Met	Better If:
Increase number of documented/archived process improvements made per department and cross-functional team per year from 3 to 10. *(See 4.3)*	No	More

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1.0 Learning Excellence - *We set the standard for learning excellence.*

2010 KPI: 1.1 Learning Results	Status	Met	Better If:
Establish a general education outcome assessment process model	Started	No	Completed
Establish regional Skills Advantage benchmarks.	Started	No	Completed
2010 KPI: 1.2 Instructional Effectiveness	**Status**	**Met**	**Better If:**
Increase annual number of endowed chair offerings from 10 to 15.	Started	No	Adjusted
2010 KPI: 1.3 Program and Curriculum Excellence	**Status**	**Met**	**Better If:**
Ensure three departments successfully complete review audits at Level 3 or above.	Completed	Yes	Continued
2010 KPI: 1.4 Scholarly Inquiry	**Status**	**Met**	**Better If:**
Increase number of faculty development projects by 10 percent.	Not Started	No	Adjusted
2010 KPI: 1.5 Technology Integration	**Status**	**Met**	**Better If:**
Increase student and faculty use of learning technologies.	Not Started	No	Adjusted

2.0 Learner Experience - *We create personalized, engaging learning experiences.*

2010 KPI: 2.1 Advisement	Status	Met	Better If:
Increase credit student advisement process effectiveness through benchmarking.			
2010 KPI: 2.2 Engagement	**Status**	**Met**	**Better If:**
100% Community College Survey of Student Engagement (CCSSE) indicator rates will exceed large college median.	3 of 5 Met	Partial	More
2010 KPI: 2.3 Satisfaction	**Status**	**Met**	**Better If:**
Increase overall student satisfaction through identified service process improvements and benchmarks.	Started		
Increase Continuing Education and Training Learner Satisfaction Rating from 4.3 to 4.5.	4.3	No	More
2010 KPI: 2.4 Retention	**Status**	**Met**	**Better If:**
Increase fall-to-spring credit student retention rate by 15 percent.	71.8% (FY08)	No	More

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3.0 Partnerships - ***We develop and deliver effective stakeholder-focused education and training.***

2010 KPI: 3.1 Seamless Education Programs	Status	Met	Better If:
Increase enrollment through a mapped credit/non-credit articulation model.			
2010 KPI: 3.2 Workforce Development	**Status**	**Met**	**Better If:**
Increase enrollment through an adult career pathways model.			
2010 KPI: 3.3 Employer Training	**Status**	**Met**	**Better If:**
Increase the number of employer training services—repeat percentage rate and new contracts.			
2010 KPI: 3.4 International Education	**Status**	**Met**	**Better If:**
Increase the number of international partnerships by two.			
2010 KPI: 3.5 Alumni Development	**Status**	**Met**	**Better If:**
Increase alumni membership by 5 percent.	Started	No	
2010 KPI: 3.6 Strategic Alliances	**Status**	**Met**	**Better If:**
Increase the formation and utilization of strategic alliances as a means to successfully achieve the college's strategic priorities.			

4.0 People and Culture - ***We are engaged in a collaborative data-informed learning culture.***

2010 KPI: 4.1 Employee Learning	Status	Met	Better If:
Increase employee participation and engagement with on-campus job-related learning opportunities per FY07 baseline.	Baseline	No	More
Increase Learner Facilitator Rating of Continuing Education and Training staff from 4.3 to 4.5	4.3	No	
2010 KPI: 4.2 Employee Recruitment and Retention	**Status**	**Met**	**Better If:**
Establish a staff career development process model.	Not Started		
2010 KPI: 4.3 Leadership and Teamwork	**Status**	**Met**	**Better If:**
Increase number of documented/archived process improvements made per department and cross-functional team per year.	Started		
2010 KPI: 4.4 Diversity	**Status**	**Met**	**Better If:**
Increase minority faculty and service staff recruitment efforts and retention rate through process improvements and corridor alliances.	Started		
2010 KPI: 4.5 Institutional Measures	**Status**	**Met**	**Better If:**
Increase significantly AQIP measuring effectiveness criterion from 2.75 mean score.	3.00	Yes	More
2010 KPI: 4.6 Communication Tools	**Status**	**Met**	**Better If:**
Increase significantly AQIP leading and communicating criterion from a 3.01 mean score through individual employee engagement with Web portals and departmental process improvements.	3.13	Yes	More

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5.0 Resource Management - ***We optimize the use of our financial, physical and technological infrastructure.***

2010 KPI: 5.1 Long-Range Planning	**Status**	**Met**	**Better If:**
Achieve a combined deviation factor of 10 percent or less on the 2010 Strategic Action Framework compared to the 2010 operating plan.			
2010 KPI: 5.2 Master Facilities Plan	**Status**	**Met**	**Better If:**
Establish an annual review process for adjusting the strategic master facilities plan.			
2010 KPI: 5.3 Leadership and Teamwork	**Status**	**Met**	**Better If:**
Identify allowable non-traditional income sources to at least 1 percent of total income.			
2010 KPI: 5.4 Diversity	**Status**	**Met**	**Better If:**
Maintain operating expense increase excluding salary/wages equal to or less than 75 percent of tuition increase.			
Limit tuition increase to less than the average increase for the state Regents' institutions.			
Decrease utility consumption by 6 percent over the next three years while increasing the use of renewable fuels and utilities by 25 percent over the next three years.			
Increase overall financial performance of Continuing Education by increasing income 5 percent per year and achieving a net profit of 5 percent.			

Key Performance Indicators
Action Statement Data Dictionary

ENROLLMENT

Credit Hour Growth:

Out-of-State Credit Hours:

Non-Credit Growth:

Fall-To-Spring Persistence:

ENGAGEMENT

Benchmark Score: The averaging of the scores on student survey items of a performance area with mean scores weighted by full- and part-time students.

Student Engagement: The amount of time and energy students invest in meaningful educational practices as defined by the Community College Survey of Student Engagement. (Active and Collaborative Learning, Student Effort, Academic Challenge, Student- Faculty Interaction, Support for Learners)

LEARNER SUCCESS

Academic Success: Achievement of a grade of A, B, C, or P for a course.

Completion and Transfer: Based upon the unduplicated credit headcounts of first-time, full- and part-time degree- and certificate seeking students.

Completer Success Rate: Rate of the students achieving grades of A, B, C, or P to those students completing the course (grades of A, B, C, D, P, or F).

Enrollee Success Rate: Rate of students achieving grades of A, B, C, or P to those students enrolled in the course.

Persistence Rate: Rate of students who did not graduate and are still enrolled in the institution.

Retention Rate: Rate of students completing a course (grades of A, B, C, D, P, or F) to those students enrolled in the course.

Transfer Performance: Performance of students with 12 credits or more who transferred to public or private four-year institutions during the most recent academic year for which data are available.