Kirkwood Community College
2007-2010 Strategic Action Framework

Action Statement (AS)/ Key Performance Indicators

Enrollment

AS 1.1: Increase credit-hour growth by 5 percent from 351,066 (AY07) to 368,619 (AY10).
AS 1.2: Increase out-of-state tuition credit hour growth by 10 percent in 2008 and 2009 (fall-spring).
AS 1.3: Increase non-credit enrollment by 5 percent to 72,839 (CE07/08 term) and 2 percent in subsequent years.
AS 1.4: Increase fall-to-spring student persistence rate from 73.3 percent baseline (AY07) by 15 percent.

Engagement

AS 2.1: Exceed extra large college median on 100 percent of Community College Survey of Student Engagement (CCSSE) indicator rates for Active and Collaborative Learning, Student Effort, Academic Challenge, Student-Faculty Interaction and Support for Learners.

Learner Success

AS 3.1: Ensure reading, writing and math underprepared student completion/success rates exceed community college benchmark median per most recent data point.
AS 3.2: Increase student retention and success rates in core academic skill areas to the community college benchmark median per most recent data point.
AS 3.3: Increase student performance at transfer institutions per the community college benchmark median per most recent data point.
AS 3.4: Increase distance learning student performance rates to community college benchmark median.
AS 3.5: Increase contracted employer training satisfaction per Continuing Education benchmark.

Innovation

AS 4.1: Establish a sustainable innovation menu. (Workforce Development, Digital/Social Learning Instructional Delivery, Sustainability/Green Jobs, 50+ Programming, International/Global Education, Simulation Learning, Veterans Services, Service To Under-Represented Populations).

Process Improvements

AS 5.1: Increase number of documented/archived process improvements made per department and cross-functional team per fiscal year from 3 to 10.

Five Strategic Priorities: Key Performance Indicators

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

- **1.1 Learning Results:** Establish a general education outcome assessment process model.
- **1.2 Instructional Excellence:** Increase annual number of endowed chair offerings.
- **1.3 Program and Curriculum Excellence:** Ensure three departments successfully complete review audits at Level 3 or above.
- **1.4 Scholarly Inquiry:** Increase number of faculty development projects by 10 percent.
- **1.5 Technology Integration:** Increase student and faculty use of learning technologies.

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

- **2.1 Advisement:** Increase effectiveness of credit student advisement process through benchmarking.
- **2.2 Engagement:** Exceed extra large median on 100 percent of Community College Survey of Student Engagement (CCSSE) indicator rates.
- **2.3 Satisfaction:** Increase overall student satisfaction through identified service process improvements and benchmarks; increase Continuing Education and Training Learner Satisfaction Rating from 4.3 to 4.5.
- **2.4 Retention:** Increase fall-to-spring credit student persistence rate from 73.3 baseline (AY 07) by 15 percent.

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

- **3.1 Partnerships:** Establish an office of partnerships.
- **3.2 Seamless Education Programs:** Increase enrollment through a mapped credit/non-credit articulation model.
- **3.3 Employer Training:** Increase number of employer training services—repeat percentage rate and new contracts.
- **3.4 International Education:** Increase the number of international partnerships by two and expand Global Education Network (GEN) strategic alliances.

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

- **4.1 Employee Learning:** Increase employee participation and engagement with on-campus job-related learning opportunities per FY07 baseline; increase Continuing Education Facilitator rating from 4.3 to 4.5.
- **4.2 Employee Recruitment and Retention:** Establish a competency-based career development process for staff.
- **4.3 Leadership and Teamwork:** Increase number/impact of documented/archived process improvements made per department and cross-functional team per year.
- **4.4 Diversity:** Increase minority faculty and service staff recruitment efforts and retention rate through process improvements and corridor alliances.
- **4.5 Institutional Measures:** Increase significantly AQIP measuring effectiveness criterion from 2.75 mean score.
- **4.6 Communication Tools:** Increase significantly AQIP leading and communicating criterion from a 3.01 mean score through individual employee engagement with Web portals and departmental process improvements.
- **4.7 Alumni Development:** Establish an alumni community building model.

5.0 Resource Management - ***We optimize our human, financial, physical and technological assets through the use of a strategic resource decision making model.***

- **5.1 Finance:** Increase the College's Composite Financial Index score through efficient and effective operating expense and revenue management.
- **5.2 College Enterprises:** Implement an enterprise operations management model.
- **5.3 Grants:** Implement a comprehensive grants design, management, compliance and audit model.