Instructional Innovation (Bill Lamb)

To improve learner success through integrated services and collaborative instructional improvement.

Original tactic teams have completed their work and several initiatives have been undertaken as a result of their work. For example, last year the college implemented a mandatory orientation program for all new, degree seeking students. (Tactic 1.4) Some tactic recommendations have been placed on hold based on cost or challenges with implementation, for example the mentoring program that recommends pay for faculty to serve as mentors. However, an outgrowth of this Tactic Team's work has informed the design of the Master Teacher Program. Three new tactics were launched in the fall of 2013 (Tactic 1.5, 1.6 and 1.7) and are being implemented.

Program Effectiveness (Al Rowe)

Implement an improved evaluation process for aligning existing credit/non-credit programs to address workforce needs, new opportunities, and resource allocation.

Developed by a cross-functional tactic team, a Program Effectiveness/Efficiency Review policy was approved resulting in the design of *Effectiveness Profiles* to annually assess all educational offerings in the College's *Program of Studies.* As of Fall 2014, profile prototypes are being constructed. They will be used to inform curriculum/program design and resource allocation decisions, and to ensure program/subject offerings are high quality, relevant, accessible, and cost effective. In addition, a new Learning Management System was selected. It will be used to support faculty/administrative efforts to track program outcomes and facilitate data-informed decision making. Installation, setup, testing, and small pilot trials are underway.

All initial 2011-2014 tactics have been completed. New FY2016 tactic needs are now being considered from a resource allocation perspective. They will be released by April 2015.

Educational Delivery (Jon Neff)

To strengthen strategic and flexible educational delivery capabilities.

All tactics have completed their original charters. The tactic team working on helping learners navigate our many offerings and delivery methods completed their recommendation to implement a learning profile for Kirkwood. It was decided to explore the possibilities of a learning profile with the partnership of ACT. This work has been transferred to Academic Affairs, Student Services and Institutional Effectiveness who continue to work with ACT. The tactic team designing new flexible scheduling options has been completed. The team has determined a way to offer articulated non-credit courses which can be migrated into credit programs primarily in Industrial Technology to help create a pathway for students that is more responsive and flexible. The tactic team working on delivering access to applications and data has completed a 450 computer pilot with great success. This will lead to next steps to broaden the application portfolio of the virtualized desktop solution.

Regional Leadership (Kim Becicka)

To strengthen leadership in regional workforce development.

Next Steps and Recommendations

1. Identify top 20 partnerships at Kirkwood utilizing initial survey information received and rubric scoring-completed
2. Build a database to track all community partnerships throughout the college
3. House a centralized database in one of the outreach offices
4. Compile a complete list of all current community partnerships at Kirkwood through face to face department meetings to gather complete and accurate data
5. Evaluate the data and database, determine how the database can be used to determine truly transformational partnerships and how we create this level of relationship

Market Intelligence (Kristie Fisher)

To improve market planning and competitive intelligence.

All Market Intelligence tactic teams have completed their assignments and retired their projects. However, the focus on understanding our market continues. The 2014 Graduate Follow-up Survey will launch in December with a spring publication date, continuing the important work of the tactic team. Kirkwood faculty continue to use the Smart Roster to better understand their students and to impact learning. As always, Kirkwood continues to study regional workforce trends to help our region remain competitive in a changing environment.

Operational Excellence (Jim Choate)

To create transparent sustainable organizational systems and structures to support strategic initiatives.

This past year, the new compensation and benefit structure was implemented. With a more well defined total compensation structure in place, a college-wide recruiting and selection process was evaluated. Based on the review, a new recruiting and selection software was chosen and the implementation process is being developed. To ensure long-term sustainability, a succession planning/bench strength review process has been initiated. All key personnel and positions are being documented for current needs, strengths and future development planning. Work related to long range resource planning took a different direction during the year based on work performed by the LSA team. The team changed direction from looking at an outside system to developing an in house solution. A beta version is complete that contains current period forecasting capabilities, future assumptions, and 5 year projections and the impact of various strategic decisions or what ifs.

Information Excellence (Mick Starcevich)

To increase access, understanding and use of timely and relevant information, reports and research.

Tactic 7, Information Excellence, under the Learner Success Agenda has been completed. The mission of Tactic 1.1–1.4 was to evaluate organizational service structure and policy; identify data, report, and research owners and their appropriate security and access to operating systems; to establish data process improvement and documentation standards to improve data quality and reporting. The tactic has established a cross functional team, Operations Team, to carry out this mission. The Operations Team evaluates data entry, system and policy issues that affect the ability of Kirkwood Community College to service students, staff and faculty, report accurate compliance information to various governing agencies and inhibit the ability for decision makers to review accurate information. The Operations Team is now an on-going committee that is led by representatives from Technology Services and Institutional Effectiveness /Research.