The purpose of any strategic planning process is to evaluate the organization and provide direction for its future. This is accomplished by scanning the environment both internally and externally to determine the areas for opportunity as well as the areas for challenge. At the same time, it calls for a reflective analysis as to where the organization has been and where it desires to go.

More than anything else, it provides the guiding light for everyone in the organization to see and understand where the organization is headed and why. The planning process also allows for the identification of institutional priorities with strategies to accomplish those priorities, and key performance indicators to measure their success. It helps the organization decide how best to allocate its scarce resources. The strategic planning process for Kirkwood Community College has these same goals.

Kirkwood Community College has a rich and storied history that spans more than 50 years, and one thing that has remained constant over the more than 50 years of its existence is its commitment to its students and its district. Kirkwood consistently puts students first and seeks to serve all facets of its district. Kirkwood enjoys the reputation of being a maverick among community colleges in its desire to be the most innovative community college in the world and in delivering excellence in all that it does. It is against this backdrop that the Kirkwood Community College Strategic Plan was developed.

Lori L. Sundberg, DBA
President, Kirkwood Community College
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STRATEGIC PLANNING PROCESS

The strategic planning process for Kirkwood Community College includes an environmental scan; Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with input from the entire college community; and a review of the mission and vision statements, core values, and the Blueprint for Learner Success.

It was determined early that Kirkwood has spent a good amount of time planning through Foundations for Excellence and in the development of the Blueprint for Learner Success. With that work being done so recently, the Mission Statement, Core Values, and the priorities of Learner Success, Student Experience, Employee Development, Operational Excellence, and Community Impact were retained.

The Vision Statement was modified only slightly to further refine the college’s aspirational goals.

**Kirkwood Community College Vision Statement**
To be the community college leader in regional, national, and global education.

**Kirkwood Community College Mission Statement**
Kirkwood Community College identifies community needs; provides accessible, quality education and training; and promotes opportunities for lifelong learning.

**Kirkwood Community College Core Values**
- Respect
- Excellence
- Responsibility
- Diversity
Strategic Planning Considerations

Five Strategic Questions to Answer:

1. Are there resources to support our mission and vision?
2. Are the sources and use of funds matched appropriately?
3. Is the organization sustainable? (Can it survive?)
4. Is the organization practicing sustainable decision-making? (Are we making good decisions for today AND five years from now?)
5. Are effectiveness (the right thing to do) and efficiency (doing it right) considered?

As an institution, we need to think in terms of return on investment. This ROI is in terms of where can we invest our scarce resources in order to serve the most students or, conversely, where can we get the most value for our students and the communities we serve.

Ultimate Question:
What, if anything, are we going to do differently based on the data and resources we have and the mission we want to accomplish?

Strategic Plan Components:

Awareness of Current State

- Benchmark competitors and guidelines from accrediting bodies
- Goals: Specific, Measurable, Attainable, Relevant, and Timely
- Action steps
- Assignments
- Assess progress formally—Key Performance Indicators (KPIs) for every goal
- Annual assessment
- Access, analyze, and act on needed changes

“ In the absence of a strategic plan the budget becomes the strategic plan. ”

HARVARD NEW PRESIDENTS SEMINAR, 2010
The strategic planning process pyramid denotes strategic alignment. Strategic alignment is essentially matching up the college priorities (Learner Success Blueprint) to measurable actions based on the mission and vision of the college. The strategy pyramid is a visual tool to assist in planning and acting on the plan based on key performance indicators.
STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS

A survey was administered to all employees and Trustees to evaluate the strengths and weaknesses internal to Kirkwood Community College, as well as the opportunities and threats external to the organization. Not every strength, weakness, opportunity, and threat is listed; rather, the major themes that were identified are included.

*Indicates same theme in Strengths and Weaknesses

Major Themes of Strengths
- Dedicated and talented faculty and staff
- Reputation
- Facilities* and beautiful campuses
- Student focused
- Innovative
- Collaborative
- Diversity*
- Kirkwood culture
- Brand recognition*

Major Themes of Weaknesses
Communication, communication, communication! From the top, from the bottom, and across the middle. Within the main campus, with the outlying sites, and everywhere in between. The college will prioritize working on improvement of communication.
- Aging facilities*
- Technology
- Brand marketing*
- Too much administration
- No strategic plan

Major Themes of Opportunities
- Capitalize on Kirkwood brand
- More partnerships (K through 12, industry, businesses, other universities and colleges both private and public)
- Expanded marketing
- Pathways
- International students

Major Themes of Threats
- Declining high school graduates
- Strong economy with low unemployment
- Declining state funding
- Increased pressure on tuition rates
- Other nontraditional players offering education
- High school students unprepared for college
- Diminished view by the public of higher education
- Pace of technological changes
- Violence on campus
The Strategic Planning Cycle is a data-driven improvement cycle used for improving, optimizing, and sharing information regarding strategic priorities and key performance indicators. The Strategic Plan is a dynamic plan, and institutional- and departmental-level KPIs will be reviewed annually in order to ensure data-driven decisions and continuous improvement based on the Mission, Vision, Core Values, and Learner Success Blueprint.
The guiding institutional priorities are Learner Success, Student Experience, Employee Development, Community Impact, and Operational Excellence. They serve as the foundation for institutional and departmental key performance indicators—what we do and what we measure.
INSTITUTIONAL-LEVEL KEY PERFORMANCE INDICATORS (KPIs)

A. Learner Success: Measures based on 2018 National Community College Benchmark Project (NCCBP)

1. Persistence—fall to spring, all credit students that return to campus for the next semester
   a. Increase percentage from 72 to 75 by fiscal year (FY)2023.
   b. Increase percentage from 75 to 77 by FY2025, placing Kirkwood at the 90% overall when compared to community colleges nationwide.

2. Retention—fall to fall and spring to spring, all credit students return to campus for the next academic year. National average is 62%
   a. Increase percentage from 48 to 51 by FY2021.
   b. Increase percentage from 51 to 53 by FY2023.
   c. Increase percentage from 53 to 55 by FY2025.

3. Completion—attained degree/certificate or transfer within 3 years for full time or 6 years for part time
   a. Increase full time percentage from 39 to 42 by FY2021.
   b. Increase full time percentage from 42 to 45 by FY2023.
   c. Increase part time percentage from 28 to 32 by FY2021.
   d. Increase part time percentage from 32 to 35 by FY2023.

B. Student Experience: Measures based on 2017 The Community College Survey of Student Engagement (CCSSE); conducted every 2 years and with cohort colleges of similar size; and Survey Data

1. Active and Collaborative Learning
   a. Increase percentage from 50.4 to 51.4 by FY2021.
   b. Increase percentage from 51.4 to 55.0 by FY2023.

2. Academic Challenge
   a. Increase percentage from 49.5 to 50.5 by FY2021.
   b. Increase percentage from 50.5 to 52.0 by FY2023.

3. Student-Faculty Interaction
   a. Increase percentage from 48.8 to 50.8 by FY2021.
   b. Increase percentage from 50.8 to 52 by FY2023.

4. Support for Learners
   a. Increase percentage from 50.7 to 51.7 by FY2021.
   b. Increase percentage from 51.7 to 53 by FY2023.

5. Equity and Inclusion
   a. Identify survey instrument and prepare for distribution by FY2020.
   b. Conduct campuswide survey, analyze results, and develop KPIs by FY2021.
INSTITUTIONAL-LEVEL KEY PERFORMANCE INDICATORS (KPIs)

6. Teaching and Learning
   a. 100% of associate degree granting programs will assess students on each of the 8 Kirkwood Student Learning Outcomes (KSLOs) by FY2021.
   b. 100% of FT and PT faculty will collect and analyze student assessment data per their KSLO assessment plan by FY2022.
   c. Benchmark student satisfaction through the Class Climate Survey by FY2020 and increase satisfaction ratings by FY2023.

C. Employee Development:
   Measures based on Iowa Community College Data, Gallup Employee Engagement Survey, and Governmental Demographic Data

   1. Employee Turnover
      a. Not to exceed the Iowa Community College percentage for 2018 average of 6.84% by more than 2%; stated as rate of less than 8.84% for FY2020.

   2. Employee Engagement and Inclusion
      a. Establish Q12 Gallup Score by FY2021.

   3. Equity and Inclusion
      a. Establish a ratio of .70 minority employee population to Cedar Rapids’ minority population by FY2021.

D. Operational Excellence:
   Measures based on Colleague Data, Survey Data, and Iowa Department of Education Management Information System Data

   1. Enrollment
      a. For Academic Year 2019 – 2020, maintain the 2018 – 2019 Academic Year’s total attempted credit hours of 269,734.

   2. Financial Reserves
      a. Maintain a cash balance of 75 operating days.

   3. Innovation
      a. Establish an innovation request process by FY2021, including procedure, request form, and rubric to measure quality of request.

   4. Information Technology
      a. Deliver a consistent and reliable technology experience, based on 4 categories utilizing a Likert score of 1 – 5, establishing a baseline by FY2020.

   5. Facilities
      a. Maintain an overall facilities condition index (FCI) of 2.5%. 

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E. Community Impact:
   Measures based on Colleague and Survey Data

1. Increase Continuing Education Full Time Equivalent (FTE) enrollment as a percentage of institutional FTE enrollment to 14.12% by FY2024.

2. Establish a benchmark of customer service satisfaction by FY2021.

3. The Foundation will establish institutional KPIs as an outcome of its strategic planning process by FY2021.
DEPARTMENTAL KPI TEMPLATE

This template is used by college departments to establish departmental-level KPIs aligned with the Learner Success Blueprint and institutional-level KPIs. It is also a mechanism to request data that may be needed to support measurement of the KPI.

Department
<Enter the department name>

Strategic Focus (Learner Success, Student Experience, Employee Development, Community Impact, Operational Excellence)
<Identify the Strategic Focus from above that links to the department KPI. Example: Learner Success>

Institutional-Level Key Performance Indicator (KPI)
<Enter an institutional KPI area from the Strategic Plan that links to the department KPI. Example: B.1.A (Active Collaborative Learning)>

Department Key Performance Indicator(s)
<Enter short write-up of a department KPI, SMART goal>

Data Points or Information needed to help support the department KPI
<Identify the information or data points needed to help show current state and/or progress to the KPI goal. IR/IE can help in identifying possible goals and delivering the data needed to review and being to show progress on the KPI>
DASHBOARDS AND LEADERSHIP TEAM REPORTS

Dashboards are graphical depictions that provide at-a-glance views of key performance indicators relevant to a particular objective or process. They are progress reports and integral pieces of the Measure and Analyze steps in the strategic planning cycle. Institutional-level KPI dashboards are found on the Institutional Effectiveness website.

Monitoring and discussion of all levels of KPIs will be a component of Cabinet, department, and team meetings across the campuses. Leadership Team Report meetings are held quarterly and the analysis of departmental KPIs are shared on a rotational basis. More important than discussing the data that are represented in dashboards is the learning that takes place based on sharing information with colleagues regarding the changes made or not made based on the data. There are no failures, only learning that results in continuous improvement. It is evident that the Learner Success Blueprint applies to our strategic planning, just as it does to our students’ learning.