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

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

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.