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2017-2018 OPERATIONAL PLAN STATUS UPDATE

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**Colby Community College 2017-2022
2017-2018 Operational Plan Status Update**

Theme/Strategic Direction I: Student Success

➤ Goal #1: Increase the academic success of students

Benchmark and increase national, state, and institutional perspective: graduation, retention, remedial education persistence, student success index scores, credential attainment, transfer rates, and KTIP placement results

Responsible Unit	Action Step	Result Indicator	Actual Results	Use of Results	Status
Academics	1--->Improve persistence rate in remedial courses	Remedial class structure reorganized to improve student success,Improve institutional graduation rate, retention rate, remedial education persistence rates and transfer rates.	The College currently has the number one graduation rates among community college sector in the state of Kansas. The English curriculum redesign which begins Fall 2018 should continue to improve these measures.	These results allows the institution to continue improving the overall goal of academic success of our students.	Ongoing
	2--->Increase utilization of industry partners to provide opportunities for graduates to earn higher wages				Ongoing
	3--->Modify remedial class structure and implement student success model				Completed
	4--->Increase tutoring services (hours of service)				Completed
	5--->Modify remedial class structure				Completed
Student Affairs	1---> Classify issues that prevent successful course completion and identify usage of resources that promote academic acheivement	Increase percentage of early alert referral students who persist (Fall to Spring) are retained (fall to fall) and graduate within (150%) of normal time. Develop Early Alert portfolio document.	The Early Alert guide is located within document management. This model draft demonstrates the development in progress.	Advancing the Early Alert Portfolio (Guide) will continue as an action item through the 18-19 planning year.□ Document (A5) data gained from IE will be evaluated to determine relevant strategies in program improvement over the 18-19 planning year.	In Progress
	2---> Benchmark and gather baseline data on early alert student success statistics				Completed
	3---> Identify strategies to increase faculty utilization of EA system				In Progress
	4---> Develop intrusive EA referral system for students living in residence halls				In Progress
	5---> Investigate PC system capabilities for data collection and tracking of referred students success rates				Completed
Athletics	1--->Weekly study halls for each athletic team	All Athletic teams will achieve a 3.0 GPA or higher.	Over the 17-18 year Athletic programs collectively demonstrated strong performance in academics, earning an overall grade point average of 3.2.	Athletics has demonstrated that consistent implementation, oversight and commitment to the use of study hall is an effective method to maintaining and enhancing quality academics. It is expected the study hall program will continue in its present form and will also be evaluated for effectiveness and possible adaptations over the 18-19 year.	In Progress
	2--->Weekly monitoring of early alert system				In Progress

Develop and implement assessment model program

Responsible Unit	Action Step	Result Indicator	Actual Results	Use of Results	Status
President's Office	1--->Incorporate assessment module results into strategic planning	Assessment completed at or near 100% for all courses. Strategies employed within division areas for improvement of services.	See Academic Affairs and Student Affairs planning modules for results reported in this area.	See Academic Affairs and Student Affairs planning modules for results reported in this area.	Ongoing
Academics	1--->Implement new assessment server	Develop a vision for future assessment at CCC. The assessment process for CCC has been reshaped and reorganized to be user and student friendly.	Fall 2017 classes are nearing 100%	The assessment program is now solidified and will focus on expanding in AY18-19.	Completed
	2--->Assessment results distributed to the entire campus at the conclusion of each semester				In Progress
	3--->Purchase new assessment module				Completed
	4--->Provide training on assessment module				Ongoing
	5--->Disseminate results to campus				In Progress
Student Affairs	1---> Analyze current practices and instruments for expansion of assessment program	Three members of Student Affairs receive assessment module training.	Meetings are held to determine use of assessment system within SPOL. Three members of Student Affairs are part of leadership group in assessment and training occurs within system. See calendar of events.	All Student Affairs meeting occurs during the month of April 2018 to conduct assessment activities. Information from this meeting will help to continue the development of assessment through the 18-19 planning year.	Completed
	2---> Gain knowledge of assessment module system for proper usage	Determine assessment program strategies within division areas for improvement of services.			Completed
	3---> Develop assessment guide				Ongoing
Athletics	1--->Coaches complete assessment each semester	Assessment completed at or near 100% of programs and determine strategies within division areas for improvement of services.	Due to changes in the Athletic Director position there are no outcomes to report in this emphasis area.	It is expected that the new Athletic Director will evaluate current methods and needs in order to determine how the department will assess programmatic outcomes in the future. The VPAA and VPSA will work with the new AD to develop this area.	In Progress

Responsible Unit	Action Step	Result Indicator	Actual Results	Use of Results	Status
President's Office	1--->Report progress on key success markers that align with goal statement	Take a widespread approach to utilizing data and systems to make decisions. Conduct ongoing evaluation and take action on identified areas for improvement.	Colby Community College had a 47% graduation rate from the most recent posted rates. In addition, CCC had the following achievements during the last academic year. □ <ul style="list-style-type: none"> • #1 community college graduation rate in the state of Kansas for 100% time frame□ • #1 community college graduation rate in the state of Kansas for 150% timeframe□ • #3 performing community college in the Student Success Index □ • Second highest achieving institution on Kansas Training Information Program-Median Wage: Graduates Exited and Employed (#2 out of 25)□ • Second highest achieving institution on Kansas Training Information Program-Average Wage: Graduates Exited and Employed (#2 out of 25)□ 	Disseminate and promote results among our current and prospective students, community stakeholders, regional accrediting bodies, employees and trustees. The result of these key metric indicators will be used to champion and illustrate the success of our students and institutional effectiveness.	Completed
Academics	1--->Utilize data to improve remedial courses	Improve persistence rates of remedial students. Remedial class cohorts established that benchmark student achievement with the impetus of improvement.	The institution is making excellent strides with remedial courses.	Once the redesign for English is fully operational the institution will begin on Math.	Completed
	2--->Increase faculty review of assessment data				Ongoing
	3--->Review programmatic profit and loss statements, with the potential to add more support services to larger programs				Ongoing
	4--->Review assessment module data				Ongoing
	5--->Increase faculty assessment, complete faculty review annually				Ongoing
Student Affairs	1---> Initiate program development within assessment module based upon review of current practices	Assessment guide created. Assessment module employed.	Draft of Assessment guide documented and uploaded in objective #2. Assessment module within SPOL employed through the work of the assessment leadership team.	Rubric measure created and outcome goal determined for completion percentage.	In Progress
	2---> Outcome measures developed and data entered into assessment module for assessment				In Progress
Athletics	1--->Generate a report to determine graduation rate for the past three years for each athletic team and overall department	Establish a baseline graduation rate for the Athletic Department and increase the rate of graduation by 2% per year over the next 5 years.	While there is a significant amount of raw data compiled as noted within the 2012-2016 graduation rates document, the cumulative rates for every sport were not measured. Therefore, the document noted here is incomplete. It will be important for the new Athletic Director to establish and/or locate baseline rates and discuss the expectations and initiatives moving forward on measures of student success.		In Progress

➤ **Goal #2: Improve holistic student satisfaction experience**

Identify actions and advance strategies to improve effective operations

Responsible Unit	Action Step	Result Indicator	Actual Results	Use of Results	Status
President's Office	1--->Explore possibility of software consolidation and integration	Evaluate processes to increase efficiency and range of programming that supports institutional and student success.	Originally, SPOL was reviewed by faculty and administration for assessment purposes. As understanding progressed the comprehensive nature of SPOL was promoted as a technological system that the college could use in all of its planning activities. This system was packaged in this respect and sent to the Board of Trustees for review. The Board approved the purchase of this planning system. The determination was made that the college should align resources and the allocation of time towards developing the planning structure and associated components.	After the review of the 17-18 planning year it has been determined that the institution needs to invest much more work in this area tied to this objective with respect to the consolidation of software integrations, health insurance contracts and the development of a legitimate process that will lead to a master replacement plan.	In Progress
	2--->Review of annual contracts				Completed
	3--->Adopt planning module				Completed
	4--->Implement master replacement plan				In Progress
Academics	1--->Implement a new assessment server	Improve faculty turnover rates by employing new mentor program. <input type="checkbox"/>	The assessment server is improving processes and the data being received.		Completed
	2--->Implement a new faculty mentor program				Completed
Student Affairs	1--->Research factors that enhance the holistic development of students	Evaluate processes to increase efficiency and range of programming that supports institutional and student success. Enhance residential facility common areas.	Enhanced residential area with new updates as noted and are evaluating range of programming as noted.	Based on empirical evidence, students are utilizing the lobbies more often and in greater numbers. Survey data will be evaluated at the end of the Spring 2018 semester to determine future activities. Future activities will reflect student feedback.	Discontinued
	2--->Identify activities that enhance the holistic development of students				Discontinued
	3---> Create baseline data for activities and student attendance utilizing 16-17 program data				Completed
	4---> Review type and scope of activities				Completed
	5---> Utilize survey for student input on scope and range of activities				Completed
	6---> Review and research areas for improvement				Ongoing
	7---> Purchase facility equipment based upon review				Ongoing

Crete and utilize student-centered approaches to improve satisfaction

Responsible Unit	Action Step	Result Indicator	Actual Results	Use of Results	Status
President's Office	1--->Review of feedback in comment box	Utilize benchmarks and instrument measures to advance services.	Every comment received through this communication system is responded to in a timely manner; the response time usually occurs within one business day. The annual review of the Noel Levitz survey occurs on a cyclical basis. The next distribution period will be over the 18-19 planning year.	The President and the Director of Public Relations reviews the comment box on a daily basis to ensure quality customer service and student satisfaction. Results are monitored for consistency and common themes. If common themes emerge from the responses problem resolution occurs with the President delegating persistent issues to divisional VPs. <input type="checkbox"/> Results from the Noel Levitz have not yet been provided at this time. Upon completion, the administrative team of Colby Community College will review them. Additionally, the administrative team should review this survey instrument and choose select areas of emphasis to measure against based upon the needs of the institution. This instrument can be utilized to measure continuous improvement. Noel Levitz was not conducted during AY 17-18.	Ongoing
	2--->Annual review of Noel Levitz				Pending

Responsible Unit	Action Step	Result Indicator	Actual Results	Use of Results	Status
Student Affairs	1--->Student Affairs departments will create and implement surveys to determine department level of service to students	Evaluate and streamline processes to increase efficiency. Surveys conducted; results evaluated against Noel Levitz/NCCBP benchmark data.	It was determined that NCCBP data cannot be reliably paralleled against in-house surveys; however this data can be used to compare and contrast many other variables like student success rates against peer institutions. The college purchased SafeColleges. An interesting facet of SafeColleges is that it includes various trainings for employees and students in addition to the Save Act.□ Analysis of surveys indicated 93% of students are very satisfied or satisfied with the services they receive in the Financial Aid department. 100% of students surveyed indicated financial aid staff were courteous and polite when speaking with the respondents. 97% of respondents reported that financial aid staff were knowledgeable about financial aid policies and procedures. The surveys do indicate only 84% of students are satisfied with the process of completing financial aid. In total,129 students were surveyed beginning Fall 2016 and ending Spring 2018. After evaluation, documents and POE's were modified to increase efficiency in the department.	Surveys will be evaluated and changes will be made based upon data collected. In addition to the Save Act, an interesting facet of SafeColleges is that the program includes a comprehensive range of trainings for employees and students. The addition of SafeColleges will provide the college with opportunities to develop and administer a campus-wide training system. Award letters and directions for completing a Master Promissory Note and Entrance Counseling were updated. These forms will not be used until packaging for 2018-2019 begins. Award letters are anticipated to begin being sent in mid-April. Due to the results of the survey, the Financial Aid department is currently working on plans to incorporate FAFSA completion nights with local high schools. Evaluation of the Financial Aid website will be conducted to determine if videos that are more useful can be added to demonstrate FAFSA completion. Redesign of the Financial Aid Department greeting area will include computers for students to complete the FAFSA and other financial aid processes with help from office staff.	In Progress
	2--->Utilize NCCBP survey data to bench mark performance against peer institutions nationally				In Progress
	3---> Research programs, colleges and industry for best practices in SAVE ACT programming				Completed
	4---> Purchase SAVE ACT program software				Completed
	5---> Evaluate communication materials: presentation PowerPoints, handouts, brochures, and web page information for accuracy and ease of understanding				Completed
	6---> Examine course scheduling to determine if any Period of Enrollment (POE) should be included in PowerFAIDS budget area to ensure payment accuracy				Completed
	7---> Evaluate 2016-2018 surveys to determine improvements and create new surveys based on results.				Completed
Athletics	1--->Establish a plan to construct a new wrestling room	Improvement of athletic facilities	The buses have been purchased and plans have been drawn up for the Big Blue Barn.	The expectation is that the Big Blue Barn will come furnished with a new wrestling room. This idea will require further discussion, development, resources and commitment.	In Progress

Theme/Strategic Direction II: Growth and Development
➤ Goal #3: Strengthen commitment to employees and sustainable workforce

Cultivate a comprehensive approach to employee development, recruitment and retention

Responsible Unit	Action Step	Result Indicator	Actual Results	Use of Results	Status
President's Office	1--->Establish baseline for average turnover over the course of the last three years	Improve baseline for employee retention by 2% annually.	As noted, the college has taken several steps from a process standpoint and has devoted the resources to improving the retention rate of employees.	The college will continue to evaluate and place emphasis on improving the retention of employees. The data demonstrates that numerous advancements were made over the 17-18 planning year, which should result in advancing institutional perspectives on improving employee satisfaction as well. The college will determine if additional resources can be allocated towards funding employees educational advancements through the incorporation of increases in fringe percentages within the overall budget. Voluntary turnover remained very low. As a true base line had not been established, it is difficult to say we improved by 2%; however, excluding employees who moved from Kansas or were terminated or informed of termination, turnover was less than 3% total. Because of the confidential nature of employees, a document is not provided intentionally.	In Progress
	2--->After baseline is established, develop plan to improve employee retention				In Progress
	3--->Incorporate fringe benefit to help offset cost of advancing education				Discontinued
	4--->Maintain faculty salary schedule				Ongoing
	5--->Improve staff wages				Ongoing

Responsible Unit	Action Step	Result Indicator	Actual Results	Use of Results	Status
Academics	1--->Increase professional development opportunities	Increase faculty utilization of Canvas. Improve faculty turnover rates by employing new mentor program.	The institution has increased faculty development opportunities and will continue to bring outside experts to campus to increase development opportunities.	Professional development is very important for our faculty and will increase employee satisfaction.	Ongoing
	2--->Partner with other schools to develop a consortium for professional development				Ongoing
	3--->Develop a faculty training class for Canvas				Completed
Student Affairs	1---> Analyze options/concepts and implement strategies to unify the Student Affairs division	Demonstration of momentum towards unification.	A method of cultivating employee development is to provide opportunities for people to interact and work together outside of their respective departments towards achieving a common goal. Both of these areas were advanced as demonstrated.	Developing and implementing strategies in this area will be advanced through action items in the 18-19 planning year. In addition, the results indicated that an instrument should be developed to measure if momentum towards unification is actually occurring. After further review, it will also be important to alter the result indicator to the extent that it is defined to be more specific and measureable.	In Progress
	2---> Support college activities that align with goal				Discontinued
Athletics	1--->Implement an incentive plan for coaches	Attract and retain competent and experienced athletic staff .	Actual results will be developed moving forward.	Use of results will be developed moving forward.	In Progress
	2--->Develop a plan to increase assistant coaching pay				In Progress

➤ **Goal #4: Engage opportunities to strengthen financial base**

Employ strategies to expand revenue through increased enrollment and securing external funding revenue sources

Responsible Unit	Action Step	Result Indicator	Actual Results	Use of Results	Status
President's Office	1--->Develop and work with CCC Endowment to identify new potential fundraisers	Quarterly newsletter mailed to alumni and friends, increase social media posts and initiate planning for annual alumni fundraiser. Identify and apply for new grants that CCC has not received in the past. Increase partnership and collaboration with the CCC Foundation.	As noted, the college made progress on established result indicators.	The results over the 17-18 year have been positive. The college is poised to continue to advance progress in developing new and existing resources. It is expected that tangible evidence will need to be highlighted in advancing fundraising capacity and existing relationships. With respect to external funding initiatives the maintenance of momentum gained over the previous year will be critical, as the institution hopes to raise approximately \$1.3 million dollars.	In Progress
	2--->Increased partnership with the Hansen Foundation				In Progress
	3--->Explore grants Colby CC has not previously received				In Progress
	4--->Reconnect with Alumni and Friends				Ongoing
Academics	1--->Develop opportunities to open new programs	Improve enrollment through technology, market analysis and innovation.	Online enrollment is continuing to increase. From spring 17 to spring 18 the College experienced a 47% increase in online enrollment.	ColbyConnect provides the College an opportunity to increase revenue which will allow for further support of both on campus and virtual programs.	Ongoing
	2--->Increase brand awareness for ColbyConnect				Completed
Athletics	1--->Increase sponsors on the athletic website	Increase technology use to widen athletic department sponsor base. Increase number of student-athletes on campus.	This area will be evaluated and developed moving forward. Athletic Department webpages have been posted to demonstrate the use of backer club and sponsor pages. Actual results will be developed moving forward. It is uncertain as to whether new athletics teams will be added to the college's programming structure.	This area will be developed and evaluated moving forward.	In Progress
	2--->Develop and implement a backer club				In Progress
	3--->Determine steps needed to implement a new athletic team				Pending

Responsible Unit	Action Step	Result Indicator	Actual Results	Use of Results	Status	
Student Affairs	1---> Increase area high schools utilizing CCC for concurrent				Ongoing	
	2---> Establish comprehensive marketing plan				Completed	
	3---> Research and utilize online scheduling system for campus visits				Ongoing	
	4---> Promote scheduling of campus visits at CPCs and high school visits				Ongoing	
	5---> Utilize recruitment prospect engagement model				Ongoing	
	6---> Create and utilize PowerCampus to generate reports that track student inquiries through student enrollment				Ongoing	
	7---> Create and improve on scheduled actions through PowerCampus				Ongoing	
	8---> Evaluate current practices for recruitment				Ongoing	
	9---> Streamline student services process for incoming/prospective students				Completed	
	10---> Consolidate Outreach and Admissions recruiting territory and methods	Engage activities promoting CCC as first choice in higher education in primary service area.		By using the Result Indicators to determine how the actions of the Recruitment and Outreach department assisted the opportunity to increase revenue by increasing enrollment, the following results can be applied. <input type="checkbox"/>		Completed
	11---> Utilize prospect recruitment model to track market trends	Develop and implement recruitment prospect engagement model.		Additional steps have been implemented to make Colby Community College the number one choice for students in Northwest Kansas. Area high schools are visited a minimum of twice each year and open communication is maintained with the students, counselors, and Outreach Coordinators. The primary activity is promoting CCC as the first choice for these students due to size, cost, ease of transition, and scholarship opportunities. <input type="checkbox"/>		Ongoing
	12---> Determine and analyze ROI per student	Expand CEP enrollment by one new school for AY 17/18.		Scholarship applications were made available to incoming 2018-2019 students by mid-September this past year in an effort to utilize scholarships as a recruitment tool. Additional work is being done to make the application process easier for all students. <input type="checkbox"/>		Ongoing
	13---> Distribute program and degree plans	Increase the number of campus visits by 10%.		Concurrent Enrollment added credit hours from sixteen (16) new schools both in and out of our service area during the 2017-2018 school year. These new schools accounted for an additional 219 credit hours, and an overall increase in concurrent enrollment, with new schools making up 5.4% of the total Concurrent Enrollment numbers. <input type="checkbox"/>	Due to the fact that much of the data from previous years was not as clean as it needed to be, the numbers compiled during the 2017-2018 school year will be used as a baseline for many different aspects of recruitment. These numbers will also be used for goal setting for the 2018-2019 school year. Additionally, the results allow Recruitment and Outreach to see the areas that have been successful and the areas that still need work and will be added to the 2018-2019 Strategic Plan.	Completed
	14---> Develop innovative and creative collaborations to recruit students world-wide	Increase enrollment in the 180 mile recruiting market by 2%.		New efforts are being looked into in order to better serve an outreach and non-traditional population. These efforts are being led by Student Affairs. <input type="checkbox"/>		Completed
	15---> Target specific countries through scholarships/opportunities	Increase the number of non-student athlete international student enrollment by 5%.		To date, campus visit numbers have been slightly less (55 fewer) than the 2016-2017 visits. However, both Senior Day (held in November) and Junior Day (held in February) more than doubled previous year attendance. Additional steps and scholarships are being put into place to encourage more individual visits to campus. <input type="checkbox"/>		Ongoing
	16---> Determine baseline enrollment numbers inside/outside of 14 county service area	Increase concurrent enrollment by 3% inside/outside the 14 county service area.		Additional recruitment efforts in the Colorado market have been made through the course of the year as well. <input type="checkbox"/>		Ongoing
	17---> Review online class model with locations not utilizing this format	Evaluate scholarship program for effectiveness and implementation of strategies, examine opportunities for growth in the non-traditional student market.		Non-athlete international students are still at a minimum, so new plans are being put into place to increase the number of international students coming to campus, with a goal of seeing the increase for the 2019-2020 school year. <input type="checkbox"/>		Completed
	18---> Travel with program directors to promote programs	Enhance virtual recruiting program.				Completed
	19---> Research and analyze target markets and online high schools	Expand enrollment strategies into the Colorado market.				Ongoing
	20---> Distribute SB155 marketing materials outside of service area					Pending
	21---> Examine the use of scholarship program within the recruitment process					Ongoing
	22---> Examine the use of academic works across campus					Pending
	23---> Research other outreach programs for current practices					Discontinued
	24---> Compile list of non-traditional online education centers in Kansas					Discontinued
	25---> Assess need with in service area					In Progress
	26---> Evaluate CEU needs in local business and industry					Completed
	27---> Research and implement virtual visit platforms					Ongoing
	28---> Utilize social media to encourage virtual visits					Ongoing
	29---> Participate in and track student participation and enrollment as a result of the utilization of College Fairs On-line					Completed
	30---> Increase student recruitment efforts in regions experiencing population growth					Ongoing
	31---> Create targeted marketing efforts					Ongoing
	32---> Re-establish and further develop relationships with schools and counselors					Ongoing
	33---> Create parent information specific to the "why's" of choosing CCC					Completed

➤ **Goal #5: Promote and enhance a diverse and inclusive CCC community**

Create, develop and implement a blueprint for diversity and inclusion

Responsible Unit	Action Step	Result Indicator	Actual Results	Use of Results	Status
Academics	1--->Identify speakers to bring to the Northwest Kansas focused on diversity and inclusion	Increase inclusion on our campus.	Adminstration continues to look for opportunities to increase inclusion and diversity on our campus.		Ongoing
	2--->Increase training opportunities focused on inclusion				Ongoing
Student Affairs	1---> Recruit diverse membership and establish committee	Research and develop a college-wide diversity and inclusion plan.	The Diversity Committee met consistently and made progress towards developing a college-wide diversity and inclusion plan as noted in document management. A step by step planning model was adopted and is being utilized to guide the planning process and is noted in document management.	The committee will continue to fulfill its purpose and build upon the results of the diversity and inclusion plan draft over the 18-19 planning year.	Completed
	2---> Develop goals and design elements in the development of the plan				In Progress
	3---> Construct draft of the plan				In Progress
Athletics	1--->Continue to use FPI training for athletic teams	Every athletic team participates in the Family Piece Initiative training.	All Colby Community College athletic teams participated in the educational training to include: Baseball, Cross Country/Track (men/women), Wrestling, Basketball (men/women), Softball, Volleyball, Cheer and Dance, Equestrian Team, Livestock Judging and Rodeo.	This has been a successful program over the last two years and numerous coaches and student-athletes have indicated the benefits of going through the FPI training. While the positive results that have been reported are anecdotal, on-campus incidents with student athletes have continued to decrease over the last two years. Many faculty and staff have reported that student-athletes generally appear to be more respectful of their environment in and around the campus, both inside and outside of the classroom. □ □ Another interesting facet of this program is that it has received attention from numerous educational and community entities for its innovative approach and implementation within the college environment. Our understanding is it is the only FPI training adapted and implemented on a college campus in the state. There are numerous possibilities with how the college utilizes this knowledge.	Completed

➤ **Goal #6: Advance the college through innovative and effective technological resources and services**

Create, develop and implement college-wide Technology Plan

Responsible Unit	Action Step	Result Indicator	Actual Results	Use of Results	Status
Academics	1--->Ensure the technology committee is reviewing the needs of the faculty	Close the gap between assessment and technology committee. □	Instructors requests are being filled with regards to classroom materials. The College has utilized endowment funds, grants, as well as institutional resources to meet these needs.	The College will need to continue to dedicate resources to provide the tools necessary for faculty to deliver the highest level of education to our students.	Ongoing
	2--->Regularly review technology request through faculty assessment data				Ongoing
Student Affairs	There are no specific actions for this planning year noted for this goal within the Division of Student Affairs as it relates to strategic planning. The VPSA is working specifically with part of a larger group to develop and create the college-wide technology plan.	Research and develop a college-wide technology plan.	*See Business Affairs planning unit.	*See Business Affairs planning unit.	In Progress
Business Affairs	1--->Deploy laptops for each coach in athletic department	Results Indicator: Research and develop a college-wide technology plan.	The Technology Planning Committee met consistently and made progress towards developing a college-wide technology plan as noted in document management. A component in the development of the operational plan is a list identifying action items required across campus and is noted in document management.	The committee will continue to fulfill its purpose and build upon the results of the technology plan draft over the 18-19 planning year.	Completed
	2--->Commit to monthly meetings				Ongoing
	3--->Establish a committee for the official technology planning				Completed
	4--->Provide a percentage of institutional funding to the allocation of improving technology				In Progress
	5--->Conduct planning meetings to determine direction and focus of plan				In Progress
	6--->Conduct research into scope, structure and content of technology plan				In Progress
	7--->Construct outline of plan with overreaching concepts and goals				In Progress
	8--->Develop operational component of plan				In Progress
Athletics	1--->Implement a plan to live stream all home athletic events	Utilize technology to upgrade the Athletic Department.	As noted, new technological developments have been pursued and experienced throughout the department.	Athletics will continue to evaluate the technology needs of the department from a comprehensive perspective. Streaming athletics events has proven successful. It is expected that all teams will have this opportunity in the future.	Ongoing
	2--->Deploy laptops for each coach in athletic department				Completed

Theme/Strategic Direction III: Public Relations

➤ Goal #7: Create and sustain mutually beneficial partnerships

Pursue and enhance opportunities to collaborate with local and regional organizations

Responsible Unit	Action Step	Result Indicator	Actual Results	Use of Results	Status
Academics	1--->Increase effectiveness of advisory committees	Document scope of partnerships campus-wide, and establish new partnerships. Increase the overall number of articulation agreements with universities by two annually.	The college continues to establish new partnerships to benefit our students.	The institution is utilizing advisory councils and establishing partnerships to benefit our students.	Ongoing
	2--->Increase clinical opportunities				In Progress
	3--->Increase internship opportunities				Ongoing
	4--->Establish new two new partnerships with universities				Completed
Student Affairs	1---> Communicate with OPTIONS representatives to set visit schedule	Identify and coordinate with local health care partners in the development of educational activities. Each division documents current partnerships.	We will continue our contract with Family Center for Health Care to assist our students with on campus affordable health care. We determined the need to provide additional educational opportunities outside of the office environment to educate students on health care needs. The college and Options partnered successfully to develop and implement activities including: Walk a Mile in Her Shoes, the International Men's March to Stop Rape, Sexual Assault and Gender Violence, the Domestic Violence Summit, National Stalking Awareness Month and created and distributed communication print materials. Services were conducted in the Student Union and at a confidential office space.	The college advanced its partnership with OPTIONS over the 17-18 planning year. We will continue to work with Options to develop and implement services and programming. Continue positive relationships with Family Center for Health Care and the Thomas County Health department. This will enable our health office to provide low cost health care for our students.	Completed
	2---> Determine and ensure facility space availability				Completed
	3---> Communicate with campus community regarding visit schedule and purpose				Completed
	4---> Gather OPTIONS brochures for distribution				Completed
	5---> Work with local health care providers on the development of educational activities and involvement opportunities on campus				Ongoing
	6---> Continue to serve on Thomas County Health Department Board				Completed
Athletics	1--->Work with Rotary to put hitters eye on baseball field	Continued engagement opportunities to collaborate with local and regional organizations.	As noted, new developments have been pursued and experienced in the department within this planning area.	The expectation is that the director will evaluate this planning area for enhancements, updates and further progression moving forward.	Completed
	2--->Work with City/Rec to improve and maintain the baseball infield				Ongoing
	3--->Create a partner with marketing class and local radio broadcasters to develop sponsorships to use during live streaming events				In Progress

➤ Goal #8: Develop, implement and assess integrated marketing approaches to reach target markets

Create, Develop and implement college-wide marketing plan

Responsible Unit	Action Step	Result Indicator	Actual Results	Use of Results	Status
President's Office	1--->Create and implement the marketing plan	Research and develop a college-wide marketing plan.	The Marketing Planning Committee met consistently and made progress towards developing a college-wide marketing plan as noted in document management. At this time, it is unclear how the 9news marketing initiative will advance the college's goals of improving enrollment and student success metrics.	The marketing committee will continue to fulfill its purpose and build upon the results of the marketing plan draft over the 18-19 planning year. Momentum in the construction of the plan has been established over the 17-18 planning year. Data will be collected through the application process and ROI will be analyzed in order to best determine the effectiveness and impact of the Denver-Metro marketing initiative. The expectation is that the results will be promising.	In Progress
	2--->Select committee, conduct planning meetings to determine direction and focus				In Progress
	3--->Conduct research into scope, structure and content of marketing plan				In Progress
	4--->Construct outline of plan with overarching concepts and goals				In Progress
	5--->Develop operational component of plan				In Progress
Academics	1--->Increase marketing materials and awareness for academic programs	Research and develop a college-wide marketing plan.	Results from this effort will not be available until Spring 2019.	The data from the DMA market will be monitored to build trends.	Ongoing
Student Affairs	1---> Evaluate needs and adaptations to advance the utilization of technology in the division	Research and develop a college-wide marketing plan.			In Progress
Athletics	1--->Use approved logos and color schemes for all athletic team uniforms	Create a united appearance in all aspects of the Athletic Department.	As noted, new developments have been pursued and experienced in the department in this planning area. A unified and integrated process will be approached moving forward.	The expectation is that the director will evaluate this planning area for enhancements, updates and further progression moving forward.	In Progress
	2--->Distribute QR code link to prospective student-athletes				Discontinued