



Colby Community College

2017-2022

Strategic Plan

Shaping Our Future



www.colbycc.edu

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President's Message...

This Strategic Plan was developed as the blueprint for stability, progress and sustainability of Colby Community College over the next five years, from 2017-2022 and beyond. Colby Community College is dedicated to this ongoing, inclusive planning process. The purpose of the Strategic Plan is to provide the foundation for all planning activities and to demonstrate a commitment to our Mission, Vision, Philosophy and Purpose. Clear goals and objectives direct Colby Community College towards student success, growth and development, and partnering effectively with the communities we serve. We look forward to sharing the measurable results as well as celebrating our accomplishments.

CCC is where students' lives are transformed.

A handwritten signature in blue ink that reads "Sean Macon Carter". The signature is written in a cursive style with a large initial "S".

Challenge. Create. Connect.

Executive Summary...

The employment of sustained and systematic planning is vital to the long-term success of Colby Community College. During the 2016-2017 year, the College finalized the 2012-2017 Strategic Plan and created a new 2017-2022 Strategic Plan. The 2017-2022 Strategic Plan is the product of collaboration by the CCC Board of Trustees, administration, faculty, staff, students and members of the community. With support from the Board and President Seth Carter, the strategic planning process will be a process that, in form and function, is systematically integrated among all divisions of the College.

Through collective actions within the shared governance environment; themes/strategic directions, goals, measurable objectives, with associated operational, and assessment mechanisms, were developed. To add to this framework, the Colby Community College mission statement and vision statement were updated to reflect current institutional perspectives.

Implementing the Plan over the five-year period will be accomplished through a strong commitment to the strategic planning process; for the overreaching resolution of attending to the mission, vision, philosophy and purposes of the College while also serving the educational needs of the students and of the communities CCC serves.

Many challenges and opportunities Colby Community College will encounter are highlighted in the themes/strategic directions alongside the eight guiding goals. These elements, in addition to active participation, effective leadership, resource allocation, and commitment to institutional effectiveness will provide direction as the College places more emphasis on planning processes over the next five years and beyond.

The College and our Community...

Colby Community College is a two-year, public institution of higher education. Located in Colby, Kansas, the College is situated in the northwest part of the state in Thomas County and is approximately 50 miles from the Nebraska and Colorado borders. Once known as the Golden Buckle on the Wheat Belt, Thomas County is now also a leading producer of sustainable agriculture. Although not the largest county in the state by acres, Thomas County has more farmable acres than any other county in Kansas.

From a humble beginning of the 99 students in 1964, CCC now serves over 1900 students annually. The College provides a diversity of academic options and has highly qualified and caring faculty and staff. In addition to an 80-acre main campus, CCC has a 60-acre farm utilized as a hands-on laboratory and training facility.

The College also accommodates off-campus students at 24 locations in the 14-county service area through face-to-face, online, and hybrid courses. A number of studies (*SmartAsset*, *Wallethub*, *Aspen Institute*, and *the Chronicle of Higher Education*), conclude CCC is a solid educational investment. Colby Community College has a strong history of student performance as noted on the Kansas Board of Regents Student Success Index and ranks among the best in graduation and retention rates for two-year public colleges.

Colby Community College is governed by an elected six member Board of Trustees.

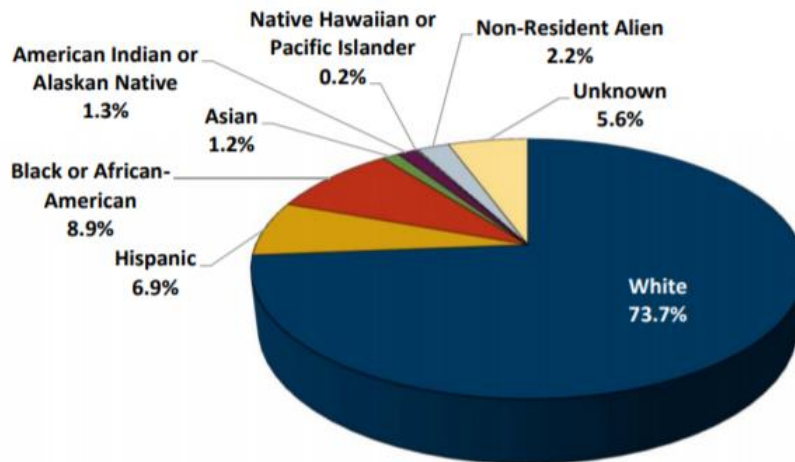
Student Demographics...

Enrollment by Race/Ethnicity Academic Year 2011 - 2016

Colby Community College

Race/Ethnicity	AY 2011	AY 2012	AY 2013	AY 2014	AY 2015	AY 2016	% Change AY 11 - 16
White	91.0%	88.6%	87.6%	90.1%	80.3%	73.7%	-14.0%
Hispanic	3.2%	3.9%	4.0%	3.0%	6.4%	6.9%	129.7%
Black or African-American	2.8%	3.0%	3.4%	2.5%	6.7%	8.9%	235.1%
Asian	1.0%	1.7%	2.1%	1.3%	1.4%	1.2%	19.0%
American Indian or Alaskan Native	0.4%	0.5%	0.6%	0.7%	0.8%	1.3%	250.0%
Native Hawaiian or Pacific Islander	0.1%	0.1%	0.3%	0.0%	0.2%	0.2%	100.0%
Two or More	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	NA
Non-Resident Alien	1.4%	2.2%	2.0%	2.0%	2.1%	2.2%	65.5%
Unknown	0.0%	0.0%	0.0%	0.3%	1.7%	5.6%	NA

Enrollment by Race/Ethnicity Academic Year 2016



Enrollment by Gender Academic Year 2011 - 2016

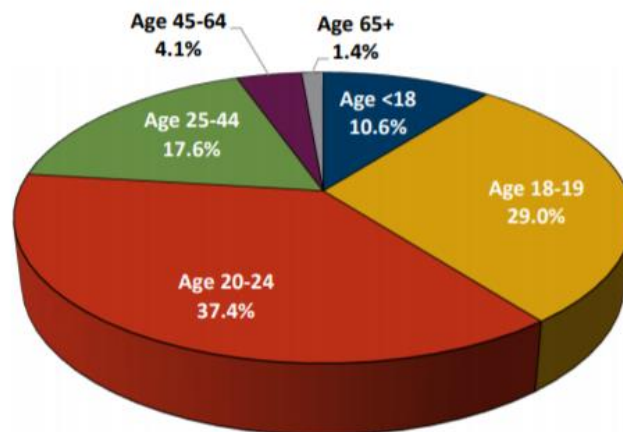
Gender	AY 2011	AY 2012	AY 2013	AY 2014	AY 2015	AY 2016	% Change AY 11 - 16
Female	1,289	1,225	1,295	1,269	1,243	1,313	1.9%
Male	685	693	688	658	640	824	20.3%
Unknown	38	5	7	4	23	0	NA
Total	2,012	1,923	1,990	1,931	1,906	2,137	6.2%

Enrollment by Age Academic Year 2011 - 2016

Colby Community College

Age	AY 2011	AY 2012	AY 2013	AY 2014	AY 2015	AY 2016	% Change AY 11 - 16
<18	14.5%	12.9%	13.0%	11.7%	11.2%	10.6%	-22.3%
18-19	30.7%	30.6%	28.2%	30.1%	30.1%	29.0%	0.3%
20-24	25.2%	30.1%	28.9%	28.1%	32.4%	37.4%	57.6%
25-44	20.2%	18.5%	20.7%	22.2%	20.7%	17.6%	-7.4%
45-64	7.2%	6.2%	6.6%	6.0%	4.1%	4.1%	-39.6%
65+	2.3%	1.7%	2.6%	1.9%	1.5%	1.4%	-37.0%

Enrollment by Age Academic Year 2016



GUIDING FRAMEWORK...

Philosophy and Structure of the Plan

The employment of sustained and systematic planning is vital to the long-term success of Colby Community College. The themes/strategic directions and eight guiding goals of the 2017-2022 Strategic Plan provide the foundation for integrated planning. The College uses its Mission, Vision, Philosophy and seven Purposes to guide strategic planning and allocates resources to support the Plan.

Divisions of Planning Development and Implementation

- Define Position and Develop Strategy
- Form the Plan
- Manage Performance

Central Contributions

The development of the Strategic Plan reflects contributions from the College community in shaping Colby Community College's future and provides a framework for guiding, organizing, and prioritizing tasks. Representation includes administrators, board members, community members, faculty, staff, and students who collectively have made significant contributions to the planning process through their experiences, knowledge and institutional history.

Institutional Mission, Vision, Philosophy and Purposes...

Mission:

Challenge students to adapt to a diverse society. Create opportunities for student growth. Connect student learning with professional experiences.

Vision:

CCC will be a national leader in academics and student success to transform the lives in the communities we serve.

Philosophy:

Colby Community College is dedicated to the belief that each individual in northwest Kansas should have the opportunity to develop and extend skills and knowledge for the attainment of personal objectives. Implicit in this belief is the idea that education is a lifelong process. The College encourages the people who live in this area to participate fully in its program of educational services. The College strives to meet the needs of its students regardless of age, sex, creed, race, aspiration or educational level.

Students attending Colby Community College are the most important people associated with the institution. All students deserve the opportunity to succeed regardless of their specific goals or aspirations. It is the intention of the College to encourage individual success. The individuality of students is respected and their potential is fostered through programs that include excellent classroom instruction, multiple opportunities for leadership, and an organized plan for counseling and advisement. Attending Colby Community College is designed to be a very personal experience for students.

Purposes:

In order to adequately address its institutional mission, Colby Community College has adopted seven Purposes. The Purposes are intended to be dynamic and flexible to meet both student and community needs.

The 7 Institutional Purposes:

1. Offer two-year college transfer programs leading to an associate degree for students who wish to obtain a baccalaureate degree after transferring to a four-year college or university.
2. Offer both Associate of Applied Science degrees and certificate programs in vocational and technical education for students who wish to gain competence in specific skill areas or to upgrade skills.
3. Offer a developmental education program to serve all students who need improved academic skills, including adult basic education and preparation for the tests of General Educational Development.
4. Offer continuing education courses and community service activities and assist economic development by providing customized on-site training.
5. Offer students a full range of support services.
6. Offer facilities and human resources in support of educational, civic and cultural endeavors.
7. Offer state-of-the-art technology systems to enhance the quality of life.

Institutional Strategic Planning Committee...

The Institutional Strategic Planning Committee is dedicated to collaboration with multiple opportunities for campus involvement throughout every stage of the planning process. The ISPC has overarching responsibilities in the development, implementation, and assessment of the Strategic Plan. The personnel involved in the overall formation and formulation of the 2017-2022 Strategic Plan are comprised of the following 13 individuals:

Committee Members

Committee Chairs:

Education Instructor (Faculty)

Vice President of Student Affairs (Administration)

Committee Representatives:

Administrative Assistant (Staff)

Athletics Representative (Staff)

Board of Trustees Member, Vice-Chair

Board of Trustees Member, KACCT Representative

Community Member

Director of Institutional Effectiveness (Staff)

Division Chair for Agriculture/Veterinary Technology/Energy (Faculty)

Division Chair for Arts & Letters/Behavioral & Social Sciences (Faculty)

Division Chair for Business & Industry/ Mathematics & Sciences (Faculty)

Division Chair for Health and Applied Sciences/Physical Education (Faculty)

Vice President of Business Affairs (Administration)

Strategic Planning Councils...

Five strategic planning councils are situated to develop, govern and assess the operational component of the Strategic Plan. Strategic Planning Councils comprise all functional areas of college operations to include:

1. Academic Council

Council Head: Vice President, Academic Affairs

2. Athletic Council

Council Head: Director, Athletics

3. Business Council

Council Head: Vice President, Business Affairs

4. President's Council

Council Head: President

5. Student Council

Council Head: Vice President, Student Affairs

The diverse composition of the Institutional Strategic Planning Committee and strategic planning councils allows for a wide range of perspectives, knowledge, and experience to be utilized in the integrated and systematic development, implementation and assessment of the Strategic Plan.

Strategic Themes and Goals...

This Strategic Plan is organized around the themes/strategic directions that represent essential elements to support the achievement of Colby Community College's eight guiding goals over the next five years. The goals define the broad areas within which objectives and actions are developed and provide indicators to measure progress in achieving our Mission, Vision, Philosophy and seven purposes.

Theme/Strategic Direction I-Student Success

Goal #1: Increase the academic success of students

Goal #2: Improve holistic student satisfaction experience

Theme/Strategic Direction II-Growth and Development

Goal #3: Strengthen commitment to employees and sustainable workforce

Goal #4: Engage opportunities to strengthen financial base

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

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

Theme/Strategic Direction III-Public Relations

Goal #7: Create and sustain mutually beneficial partnerships

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

Operational Element...

Implementation, Assessment, Accountability

A comprehensive approach was developed to gauge effectiveness in addition to the progress of institutional strategic planning implementation. The method of realizing the broader vision associated with the eight guiding strategic goals is the essential course of operationalizing the Strategic Plan.

Duly created within the strategic planning councils, a sequence of measurable college-wide objectives, in addition to associated action schemes, provide the structural footing for Plan implementation and assessment.

Monitoring progress, measuring results and data utilization will be approached through the use of multi-leveled grid templates, which provide formation to how the institution will steadily carry out the operational component of the five-year Strategic Plan. This dynamic plan will be assessed systematically on an annual basis, which will provide the flexibility to adapt to changing conditions as reasoned necessary.

To ensure accountability and proper authority in operationalizing the Strategic Plan, five strategic planning councils were developed to lead implementation efforts in realizing momentum towards accomplishing the eight guiding strategic goals. This governance structure will regulate the strategic planning cycle for overall consistency, stability, and progress.

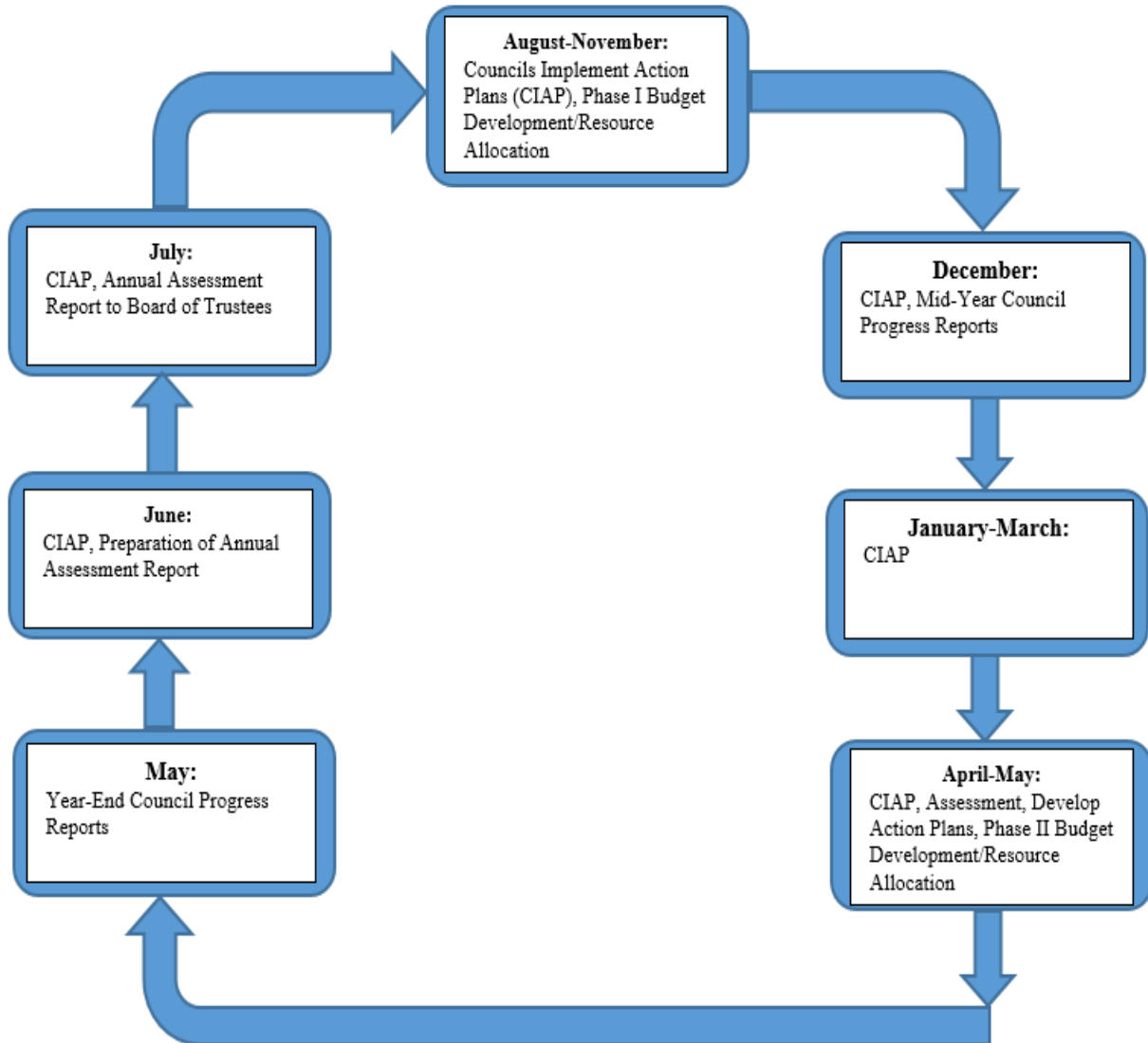
Integrated and Systematic Planning...

The institution combines processes that incorporate input from all functional areas of the College. All components of strategic planning are managed through shared governance, ensuring all personnel has an opportunity to be involved in the configurations that guide campus-based decision making.

The diverse and well-rounded composition of the Integrated Strategic Planning Committee, strategic planning councils, in addition to active participation from members of the campus and community allows for a wide range of understanding to be utilized in the development, implementation, and assessment of the Strategic Plan over the next five years.

Strategic planning occurs cyclically and is in a persistent state of organized analysis, and motion. Monitoring and measuring performance will occur through the operational component of the Strategic Plan and will be applied systematically through consistent adherence to the guiding framework.

Strategic Planning Cycle...



Measurable Results and Transparency...

Strategic planning council progress reports will be consolidated in an overarching annual assessment matrix and provided to the Board of Trustees during the July meeting in open session. The annual assessment report will document descriptions of progress, accomplishments, as well as areas in need of improvement. The results will be published on the College's website to ensure full transparency in communicating the measurable results.

Affirmative Action Statement...

Colby Community College is committed to affirmative action, equal opportunity and diversity.

Higher Learning Commission Accreditation Statement...

Colby Community College is accredited by the Higher Learning Commission.

About the Higher Learning Commission:

The Higher Learning Commission accredits approximately 1,000 colleges and universities that have a home base in one of 19 states that stretch from West Virginia to Arizona. HLC is a private, nonprofit accrediting agency. It is recognized by the U.S. Department of Education and the Council for Higher Education Accreditation.

Summary Statement...

This Strategic Plan proposes the guiding framework for the next five years within the larger context of the institutional Mission, Vision, Philosophy and seven purposes. The numerous leadership decisions required to achieve the eight guiding goals will live within the detailed Operational Plan, which will clearly present a multi-faceted approach to translating the vision of ideas into a practical reality.