

Coffeyville Community College

**Strategic Plan
2009**



Vision Statement:

Coffeyville Community College shall be recognized as an institution which serves our diverse student population while stimulating growth in the economic, intellectual, and cultural life of the area.

Mission Statement:

Coffeyville Community College is dedicated to identifying and addressing community and area needs, providing accessible, affordable quality education and training, and promoting opportunities for lifelong learning.

Strategic Direction 1:

Identify and address community and area needs.

Goal 1.1: Design buildings to accommodate multi-use purposes and allow for future institutional growth. Prioritize building and capital projects based on institutional focus and direction.

Strategy 1.1a: Review building plans and institutional perspective to reflect program and community needs.

Performance Measurement: Determine baseline measure for facility usage in 2007/2008.

Lead Person/Time Frame: Vice President for Operations and Finance. Annual review.

Strategy 1.1b: Prioritize building and facility needs.

Performance Measurement: Building and facility priority information reported to Presidents Cabinet and the Board of Trustees.

Lead Person/Time Frame: Vice President for Operations and Finance. Annual review.

Goal 1.2: Provide safe, clean and comfortable facilities, accessible to all students, the community, visitors and other interested persons.

Strategy 1.2a: Provide a healthy, clean and safe living environment in the residence halls.

Performance Measurement: Residence Hall maintains 80% occupancy rate. Maintain security levels with comparable institutions as indicated by annual security reports.

Lead Person/Time Frame: Executive Vice President for College Affairs and Student Services. Annual review.

Strategy 1.2b: Monitor security campus issues in all areas of the college, including the technical campuses. Install more security lighting.

Performance Measurement: Report number of incidents verses number of increased security cameras.

Lead Person/Time Frame: Vice President for Operations and Finance/Director of Maintenance. Annual review.



Strategy 1.2c: Continue to employ security personnel.

Performance Measurement: Satisfactory security reports.
Lead Person/Time Frame: Vice President for Operations and Finance/Director of Maintenance. Annual review.

Strategy 1.2d: Continue ADA improvement plan.

Performance Measurement: ADA compliance.
Lead Person/Time Frame: Director of Maintenance. Annual review.

Strategy 1.2e: Maintain high standards of cleanliness and improved communication between maintenance staff.

Performance Measurement: Director of Maintenance will report satisfactory or above cleanliness standards quarterly.
Lead Person/Time Frame: Director of Maintenance. Annual review.

Goal 1.3: Administer policies that promote fairness, consistency and excellence in the management and administration of programs, departments and delivery of customer services.

Strategy 1.3a: Maintain comprehensive policy manual addressing legal and compliance issues.

Performance Measurement: Policy reviewed by KASB Legal and Board of Trustees. Adopted and approved by Board of Trustees.
Lead Person/Time Frame: Director of Human Resources. Review and update every three years.

Strategy 1.3b: Revise staff and faculty handbook specific to personnel issues. Review and update as needed.

Performance Measurement: Handbook distributed to all staff. Maintain consistent salary ranges.
Lead Person/Time Frame: Director of Human Resources. Review and update as needed.

Strategy 1.3c: Maintain quality customer service.

Performance Measurement: Positive customer service survey results. Capstone and Noel-Levitz tests will be reviewed and changes recommended.
Lead Person/Time Frame: Director of Human Resources/Executive Vice President for Student Services. Annual review.

Strategy 1.3d: Maintain consistent salary ranges.

Performance Measurement: Fair and consistent salary administration plan approved by President's Cabinet.



Lead Person/Time Frame: Director of Human Resources.
Three year review.

Goal 1.4: Hire, develop and promote personnel who strive to achieve at the highest level of their profession.



Strategy 1.4a: Adhere to and incorporate Equal Employment Opportunity Employer guidelines.

Performance Measurement: Maintain policies and hiring procedures to ensure equal opportunity.

Person/Time Frame: Director of Human Resources. Annual review.

Strategy 1.4b: Complete local, regional and national search for administrative and faculty positions.

Performance Measurement: Hire qualified applicants based on institutional position requirements.

Person/Time Frame: Director of Human Resources. As needed.

Strategy 1.4c: Maintain updated position descriptions.

Performance Measurement: Organizational Chart will be linked to all position descriptions.

Lead Person/Time Frame: Director of Human Resources. Annual review.

Goal 1.5: Develop and maintain budgetary controls.

Strategy 1.5a: Evaluate program and departmental budgets based on profit/loss and essential needs of the college.

Performance Measurement: Program review, programs/departments operating within their budgets.

Lead Person/Time Frame: Administration. Annual review.

Strategy 1.5b: Administer program and departmental budgets based on program review recommendations.

Performance Measurement: Program review

Lead Person/Time Frame: Administration. Annual review.

Goal 1.6: Accurately complete all federal, state, local and ad hoc reports detailing enrollment, scholarship, student financial aid, program grants, operational issues, student issues and other compliance issues in a timely manner.

Strategy 1.6a: Complete reports and audits.

Performance Measurements: Reports and audits compliant with guidelines.

Lead Person/Time Frame: Vice Presidents, Deans, Directors.
Annual review.

Strategy 1.6b: Publish and/or file reports and audits within specified time restrictions.

Performance Measurements: Reports and audits published and/or filed on time.

Lead Person/Time Frame: Vice Presidents, Deans, Directors. Annual review.

Goal 1.7: Provide online enrollment, bill payment and book purchase services.

Strategy 1.7a: Increase online enrollment available.

Performance Measurement: Online enrollment usage.

Lead Person/Time Line: Dean of Technology. Annual review.

Strategy 1.7b: Integrate online bill payment with online enrollment.

Performance Measurement: Bill payment online.

Lead Person/Time Line: Dean of Technology. Fall 2007.

Strategy 1.7c: Effectively utilize online bookstore purchasing.

Performance Measurement: Amount/number of online bookstore purchases compared to previous year.

Lead Person/Time Line: Dean of Technology/Bookstore Manager. Annual review.

Goal 1.8: Identify current and potential market segments and niches by monitoring environmental and market trends based on customer needs.

Strategy 1.8a: Survey community, students, employers and potential students for customer preferences and behaviors.

Performance Measurement: Review Market Assessment report and SWOT survey results.

Lead Person/Time Line: Dean of Enrollment Management/Marketing. Three year review.

Strategy 1.8b: Inform community on the economic impact the college has on the community.

Performance Measurement: Publish the economic impact study.

Lead Person/Time Frame: Vice President for Operations and Finance. Three year review.

Strategy 1.8c: Monitor demographic, legislative and competitive trends.

Performance Measurement: Review KBOR enrollment audit reports and legislative updates on community colleges.

Lead Person/Time Frame: President, Vice Presidents and Dean of Enrollment Management/Marketing. Annual review.



Strategic Direction 2:

Provide accessible, affordable quality education and training.

Goal 2.1: Promote services of the college that will assist students in achieving high standards of academics.

Strategy 2.1a: Encourage students to take advantage of academic advising and student service assistance in placement and financial aid.

Performance Measurement: All full-time students complete Compass or ACT prior to enrollment. Students are informed of financial aid opportunities. All potential graduates complete degree check.

Lead Person/Time Frame: College Counselor/Advisor. Annual review.

Strategy 2.1b: Encourage students to develop effective study skills and academic success strategies.

Performance Measurement: Increase student usage of student success center. Ninety percent of students successfully complete college orientation.

Lead Person/Time Frame: Dean of Enrollment Management/Marketing. Annual review.

Strategy 2.1c: Identify students with special needs and develop appropriate courses of study.

Performance Measurement: Successful completion of associate degree by students with special needs. Review student achievement studies.

Lead Person/Time Frame: Student Counselor/Academic Advisor. Annual review.

Goal 2.2: Build quality programs that exceed regional and national levels of prominence.

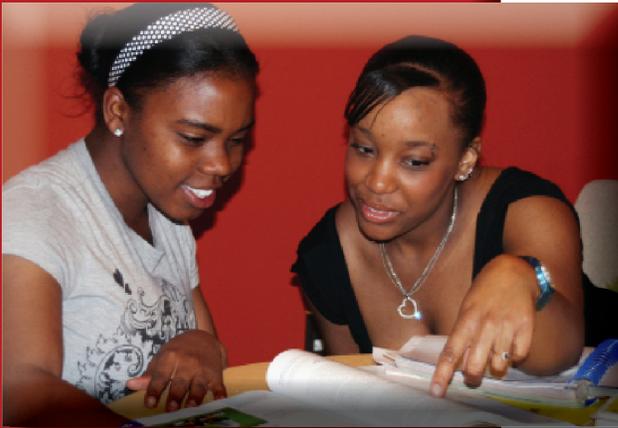
Strategy 2.2a: Develop and/or improve academic and technical programs.

Performance Measurement: Expanded and improved academic programs as determined by program review. New program development initiated when analysis shows critical need in the community and is financially viable.

Lead Person/Time Frame: President's Cabinet. Annual review.

Strategy 2.2b: Build successful academic and extracurricular/activity programs.

Performance Measurement: Show improvement in the number of students participating in academic and extracurricular activities.



Lead Person/Time Frame: Activity Sponsors, Club advisors, Director of Student Life and Coaches. Annual review.

Strategy 2.2c: Expose students to service learning opportunities.

Performance Measurement: Increased extracurricular programs that participate in service learning projects.

Lead Person/Time Frame: Activity Sponsors, Director of Student Life and Coaches. Annual review.

Goal 2.3: Utilize technology to promote learning opportunities.

Strategy 2.3a: Use technology in instructional delivery.

Performance Measurement: All classrooms equipped with internet and projection capabilities. Provide all faculty with training in technology based instructional methods.

Lead Person/Time Frame: Dean of Technology and Faculty. Annual review.

Strategy 2.3b: Develop online associate degree.

Performance Measurement: North Central approved online degree program. Increased online enrollment due to degree program.

Lead Person/Time Frame: Dean of Technology and Director of Distance Education. Fall 2007

Goal 2.4: Provide staff development and training opportunities that encourage faculty and staff to become proficient in the delivery of operational, student, and instructional services.

Strategy 2.4a: Provide continuous training opportunities for faculty and staff.

Performance Measurement: Increased participation for in-service training sessions. Student satisfaction of course and college as measured by student evaluations.

Lead Person/Time Frame: Vice President for Learning. Annual review.

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Strategy 2.4b: Encourage staff/faculty continuing education.

Performance Measurement: Increased number of faculty completing continuing education courses, seminars and programs.
Lead Person/Time Frame: Vice President for Learning and Director of Human Resources. Annual review.

Strategy 2.4c: Annual in-service training for faculty in regard to assessment and professional development.

Performance Measurement: Increase faculty participation in assessment training activities.
Lead Person/Time Frame: Vice President for Learning and Assessment Coordinator. Annual review.

Goal 2.5: Ensure students receiving degrees and certificates will possess core abilities (institutional learner outcomes).

Strategy 2.5a: Utilize and update software to collect classroom assessment data and show student mastery level.

Performance Measurement: Review semester assessment data.
Lead Person/Time Frame: Faculty, Assessment Coordinator and Vice President for Learning. Annual review.

Strategy 2.5b: Summarize classroom assessment data into program software for reporting.

Performance Measurement: Continue matrix mapping of course outcomes to program outcomes. Create program outcomes reports.
Lead Person/Time Frame: Vice President for Learning and Assessment Coordinator. Annual review.

Strategy 2.5c: Evaluate program assessment data to determine the extent which institutional learning outcomes are being met.

Performance Measurement: Matrix showing how program outcomes support institutional outcomes. Create program outcomes reports.
Lead Person/Time Frame: Vice President for Learning and Assessment Coordinator. Annual review.



Strategic Direction 3:

Promote opportunities for lifelong learning.

Goal 3.1: Provide learning opportunities that promote personal growth and encourage students to reach their educational goals by matriculation into four-year universities, career attainment, completion of the GED, or educational enlightenment.

Strategy 3.1a: Develop and upgrade articulation agreements.

Performance Measurement: Measured by three-year performance agreement.

Lead Person/Time Frame: Vice President for Learning. Annual review.

Strategy 3.1b: Provide students with personalized instruction, life skills development, and career counseling.

Performance Measurement: Increase participation in Student Success Center and use of Kansas Career Pipeline.

Lead Person/Time Frame: Student Counselor/Academic Advisor. Annual review.

Goal 3.2: Increase enrollment through improved scheduling, the development of creative programs and services and enhanced community educational opportunities.

Strategy 3.2a: Develop and promote training and partnerships with area businesses and industries.

Performance Measurement: Increased Business and Industry revenue.

Lead Person/Time Frame: Vice President for Innovation and Business Initiatives. Annual review.

Strategy 3.2b: Offer expanded schedule (courses/programs) for business and industry and lifelong learning.

Performance Measurement: Increase non-traditional credit hours. Increase Business and Industry Training Enrichment courses.

Lead Person/Time Frame: Vice President for Innovation and Business Initiatives. Annual review.

Strategy 3.2c: Survey business and industry concerning educational needs.

Performance Measurement: 25% survey response.

Lead Person/Time Frame: Vice President for Innovation and Business Initiatives. Three year review.

Strategy 3.2d: Provide community with lifelong learning opportunities.

Performance Measurement: Increase community course offerings.

Lead Person/Time Frame: Dean of Enrollment Management/Marketing, Vice President for Learning. Annual review.

Goal 3.3: Increase student, parent, public and alumni awareness of the wide array of campus activities, achievements, programs, polices, and procedures.

Strategy 3.3a: Increase community events such as Senior Day, Open House, Red Raven Holiday and explore Red Raven Country.





Performance Measurement: Increased community participation in events. Increase the number of community events.

Lead Person/Time Frame: Dean of Enrollment Management/Marketing. Annual review.

Strategy 3.3b: Increase the number and type of booster club functions.

Performance Measurement: Increase booster club membership.

Lead Person/Time Frame: Athletic Director. Three year review.

Strategy 3.3c: Provide publications and reviews to alumni, students, parents and other interested parties.

Performance Measurement: Publish year end review, crime awareness report, economic impact report, foundation reports and view book.

Lead Person/Time Frame: Dean of Enrollment Management/Marketing. Annual review.

Strategy 3.3d: Increase utilization of broadcast and print media.

Performance Measurement: Increase media contacts by 5% each year for the next five years.

Lead Person/Time Frame: Dean of Enrollment Management/Marketing. Annual review.

Goal 3.4: Provide multiple learning opportunities for students of all social economic backgrounds and of all educational abilities, in a non-threatening and positive atmosphere.

Strategy 3.4a: Promote student skills in college orientation classes, community based classes and seminars.

Performance Measurement: Increased number of students participating in student success skills activities.

Lead Person/Time Frame: Student Counselor/Academic Advisor. Annual review.

Strategy 3.4b: Provide culturally diverse student activities.

Performance Measurement: Increased participation in culturally based activities.

Lead Person/Time Frame: Director of Student Life, Director of International Students and Native American Advisors. Annual review.

Goal 3.5: Provide financial resources for an on-going preventive maintenance program that keep facilities in good repair and recognizes future replacement needs.

Strategy 3.5a: Assess for capital outlay, invest funds for capital endowment.

Performance Measurement: Increase cash reserve to 25% of the budget.

Lead Person/Time Frame: Trustees, President, Vice President for Operations and Finance. Annual review.

Strategy 3.5b: Budget annually for general fund maintenance.

Performance Measurement: Maintain 3% minimum of total general fund for repair and replacement.

Lead Person/Time Frame: Vice President for Operations and Finance. Annual review.

Strategy 3.5c: Budget annually for dorm repair.

Performance Measurement: Maintain 7.5% minimum of dorm revenue for repair and replacement.

Lead Person/Time Frame: Vice President for Operations and Finance. Annual review.



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