

**Colby Community College 2017-2022
Annual Strategic Plan Operational Status Update 2020-2021**

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	Objective	Actual Results and Use of Results	Status
President's Office	Improve student performance on benchmark measures: graduation, retention, KTIP, and Student Success Index	CCC improved from the prior year; however, CCC is not number one in the state currently in regards to graduation and retention rates. CCC received a number of accolades related to institutional-performance. This data is utilized to help identify opportunities for institutional improvement.	On-going

Develop and implement assessment model program

Responsible Unit	Action Step	Actual Results and Use of Results	Status
Student Affairs	Work with co-curricular clubs and organizations to create assessable goals for future years	Co-Curricular Assessment model created December 2020. Working through process and will implement Fall 2021 to pilot with select co-curricular programs across campus. Continue to work with Assessment Committee to finalize co-curricular plan. Distribute information to groups and organizations identified as co-curricular	Completed

Take a data driven approach to evaluate and improve student success

Responsible Unit	Objective	Actual Results and Use of Results	Status
President's Office	Report progress on key success markers that align with goal statement	Colby Community College still maintained high student outcomes; however, the institution did dip in student success according to graduation and retention rates. CCC went from a 100% Graduation Time Frame of 34.9% (2020) to 34.4% (2021), 150% Graduation Rate of 43.6% (2020) to 41.7% (2021). CCC retention went from 68.3%(2020) to 62.9% (2021). CCC went from a 100% Graduation Time Frame of 34.9% (2020) to 34.4% (2021), 150% Graduation Rate of 43.6% (2020) to 41.7% (2021). CCC retention went from 68.3%(2020) to 62.9% (2021). The results indicate that we need to spend more time focusing on student retention and initiatives to increase graduation rates.	On-going
Academics	Maintain quality program offerings	The College maintained its high quality offering in academic programs and is evidenced by meeting the Kansas Board of Regents performance agreement. The College met four of the six criteria to remain coliant and recive full funding on the next fiscal allocation from the state (including all new potential state monies). The Kansas Board of Nursing conducted an accreditation visit, and as a result, the CCC ADN program has been placed on conditional approval for the primary purpose of our low pass rates on the NCLEX exam (definition provided below), faculty turnover, and some curriculum concerns. Several steps are planned for AY2021-2022 to improve these found weaknesses and improve the ADN program. The Higher Learning Commission conducted a site visit in the Fall of 2020 and the College met all accreditation requirements.	On-going
Student Affairs	Develop statistical profile of students living in residence halls. Assess using GPA and attendance records.	Admissions created applications specific to student enrollment type in order to take a more data driven approach to recruitment and ensuring goals are being met. Updated admissions applications as well as communications specific to each person based on the information they submit.	On-going
Athletics	Refine daily attendance report to provide the most accurate information possible	An attendance report is emailed to each head coach every morning. The report has continued to be refined and now allows coaches to sort/filter the results by athlete, instructor, or result (present, excused absence, unexcused absence, etc.) The only drawback to the report currently is that it is only as accurate as the data entered by the instructor.	Completed

➤ Goal #2: Improve holistic student satisfaction experience

Identify actions and advance strategies to improve effective operations

Responsible Unit	Objective	Actual Results and Use of Results	Status
President's Office	Add-establish master plan that focuses on individual areas of campus (i.e. dorms, individual buildings, etc.) and create an operational plan to guide the institution through COVID-19.	The Plan was formally adopted in Sept. 2020. To date, Colby Community College was able to remain open and the College provided a safe learning environment. In addition, the institution was able to keep our entire workforce whole and not let any individuals go do to budgetary concerns. Colby Community College was able to operate the entire academic year of 2020-2021 without having to do a remote pause or shutdown. All the while, maintaining student and employee safety.	Completed
	Review of annual contracts for savings	CCC removed Concur and began utilizing Elan. Resulting in thousands of dollars of institutional savings. We are actively reviewing the cell phone plan to see what financial savings exist within this contract. CCC will utilize this data for future evaluation and continue to look for ways to save the institution money, while improving the quality of education that we offer. The use of these results will help CCC continue to operate in a safe, efficient manner.	Completed
	Reduce institutional turnover by 10%; engage in activities supporting the reduction of employee turnover	On Sept. 21, 2020, the Board of Trustees agreed this was a priority and gave the President the authority to move forward with this initiative. These results are still on-going, as we do not have enough empirical evidence to support the effectiveness of what we have done, yet. The results of this will be utilized for future decision making and strategic initiatives.	On-going
	Capital improvements around campus and College farm	The College initiated a major overhaul at the College farm including dirt work at new fencing. These improvements will bring the farm to a more safe and useable space for the agricultural programs. Carpet and furniture replacement plans were established in spring of 2021 for installation over the summer break	Completed
Student Affairs	Increase student awareness of and access to support services available to them.	Admissions office created a FAQ series that will assist students with the most commonly asked questions/tasks.	Completed

Create and utilize student-centered approaches to improve satisfaction

Responsible Unit	Objective	Actual Results and Use of Results	Status
Student Affairs	Continue to conduct specific events targeting a more non-traditional student audience	Social Media highlighted all activities sponsored by Student Life throughout the year. The VPSA spoke to SGA regarding the addition of cabinet members from specific groups of students to further diversify membership (i.e. on-line, non-traditional, athlete, etc). Working on membership rosters and cleaning up the process to be certified as a club or organization on campus. Continuing to move forward with SGA elections and new Residence and Student Life Director with experience specific in these areas.	Completed
	Continue to increase Student Life presence on social media to better promote activities on campus		Completed

Responsible Unit	Objective	Actual Results and Use of Results	Status
Student Affairs	Update college campus to improve accessibility	The College anticipated being selected for an OCR audit through the Kansas Board of Regents and prepared accessibility functionality across campus and through on-line services for students. The College was selected in the fall of 2020 and conducted a walk-through with auditors in the spring of 2021. The College passed the audit and made more improvements throughout the locations to improve accessibility. The College utilized Coronaa Relief Funds to purchase contactless water fountains and ADA compliant and contactless building entrances.	Completed
Athletics	Develop and implement a plan to manage athletic facilities	A stipend was created to pay a facilities coordinator who oversees scheduling, staffing, etc. for the various athletic facilities excluding the pool. Josh Oller was hired to fill the roll and he was the point person for assistant coaches, work studies and scheduling of facilities. Five assistant coaches were hired to oversee the various facilities. Each of the assistant coaches was the main person responsible to oversee the daily maintenance for the facility in addition to a bathroom/locker-room. The assistant coaches also oversaw the day to day operations of the work study students assigned to their respective facility. Hours for the fit-lab and campus gym were greatly expanded during the 2020-21 school year. With the move of teams using the new weight room at the Steve Lampe Athletic Center coupled with increased staffing the facilities were open to the general student body as well as faculty and staff Monday-Friday 8am to 8pm and from 10am-5pm on Saturdays.	On-Going

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	Actual Results and Use of Results	Status
President's Office	Research ideas to improve employee retention	The College approved a \$1,000 Hazard Pay for employees that met all the specified criteria. The College approved a \$2,000 pay increase. Added two full-time coaching positions (expanded from part-time positions).We will use the results to continue to improve the institution and student experience.	Completed

➤ Goal #4: Engage opportunities to strengthen financial base

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

Responsible Unit	Objective	Actual Results and Use of Results	Status
President's Office	Work with CCC Endowment to identify new potential donors	CCC worked with a new group of donors to create the Colby Tennis Center on campus. This was accomplished by working with a new group of donors and engaged new individuals in the fund raising process. We will use this information to create a new tennis center.	Completed
	Evaluate scholarship program for fiscal stability	The College increased the number of scholarships that we currently offer. This includes an expansion of Leadership/Presidential Scholars, as well as an increase in athletic scholarships. In addition, CCC is participating in the Kansas Promise Scholarship Act. We will see if there is a direct correlation between graduation and retention rates and increase in scholarship spending. The College secured an additional \$100,000 of endowed funds (Memorial for Doug Hills) for student scholarships and a new scholarship for students in health related degrees (Blue Cross Blue Shield)	Completed
	Increase percentage of employee giving to 35% of total number of current employees.	The percentage of employees donating monies has not exceeded the 35% threshold. The results reflect that we need to make a greater effort to engage our employee base to raise additional funds.	Did not Meet
	Increase the total amount of grants CCC has received	CCC applied for multiple grants this year and received the majority of the grants we applied for. This includes a \$250,000 grant from the Hansen Foundation. The use of these funds will be utilized to improve the College and the student experience. The College applied for and received grants to provide a safe environment due to COVID-19 through state and local resources as well as private foundations.	Completed
Academics	Increase program offering at Norton Correctional Facility	Through various grant applications, the College continued to raise funds in an effort to support the adult education programming at the Norton Correctional Facility. The program received \$35,000 from the Kansas Board of Regents' Integrating Adult Education and Career Technical Education Grant. The College has the opportunity to bid on continuing programming at the Correctional Facility and will be submitting an RFP to continue this work. With this, the College will have the opportunity to provide welding as a program fall of 2021, and continue with second chance pell associate degree programming.	Completed

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

Create, develop and implement a blueprint for diversity and inclusion

Responsible Unit	Objective	Actual Results and Use of Results	Status
Academics	Host Professional Development opportunity promoting Diversity and inclusion	Staff and faculty participated in a diversity training with Dr. Teresa Clouch and Ms. Wolbert from Fort Hays State University .	Completed
Athletics	Identify ways to embrace and celebrate diversity within athletics.	Athletics worked with the foundation and met with Ron Freeman to discuss future training opportunities. In conjunction with the lecture series he is now scheduled to speak in the Fall of 21 in addition to some smaller working groups with teams and head coaches to discuss diversity and related topics.	Completed
Student Affairs	Diversity Committee will commit to hosting monthly events	Diversity committee hosted monthly events including film screening, pledge and cafeteria activities in celebration of Diversity Month, Black History Month and National Coming Out Day	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	Actual Results and Use of Results	Status
Business Affairs	Increase network broadband (phase II)	The second phase of the fiber installation was completed in a large effort to increase campus broadband. Phase II focused on fiber connections to dorms and other areas on campus. The College hopes to improve student satisfaction with internet connectivity while residing and visiting campus.	Completed
	Strengthen Network Infrastructure	The Information Technology department continues its effort in strengthening core business operations by maintaining various equipment. The department replaced a main server supporting the core business operations with a new server.	Completed
	Advance Self-Service (TrojanWeb) for Student access	PowerCampus' student self-service portal was updated to the latest version Ellucian offers, giving the student portal an update in navigation and more efficient processes, including course enrollment and degree plans.	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	Objective	Actual Results and Use of Results	Status
Operational Plan June 2018	Support Community in response to COVID-19	Colby Community College hosted Colby Cares event and distributed masks, shirts, hand sanitizer to roughly 300 community members. It also participated in the rural food distribution and assisted in distributing 120,000 pounds of food to Northwest Kansas.	Completed

President's Office	Participate in national or regional associations	CCC College president select to represent at the Rural Community College Alliance, only college to be presented in the state of Kansas.	Completed
	Offer professional development programming to NW KS workforce	The College implemented a new stand-alone certificate, Trauma Informed Program in collaboration with the EVERS Project.	Completed

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

Create, Develop and implement college-wide marketing plan

Responsible Unit	Objective	Actual Results and Use of Results	Status
Admissions	Increase presence across all social media platforms, to support branded and cohesive marketing campaigns.	Marketing Scholarships: Matters, flyers, emails sent to students and high school counselors that specifically listed the Accelerated Outreach, ACT/SAT I, and Presidential. The number of applicants increased for all awards. There were more applicants than could be awarded. Admissions office researched and purchased subscription to social media planning platform to maximize productivity and platform visibility by allowing for creation of more content. Marketing Outside Departments: 1. An online google form was created by admissions. All employees have access to this form through the employee page on the website. Outside departments are able to utilize this form to request marketing/social media content for their events or important dates. The number of followers/subscribers has increased by 229 followers as of 6/23/2021 since 9/10/2020. Continue to look for opportunities to assist	Completed
	Admissions office updates to support branding and marketability	Admissions created a signing day table that stays set up for visits and enrollments to take pictures. Admissions office added digital marketing outside of the office that displays campus visit names welcoming them to campus, social media posts, etc and is an opportunity for visits to take pictures. The department will continue to track use of these resources and look for opportunities to promote further or make additions.	Completed
Public Relations	Establish framework for a consistent college brand	Each semester the PR director emails campus a link to the shared drive. An email also is sent with procedures for branding and logo use.	Completed
	Update college radio station equipment in order to leverage it for marketing	Using updates to increase broadcast range and appeal for potential underwriters. Contacting faculty to create ads that promote specific programs.	Completed