*Actions to Achieve Goals in **bold** text have been determined by President's Cabinet as being complete.*

Goal 1 – Learning

Black Hawk College will provide and support a quality educational experience by which students are motivated to learn and faculty contribute positively to teaching and learning through their strengths in subject matter knowledge and personal interest in the success of all learners.

Objective 1.1 Learner Success: Learners will experience academic success and completion of desired goals.

Actions to Achieve Goals:
   1.1.1. **Identify and implement strategies to ensure student enrolled in developmental education succeed in attainment of degree/certificates. (Instruction)**
   1.1.2. Identify and implement strategies to ensure minority student succeed in attainment of degree/certificates. Also improve processes designed to assist learners tracking progress towards certificate/degree requirements. (Student Services)
   1.1.3. Determine the proportion of undergraduate students completing entry, college-level math and English (gateway) courses within the first two academic years at public institutions of higher education and determine if necessary instructional strategies to improve student learning in these gateway courses. (Planning &Institutional Effectiveness/Instruction)
   1.1.4. Improve college readiness through the development of partnerships with area K-12 systems providing early assessment and curriculum alignment to increase the number of students who are college-ready upon entry. (Instruction)
   1.1.5. Market academic programs to those students enrolled in non-credit courses. (Marketing)

Measures of Success:
   ▪ Graduation Rates: number and percentage of certificate or degree seeking students who graduate within catalog/normal program time.
   ▪ Transfer Rates: Number and percentage of students who transfer to a four-year institution.
   ▪ Successful completion of courses taken (C or better/P) (VFA) Benchmark.
   ▪ Of those students receiving a grade-percent passing with an A,B,C.P.
   ▪ Advancement from developmental to credit coursework by those students enrolled in the highest level developmental education course (NCCBP).
   ▪ Enrollment in and successful completion of gatekeeper courses (ICCB- VFA).

Objective 1.2 Workforce Development: The College will contribute to community and workforce development by assessing needs regularly and developing innovative solutions and timely programs and services providing learners with portable skills and workforce knowledge leading to immediate workforce success and/or a solid foundation for future academic achievement.

Actions to Achieve Goals:
1.2.1.   Design new career programs in areas of sustainable technologies, and health care. (Instruction)
1.2.2.   Update existing Agriculture related career programs to continue to meet industry and learner needs. (Instruction)
1.2.3.   Further develop instructional online delivery methods for appropriate career and technical education programs. (Instruction)
1.2.4.   Identify and address the training needs of district employers and entrepreneurs contributing positively to economic development within the district.   (Instruction)
1.2.5.   Redesign instructional delivery methods to integrate and replicate, where appropriate, business, government, and industry work environments. (Instruction)

Measures of Success:
- Occupational Graduate Placement in Employment or Continuing Education.
- Increase in duplicated headcount of students served by business and industry, contract training, professional education programs, non-credit workforce courses, plus students enrolled in career and technical training programs leading to a formal award. (VFA)
- Number of students who earned an award in Career and Technical Education during the academic year (including non-credit programs that meet the criterion of at least 300 contact hours). (VFA)
- Percent of completers/graduates who pass a licensure examination on their first attempt. (VFA)
- Annual course enrollments in non-credit, workforce development courses. (VFA)

Objective 1.3 Engaged Learning: The College will provide the opportunities and tools that will enhance teaching and learning and will assist learners in achieving their desired academic goals.

Actions to Achieve Goals:
1.3.1. Create and implement a comprehensive enrollment management strategy that includes the optimal enrollment for nontraditional learners and aligns services and resources to support those learners. (Cabinet)

1.3.2. Design a systematic approach to student orientation that addresses opportunities for learners to learn behavioral and academic strategies for success. (Student Services)

1.3.3. Provide additional support and bridge programming for underprepared learners. (Instruction/Student Services)

1.3.4. Create a Retention Taskforce to study the causes affecting retention and persistence and recommend strategies to address improvement in retention. (Planning & Institutional Effectiveness/Instruction/Student Services)

Measures of Success:
- Retention to next term.
- Persistence Fall to Fall.
- Nontraditional student headcount (those over age 24) and Credit Hours.
- Percentage of students who completed GED education and attempted at least one college level course in the following academic year. (VFA)

Goal 2 – Engaging

Objective 2.1 Student Engagement: The College will provide an integrated network of social and academic support services.

Actions to Achieve Goals:
2.1.1. Strengthen the quality of relationships among students and faculty. (Instruction)

2.1.2. Create services and learning spaces that facilitate student engagement, student learning and communication including those in the online environment. (Cabinet)

2.1.3. Increase the number of first time students who develop academic goals and plans for achieving them within their first semester. (Student Services)

2.1.4. Increase co-curricular opportunities that foster student engagement. (Student Services)

Measures of Success:
- Personal Connection – Increase the number of first time students reporting a quality connection with college faculty.
- Pathway to Success - Reduce the number of first time students indicating they have no plans or are uncertain about returning.

Objective 2.2 Community Engagement: The College will engage the wider community by connecting more faculty, staff and students in meaningful partnerships and community initiatives resulting in increased positive community relationships.

Actions to Achieve Goals:

2.2.1. Redefine the BHC brand and implement consistent brand standards creating a refreshed visual presentation of the College. (Marketing)

2.2.2. Identify key communities and connect appropriate faculty and staff with those engagement initiatives as representatives of the College. (Cabinet)

2.2.3. Provide students with community avenues that allow them the opportunity to contribute to the welfare of the community. (Instruction / Student Services)

Measures of Success:

- BHC is the education provided that comes to mind when thinking of taking a class.
- How familiar are you with BHC.
- Strongly agree that BHC operates within its core values.
- BHC connects with local community building partnerships and providing leadership.

Goal 3 – Accountability

Objective 3.1 Continuous Improvement: The College will utilize the AQIP and Lincoln self-study process to identify and improve key work processes.

Actions to Achieve Goals:

3.1.1. Develop a Performance Excellence Team that will guide the College continuous improvement initiatives, AQIP and Lincoln quality process improvements. (Planning & Institutional Effectiveness)

3.1.2. Develop and implement a systematic approach to defining, managing and improving key work processes. (Planning & Institutional Effectiveness)

3.1.3. Formulate a Self Study Team charged with the successful completion of the ICCB Recognition Process. (Planning & Institutional Effectiveness)

3.1.4. Identify and support academic program accreditation processes. (Instruction)

Measures of Success:

- Continued accreditation by HLC utilizing the Academic Quality Improvement Program. (AQIP)
- Attain Lincoln Silver Award for progress towards excellence, 2014.
- Continued reaffirmation by the ICCB.
- Maintain and increase academic program accreditations by external entities.

Objective 3.2 Academic Analytics: The College will advance its culture of measurement and data analysis with academic analytic approaches that inform decision making, reporting and provoke appropriate action in pursuit of optimizing performance and demonstrating to its constituents the effective, efficient, ethical and strategic use of all resources.

Actions to Achieve Goals:
3.2.1. Through a combination of training, assessment and roadmap development define a pragmatic and achievable approach to managing data and meeting college information needs through the implementation of a data warehouse. (Planning & Institutional Effectiveness)

Measures of Success:
- Dashboard developed for academic and student services divisions and departments.
- Dashboards developed for other administrative divisions and departments.

Goal 4 – Resource

Objective 4.1 Financial Stability: The College will strengthen the financial position of the College through transparency and accountability and maximize the return on investments to learners, employees, taxpayers and the community.

Actions to Achieve Goals:
4.1.1. Implement strategic alignment of financial resources -Budgeting for Outcomes. (Finance)
4.1.2. Proactive and effective cash flow management. (Finance)
4.1.3. Continue to plan for bonding as a funding resource to support college initiatives beyond 2015. (Finance)
4.1.4. Further develop the collaboration among the College and its Foundations building mutual initiatives resulting in financial support for learner, faculty and staff. (QC and East Foundations)

Measures of Success:
- The BHC fund balance will be at 17-25%.
- BHC will maintain an annual balanced budget.
- BHC tuition and fees will not exceed the state average.
- Total tax level rate will remain stable.

Objective 4.2 Physical: The College facilities and campuses will meet the needs of the 21st century learner and community while protecting the campuses' natural resources and heritage.

> ### Actions to Achieve Goals:
> **4.2.1. Initiate an ongoing facilities assessment to identify and address deficiencies in existing infrastructure and mechanical/electrical systems. (Administration/Facilities)**
> 4.2.2. Update the facilities master plan that reflects the priorities of the strategic plan to ensure our campus meets the needs of students, community, faculty and staff. (Administration/Facilities)
> 4.2.3. Upgrade Building Management System to better manage interior temperature and better control utility costs. (Administration/Facilities)
> **4.2.4. Develop and implement an annual process to manage Protection Health and Safety tax levy. (Administration/Facilities)**
> **4.2.5. Implement the College's process of lifecycle acquisition, property, and technology and resource management. (Capital Committee)**
>
> ### Measures of Success:
> - 537,054 square feet or 100% will be functional space. ICCB Room Inventory (R3) Report.
> - All College owned buildings will be considered Satisfactory. ICCB Facility Inventory (F6) Report.

Objective 4.3 Technology: The Colleges information technology software infrastructure will advance and support learning and organizational functions.

> ### Actions to Achieve Goals:
> 4.3.1. Implement Degree Works. (Student Services/ITS)
> 4.3.2. Expand the utilization of Workflow by one process improvement annually. (ITS)
> 4.3.3. Implement Flexible Registration. (ITS/Student Services)
> 4.3.4. Implement Banner HR. (ITS/Human Resources)
> 4.3.5. Implement a data warehouse. (Planning & Institutional Effectiveness)
>
> ### Measures of Success:
> - Increased Graduation Rates.
> - Increased efficiencies.
> - Reduction in number of drops due to non-payment.

Goal 5 – Networking

Objective 5.1 Networking Employees: The College will further develop its workforce through a targeted leadership development system where persons with common interests assist each other and promote a culture of learning, growing and collaboration within the College.

Actions to Achieve Goals:
5.1.1. <u>Information Sharing</u> – Investigate root causes to the lack of information sharing among employees and design strategies to improve information sharing among faculty, staff, administration and Trustees. (Cross Departmental)
5.1.2. <u>Knowledge Transfer</u> – Design opportunities to aid in the transference of knowledge to meet the potential loss of valuable knowledge and experience in retiring faculty, staff and administrators.   (Cross Departmental)
5.1.3. <u>Faculty Development</u> – Provide ongoing education and training for faculty to build and reinforce teaching excellence, an understanding of and implementation of learning assessment concepts and methodologies, the usage of appropriate instructional learning technologies and adjunct online training opportunities. (Instruction)
5.1.4. <u>Staff Development</u> – Provide ongoing education and training to staff and administrators to build and reinforce their role, understanding and support of an engaged teaching and learning environment, leadership development and skills acquisition and enhancement. (Human Resources)

Measures of Success:
- The extent to which information is shared will increase to the "consultative" systems level. (On a 5 point scale the desired level is over 3.0) (PACE Question 10)