Priority	Goal	Strategic Initiative	Start Date	Current status	Champion & Chair	Action plans	SLT comments
Institutional Priority #1 **Student Success: Cowley College is focused on the design, deployment, and effectiveness of teaching-learning processes**							
Goal 1.1	**100% of students have a current goal/objective listed and verified**						
	SI 1.1a Develop a consistent and effective academic advising process and system^		2015	*ongoing*	*Josh Cobble / Lory West*	*Action Plan 1: Identifying Student Advising Group Types to help provide resource needs of advisees* *Action Plan 2: Develop and maintain an Advisor Calendar with important dates to remember and with additional information relevant to advisors.* *Action Plan 3: Revise Advisor Training to improve academic advising effectiveness*	
2016 update	No summary or progress given						*Need to update new plans for 2016-17*
Goal 1.2	**Identify low completion and transfer rates by demographic and modality. Increase those rates by 2% annually until it is comparable to the general population**						
	SI 1.2a PTK initiative on low completion by demographic		2015	*Completed*	*Scott Layton*	*Action Plan 1: Construct an interview/survey instrument to determine possible causes for the underperforming student population of Mulvane males. (Completed Sept. 2015)* *Action Plan 2: Conduct interviews of Mulvane males, Mulvane females, and Ark City males. (Completed Dec. 2015)* *Action Plan 3: Analyze interview data to identify underlying causes leading to the underperformance of Mulvane males. (Completed Jan. 2016)*	
	After poor participation from phone calling, we asked instructors to read the recruitment scripts to students about their willingness to participate in the interviews. Once a sufficient number of randomly selected students agreed to participate, surveys were administered to the 3 study groups in November, but all surveys were not completed until December due to absenteeism, and some instructors not returning emails. The project chair compiled the survey data in late December and a brief analysis of the data was completed by the project champion since the project chair graduated in December. There did not appear to be significant differences between Ark City Males, Mulvane Females, and Mulvane Males in average credit hours attempted, preference for face-to-face classes, the importance of completing college to both the individual and family, and for their future success. All groups cited the need to increase study time as the most common way they could personally increase their success and a quiet face-to-face environment as their most common preferred learning environment. All groups cited the internet and friends/study groups as their primary support for academic success and tutors were the most commonly mentioned academic resource.						*Completed. Information should go to Mulvane site coordinator for action.*

	There were a few questions where the Mulvane Males appeared to substantially differ from the other groups. All groups cited lack of motivation as a major hindrance to their success, but Mulvane Males and Females cited work as the most common obstacle for success. The second major difference noted in Mulvane males was their reported lack of feeling connected to Cowley. Only 50% of Mulvane males agreed that they felt a connection to Cowley where the other groups recorded a connection between 86% and 100%.					
Goal 1.3	**Increase KBOR Employed or Transferred index from 58.4 to 59.4**					
	SI 1.3a Develop and implement a process to measure student learning at the program level*	*2015*	*ongoing*	*Frank Owens / Pam Smith & Chris Cannon*	*Action Plan 1: Complete review and finalize Program Learning Outcome (PLO) procedure by spring 2016* *Action Plan 2: Complete Faculty PLO linkage to appropriate GLOs by spring 2016.* *Action Plan 3: Review all PLO and implement by fall semester 2016. Revise process as needed.*	
2016 update	*On August 22, 2016 our strategic initiative team met to review the data turned in. In the previous year the team has drafted a GLO/PLO procedure and had it reviewed by committee members as well as faculty members. The procedure was revised based on faculty recommendations and a final draft was completed. The draft was also reviewed by the accreditation committee and received positive comments. Program directors were identified and required to select a program outcome to measure during the Spring 2016 semester.* *Data Analysis: (Brief analysis of data)* *The current Outcomes Assesment Team met on August 22, 2016 and it was learned that less than half of program directors turned in program learning outcome measures so the data was not as conclusive or complete as planned.*					*Team will continue for 2016-17 and address institutionalization*
	SI 1.3b Develop a process to advance opportunities regarding career paths and transfer^	*2015*	*ongoing*	*Marcus Hicks / Devin Graves*	*Action Plan 1: Develop/Enhance the current Advisor process to better meet the needs of the student* *Action Plan 2: Develop a Student Success Center* *Action Plan 3: Create a Student Success Coordinator position*	
2016 update	*Several institutions were contacted and surveyed considering a student success center and staffing. All but one of the institutions contacted had a center dedicated towards student success. They varied in location on campus, and each had dedicated full-time staff. They varied in the services offered but focused on assisting students be successful locally, through career paths or transferring on to the university level. Specific data was currently unavailable as to the results institutions were experiencing but they indicated positive results in the number of students completing.*					*Team is on track.*

	Target Goals: (Target Goals for next year) *Complete the revision to the advising handbook and develop the advisor training. (This really needs to be completed by fall 2016.) Propose a new Student Success Coordinator position effective in the 2017-2018 budget year. Continue to research the best location that is centralized for students to go to obtain information, help, etc.* *Monthly Update and Comments* *Measures/Indicators* *Due to the SIS conversion project target goals are behind schedule. Once the SIS integration is complete the team will re-convene and assess the initiatives that need completing this fall.*					
Goal 1.4	**Increase the number of certificates and degrees awarded**					
	SI 1.4a Pursue new certificate and degree programs^	*2015*	*ongoing*	*Tina Grillot Sarah Matthews*	*Action Plan 1: Build and implement a new process/procedure for creating new certificate and degree programs* *Action Plan 2: Form Faculty/staff Mentor Groups who have prepared and submitted program proposals* *Action Plan 3: Develop a Sunset Group that will identify and review obsolete programs and courses*	
2016 update	*The team made progress in the begining months, and will work over the summer to complete the goal of being able to present at inservice in the fall. The presentation will consist of a refined process for creating new degree or certificate programs.* *Data Analysis: (Brief analysis of data)* *Will create a mini survery to guage current knowledge of the process to generate new programs and certificates. Post survey will be completed to determine increase understandability of the process. Gather date of pervious 10 years regarding newly created programs or certificates. Gather 10 years data on eliminated programs or certificates. Gather on of programs created this year. Gather data going forward on number of programs created.* *Target Goals: (Target Goals for next year)* *Create presentation of process for creating new programs/certificates at Fall inservice or opening day. Gather feedback on process from users. Measure new programs post process. Survey users of process to determine clarity of process. Revise process. Poll the community on programs they would like to see. Ask Marketing for help.*					*Team will work on the original action plans for 2017*
	SI 1.5a Increase student athlete completion and GPA^	*2015*	*complete*	*Shane Larson Frank Arnold*	*Action Plan 1: Review data to have a clear picture of historical GPA and completion rates.* *Action Plan 2: Based on data collected set standards for completion, and GPA rates for athletics.*	

					Action Plan 3: Review and revise structured academic tutoring and study hall requirements.	
2016 update	Little visible progress was made this year as it was to determine where we are. We currently meet the standards we established as a goal. The Athletic Department's over all GPA for the 2015-16 school year was a 3.33. Well above our standard of 3.0. We have identified a few key programs to focus on a little more specifically that achieved below the expected standards. Cheer and Dance were significantly below our expected goals and some additional structures are being implemented in their case. Data Analysis: (Brief analysis of data) We had 198 student athlete complete 2 semesters at Cowley and had a cumulative GPA for the year of 3.3. Our lowest scoring team was a 2.97. Cheer and Dance are not sanctioned by the NJCAA so they are not included in these numbers but those programs achieved around a 2.5 GPA but there was significantly high retention issue. Several new students added to the program at semester so only 1 term to calculate. Target Goals: (Target Goals for next year) We will maintain our target goal of 3.0 for all athletic programs. We would also like to continue to look at a more structured path for non English speaking students to ensure academic success.					Team will continue to track GPA of athletes but current goals are complete.

Foundational Priority #2:

Student/Stakeholder Needs: Cowley College is focused on determining, understanding and meeting needs of current and prospective students' and other key stakeholders such as alumni and community partners.

Goal 2.1	Increase first to second year retention rates of college ready and non-college ready cohort					
	SI 2.1a Increase completion success for English Composition 1. #	2015	Ongoing	Amy McWhirt Debbie Layton,	Action Plan 1: Explore current placement policy for possible revision and implement a script for enrollment services and advisors to use Action Plan 2: Training in Jenzabar on data mining for collection of data on student success and completion Action Plan 3: Pursue budget for a program director and additional funding for development	
2016 Update	The team was unable to make progress on many of the original goals due to changes in the SIS timeline and turnover in key student support areas. Recommendations for an enrollment script were made. The testing policy was updated. The team plans to move forward with different goals, less dependent on other areas of the college in the coming year. Data Analysis: (Brief analysis of data) Due to implementation for the SIS system being pushed back, we were not trained to access data in pertinent areas. Target Goals: (Target Goals for next year)					On target.

	inter1) Receive training on the SIS system to be able to access specialized reports on Composition completion rates. 2) Pursue training in inter-rater reliability for compositions. 3) Develop new placement guidelines based on Accuplacer scores. 4) Train first-time enrollers using new placement guidelines. 5) Incorporate the success intervention process outlined last spring.					
	SI 2.1b Increase completion success for College Algebra. #	*2015*	*Ongoing*	*Michelle Schoon Brooke Istas & David Hays*	*Action Plan 1: Review and revise the placement process used for the current math sequence.* *Action Plan 2: Explore the offering of a three credit-hour Elementary Algebra* *Action Plan 3: Improve the success of the online learner in online math classes*	
2016 update	*We have eliminated Intermediate Algebra with Review and revived Elementary Algebra on all campuses (Main, Mulvane, Wichita, and Online). Also, revived 3 credit hour Intermediate Algebra for Online, Mulvane and Wichita Campus. However, we decided on the main campus to not offer Intermediate - instead learners will go from Elementary Algebra to College Algebra with Review so they will be accelerated to the Gateway Math Course. At Mulvane and Wichita, we decided to offer the math sequence EA to IA to CA since these courses are offered in 8 week settings. Additionally, we came up with multiple paths for assessment into math courses. Learners can place based on Accuplacer, G.P.A, High School Criteria or ACT. This is new since before all learners would be required to either have ACT or COMPASS Assessment.* *We looked at the DFW rates for Intermediate Algebra with Review. Additionally, we looked at national data on G.P.A. placement and the information sent out from the Kansas Board of Regents.* *Of the learners who start in a math class below CA/CAR, 50% of those will complete CA/CAR in a year. Additionally, we are working at updating the Developmental Math Lab, work with advisors so that there aren't enrollment issues, scheduling for Spring so that more learners can enroll in classes, work with tutors to mentor them to help improve student success, implement one interactive learning strategy per month for EA/IA in the Fall 2016, do professional development as a math group to create strategies to make intentional contact with learners and document on the Share Drive, Meet as a math group once a month during the 2016- 2017 school year (break out by discipline once each semester),*					*On target.*
	SI 2.1c Revise and implement Cowley 101 and First Year Experience ^	*2015*	*Ongoing*	*Jason O'Toole Kristi Shaw & Meg Smith*	*Action Plan 1: Create a streamlined process for new students entering Cowley College through Cowley 101 (Orientation) and the First Year Experience (FYE) class.* *Action Plan 2: Develop a curriculum of important and relevant information for new students to help them to be successful.* *Action Plan 3: Build a timeline of events so the process can be maintained year after year.*	
2016 update	*Summary- Cowley 101 is in place and ready to go for all students taking this class and attending Cowley's main campus.* *- Cowley 101 for online and outreach sites were not a part of the original plan with this team or never got off the ground. From the 19 people that were invited to be on the team, about 3-5 are left and they were on campus employees.*					*On target.*

	- Determining who's responsible for taking the main campus Cowley 101 course and shape and mold it to online and outreach deliveries proved difficult. *- Orientation (summer classes and The Big Day) evaluations showed a positive high satisfaction rating. "* *Target Goals: (Target Goals for next year)* *"1. Early fall, review, discuss and tweak the summer small group orientation sessions and the fall large group session to make better for next year.* *2. Update anything on the timeline, or in the process, to keep sustainable.* *3. Determine who will take ownership of outreach campuses and online orientations so we can meet their needs.* *4. Post Orientation meeting to discuss what went well and what needs to be tweaked - Completed* *5. Update timeline of events to stay on task throughout the year preparing for next summer.* *6. 100% of first time fulltime students having at least one face to face class enrolled into the classes.* *7. 100% of enrolled students completing AlcoholEdu and Haven (sexual harassment) training.* *8. 100% of FYE instructors trained to teach the class to create more consistency.* *9. Seamless integration of the three classes from enrollment to the end. Cowley 101 Summer Classes, Cowley 101 The Big Day and FYE.* *10. Shorten The Big Day.* *11. Place ALICE Training in FYE classes instead of with the large group on The Big Day.* *12. Students in FYE classes are broken up into their majors"*					

Institutional Priority #3:

Value People: Cowley College is committed to the hiring, development, and evaluation of faculty, staff, and administrators

Goal 3.1	**Restructure professional development to provide effective opportunities**					
	***SI 3.1a Restructure professional development/Tiger U to provide for effective opportunities. ***	*2014*	*Ongoing*	*Jenette Hana/ Janice Stover*	*Action Plan 1: Define and set scope for onboarding, training and professional development* *Action Plan 2: Create survey for departments that focuses on onboarding and training materials* *Action Plan 3: Develop plan for inventive, recognition, and accountability*	
2016 update	*"We determined that there are three areas that need to be addressed in order. This will allow us to bring a more structured professional development plan on board. We have started with the onboarding process. Next we will move on to the training of new employees. Once these two areas are taken care of and in working order we will look at the professional development structure.* *The team defined the following terms:* *- Onboarding - should be institutional hiring and includes orientation, should be consistent* *- Training - specialized by department, role, and function* *- Professional Development - role and function enhancement*					*Lack of progress centers around time issues. The team will work with subcommittees and move*

	Created and sent out a survey to all employees who had been hired within the past two years. The survey is based on the new employee hiring and training process. Currently working to analyze the data and we have decided to bring back the old "passport" that was used in HR in the past.					*forward with new HR Director*

Foundational Priority #4:

Knowledge Management: Cowley College is focused on the management of the technological and information infrastructure designed to provide an environment to support learning, including how data, information, and performance results are used in decision-making processes at all levels and in all parts of the institution

Goal 4.1	**Improve functionality and efficiency of employee technology usage.**					
	SI 4.1a Complete all major technological updates and update the process for training employees^	***2015***	*Ongoing*	*Paul Erdmann Rhoda Maclaughlin & Stephani Jones*	*Action Plan 1: Develop a formalized replacement plan, with appropriate funding, for desktop computers* *Action Plan 2: Replace outdated equipment, configure to make secure, and document the processes* *Action Plan 3: Develop departmental "experts" that assist with training needs and create written training documentation*	
2016 update	*(Paul, please edit and add information regarding hardware/software updates) IT personnel are currently concerting all of their efforts toward preparing for the new SIS system, which will launch September 12, 2016. After the system is in place and running smoothly, other goals will be re-examined. Regarding general employee training on the new SIS System - a training sheet has been created by the IT department to assist in navigation and functionality of the system. The sheet will be disseminated to all employees. In-depth training on the individual components for specific departments will be addressed as those components are added into the system.*					*Need updated information from team. Suggested focus on replacement plan and training.*

Foundational Priority #5:

Resource Stewardship: Cowley College is focused on how the resource base of an institution supports and improves its educational programs and operations.

Goal 5.1	**Increase enrollment to at least 3000 FTE to support existing resource infrastructure**					
	SI 5.1a Explore opportunities to improve financial operations^	*2015*	*Ongoing*	*Dr. Walker Jamie McGee*	*Action Plan 1: Review and revise procedures related to travel, including mileage reimbursement and fleet verses leased vehicles.* *Action Plan 2: Develop standards for purchases and a process for technology*	

					Action Plan 3: integration of budget cycle with the College strategic planning cycle, including training of budget leaders.	
	A new budget process was developed and implemented for the 2016-17 fiscal year. We have continued to tighten inventory and are working on a process to dispose of surplus. New procedure for facility usage is not yet completed. *Data Analysis: (Brief analysis of data)* * Individual departments submitted financial needs via their budget documents. The Vice President of Finance & Administration evaluated estimated revenues and overall expenditures (from the budget documents submitted along with comparisons from 2015-16) to determine the 2016-17 budget which was submitted and approved by the Board of Trustees. Based on projected reductions in funding, departments were asked to reduce their budgets by 6% at the end of May, 2016.* *Target Goals: (Target Goals for next year)* *1. Review and update FIN 001. Budget Process. 2. Offer annual training for new employees responsible for budget oversight. 3. Adjust budget as necessary with shortfalls to maintain zero over budget expenditures. 4. Plan for potential budget changes with and without addition of potential new campus location. 5. Review and update Policy 142. Access to College Facilities and develop subsequent process. 6. Develop process for sale and disposal of surplus.*					*On target.*
	SI 5.1b Create a culture of scholarship sustainability through the endowment of scholarships ^	**2015**	Complete	Josh Cobble Dr. Gregg	*Action Plan 1: Determine the maximum credit hours Cowley will pay each semester for students on a full-tuition scholarship.* *Action Plan 2: Establish contact with a firm to conduct a feasibility study for scholarship fundraising* *Action Plan 3: Update scholarship appeal form to better reflect the appeal process*	
2016 update	*The college will have to make a decision going forward as to whether to continue with a capital campaign. Cargill Associates recommended waiting until the office had stabilized with new staff coming on board and recommended a small $1 million - $3 million campaign. Staffing recommendations were also made. It was decided to implement an 18 credit cap for scholarships per student per semester starting in the Fall 2017. Information will need to be communicated to scholarship sponsors to ensure they are aware of the change.* *Data Analysis: (Brief analysis of data)* *Target Goals: (Target Goals for next year)* *"Implement the 18 credit hour limit for scholarship students per semester.* *Decide direction for a capital campaign.* *Determine the quantity of scholarships to be received by each of the programs.*					*Team will redefine a new initiative based on scholarships for 2017*

Foundational Priority #6:

Plan and Lead: Cowley College is focused on its mission and lives its vision through direction setting, goal development, strategic actions, threat mitigation, and leveraging opportunities.					
Goal 6.1	**Strategic planning is on a cyclic schedule with input from all constituent**				
	SI 6.1a Organizational design and structure for continuous improvement	*2014*	*Ongoing*	*Michelle Schoon*	*Action Plan 1: Develop of cycle of planning that integrates stakeholder feedback and data collection Action Plan 2: Merge the budget cycle with the strategic planning cycle to better allocate resources Action Plan 3: integrate the strategic planning cycle with outside reports, like the KBOR performance agreements and AQIP action projects*	
2016 update	*Group has monthly meetings to assess the process. Planning cycle has been implemented. Strategic Plan has been published on web and print. Process was useful for the AQIP action project updates but was not used for the KBOR performance agreement reports.* *Target Goals:* *Align key measures with the six priorities* *Involve SLT in the planning cycle and in the review of SI updates*				*On target*