



CLOUD COUNTY
Community College



2019-2024 Strategic Plan

UPDATE

BOT Retreat June 7, 2023

2019-2024 Strategic Plan
Update
BOT Retreat 6.7.23

Strategic Initiative One – Meet the Goals of Foresight 2020/Building a Future (as set by KBOR)		
Goal	Responsibility	Deadline
1.G. Meet 4 of the 6 KBOR performance agreement indicators to ensure qualification of new funding.	All CCCC faculty and staff led by VPAA	On-going
Strategic Initiative Two – Academic and Co-Curricular Excellence		
Goal	Responsibility	Deadline
2.A. Actively participate in the cultural and scholarly development of our students.	VPAA/ Faculty	On-going
2.B. Use assessment data to continuously make quality improvements to curricula and programs.	VPAA/ Director of Assessment, Institutional Effectiveness and Planning/ HLC Steering Committee	On-going
2.C. Develop workforce development training opportunities.	VPAA/ Director of Workforce Development and Outreach/Deans/ Faculty Chairs	On-going
2.D. Develop two technical programs by 2023.	VPAA /Deans/ Faculty Chairs	Met
2.E. Cloud will develop an academic master planning process to inform a strategic vision for academic offerings	VPAA/ Deans	Met
Strategic Initiative Three – Enrollment and Retention		
Goal	Responsibility	Deadline
3.A. Expand early-college engagement with area high schools.	VPSS/ Director of Enrollment Management/ Director of GCC/ Director of Online and Outreach/ and Deans	On-going
3.B. Increase and sustain enrollment in concurrent credit program by 1% per year.	VPAA/VPSS/Coordinator of Concurrent Enrollment	On-going

3.C. Cloud will increase and sustain enrollment by 1% per year.	VPSS/ Director of Enrollment Management/ Director of GCC/ Director of Online and Outreach/ and Deans	On-going
3.D. Cultivate, grow, and maintain relationships with external stakeholders to broaden our student recruitment base.	CCCC Administration, Director of Enrollment Management, Director of Workforce Development and Outreach, Director of Online and Outreach/Director of GCC	On-going
3.E. Promote stellar programs (Renewable Energy, Pre-Professional (medical), Agriculture, and UAV).	VPSS/ Director of Enrollment Management/ VPAA/ Deans/ Director of Marketing	On-going
3.F. Cloud will develop an updated Enrollment Management Plan for AY21 through AY24.	VPSS/ Director of Enrollment Management/ Director of GCC/ Director of Marketing/ and Deans	On-going
3.G. Increase persistence/retention/completion among students.	VPSS/Director of Advisement and Retention/Student Engagement and Retention Coordinator	On-going
3.H. Develop an intentional recruiting plan.	VPSS/Director of Enrollment Management/Director of Marketing	On-going
Strategic Initiative Four – Student Engagement		
Goal	Responsibility	Deadline
4.A. Cloud will implement a vibrant Student Engagement Center.	VPSS/Director of Advisement and Retention/Coordinator of Student Engagement and Retention	On-going
4.B. Cloud will provide student access to basic needs.	VPSS/Director of Advisement and Retention/Coordinator of Student Engagement and Retention	On-going
4.C. Increase awareness of poverty in our service area through service learning.	VPSS/Director of Financial Aid	On-going
4.D. Engage in community discussions.	President/ VPAA/ VPAS/ VPSS/Foundation Director	On-going
Strategic Initiative Five – Organizational Capacity and Continuous Improvement		
Goal	Responsibility	Deadline

5.A. Develop an internal and external communication plan.	President	On-going
5.B. Manage staffing levels sufficient for institutional needs.	VPAS and Director of HR	On-going
5.C. Focus on faculty and staff professional development.	VPAS/ VPAA/ Director of HR	On-going
5.D. Cloud will develop a Marketing Plan for AY21 through AY24	Director of Marketing	Met
5.E. Cloud will broaden the scope of the Foundation to include an MOU, increase awareness, and to increase grant-funding and overall fundraising.	Foundation Director	Met
5.F. Cloud will develop and/or update policies and associated procedures on a 3-year rotation.	VPAS/ VPAA/ VPSS/ Board Clerk/ Director of HR	On-going
5.G. Cloud will develop a Master Facilities Plan to be in place beginning FY22-23.	VPAS	Final Stages
5.H. Cloud will develop and implement a plan for regularly updating/improving technology.	VPAS/ Director of IT	On-going

June 2023

Goal	Update
1. G.	<ul style="list-style-type: none"> Administration will continue to share performance indicators college wide. As KBOR transitions into a new performance agreement for AY23-24, the college will determine which specific indicators speak to the mission and continuous improvement to support student success. <p>UPDATE: Met 4 of the 6 KBOR performance agreement indicators for AY22.</p>
2.A.	<ul style="list-style-type: none"> The college will continue to actively participate in the cultural and scholarly development of our students as this is an on-going goal. The goal will be an Academic Affairs division goal to ensure efforts are documented and tracked. <p>UPDATE: 100% participation by VPAA and Direct Reports in the cultural and scholarly development of our students. Both the Humanities and Communications departments added cultural components to assignments. This information is documented in a spreadsheet.</p>
2. B.	<ul style="list-style-type: none"> Use assessment data to continuously make quality improvements to curricula and programs. <p>UPDATE: Music integrated Kahoot which provided opportunities to do more in-class activities, games and reviews which increased assessment results. Pharm Tech redid courses to only two from six. Social Sciences are using more group activities/interactions in the classroom because of the successes this year.</p>

	<p>Social Sciences are providing a list of questions for both midterm and finals, which brought scores up. Social Sciences quality of essay answers have improved based on the level of analysis and the clarity of the argument. Humanities made updates to essay questions on tests to have the students write more in-depth answers to questions/topics. Sciences used assessment data to be more clear about expectations and to provide rubrics for their work and provided clearer directions. Increased ESL offerings in Adult Education.</p>
2.C.	<ul style="list-style-type: none"> Offer a non-credit offering each semester. UPDATE: MET. The Director of Workforce Development and Outreach will meet each semester with the academic deans to assess noncredit workforce development opportunities. UPDATE: MET. The Director of Workforce Development will meet with industry representatives, school districts and chamber of commerce/economic development officers each semester to build relationships and to respond to needs in the service area for noncredit offerings. UPDATE: Workforce development training opportunities were developed and offered in both the fall and spring semesters. The spring semester had more than 25 non-credit offerings.
2.D.	<ul style="list-style-type: none"> Goal Met.
2.E.	<ul style="list-style-type: none"> Goal Met
3. A.	<ul style="list-style-type: none"> Admissions will promote the college’s graduation and student success rate to high school counselors, students, and parents. This will also be included in promotional material and recruiting events. UPDATE: MET. It is included in materials provided to counselors each semester. It is also shared with students and parents on visits. It is also included in social media posts and on the Fact Sheet. Work with the Foundation to explore scholarship opportunities for concurrent students to continue as T-Bird students upon graduation. UPDATE: Still in progress. The early bird scholarship and summer enrollment scholarships have helped, but nothing specifically targeted toward dual enrollment students has been developed at this time. Host freshman groups and sophomore visit days. UPDATE: MET. Additionally, admissions hosted four groups of 8th graders. Junction City hosted a group AVID middle school students on campus this spring. VPSS and Director of Admissions will visit each high school AY22-23. UPDATE: This is a work in progress. Much of this year, we did not have a VP in place. Take current Cloud students involved in a student club or group to local high schools. UPDATE: KACRAO states, “member institutions shall not use current college students for recruitment purposes during regular high school hours”. This means admissions in not able to do so, but academics and club sponsors can and actively do. Conduct 10-12 outreach/recruitment booths at community events. UPDATE: MET

3.B.	<ul style="list-style-type: none"> The college will sustain the concurrent enrollment increase of 1% per year. <p>UPDATE: Concurrent enrollment for AY22-23 was increased by 6% in credit hours and 2.7% in headcount as compared to AY21-22.</p>
3. C.	<ul style="list-style-type: none"> The college will increase enrollment 5% from AY21-22, to help make up a portion of the loss from the pandemic. <p>UPDATE: Overall enrollment for AY22-23 was relatively flat with a 1% increase in credit hours and 3% increase in headcount as compared to AY21-22.</p>
3.D.	<ul style="list-style-type: none"> Offer a non-credit course for the community each semester. <p>UPDATE: MET</p> <ul style="list-style-type: none"> Expand opportunities summer camps/kids' college to help build interest and share educational opportunities at the college. <p>UPDATE: MET. Kids' College evolved into two age groups with older students in more interest-focused sessions to help support early engagement.</p>
3. E.	<ul style="list-style-type: none"> Increase student participation in Kansas Promise Act programs through marketing and recruiting. <p>UPDATE: MET. Will be updated annually as programs included change.</p> <ul style="list-style-type: none"> Reach 100% funding needed for the Technical Education and Innovation Center. <p>UPDATE: Not met yet, but several grant opportunities have been identified and many have been applied for. Continue to cultivate relationships with industry partners and individuals to fund building for naming rights.</p>
3. F.	<ul style="list-style-type: none"> Streamline and condense the Enrollment Management Plan to more clearly reflect the Strategic Plan through collaboration with all stakeholders. <p>UPDATE: MET</p>
3.G.	<ul style="list-style-type: none"> Re-vamp College Skills to incorporate Cloud's guiding values as they apply to life skills, student success supported by a mentor experience. <p>UPDATE: MET. One change moving forward will be to ensure all instructors have a minimum of a master's degree.</p> <ul style="list-style-type: none"> Ensure the first 20-30 days of the semester are supported by intentional student engagement activities and relationship building. <p>UPDATE: MET. THOR 44 was the event in Fall and Spring that exceeded the goal of 20-30 days with a total of 44 events.</p>
3.H.	<ul style="list-style-type: none"> Admissions will develop a calendar and communication plan to outline a more intentional process. <p>UPDATE: MET.</p> <ul style="list-style-type: none"> Signal Vine will be used by admissions counselors for targeted recruitment. <p>UPDATE: MET. Student Services is evaluating the effectiveness and is hopeful the transition to Jenzabar1Web SIS will eliminate the need for Signal Vine.</p> <ul style="list-style-type: none"> Simplify iCloud to provide a more accessible platform for application, enrollment, and payment. <p>UPDATE: JEDI formed a team called iCloud Refresh Team to work on refreshing iCloud and hopefully making it more user friendly. They started with the Student Tab while students were still here so they could provide input. They're working through each tab and with offices in that area.</p>
4. A.	<ul style="list-style-type: none"> Student Engagement and Retention Coordinator will plan and host two events each month outside of normal school hours. <p>UPDATE: MET</p> <ul style="list-style-type: none"> Residence Assistants will plan one of their three required programs on the weekends. <p>UPDATE: MET. Meetings planned with Student Engagement and Housing to coordinate efforts.</p>

	<ul style="list-style-type: none"> Establish relationship with Concordia Wellness to host Monday nights as college student golf night. <p>UPDATE: MET.</p>
4. B.	<ul style="list-style-type: none"> Expand Cloud Cares Food Pantry to be more continuously available through the semester. <p>UPDATE: MET. Cloud received a \$30,000 grant.</p> <ul style="list-style-type: none"> Host a Coat drive to supply winter coats to students that are new or gently used. <p>UPDATE: Although the college did not host a drive, grant money was used to supply the Food Pantry with winter coats.</p>
4.C.	<ul style="list-style-type: none"> Holding a community event that would be a “Cloud Day of Service” where faculty, staff, and students give back to the community through a service project. This could be led by Student Senate. <p>UPDATE: The college is reevaluating the time of year we conduct this event. Spring is extremely busy due to finals and graduation events.</p>
4. D.	<ul style="list-style-type: none"> Hosting 3-4 student panels a year that, which will be advertised in the community as well. <p>UPDATE: This is ongoing. We did T-Bird Talk this year. However, we plan to explore additional opportunities for panels on campus.</p> <ul style="list-style-type: none"> Offering one day trips to local locations to integrate students in the community. <p>UPDATE: MET.</p> <ul style="list-style-type: none"> Advertise campus events more widely to include a digital sign. <p>UPDATE: The college plans to partner with North Central Kansas Medical Center on a digital sign that will be installed along Highway 81. Sign request has been submitted to City of Concordia. Final design has been confirmed and will be sent out for bid in June or July 2023.</p>
5. A.	<ul style="list-style-type: none"> Develop an internal and external communication plan. <p>UPDATE: MET. T-Bird Talk was added this year at the local sports restaurant and was another successful effort. We will evaluate communication efforts as part of the new strategic planning process.</p>
5. B.	<ul style="list-style-type: none"> Evaluate positions as they come open. Develop a pay structure. <p>UPDATE: MET. The pay structure is ongoing.</p>
5. C.	<ul style="list-style-type: none"> Send email on how to request professional development dollars once a semester through a formal process. <p>UPDATE: MET.</p> <ul style="list-style-type: none"> Incorporate professional development into the evaluation. <p>UPDATE: MET.</p> <ul style="list-style-type: none"> Hold supervisory training in the fall through KASB. <p>UPDATE: MET. Ongoing.</p> <ul style="list-style-type: none"> An employee will participate in the Kansas Community College Leadership Institute. <p>UPDATE: MET. One employee participated in KCCLI this year.</p>
5. D.	<ul style="list-style-type: none"> Develop a calendar of yearly marketing activities and work with admissions in their development of a calendar. <p>UPDATE: MET</p>

	<ul style="list-style-type: none"> • Work to install a digital sign to advertise events. UPDATE: The college plans to partner with North Central Kansas Medical Center on a digital sign that will be installed along Highway 81. Sign request has been submitted to City of Concordia. Final design has been confirmed and will be sent out for bid in June or July 2023. • Work to market on TV monitors across the campus. UPDATE: Marketing will work with IT to determine which TVs need to be updated and if additional monitors need to be purchased. • Update and create new marketing materials for the Promise Act. UPDATE: MET. Will be updated annually as programs included change. • Advertise during the Super Bowl with our commercial. UPDATE: MET. Advertised on Fox for the 2023 Super Bowl and have signed a contract for 2025. The 2024 Super Bowl will air on CBS, and marketing plans to explore cost of advertising with CBS/WIBW. • Continue the increase in digital advertising. UPDATE: MET. Marketing evaluates the analytics monthly (cost and reach). Cloud added Google ads, but has not seen a return on the investment. As such, marketing will no longer include Google. Efforts continue with Facebook and Instagram.
5. E.	<ul style="list-style-type: none"> • Foundation will develop guidelines to aid the Board of Directors and staff in assessing proposals or initiatives to ensure consistency with the Foundation and College mission. UPDATE: MET • Develop strategies to inspire donor growth through integrated communications, stewardship and event strategies. UPDATE: MET. A communication calendar for the alumni newsletter, mailings, social media posts, stewardship plan, and event communication is currently being finalized. • Complete fundraising for the Technical Education and Innovation Center. UPDATE: Ongoing. Several grant opportunities have been identified and many have been applied for. Continue to cultivate relationships with industry partners and individuals to fund building for naming rights. Need to create webpage for project with information about tax credit opportunities and ways to give.
5. F.	<ul style="list-style-type: none"> • 100% of all policies and procedures will have been reviewed and updated within the 3-year cycle. UPDATE: 94% of all policies and procedures have been reviewed and updated.
5. G.	<ul style="list-style-type: none"> • A Master Facility Plan will be finalized and voted on by the Board of Trustees this fall. UPDATE: The master facility plan has been updated with final meetings held on May 3 and 10 to allow an opportunity for additional feedback. The college has been working with GLMV to finalize all changes and plans to share the facilities master plan with the board of trustees for a discussion at the June 7 retreat and bring for board action for final approval.
5. H.	<ul style="list-style-type: none"> • The Tech Services Committee and the IT Director will develop a comprehensive Technology plan, which addresses the needs of students, faculty and staff. UPDATE: Ongoing. The following projects have been completed by IT: The username/password for all students, the canvas integrator has been fixed, and the iCloud issue fixed. The IT staff will be implementing cyber security services, multi-factor authentication, and installing new switches

	<p>to finish the IT infrastructure project. IT staff upgraded the Apple MAC lab in spring 2023 with replacement computers for the art and communication classes. The IT staff has standardized firewall equipment by moving everything to Fortinet firewalls. A formalized overall Technology plan is not in place yet.</p>
5. I.	<ul style="list-style-type: none"> Simplify iCloud to provide a more accessible platform for application, enrollment, and payment. UPDATE: JEDI formed a team called iCloud Refresh Team to work on refreshing iCloud and hopefully making it more user friendly. They started with the Student Tab while students were still here so they could provide input. They're working through each tab and with offices in that area. Develop a process to improve from the end user in Jenzabar by holding monthly in services to improve efficiencies. UPDATE: The JEDI group has been reduced to a smaller group and they have been meeting monthly to be more productive and efficient. Develop a process to review data and ensure the college is reporting reliable information. UPDATE: Ongoing. The staff intends to continuously improve the reporting of data and the outlining internal processes to ensure data integrity. https://tbirdscloud.sharepoint.com/sites/irdashboard

January 2023

Goal	Update
1. G.	<ul style="list-style-type: none"> Administration will continue to share performance indicators college wide. As KBOR transitions into a new performance agreement for AY23-24, the college will determine which specific indicators speak to the mission and continuous improvement to support student success. UPDATE: Performance Indicator 1, 4, 5, and 6 were met for AY 21. Indicator 2 and 3 reflect Cloud's enrollment decline. We continue to participate in KBOR meetings on changes to performance agreements in 2024.
2.A.	<ul style="list-style-type: none"> The college will continue to actively participate in the cultural and scholarly development of our students as this is an on-going goal. The goal will be an Academic Affairs division goal to ensure efforts are documented and tracked. UPDATE: The VPAA and Direct Reports are actively participating in the cultural and scholarly development of our students and are tracking participation annually. Yearly assessment of participation is now occurring, and action will be taken upon the results. Humanities added cultural component to assignments.
2. B.	<ul style="list-style-type: none"> The college will make changes to the HLC assurance argument based on consultant's recommendations and will submit the argument by the noted deadline in October 2022. UPDATE: CCCC successfully submitted the HLC assurance argument in October 2022. The college will host a mock visit in August 2022 in preparation of the HLC site visit in December 2022 and make changes accordingly. UPDATE: CCCC successfully hosted a mock visit in August 2022 with another mini-mock in November 2022. Use assessment data to continuously make quality improvements to curricula and programs. UPDATE: demonstrated to the HLC Site Visit Team that we are using assessment data to continuously make quality improvements to curricula and programs. Assessment data from the program review process lead to numerous improvements to curricula and programs. A few examples are: 1) More detailed instruction for assignments is being provided in Medical Office Vocabulary, 2) Business courses added additional notes/highlights from

	<p>films (that students were assigned to watch) to the courses. Additionally, announcements were utilized to remind students of due dates; 3) Changed delivery of CMA to a sixteen-week semester to allow greater completion by students as most students work; 4) Restructured CNA Canvas courses so to be more interactive. Students are more engaged through videos, quizzes, etc.; 5) Reimplemented Instructor Coordinator role who assures the EMT program follows KSBEMS regulations; 6) Revised EMT curriculum, adoption of new textbook and learning resources; and 7) Required History students to do historical writing and citations. The number of students providing no evidence decreased as a result. Also used Netflix, Amazon for streaming of historical assignments and improved student learning.</p>
2.C.	<ul style="list-style-type: none"> • Offer a non-credit offering each semester. • The Director of Workforce Development and Outreach will meet each semester with the academic deans to assess noncredit workforce development opportunities. • The Director of Workforce Development will meet with industry representatives, school districts and chamber of commerce/economic development officers each semester to build relationships and to respond to needs in the service area for noncredit offerings. <p>UPDATE: The Workforce Development and Outreach Director developed several successful non-credit offerings in the Fall 2022 semester, and has over 20 non-credit offerings scheduled thus far for the Spring 2023 semester.</p>
2.D.	<ul style="list-style-type: none"> • Goal Met. Market and evaluate enrollment in both Welding and Pharmacy Tech to support growth.
2.E.	<ul style="list-style-type: none"> • Goal Met
3. A.	<ul style="list-style-type: none"> • Admissions will promote the college’s graduation and student success rate to high school counselors, students, and parents. This will also be included in promotional material and recruiting events. <p>UPDATE: Entered over 400 prospects into Jenzabar from Fall travel season.</p> <ul style="list-style-type: none"> • Work with the Foundation to explore scholarship opportunities for concurrent students to continue as T-Bird students upon graduation. • Host freshman groups and sophomore visit days. • UPDATE: Cloud held a Sophomore Day on 10.18.22 with 158 students. This is up by 25 students from 2021. Planning Session for first Freshman Day was held with a possible March 2023 date. Approximately 60 7th and 8th graders from Washington County HS visited on 12.7.22. • VPSA and Director of Admissions will visit each high school AY22-23. <p>UPDATE: Career Services and the Library visited several area high schools to share resources available through Cloud. Director of Dual Enrollment and Outreach visited 8 area high schools to help answer questions about enrollment.</p> <ul style="list-style-type: none"> • Take current Cloud students involved in a student club or group to local high schools. <p>UPDATE: KACRAO states, “member institutions shall not use current college students for recruitment purposes during regular high school hours”.</p> <ul style="list-style-type: none"> • Conduct 10-12 outreach/recruitment booths at community events. <p>UPDATE: Admissions has participated in 18 community events since July 2022.</p>
3.B.	<ul style="list-style-type: none"> • The college will sustain the concurrent enrollment increase of 1% per year. <p>UPDATE: Concurrent enrollment for Fall 22 was up 13% from Fall 21.</p>
3. C.	<ul style="list-style-type: none"> • The college will increase enrollment 5% from AY21-22, to help make up a portion of the loss from the pandemic. <p>UPDATE: Overall enrollment for Fall 22 was up 2.54% from Fall 21.</p>

3.D.	<ul style="list-style-type: none"> • Offer a non-credit course for the community each semester. <p>UPDATE: This has been exceeded by the Director of Workforce Development and Outreach.</p> <ul style="list-style-type: none"> • Expand opportunities summer camps/kids college to help build interest and share educational opportunities at the college.
3. E.	<ul style="list-style-type: none"> • Increase student participation in Kansas Promise Act programs through marketing and recruiting. • Reach 100% funding needed for the Technical Education and Innovation Center. <p>UPDATE: Cloud is currently at 75-80% of the funding needed to complete the Technical Education and Innovation Center</p>
3. F.	<ul style="list-style-type: none"> • Streamline and condense the Enrollment Management Plan to more clearly reflect the Strategic Plan through collaboration with all stakeholders. <p>UPDATE: Enrollment Management Plan was streamlined and now feeds directly into the Strategic Plan supporting goals.</p>
3.G.	<ul style="list-style-type: none"> • Re-vamp College Skills to incorporate Cloud’s guiding values as they apply to life skills, student success supported by a mentor experience. <p>UPDATE: The College Skills revamp was piloted in Fall 2022. One change moving forward will be to ensure all mentors have a minimum of a master’s degree.</p> <ul style="list-style-type: none"> • Ensure the first 20-30 days of the semester are supported by intentional student engagement activities and relationship building. <p>UPDATE: THOR 44 was the event in Fall that exceeded the goal of 20-30 days with a total of 44 events.</p>
3.H.	<ul style="list-style-type: none"> • Admissions will develop a calendar and communication plan to outline a more intentional process. <p>UPDATE: Admissions developed a shared calendar with access available Marketing and the President.</p> <ul style="list-style-type: none"> • Signal Vine will be used by admissions counselors for targeted recruitment. <p>UPDATE: Admissions is sending and tracking messages with Signal Vine</p> <ul style="list-style-type: none"> • Simplify iCloud to provide a more accessible platform for application, enrollment, and payment.
4. A.	<ul style="list-style-type: none"> • Student Engagement and Retention Coordinator will plan and host two events each month outside of normal school hours. <p>UPDATE: These events are happening on a regular basis and are student-driven with the support of staff.</p> <ul style="list-style-type: none"> • Residence Assistants will plan one of their three required programs on the weekends. <p>UPDATE: The RA’s completed this in the first semester and may look to work in conjunction with Student Senate in the spring.</p> <ul style="list-style-type: none"> • Establish relationship with Concordia Wellness to host Monday nights as college student golf night. <p>UPDATE: Students now have access on Monday nights during “season” to Concordia Wellness.</p>
4. B.	<ul style="list-style-type: none"> • Expand Cloud Cares Food Pantry to be more continuously available through the semester. <p>UPDATE: The Cloud Cares Food Pantry has a permanent home and received a \$30,000 grant.</p> <ul style="list-style-type: none"> • Host a Coat drive to supply winter coats to students that are new or gently used. <p>UPDATE: Grant money will not be used to supply the Food Pantry with winter coats.</p>
4.C.	<ul style="list-style-type: none"> • Holding a community event that would be a “Cloud Day of Service” where faculty, staff, and students give back to the community through a service project. This could be led by Student Senate.

	<p>UPDATE: The college is looking at having this day in conjunction with community wide cleanup.</p>
4. D.	<ul style="list-style-type: none"> • Hosting 3-4 student panels a year that, which will be advertised in the community as well. • Offering one day trips to local locations to integrate students in the community. • Advertise campus events more widely to include a digital sign. <p>UPDATE: The digital sign is currently in the design phase to be place on Highway 81.</p>
5. A.	<ul style="list-style-type: none"> • Campus Community Meetings are held monthly the Friday before board of trustees meeting. • Attend monthly roundtable on the radio for NCK.
5. B.	<ul style="list-style-type: none"> • Evaluate positions as they come open. Develop a pay structure.
5. C.	<ul style="list-style-type: none"> • Send email on how to request professional development dollars once a semester through a formal process. <p>UPDATE: Emails on professional development are sent by Human Resources in August and January.</p> <ul style="list-style-type: none"> • Incorporate professional development into the evaluation. <p>UPDATE: Human Resources has added this section to all evaluation forms.</p> <ul style="list-style-type: none"> • Hold supervisory training in the fall through KASB. <p>UPDATE: The supervisor training offered by KASB in August was titled, “How to Discipline and Evaluate Employees”.</p> <ul style="list-style-type: none"> • An employee will participate in the Kansas Community College Leadership Institute. <p>UPDATE: One employee is participating in KCCLI this year.</p>
5. D.	<ul style="list-style-type: none"> • Develop a calendar of yearly marketing activities and work with admissions in their development of a calendar. <p>UPDATE: A calendar has been updated as well as a monthly meeting.</p> <ul style="list-style-type: none"> • Work to install a digital sign to advertise events. <p>UPDATE: This is currently in the design phase.</p> <ul style="list-style-type: none"> • Work to market on TV monitors across the campus. • Update and create new marketing materials for the Promise Act. <p>UPDATE: There are new marketing materials created.</p> <ul style="list-style-type: none"> • Advertise during the Super Bowl with our commercial. <p>UPDATE: The contract has been signed to advertise during the Super Bowl.</p> <ul style="list-style-type: none"> • Continue the increase in digital advertising. <p>UPDATE: Cloud added Google advertising as well as Nexstar Media to utilize our 15 second commercial.</p>
5. E.	<ul style="list-style-type: none"> • Foundation will develop guidelines to aid the Board of Directors and staff in assessing proposals or initiatives to ensure consistency with the Foundation and College mission. <p>UPDATE: This process has been put in place and is currently being utilized.</p>

	<ul style="list-style-type: none"> Develop strategies to inspire donor growth through integrated communications, stewardship and event strategies. UPDATE: This is ongoing as Cloud revs up for Spring activity and with the hire of a Fundraising and Alumni Relations Coordinator. Complete fundraising for the Technical Education and Innovation Center.
5. F.	<ul style="list-style-type: none"> 100% of all policies and procedures will have been reviewed and updated within the 3-year cycle. UPDATE: 75% of all policies and procedures have been reviewed and updated.
5. G.	<ul style="list-style-type: none"> A Master Plan will be finalized and voted on by the Board of Trustees this fall. UPDATE: Master Plan is 80% in the process. The master plan has been presented to students, faculty, and staff this fall semester. We compiled comments and feedback in November 2022. There is another session with faculty on 1.26.23 We are working to address concerns and comments administratively and we will be working with GLMV to finalize the master plan by February 2023. We will review with the board at the mid-year meeting and plan on brining it forward as action item at the February board meeting.
5. H.	<ul style="list-style-type: none"> The Tech Services Committee and the IT Director will develop a comprehensive Technology plan, which addresses the needs of students, faculty and staff. UPDATE: The IT Services Committee met three times in the fall 2022 semester, and they have been working to prioritize items as a committee. The IT staff completed the login and password for all students and incoming students to improve the enrollment process in August 2022. Cook Theatre was completed this fall semester with upgrades to the video and cabling, including equipment in the sound booth. In addition, we have completed the creation of the GCC webpage and the Jenzabar upgrade was also completed in December 2022.
5. I.	<ul style="list-style-type: none"> Simplify iCloud to provide a more accessible platform for application, enrollment, and payment. UPDATE: iCloud has been improved to allow for easier student access for enrollment and payments on the portal. Develop a process to improve from the end user In Jenzabar by holding monthly in services to improve efficiencies. Develop a process to review data and ensure the college is reporting reliable information. UPDATE: The IT Staff has created a new dashboard page for internal use and reporting of statistics. The dashboard allows the college to display enrollment data by credit hours, headcount, and location. The staff intends to continuously improve the reporting of data and the outlining internal processes to ensure we are reporting accurate data. https://tbirdscloud.sharepoint.com/sites/irdashboard

Goal	Update
1. E.	<ul style="list-style-type: none"> Performance Indicator 6 was approved by the Kansas Board of Regents (KBOR) to be changed to the Student Success Index in November 2021. Goal Met.
1. F.	<ul style="list-style-type: none"> Cloud did not meet 4 of the 6 Performance indicators for AY20. Cloud was reviewed for an appeal to receive full funding by KBOR on 1.19.22. The appeal was granted.
2. B.	<p>Assessment data from the program review process led to changes in numerous courses/programs. A few are noted below:</p> <ul style="list-style-type: none"> All faculty are expected to participate in assessment. With the Director of Assessment, Institutional Effectiveness and Planning in place, the expectation has been enforced. General education outcomes in both the Communications and Humanities programs were rewritten to better align with the assessment goals. Music and Art were identified as programs based upon assessment results, instead of being a component of the Humanities program. In addition, the Renewable Energy program was broken into three programs to include Wind Energy Technology, sUAS (Drones) and Solar. Assessment data identified accounting students were not purchasing textbooks due to the expense and they were not being successful due to the lack of access to the material. The instructor developed an Accounting workbook (free of charge). Assessment demonstrated an increase in student success due to increased access to the material. Curricular innovation utilizing the game Kahoot in Computer Applications demonstrated an overall improvement in grade performance. Pivoted Business plan project from individual to groups based upon assessment results and the need to have the skill set of being able to work together in the business field. Rewrote course description and title of Communications 087. Changed order of assigned projects to increase student engagement and to help build rapport in Education courses. Results were positive and helped build a more cohesive class environment. Identified need for chemistry lab modernization in Concordia. The identified upgrades have been documented and are being addressed this summer.
2. F.	<ul style="list-style-type: none"> Pharmacy Technician and Welding were both new technical programs fully approved in Fall of 2021. Welding was offered Spring 2022 and Pharmacy Technician will be offered in Fall 2022.
2. G.	<ul style="list-style-type: none"> The academic master planning process was presented at the June 2021 Board of Trustees Retreat. The Comprehensive Perkins Needs Assessment was completed in February of 2022. The New Needs Assessment continued to support the previous year's identified workforce opportunities (i.e. Associate Degree in Nursing; Agriculture Production; Commercial Driver License; Early Childhood Education; Emergency Medical Technician; Pharmacy Technician; Welding).
3. A.	<ul style="list-style-type: none"> Dean of Student Affairs met with all high school counselors in Cloud's service area in May 2021. Student Affairs is working with area high schools through a pilot dual advising program. Additionally, service area territories have been divided among admissions counselors that must report weekly on visits and travel. The goal is to visit each high school once a month, which may include an admissions recruitment visit, academic department visit, concurrent visit, etc.

	<ul style="list-style-type: none"> • Cloud held a Sophomore Day on October 8, 2021 with 133 students from six high schools. • Dean of Student Affairs is meeting with high school counselors to assess Cloud’s current offerings to ensure they align KSDE credentialing expectations. • Admissions Counselors visited Clifton-Clyde 8th & 9th grade classes during the fall recruitment season. This type of visit was offered to every service area school. The goal is to continue to expand these visits to increase early college engagement by 1-3 schools each semester. • Admissions Office hosted numerous group campus visits on the Concordia campus for 7th-10th graders; including Concordia 7th graders, Minneapolis sophomores, Republic County sophomores, Republic County freshmen, and Smith Center Sophomores.
3. C.	<ul style="list-style-type: none"> • Enrollment has declined approximately 6% since AY20. The Foundation launched an “Early Bird Scholarship” campus visit scholarship (90 total awarded) and restructured scholarships levels to more efficiently award prospective students. The awarding of scholarship has also been adjusted to real-time versus one time in the spring.
3. E.	<ul style="list-style-type: none"> • Cloud hosted a STEM day at the Geary County Campus in July 2021. • Program cards have been created and are being used in recruiting. • Development of a new technical building has begun with nearly 100% of the funding has been secured. • Admissions counselors are physically visiting at least one high school a week during fall and spring. • Admissions Office coordinated numerous (at least 6) school-sponsored group campus visits in partnership with the Renewable Energy, Nursing, and Agriculture departments during fall and spring recruitment seasons. • Admissions Office, in partnership with Community Relations, Nursing, Renewable Energy and Agriculture departments attended six service-area county fairs in July/August 2021. We are planning to attend at least seven service-area county fairs/festivals during summer 2022.
3. F.	<ul style="list-style-type: none"> • Student Affairs intended to update the Enrollment Management Plan with implementation beginning Fall of 2021 extending through 2024 to mirror the Strategic Plan. This needs to be simplified to be more concise and attainable, which will occur in AY22-23.
4. A.	<ul style="list-style-type: none"> • A full-time Coordinator of Student Engagement and Retention in Fall 2021. • Student Affairs organized a student engagement activity for each of the first 20 days of class with participation from departments across the college. • Student Senate with guidance of the Coordinator of Student Retention hosted at least two activities per month in Fall of 2021 and will continue through Spring 2022.
4. B.	<ul style="list-style-type: none"> • Cloud Cares Food Pantry has remained stocked for students and received a \$2,000 grant in November 2021. Consolidated Management, Inc. also gave \$2,000 to use towards meal plans for students in need. • The Promise Act was implemented in Fall of 2021. A “trailer bill” is expected to be passed in Spring 2022 to clarify details of the bill to better clarify eligibility. • A taskforce is assessing the College Skills course to make continuous improvement to the outcomes of the course. • Student Affairs is going to assess the need for a 24-hour computer lab in Spring 2022.
4. D.	<ul style="list-style-type: none"> • Dean of Student Affairs attends local Chamber meetings and is a member of Pros of Con to engage in the community.

	<ul style="list-style-type: none"> • Director of the Geary County Campus attends Junction City area community meetings. • President, VPAA, and Director of Alumni and Community Relations are members of Rotary. • Administrative team attends all Kansas Board of Regents meetings as well as Kansas community college association meetings monthly. • VPAS attends local emergency management meetings.
5. A.	<ul style="list-style-type: none"> • Campus Community Meetings are held monthly the Friday before board of trustees meeting.
5. B.	<ul style="list-style-type: none"> • Most of our positions are being filled within 60-90 days, however labor shortages have been a challenge with filling some positions. • Cloud continues to evaluate filling open positions based on enrollment and budget constraints.
5. C.	<ul style="list-style-type: none"> • Utilizing the Professional Development feedback provided in the evaluation process, Cloud has seen an increase in professional development across the college to include: Leadership, Student Records, Maintenance Staff Certifications, Student Affairs, IRB Training, Residence Life, HLC Conference, Mental Health Awareness, Athletics, Long Term Care Training for Allied Health Instructors, Human Resources, and Title IX. • We are utilizing the Grant received from the Kansas Leadership Center. • Clifton StrengthsFinder training for Support Staff is being implemented. • Two employees completed the Kansas Community College Leadership Institute this last year.
5. D.	<ul style="list-style-type: none"> • Director of Marketing has updated the Marketing Plan for FY21-22. A comprehensive plan through 2024 will be completed by the end of 2022.
5. G.	<ul style="list-style-type: none"> • VPAS held three meetings with the faculty, staff and support staff committees to get a consensus, which helped to develop a facilities priority list. The facilities priority list was presented to the cabinet and then was used as a guide for the master planning process. The master planning process kicked off on May 2 and a second meeting is scheduled for June 7. The facilities master plan with GLMV has started and will continue through the summer, with an end goal of a 10-year master plan to be delivered by August 2022. This plan will be used as critical evidence for the HLC accreditation visit in December 2022.
5. H.	<ul style="list-style-type: none"> • The IT Director and VPAS led two meetings in spring 2022 to revitalize the Technology Services Committee. The team members developed a priority list for this committee to ensure we are meeting the needs of the campus community. This committee will be led by the IT Director is scheduled to meet monthly to continue on a path for enhanced technological services. • The VPAS and the IT director have developed a priority list with deadlines, since we are fully staffed in the IT department. The VPAS is meeting with the entire IT department weekly and with the IT director to ensure we are achieving progress. The duties and responsibilities are being delegated and aligned to meet the strategic priorities for the college.

January 2022

Goal	Update
1. E.	<ul style="list-style-type: none"> Performance Indicator 6 was approved by the Kansas Board of Regents (KBOR) to be changed to the Student Success Index in November 2021. Goal Met.
1. F.	<ul style="list-style-type: none"> Cloud did not meet 4 of the 6 Performance indicators for AY20. Cloud will be reviewed for any new, full funding by KBOR on 1.19.22
2. F.	<ul style="list-style-type: none"> Pharmacy Technician and Welding were both new technical programs fully approved in Fall of 2021 and are being offered Spring 2022.
2. G.	<ul style="list-style-type: none"> The academic master planning process was presented at the June 2021 Board of Trustees Retreat. As the new needs assessment is completed in Spring of 2022, this process will be adjusted accordingly.
3. A.	<ul style="list-style-type: none"> Dean of Student Affairs met with all high school counselors in Cloud's service area in May 2021. Student Affairs is working with area high schools through a pilot dual advising program. Additionally, service area territories have been divided among admissions counselors that must report weekly on visits and travel. The goal is to visit each high school once a month. Cloud held a Sophomore Day on October 8, 2021 with 133 students from six high schools. Dean of Student Affairs is meeting with high school counselors to assess Cloud's current offerings to ensure they align KSDE credentialing expectations.
3. C.	<ul style="list-style-type: none"> Enrollment has declined approximately 6% since AY20. The Foundation launched an "Early Bird Scholarship" campus visit scholarship (90 total awarded) and restructured scholarships levels to more efficiently award prospective students. The awarding of scholarship has also been adjusted to real-time versus one time in the spring.
3. E.	<ul style="list-style-type: none"> Cloud hosted a STEM day at the Geary County Campus in July 2021. There is one scheduled for Concordia in Spring 2022. Program cards have been created and are being used in recruiting. Development of a new technical building has begun and over 50% of the funding has been secured. Admissions counselors are physically visiting at least one high school a week.
3. F.	<ul style="list-style-type: none"> Student Affairs updated the Enrollment Management Plan with implementation beginning Fall of 2021 extending through 2024 to mirror the Strategic Plan.
4. A.	<ul style="list-style-type: none"> A full-time Coordinator of Student Engagement and Retention in Fall 2021. Student Affairs organized a student engagement activity for each of the first 20 days of class with participation from departments across the college. Student Senate with guidance of the Coordinator of Student Retention hosted at least two activities per month in Fall of 2021 and will continue through Spring 2022.
4. B.	<ul style="list-style-type: none"> Cloud Cares Food Pantry has remained stocked for students and received a \$2,000 grant in November 2021. Consolidated Management, Inc. also gave \$2,000 to use towards meal plans for students in need.

	<ul style="list-style-type: none"> • The Promise Act was implemented in Fall of 2021. A “trailer bill” is expected to be passed in Spring 2022 to clarify details of the bill to better clarify eligibility. • A taskforce is assessing the College Skills course to make continuous improvement to the outcomes of the course. • Student Affairs is going to assess the need for a 24-hour computer lab in Spring 2022.
4. D.	<ul style="list-style-type: none"> • Dean of Student Affairs attends local Chamber meetings and is a member of Pros of Con to engage in the community. • Director of the Geary County Campus attends Junction City area community meetings. • President, VPAA, and Director of Alumni and Community Relations are members of Rotary. • Administrative team attends all Kansas Board of Regents meetings as well as Kansas community college association meetings monthly. • VPAS attends local emergency management meetings.
5. A.	<ul style="list-style-type: none"> • Campus Community Meetings are held monthly the Friday before board of trustees meeting.
5. B.	<ul style="list-style-type: none"> • Positions have not been filled within 60-90 days through Fall of 2021 due to salary restrictions. Labor shortages have also negatively affected the ability to fill positions. • Cloud continues to evaluate filling open positions based on enrollment and budget constraints.
5. C.	<ul style="list-style-type: none"> • Professional development goals have been implemented into the evaluation process beginning Spring of 2021. • Grant received by the Kansas Leadership Center for up to 30 staff members to attend leadership trainings. • <i>Clifton StrengthsFinder</i> has also been implemented through all administrative and director positions. In Spring of 2022, support staff will have the opportunity to participate.
5. D.	<ul style="list-style-type: none"> • Still in progress and will be ongoing.
5. E.	<ul style="list-style-type: none"> • Director of Marketing has updated the Marketing Plan for FY21-22. A comprehensive plan through 2024 will be completed in Spring 2022.
5. F.	<ul style="list-style-type: none"> • MOU between the Foundation and College was formally approved by both the Foundation board and College Board of Trustees in Fall 2021.
5. G.	<ul style="list-style-type: none"> • VPAS worked with the Facilities Committee to needs and opportunities outlined in the Facilities Strategy plan to determine priorities. These will be brought to the President’s Cabinet in January 2022 and to the Faculty Meeting in February 2022. Once collaboration and input has occurred, the priorities will be priced and integrated into a Master Facility Plan by Fall 2022. The final step will be board of trustee approval.
5. H.	<ul style="list-style-type: none"> • Technology Services Committee has not met monthly. VPAS will work with Director of IT to ensure monthly meetings occur in 2022. • Five-year plan for updated and improving technology is in progress. The IT department is fully staffed after two years, so duties are being aligned with priorities.

June 2021

Goal	Update
1. F.	<ul style="list-style-type: none"> Cloud is in the process of determining what the college should change Indicator 6 to on the Performance Agreement with KBOR.
1. G.	<ul style="list-style-type: none"> Cloud did not meet 4 of the 6 Performance indicators for AY20.
2.B.	<ul style="list-style-type: none"> Cloud has refined the assessment process based on HLC recommendations and is implementing a full cycle of program review that supports these recommendations.
2. F.	<ul style="list-style-type: none"> Pharmacy Technician and Welding will be taken for approval as new technical programs fully in Fall of 2021.
3. A.	<ul style="list-style-type: none"> A Dean of Student Affairs was hired.
3.E.	<ul style="list-style-type: none"> Hosted a STEM Day at the GCC.
4. D.	<ul style="list-style-type: none"> President attended all local board meetings both in Cloud and Geary County to provide a college update. VPAA went to all initial community meetings to be introduced and build a rapport. President, VPAA, and VPAS attended all state and local association meetings.
5. A.	<ul style="list-style-type: none"> Campus Community Meetings are held monthly the Friday before board of trustees meeting.
5. B.	<ul style="list-style-type: none"> Labor shortages have negatively affected the ability to fill positions. Cloud is evaluating the duties among faculty and staff through evaluation and updating of job descriptions.

November 2020

Goal	Update
1.H.	a. Did not meet for AY19, but successfully appealed to KBOR to maintain 100% of any new funding. Will not meet AY20.
2	a. Refined the assessment process and hired a Director of Assessment, Institutional Effectiveness and Planning. b. Completed assessment cycle for AY20 and used the results to make changes for continuous improvement.
3.	a. President and VPAA conducted a Superintendent Zoom meeting to provide college updates and open discussion on how to better serve our high schools. b. Director of Enrollment Management led a Counselor Connection Zoom meeting with all high school counselors in our service area. c. President and VPAA serve as members of the Career and Academic Partnership Advisory group with USD475.
4.	In progress.

5.	<p>a. President presented at Pros of Con in August 2020.</p> <p>b. President and VPAA became members of Rotary in January 2021. Director of Community Relations is already a member.</p> <p>c. President presented to the Geary County Commissioners in February 2021. VPAA also attended.</p> <p>d. President presented to the City of Concordia Commissioners in March 2021. VPAA also attended.</p> <p>e. President and VPAA meet with CEO of Northwest Kansas Economic Innovation Center, Inc. monthly.</p>
6.	President leads Campus Community Zoom meeting with entire college to increase communication and transparency.
7.	On-going. Hired Vice President for Administrative Services, Dean of Student Affairs, Coordinator of Institutional Research, and Director of Assessment, Planning and Institutional Effectiveness.
8.	On-going. Started incorporating professional development goals in evaluations.

April 2020

Goal	Update
1.H.	In progress. Data for first report is due July 2020.
2.A.	<ul style="list-style-type: none"> • Our monthly newsletter is one way we share our cultural experiences; this also is a part of scholarly development because students write the articles. • Black History Month events – cultural and scholarly development for students about the Black culture. • MLK Day Event. • Clubs & Organizations – most of the clubs contribute to cultural and scholarly development, for example, International Student Association and Black Student Union. <p>Student Senate work – most of our work deals with cultural and scholarly development, such as weekly activities, the information boards in the Student Union, “Word of the Week” by one of our students; monthly structured meetings that are open to the public, assess to meeting minutes, etc.</p>
2.B.	<ul style="list-style-type: none"> • Work with part-time faculty directly with training and information to increase participation in using and submitting assessment tools and documents. Department Reviews ongoing but have been streamlined and data presented in already reduced form for departments for reports. Non-academic department reviews will be fully implemented in Fall 2020. With changes to course delivery due to COVID-19, extra training on-going for better use of Canvas (LMS) and implementation of new or different teaching strategies and increased use of technology.
2.C.	<ul style="list-style-type: none"> • The pandemic hurt our numbers as we had posttests for current students and orientations for new students scheduled for after Spring Break as well as several students ready to GED Test. Several current students are working virtually on Aztec, our Canvas classes, and private Facebook group. Two instructors are figuring out how to start classes by Zoom. We are also working on how to do online or emailed enrollment forms, and TABE is developing a way to virtually proctor pre and posttests; however, students must have webcams which many of our students do not have. The main goal from this point forward is to develop and establish online enrollment forms, virtual orientations, distance learning class options, and virtual proctoring of our National Standardized TABE Tests.
2.D.	<ul style="list-style-type: none"> • The project is on-track and a list of course offerings should be approved and fully implemented during Spring 2021. Some offerings may be implemented Fall 2020 to take advantage of possible training for industry due to COVID-19.

2.E.	<ul style="list-style-type: none"> We continue to explore opportunities with local and regional industry. Exploring partnering with Rural and Remote initiative, Code Academy, and Girls Who Code. Also, looking at new venues for student internships and job shadowing opportunities.
2.F.	<ul style="list-style-type: none"> We are in the process of meeting with industry leaders to assist us identify the best technical program options for our service area. Unfortunately, due to COVID-19, our work has slowed down but we have identified one area that should be moved forward – Mechanical Design and 3D Printing.
3.A.	<ul style="list-style-type: none"> Due to COVID-19, campus visits and Summer camps have been postponed.
3.F.	<ul style="list-style-type: none"> The plan has been developed and implemented. An update on specific initiatives of the plan are being prepared and will be posted to our website
5.C.	<ul style="list-style-type: none"> Faculty Development process has been developed and implemented. Staff Development process is being developed and will be implemented Fall 2020.
5.D.	<ul style="list-style-type: none"> The plan has been developed and implemented. An update on specific initiatives of the plan are being prepared and will be posted to our website An updated plan for AY20-21 is due July 2020.
5.E.	<ul style="list-style-type: none"> Progress will be reported July 2020 (Goal deadline for 5.E. is May 2021).
5.F.	<ul style="list-style-type: none"> This is an on-going initiative and all P&P should be reviewed by May 2021. After that, all P&P will be on a bi-annual review rotation. As April 2020, approximately 35% of all P&P have been reviewed/revised.
5.G.	<ul style="list-style-type: none"> Due to COVID-19, the meeting with consultant and stakeholders has been postponed to late Summer.
5.I.	<ul style="list-style-type: none"> A taskforce to look into SIS functionality and data users need has been established.