Eastern Idaho Technical College

Strategic Plan FY 2016-2020

Vision

Our vision is to be a superior professional-technical college. We value a dynamic environment as a foundation for building our College into a nationally recognized technical education role model. We are committed to educating all students through progressive and proven educational philosophies. We will continue to provide high quality education and state-of-the-art facilities and equipment for our students. We seek to achieve a comprehensive curriculum that prepares our students for entering the workforce, articulation to any college and full participation in society. We acknowledge the nature of change, the need for growth, and the potential of all challenges.

Mission

Eastern Idaho Technical College provides superior educational services in a positive learning environment that champion's student success and regional workforce needs.

Core Themes

Learning for work and Life: EITC is a place of learning where students prepare for careers and effective citizenship. We embrace hands-on learning and provide instruction that is not only academically rigorous, but tailored to the needs of the community. Learning for work and life takes place in all areas of campus through professional-technical education, adult basic education, and workforce education.

Student Centered: EITC faculty and staff throughout the college are committed to students and their success. Well-functioning student support areas are critical to our students' success, help model outstanding workplace behaviors, and provide comprehensive student support from pre-enrollment through employment.

Community Engagement: EITC's value of community is evident in our safe, clean and inviting campus, which fosters communication and professional growth; and our broader, collaborative relationships within the local, regional, and academic communities who are key stakeholders.

STRATEGIC PLAN GOALS, METHODS, AND OBJECTIVES

GOAL 1: LEARNING FOR WORK AND LIFE

Objective A: Eastern Idaho Technical College will provide industry-driven Professional Technical Education (PTE).

Method 1: Program Reporting
- **Performance Measure**: Number of program advisory committee meetings annually
- **Benchmark**: One meeting per year for each full-time program

FY	Benchmark Results	Comments
FY 2012	Benchmark Attained	
FY 2013	Benchmark Attained	
FY 2014	Benchmark Attained	

Method 2: Degree Production (SBOE Goal 1 Objective B)
- Performance Measure: Degree and certificate production and headcount of recipients (Split by undergraduate/graduate).
- Benchmark: Increase number of completions greater than prior year

FY	Degrees	Headcount	Benchmark Results	Comments
FY 2012	244	243	Benchmark Attained	
FY 2013	232	231	Benchmark Not Attained	
FY 2014	240	239	Benchmark Attained	

- **Performance Measure:** Unduplicated number of graduates over rolling 3-year average degree seeking FTE (split by undergraduate/graduate). (SBOE Goal 1 Objective B) (PTE Objective D ii.)
- **Benchmark**: Maintain at or above 55%

FY	Degrees	3-year average degree seeking FTE	Status	Benchmark Results	Comments
FY 2012	243	549	44%	Benchmark Not Attained	
FY 2013	231	513	45%	Benchmark Not Attained	Undergraduate only
FY 2014	239	481	50%	Benchmark Not Attained	

- **Performance Measure:** Pass rates on Technical Skills Assessments (SBOE Goal 2 Objective B) (PTE Objective D ii.)
- **Benchmark**: Students performance will meet the 90% of Perkins State performance level measure. (Perkins Performance Measures Report – State performance required level is 92%)

FY	EITC Perf. Level	State Perf. Level	Benchmark Results	Comments
FY 2012	92.16%	91.07%	Benchmark Attained	
FY 2013	88.83	92.00%	Benchmark Attained	
FY 2014	91.67%	92.00%	Benchmark Attained	

Method 3: EITC Placement Office Report

- **Performance Measure:** Training Related Placement Rates (SBOE Goal 1 Objective D) (PTE Objective D vii.)
- **Benchmark**: Maintain 85% placement rate

FY	Placement Rate	Benchmark Results	Comments
FY 2011	73%	Benchmark Not Attained	
FY 2012	70%	Benchmark Not Attained	
FY 2013	79%	Benchmark Not Attained	
FY 2014	76%	Benchmark Not Attained	

Method 4: Dual Credit

- **Performance Measure:** Total credits earned and unduplicated headcount of participating students (SBOE Goal 1 Objective B) (PTE Objective D iii.)
- **Benchmark: TBD**

FY	Credits Earned	# Students	Benchmark Results	Comments
FY 2012	3	1		Benchmark to be determined (TBD)
FY 2013	1	1		
FY 2014	6	1		

Objective B : Adult Learner Re-Integration – Improve the process and increase the options for re-integration of adult learners into the education system.

Method 1: A designed pathway to transition students from Adult Basic Education (ABE) into EITC without further remediation.

- **Performance Measure:** Percentage of student's continuing education at EITC from ABE (SBOE Goal 1 Objective C) (PTE Objective D iii.)
- **Benchmark:** 60% of ABE students entering into EITC

FY	Status	Benchmark Results	Comments
FY 2012	*	*	* FY2012 NRS guidelines changed calculation
FY 2013	45%	Benchmark Not Attained	
FY 2014	45%	Benchmark Not Attained	

- **Performance Measure:** Academic gains of ABE students (SBOE Goal 1 Objective C)
- **Benchmark**: Meets state targets for academic gains for all levels

FY	Benchmark Results	Comments
FY 2012	Benchmark Not Attained	*See Attachment 1 for data
FY 2013	Benchmark Not Attained	
FY 2014	Benchmark Attained	

Method 2: Remediation - Monitor remedial needs in English and Math
- **Performance Measure:** Percentage of students successfully completing English and Math plus classes (Complete College Initiative) (SBOE Goal 1 Objective C)
- **Benchmark**: 70% of students successfully complete plus classes

FY	Status	Benchmark Results	Comments
FY 2012	74%	Benchmark Attained	
FY 2013	70%	Benchmark Attained	
FY 2014	72%	Benchmark Attained	

- **Performance Measure:** Number and percentage of first-time freshmen who graduated from an Idaho high school in the previous year requiring remedial education -unduplicated
- **Benchmark:** Decrease students enrolled in remedial courses by two percent (2%) annually.

FY	Freshmen	% Requiring remedial	Benchmark Results	Comments
FY 2012	12	24%	Benchmark Attained	
FY 2013	13	22%	Benchmark Attained	
FY 2014	7	14%	Benchmark Attained	

Objective C: Workforce Training division will provide on-demand customized training**.**

Method 1: Respond to industry requests or identified needs. (SBOE Goal 1 Objective B) (PTE Objective C iii.)
- **Performance Measure**: Provide customized training to local industries
- **Benchmark**: Increase Workforce Training headcount annually

FY	Headcount	Benchmark Results	Comments
FY 2012	14, 143	Benchmark Not Attained	
FY 2013	11,789	Benchmark Not Attained	
FY 2014	11,446	Benchmark Not Attained	

Objective D: Services will be efficient and cost effective.

Method 1: Monitor cost of college to deliver educational resources
- **Performance Measure**: Undergraduate cost per credit - Non-weighted (SBOE Goal 3 Objective A)
- **Benchmark**: At or below 25% of IPEDS Peers

FY	Cost per credit hour	IPEDS PEERS	EITC	Benchmark Results	Comments
FY 2012	$599	$13,078	$17,877	Benchmark Not Attained	Peer comparison form IPEDS DFR report Fig.15 (Instruction, academic support, student services, institutional support)
FY 2013	$671	$15,210	$17,978	Benchmark Not Attained	
FY 2014	$663	$15,937	$20,102	Benchmark Not Attained	

- **Performance Measure**: Graduates per $100,000: Total cost of certificate or degree completions (e.g. cost of instruction, academic support, student services, institutional support, and other expenses) (SBOE Goal 3 Objective A)
- **Benchmark:** Within 20% of statewide mean for 2 year college peers

FY	EITS Efficiency	Peers	Benchmark Results	Comments
FY 2012	2.32	1.67	Benchmark Not Attained	Peers compared are state funded 2-year colleges (CSI, CWI, NIC)
FY 2013	2.16	2.16	Benchmark Attained	
FY 2014	2.31	*		* Data not available

Method 2: Controller's Office Report
- **Performance Measure**: Institutional reserves comparable to best practice.
- **Benchmark**: 5% of operating expenditures (SBOE Goal 3 Objective A)

FY	Status	Benchmark Results	Comments
FY 2012	4.8%	Benchmark Not Attained	
FY 2013	4.11%	Benchmark Not Attained	
FY 2014	4.6%	Benchmark Not Attained	

GOAL 2: STUDENT CENTERED: EITC FACULTY AND STAFF ARE COMMITTED TO STUDENTS AND THEIR SUCCESS.

Objective A: EITC Faculty Provides Effective and Student Centered Instruction**.** (SBOE Goal 1 Objective B for all under objective A)

Method 1: Faculty utilization of the Learning Management System (LMS) to communicate with students efficiently.
- **Performance Measure:** Percentage of faculty using the LMS (SBOE Goal 3 Objective B)
- **Benchmark**: 100%

FY	Status	Benchmark Results	Comments
FY 2012	90%	Benchmark Not Attained	
FY 2013	100%	Benchmark Attained	
FY 2014	100%	Benchmark Attained	

Method 2: Utilization of annual Student Satisfaction Survey results for Student Centeredness (Noel Levitz Annual Survey)
- **Performance Measure:** Noel Levitz scale report gap result for Student Centeredness
- **Benchmark**: Performance gap less than our peer comparisons

FY	EITC Gap	Peer Gap	Status	Benchmark Results	Comments
FY 2012	0.38	0.62	less than peers	Benchmark Attained	
FY 2013	0.39	0.61	less than peers	Benchmark Attained	Annual survey administered in the FY Fall
FY 2014	0.60	0.63	less than peers	Benchmark Attained	
FY 2015	0.33	0.60	less than peers	Benchmark Attained	

Method 3: Utilization of annual Student Satisfaction Survey results for Instructional Effectiveness (Noel Levitz Annual Survey).
- **Performance Measure:** Noel Levitz scale report gap result for Instructional Effectiveness
- **Benchmark:** Performance gap less than our peer comparisons

FY	EITC Gap	Peer Gap	Status	Benchmark Results	Comments
FY 2012	0.52	0.79	less than peers	Benchmark Attained	
FY 2013	0.54	0.78	less than peers	Benchmark Attained	Annual survey administered in the FY Fall
FY 2014	0.71	0.79	less than peers	Benchmark Attained	
FY 2015	0.47	0.76	less than peers	Benchmark Attained	

Method 4: Fall to Fall Retention - Institutional Research Report (SBOE Goal 1 Objective B)

- **Performance Measure:** Fall to Fall full-time student retention
- **Benchmark:** At or above 70%

FY	Status	Benchmark Results	Comments
FY 2012	66%	Benchmark Not Attained	
FY 2013	68%	Benchmark Not Attained	
FY 2014	66%	Benchmark Not Attained	

Method 5: Retention Rate (SBOE Goal 1 Objective B)

- **Performance Measure**: Percent of full-time new and transfer degree seeking students that are retained or graduate the following year (excluding death, military service, and mission). Split into two rates – one for transfer students and one for new freshmen.
- **Benchmark**: At or above 70%

FY	Full time New Student	Returning students	% Retention	Benchmark Results	Comments
FY 2011	91	66	72%	Benchmark Attained	
FY 2012	60	43	71%	Benchmark Attained	
FY 2013	59	36	61%	Benchmark Not Attained	

FY	Full time New Transfer Students	Returning students	% Retention	Benchmark Results	Comments
FY 2011	44	27	61%	Benchmark Not Attained	
FY 2012	27	19	70%	Benchmark Attained	
FY 2013	50	37	74%	Benchmark Attained	

Objective B : EITC Staff Provides Effective and Student Centered Support Services. (SBOE Goal 1 Objective B for all listed under this objective)

Method 1: Utilization of annual Student Satisfaction Survey results for Admission Services (Noel Levitz Annual Survey

- **Performance Measure:** EITC Admissions services meets the expectations of students
- **Benchmark:** Performance gap less than our peer comparisons

FY	EITC Gap	Peer Gap	Status	Benchmark Results	Comments
FY 2012	0.51	0.75	less than peers	Benchmark Attained	
FY 2013	0.66	0.73	less than peers	Benchmark Attained	Annual survey administered in the FY Fall
FY 2014	0.64	0.74	less than peers	Benchmark Attained	
FY 2015	0.39	0.71	less than peers	Benchmark Attained	

Method 2: Utilization of results of Student Satisfaction Survey results for Financial Aid Services (Noel Levitz Annual Survey)

- **Performance Measure:** Financial Aid services meets the expectations of students
- **Benchmark:** Performance gap less than our peer comparisons

FY	EITC Gap	Peer Gap	Status	Benchmark Results	Comments
FY 2012	0.82	1.09	less than peers	Benchmark Attained	
FY 2013	0.78	1.06	less than peers	Benchmark Attained	Annual survey administered in the FY Fall
FY 2014	0.74	1.04	less than peers	Benchmark Attained	
FY 2015	0.65	1.01	less than peers	Benchmark Attained	

Objective C : Tutoring center provides services to support education success (SBOE Goal 1 Objective B for all of objective C)

Method 1: End of semester student evaluations of effectiveness

- **Performance Measure:** Percentage of students satisfied
- **Benchmark:** 80 % satisfaction (*FY 2015 benchmark at 95%)

FY	Status	Benchmark Results	Comments
FY 2012	96%	Benchmark of 80% Attained	
FY 2013	94%	Benchmark of 80% Attained	
FY 2014	94%	Benchmark of 80% Attained	

Method 2: Tutoring contact hours to support student needs.

- **Performance Measure:** Number of contact hours annually per unduplicated headcount
- **Benchmark:** 6 hours

FY	Status	Benchmark Results	Comments
FY 2012	4 hours	Benchmark Not Attained	
FY 2013	6 hours	Benchmark Attained	
FY 2014	5 Hours	Benchmark Not Attained	

Objective D :   EITC Technology Services meet the expectations of students (SBOE Goal 1 Objective B for all in this objective)

Method 1: Utilization of results of Student Satisfaction Survey results for Information Technology Services (Noel Levitz Annual Survey)

- **Performance Measure:** Information Technology services meet the expectations of students
- **Benchmark:** Student satisfaction ratings report less than a 1.0 gap between importance and satisfaction

FY	Importance	Satisfaction	Gap	Benchmark Results	Comments
FY 2012			*		New measure for 2014FA – * No Peer data on NL survey
FY 2013			*		
FY 2014			*		
FY 2015	6.46	6.31	.16	Benchmark Attained	

Method 2: EITC helpdesk satisfaction surveys.
- **Performance Measure:** Measure: Information technology services meet the expectations of students, faculty, and staff
- **Benchmark:** Customer satisfaction levels at or above 90%

FY	Status	Benchmark Results	Comments
FY 2012			New Measure – status data provided for 2mos.
FY 2013			
FY 2014			
FY 2015	99% Avg. for Jan & Feb	Benchmark Attained	

Objective E :   EITC library services meets the expectation of students.
(SBOE Goal 1 Objective B)

Method 1: Noel Levitz Survey
- **Performance Measure:** Library services meet the expectations of students
- **Benchmark:** Performance gap less than our peer comparisons

FY	EITC Gap	Peer Gap	Status	Benchmark Results	Comments
FY 2012	0.78	0.46	more than peers	Benchmark Not Attained	Annual survey administered in the FY Fall
FY 2013	0.60	0.49	more than peers	Benchmark Not Attained	
FY 2014	0.83	0.44	more than peers	Benchmark Not Attained	
FY 2015	0.38	0.39	less than peers	Benchmark Attained	

Objective F : Increase the reach of the Center for New Directions (CND) to individuals seeking to make positive life changes. (SBOE Goal 1 Objective C for all in Objective F)

Method 1: CND Reporting
- **Performance Measure:** Number of applicants/students receiving CND services.
- **Benchmark:** Number of clients served per year, increase by at least one percent (1%).

FY	Clients Served	Benchmark Results	Comments
FY 2012	686	Benchmark Attained	
FY 2013	518	Benchmark Not Attained	
FY 2014	411	Benchmark Not Attained	
FY 2015	258	Benchmark Not Attained	

- **Performance Measure:** Number of client contact hours
- **Benchmark:** Number of contact hours per year, increase by at least one percent (1%).

FY	Contact Hours	Benchmark Results	Comments
FY 2012			* New measure –
FY 2013			
FY 2014		New Measure No Data Available Yet	

GOAL 3: COMMUNITY ENGAGEMENT

Objective A : On Campus Community provides a safe interactive professional learning environment

Method 1: Comply with federal safety reporting.
- **Performance Measure**: Annual safety reporting (Title IX, Clerey Act)
- **Benchmark:** 100% compliance

FY	% Compliance	Benchmark Results	Comments
FY 2012	100%	Benchmark Attained	* New measure
FY 2013	100%	Benchmark Attained	
FY 2014	100%	Benchmark Attained	

Method 2: Maintain active EITC safety committee

- **Performance Measure**: Regular meetings to review and improve safety
- **Benchmark:** 10 meetings annually, 10 reports

FY	# Meetings	Benchmark Results	Comments
FY 2012			
FY 2013			* New measure
FY 2014		New Measure No Data Available	
FY 2015			

Method 3: Noel Levitz Survey Safety and Security Scale Report

- **Performance Measure:** On Campus safety and security student satisfaction
- **Benchmark:** Performance gap less than our peer comparisons

FY	EITC Gap	Peer Gap	Status	Benchmark Results	Comments
FY 2012	1.11	1.02	more than peers	Benchmark Not Attained	
FY 2013	0.84	1.00	less than peers	Benchmark Attained	Annual survey administered in the FY Fall
FY 2014	0.78	0.93	less than peers	Benchmark Attained	
FY 2015	0.66	0.87	less than peers	Benchmark Attained	

Method 4: On-Campus Communication

- **Performance Measure:** Publish and distribute college newsletter
- **Benchmark:** 6 issues annually

FY	# Issues	Benchmark Results	Comments
FY 2012	6 issues	Benchmark Attained	
FY 2013	6 issues	Benchmark Attained	
FY 2014	6 issues	Benchmark Attained	
FY 2015	6 issues	Benchmark Attained	

Method 5: On-Campus Communication

- **Performance Measure:** President forums
- **Benchmark:** 2 forums annually

FY	# Forums	Benchmark Results	Comments
FY 2012	2 forums	Benchmark Attained	
FY 2013	2 forums	Benchmark Attained	
FY 2014	2 forums	Benchmark Attained	
FY 2015	2 forums	Benchmark Attained	

Method 6: Professional Development
- **Performance Measure:** Provide funds for faculty and staff professional development
- **Benchmark:** 10K Annually

FY	Benchmark Results	Comments
FY 2012	New Measure No Data Available	
FY 2013	New Measure No Data Available	
FY 2014	Benchmark Attained	
FY 2015	Benchmark Attained	

Method 7: Professional Development (SBOE Goal 2 Objective B)
- **Performance Measure:** Faculty and staff that participate in professional development
- **Benchmark:** 80% participation

FY	Benchmark Results	Comments
FY 2012		
FY 2013		
FY 2014	New Measure No Data Available Yet	

Objective C :   Regional Community Engagement - EITC will seek input and will provide regional community members educational opportunities (SBOE Goal 1 Objective A)

Method 1: Enrollment reports of credit and non-credit courses (SBOE Goal 1 Objective B)
- **Performance Measure**: Headcount (Unduplicated) in regional centers
- **Benchmark:** Increase headcount 1% annually at off-campus sites

FY	Headcount	Benchmark Results	Comments
FY 2012	612	Benchmark Attained	
FY 2013	533	Benchmark Not Attained	
FY 2014	347	Benchmark Not Attained	

Method 2: Annual Report from the Eastern Idaho Technical College Foundation (EITCF) (SBOE Goal 1 Objective A)

- **Performance Measure**: Percentage of students receiving EITCF scholarships
- **Benchmark**: 25%

FY	% EITC Scholarships	Benchmark Results	Comments
FY 2012	18%	Benchmark Not Attained	
FY 2013	25%	Benchmark Attained	
FY 2014	26%	Benchmark Attained	

Method 3: Eastern Idaho Technical College Advisory Council Meetings

- Performance Measure: Council will meet at least 2times per calendar year.
- Benchmark: Measure Attained

FY	# Meetings	Benchmark Results	Comments
FY 2012		New Measure No Data Available	
FY 2013		New Measure No Data Available	
FY 2014	2	Benchmark Attained	

Objective C: EITC supports statewide educational initiatives (SBOE Goal 1 Objective C for all listed in EITC Objective C)

Method 1: State Board of Education (SBOE) confirmation of participation

- Performance Measure: Participate in SBOE statewide initiatives (i.e. Complete College Idaho, General Education Reform, GEM stamping, etc.)
- Benchmark: College participation

FY	Benchmark Results	Comments
FY 2012	Benchmark Attained	
FY 2013	Benchmark Attained	
FY 2014	Benchmark Attained	

Method 2: Idaho Division for Professional Technical Education (PTE) confirmation of participation

- Performance Measure: Participate in PTE statewide initiatives (i.e. TCLC Meetings, Advanced Placement Opportunities, Host Institution Delivery, etc.)
- Benchmark: College participation

FY	Benchmark Results	Comments
FY 2012	Benchmark Attained	
FY 2013	Benchmark Attained	
FY 2014	Benchmark Attained	

Attachment 1 –

Goal 1, Objective B, Method 1. Academic gains of Adult Basic Education (ABE) students

FY12 Results	FY12 State Target	FY13 Results	FY13 State Target	FY14 Results	FY14 State Target	FY15 Results	FY15 State Target
ABE1 41%	36%	ABE1 33%	52%	ABE1 N/A	41%		
ABE2 53%	41%	ABE2 57%	45%	ABE2 58%	44%		
ABE3 52%	40%	ABE3 54%	46%	ABE3 58%	43%		
ABE4 37%	32%	ABE4 36%	36%	ABE4 48%	33%		
ABE5 33%	30%	ABE5 41%	30%	ABE5 44%	31%		
ESL1 45%	39%	ESL1 56%	50%	ESL1 (no students)	42%		
ESL2 39%	40%	ESL2 53%	54%	ESL2 57%	44%		
ESL3 47%	44%	ESL3 50%	49%	ESL3 48%	46%		
ESL4 47%	39%	ESL4 33%	45%	ESL4 42%	42%		
ESL5 37%	30%	ESL5 32%	42%	ESL5 40%	35%		
ESL6 29%	20%	ESL6 20%	22%	ESL6 25%	21%		

	EITC STRATEGIC PLAN GOALS		
	Learning for work and Life	Student Centered	Community Engagement
GOAL 1: A WELL EDUCATED CITIZENRY			
Objective A: Access - Set policy and advocate for increasing access for individuals of all ages, abilities, and economic means to Idaho's P-20 educational system.			✓
Objective B: Higher Level of Educational Attainment – Increase the educational attainment of all Idahoans through participation and retention in Idaho's educational system.	✓	✓	
Objective C: Adult learner Re-Integration – Improve the processes and increase the options for re-integration of adult learners into the education system	✓	✓	✓
Objective D: Transition – Improve the ability of the educational system to meet educational needs and allow students to efficiently and effectively transition into the workforce	✓		
GOAL 2: CRITICAL THINKING AND INNOVATION			
Objective A: Critical Thinking, Innovation and Creativity – Increase research and development of new ideas into solutions that benefit society.	✓		
Objective B: Quality Instruction – Increase student performance through the development, recruitment, and retention of a diverse and highly qualified workforce of teachers, faculty, and staff.	✓		✓
GOAL 3: EFFECTIVE AND EFFICIENT DELIVERY SYSTEMS			
Objective A: Cost Effective and Fiscally Prudent – Increased productivity and cost-effectiveness	✓		
Objective B: Data-informed Decision Making - Increase the quality, thoroughness, and accessibility of data for informed decision-making and continuous improvement of Idaho's educational system.		✓	

(Left vertical header: IDAHO STATE BOARD OF EDUCATION OBJECTIVES AND MEASURES FOR HIGHER EDUCATION)

✓*Indicates the specific SBOE's Goals and Objectives that are supported by EITC's Strategic Plan.*

Some EITC goals fit into more than one SBOE category and have been identified in a single category

Key External Factors

Funding:

Many of our strategic goals and objectives assume on-going and sometimes significant additional levels of State legislative appropriations. Availability of state revenues (for appropriation), gubernatorial, and legislative support for some Board initiatives can be uncertain. An example is our Goal 1 Objective A Methods 2 and 3: The number of awards each year is restricted by the current number of programs being offered and their respective capacity. We will be offering a new program beginning the fall of 2015 which has the potential of adding approximately 15 certificates/degrees per year. This addition was made possible through a state-wide line-item funding request facilitated by the State Division for Professional Technical Education. The potential for additional certificates/awards will rely on this technique in addition to specific line-item requests made by the institution. Our ability to produce a greater number of awards will in part be dictated by support for additional funding.

Compliance:

Ever increasing compliance issues arise from State and Federal policies/programs. This creates a tremendous burden on staff resources.