



Eastern Idaho Technical College

Strategic Plan 2017-2021

## 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 Career and Technical Education (CTE).

**Method 1:** Program Reporting

- **Performance Measure:** Number of program advisory committee meetings annually
- **Benchmark:** One meeting per year for each full-time program (annually)<sup>1</sup>

FY	Advisory Meetings held per Program
FY 2012	1
FY 2013	1
FY 2014	1
FY 2015	1

**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, (239 by FY2018)<sup>2</sup>

FY	Degrees (completions)	Headcount (completers)
FY 2012	244	243
FY 2013	232	231
FY 2014	240	239
FY 2015	217	216

- **Performance Measure:** Unduplicated number of graduates over rolling 3-year average degree seeking FTE (split by undergraduate/graduate). (SBOE Goal 1 Objective B) (CTE Objective D ii.)

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<sup>1</sup> Based on national CTE standard

<sup>2</sup> Based on institutions projected “share” to meet State Board of Education initiative

- **Benchmark:** Maintain at or above 55% (annual)<sup>2</sup>

FY	Degrees	3-year average degree seeking FTE	Status	Comments
FY 2012	243	549	44%	Undergraduates Only
FY 2013	231	513	45%	
FY 2014	239	499	48%	
FY 2015	217	450	48%	

- **Performance Measure:** Pass rates on Technical Skills Assessments (SBOE Goal 2 Objective B) (CTE Objective D ii.)
- **Benchmark:** Students performance will meet the 90% of the Perkins State performance level measure. (Perkins Performance Measures Report – State performance required level is 92%)<sup>3</sup>

FY	EITC Performance Level	State Performance Level
FY 2012	92%	91%
FY 2013	89%	92%
FY 2014	92%	92%
FY 2015	95%	92%

**Method 3:** EITC Placement Office Report

- **Performance Measure:** Training Related Placement Rates (SBOE Goal 1 Objective D) (CTE Benchmark Attained Objective D vii.)
- **Benchmark:** Maintain 85% placement rate<sup>4</sup>

FY	Placement Rate
FY 2011	73%
FY 2012	70%
FY 2013	79%
FY 2014	76%
FY 2015	73%

**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

<sup>3</sup> Based on CTE State compliance requirements

<sup>4</sup> Based on State Board of Education and DCTE set standard

(ABE) into EITC without further remediation

**Performance Measure:** Percentage of student’s continuing education at EITC from ABE (SBOE Goal 1 Objective C) (CTE Objective D iii.)

- **Benchmark:** 60% of ABE students entering into EITC (by FY 2021)<sup>4</sup>

FY	Status	Comments
FY 2012	*	* FY2012 NRS guidelines changed calculation
FY 2013	45%	
FY 2014	45%	
FY 2015	49%	

- **Performance Measure:** Academic gains of ABE students (SBOE Goal 1 Objective C)
- **Benchmark:** Meets state targets for academic gains for all levels<sup>4</sup>

FY	Comments
FY 2012	*See Attachment 1 for data
FY 2013	
FY 2014	
FY 2015	

**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 <sup>5</sup>

FY	Status
FY 2012	74%
FY 2013	70%
FY 2014	72%
FY 2015	76%

- **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.<sup>5</sup>

<sup>5</sup> Based on State Board of Education set standard

FY	Freshmen	% Requiring remedial
FY 2012	12	24%
FY 2013	13	22%
FY 2014	7	14%
FY 2015	10	23%

**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) (CTE Objective C iii.)

- **Performance Measure:** Provide customized training to local industries
- **Benchmark:** Increase Workforce Training headcount annually<sup>4</sup>

FY	Headcount
FY 2012	14, 143
FY 2013	11,789
FY 2014	11,446
FY 2015	11,289

**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<sup>6</sup>

FY	Cost per credit hour	IPEDS PEERS	EITC	Percent	Comments
FY 2012	\$599	\$13,078	\$17,877	37%	Peer comparison form IPEDS DFR report Fig.15 (Instruction, academic support, student services, institutional support)
FY 2013	\$671	\$15,210	\$17,978	18%	
FY 2014	\$663	\$15,937	\$20,102	26%	
FY 2015	\$768	\$17,095	\$19,863	16%	

- **Performance Measure:** Graduates per \$100,000: Total cost of certificate or degree completions (e.g. cost of instruction, academic support, student services,

<sup>6</sup> Based on analysis of institution peers performance

institutional support, and other expenses) (SBOE Goal 3 Objective A)

- **Benchmark:** Within 20% or higher of statewide mean for 2 year college peers (1.72 or higher, based on FY13 peer numbers)<sup>5</sup>

FY	EITC Efficiency	Peers	Comments
FY 2012	2.32	1.67	Peers compared are state funded 2-year colleges average (CSI, CWI, NIC) * Data comes from peer reports
FY 2013	2.16	2.16	
FY 2014	2.31	*	
FY 2015	2.24	*	

**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% (annual)<sup>7</sup>

FY	Status
FY 2012	90%
FY 2013	100%
FY 2014	100%
FY 2015	100%

**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 (annual)<sup>6</sup>

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

<sup>7</sup> Based on internally set standard to maintain program quality

**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 (annual)<sup>6</sup>

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

**Method 4:** Fall to Fall Retention - IPEDS Fall Enrollment Report (SBOE Goal 1 Objective B)

- **Performance Measure:** Fall to Fall First-time, full-time student retention rate
- **Benchmark:** At or above 70% (by FY 2021)<sup>6</sup>

FY	Status
FY 2012	59%
FY 2013	62%
FY 2014	64%
FY 2015	68%

**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 (annual)<sup>6</sup>

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

**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 (annual)<sup>6</sup>

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

**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:** 99 % satisfaction (by FY 2018)<sup>7</sup>

FY	Status
FY 2012	96%
FY 2013	94%
FY 2014	94%
FY 2015	99%

**Method 2:** Tutoring contact hours to support student needs.

- **Performance Measure:** Number of contact hours annually per unduplicated headcount
- **Benchmark:** 6 hours or more (annual)<sup>7</sup>

FY	Status
FY 2012	4 hours
FY 2013	6 hours
FY 2014	5 Hours
FY 2015	4 Hours

**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 (by FY 2021) <sup>7</sup>

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

**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 98% (annual) <sup>7</sup>

FY	Status	Comments
FY 2014		New Measure – for FY 2015
FY 2015	99% Avg.	

**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 (by 2021) <sup>6</sup>

FY	EITC Gap	Peer Gap	Status	Comments
FY 2012	0.78	0.46	more than peers	Annual survey administered in the FY Fall
FY 2013	0.60	0.49	more than peers	
FY 2014	0.83	0.44	more than peers	
FY 2015	0.38	0.39	less than peers	

**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%). (300 by FY 2018)<sup>7</sup>

FY	Clients Served
FY 2012	686
FY 2013	518
FY 2014	411
FY 2015	258

- **Performance Measure:** Number of client contact hours
- **Benchmark:** Number of contact hours per year, increase by at least one percent (1%). (annual) <sup>7</sup>

FY	Contact Hours	Comments
FY 2012		* New measure
FY 2013		
FY 2014	825	
FY 2015	1020	

**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, Clery Act)
- **Benchmark:** 100% compliance (annual) <sup>8</sup>

FY	% Compliance	Comments
FY 2012	100%	* New measure
FY 2013	100%	
FY 2014	100%	
FY 2015	100%	

<sup>8</sup> Based on federal compliance requirements

**Method 2:** Maintain active EITC safety committee

- **Performance Measure:** Regular meetings to review and improve safety
- **Benchmark:** 10 meetings annually, 10 reports (annual)<sup>7</sup>

FY	# Meetings	Comments
FY 2012		* New measure
FY 2013	0	
FY 2014	3	
FY 2015	9	

**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 (annual)<sup>6</sup>

FY	EITC Gap	Peer Gap	Status	Comments
FY 2012	1.11	1.02	more than peers	Annual survey administered in the FY Fall
FY 2013	0.84	1.00	less than peers	
FY 2014	0.78	0.93	less than peers	
FY 2015	0.66	0.87	less than peers	

**Method 4:** On-Campus Communication

- **Performance Measure:** Publish and distribute college newsletter
- **Benchmark:** 6 issues (annual) <sup>7</sup>

FY	# Issues	Comments
FY 2012	6 issues	Measurement changing to Twice Monthly President update for FY16
FY 2013	6 issues	
FY 2014	6 issues	
FY 2015	6 issues	

**Method 5:** On-Campus Communication

- **Performance Measure:** President forums
- **Benchmark:** 2 forums (annual) <sup>7</sup>

FY	# Forums
FY 2012	2 forums
FY 2013	2 forums
FY 2014	2 forums
FY 2015	2 forums

**Method 6:** Professional Development

- **Performance Measure:** Provide funds for faculty and staff professional development
- **Benchmark:** 10K (Annual) <sup>7</sup>

FY	Benchmark Results
FY 2013	New Measure No Data Available
FY 2014	\$10,000 Annual
FY 2015	\$10,000 Annual

**Method 7:** Professional Development (SBOE Goal 2 Objective B)

- **Performance Measure:** Faculty and staff that participate in professional development
- **Benchmark:** 98% participation (by FY2018) <sup>7</sup>

FY	Benchmark Results
FY 2014	New Measure
FY 2015	95% participation

**Objective B:** 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 (annual)<sup>7</sup>

FY	Headcount
FY 2012	612
FY 2013	533
FY 2014	347
FY 2015	328

**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:** 45% (by FY 2021) <sup>9</sup>

<sup>9</sup> Based on available resources and projected student need

FY	% EITC Scholarships
FY 2012	18%
FY 2013	25%
FY 2014	26%
FY 2015	28%

**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 (annual)<sup>5</sup>

FY	Benchmark Results
FY 2012	College participation
FY 2013	College participation
FY 2014	College participation
FY 2015	College participation

**Method 2:** Idaho Division for Career and Technical Education (CTE) confirmation of participation

- Performance Measure: Participate in CTE statewide initiatives (i.e. TCLC Meetings, Advanced Placement Opportunities, Host Institution Delivery, etc.)
- Benchmark: College participation (annual) <sup>4</sup>

FY	Benchmark Results
FY 2012	College participation
FY 2013	College participation
FY 2014	College participation
FY 2015	College participation

**Attachment 1 –**

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

<b>FY12 Results</b>	<b>FY12 State Target</b>	<b>FY13 Results</b>	<b>FY13 State Target</b>	<b>FY14 Results</b>	<b>FY14 State Target</b>	<b>FY15 Results</b>	<b>FY15 State Target</b>
ABE1 41%	36%	ABE1 33%	52%	ABE1 N/A	41%	ABE1 50%	54%
ABE2 53%	41%	ABE2 57%	45%	ABE2 58%	44%	ABE2 57%	52%
ABE3 52%	40%	ABE3 54%	46%	ABE3 58%	43%	ABE3 58%	47%
ABE4 37%	32%	ABE4 36%	36%	ABE4 48%	33%	ABE4 51%	44%
ABE5 33%	30%	ABE5 41%	30%	ABE5 44%	31%	ABE5 41%	40%
ESL1 45%	39%	ESL1 56%	50%	ESL1 (no students)	42%	ESL1 20%	51%
ESL2 39%	40%	ESL2 53%	54%	ESL2 57%	44%	ESL2 33%	55%
ESL3 47%	44%	ESL3 50%	49%	ESL3 48%	46%	ESL3 44%	55%
ESL4 47%	39%	ESL4 33%	45%	ESL4 42%	42%	ESL4 48%	45%
ESL5 37%	30%	ESL5 32%	42%	ESL5 40%	35%	ESL5 50%	45%
ESL6 29%	20%	ESL6 20%	22%	ESL6 25%	21%	ESL6 19%	26%

		EITC STRATEGIC PLAN GOALS		
		Learning for work and Life	Student Centered	Community Engagement
<b>IDAHO STATE BOARD OF EDUCATION OBJECTIVES AND MEASURES FOR HIGHER EDUCATION</b>	<b>GOAL 1: A WELL EDUCATED CITIZENRY</b>			
	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	✓		
	<b>GOAL 2: CRITICAL THINKING AND INNOVATION</b>			
	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.	✓		✓
	<b>GOAL 3: EFFECTIVE AND EFFICIENT DELIVERY SYSTEMS</b>			
	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.			
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✓ *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.