

ACOMPLISHING OTHER DISTINCTIVE OBJECTIVES CATEGORY TWO

INTRODUCTION:

Central Community College's other distinctive objectives have evolved since joining AQIP in 2002. The College has continued to define those objectives not clearly outlined in the college mission, vision, values or defined under its public charter. To this end, this version of the portfolio has been closely examined including a review of past portfolios and appraisals. This update reflects the college's current changes to its other distinctive objectives and overall changes since the last appraisal.

Central Community College functions as a major force for change and innovation in its service area and communities. This role is an important part of the CCC mission, vision and core values. Starting with the 2010 Strategic Plan the college aligned all initiatives with the nine categories and developed multiple action projects that support the overall college objectives relating to other distinctive objectives. These initially focused on public relations and marketing, but since have grown to include sustainability, improved services to veteran students, and maintaining contact with alumni (public relations and marketing). These objectives are outlined in both category 2 & 6 of the colleges strategic plan see:

<http://www.cccneb.edu/about/accreditationaqip/strategicplan.html>. The changes in the College's effort are in line with its desire to have a responsive process that consistently exceeds stakeholder expectations. As in the past, Central Community College continues to offer cultural opportunities that may not be available in local communities otherwise. These include concerts, plays and art displays. For example, a two-year Humanities grant allowed (provided funds for) 100 community college faculty members to study the Plains Indians culture. Additionally, the College also offers athletic programs and community health and wellness programs across the service area.

The CCC Foundation enlists advocates to assist in raising funds to support the college's mission. Performance toward goals and objectives is communicated to stakeholders via the ongoing marketing/communication/alumni communications tools.

Skills USA (hosted the State Skills and

Leadership Conference), the Groundwater Festival and district Future Farmers of America (FFA) conference are three of the major events that bring thousands of high school students onto the campuses. Although these events are not directly related to postsecondary education they provide an outstanding opportunity for CCC to foster the intellectual curiosity of local high school students. In a similar outreach process, the college sponsors a symposium and curriculum workshops for elementary teachers. In response to the last systems appraisal, CCC has enacted the following steps:

- In an effort to expand mechanisms CCC uses to solicit feedback the college launched multiple new survey instruments including the 1. Graduate Survey, 2. Library Services Survey, 3. program advisory services survey, 4. Medical Transcription Survey, and 5. Employer Demand Survey.
- In this iteration of the portfolio the college explored its past responses and determined the current distinctive objectives needed clarification. Current objectives include 1. economic growth, 2. improving relationships, 3. serving our veteran population, and 4. developing a stronger base of support by expanding the membership in the Central Community College Foundation's Alumni Association. The major aspect that makes these objectives distinctive are that they are based on improving processes that are new and focus on how the college impacts its environment and special populations in the service area.
- The College has found several key measures that will provide comparable data on non-instructional, non-support service processes. These data largely align with the sustainability initiative, but the additional measures on Foundation participation are being collected for comparison.

PROCESSES (P)

2P1. How do you design and operate the key non-instructional processes (e.g., athletics, research, community enrichment, economic development, alumni affairs, etc.) through which you serve significant stakeholder groups?

Central Community College currently uses several processes to identify if a need exists for new non-instructional/support programs or if existing processes/systems need to be modified or improved.

Central Community College looks at a number of non-instructional processes that may have an impact on local, state, national, and global issues. Over the past couple of years, the college has focused on three key areas: 1) sustainability, 2) serving veterans, and 3) maintaining contact with alumni (marketing and communication). These initiatives have been identified to enhance the College's economic growth, improve relationships, serve our veteran population, and develop a stronger base of support by expanding the membership in the Central Community College Foundation's Alumni Association.

Sustainability

Central Community College recently hired a Sustainability Coordinator to support the College's efforts to reduce its carbon footprint. Dr. Greg Smith, Central Community College President, signed the *American College & University Presidents Climate Commitment* (ACUPCC), making Central Community College a signatory of SEED (Sustainability Education & Economic Development).

Veteran Student Success

Central Community College Veterans Program officially started through a Department of Education's FISPE Center of Excellence for Veteran Student Success grant awarded in the Fall of 2010. The Veteran Student Coordinator was hired in January of 2011. The program was designed and implemented from recommendations from the Department of Education, research of peer institutions, personal experience of the Veteran Student Coordinator, a Veteran Student Survey of the College's veteran students, staff at the VA Hospital, County Veteran Services Offices, and the Nebraska Veterans Taskforce. A Veteran Student Support team was formed, comprised of Central Community College Student Services staff and administration.

Alumni Services

Under the direction of the Central Community College Foundation Board of Directors, the Foundation manages the Alumni function through the work of the Executive Director and the Alumni Coordinator. This process includes an annual review of past goals and objectives from the previous fiscal year and then approval of next year's goals and objectives. The review is conducted by the Executive Director, Alumni Coordinator, and Board of Directors. Input comes from advisory groups, alumni, and Central Community College leadership and employees.

The number of Alumni stakeholders is approaching 20,000.

2P2. How do you determine your organization's major non-instructional objectives for your external stakeholders, and whom do you involve in setting these objectives?

Sustainability

Central Community College is in agreement with the following statement by the ACUPCC: *"We further believe that colleges and universities that exert leadership in addressing climate change will stabilize and reduce their long-term energy costs, attract excellent students and faculty, attract new sources of funding, and increase the support of alumni and local communities."*

Through a variety of venues, Central Community College employees, students, external stakeholders, and members of our communities provide input regarding "green" issues, and help develop objectives to address these issues.

Veteran Student Success

The mission of the program is to provide support services to veterans and their families to address their unmet needs while achieving their postsecondary educational goals. The Veterans Student Coordinator is responsible for the facilitation of the project and serves as an advisor, mentor, trainer, and advocate. The Veteran Student Support Team, VA Hospital, Veterans Services Offices, and Nebraska Veterans Taskforce remain involved in delineating objectives.

Alumni Services

The objectives are established annually with a process starting in March and concluding at the Foundation's Board of Directors meeting in June. Included in the process are the Executive Director, the Alumni Coordinator, College President, College Cabinet, and the Foundation's Executive Committee.

2P3. How do you communicate your expectations regarding these objectives?

Sustainability

Numerous campus and college-wide committees with administrative, faculty, staff, and student representation meet on a regular basis to discuss issues and plan for the future of Central Community College. Other forms of communication, such as the College website, newsletters, community meetings, and presentations to the Board of Governors provide

additional ways for Central Community College to communicate expectations.

Veteran Student Success

The College communicates expectations regarding these objectives through our Veterans Resource Center newsletter, our annual federal grant report, outreach documents, and marketing materials, i.e., posters, brochures, television, newspapers, website, social media, and various e-mail sources. In addition CCC holds a variety of forums to share information and gather input. These forums include departmental meetings, planning committees, and Campus and College Cabinet meetings.

Alumni Services

Alumni Association goals and objectives, along with expectations, are communicated to the Foundation Board of Directors, members of the Board of Governors, and the College Cabinet and college employees. Key objectives also are communicated to alumni groups representing specific program areas such as Nursing, Dental Hygiene, etc.; through specific campaigns orchestrated by the Foundation and Alumni Coordinator; and through the *Community Connection*, a newsletter, which is mailed out three to four times a year.

2P4. How do you assess and review the appropriateness and value of these objectives, and whom do you involve in these reviews?

Sustainability

The Sustainability Coordinator has been charged with the task to examine best practices and advise the college in making sound decisions regarding sustainability. Since our college-wide sustainability initiative is new, objectives are being developed through small group meetings of faculty and staff on campuses and at the Area Office.

Central Community College depends on input from internal and external stakeholders to assess and review these objectives. Information from other institutions in our service area, state, nation, as well as international institutions, is compared with data from Central Community College.

The primary assessment events for this objective includes:

- Sustainability Audit
- Feedback (survey) on the series of speakers conducted for college employees

- Measurement (by weight) of the amount of refuse generated

The College is working aggressively to increase tracking and assess this type of information. Once such measurement includes tracking electrical meter readings. The current challenge is that the specific data available is somewhat limited and how it is tracked varies from center to center and campus to campus. Each campus has a different configuration and is working with different power suppliers. CCC plans to address these in the 2013-14 academic year.

Veteran Student Success

Central Community College Veteran's Program assesses and reviews the appropriateness and value of objectives by involving the Veteran Student Coordinator's expertise and feedback, our Veterans Student Support Team, our Dean of Students, the College Cabinet, internal/external stakeholders, the Nebraska Veterans Taskforce, veteran work study students, and our grant external evaluator.

Each entity provides valuable expertise in determining the appropriateness and value of our objectives. The Veteran Student Coordinator devotes time and effort to provide individual support, feedback, answers to questions, and acts as an advocate for veteran students and their families. Facilitating one-to-one counseling and contact reveals the needs and challenges veterans face in their transition to civilian life. The Dean of Students, veteran work study students, and Veterans Student Support Team provide valuable support by 1) facilitating student surveys, providing feedback and reports to the Veteran's Program, and 2) providing support and guidance to veteran students and the Veteran Student Coordinator for program improvement. The Nebraska Veterans Taskforce serves as an external advisory committee and assists in the development and implementation of events and programs that directly affect the objectives. Lastly, our external evaluator is active in the evaluation of institutional learning environments and provides annual evaluation of the program's policies, procedures, and outcomes.

Alumni Services

Objectives are reviewed throughout the year by the Central Community College Foundation's Executive Director and Alumni Coordinator, the College President, and the Foundation Board's Executive Committee. The final review is

conducted at the Foundation Board of Directors meeting in June.

2P5. How do you determine faculty and staff needs relative to these objectives and operations?

Sustainability

The Sustainability Coordinator's primary focus is to foster an exchange of ideas and to increase awareness and sensitivity of faculty and staff regarding sustainability. The coordinator communicates through close interaction such as cluster/department (Skilled & Technical Sciences, Health Sciences, Academic Education, Student Services, College Cabinet, Campus Cabinet, Extended Learning Services, and Facilities Management) meetings, learning circles, and Faculty Senates to determine faculty and staff needs.

The College also feels that it is important to determine how to integrate sustainability into its instructional programs so that our students walk away with a better, and relevant, understanding of sustainability. The College offers an Associate degree that includes sustainability internships. Students who have LEED AP (Accredited Professional) certification and knowledge of green building design are very employable. Another important component is meeting with faculty to incorporate sustainability in applied/technical writing, environmental sciences, chemistry, and occupational math classes.

The annual Employee Engagement Survey is used to determine if information needs are being met. After feedback is reviewed a decision will be made on readjusting objectives to meet needs and incorporating the information.

Veteran Student Success

Faculty and staff needs relative to these objectives and operations are determined through one-on-one contact and feedback between the faculty, staff, and Veteran Student Coordinator and training/in-services, that give opportunities for the faculty and staff to ask questions and review objectives in a group setting with their peers. Recent college training includes Traumatic Brain Injury and other topics affecting veteran's integration into postsecondary education.

Staff and faculty needs are also identified through the use of our College Suggestion Box, input from the Veteran Student Support Team, College Disability Offices, Admissions Offices, and

Registration Offices. These groups serve an advisory role giving direct feedback and suggestions on objectives and operations.

Alumni Services

Faculty and staff needs are evaluated with respect to workload and timetable. The Registration and Information Technology staff participated in the most recent project. The objectives are reviewed annually.

2P6. How do you incorporate information on faculty and staff needs in readjusting these objectives or the processes that support them?

Sustainability

The College determines faculty and staff needs through the same cluster/department meetings mentioned in 2P5. The College seeks additional feedback, readjusts thinking, elicits support and commitment to carry out the objectives, and identifies workable solutions to meet conflicting needs. Sustainability will continue to be a factor when upgrading or remodeling existing buildings or when building a new facility.

Veteran Student Success

The Veteran Services Coordinator incorporates the feedback into the Veteran Student Survey. He presents it to the Veteran Student Support team, the Dean of Students, and self-evaluates the information. Overall, the Veteran Service Coordinator makes the final decision on implementation of needs and suggestions. Upon the decision to incorporate the changes, the Veteran Student Coordinator begins implementation, as necessary, and reports changes to the various stakeholders.

Alumni Services

The college disseminates information through discussions between the college, alumni, and the Alumni Coordinator. Feedback is also received from the Foundation's Board of Directors. The faculty and staff needs and availability are reviewed annually, which may change the priorities for the yearly objectives.

Results (R)

2R1. What measures of accomplishing your major non-instructional objectives and activities do you collect and analyze regularly?

Sustainability

CCC hired a Sustainability Coordinator who began work in June 2012 and has started to put together an inventory of current emissions to

establish baselines/trends and to establish a plan to: 1. mitigate emissions, 2. identify areas of assessment, 3. centralize information, 4. learn what systems are already in place, and 5. formalize a committee structure. Past utility bills are being reviewed in the hopes of being able to determine if improvements have been made campus-wide since all buildings are not metered individually and to develop a trend line over a number of years. Variations in climate (i.e., a hard winter vs. a mild winter) has made it more difficult than first expected. The College is in the process of completing the Environmental Audit and will define performance measures and goals. The project also will evaluate feedback from a speaker series for all college employees. This measure seeks to define how attitudes toward the sustainability initiative are progressing.

Veteran Student Success

Veterans enrollment, class attendance, services participation and academic achievement are measured on a routine basis. These measures of accomplishing major non-instructional objectives and activities are captured, collected, and analyzed regularly through: 1. student contact, 2. enrollment data, 3. completion among other programs, 4. level of veteran student achievement, 5. direct student feedback, 6. veteran student survey, 7. direct referral, 8. transfer to four year institutions, 9. employment, 10. monthly, quarterly, and annual financial reports, 11. Veteran Student Coordinator databases, and 12. formal program reporting to the Department of Education.

Alumni Services

Campaigns are measured based on Alumni group numbers and dollars raised. In 2009, the Foundation refocused its efforts to annually solicit specific program groups and to communicate directly with them about college and campus activities and donor opportunities. Figure 2R2-2 on the next page shows attendance numbers.

2R2. What are your performance results in accomplishing your other distinctive objectives?

Sustainability

Specific objectives & measures related to sustainability continue to be developed as specific steps are accomplished. At the time of publishing this portfolio the status of some of the actions are outlined in Figure 2R2-1.

Communication, Planning, & Implementation, Waste Reduction, Components	General Progress Statement
Creating CCC branding logo	95% completed
Create promotional campaign for students	Student group has started this Spring 2013
Send e-mail regarding "phasing out items" to College employees	Completed
Collect and report "phasing out items" data to College	75% completed
STUDENTS on "paper project"	90% completed
Planning for & Implementing waste audit	Preliminary discussions occurred
Determine safety constraints (fire, etc.)	Happening along with project design & audit
Setup IP drop-in/informational sessions for draft plan review by college employees	Started (Spring 2013) more are scheduled for Fall 2013
Electronic waste policy, design of program	RFP 90% complete. Next step= shipment of items with determined facility

Figure 2R2-1

Veteran Student Success

- Central Community College was named a "Top Military Friendly School", by *G.I. Jobs* magazine-a designation awarded to only 15% of colleges nationwide for 2013 and 20% in 2012.
- Veteran contacts were increased by 100%. Contact is defined as efforts made to provide information and resources to participant veterans through social media, newsletter (hardcopy and online), e-mail, and personal contact.
- Enrollment increased in the number of students seeking a certificate or a degree program. Six hundred veterans and 200 dependents have been served since Fall of 2010 (duplicated head count).
- A persistence rate of 61.2% was achieved. This is defined as year-to-year enrollment for both full- and part-time veterans and dependents from Fall 2010 to Spring 2012. The goal persistence rate of veterans for the first year following their enrollment will increase to 80% (moving from a baseline of 47%).
- Ninety veteran and dependent students (unduplicated headcount) have obtained a certificate, diploma, or degree with 146 total awarded. Included in this number were 74 veterans receiving 119 certificates, diplomas, or degrees.

Alumni Services

The College Foundation staff sends out approximately 1,200 Alumni letters per year to specific groups/major (i.e. Dental Hygiene,

Nursing, etc.) The letters started in 2009 with the expectation a full cycle could take up to 8-10 years. When the Foundation solicits each group, they are put on the Community Connection mailing list for further communication and education. Once the full cycle is complete, the contacts will be repeated. During the first cycle, the objective is to obtain email addresses from the alumni to become more efficient and cost effective in our delivery of information to the Alums. The college plans to have an active and defined group of Alums that want further information and communication with the possibility of additional donations in the short and long term. One event that helped build the Future Alumni base is a yearly graduation breakfast that shares the benefits of the Foundation for college graduates. Figure 2R2-2 indicates the numbers of participants for the graduation breakfast and lunches by campus since 2008.

Year	Hastings campus	Grand Island Campus	Columbus Campus
2008	102	98	116
2009	116	79	120
2010	91	60	110
2011	129	64	115
2012	76	67	130
Totals	514	368	591

Figure 2R2-2

The figure on the next page (Figure 2R2-3) represents the number of Alumni by program of study, who have been appealed to over the past four years.

2R3. How do your results for the performances of these processes compare with the performance results of other higher education organizations and, if appropriate, of organizations outside of higher education?

Sustainability

By signing the President's Climate Commitment and subscribing to SEED, Central Community College aligns itself with commitments of other educational institutions. Through a search of best practices, CCC can determine the appropriateness of its objectives and make comparisons of our performance. Since the Central Community College sustainability effort is in its infancy, appropriate baseline data and comparability information are being established.

Veteran Student Success

The Center of Excellence for Veteran Student Success grant, a U.S. Department of Education program supported through the Fund for the Improvement of Postsecondary Education (FIPSE), is a recent initiative. Of 277 two- and four-year colleges that applied, only 15 colleges in the United States received this highly competitive grant. Since the Veterans Program is a recent endeavor, baseline data is currently being collected for future comparisons. Comparable data from other institutions is still being gathered.

Alumni Services

At this point in time, comparative data from other community colleges in Nebraska is not available.

2R4. How do your performance results of your processes for Accomplishing Other Distinctive Objectives strengthen your overall organization? How do they enhance your relationships with the communities and regions you serve?

Sustainability

Central Community College has had sustainability as a primary initiative for a year and a half and benchmarking data for existing impact on the environment is being conducted. Until the development of the sustainability project, no data/reports had been collected to report to internal or external stakeholders. The mechanisms to collect the data also had not been built or deployed. The measurement instruments are now being developed and are expected to generate comparable data (see figure 2R2-1).

Veteran Student Success

Multiple factors experienced improvement over the past four years including:

- Increased expertise regarding veteran needs and employment of staff to accommodate those needs.
- Increased employment rate of veterans.
- Providing better qualified employees in our communities.
- Increasing knowledge about our college, participants, and communities through events and workshops.
- Promoting a more culturally-friendly environment among staff, students, employers, and communities.
- Engaging internal and external stakeholders, creating awareness of our students and services.

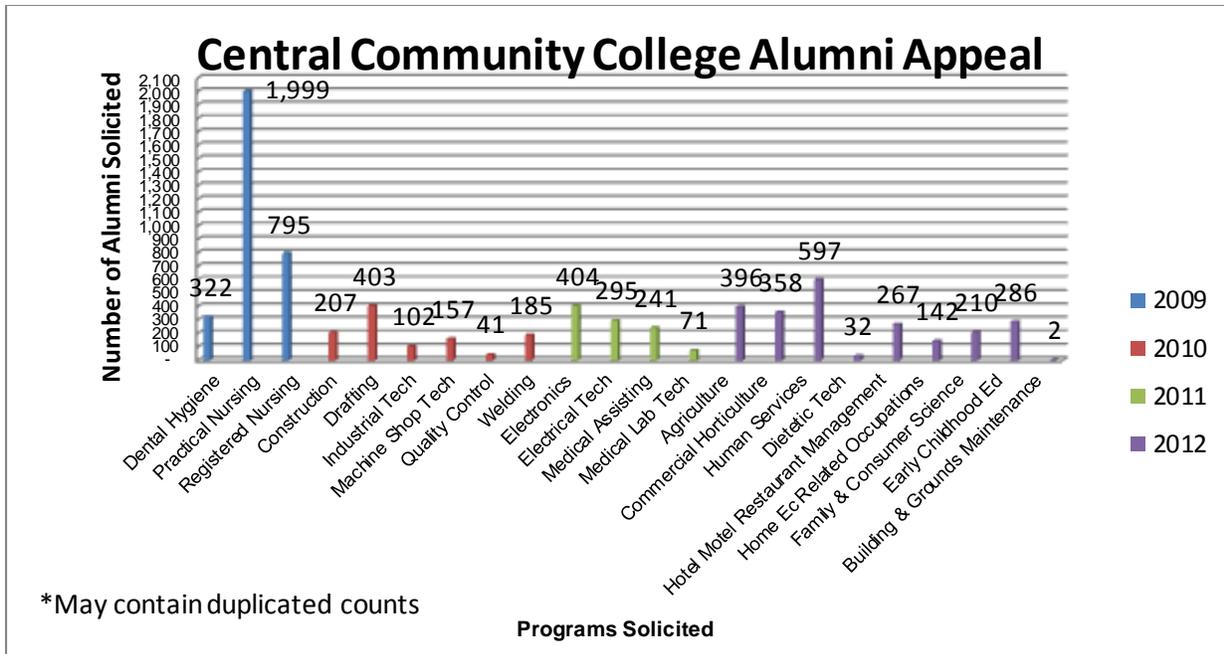


Figure 2R2-3

- Engagement by the Veterans Resource Center to provide veterans with a sense of ownership of their future.
- Military Friendly school designation to encourage recruitment of potential students.
- Veteran staff and students develop a sense of belonging.
- Partnerships with external stakeholders are increased and strengthened.

4. Solar panels installed by the Merrick Building on the Hastings Campus, which will have a live meter feed and software to monitor, along with existing and added wind turbines (both educational & functional)
5. Building design with environmentally-friendly elements (example: low energy lighting in all new construction and renovations)
6. HVAC electronic controls for efficiency;
7. Move from desktop to multi-function printing to reduce inefficiencies.
8. Move materials and processes online to eliminate paper copies, i.e., College catalog, Payroll, Purchasing and Human Resources documents completed electronically.
9. Support the use of Webex meetings to reduce required travel.

Improvement (I)

211. What recent improvements have you made in this category? How systematic and comprehensive are your processes and performance results for Accomplishing Other Distinctive Objectives?

In the past two years the college has taken on multiple improvement activities regarding other distinctive objectives. Below is a summary of these improvements.

Sustainability

Baselines in the Central Community College sustainability effort are being determined. Prior to the project, the following environmentally-friendly endeavors were implemented, but baseline data not collected.

1. Hiring Sustainability Coordinator.
2. Installation of geothermal system in the Adams Building on the Hastings Campus.
3. Recycling paper and plastic.

Veteran Student Success

Several improvement efforts have been taken to assure veteran student success. The first action was to make the Veteran Services Coordinator a full-time position at the college. Previously a part-time position had been funded by grant funds. Additionally, the College has committed to an additional full-time Veteran Service Representative in summer of 2013. The College has also allocated larger facilities for the department as demand for services continues to grow from veteran students. It has also been necessary to provide a higher degree of technology and technology support.

Alumni Services

In the spring of 2012, Central Community College Foundation and Central Community College staff completed a three-year project that merged the Foundation's alumni lists with CCC data entered by the Registration Office staff. In addition, Foundation staff worked with the CCC IT department to develop a web based alumni page. CCC will use a database and Colleague software to maintain accurate alumni addresses to maximize communication. While performance improvement is expected, it will take three to five years to document.

212. How do your culture and infrastructure help you to select specific processes to improve and to set targets for improved performance results in Accomplishing Other Distinctive Objectives?

Sustainability

Central Community College faculty, staff, administration and students have been involved in efforts to reduce our carbon footprint. All segments of our college are committed to increasing our efforts and commitment to sustainability efforts. Established and effective communication processes will involve internal and external populations. The College has invested in sustainability, but does not have data for improvement measures. The key will be communication, honesty, and vision.

Veteran Student Success

These targets are established from the expressed needs and goals of our students and communities, goals and objectives of the college, the Veterans Program, current trends of returning veteran characteristics, and the needs of employers in our communities. These items are identified through individual interviews of returning veterans, families, agencies that assist them and businesses that interact with them. Central Community College prides itself in the value and culture of all students, staff, employers, and communities that surround us. This is especially true of veterans. We are here to provide training and support and to help our students become successful in meeting their personal, professional and educational goals.

Alumni Services

The collaboration between Central Community College and the Foundation includes various committees and partnerships. That collective impact, as well as the use of technology, will allow CCC to develop efficiencies to

communicate donor opportunities and information regarding direct and/or planned giving to CCC alumni. CCC is dedicated to specific long-term student learning initiatives to achieve higher graduation rates.

With decreasing numbers of college students in our service area, CCC may consider a collaborative effort between faculty and staff advisors to assist non-graduates in completing their programs of study. Creative advising can alert students who transferred prior to graduating from CCC of the opportunity to transfer back credits from four-year schools. Non-completers could be contacted and notified of the hours needed to meet graduation requirements. The process would be accomplished by tracking past advisees and utilizing the existing database to connect with them. By "creating" alumni, completion percentages would be enhanced and possible donor opportunities increased. Advisory committee members could also encourage their employees and other contacts to return to CCC to complete the studies they began earlier. These methods would help the institution to reach its goals in Alumni and Communication areas, among others.