



## Chancellor's Memo

### Eastern Iowa Community College District

February 15, 2006

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#### Chancellor Runs B-rrry Scurry!

Above is a picture of me (still standing, still smiling) after I completed the B-rrry Scurry Race hosted by Clinton Community College on Saturday, February 4, at noon. While I never assembled the highly-trained, hard-bodied district team I'd hoped would run with me, I did see quite a few district staff on the course! In case you are interested, I came in 5<sup>th</sup> in my division (among 20 runners who had the magic chip attached to their ankles) with a pace of 10:34 minute miles. I brought along two old friends from the suburbs of Chicago to run with me, and we all had a fantastic time. See you next year?



#### Phi Theta Kappa Induction at CCC

You don't have to know me long to know how much I respect the national two-year college honorary society, Phi Theta Kappa, so I was delighted to not only attend the recent CCC Induction Ceremony as a guest but, to my surprise, to be inducted (along with President **Karen Vickers**) as an honorary member. Phi Theta Kappa not only honors community college students who excel academically but it also makes available leadership development opportunities and smoothes transfer and scholarship opportunities for members when they graduate. Here is a picture of the spring inductees -

with their fantastic advisor, **Cindy Hoogheem**, in the red sweater on the right: **Front left to right: Mallory Alm, Nicole Howard, Jessica Pease; Back Row: Jacob Thoms, Kandi Marshall, Shelley Parker, Marcia Larson, Andrea Bunce (completely hidden), and Holly Mace.**

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## Two SCC Staff Honored by Bettendorf Jaycees



When I was asked to be the keynote speaker for the Bettendorf Jaycee's Annual Awards Banquet, I did not know that I would be beaming proudly as the award winners were named. **Lisa Brown** was honored as Citizen of the Year and **Eric Carr** was honored as Educator of the year at this event. We can all be very proud of Lisa and Eric – and we thank them for making us look good.

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## EICCD Part of new Iowa-Illinois Consortium for International Education



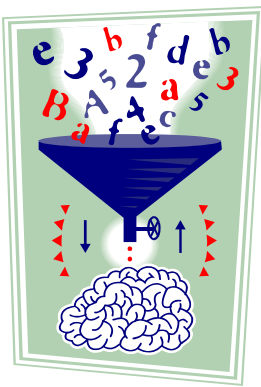
In this picture, you'll note SCC Cass Program Director **Sue Hess** speaking about the opening of international learning opportunities for our district's students now that the Illowa Consortium has been formed. I was proud to be a part of a panel of Presidents from the four partner institutions -- EICCD, Black Hawk College, Western Illinois University, and St. Ambrose University -- at a press conference on January 25, 2006 at 3:00 p.m. to formally sign the partnership agreement. The four institutions will cooperate to initiate, direct, and grant

college credit to students who study abroad in a variety of international sites over the year, the first to take place this summer in Mexico.

This consortium is a wonderful example of how working together opens opportunities that each institution would find it hard to offer students on its own. I want to thank Sue Hess and Karen Vickers, in particular, for all the work they did to effect our membership in this wonderful consortium.

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## Professional Development Initiative Moves Forward



As many of you know, strengthening district systems for beginning and ongoing professional development of us – the district’s faculty and staff – is one of my key goals over the next few years. On January 3rd, 2006, a group of interested district employees joined me at my house to begin the process of thinking through our learning needs and some general ways of addressing them, both in orientations for new employees and ongoing professional development throughout what we always hope is a fulfilling career.

Since then, we have compiled a grid of topics considered critical for both new and continuing employees and, based on our discussions at the retreat, sought out opportunities to benchmark the success in this area of other colleges.

Despite my personal and dogged commitment to this initiative, it soon became clear to me that I would not be able to lead the effort myself. I am delighted to announce, however, that **George Varchola** (and you have all met George since he is Director of Continuous Quality Improvement and conducts our CQI Training) will expand his current duties to take on the challenge of leading the creation and implementation of our district’s professional development systems. As Director of Human Resource Development (which will be a part of the Human Resource Department headed up by Lana Dettbarn), George will work with the new Staff Development Council, representatives from all the colleges and departments, and with you to build a system which helps each of us develop our skills and talents over the span of our career with the district.

George will not officially take on these duties until the beginning of June, but he has already stepped into a leadership role and would, I know, appreciate your input, advice, and help.

[Suggestions for George Varchola](#)

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## How Can You Boost Enrollment?



Since our student head count and credit enrollment has been down this year, we have been talking a great deal about how we can attract and serve more students over the years to come. One thing we know is that EICCD, and each of our colleges and programs, is reaching out to very busy students inhabiting a far more complex, fast-paced, competitive world these days. Students who live in our region have many options once they decide to pursue additional learning. How can we successfully compete in this new and crowded higher education market?

In my last memo, I've shared with you the report on enrollment development provided by our consultant, **Chuck McIntyre**. Chuck did a fantastic job of analyzing the demographics, market forces, competitive element, and met and unmet needs of our students and community to provide a context for us to select some key drivers to improve, sustain or hopefully increase our district's enrollment over the next few challenging years.

At a recent Cabinet meeting, we reviewed a list of strategies that Chuck recommended for EICCD to sustain or increase our enrollment with the goal of prioritizing them so that we can begin to act for results.

Before we start to pursue specific remedies or approaches, it's important to understand some of the more general factors that will help us meet our enrollment goals. Here is a "schema" I shared at a recent Cabinet meeting that identifies five factors that, when attended to, should maximize enrollment at the program, college or site, and district level.

## Actions that Could Increase Enrollment at Program, College, and District Levels

*Increase awareness of our offerings and convince students to enroll.*

*Remove barriers (unnecessary) to application and course sign-ups. (Retrain "prospects" who might turn away during the admissions/registration process in frustration; serve students who currently not participate in our current deliver modes, schedule, systems, etc.)*

*Provide every potential and current student with personal care and knock-your-socks-off service.*

*Retain and maximize continued enrollment of already enrolled students. (Screen and advise new and continuing students so that they will succeed once enrolled; provide a climate and experience for current students which is fulfilling, motivating, and successful.)*

*Provide new learning opportunities that will draw students who wouldn't normally attend by meeting their new learning needs.*

*Graduate students who have learned so much so well that we will have a reputation in the community for exceptional learning outcomes for all students.*

At Cabinet, the group reviewed the major recommendations of our consultant by sorting them into themes and then prioritizing them in terms of which would yield the most results, both short-term and long-term. Below, in an abbreviated form, is a list of the major strategies that emerged from that discussion with more detail culled from the consultant's report by Robin Blount.

## **Specific Critical Strategies Recommended by Enrollment Development Consultant**

**Expand Distance Learning:** develop a distance learning plan, use a DL coordinator to champion the development of online instruction, develop an advisory committee for DL, offer faculty training and possibly course development stipends; study levels of compensation for online instruction; offer hybrid OL where students come to campus occasionally; offer online courses EICCD doesn't offer; offer online option for oversubscribed courses;

**Target new markets with new programs, promote programs to market niches:** create new programs for specific niches; craft marketing methods by location; address "low-hanging fruit", address areas where market penetration has been low or decreasing; more transfer programs for younger students leading to careers as managers, business operators, teachers, health workers, IT, etc.; programs for 55+ such as vocational retraining, avocations, wellness, engagement, health issues, financial survival, etc.; training in first line supervision for 25-54 year olds; training for high demand occupations like logistics, truck driving, and protective services; offer expanded, coordinated programs for police personnel and health technicians; examine ways to improve performance in locations of high and low market penetration; more actively recruit students from under-represented groups.

**Expand and improve all web-based services:** Develop an online infrastructure and capability to meet the needs and demands of students of the 21<sup>st</sup> century; make website content more comprehensive (i.e. link to job opportunities from EICCD training) and make website consistent with marketing and enrollment development priorities and initiatives; online registration, use e-commerce

**Improve student life:** develop more intramural athletics; improve look and modernity of facilities; provide learning commons at all colleges; provide weekend events at colleges for students and community

**Focus on retention of dual enrolled high school students through AA's with EICCD:** study and develop a plan to convince high school dual enrollers to finish out their AA at the college where they are starting out.

**Expand current dual enrollment program:** systematically market this program to students and parents.

**Expand and refocus EICCD's Marketing function:** review and clarify current marketing approaches and systems; use the website as a primary marketing tool; e-market to students; market and promote our quality; development a marketing plan; market to the community in general with our concrete results; blend or distribute responsibilities between campuses and district, supported by team approaches to initiatives, rather than an either/or solution; differentiate EICCD as a product with a brand or image; develop a marketing plan to support an enrollment development plan; make marketing strategies consistent with other strategies and do more marketing to niches; add resources for marketing; review the existing EICCD brand, logo, and look; ensure that EICCD marketing is consistent with development of curriculum delivery, pricing, budgeting and facilities plans and policies; add staffing to marketing, enrollment management; review current logo an its use in conjunction with efforts to identify what, where, and when programs and services are available.

**What's next?** First, I would very much like to hear your suggestions about what we could do, in the categories above, or additionally, to keep our enrollments up in the years to come. Please use the link below to send your suggestions:

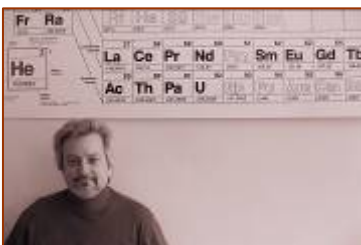
### Ideas for Enrollment Development

Then, with a Cabinet member taking responsibility to lead the teams that will move these ideas into reality, we will start to make the changes that should grow (or perhaps maintain, given the demographics of our district) our enrollment, keeping careful track of the numbers as we proceed.

Last, it's important for all of us to remember the key element in our success in serving the educational needs of current and prospective students: **amazing quality in all that we do and the desire to create and encourage access to that quality, and the doors that education opens, to all who live in our district!** All of the marketing and new programs in the world can't hold a candle to the belief in students, nurturing of dreams, help when needed, care in teaching, and open door that community colleges in general, and our district specifically, hold at the center of all we do.

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### Invitations to Visit Classes Solicited



After a wonderful deluge of invitations from faculty across the district to visit their classes (all accepted and enjoyed), there haven't been many lately. There is nothing that keeps me so close to our district's primary mission - educating students - than visits to

our classes. If you are willing to have me sit in one of your classes for an hour or so over the rest of the spring semester, please let me or Doris know!

*Pat*