



INSTITUTE OF TECHNOLOGY

2025-2030 Strategic Plan

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Strategic Plan

History of Plan

Since the inception of the school, the management and staff were consistently involved in the analysis of training programs, classroom activities, student progress, placement, technology and job market demands. The self-study process brought about the opportunity to create a revised strategic plan. CALC began the strategic planning process in August 2003, bringing together faculty, staff, and administrators. The series of meetings brought about the opportunity to re-visit our mission and Objectives of serving the community as a provider of career education.

The outcome of these meetings provide the institution a working formal plan with the necessary measurements and external board review for recording results towards achieving its mission.

The staff is committed to a process of measuring its effectiveness and striving for continuous improvement.

I. MISSION OF CALC, INSTITUTE OF TECHNOLOGY

In a Mission Statement an organization tells its public why it exists. The original mission was adopted from Career Blazers in 1996.

During our staff meeting on November 14, 2003, a new mission statement was born. It reads as follows:

CALC, Institute of Technology is an educational career institution. Our mission is to provide innovative training programs that develop skilled professionals, empowering them to achieve rewarding careers.

II. VISION OF CALC, INSTITUTE OF TECHNOLOGY

A Vision Statement indicates what an organization wants to become-a statement of aspirations, a statement of what it expects to look like in the future.

The self-study team concluded the original vision did not clearly define the future direction of the institution. The following is the vision statement was established on of November 14, 2003 and was reviewed during the 2013 self-study process:

In keeping with its mission and purpose, CALC, Institute of Technology, strives to be recognized in the community as a leader in providing professional career development.

III. VALUES OF CALC, INSTITUTE OF TECHNOLOGY

By adopting a Statement of Values, an organization signals to its publics those fundamental ideals and concepts on which it bases its plans and actions to achieve its vision.

During CALC's Annual Staff Meeting, the following values were reviewed that best represent our current mission:

Integrity

Professionalism

Commitment to excellence

Promotion of life-long learning

Pride in individualized training

Diverse

Experienced – competent - friendly staff

Annual evaluation of Mission and Vision:

1. Staff Member Review
2. Advisory Board Review

IV. OBJECTIVES OF CALC, INSTITUTE OF TECHNOLOGY

An organization carries out its mission and achieves its vision by setting and working toward achieving long-term Objectives. The primary focus of CALC's long-term objectives is student learning. Achieving the long-term Objectives will help students become lifelong learners and leaders in their professions and communities. The following objectives' are to be addressed over the next five years (2025-2030)

OBJECTIVE 1: To maintain Accreditation by the Commission of the Council on Occupational Education and meet all standards as well as maintain compliance with the US Department of Education and Illinois Board of Higher Education and Illinois Board of Nursing.

OBJECTIVE 2: To provide innovative training programs that develops an individual's skills for employment.

2A - Office Administration Program

Budget for updating MS office books: \$640.00

2B - Information Technology Programs

Application fees for program updates: \$1200.00

2C - Medical Office Specialist No updates to Budget

2D - Medical Assistant Programs

Anatomy models: \$2000.00

2E - Practical Nursing

Update lab. \$24,000.00

2F – Budget for new programs: \$3000.00 Application fees for new IT boot camp programs

Note: No additional budget required for distance education as same resources are utilized in existing programs

OBJECTIVE 3: **Competent Staff & Faculty**

Budget for professional Growth and Training: \$1,700.00

OBJECTIVE 4: **Provide updated Learning and Physical Resources**

Budget for Media Services replacement of chairs: No Need

Budget for CPR training mannequins : \$2500.00

Overall total textbooks cost is budgeted for: \$42,000.00

OBJECTIVE 5: **Provide excellent Student Services**

Budget for improving WIFI at both locations: \$350.00

Implementation of new SIS: \$10,000.00 annually

OBJECTIVE 6: **Develop, maintain, and protect the school's assets in a financially, and responsible manner.**

Budget to continue Offsite Backup and Office 365: \$955.00

OBJECTIVE 7: **To be recognized in the community as a leader in providing professional career development. Budget for advertising \$30,000**

Budget to host community events; maintain local Chamber of Commerce memberships and support other community based non-profit organization: \$1500.00

V. OBJECTIVE 1: TO MAINTAIN ACCREDITATION BY THE COMMISSION OF THE COUNCIL ON OCCUPATIONAL EDUCATION AND MEET ALL STANDARDS AS WELL AS MAINTAIN COMPLIANCE WITH THE US DEPARTMENT OF EDUCATION

Since the inception of CALC the staff had a vision of one day of becoming a nationally accredited school. The heavy allowance of local government funded programs over the years expose the institution of being very vulnerable to local and state government funding reductions. The institution realizes by achieving national accreditation it would create additional resources to better serve the students, as well as provide a diverse revenue stream fulfill its mission.

COE Candidate for Accreditation approved, September 11, 2003

COE Accreditation, September 22, 2004.

COE Re-location extension approved, June 2006

COE Change of Scope, approved for Medical Assistant program, September 2006

COE Re-Affirmation approval for 6 years, due April 2014

COE Approval of Admin Specialist Program Oct 2008

COE Practical Nursing Program approval, February 2012

COE Basic Nursing Assistant Program Approval, March 2012

COE Initial approval of the re-location main campus. July, 2012. Final approval Feb 18, 2013

COE Sent letter of intent to establish a St. Louis Branch location, October 2013

COE Re-Affirmation approval for 6 years, due April 2021, Sept 15, 2014

COE St. Louis Branch approval Sept 19, 2016

COE Closed STL Branch June 23, 2018

COE Initial Approval COE extension June 2019

COE Reaffirmation for 6 years effective Sept 2020

COE Change of Ownership Approval March 2022

ED Executed PPA with US Department of Education, December 15, 2004

ED Completed Department of Education Compliance audit June 2008

ED PPA renewal (2010-2013) with US Department of Education,

expires on December 31, 2013. Submitted re-certification application, September 20, 2013

ED PPA renewal (2013-2019) with US Department of Education, expires on December 31, 2019.

Re-certification application submitted first draft July 29, 2019. Final approval Sept, 2019, renewed for 5 years expires June 30, 2025.

ED Change in Ownership Application April 2021

IL Board of Nursing Approval of Practical Nursing program, December 12, 2011

Feasibility study approved Sept. 2011, curriculum approved Nov 2011 and site visit Nov 29th, 2011.

IL Department, of Public Health Basic Nursing Assistant Program Approval, March 2012, note discontinued program March 2018

IL Board of Higher Education approval of COL extension campus, May 2019

IL Board of Higher Education annual certificate to operate approved through Oct. 30, 2019, renewal application for 2021 submitted May 2019. IBHE is short on Staff certificate forthcoming

IL Board of Higher Education/COE Change in Ownership Approval, Feb 4, 2022

- A. Analysis and Data for measuring achievement
 - 1. Submit COE Annual Report
 - 2. Update IPEDS through the US Department of Education which includes enrollment data, human resource data, financial data and completion data
 - 3. Stay abreast in new updates for Financial and Title IV Compliance
- B. Strategies for Achieving Objective
 - 1. To analyze the completion and placement statistics for programs and upload to COE – Annually according to COE benchmarks. By assigning duties to a staff member on each campus.
 - 2. Placement at 70% programmatically, licensure pass rate at 75%, placement rates at 75%. graduate of 60%
 - 3. Identification responsibility for coordination of follow-up activities. Review methods for collection of data on completion, placement, and licensure exam pass rates.
 - 4. Information collected from completers and employers of completers that is focused on program effectiveness; and methods for surveying completers and employers of completers to assess the level of satisfaction.
 - 5. To analyze the institution by conducting an ongoing self study process and where applicable revise processes to comply with standards of accreditation.
 - 6. To complete financial and compliance audit annually. Submit by June 30th.
 - 7. Maintain approval through US Department of Education PPA agreement. Next renewal is set for March 31, 2025
 - a. Continue mandated training by the US Department of Education including financial aid training and professional growth Annually

VI.

- A. Evaluation of Progress
 - 1. Staff Review - **Annually**
 - 2. Institutional and Advisory Board Review- **Annually Dec, 2025**
 - 3. Continuing accreditation COE – **annual report submitted March 2025 & Dec 2025**
 - 4. Financial and compliance audit completed, **May 2025 and annually thereafter**
 - 5. Submit annual COE financial report, **June 2025 annually**

OBJECTIVE 2: TO PROVIDE INNOVATIVE TRAINING PROGRAMS THAT DEVELOPS AN INDIVIDUAL'S SKILLS FOR EMPLOYMENT

Develop, deliver, and continually improve high quality academic programs that develop skilled professionals, empowering them to achieve rewarding careers.

- B. Analysis and Data for measuring achievement
 - 1. Annual academic, completion and placement report
 - 2. Annual review of US Bureau of Labor, Illinois and Missouri Department of Employment statistics and employment projections
- C. Strategies for Achieving Objective
 - 1. Provide courses of instruction that map toward students achieving IT and medical industry certifications, and licensure for LPN **(2025-2026)**

2. Analyze completion and placement statistics **Annually: Staff & Advisory**
3. Complete IT and Administrative program employer verifications, **Annually**
4. Complete Medical and Office employer verifications, **Annually**
5. Complete Basic and Practical nursing employer verification, **Annually**
6. Annual course prep not addressed as of current date

D. Evaluation of Progress

1. Staff Member Review – Annually Staff meeting **December 2025**
2. Institutional/ Occupational Advisory Board Review **Annually 2025**
3. Review of Student Exit Evaluation forms – **Annually – Staff meeting Dec Annually**
4. Employer verification forms (per program) **Annually**

VII. OBJECTIVE 2A: OFFICE PROGRAM

Develop, deliver, and continually improve high quality academic programs that develop skilled professionals, empowering them to achieve rewarding careers.

A. Analysis and Data for measuring achievement

1. Annual academic, completion and placement report
2. Annual review of US Bureau of Labor, Illinois and Missouri Department of Employment statistics and employment projections
Maintain compliance with COE compliance

B. Strategies for Achieving Objective

1. Provide practical learning experiences on recognized office application software. Map training towards what is being required of the job market and industry certification for Office 365 **(2024-2025)**
2. Research updating to Office 365 (cloud) **2025**
3. Administrative Specialist program enrollments are up to be feasible to continue at the Alton campus

Research adding program to distance education delivery mode.

Annual course prep review: **Dec. 2025**

C. Evaluation of Progress

1. Staff Member Review – **Annually December 2025**
2. Advisory Board Review **annually 2025**
3. Student Exit Evaluation forms- **continuous, shared during annual Staff meeting Dec 2025**
4. Employer verification forms (per program) **Annual – Completed by Dec. 2025**

VIII. OBJECTIVE 2B: IT PROGRAM

Develop, deliver, and continually improve high quality academic programs that develop skilled professionals, empowering them to achieve rewarding careers.

- A. Analysis and Data for measuring achievement
 - 1. Annual academic, completion and placement report
 - 2. Annual review of US Bureau of Labor and Illinois Department of Employment statistics and employment projections
- B. Strategies for Achieving Objective
 - 1. Map the learning objectives toward industry standards being demanded from the current job market (**2024-2025**)
 - a. Will continue Microsoft Registered Level Program
 - b. Research removing Microsoft track and replace with CISCO – **June 2025**
 - c. Review deleting Cloud + course and replace with ITIL - **June 2024**
 - 2. Review Network Engineer, Software Developer & Cyber Security Hybrid and Distance Education methods
 - a. To expand on the practical and lab experiences, research simulation / virtual labs
- C. Evaluation of Progress
 - 1. Staff Member Review – **Annually December 2025**
 - 2. Advisory Board Review – **Annually 2025**
 - 3. Student Exit Evaluation forms- **continuous by Director, annually Staff meeting**
 - 4. Employer verification forms (per program) **Annually**

IX. OBJECTIVE 2C: ALLIED HEALTH PROGRAMS

Develop, deliver, and continually improve high quality academic programs that develop skilled professionals, empowering them to achieve rewarding careers.

- A. Analysis and Data for measuring achievement
 - 1. Annual academic, completion and placement report
 - 2. Annual review of US Bureau of Labor and Illinois Department of Employment statistics and employment projections
- B. Strategies for Achieving Objective
 - 1. Expand the use of classroom presentation and videos **2025**
 - 2. Update coding course materials reviewing online resources for **utilizing Elsevier Publishing 2025-2026**
 - 3. Annual course prep review Dec. **2025**
- C. Evaluation of Progress
 - 1. Staff Member Review - **Annually December 2025**
 - 2. Advisory Board Review - – **Annually 2025**
 - 3. Student Exit Evaluation forms - **continuous by Director, annually Staff meeting**
 - 4. Employer verification forms (per program) **Annually – Completed 2025**

X. OBJECTIVE 2C: NURSING PROGRAM

Develop, deliver, and continually improve high quality academic programs that develop skilled professionals, empowering them to achieve rewarding careers.

A. Analysis and Data for measuring achievement

1. Annual academic, completion, licensure and placement report
2. Annual review of US Bureau of Labor and Illinois Department of Employment statistics and employment projections

B. Strategies for Achieving Objective

1. Expand the use of guest speakers **2025-2026** Increase enrollment based on licensure outcomes.
2. Increase utilization of lab simulations and expand lab
3. Move from ATI to Evolve 360 which includes Shadow Health and Sherpath
4. Replicate the program at extension campus in St. Clair County 2025

C. Evaluation of Progress

1. Staff Member Review - **Annually December, 2025** Advisory Board Review - – **Bi Annually 2025-2026**
2. Student Exit Evaluation forms - **continuous by Director, annually Staff meeting**
3. Employer verification forms (per program) **Annual thereafter 2025**

OBJECTIVE 2D: DEVELOPMENT OF NEW PROGRAMS

Develop, deliver, and continually improve high quality academic programs that develop skilled professionals, empowering them to achieve rewarding careers.

Have two new programs submitted to the Illinois Board of Higher Education that have been awaiting approval.

- A. Cyber Security – to be developed as an accelerated program This accelerated training program is intended for an entry-level IT worker or an individual who seeks to advance his/her IT career through industry certifications. Certification validates ability and competency. Program content provides IT professionals with the knowledge and skill sets necessary to work on server computer systems at the enterprise level
- B. Software Developer - Designed for an entry-level IT worker. Individuals learn and acquire computer programming skills. Learn to code using Python, Java and .NET languages. Students acquire the ability to create, develop and package web and windows applications that include topics such as object-oriented programming patterns, development of graphical user interfaces, data management, threading and unit testing

Research the delivery mode to distance education for
Administrative Specialist and Network Engineer program's

Strategies for Achieving Goal

Evaluation of Progress

Staff Member Review – annually **December 2025**

Advisory Board Review - annually **2025**

XI. OBJECTIVE 3: COMPETENT STAFF & FACULTY

Our current staff consists of 12 employees. The organizational chart is broken down accordingly: 2 full-time and 4 part-time instructor's; 3 full-time and 3 part-time administrative staff members.

A. Analysis and Data for measuring achievement

- 1. Annual review of completion, placement statistics and licensure data with staff and Advisory Boards
- 2. Student program feedback forms completed annually

B. Strategies for Achieving Objective

- 1. Professional growth and contacts in the industry documentation for all programs by faculty **Annually**
Continue training by US Department of Education **2025-2026**
- 2. Evaluation of Progress
Staff Member Review – annual meeting **December 2025**

XII. OBJECTIVE 4: PROVIDE UPDATED LEARNING AND PHYSICAL RESOURCES

Main Campus (Alton, Illinois)

The Alton campus has been located at its current location since September 2012. The institution executed a 2 year lease extension for 3200 sq feet. and increased for the new Practical Nursing classroom in September 2024. Will consider expansion for more space to accommodate additional break areas and/or lab space. All improvements or maintenance is managed by the landlord.

The main concern for the main campus is the layout of space for tenants. Current landlord has allowed several small businesses to set up shop within the building. The layout presents possible security issues where customers can entry from several locations. After presenting the matter to the landlord, they installed more security cameras to help keep track of personnel entering and leaving the building. Management will continue to oversee the business traffic.

Looking forward, the population numbers for Alton, IL has decreased compared to the population for the Extension in Fairview Heights, IL has increased. Management is interested in increasing the footprint for Fairview Heights to help serve a larger student population.

Extension Campus (Fairview Heights, Illinois)

Fairview Height's campus located at 4632 North Illinois, Fairview on July 26, 2019. 2 year lease. This year the institution's Extension in Fairview Heights, IL has incurred several maintenance issues that have not been completely addressed by the landlord. These issues pose a health hazard to the staff and students. Management is interested in increasing the footprint for Fairview Heights to help serve a larger student population. The campus has recently relocated the extension campus to space in O'Fallon, IL
Current learning resources for both campuses are provided through Labyrinth, Cengage Publishing, Pearson, McGraw Hill, Sybex and Elsevier. PSS and Pocket Nurse are vendors for lab supplies for medical courses.

Extension Campus (St. Louis, Missouri)

Management is interested in replicating the programs offered into the St. Louis Market. The institution previously had a campus on Kratky Road and management would like to pursue operating an extension at that location in the near future.

- A. Analysis and Data for measuring achievement
 - b. Strategies for Achieving Objective
 - c. Purchase additional learning resources, software and computers for all campuses.
 - d. Review facility management: janitorial services, safety, and lab layout. 2025-2030 and secure leases with O'Fallon and St. Louis locations.

B. Evaluation of Progress

1. Staff Member Review Annually

XIII. OBJECTIVE 5: PROVIDE EXCELLENT STUDENT SERVICES PROGRAM

Student services include several aspects of the institution's activities including, but not limited to: counseling, orientation, records, grievances, academic advisement, financial assistance and health and safety. The institution realizes that additional services need to be in place to support the students' academic performance in order to fulfill the mission of the organization.

A. Analysis and Data for measuring achievement

- 1. Student Evaluations**
- 2. Academic evaluations**
- 3. Placement and follow up surveys Reviewed during Annual; Staff Meeting**

B. Strategies for Achieving Objective

- 1. Review course catalog to organize programs and student policies Dec 2025**
- 2. Implement new SIS system – March 2026**
- 3. Review plans and procedures evaluations from advisory board, staff, and students. Annually**
- 4. Increase guest speakers for the classrooms 2026**

C. Evaluation of Progress

- 1. Staff Member Review - December and annually thereafter**
- 2. Director Review of Student Evaluations continuous**
- 3. Review Program outcome sheets – annually with Adv Board and Staff**

XIV. OBJECTIVE 6: DEVELOP, MAINTAIN, AND PROTECT THE SCHOOL'S ASSETS IN A FINANCIALLY RESPONSIBLE MANNER

The managerial philosophy of the owner is to develop the school by exercising conservative business practices without jeopardizing the quality of services. The financial goal of the institution is to achieve profitability, retire long-term notes and to establish a cash reserve account to process potential refunds and provide financial support through uncertain enrollment times.

A. Analysis and Data for measuring achievement

- 1. Budget analysis**
- 2. Outside audit**
- 3. Monitoring of 90/10 compliance DOE looking at 85/15**

B. Strategies for Achieving Goal

- 1. Annual budget to include new program development No programs under consideration.**

Research the non TIV sources to address the institution's 90/10 trend Dec 2025.

Corporate Training

C. Evaluation of Progress

- 1. Review financial status - Continuous by Director**
- 2. COE Annual report December 2025, annually**
- 3. Annual financial audit - June 2025, annually**
- 4. COE financial report – June 2025, annually**

XV. OBJECTIVE 7: TO BE RECOGNIZED IN THE COMMUNITY AS A LEADER IN PROVIDING PROFESSIONAL CAREER DEVELOPMENT

The vision of the institution is to achieve recognition in the community as well as in the educational community as a provider of professional career development. It is realized by striving for this community recognition the institution could achieve its long-term Objectives and enjoy a reciprocal effect that is created by the graduates becoming successful. Our graduates' success creates our success.

A. Analysis and Data for measuring achievement

1. Lead generation tracking
2. Admissions interviews
3. Completer and employer surveys

B. Strategies for Achieving Objective

1. Participant in direct marketing program for attending community events: job fairs, theme workshops and direct contact with clinical sites **2025-2026**
2. Continuation of advertising through newspaper, internet, and social media, re-design web for mobile devices **2025-2026**
3. Continue support of non-profit organizations. American Red Cross, Oasis Center, Thrive Now, and American Heart and Cancer Associations, Belleville Shelter

C. Evaluation of Progress

1. Admissions review - **Continuous**
2. Staff Review **Annually**

This written strategic plan is to be reviewed by the faculty, administration and institutional advisory committee and revised at least annually.

Reviewed by	Date Reviewed	Status
Staff	12/20/19	Approved
Board of Directors	12/20/19	Approved
Advisory/Occ Board	8/27 & 28, and 12/04/19	Approved

Reviewed by	Date Reviewed	Status
Staff	12/18/20	Approved
Board of Directors	12/18/20	Approved
Advisory/Occ Board	8/21 & 24, and 11/27/20	Approved

Reviewed by	Date Reviewed	Status
Staff	12/17/21	Approved
Board of Directors	12/17/21	Approved
Advisory/Occ Board	8/24, and 12/7/21	Approved

Reviewed by	Date Reviewed	Status
Staff	12/16/22	Approved
Board of Directors	12/16/22	Approved
Advisory/Occ Board	8/24, and 12/7/22	Approved

Reviewed by	Date Reviewed	Status
Staff	12/15/23	Approved
Board of Directors	12/15/23	Approved
Advisory/Occ Board	8/24, and 12/6/23	Approved

Reviewed by	Date Reviewed	Status
Staff	12/20/24	Approved
Board of Directors	12/20/24	Approved
Advisory/Occ Board	8/24, and 11/26/24	Approved

Reviewed by	Date Reviewed	Status
Staff	12/20/25	Approved
Board of Directors	12/20/25	Approved
Advisory/Occ Board	8/24/25	Approved