

2011-2013 FOCUS
for Eastern Iowa Community Colleges' Strategic Planning Efforts
Endorsed by the Board of Trustees, October 24, 2011

Eastern Iowa Community Colleges' 2011-15 Strategic Plan identifies six overall goals, followed by initiatives to be undertaken at both the district and college level. All are important goals and initiatives to be accomplished over the five-year period of the plan:

- Goal 1: Significantly increase student academic achievement in all EICC programs
- Goal 2: Develop new programs and services in response to community and regional needs
- Goal 3: Maintain institutional financial sustainability
- Goal 4: Develop and implement green practices
- Goal 5: Expand business and educational partnerships throughout the region
- Goal 6: Expand and systematize our international efforts to increase participation for faculty, staff and students

The challenge is to support ongoing efforts to achieve the goals of the strategic plan while focusing institutional efforts on implementing a smaller number of initiatives in a more concentrated period of time. Based upon an assessment of the most pressing challenges and opportunities facing the Eastern Iowa Community Colleges, the following initiatives will serve as an action agenda to be undertaken over the next two years. All are responsive to the goals of EICC's strategic plan; together these can be summarized under areas of focus: 1) completion, 2) efficiency and 3) economic development.

Improving Completion (Goals 1, 2, 5, 6)

Completion

1. Develop and implement a comprehensive strategy for increasing the number of certificates and degrees awarded, as well as the rate at which students complete degrees and certificates
2. Organize current completion initiatives under the umbrella of Achieving the Dream (ATD), and prepare EICC to apply for ATD membership
3. Assess EICC's practices with respect to proven successful practices for improving student completion and develop a plan to implement best practices
4. Focus on improving student success and completion in developmental math, and align with current or revised college-level math requirements
5. Conduct an inventory of second-year courses, programs and activities, and implement a plan to enhance these to encourage students to persist in completing associate degrees, i.e. honors programs, service learning opportunities, study abroad opportunities, enhanced curriculum options, etc.
6. Work with transfer institutions, employers, state policymakers and external funders to develop incentives for students to support certificate and degree completion

Programs

1. Conduct a comprehensive assessment of current programs, with a focus on successful outcomes
2. Identify new program opportunities to grow enrollment, meet business and community needs, and support the economic development of the region
3. Identify opportunities to offer programs on different schedules, in accelerated modes, and alternative delivery models to reach out to new student populations
4. Assess the strengths and opportunities for improvement of EICC's online program, and develop and implement a plan for online expansion
5. Ensure standardization and adherence to NACEP quality standards in concurrent enrollment courses, and develop a plan for expansion of programming with K-12 schools

Instructional Support

1. Organize and expand institutional research and data analysis capabilities to support instructional initiatives and priorities
2. Organize and enhance professional development opportunities to support instructional initiatives and priorities, including expansion of professional development for adjunct faculty

Increasing Efficiency and Revenue Generation (Goals 3 and 4)

Efficiency

1. Conduct a comprehensive assessment of opportunities to apply emerging technologies to improve teaching and learning, institutional management and advancement, including an assessment of Datatel capabilities to improve college processes and apply technologies to increase efficiency
2. Examine all contracts to ensure EICC receives maximum value for its assets and for its contracted goods and services
3. Conduct an analysis of faculty and staff staffing levels, and develop a staffing plan that prioritizes hiring in areas of highest need
4. Increase efficiency and generate revenue by multiple strategies, including green practices, outsourcing selected auxiliary services, identifying and implementing best and common practices, and other strategies
5. Develop systems to improve customer service, provision of accurate information to students, and communication districtwide

Enrollment

1. Identify student populations on which to target outreach efforts—for instance, military veterans, working adults, international students, underrepresented groups, out-of-state online students and other markets
2. Develop incentives to increase enrollment of targeted groups

Advancement

1. Conduct a comprehensive assessment of grant and foundation opportunities to provide resources to support institutional operations and advancement
2. Develop a collective legislative and governmental strategy to support state policies, regulations, and appropriations that advance Iowa community colleges
3. Launch a multi-year process to establish the basis for a successful capital and major gifts campaign

Supporting Economic Development (Goals 2 and 5)

Economic Development

1. Ensure that college programs are current, state-of-the-market, and prepare a workforce that supports the economic development of the region by attracting business investment
2. Reach out aggressively to provide training and retraining to business and industry, and to support small business development
3. Participate actively in business and community development initiatives and develop partnerships to provide needed services and to improve the quality of life in our communities
4. Support the emerging regionalization efforts of our Eastern Iowa communities