

**IOWA VALLEY COMMUNITY COLLEGE DISTRICT
STRATEGIC AGENDA
2010 – 2013**

MISSION: Iowa Valley Community College District is committed to providing quality learning experiences, ensuring student success, responding to diverse community needs, and building community partnerships.

VISION: We will serve our communities as the essential catalyst for educational and economic vitality.

CORE VALUES:

Educational Excellence – We serve our students by offering distinctive educational programs and support services in a stimulating environment. We accommodate different learning styles, we value the diversity in our midst, and we are committed to helping students achieve their goals.

Leadership & Communication –We challenge everyone to take responsibility for demonstrating frequent and effective communication. Our strength and integrity depend on our willingness to be accountable to each other and our stakeholders.

Partnerships – We construct effective alliances that create educational opportunities, strengthen our partners, and spark economic development.

Recognition & Success – We recognize the outstanding achievements of our students, employees, and friends. As the IVCCD family, we also appreciate and respect the day-to-day contributions of all our fellow employees.

Growth – We commit to innovation and planning that makes wise use of our resources and attracts outside funding.

Quality – We commit to continuous quality improvement in all that we do.

GOAL I - Help students successfully obtain their diverse educational goals
Objective I.A.: To establish processes within teaching and learning that remove barriers to student achievement and increase student educational outcomes.
Strategy: (AQIP Category 1) I.A.1: Update processes of registration, advising, placement and communication of expectations in order to improve students’ success, retention, and academic preparation. I.A.2: Redefine and clarify our college’s common learning objectives to reflect the desired student outcomes. These learning objectives will be rewritten to be measurable, meaningful, and manageable across the programs and departments of the college. The learning objectives will be aligned with co-curricular outcomes.

<p>I.A.3: Develop a stronger process to document effective teaching, leading to results that are measurable with achievable targets. This process should include increased faculty orientation, professional development, and communication of our college teaching data.</p> <p>I.A.4: Develop strategies to improve student financial literacy (reduce departures due to financial barriers and decrease student loan default rates).</p> <p>I.A.5: Develop process for mandatory orientation/freshman experience class.</p> <p>I.A.6: Improve advising processes and investigate the need for an advising center.</p>	
<p>Primary Owner: Chief Academic Officer, District Dean of Enrollment Services</p>	<p>Secondary Owners: Faculty, Continuing Education departments, Common Learning Objective Committee, Placement offices, Retention committee, ACE, Success Center</p>
<p>Key Performance Indicators: 1: Improved student outcomes 2: Common Learning objective results 3: Common Teaching objective results 4: Default rates</p>	<p>Indicator Sources: 1: Transfer rates and transfer GPA; Career placement rates; Retention rates; exit exams and college intention surveys. 2: Aggregate by district and department common learning objective results. 3: Aggregate by district and department common teaching objective results. 4: Numbers enrolled in College Experience Courses</p>
<p>Objective I.B : To manage the quality and growth of distance learning</p>	
<p>Strategy: (AQIP Category 1)</p> <p>I.B.1: Ensure adequate management, financial resources, staffing, and technology.</p> <p>I.B.2: Plan and implement credit and non-credit course and program expansions and the subsequent student enrollment growth.</p> <p>I.B.3: Improve services for distance learning students leading to higher engagement and retention of distance learners.</p> <p>I.B.4: Establish and maintain processes to ensure high quality courses.</p> <p>I.B.5: Provide faculty orientation and training in the pedagogy and technology of distance learning.</p>	
<p>Primary Owners: Vice Chancellor of Continuing Education & Training, Chief Academic Officer, District Dean of Enrollment Services</p>	<p>Secondary Owners: Anyone involved in Distance Learning courses, programs, and students.</p>
<p>Key Performance Indicators: 1: Improved student outcomes 2: Online course certifications 3: Increased use of services</p>	<p>Indicator Sources: 1: Retention rates 2: Quality Matters 3: Tutoring logons</p>
<p>GOAL II: Accomplish other distinctive objectives associated with our institution</p>	
<p>Objective II.A: To drive our region's economic development and vitality.</p>	
<p>Strategy: (AQIP Category 2)</p> <p>II.A.1: Aggressively pursue partnerships that enhance regional economic development.</p> <p>II.A.2: Maximize utilization of new and existing facilities designed for community enrichment.</p>	

II.A.3: Improve and expand IVCCD's services to diverse populations.	
Primary Owners: Chancellor, Vice Chancellor of Continuing Education & Training, Provosts	Secondary Owners: Institutional Researcher, Institutional Effectiveness Committee, Workforce Development, Center Directors, District Director of Grants Development and Director of Governmental Affairs
Key Performance Indicators: 1: Identify external stakeholder expectations by proactively seeking their input through regular communication and meetings. 2: Increase business and industry work force training in non-credit and credit programming. 3: Increase grant support for programming and services. 4: Expand foundation of support from private sector.	Indicator Sources: 1: IR and IVCE data collection through stakeholder satisfaction surveys 2: New organizational chart that reflects changes in staff to better accommodate external stakeholders' needs 3: Data collected from IVCE conference coordinator and center directors to illustrate increased numbers of participation in offered activities. 4: Expansion of downtown training center 5: Number of grants awarded to IVCCD
GOAL III: Understanding students' and other stakeholders' needs.	
Objective III.A: To develop a district-wide process to identify and address stakeholders' needs	
Strategy: (AQIP Category 3)	
III.A.1: Collect and analyze data from students, alumni, community, K-12, business, and industry and share results.	
III.A.2: Develop a comprehensive process to gather, address, and report on complaints.	
III.A.3: Integrate credit and non-credit programs and resources to ensure seamless transition.	
Primary Owner: Chancellor	Secondary Owners: Administrative Leadership Team
Key Performance Indicators: 1: Needs data trend reports/presentations 2: Addressed needs (as indicated by trend data). 3: 360° satisfaction evaluation 4: Percent of complaints documented by process 5: Percent of documented complaints resolved (both institution and complainant consider matter resolved)	Indicator Sources: 1: Consistently administered student surveys 2: Consistent placement data collection 3: Consistent structured interviews with business and industry 4: Community feedback
GOAL IV: Provide a work environment that promotes employee growth and success.	
Objective IV.A: Improve communication and professional development opportunities, foster collaboration, and build a sense of camaraderie among IVCCD employees district-wide.	
Strategy: (AQIP Category 4, 5 & 6)	

<p>IV.A.1: Enhance current communication systems to ensure consistent, accurate and timely communication district-wide (Category 5 & 6)</p> <p>IV.A.2: Expand new employee orientation and the employee training process (Category 4 & 6)</p> <p>IV.A.3: Revise the evaluation process to include ongoing feedback, professional development and district strategic agenda initiatives (Category 4)</p> <p>IV.A.4: Provide mentoring and professional development opportunities for all employees (Category 5)</p> <p>IV.A.5: Provide employees and selected stakeholders with regular opportunities to suggest ideas for collaboration between units and departments (Category 6)</p>	
<p>Primary Owner: Vice Chancellor of Administrative Services</p>	<p>Secondary Owners: Administrative Leadership Team, Valuing People and Communication Committees</p>
<p>Key Performance Indicators:</p> <ol style="list-style-type: none"> 1: Communication plan implemented, use of improved systems and employee satisfaction 2: Timelines established, trainings held, attendance documentation. 3: Evaluation document updated, completion rate 4: NCCBP indicator for employee training 5: Leadership development plan 	<p>Indicator Sources:</p> <ol style="list-style-type: none"> 1: AQIP Examiner Survey 2: HR data collection
<p>GOAL V: Develop and implement a unified, systemic, and systematic process to continuous quality improvement for all unit, departmental, and individual operations.</p>	
<p>Objective V.A: Integrate district, unit, department, and individual goals with quality improvement processes and the IVCCD Strategic Agenda.</p>	
<p>Strategy: (AQIP Category 7 and 8)</p> <p>V.A.1: Identify appropriate organizational needs, e.g. trainers, facilitators, champions.</p> <p>V.A.2: Determine tools, training, and resource needs, including decision making process.</p> <p>V.A.3: Establish goals and measures of continuous quality improvement for units, departments, and individuals.</p> <p>V.A.4: Establish common terminology and accountability performance measures.</p> <p>V.A.5: Explore technology that allows for improved efficiency.</p>	
<p>Primary Owner: Administrative Leadership Team</p>	<p>Secondary Owner: Institutional Effectiveness Committee</p>
<p>Key Performance Indicators:</p> <ol style="list-style-type: none"> 1: Tracking of employee participation. 2: Competency assessment with respect to CQI tools & processes. 3: Unit, departmental, and individual goals documented. 4: Progress on Strategic Agenda. 	<p>Indicator Source(s): To be determined.</p>

GOAL VI: Maintain fiscal sustainability through increased accountability and transparency.

Objective VI.A: To optimize revenues and manage expenditures effectively.

Strategy: (AQIP Category 6)

- VI.A.1: Develop and implement a credit and noncredit enrollment management plan that engages all faculty and staff in a culture of retention, recruitment and customer satisfaction.
- VI.A.2: Establish criteria for evaluating current programs and services and initiating new programs and services.
- VI.A.3: Utilize external resources effectively.
- VI.A.4: Decrease percent of plant fund tax levy used to pay for district utilities.
- VI.A.5: Improve our tuition and fee ranking among Iowa community colleges.
- VI.A.6: Analyze contracted services for potential cost savings.
- VI.A.7: Improve budgeting process and access to budget information.
- VI.A.8: Create a district-wide facilities plan and process for revision.

Primary Owner:
Administrative Leadership Team

Secondary Owners:
All Employees

- Key Performance Indicators:**
- 1: 14-Day Headcount and Credit hour reports Including new, returning and high school students.
 - 2: Plant fund tax levy usage for utilities shifted to Fund 1 at least 10% per year over a five-year period.
 - 3: Reduce tuition and fee margin among community colleges each year until ranking changes.
 - 4: Report to the IVCCD Board regarding status of contracted services.
 - 5: Access to budget information available at an earlier date each year.
 - 6: Completion of a district-wide facilities plan.

Indicator Source(s):
1: 14-Day Count Report