

NIACC Board of Directors

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NIACC –
Renewing Its Promise
Strategic Goals
2007-2011



Quality

Teaching, Learning and Service Excellence

- Provide support opportunities for enhancement of teaching, learning and service excellence to sustain and improve student learning and service. Increase professional development opportunities aimed at growth in the following areas:
 - Accommodating student learning styles and “millennial student” attitudes and values
 - Maintaining and enhancing content area knowledge
 - Improving technology skills, classroom management and assessment techniques for CQI
 - Improvement of student satisfaction metrics for new, existing, and potential (credit and non-credit) students
 - Improving student learning across various ability levels
 - Increased efficiencies in college operations (Lean Office)
 - Effectively utilize and support initiatives identified in “Quality Faculty Plans”
- Utilize a variety of sources including student surveys, program review process, peer assessment and self-review

Performance Improvement and Accountability

- Continuously 1) assess and respond to changing student and community needs, 2) evaluate and improve the effectiveness of our programs and services, and 3) update planning goals and strategies
- Assess, revise and utilize “institutional effectiveness” measures for continuous quality improvement and mission fulfillment
 - Monitor and utilize data in a CQI mode
 - Communicated performance metrics to NIACC constituents
- Incorporate assessment practices as integral components for improving learning outcomes and the program review process
- Improve the dissemination of assessment outcomes and the CQI process to internal and external constituents
- Effectively utilize the new management information system, Datatel, to transform business and educational processes for the enhancement and fulfillment of NIACC’s mission
- Conduct longitudinal outcomes studies of NIACC transfer graduates utilizing the national clearinghouse database
- Conduct longitudinal outcomes studies of NIACC career graduates
- Utilize “Count On NIACC” as a ‘proof of performance’

Quality of Life

- As a regional cultural leader for the arts and entertainment, strengthen and enhance NIACC Auditorium programming to improve North Iowa quality of life

As we scanned our ever changing environment to develop a new strategic plan, we identified five areas to concentrate our efforts. These areas will help to strengthen the College and its efforts to fulfill its mission. The five initiatives focus on quality, meeting new and existing constituent needs, improving NIACC’s financial stability, people and partnerships, and governance.

Throughout the strategic planning process, we have identified specific strategic goals that are listed under each initiative. These goals provide additional insight to the overall vision of the idea under which they fall. Successful implementation of these activities will translate to substantial achievement of the strategic initiatives.

The College’s ability to pursue these goals, and the pace with which it does so, will rely on many factors, including the availability of resources and the demands of day-to-day operations. But NIACC’s staff and faculty are committed to the shared vision of understanding, participating and leading the College to achieve its initiatives.



Meet Existing and New Constituent Needs

New Programs and Services

- Effectively assess and respond to constituent needs for new programs and services. For example: Expand the partnership role with K-12 to include E-ship
- Develop and implement multiple, flexible strategies for remediating students with academic deficiencies
- Identify and reduce barriers to individual student success
- Provide mature, adult learners opportunities to convert their non-credit transcripts to credit
- Significantly increase NIACC's internship program
- Develop "learning communities" as an instructional strategy for enhancing student learning
- Be a significant partner in statewide initiatives to improve readiness for College
- Develop pathways for remedial and developmental students to attain vocational certificates and/or degrees
- Increase and expand courses/programs for global understanding that will help connect the various cultures in our own region and communities
- Continue to develop and enhance partnerships with four-year colleges that ease academic and personal transitions to baccalaureate education
- Strengthen and fortify our role in preparing K-12 teachers by supporting our science, mathematics, engineering, and technology programs
- Review our vision of the role of general education and align our core courses with this vision
- Develop a comprehensive "needs assessment" tool to help business and industry partners ascertain their workforce training needs

Meet Existing and New Constituent Needs

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strategic initiative

Economic Development

- Position NIACC as a facilitator and engine for regional economic growth
- Promote regional economic development. Study, develop and promote:
 - John Pappajohn Entrepreneurial Center
 - Small Business Development Center
 - North Iowa Venture Capital Fund
 - North Central Iowa Growth partnership and other similar models for regional economic development
 - Marketing Alliance
 - Jobs Training Programs (260E & F)
 - Regional “Business Accelerator”
 - Business Incubator
 - Regional cluster analysis
 - Regional labor-shed analysis
 - Federal building project
- Grow and support regional partners to leverage the region’s assets for economic development
- Assess region’s needs and assets and implement appropriate programs to cultivate and enhance current and future community leaders
- Partner with mission compatible organizations to help:
 - Create/sell quality of life in North Iowa
 - Attract/retain young adults/families
- Expand services to support emerging, existing, and transitional entrepreneurs
- Provide all NIACC students an opportunity to learn the concept of self-employment and job creation





Meet Existing and New Constituent Needs

New Constituents

- Identify new student populations and develop initiatives that focus and meet the needs of those populations:
 - Mature adult population
 - Expand international student enrollment
 - Individuals with Spanish descent
 - Emphasize and promote life-long learning opportunities
 - Increase collaboration among business/industry/professional partners to provide innovative learning opportunities
 - Provide course scheduling and services that are flexible and accessible to meet varying educational needs of students
 - Develop educational options to better meet the needs of those seeking short-term training
- Increase in-state and out-of-state enrollments in Web-based courses

Facility Improvements

- Develop a “master facility plan” which aligns renovations and building needs with the needs of NIACC constituents

Meet Existing and New Constituent Needs

Technology

- Define and communicate an integrated strategy for the development, maintenance and use of the Web as a strategic tool for NIACC
- Continue to develop and expand online support services for students and faculty to accompany online curricula
- Continue to assess the quality of all electronic courses and services to assure that they are equal to those on campus
- Provide a variety of ongoing training and support opportunities for students, faculty and staff to enable them to use technology more creatively and effectively
- Utilize the Web as the preferred method of obtaining and providing routine information and conducting business
- Personalize email interactions with alumni and friends of the College with targeted and effective messages
- Establish the Foundation's Web site as a premiere asset in the competitive world of fund-raising
- Encourage the development, adoption and utilization of information technology across campus
- Significantly increase the number of "smart classrooms" and develop a minimum of three "brilliant classrooms"
- Assure and improve the College's "disaster recovery" plan
- Identify, evaluate and implement new technology as it becomes available which aligns with our values, mission and purposes
- Study and implement, if appropriate, a "campus card system" (used at food service, library, entry into computer labs, etc.)



Improve NIACC's Financial Stability

Foundation as a Key Asset

- Increase NIACC Foundation fund raising efforts and assets to meet challenges
 - Increase funding from federal, state, and private sources to ensure that NIACC can achieve its mission and provide the highest quality instruction services:
 - Launch a significant scholarship campaign, to offset a greater reliance on student loans and to make need-based and merit aid available to full-time and part-time students
 - Seek federal funds for a business incubator and regional economic development
 - Increase annual giving campaign
 - Increase planned giving strategies and outcomes
 - Align grants to NIACC's strategic plan

State and Local Funding

- Provide leadership for statewide and local initiatives that support increased and stable financial assistance to the College
- Significantly increase advocacy for the College at the local and state level involving:
 - NIACC Board
 - NIACC Foundation Board
 - NIACC Alumni Board
 - NIACC faculty and staff
 - NIACC students
 - Business and industry partners
 - Friends and alumni of the College
 - VIPs
- Improve NIACC's end-of-year budget predictability





Improve NIACC's Financial Stability

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strategic initiative

Enrollment Management

- Fully develop and utilize “customer relationship marketing” processes and techniques (including one-to-one marketing) to increase NIACC’s market share position (credit and non-credit)
 - Yearly, increase NIACC’s market share of high school graduates who attend NIACC
 - Yearly, increase NIACC’s market share of mature, adult learners
- Develop and implement a comprehensive and effective retention plan
- Everyone employed by NIACC assumes a recruitment philosophy and responsibility
- Develop and implement strategies to alert graduates, other students, and community members to new learning opportunities and to financial assistance sources available to lifelong learners
- Improve customer service across the entire College

Marketing Strategies

- Develop a marketing process and plan that favorably positions NIACC’s cost, value, convenience and quality
- Develop and utilize demand-pull publishing for marketing/recruiting, faculty, staff and students
- Develop and utilize demand-pull, query-based Web services for NIACC constituents
- Effectively market NIACC’s workforce training (260E, F & G) services and success

Intrapreneurship (An intrapreneur is a person within a corporation who takes direct responsibility for turning an idea into a profitable, finished product or service through assertive risk taking and innovation)

- Adopt intrapreneurship as a strategy for organizational development and innovation
- Consistently promote, support and effectively respond to intrapreneurship opportunities
 - Initiate a catering service
 - Initiate opportunities to generate new revenue streams by new, fee-based utilization of NIACC facilities (wedding receptions)
- Promote intrapreneurship strategies throughout the region as a means to achieve economic development

Physical Plant Levy

- Pass the 20.25 cent physical plant levy
- Renew the 6 cent instructional equipment levy



People and Partnerships

Human Resources

- Attract, develop and retain the highest quality faculty and staff
- Ensure that NIACC remains a great place to work

Partnerships

- Promote internal and external partnership strategies to leverage resources, become more efficient, and fulfill mission commitments

Friend-Raising and Recognition

- Recognize external leaders and partners for significant contributions to the achievement of the College's mission

Governance

- Recognize, respect and protect the role of our locally connected governing board in representing community and college interests
- Cultivate future trustees who exhibit qualities of leadership, integrity and a commitment to NIACC's mission and goals

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strategic initiative

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strategic initiative



Philosophy

North Iowa Area Community College believes that education, which has as its overriding goal the optimum development of all human potential, is the foundation of a democratic society.

Mission

The mission of the North Iowa Area Community College is to enhance the quality of life for people of North Iowa through comprehensive educational opportunities, progressive partnerships, exemplary service, and responsive leadership.

Institutional Purposes

Within the human, financial, and physical resources entrusted to the North Iowa Area Community College, the institution strives to achieve the following goals:

- Enhance the human potential of students by assisting them to acquire the knowledge and tools necessary to understand and enrich their environment and contribute to their communities in a positive way. This becomes manifest through the development of general education skills and abilities.
- Ensure that all citizens of the North Iowa region, regardless of their educational and socioeconomic backgrounds, geographic placement, or needs for special assistance, have the opportunity and the necessary support to take advantage of post-secondary educational programs and other services offered by the College.
- Enable individuals to complete the first two years of a baccalaureate program and, upon successful completion, to achieve efficient and effective transfer to senior colleges.
- Ensure that individuals have opportunities to prepare themselves for employment in occupations in demand in a global society.
- Ensure that individuals have opportunities to continue learning throughout their lifetimes.
- Promote a strong economy by engaging in activities which develop and maintain a skilled and educated workforce and which promote and support entrepreneurial activity.
- Extend the reach of College resources through progressive partnerships with agencies and entities in communities served by the College.
- Build community by promoting understanding, appreciation, cooperation, and communication among diverse individuals.
- Instill confidence and pride in all who come into contact with the College by fostering a commitment to excellence in all College endeavors.