VISION IN ACTION – FOCUS ON EDUCATION

A Strategic Plan for IOWA LAKES COMMUNITY COLLEGE

Updated: 2008-2012

Web address: http://www.iowalakes.edu/planning_development/Strategic_planning1.htm

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Executive Dean, Emmetsburg Campus

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Executive Director Marketing

Julie Carlson
Dean of Enrollment Management

Kitty Conover
Dean, Spencer Campus

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Darin Moeller
Dean, Spirit Lake Campus

Mary Mohni
Chief Academic Officer

Val Newhouse
Executive Vice President

Jolene Rogers
Executive Director Institutional Advancement

Collegewide Improvement Team

Mission:

Improve college culture and processes to ensure a shared vision for success!

Dr. Harold Prior
President

Tom Brotherton
Executive Dean, Emmetsburg Campus

Julie Carlson
Dean of Enrollment Management

Kitty Conover
Dean, Spencer Campus

Judy Cook
Executive Director Planning and Development

Deb Jones
Office Specialist Professor

Trudy Kattner
Dean of Algona Campus and Evening College Coordinator

Judy Klunder
Business Office Associate

Mary Larscheid
Executive Dean, Estherville Campus

Bob L'Heureux
Chief Financial Officer

Byron Lindell
Art Professor

Darin Moeller
Dean, Spirit Lake Campus

Mary Mohni
Chief Academic Officer

Val Newhouse
Executive Vice President

Molly O'Hara
Continuing Education Business Programmer

Elaine Sidles
Records/Registrations Office Associate

Rebecca Simons
Business Instructor/Medical Office Technology Associate Professor

Jason Skoland
Computer Support Technician/Mac Networking Coordinator

Dick Swanson
Ag Business Professor

Jack Vedder
Building and Grounds Supervisor

Theresa Waechter
Administrative Assistant to the Campus Dean

Berni Wise
Director of Nursing and Health Education

Al Zeitz
Director of Wind Turbine Energy Program

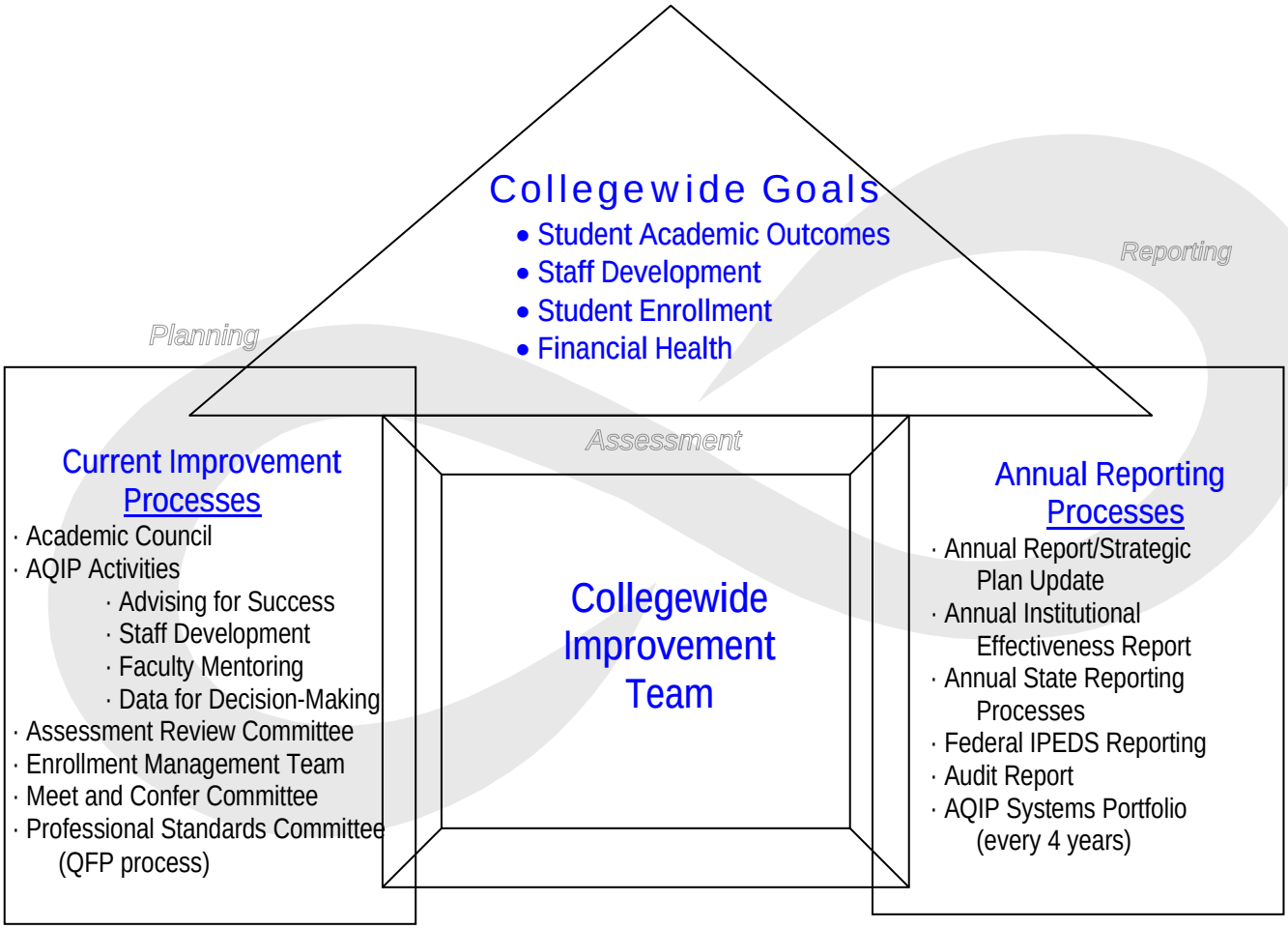
VISION

Iowa Lakes Community College will be a premier center of higher education, serving as a gateway to success.

MISSION

Provide quality lifelong learning and promote economic development for our communities.

Collegewide Improvement Team Infinity Diagram



VISION

Iowa Lakes Community College will be a premier center of higher education, serving as a gateway to success.

MISSION

Provide quality lifelong learning and promote economic development for our communities.

CORE VALUES

We are dedicated to quality education.

- *We value and recognize the dedicated, quality faculty and staff who make students their priority.*
- *We are focused on student achievement and continuing to grow professionally to better serve our students.*
- *We feel through working together, success is attainable.*
- *We dare to acknowledge that sometimes through failure success is achieved.*
- *We embrace visionary change.*

We are a community partner.

- *We believe in the importance of a shared sense of community among college programs, services and locations.*
- *We strive for effective collaboration and partnership among our various college constituents (e.g., business, industry, school districts, other higher education institutions, individual citizens).*
- *We believe we have a responsibility to be good stewards of public resources and the public trust.*
- *We will work for the common good.*

We believe in the dignity of the individual.

- *We believe the learner should be considered first in allocation of decision-making, allocation of resources, and customer service delivery.*
- *We believe in an "open door" that offers learning opportunities for all constituents.*

We are committed to developing the integrity, self-worth, well-being and potential of all learners.

- *We believe in encouraging students from all ages, backgrounds, interests and talents to challenge themselves educationally, by completing courses at Iowa Lakes Community College.*
- *We believe we have a responsibility to foster personal growth among all learners.*

We accept responsibility to include diverse ideologies, cultures, perspectives and opportunities in the college experience.

- *We believe we have a responsibility to expose learners to diverse and new perspectives, ideas, people, and values.*
- *We believe the college should be flexible in accommodating and tailoring learning experiences to meet the needs of the individual, business, industry and our communities.*

COLLEGEWIDE GOALS AND MEASURABLE BENCHMARKS, 2007 - 2012

Goal: Student Success rates will show continuous improvement and stay above state and national averages.

- *Maintain fall-to-fall student retention at or above 75%.*
- *Increase/maintain student program/degree completion rate to 50%.*
- *Increase by 1% annually, the number of Career & Technical Education students who attain 90% of program core competencies.*
- *Increase by 1% annually, the number of CAAP (Collegiate Assessment of Academic Proficiency) completers achieving national proficiency on each of the five subject tests (Math, Writing, Reading, Critical Thinking, Science Reasoning).*
- *Iowa Lakes students transferring to 4-year colleges/universities will achieve an aggregated cumulative GPA equal to other Iowa community college graduates..*
- *Increase by 1% annually graduates' job attainment rate.*
- *Employer satisfaction with Iowa Lakes graduates will be maintained at an average of 3.5 or above on a 4.0 scale for 10 satisfaction indicators.*

Process Objectives/Strategies for Achieving the Goal/Benchmarks:

✓ The Collegewide Improvement Team will support the work of the Enrollment Management Team, Assessment Review Committee, Advising for Success Task Force and other college committees developing strategies to achieve the benchmarks associated with this goal.

Goal: Increase enrollment in Arts and Science transfer and in all programs not at enrollment capacity. Provide facility and staffing support to accommodate programs with enrollments beyond capacity.

- *Increase college transfer (major) student headcount by 2% annually.*
- *Increase total credit hour enrollment by 1% annually.*
- *Increase by 2% annually the number of PSEO/College Prep students who enroll full-time at Iowa Lakes after high school graduation.*
- *Increase enrollment of Career & Technical students as appropriate to individual program capacity.*
- *Increase collegewide advising capacity.*

Process Objectives/Strategies for Achieving the Goal/Benchmarks:

✓ Understand our student pool.
✓ Advise students toward goals they set for themselves
✓ Career Assessment
✓ Maintain one-on-one contact with students
✓ Educate prospective students regarding career opportunities.
✓ Increase number of college transfer majors advisors and contact with advisors

Goal: Fund 1 annual revenues should exceed expenditures by an average of 2% annually.

- *Increase by $400,000, annually, revenues over expenditures.*

Process Objectives/Strategies for Achieving the Goal/Benchmarks:

✓ Decrease internal travel for meetings by 10% annually by utilizing ICN, TV System, email, teleconference and electronic discussion.
✓ Utilize strategies from Enrollment Goal above to contribute to increased revenue.
✓ Study ways to increase efficiency in college operations and processes.

Goal: Develop additional staff training to enhance instruction, student and academic support services.

- *Provide staff development opportunities for all staff so that each full-time and regular part-time employee participates in at least one development opportunity each year beyond college in-service and those required by the respective position in which he or she is employed.*

Process Objectives/Strategies for Achieving the Goal/Benchmarks:

✓ Develop process to track non-required staff development.
✓ PESC and Meet & Confer Committee develop guidelines for staff development opportunities.
✓ Establish strategic budgeting process for staff development.

Critical Few Issues Facing Iowa Lakes

(Using a Nominal Group Process)

November 7, 2007

1. Fiscal Stability: balanced budget without hurting program quality. (score = 24)
2. Enrollment/recruitment (score = 20):
   a. Marketing to increase enrollment
   b. Diminishing college age pool (Iowa)
   c. Five county area decreasing high school graduation classes
   d. Changing demographics
   e. Recruiting AA students
3. Advising (score = 13):
   a. Provide comprehensive advising system for all students
4. Improve technology infrastructure (score = 10)
5. Program expansion costs (space, staff equipment, etc) (score = 8):
   a. More space for growing programs;
   b. Providing space needed for existing programs;
   c. Cost of expensive programs taking away from others.
6. Aging Iowa Lakes workforce (score = 8):
   a. Plan for recruiting workforce to replace large number of potential retirees in next five years;
   b. Quality replacements for baby-boomer retirees
   c. Loss of history/experience due to pending retirements
7. Academic Rigor: maintaining quality standards when students are underprepared. (score = 7)
8. Inadequate number of IT techs that maintain all five campuses due to large move into technology in many areas (hardware and software support). (score = 3)
9. Marketing to new target markets: Encore, minority students. (score = 2)
10. Providing services and support to underprepared students. (score = 2)
11. Staff in-service, training. (score = 1)
12. Maintaining positive staff attitude (score = 1)

Identified as Top Issues in Part A of our exercise but not receiving Critical Few votes:

(Not listed in any priority order)

- ✓ Rising cost of tuition
- ✓ Need for increased budget for staff development
- ✓ Cost of rapid changes in technology
- ✓ Technology shortage: increase number of computers on campus; not enough working labs based on number of students.
- ✓ Meeting equipment technology needs of programs.
- ✓ Not enough staff to cover the number of courses needed due to increased enrollment.
- ✓ Low classified staff salaries: need to compete.
- ✓ Federal and State accountability.
- ✓ Strategic planning
- ✓ AQIP Systems Portfolio development/completion by November 2008.
- ✓ Accurate assessment of student learning.
- ✓ Safety plans in place.
- ✓ Community awareness of our academic programs.
- ✓ Marketing quality education for transfer to increase CTE and A/S numbers.

Collegewide Goals are the Foundation for our Strategic Planning Processes

The Iowa Lakes vision, mission, values and collegewide goals provide the global view and overall parameters for college progress and continuous quality improvement. The measurable objectives or benchmarks provide the framework for assessing institutional performance and answering questions like "*How are we doing compared to other community colleges?" and* "*Have we set appropriate goals?"*

However, our success in achieving our mission, vision and goals must be grounded in the grassroots elements of everyday college operations: classroom teaching and learning, student needs, program and discipline priorities, learning objectives, services provided by support programs and offices, and responses to community needs as well as global, national, state and local trends.

Process Steps

During fall 2006, faculty and staff, collegewide, participated in activities to review and update our college mission. A combination of campus-based discussions, facilitated work sessions, and collegewide voting on alternative proposals resulted in affirmation of the mission statement adopted in by the Iowa Lakes Board of Trustees in 1995.

During spring 2007, four collegewide goals were developed and reviewed by college employees and the Board of Trustees. All faculty and staff were asked to identify strategies to support one or more of these collegewide goal as part of the 2007 annual planning and reporting process. A total of 680 annual goals submitted as part of 74 program/department annual reports were linked to one or more collegewide goal. The table below shows the result of that planning process:

% of Goals	*Collegewide Goal Statement*
77%	Goal: Student Success rates will show continuous improvement and stay above state and national averages.
67%	Goal: Increase enrollment in Arts and Science transfer and in all programs not at enrollment capacity. Provide facility and staffing support to accommodate programs with enrollments beyond capacity.
53%	Goal: Fund 1 annual revenues should exceed expenditures by an average of 2% annually.
38%	Goal: Develop additional staff training to enhance instruction, student and academic support services.

Note: 2% of the annual program/division goals submitted were not linked to one or more collegewide goals.

Various leadership groups (Cabinet, Collegewide Improvement Team, Enrollment Management Team, Trustees) contributed to the refinement of the collegewide goal statements and the development of anticipated outcomes or benchmarks to assess college progress in achieving the goals. During fall 2007, the goals and proposed benchmark statements were distributed to all employees through the college weekly electronic newsletter, Info In A Minute. Employee comments were solicited through this process. The Collegewide Improvement Team finalized work on the benchmark statements in October 2007.

Continuous Improvement Support Systems

The philosophy upon which the Iowa Lakes Community College strategic planning process is built reflects a symbiotic, dual-directional structure critical to an AQIP approach for continuous improvement. The process is dynamic, grassroots driven, simultaneously comprehensive and individualized. Planning processes at Iowa Lakes help construct the road map for accomplishing our college mission, vision and goals. Focused on learners, quality and documenting results, the process positions Iowa Lakes Community College to effectively respond to student and community needs.

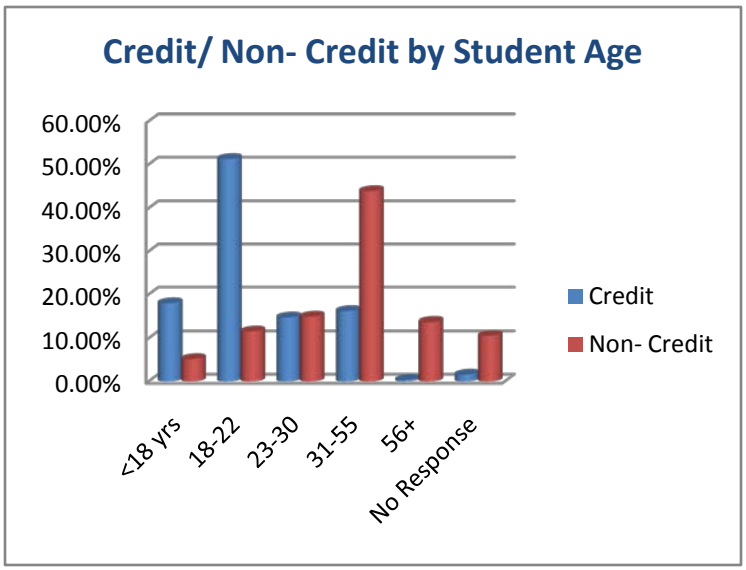
STRATEGIC PLAN 2008 – 2012 COLLEGE PROFILE

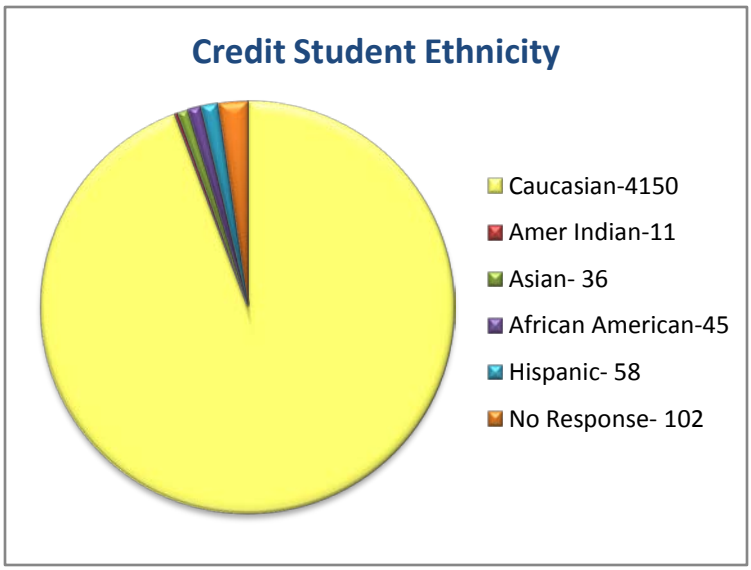
Academic Year 2007-2008:

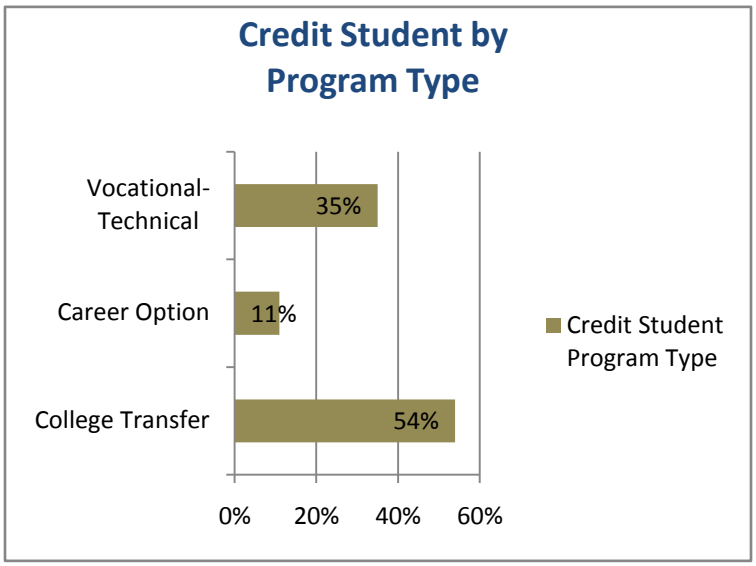
4402	Credit Students
5073	Non-credit students

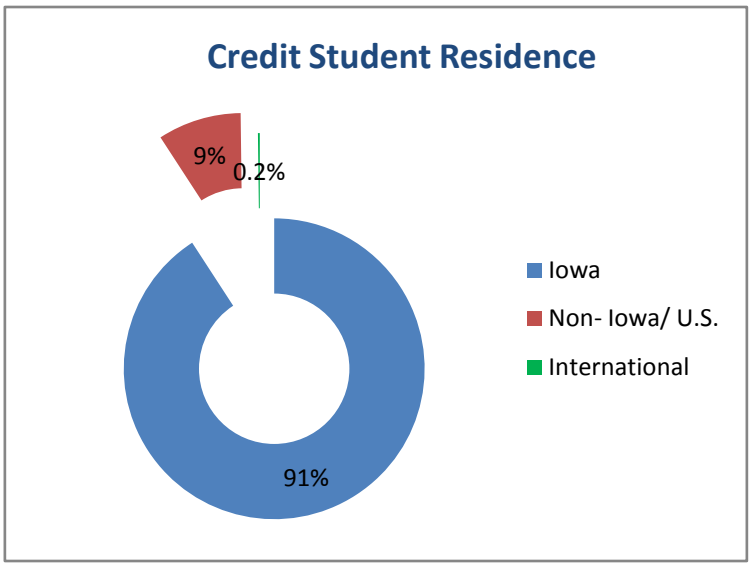
Credit Student Gender:

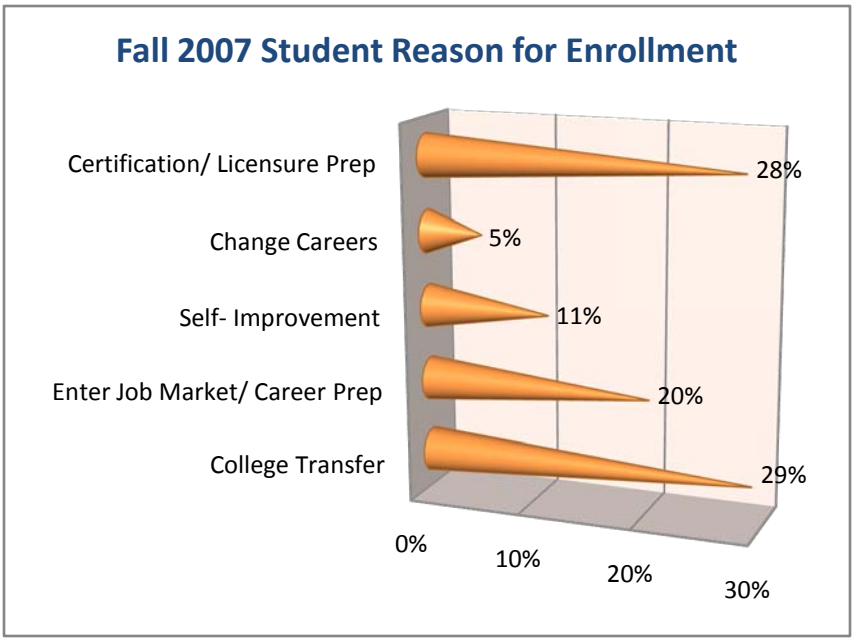
Male	41.6%
Female	58.4%

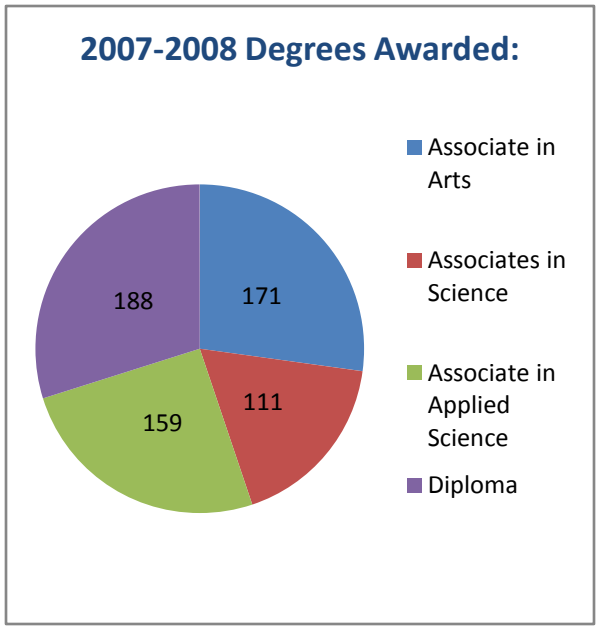


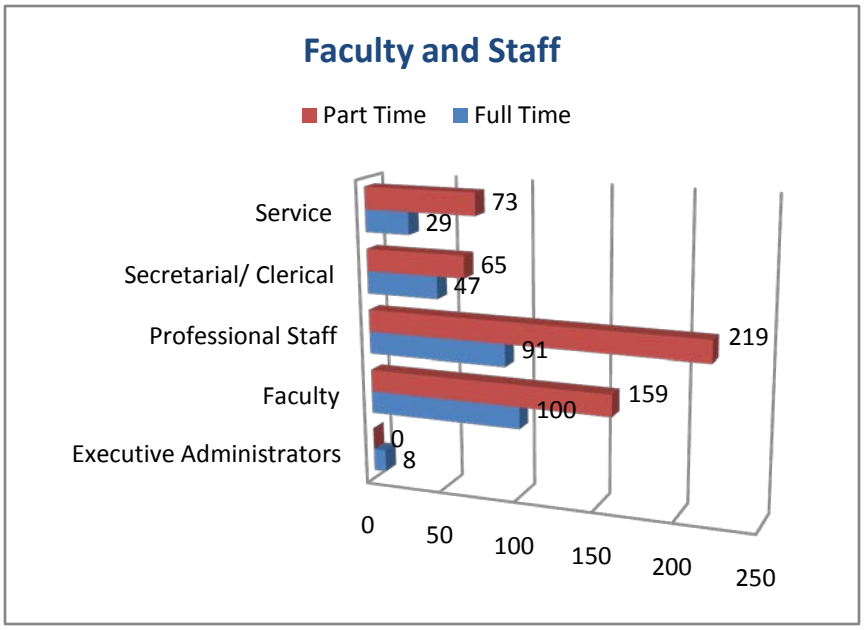







Fall 2007 Student Reason for Enrollment
Certification/ Licensure Prep
Change Careers
Self- Improvement
Enter Job Market/ Career Prep
College Transfer
28%
5%
11%
20%
29%
0%
10%
20%
30%


2007-2008 Degrees Awarded:
171
111
159
188
Associate in Arts
Associates in Science
Associate in Applied Science
Diploma


Faculty and Staff
Part Time
Full Time
Service
Secretarial/ Clerical
Professional Staff
Faculty
Executive Administrators
73
29
65
47
219
91
159
100
0
8
0
50
100
150
200
250

FY2008 Collegewide Goals Progress Report

Collegewide Goals and Benchmarks were established for a five year period. (2008 – 2012)

Goal: Student success rates will show continuous improvement and stay above state and national averages.

Benchmarks:

Increase/maintain fall-to-fall retention rates at 75%

Fall Frosh Cohort	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Fall to Spring	83.80%	79.50%	83.20%	79.30%	86.70%	84.10%	87.90%	87.30%	84.60%	86.80%	83.4%
Fall to Fall	61.60%	59.10%	60.10%	59.50%	66.10%	62.50%	65.60%	72.20%	72.00%	59.83%	60.99%

**Source: Iowa Lakes Community College, Office of Planning & Development, First-time Full-time Freshman Cohort Tracking Reports.*

Iowa community colleges fall –to- fall mean retention rate is 50.3%; national two-year college rate is 54.8%.
ILCC five year means; Fall – spring = 86.1% (range 84.1% - 87.9%); Fall – Fall = 66.12% (range 65.6% - 72.2%)

Increase student credential completion rate to 50%.

ILCC Freshman Cohort	1999	2000	2001	2002	2003	2004	ILCC 5-Yr Mean
Males	47.08%	52.08%	52.44%	50.36%	54.26%	56.4%	53.11%
Females	51.91%	42.09%	41.70%	42.79%	38.94%	51.3%	43.36%
Total Cohort	49.60%	47.20%	47.50%	46.80%	48.25%	53.2%	48.59%
IA Community Colleges	NA	41.59%	41.65%	41.03%	39.71%	NA	NA
National Average = 42%							

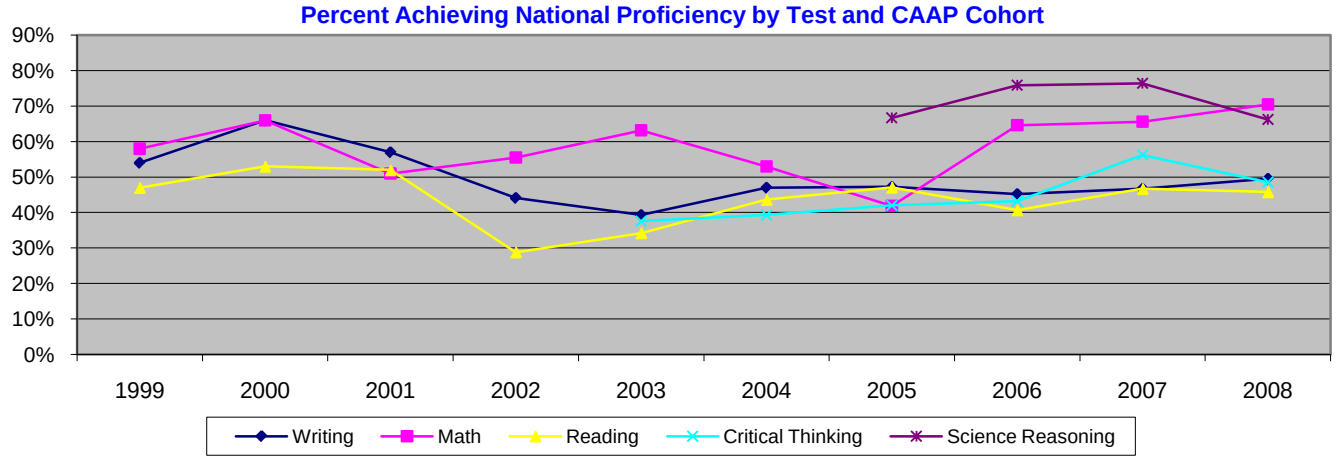
**Federal IPEDS Reports, Percentages include transfer outs, deceased and active military exclusions*

Increase by 1% annually, number of CTE completers who attain program core competencies at the 90% level.

Fiscal Year	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	Average
% Achieving 90%	95.01%	91.90%	86.10%	95.53%	95.29%	95.24%	93.18%

**Source: Iowa Department of Education Perkins Year End MIS; average of outcomes reported by all CTE program coordinators.*

Increase by 1% annually, the number of CAAP completers achieving national proficiency on each of the five subject tests.



Increase by 1% annually, number of students transferring to four-year college/university.

Trend data not available at this time.

Increase by 1% annually, graduates' job attainment.

Fiscal Year	FY2005	FY2006	FY2007	Average
% Job Placement	64.56%	68.24%	70.82%	67.87%

**Source: Iowa Department of Education Perkins Performance Indicator Reports extracted from Iowa Unemployment Insurance Records*

Employer satisfaction with Iowa Lakes graduates will be maintained at a mean of 3.5 or above on a 4.0 scale for 10 satisfaction indicators.

Trend data not available at this time.

Goal Increase enrollment in Arts and Sciences transfer and in all programs not at enrollment capacity. Provide facility and staffing support to accommodate programs with enrollments beyond capacity.

Benchmark:
Increase college transfer student (AA and AS/Transfer degrees) headcount by 2% annually. (Annual goals will be based on 2% increase over fall 2007 enrollments).

	FA08	SP08	FA07	SP07	FA06	SP06	FA05
A/S Majors	589	669	636	710	633	639	679
A/S of Regular College	29.20%	34.90%	32.40%	35.10%	31.50%	30.80%	31.80%
New A/S	186	82	182	93	194	68	175
% New A/S	31.60%	12.30%	28.60%	13.10%	30.70%	10.60%	25.80%
All Regular College	2016	1915	1965	2025	2011	2078	638
New Regular College	595	160	603	193	598	148	2137
% New College	29.50%	8.40%	30.70%	9.50%	29.70%	7.10%	29.90%
HS Enrolled	1054	1152	1196	1130	1003	901	1031

**Source: Iowa Lakes Enrollment Reports*

Increase total credit hour enrollment by 1% annually.

	Year End 2006	*Year End 2007*	*Year End 2008*	*Average*
Arts/Science/AA & AS/Transfer Degree	*28396*	*31500*	*28220*	*29372*
Career Option/A.S. Degree	*16139*	*15501*	*14374*	*15338*
Vocational-Tech (AAS, Diploma	*25937*	*24586*	*26821*	*25781*
Total Credit Hours, Year End	*85973*	*72587*	*69415*	*75991*

Source: Iowa Department of Education Year End CE4b Reports

Increase by 0.5 the number of PSEO/College Prep students who enroll full time at Iowa Lakes after high school graduation (from 1 in 5 students to 1.5 in 5 students).

Program	# Dual Enrolled 2006 Seniors	# Enrolled as ILCC Frosh FA06	% Enrolled As ILCC Frosh FA06	Program	# Dual Enrolled 2008 Seniors	# Enrolled As ILCC Frosh FA08	% Enrolled as ILCC Frosh FA08
Career Academy	20	11	55.00%	Career Academy	40	26	65.00%
College Bound	7	3	42.90%	College Bound	5	1	20.00%
College Prep	247	29	11.70%	College Prep	222	44	19.80%
PSEO	182	34	18.70%	PSEO	210	36	17.14%
Tech Prep	162	35	21.60%	Tech Prep	178	34	19.10%
Program Unknown	28	11	39.30%	Program Unknown	18	5	27.77%

**Source: Iowa Department of Education Fall and Year End MIS Reports; Iowa Lakes Financial Aid Awards*

Increase enrollment of CTE programs not at entrance goal capacity by 2% annually (benchmark to be established following completion of fall 2007 review and updating of all CTE program enrollment goals).

Trend data not available at this time.

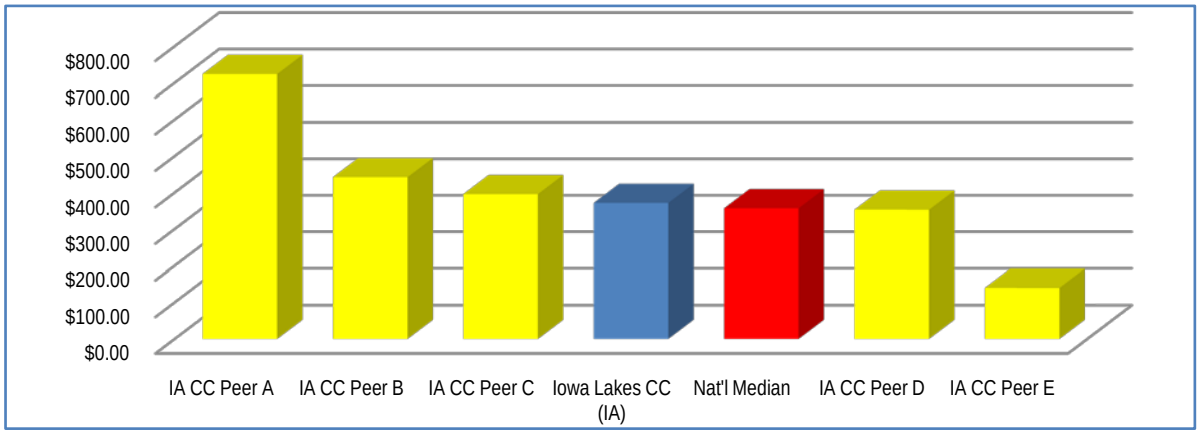
GOAL: Fund 1 annual revenues should exceed expenditures by an average of 2% annually.

Benchmark: Increase by $400,000, annually, revenues over expenditures.

Goal: Develop additional staff training to enhance instruction, student and academic support services.

Benchmark: Increase staff development opportunities for all staff so that each full-time and regular part-time employee participates in at least one development opportunity each year beyond those required by the respective position in which he or she is employed.

Comparison of Staff Development Dollars Spent per Staff FTE



Vision in Action – Focus on Education
Operational Objectives for Iowa Lakes Community College, 2008-2012

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Arts and Sciences Associate in Arts Degree Mission Statement: Ensure that Arts and Science students receive general education coursework that will enrich their lives and enable them to continue their education. Student Outcome Goals: • Students are able to successfully complete general educational and/or pre-professional coursework necessary for the first two years of college. • Students are able to successfully transfer to senior division institutions. • Students with diverse backgrounds and abilities are able to access a full range of courses for enrichment, career exploration, lifelong learning, upgrading educational enhancements and exploration of new information technology. • Students are able to explore a multiplicity of avenues in the sciences, humanities and the arts that enhance [a] appreciation of use of language, [b] ability to think and reason clearly, independently, critically and creatively, and [c] understanding of the human experience and the context in which it occurs. •Students are able to explore a multiplicity of educational avenues that	Business Discipline: • Pursue making two business courses mandatory for A.A. degree. (SAO) • Develop a Business program brochure for marketing purposes. (SAO) • Continue to collaborate with Buena Vista and Briar Cliff. (SAO) • Continue to support and develop alternate delivery methods in the business area. (SAO) • Work with the Department of Education reviewing state standards for Business Education. (SAO) • Increase student membership to Business Professionals of America. (SAO) • Continue participation in staff development projects. (SD) • Support Accounting Program goals. (SAO) • Support Business Administration and Management goals. (SAO) • Computerize more classrooms on campus. (SAO) • Integrate electronic portfolios within business curriculum. (SAO) • Continue to integrate eCompanion into business curriculum. (SAO)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11 FY10-11	Business faculty	FY08: • Attended statewide business conferences and continuing education classes. • BPA attended fall leadership conference, state and national competition. Numerous BPA members won at state and advanced to national competition.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
lead to global awareness, and appreciation of diversity in life-style, and recognition of citied rights and responsibilities in local, national, and world communities.	<u>English/Communications Discipline:</u> • Incorporate eCompanion into face-to-face, online and television courses. (SAO, SE, FH) • Teach students to use online services. (SAO, SD, SE, FH) • Limit class size of all composition, communications and speech courses to 20 students. (SAO, SE) • Limit class size of all literature classes to 25 students. (SAO, SE) • Continue to accommodate post-secondary students, especially in areas of scheduling and preparedness. (SAO, SD, SE, FH) • Maintain individual contact with advisees to assist them with registration and transfer. (SAO, SE, FH) • Continue reviewing course offerings and scheduling to ensure student needs are being met. (SAO, SD, SE, FH) • Maintain articulation of all English and Speech courses at an equivalency level with four year institutions. (SAO, SD, SE, FH) • Revive and implement Elements of Writing Course. (SAO, SD, SE, FH) • Coordinate course objectives/competencies by Discipline. (SAO, SD, SE, FH) • Offer course diversity. (SAO, SE, FH) • Attend conferences regularly. (SAO, SD, SE, FH) • Incorporate plagiarism software such as "turnitin.com." (SAO, SD, SE)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	English/Speech faculty	<u>FY08:</u> • Served as liaisons between Iowa Lakes and area high schools by teaching post-secondary courses. • Called prospective students on limbo lists. • Met with prospective students. • Arranged tutoring for students. • Wrote letters of recommendation. • Wrote timely absence reports. • Updated technology. • Enhanced students' critical thinking skills with writing, researching and speaking activities. • Attended and presented at state, regional, and national professional conferences to increase subject knowledge, network with colleagues. • Incorporated electronic portfolio component into online courses. • Updated course materials to reflect student interest in YouTube and the Presidential election. • Assisted in publication of *Prairie Smoke* (collegewide literary/art publication). • Participated in pilot learning community project. • Updated course competencies.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Arts & Sciences continued	<u>Iowa Public Television and College by Cassette:</u> • Adapt a new program series, text and study guide for Cultural Anthropology. (SAO, SE, FH) • Offer program series DVDs for purchase through the bookstores. (SAO, SE, FH) • Examine alternate licensing agreements with producers. (SAO, SE, FH) • Adapt new American National Government series. (SAO, SE, FH) • Explore and promote alternate delivery formats (other than video cassette). (SAO, SE, FH)	FY09 FY09 FY09 FY10-11 FY10-11	Telecourse Coordinator	<u>FY08:</u> • Adapted a new Marriage and Family program series. (FA) • Worked with advisors and students to enhance awareness of the advantages and flexibility of independent study telecourses. (PA)
	<u>Mathematics Discipline:</u> • Support the attendance of math faculty at a national math convention to obtain insight on emerging trends in mathematics education. (SD) • Develop a CTE grant to partner a math faculty with a career technical faculty. (SAO, SD) • Increase communications with math adjunct and dual credit instructors. (SAO, SE) • Increase math course enrollment in highest level of student potential in mathematics. (SAO, SE) • Work with local high schools to offer sections of higher level math classes on campus at times that work with their scheduling. (SAO, SE, FH) • Establish method to ensure all math courses taught by Iowa Lakes are using the same text, syllabus, and have incorporated the use of the TI-84+ calculator. (SAO) • Meet the demands of increased nursing mathematics requirements to begin fall of 2009. (SAO) • Develop a plan to systematically update discipline/program equipment with emphasis on	FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Mathematics faculty	<u>FY08:</u> • Continued to examine math curriculum to promote articulation between courses. (PA) • Maintained high standards in mathematics while continuing to be sensitive to the needs and diverse abilities of students. (PA) • Promoted the use of TI-84+ graphing calculators in all math classes. (PA) • Supported the attendance of math faculty at state math convention to network with other instructors. (FA) • Met the demands of increase wind-turbine enrollments with additional Intermediate Algebra sections. (FA)

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Arts & Sciences continued	student "hands-on" activities. (SAO, SE) • Establish math lab on campuses where math students (including online) can receive help from math instructors and/or a place to work together. (SAO) • Develop recommendations for revising the current Institutional Review Board process to meet new federal agency requirements for human subject activities associated with funded grant projects. Apply to HHS for certification of Iowa Lakes' IRB process as required. (FH)	FY10-11 FY10-11		• Maintained steady enrollment of post-secondary students. (PA) • Met or exceeded CAAP math scores of two-year public institutions. (FA) • Worked with Emmetsburg HS to offer to offer sections of higher level math classes on campus at times that work with their scheduling. (PA)
	<u>Music Department:</u> • Continue to perform for area high schools and in a wide variety of concerts and community functions throughout the year. (SAO, SE, FH) • Continue to take annual cultural trip which allows our current students an opportunity to participate in a cultural musical experience that is not available within the walls of our institution and provides incentive for students to return to Iowa Lakes in order to participate. (SAO, SE, FH, SD) • Continue to host the Annual Jazz Festival and Contest, the Annual Show Choir Festival, the Elizabethan Madrigal Feaste, and to present college and community musical productions on an every other year basis. (SAO, SE, FH, SD) • Create a Music Department brochure or poster to be sent to all Iowa High Schools and high school seniors interested in Iowa Lakes. (SE, FH) • Send two issues of the *Soundwave* to all Iowa High Schools and high school seniors interested in Iowa Lakes, as well as offer an electronic version to save costs. (SE, FH) • Produce at least three "Coffee House Nights" during	FY09 FY09 FY09 FY09 FY09 FY09	Music faculty	<u>FY08:</u> • Hosted four regular "Coffee House Nights," which featured Iowa Lakes' students and community members. (FA) • Performed in a wide variety of concerts and community functions throughout the year. (FA) • Choral students participated in Community College Festival with the "Swingle Singers" in Des Moines. (FA) • Hosted the Annual Jazz Festival Clinic and Concert and the Annual Show Choir Festival and Jazz Band Contest. (FA) • Participated in the Iowa Collegiate All-Star Concert Band in Ames. (FA) • Presented the "8th Annual Elizabethan Madrigal Feaste. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Arts & Sciences continued	the year. (SAO, SE, FH) • Host an area or regional handbell workshop and concert. (SAO, FH, SD) • Offer *World Music* and *American Music* as face-to-face classes, spring 2009. (SAO, SE, FH) • Promote and offer new Fine Arts Management Degree. (SAO, SE, FH) • Develop Performing Arts Series. (SAO, SD, SE, FH) • Investigate Music Industry Degree. (SAO, SE, FH) • Develop Performing Arts Theatre. (SE, FH)	FY09 FY09 FY09 FY10-11 FY10-11 FY10-11		• Four issues of the *Soundwave* were sent to all Iowa high school music departments, high school seniors interested in Iowa Lakes, and the music department patron mailing list. (FA) • Men's Quartet provided 50 'Singing Valentines' for sale for the community. (FA) • Presented a college/community collaboration of *Once Upon a Mattress.* (FA)
	<u>Science Discipline:</u> • Review and determine science equipment and supplies needs for the upcoming year. (SAO, SE) • Review standards/recommendations from various science organizations (i.e. NSF, ACS, NABT) and determine how best to use these recommendations to serve students. (SAO, SE) • Continue to offer quality hands-on laboratories in science courses. (SAO, SE) • Continue to use and update appropriate technology in lectures and labs. (SAO, SE) • Continue to look at alternative methods of delivery to better meet the needs of students; continue to evaluate the need and appropriateness of such alternative delivery systems. (SAO, SE, SE) • Chemistry instructor attend a micro-scale chemistry workshop. (SD) • Continue efforts to coordinate curriculum, science course offerings, and course content at all campuses	FY09 FY09 FY09 FY09 FY09 FY09 FY10-11	Biology, Chemistry, Physics faculty	<u>FY08:</u> • Continued to convert Chemistry labs to micro-scale. • Prepared for submission of an NSF grant proposal to fund the conversion of the chemistry labs to micro-scale. • Continued to work on safety issues in all labs to ensure the safest possible work environment and meet OSHA Lab Standards for safety. • Mentored adjunct science instructors at other campuses. • Brought all Material Safety Data Sheets up-to-date. • Increased numbers and types of living animals in the Biology lab.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Arts & Sciences continued	to uphold high academic standards. (SAO, SD, SE) • Continue to review and update competencies/objectives for science courses. (SAO, SE) • Continue to work on updating and coordinating curricula. (SAO, SE) • Continue to update equipment as it becomes obsolete or outdated in order to provide quality instruction. (SAO, SE)	FY10-11 FY10-11 FY10-11		• Added presentation equipment for the Biology Lab.
	<u>Social Sciences and Humanities:</u> • Replace full-time social science faculty position. (SAO, SE, FH, SD) • Increase Social Science and Humanities presence on ILCC Web site. (SAO, SE, FH, SD) • Continue to revise course competencies. (SAO, SE, FH, SD) • Review course offerings and schedule to insure student needs and demands are being met. (SAO, SE, FH, SD) • Maintain individual contact with advisees to assist them with registration and transfer. (SAO, SE, FH,SD) • Insure that all fulltime faculty members are able to attend appropriate faculty development functions, conferences, etc. (SAO, SE, FH, SD) • Assemble data in preparation of Social Science and Humanities Discipline Review. (SAO, SE, FH, SD) • Incorporate eCompanion into face-to-face, online and television courses. (SAO, SD, SE, FH) • Teach students to use online services. (SAO, SD, SE, FH) • Offer course diversity: offer all courses that are listed in the Iowa Lakes catalog. (SAO, SD, SE, FH) • Update and upgrade media for social science. (SAO,	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	Social Science faculty	<u>FY08:</u> • Review course offerings and schedule to insure student needs and demands are being met. (FA) • Insure articulation of all social science courses are maintained at an equivalency level with four year institutions. (FA) • Develop additional e-courses and hybrid courses. (PA) • Maintain individual contact with advisees to assist them with registration and transfer. (FA) • Review any changes in class size guidelines as it relates to quality and consistency of course offerings. (FA) • Continue to revise course competencies. (PA) • Insure that all fulltime faculty members are able to attend appropriate faculty development functions/conferences. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
	SD, SE, FH) • Follow-up on recommendation given to CAO regarding competitive academic schedule. (SAO, SD, SE, FH) • Complete Social Science and Humanities Discipline Review. (SAO, SD, SE, FH) • Coordinate course objectives/competencies by discipline. (SAO, SD, SE, FH) • Continue to accommodate post-secondary students, especially in areas of scheduling and preparedness. (SAO, SD, SE, FH) • Maintain articulation of all courses at an equivalency level with four year institutions. (SAO, SD, SE, FH)	FY10-11 FY10-11 FY10-11 FY10-11 FY10-11		• Develop Fulbright Faculty Program to India Application with new curriculum plan. (PA)

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Career Options Associate in Science degree Mission Statement: Ensure that career option students receive general education and program specific course work so that they have the option to enter into professional employment and/or continue their education. Student Outcome Goals: • Students are prepared to successfully enter the job market and/or transfer to a four-year college. • Students utilize current technologies in their education experiences. • Students demonstrate a blend of theoretical competence and practical skills proficiency in the selected career area. • Students demonstrate an awareness of career growth and the need for lifelong learning.	Ag Transfer: • Implement AS Degree in Agriculture. (SAO, SE, FH) • Develop marketing plan to increase publicity of the program. (SAO, SE) • Consider consolidation / restructure of agricultural curriculum to increase flexibility to students. (SAO, SE, FH) • Develop a curriculum for an AA / AS degree with an emphasis in Agricultural Education. (SAO, SD, SE, FH) • Encourage student participation in CAAP testing. (SAO) • Increase enrollment into the Ag Transfer program by three students per year. (SAO, SE, FH) • Attend trade shows, career fairs. (SE)	FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	Ag faculty	FY08: • Scheduled required advisee meetings, in addition to the class registration meeting held each semester. (FA) • Invited college reps from four-year institutions. (FA) • Improved course delivery by utilizing eCompanion. (PA) • Articulated Intro to Bio-technology I & II with four- year institutions. (PA) • Enrolled students in Intro to Ethics class with an ag/biotechnology emphasis. (FA)
	Aviation/Airport Management: • Continue increase of enrollment in Aviation program. (SE, FH) • Purchase up-to-date flight simulator. (SAO, SD, SE, FH) • Improve quality and upgrade program needs such as providing new and diverse training methods. (SAO, SD, SE, FH) • Proceed with additional marketing to metro areas. (SE, FH) • Update airplanes and add additional types of aircraft such as helicopters and other complex aircrafts. (SAO, SD, SE, FH) • Work closely with the FAA to better prepare our students for aviation careers. (SAO, SD, SE, FH) • Improve recruiting procedures and techniques. (SD, SE, FH).	FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Aviation/Airport Management faculty	FY08: • All aviation students achieved at least one FAA flight certification. • Participated in post-secondary enrollment option. • Aviation club members participated in a field trip and hosted two successful American Red Cross Bloodmobile Drives. • Provided students with professional FAA certifications. • Updated flight fees in accordance with rising costs. • Participated in state-wide conferences concerning aviation safety (students and staff).

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Career Options continued	<u>Broadcast Media Specialist:</u> • Increase student involvement in all activities. • Continue to update curriculum and syllabi. • Get more activities for the broadcast club. • Continue to update equipment. • Have entire program up to industry standards so graduates will be able to find employment. • Establish a second degree for both the radio and television disciplines. • Develop and implement a fee structure to pay for damages and lost equipment. • Work to bring an NCE-FM radio station to ILCC.	FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Broadcast Media faculty	<u>FY08:</u> • Attended several career day programs. • Taped and played several convocations for the college. • Taped several performances from outside entertainers. • Promoted all the convocations. • Taped and highlighted several programs within the college. • Promoted Registration week.
	<u>Business Administration and Management:</u> • Create a 3-5 year Business Administration and Management Assessment and Program Evaluation Model/Plan. (SAO, SE) • Update/Revise the program core competency matrix and business course competencies. (SAO, SE) • Evaluate certificate and concentration needs and delivery. (SAO, SE, FH) • Develop a new program brochure that highlights the strong business core and student success. (SE, FH) • Expand the partnership with the Career Resource Center to include new data collecting and student career support resources. (SAO, SD, SE, FH) • Continue to work on a student tracking and communication system. (SAO, SD, SE, FH) • Continue efforts to integrate technology components into each course. (SAO, SD, SE, FH) • Participate in the development of a more efficient and effective student advising plan. (SAO, SD, SE,	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11	Business Administration and Management faculty	<u>FY08:</u> • Smooth transition for new program coordinator and advisor for the program. (FA) • Continued enrollment growth in the A.S. degree. (FA) • Continued to work with Secondary Programs Director to build a strong partnership with the High School Business Instructors. (PA) • Participated in Emmetsburg's Career Day. (FA) • Met with the Program Advisory Board members to gather input/feedback on current program content and to receive improvement suggestions. (FA) • Proposed revising the A.S. degree to the required 68 credits needed for an A.S. degree. The change included students selecting 12

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Career Options continued	FH) • Develop a new marketing plan that focuses on a more diverse target market. (SD, SE, FH) • Develop program offerings that reflect the changing business skills required for student success. (SAO, SD, SE, FH) • Continue to work on classroom management skills. (SAO, SD, SE, FH) • Continue working on a comprehensive program evaluation and assessment process. (SAO, SD, SE, FH) • Participate and support college and community activities. (SAO, SD, SE, FH)	FY10-11 FY10-11 FY10-11 FY10-11 FY10-11		credits from the concentration areas. (FA) • Gathered and compiled graduation survey data to be used as an ongoing external assessment tool. (FA) • Partnered with Career Resource Center to team manage student internship and employment opportunities and create Business Seminar learning community (an additional program evaluation and assessment tool). (FA)
	<u>Computer Aided Drafting and Design:</u> • Continue evolution of CADD Program as industry demands. (SAO, SE, FH, SD) • Implement recruiting and retention strategies working with Marketing. (FH) • Recruiting visits to area high schools throughout the year. (SE, FH) • Work on securing immediate grant funding and sustainable money sources to help the program evolve. • Develop a course(es) that include architectural and civil engineering concepts for diverse applications. • Encourage High Schools to participate in Career Academy for dual credit. • Continue to work on finding funding to purchase equipment and technology needed to keep the CADD program viable. • Encourage High School Instructors to visit ILCC CADD program with students.	FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11	CADD faculty	<u>FY08:</u> • Continued updating equipment/technology in the CADD Program. (FA) • Integrated 3D Printer/Prototyper into curriculum. (FA) • Continued instructor training on the various software taught in CADD Program. (FA)

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Career Options continued	<u>Computer Programming:</u> • Develop a marketing plan to help with recruitment and retention of students. (SE, FH) • Review program competencies. (SAO, SE, SD) • Integrate the Alice software program into the Java programming course. (SAO, SE, SD) • Review curriculum. (SAO, SE, SD) • Continue research of programming languages for better understanding and teaching methods. (SD) • Work with area business on programming projects. (SAO, SE, FH) • Work with Advisory committee to review current industry trends and needs. (SAO, SD) • Improve marketing of program to increase student enrollment. (SE, FH) • Continued education and research in the core subjects/technology of the program. (SD)	FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Computer Programming faculty	<u>FY08:</u> • Set Recruitment Goals. (FA) • Recruit Advisory Committee members. (PA) • Participate in the mentor/mentee program. (FA) • Took students to a local business for a tour. (FA)
	<u>Criminal Justice:</u> • Implement State of Iowa's new Reserve Police Officer curriculum. (SAO, SE, FH) • Upgrade FATS courseware. (SAO, SE, SD) • Integrate reading and writing elements across the curriculum. (SAO) • Update maroon notebook. • Update recruitment materials with the Marketing office. (SE, FH) • Integrate security cameras into curriculum where applicable. (SAO, SE) • Fully maximize the use of the squad car into the curriculum. (SAO, SE, FH) • Investigate learning communities in conjunction with English composition courses. (SAO, SE, FH) • Propose a Terrorism course to be offered as a	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09	Criminal Justice faculty	<u>FY08:</u> • Implemented squad car into curriculum. (PA) • Updated maroon notebook. (PA) • Assisted the physical plant with the installation and purchase of security cameras. (FA) • Updated recruitment materials. (PA) • Update FATS courseware. (PA) • Purchase new handguns for firearms curriculum. (FA) • Integrate writing and reading element into each curriculum. (PA) • Develop advising packets to be

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Career Options continued	Criminal Justice elective or a social science course. (SAO, SE, FH) • Increase communication across curriculum enhancing instructional methodologies. (SAO, FH) • Develop a plan to systematically update program equipment with emphasis on student "hands-on" activities. (SAO, SE) • Develop a plan requiring a writing element in every criminal justice course. (FH) • Implement the hostile fire option on the FATS system. • Articulate program with additional four-year academic institutions. (SAO, SD) • Maintain and enhance relationships with statewide law enforcement and corrections agencies. (SAO, SD) • Maintain criminal justice curriculum to meet the trends of the field. (SAO, SD) • Ensure every course required in the ILEA articulation agreement is available online. (SAO, SD, SE, FH)	FY09 FY10-11 FY10-11 FY10-11 FY10-11 FY10-11 FY10-11 FY10-11		implemented for each student to ensure timely registration and graduation. (FA) • Updated forensic investigations equipment for Criminal Investigations courses. (FA) • Hired a new instructor and successfully completed one year of instruction. (FA) • Revamped internship process and established a packet for each student enrolled in an internship. (FA) • Revised firearms curriculum to reflect the more practical nature of the course. (FA) • Reinstituted practical skills weekends (OC and ASP). (FA) • Developed and taught *Introduction to Criminal Justice* through eCollege. (FA) • Organized DT storage room and purchased shelving. (FA) • Increase communication across curriculum enhancing instructional methodologies. (PA)

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Career Options continued	<u>Early Childhood Education (A.S.); Childcare (Diploma):</u> • Revisit marketing plan and work to attract EC staff seeking CDA and EC associate degrees. (SE, FH) • Proceed toward NAEYC Accreditation for associate degree through self-study. (SAO, SD) • Provide professional development opportunities for students. (SAO, SD, SE) • Continue collaboration with IA EC Alliance for key assessments in core courses. (SAO, SD) • Develop EC Field Experience II course and Portfolio Development II. (SAO, SD) • Make curriculum changes to accommodate professionals seeking credentials and degrees associated with the workforce required to teach in "quality early childhood settings". (SAO, SE) • Collaborate with Iowa Department of Education, Iowa CC EC Alliance members and Iowa Family Consumer Science teachers to develop early childhood "pathways" for students attending high school who are concurrently enrolled. Develop a draft of articulation policies regarding those courses. (SAO, SE) • Collaborate with community groups to develop a nature classroom in community. (SAO) • Explore 2+2 in Early Childhood with UNI. (SAO, SE) • Explore developing a certificate that would be available to students who take Iowa Lake's courses to earn a Child Development Associate credential (CDA). (SAO, SE) • Complete NAEYC accreditation process. (SAO, SD, SE) • Continue to foster professional role development in students through service learning. (SAO, SE)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11	Early Childhood Education and Child Care faculty	<u>FY08:</u> • Made curriculum changes to accommodate the eight early childhood core courses as developed by the Iowa Community College Early Childhood Alliance. (FA) • Applied for NAEYC Accreditation self-study. (FA) • Provided numerous professional development opportunities for students. (FA) • Continued to foster professional role development in students through service learning and classroom activities. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Career Options continued	<u>Environmental Studies and Sustainable Energy Resources Management (A.S.):</u> • Continue revision of Sustainable Energy Resources Management Program courses. (SAO) • Continue to increase involvement by students in various cooperative programs established with local, state, and federal environmental and conservation agencies. (SAO) • Continue to expand service learning activities to increase student involvement in community activities. (SAO) • Continue implementing new approaches to deal with increasing problems with classroom attendance and lack of involvement by students in out-of-class activities. (SAO, SE) • Maintain Environmental Studies Program enrollment at or above 40 students. (SE, FH) • Increase recruitment activities for Sustainable Energy Resources Management Program. (SE, FH) • Continue to develop new marketing materials for Sustainable Energy Resources Management Program including addition of materials to the college Web site. (SE) • Continue efforts to address the needs of "at risk" students in an effort to increase student retention. (SAO, SE) • Complete articulation agreements for the Sustainable Energy Resources Management Program with four-year colleges and universities. (SAO) • Increase professional knowledge in the sustainable energy area through contact with local business and industry professionals and through Internet research. (SD)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09	Environmental Studies and Sustainable Energy Resources Management faculty	<u>FY08:</u> • Continued development of new sustainable energy courses; *Introduction to Sustainable Energy Resources* and *Sustainable Energy Resources Management.* (FA) • Continued to increase involvement by students in various cooperative programs established with local, state, and federal environmental and conservation agencies. (PA) • Continued to expand service learning activities to increase student involvement in community activities. (PA) • Continued implementing new approaches to deal with increasing problems with classroom attendance and lack of involvement by students in out-of-class activities. (PA) • Increased recruitment activities for Sustainable Energy Resources Management Program. (PA) • Continued to develop new marketing materials for Sustainable Energy Resources Management Program including addition of materials to the college Web site. (PA) • Continued efforts to address the needs of "at risk" students in an effort to increase student

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Career Options continued	• Continue revision of marketing strategies to address an increasingly competitive environment for attracting the interest of prospective students in both the Environmental Studies and Sustainable Energy Resources Management Programs. (SE, FH) • Build the Sustainable Energy Resources Management Program into a fully enrolled career option program. (SAO, SE, FH) • Continue efforts to develop an effective academic advising system through continued work with the AQIP Advising for Success action project. (SAO, SE, FH) • Continue to increase professional knowledge through utilization of Continuing Professional Development Plan. (SD) • Begin preparations for eventual transfer of programs to new coordinators as retirement approaches. (SD)	FY10-11 FY10-11 FY10-11 FY10-11 FY10-11		retention. (PA) • Completed articulation agreements for the Sustainable Energy Resources Management Program with four-year colleges and universities. (PA) • Increased professional knowledge in the sustainable energy area through contact with local business and industry professionals and through Internet research. (PA)

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Career Options continue	<u>Graphic Design and Technology (A.S.), Graphic Technology (Diploma):</u> • Update graphic design software programs to reflect industry standards. (SAO, SE) • Replace current printer with newer model. • Add an "Employer" information section to the current Student Internship packet. (SAO) • Assess AS28: change list of required courses to reflect current job market trends, including adding Sketching & Storyboarding, Portfolio Prep, and Advanced Graphics classes. (SAO, SE) • Connect students to the real world of graphic design by inviting professionals into the classroom and taking field trips to area businesses. (SAO, SE)	FY09 FY09 FY09 FY10-11 FY10-11	Graphic Design and Technology faculty	<u>FY08:</u> • Replaced the Macintosh computers in Room 109 with newer models. (FA) • Incorporated critiquing into the curriculum. (FA) • Modified AS28 to accommodate a proposed Student Portfolio Day starting fall 2008 semester. (FA) • Promoted the Graphic Design program at several area school career days (contact with 130 potential students). (FA) • Completed 5-year program review. (FA) • Purchased a vinyl cutter (Pepsi Grant) to be used as a learning aid. (FA) • Served as temporary Program Coordinator of the Web Development and Design Program. Assessed and updated curriculum for the program. (FA) • Assisted in securing and mentoring an adjunct instructor for the Web Development and Design Program. (FA)

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Career Options continued	<u>Health Care Administration:</u> • Establish a relationship with the Iowa Nursing Home Administration Licensure Board. (SAO, SD, SE, FH) • Continue to promote scholarships to students. (SAO, SE, FH) • Encourage students to attend educational seminars. (SAO, SE, FH) • Provide additional online classes to increase enrollment. (SAO, SD, SE, FH) • Expand staff development by attending educational opportunities offered by respected aging organizations in other states. (SAO, SD, SE, FH) • Make changes that will support a one year program. (SAO, SD, SE, FH)	FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Health Care Administration faculty	<u>FY08:</u> • Marketed changes in HCA Program to Nursing Homes, Hospitals and Medical Clinics. • Recognized area Nursing Home Administrators for Nursing Home Week. • Met with legislators regarding Health Care issues.
	<u>Human Services and Disability Studies:</u> • Contact area 4-year institutions to improve articulation agreements of core program courses. (SAO, SE, FH) • Create new program brochure and update Web site. (SAO, SE, FH) • Attend conference workshops for program area. (SAO, SE, FH, SD) • Network with colleagues and workshops on classroom best practices. (SAO, SE, FH, SD) • Incorporate the use of polycom system into classroom activities and distance learning. (SAO, SE, FH, SD) • Develop a new program track in the area of Gerontology. (SAO, SE)	FY09 FY09 FY09 FY09 FY09 FY10-11	Human Services and Disability Studies faculty	<u>FY08:</u> • Increased club activities in surrounding communities (CAASA donation collection). (PA) • Promoted student scholarships. (FA) • Attended conferences. (FA) • Para-Educator Dual Enrollment Courses ICN established for fall 2008. (FA) • Students attended Deaf Awareness Workshop in Des Moines. (FA) • Substance Abuse Counseling Program reactivated. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Career Options continued	<u>Information Technology:</u> • Recruit more students; consider different recruiting options (CD, hacking demonstrations). • Continue to improve the quality of education and keep up with the changing technology field. • Obtain more hands on experience for students. • Continue to stay student focused. • Stress the career opportunities that students have in this area, which includes excellent salaries. The industry has been in a down turn but is recovering. • Show student more breaking security so they will be better able to control security on their networks after employment.	FY09 FY09 FY09 FY09 FY09 FY09	Information Technology faculty	<u>FY08:</u> • Students competed at Business Professional Association competition.
	<u>Journalism and Photography:</u> • Request an upgraded photo printer to accommodate printing larger digital photos, for use by the students for professional looking prints, and for the Lakes Area Art Center spring art show display. (SAO, SE, FH) • Order five Nikon digital cameras and lenses for each year for the next five years, so that students can work with and learn how to manipulate the cameras. (SAO, SE, SD) • Build on the Lakes Area Art show, so that the students and the general public look forward to the display each spring, which will also encourage new registrations for the Photo diploma. (SAO, SE, FH) • Offer an Intro to Photography Fast Track class to attract new students for the Photo Diploma. (SAO, SE, FH) • Coordinator will attend a two-day Learning Styles instructing course. (SE, SD) • Recruit new students by mailing Limbo list letters	FY09 FY09 FY09 FY09 FY09 FY09	Journalism and Photography faculty	<u>FY08:</u> • Replaced all computers in the Newspaper Lab with iMacs that have the InDesign and Photoshop Programs. (FA) • Began publishing the Spindrift newspaper in InDesign to prepare students for industry standards. (FA) • Created power point for program review; placed power point on the program web page. (FA) • Created "College Student for a Day," a new recruitment tool. (FA) • Completed program review with positive feedback. (FA) • Spindrift newspaper located on the Iowa Lakes' Home page. Each issue is uploaded as it is printed. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Career Options continued	with ILCC gifts to increase recruitment of new students. (SE, FH) • Rework the Journalism and Photography program so that the A.S. degree will articulate as a whole with at least one or more colleges' Mass Com BA degree, so that students can transfer from ILCC to another college to finish their four-year degrees. (SAO, SE, FH)	FY10-11		• Students and advisor toured a web press and two newspapers. (FA) • Lakes Area Student Art Show in Okoboji spotlighted the talents of students. (FA) • Produced the Prairie Smoke; Students helped in the layout of the issue. (FA) • Recruited two new Advisory Board members with Journalism backgrounds. (FA) • Taught an Intro to Photography Fast Track class, summer 2008. (FA) • Continued to mail out Limbo List letters with ILCC gifts and souvenirs enclosed throughout the year. (FA) • Provided the September 11 Remembrance Ceremony for students, faculty and staff. (FA) • Continued to participate in Career Days on the Estherville and Emmetsburg campuses. (FA) • Promoted the program as the one-and-only 2-year Associate of Science degree Journalism and Photography program in the state of Iowa. (FA) • Continue association with the Iowa Newspaper Association. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Career Options continued	<u>Legal Studies:</u> • Form a student committee to assist with recruitment and retention. (SAO, FH) • Continue to incorporate additional practical "hands-on" components into the curriculum. (SAO, SE) • Track the progress of students by making use of benchmarks, rubrics, and assessment portfolios. (SAO, SE) • Create a hybrid-weekend curriculum for working adults. (SE, FH) • Continue to develop the Iowa Innocence Project. (SAO, SD, SE, FH) • Revise the criminal law course. (SAO) • Create a contracts course. (SAO, FH) • Continue participating in the teacher leadership program. (SAO, SD) • Create a seminar course in conjunction with the Iowa Innocence Project. (SAO, SE, FH) • Continue to explore alternative delivery methods, i.e., hybrids and podcasting. (SAO, SE, FH) • Explore the possibility of creating week-long, law-related conferences for the community, i.e., "Law in a Week". (SE, FH) • Join the American Association for Paralegal Education and attend its conferences. (SD) • Obtain a master's degree in teacher leadership. (SAO, SD)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	Legal Studies faculty	<u>FY08:</u> • Formed a student committee to assist with recruitment and retention. (PA) • Incorporated additional practical "hands-on" components into the curriculum.(FA) • Tracked the progress of students by making use of benchmarks and rubrics. (PA) • Took a field trip to a law school, appellate court. (FA) • Continued to develop Iowa Innocence project. (FA) • Sixteen students entered program. • Sophomore students reviewed court files at the Emmet County Courthouse. • Recruitment efforts increased: new program advertisement cards were designed and sent and campus visits were conducted. • The instructor presented police liability seminars, educational malpractice, and small learning community pilot project. • The instructor and a program student appeared on Presidential Perspectives and presented at the President's Circle annual dinner. • Some freshmen students participated in the small learning community pilot project. • Instructor attended the Small

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Career Options continued				Learning Community Institute at Iowa State University. • Instructor enrolled in a master-level teacher leadership program at the University of Illinois.
	<u>Office Technologies Programs: Administrative Assistant (A.S.), Office Specialist (Diploma), Secretarial Specialist (Diploma):</u> • Upgrade the level of technology in the program so students will be trained on the most up-to-date equipment and software of any community college in the state. (SAO, SD, SE) • Increase program visibility in the community. (SAO, SD, SE) • Increase leadership activities for students through BPA. (SAO, SD, SE) • Continue to monitor and be ready to upgrade the level of technology in the program so students will be trained on up-to-date equipment. (SAO, SD, SE) • Continuous demand for upgrades of technology; must stay competitive to continue attracting students from other areas. (SAO, SD, SE)	FY09 FY09 FY09 FY10-11 FY10-11	Office Technologies faculty	<u>FY08:</u> • Students attended the State Leadership Conference for BPA. • Microsoft MOS certification tests available for students/graduates helping marketability for employment. • Eight students attended State BPA Competition; all qualified for nationals. • Coordinated multiple BPA club activities designed to develop student leadership potential. • Coordinator served as a member of the Department of Education Program Management Committee for Business and Technology. • Presented one session at the state IBEA conference. • Assisted with leadership training for the state BPA officers. • Served as IBEA Area III representative, representative to the Iowa Community College Business Deans/Directors group, and representative for Iowa on the Classroom Educator's Advisory Committee.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Career Options continued	<u>Recreation and Leisure Management:</u> • Develop a plan to upgrade and replace worn equipment and supplies. (SAO, FH) • Work with Advisory Board to revamp the presentation of the program. (SAO, FH, SD) • Continue to seek instructor certifications in various recreational activities in order to give the students up to date skill and information in multiple activities. Areas will include climbing, kayaking, personal training. (SAO, SE, FH) • Complete additional ACA Kayak Certifications for Program at Iowa Lakes. (SAO, SD, SE) • Develop Rock Climbing Course. (SAO, SD, SE) • Build Rock Climbing Wall. (SAO, SD)	FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Recreation and Leisure Management faculty	<u>FY08:</u> • Continued to obtain ACA instructor certifications in different levels of kayaking and implement into the program. (PA) • Expand Advisory Board members to include professionals outside local area. (PA) • Continued to offer hands on opportunities for students, including backpacking trips and Downhill skiing trips. • Visited local recreation business which gave the students opportunity to see a wide variety of recreational employment opportunities. • Continued to update and follow marketing plan.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Career Options continued	<u>Sales and Marketing Management (A.S.), Retail Marketing (Diploma):</u> • Implement the Title III grant used for Business Seminar into the Employment Strategy class. (SAO, SE, FH) • Implement more e-companion into courses. (SAO, SE, FH, SD) • Explore the efforts to integrate technology components into each course. (SAO, SE, FH, SD) • Explore new teaching techniques to ensure quality education in the classroom. (SAO, SE, FH, SD) • Develop a new marketing tool for the program. (SE, FH) • Continue to work on student tracking, advising and communication. (SAO, SE, FH) • Develop a plan to systematically update discipline/program equipment with emphasis on student "hands-on" activities. (SAO, SE) • Continue to monitor program offerings that reflect the changing business skills required for student success. (SAO, SD, SE, FH) • Participate and support college and community activities. (SAO, SD, SE, FH) • Work with marketing department to develop new marketing strategy that will attract a more diverse student target market to the program. (SD, SE, FH)	FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	Sales and Marketing faculty	<u>FY08:</u> • Evaluated current curriculum to assure it meets the needs of the students. (PA) • Increased student scholarships in the program. (PA) • Participated in Emmetsburg's Career Day. (FA) • Gathered and compiled graduation survey data to be used as ongoing external assessment. (FA) • Continue to work with the Secondary Programs Director to build a strong partnership with High School Business Instructors. (PA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical Programs Associate in Applied Science or Diploma Student Outcome Goals: • Enable students to become employable. • Students will develop effective communication skills. • Enable students to become solution oriented, using critical thinking skills. • Promote among students an appreciation for civic responsibilities.	Accounting Specialist (A.A.S.): • Research the feasibility of offering a Certified Bookkeeper program; become a testing site for the Certified Bookkeeper program. (SAO, SE, FH) • Enhance all online accounting courses by adding video lectures. (SAO, SE) • Increase coordinator involvement in the Secondary Programs Advisory Board. (SAO, SD) • Increase participation in the Okoboji Entrepreneurship Institute. (SAO, SE) • Maintain strong enrollment in the Accounting Specialist Program. (FH) • Review and revise course schedules to assist Accounting Specialist majors in reducing commuting time. (SE) • Refine the advising process for online students by developing an online advising checklist for all online Accounting Specialist majors. (SAO, SE, FH) • Increase "traditional" student enrollment in the Accounting Specialist Program. (SD) • Partner with a four-year institution in offering the first two years of an online bachelor's degree in accounting. (FH, SD) • Investigate certification opportunities for students (ex. Certified payroll professional.)	FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	Accounting Specialist faculty	FY08: • Increased enrollment in the program through enhanced recruiting and retention efforts. (PA) • Increased interest and participation in the Okoboji Entrepreneurship Institute. (FA) • Improved communication with secondary instructors teaching accounting. (PA) • Improved communication with on-line advisees. (PA) • Joined the Secondary Programs Advisory Board. (FA) • Maintained strong enrollment numbers in Accounting Specialist program. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	<u>Associate Degree Nursing (A.A.S.); Practical Nursing (Diploma):</u> • Revise and recommend curriculum revisions to meet NLNAC candidacy standards. (SAO, SE) • Develop a plan for implementation of revised admission criteria. (SAO) • Expand computerized testing for selected daytime and evening/weekend courses. (SAO, SE) • Continue to meet with each clinical facility to enhance communication and coordination. (SAO, SD) • Continue to provide support and ongoing communication for all nursing faculty through monthly faculty meetings and eCompanion. (SD) • Develop a system to evaluate success rate of reentry students. (SAO) • Implement MedsPublishing complete test package, review scores, and develop remediation strategies. (SAO) • Continue to evaluate clinical attendance and test make-up policies. (SAO) • Continue to review and create test blueprints for two ADN/Core tests and two PN/Core test per course per semester. (SAO) • Develop strategies to implement CNA as a prerequisite course for PN/Core curriculum. (SAO, FH) • Explore ways to use resources more efficiently. (SAO, FH) • Apply for NLNAC candidacy. (SAO, SE) • Implement revised admission criteria. (SAO) • Implement revised curriculum plan. (SAO) • Continue to evaluate the impact of increased enrollment including the resources available to	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	Nursing faculty	<u>FY08:</u> • Researched and recommended NLNAC accreditation. (FA) • Explored computerized testing: utilized eCompanion test item analysis, improved test security by use of multiple exam forms and decreased size of class for testing. (PA) • Met with each clinical facility to enhance communication and coordination. (FA) • Encouraged and increased use of eCompanion as communication tool for faculty and staff. (PA) • Enhanced skills lab to promote more active student learning. (FA) • Evaluated final year of ARNETT Complete Test Package and reviewed other options for NCLEX preparation. Selected MedsPublishing complete test package and NCLEX review for next school year. (FA) • Reviewed impact of revised clinical attendance and test make-up policies. (PA) • Reviewed and created test blueprints for two ADN tests and two PN/Core test per course per semester. (FA) • Implemented Student Expected Classroom and Clinical Behavioral Guidelines. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	sustain the needs of students and faculty. (SAO, SE, FH) • Continue to evaluate the communication between classroom and clinical faculty to facilitate coordination and consistency between theory and clinical. (SAO, SD) • Continue to evaluate the strategies used to improve NLCEX test results. (SAO) • Maintain stability and provide ongoing support for current faculty. (SD) • Explore grant funding for computer testing lab and nursing success center. (SAO) • Explore possibility of developing CD/DVD to include information covered in advisement sessions. (SAO) • Develop plan to evaluate new admission criteria for FY10. (SAO) <u>ADN:</u> • Continue to explore ways to expand active learning skill stations in all ADN level courses.(SAO) • Explore various pediatric clinical experiences for Maternal Child Health Clinical. (SAO) • Encourage faculty to apply to the National Council of State Boards of Nursing as item writers. (SE) <u>PN:</u> • Continue to provide input to the science discipline to improve communication and identify projected science course needs. (SAO, SE) • Track and evaluate success rate of students who enter PN/Core program who did not meet HS/GPA/ACT criteria but completed 6 credits of A&S to demonstrate academic ability. (SAO) • Discuss rigor and requirements for nursing program with HS Counselors and students. (SAO)	FY10-11 FY10-11 FY10-11 FY10-11 FY10-11 FY10-11 FY09 FY09 FY10-11 FY09 FY09 FY09		• Maintained RN NCLEX passage rates at 95% of national average and PN NCLEX passage rates above national average. (FA) • Hired two part-time clinical instructors. (FA) • Hired three adjunct classroom instructors. (FA) • Implemented committee structure and functions to comply with Iowa Chapter 2 Code regarding faculty driven program. (FA) <u>ADN:</u> • Expanded Adult Health II Critical Thinking Labs into Adult Health I with Patient Assessment Lab. (FA) • Explored Joint Appointment agreements with Fairmont and Worthington hospitals. (FA) • Piloted use of Camp Courageous as an out-of-hospital Pediatric Clinical experience. (FA) • Implemented use of PDAs in clinical area. (FA) • Renewed joint appointment with Spencer Hospital with one clinical instructor. (FA) • All full-time ADN instructors have completed master's degrees. (FA) <u>PN:</u> • Explored the use of a diagnostic entrance test for PN admissions. (FA) • Explored possibility of videotaping

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Vocational and Technical continued	• Encourage faculty to work towards attaining master's degree. (SD)	FY10-11		assessment skills testing. (FA) • Met with newly hired science faculty and provided input to the science discipline meeting to improve communication and identified projected science offering needs. (FA) • Analyzed curriculum to identify possible revisions to Fundamentals and/or Adult and Child Health Nursing. (FA) • Discussed rigor and requirements for nursing program with limited number of HS Counselors and students. Presented same information to Iowa Lakes Counselors. (PA) • Explored possibility of developing CD/DVD to include information covered in advisement sessions. (PA) • Recommended that Math for Health Professionals be taught concurrently with Fundamentals of Nursing Skills Lab and not be offered as independent study or online. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	<u>Agribusiness Technology (A.A.S):</u> • Continue to work with Admissions to improve recruiting efforts. (SAO, SD, SE, FH) • Make visits to six high school agricultural education programs. (SAO, SD, SE, FH) • Work closely with employers in the agri-industry to insure students have opportunities for quality employment experiences and permanent jobs. (SAO, SE, SD, FH) • Increase the cultural and social skills of our students. (SAO, SE, FH) • Develop more opportunities for students to meet employers in the agricultural industry. (SAO, SD, SE, FH) • Develop a series of Agribusiness Technology marketing tools. (SAO, SD, SE, FH) • Stay involved with the Iowa Association of Agricultural Educators. (SAO, SE, FH) • Work closely with our advisory committee to insure a quality program for students. (SAO, SE, FH) • Attend National and State FFA Conventions. (SAO, SD, SE, FH) • Continue to work with Iowa State University, Northwest Missouri State University, and South Dakota State University to improve transferability of program credits. (SAO, SD, SE, FH)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11	Agribusiness Technology	<u>FY08:</u> • Continued to develop a series of program specific marketing ads. • Continued to update curriculum to insure that our graduates are prepared for job opportunities. • Continued to make employment experience coordination visits to students while on employment experience. • Cooperated with the admissions department regarding student visits. • Hosted display of Iowa Lakes Community College Ag programs at the Iowa FFA Leadership Conference in Ames. • Participated in the Spencer Area Ag Expo with a display and student participation. • Had presentations from SDSU and NWMS for students and discussed transfer options. • Had presentations from several agricultural employers regarding employment and career opportunities. • Continued to advise students and help them prepare for careers in agriculture and not just jobs.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	<u>Agricultural Production Technology (A.A.S.):</u> • Complete the Farm Lab Biosecurity Plan. (SAO) • Update curriculum to match current systems in the Production Agriculture Industry Farming Operations. (SAO, SE, FH, SD) • Apply for Grants as they are identified to meet needs of the program. (SAO, SE, FH, SD) • Update marketing tools (brochures, posters) and make suggestions for radio advertisement. (SE) • Adapt eCompanion for classes to increase alternative delivery methods. Make Curriculum Committee application for these course changes. (SAO, SE, SD) • Coordinate employment experience with other Ag Programs to allow more across-program class offering opportunities. (SAO, SE, FH) • Find suitable replacements for position openings in the department. (SAO, SE)	FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11	Ag Production faculty	<u>FY08:</u> • Visited high school ag departments with student ambassadors, participated in Career Days at Sheldon and Emmetsburg. (PA) • Implemented appropriate technologies through on the job training, field trip, or technology acquisition. (FA) • Updated the Bantam Real Time Ultrasound machine. (FA) • Improved the Clay County Fair Farrowing display to include recruitment personnel at the display on heavy traffic days. (FA) • Researched alternative financing for replacement of swine farrowing and finishing facilities. (PA) • Researched and partially implemented multiple methods of assessment by adding key questions to exams and further expanding skills checklists as well as developed new checklists. (FA) • New Scholarships were obtained; $2500 Prairie States Management/ McAllister for a swine Sophomore Student. (FA) • Coordinated educational and recreational student study trips to increase retention as well as enhance learning and develop personal skills. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	<u>Auto Collision and Paint Technology:</u> • Continue to repair cars for Iowa Lakes' use. (SAO, FH) • Reintroduce second year program to Iowa Lakes to increase student learning and skills. (SAO, SE, FH) • Continue Program Growth. (SAO, SD, SE) • Stay up-to-date on new techniques and automobile technology. (SAO, SD, SE) • Bring in more industry speakers to show students the world outside of school and help students develop realistic future goals. (SAO, SE)	FY09 FY09 FY10-11 FY10-11 FY10-11	Auto Collision faculty	<u>FY08:</u> • Added 2 more I-CAR programs to program. (FA) • Attained additional paint booth lighting. (FA) • Align welding with I-CAR certification test. (PA) • Made new educational instructor contacts. (PA) • Approved for new electronic measuring system. (FA) • Repaired cars purchased for Iowa Lakes. (FA)
	<u>Automotive Technology (A.A.S.):</u> • Integrate more alternative fuels training into classes. (SAO, FH) • Increase student exposure to Hybrid vehicles. (SAO, FH) • Explore the option of adding a chassis dyno to our equipment. (SAO, FH, SD) • Find sponsors to effectively use Drag Car as a marketing tool. (FH, SD) • Continue industry dealer and aftermarket training. (SE) • Work closely with Algona students to make transition easier. (SAO, FH, SD) • Explore new developing diagnostic technology including laptop computer diagnostic equipment. • Explore option of an in-house secondary program. (SAO, SE, FH) • Bring all equipment to current standards for the automotive industry. (SAO, SE, FH)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11	Auto Technology faculty	<u>FY08:</u> • Successfully completed second semester of OJT. (FA) • Continued instructor training, staff development and successfully completed recertification. (FA) • Students participated in Skills USA competition. (FA) • Participated in Career Days on campus. (FA) • Increased number of students entering program from the Algona program. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	<u>Biorenewable Fuels Technology:</u> • Maintain student numbers for the program. The numbers may flex after two ethanol plants and a biodiesel plant in the area did not start production. Have change focus to newer technology plants and food product plants for students. (SAO, SE, SD) • Expand the program in traditional areas such as petroleum and energy development. (SE) • Maintain elective course choices for students to fit career plans (example: student using the program for a base and expanding into management in renewable energy). (SAO, FH) • Expand the program into explaining renewable energy concepts for the future. (SAO) • Work with traditional agricultural processing industries for student employment in Iowa and throughout the nation. (SAO) • Provide students with the ability to expand their horizons into newer forms of energy. (SAO)	FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Biorenewable Fuels Technology faculty	<u>FY08:</u> • Change name of program from Biomass to Renewable Fuels. (FA) • Increase student numbers. (PA) • Attend industry meetings such as Agricultural Educators meeting, Biomass and Biodiesel. (FA) • Work with employers to obtain student internships. (PA)
	<u>Construction Technology:</u> • Expand Industrial ACE partners. (FH) • Expand ACI training for students and faculty. (SAO, SD) • Develop more second year student scholarships. (SAO, FH) • Acquire a kitchen for lab install practice. • Install Math for CTE in program. (SAO) • Develop CADD class for second year. (SAO, SD) • Develop Green Building Class. (SAO, SD) • Acquire training modules for lab including kitchen suspend ceilings electricity and EFIS and DEFS systems. (SAO, FH) • Acquire more computer equipment for second year	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11	Construction Technology faculty	<u>FY08:</u> • Established a fully integrated safety program with full documentation with Safety Services Inc. (FA) • Established more second year scholarships outside of Iowa Lakes. (PA) • Acquired more computer-based training for second year students. (PA) • Acquired more ACE partners for equipment purchases. (PA) • Completed training: OSHA ten

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	students to use in various industry applications. (SAO, SD)			hour industry training, OSHA Scaffolding training, OSHA Siccors lift, OSHA roof tie-off training, American Concrete Institute, and HUD lead removal training. (FA) • Students toured Bio Plant in Superior Iowa, Andersen Window Company, Viking Glass Company, EPS, IEI, and attended Lumberman's convention and World of Concrete. (FA) • Built a home, poured concrete for college, set up projects for Head Start, constructed a garage, helped student senate with various functions, and constructed float for the Wild Rose. (FA) • Had numerous Industry speakers in classroom. (FA) • Acquired more tools to prop up second year of program. (FA) • Acquired a van to transport students to lab projects and touring. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	<u>Farm Equipment:</u> • Keep up with employer needs by supporting dealerships with qualified students to do the job needed. • Keep newer machines coming through the door to retain the interest of the students. • Continue working with the dealerships on the latest and greatest changes coming from the manufactures.	FY09 FY09 FY10-11	Farm Equipment faculty	<u>FY08:</u> • Program has been busy with projects including newer tractors being worked on with help from local dealerships in the area. • Many dealerships call looking for a student to come work for them. • Continued work on scholarships or tuition reimbursement from a couple of the dealerships.
	<u>Hotel and Restaurant Management (A.A.S):</u> • Investigate educational resource materials to use with the Manage First from the National Restaurant Association. (SAO, SE, FH) • Implement the safety training forms from the Safety Service Company into Hotel and Food Service Courses and our Action Plan from the program review. (SAO, SE, FH) • Attend the National Restaurant Hotel/Motel Show. (SAO, SE, SD, FH) • Attend seminars on teaching strategies on dealing with student issues and behaviors of today. (SAO, SE, FH) • Continue to update our equipment in our kitchen and the cafeteria. (SAO, SE, FH) • Continue to investigate ways to accommodate students. (SAO, SE, FH)	FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Hotel and Restaurant Management faculty	<u>FY08:</u> • Ordered safety training forms from Safety Services Company. (FA) • Completed the change from Pro-Management to Mange First Certification from the National Restaurant Association Educational Foundation. (FA) • Investigated a more user friendly front. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	<u>Landscape/ Turfgrass Management:</u> • Market the new Associate in Applied Science program and actively recruit student for the Landscape & Turfgrass Technology Program. (SAO, SE, FH) • Develop curriculum for the new courses offered in the Landscape & Turfgrass Technology Program. (SAO, SE, FH, SD) • Continue updating equipment with modern technology used in the 'Green Industry'. (SAO, SE FH,SD) • Develop a plan to update the program equipment for the student "hands-on" activities.(SAO, SE) • Continue to market and recruit students by participating in career day, Ag Outlook, Farm Expo, FFA Leadership Conference. (SAO, SD, SE, FH) • Continue attending seminars and conferences to learn new technologies and help train future student for the 'green world'. (SAO, SD, SE, FH)	FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Landscape/ Turfgrass Management faculty	<u>FY08:</u> • Marketed the program and actively recruited students for the Landscape & Turfgrass Program. • Moved forward with an Associate of Applied Science 2 year degree with support of Department of Ed, Administration, Advisory Board, and Curriculum Committee. (FA) • Explored horticulture activities at area high school. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	Marine Service Technology: • To find or build a building that has adequate space for incoming students. Which in turn will increase their learning, enrollment and for safety reasons.(SAO, SE, FH) • Attend Yamaha service school this year to stay up to date. (SD) • Continue working with industry for more support and donations. (SAO, SE, FH, SD) • New Marine facility and second year Instructor. (ADEQUATE SPACE) (SAO, SE)	FY09 FY09 FY09 FY10-11	Marine Service Technology faculty	FY08: • Participated in Skills USA state and national competition, placed 1st, 2nd, & 3rd in state. Nationally 3rd. (FA) • Increased dealer/Industry involvement through on the job training and advisory committee. (FA) • Yamaha Motor corp. and Arctic Cat will support Marine Service Technology program. (FA) • Received Arctic Cat level one Cat Master Certification and Yamaha Five Star Certification. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	<u>Massage Therapy (Diploma):</u> • To recruit Massage Therapy Students from a larger (global) area. Market both day and evening programs as well as the availability of dorms of this campus. (SAO, SE) • Develop & implement a fee structure to pay for damaged & lost equipment. (FH) • Maintain compliances with the Massage Therapy Board standards and guidelines. (SAO) • Maintain student enrollment of 20 students in the day and night time classes. (SE) • Continue to work with the Continuing Education to create more continuing opportunities for the graduates. (SAO, SE, FH) • Explore local opportunity or at ILCC for a testing center for massage therapy national exam testing. (NL) • Maintain student enrollment of 20 students in the day and night time classes. (SE) • Develop some possible on line or hybrid class for the night students-more online hours are allowed by state and National for the massage therapy programs. (SAO, SD, SE)	FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Massage Therapy faculty	<u>FY08:</u> • Adjusted the curriculum to integrate the areas of Anatomy and Physiology for the massage therapy students. (PA) • Adjusted the curriculum to prepare the students for the National exam in the area of Oriental Medicine. (FA) • Promoted student involvement in the Massage Therapy professional organizations. (PA) • Continued to monitor results of those taking the National Exam. (PA) • Continued to increase awareness in the community of the massage therapy program. Students gave chair massages at the Clay County Fair, Hope Lutheran Church, Emmetsburg Campus, and Geriatric massage for the Senior Citizens at the Senior Activity Center. (FA) • Worked with the Continuing Education program to give ideas of classes. (PA) • Increase retention of program. (PA) • Massage Therapy Club formed. (FA) • Received student discount for student tabled purchased. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	<u>Medical Assistant Program (Diploma):</u> • Develop a MA Certification Exam Saturday review class in September 2009 to promote a 100 % passing results. (SAO, FH) • Maintain the student MA club within the institution and promote professional activities and public awareness. (SAO, SE, FH, SD) • Increase Fall MA enrollment to10 students. (SAO, SE, FH) • Medical Assistant Program Director to serve on the National Task Force for the CMA Test Construction. (SAO, SD) • Medical Assistant Program Director to continue compiling chapters for a Medical Assistant Psychology Textbook. (SAO, SD) • Maintain Program Accreditation status by submitting required Standard and Guideline documents to CAAHEP. (SAO, SE, SD) • Explore marketing strategies for economical options due to increase commuting cost in order to maintain or increase student enrollment in the MA program. (SAO, FH, SD) • Develop two online Medical Assistant Theory Classes. (SAO, SE, FH) • Explore the possibility of a trial implementation of a monthly "Lunch and Learn "sessions in the fall semester for high school junior class candidates on recommendation of High School Guidance Counselors and the College Admission Department. (SAO, SE, FH)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11	Medical Assistant Program faculty	<u>FY08:</u> • Students involved in planning chapter meeting for the local Northwest Iowa Medical Assistant Chapter as part of the professional grade. (FA) • Program curriculum changes as recommended by the MA advisory board and approved by college curriculum committee to maintain accreditation standards/ guidelines to compete with the current trends in the Medical Ambulatory Outpatient Clinics. (FA) • Medical Assistant Recognition week with a newspaper picture of current students involved with the city major observance proclamation. (FA) • Student MA club fundraiser, students attended the Medical Assistant State Convention. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	<u>Medical Office Technology (A.A.S.)</u> • Refine the AAS degree for the Medical Office Technology program. (SAO, SE, FH) • Continue to expand relationships with area medical facilities'. (SAO, SD, SE, FH) • Continue to work with Advising Committee to keep Medical Office Technology program current in its competencies and skill areas. (SAO, SD, FH) • Redesign program booklet for prospective students as well as high school advisors. (SAO, SE) • Maintain quality course work and skill development that is in tune to the needs of the professional medical offices. (SAO, SE, FH) • Continue work on online course design and development to increase tentative student population base. (SAO, SE, FH) • Keeping in regular contact with current students especially 1st semester. (SAO, SE, FH) • Develop a partnership with the local municipal hospital so that students may be exposed to editing voice recognition generated transcription. (SAE, SE, FH) • Continue to work with Advising Committee to keep Medical Office Technology program current in its competencies and skill areas. (SAO, SD, FH) • Continue aggressive marketing plan through all types of media. (FH) • Maintain quality course work and skill development that is in tune to the needs of the professional medical offices. (SAO, SE, FH) • Continue work on online course design and development to increase tentative student population base. (SAO, SE, FH)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	Medical Office Technology faculty	<u>FY08:</u> • Continue to update 3M encoder software for coding students in CPT and ICD-9. • Upgraded AS28 of the Medical Office Technology program to remain current with the standards in transcription, coding, billing and insurance and front desk standards of the profession. • Obtained 1 new practicum site for the Medical Office Technology program. • Continued to expand the relationship with area medical facilities in providing practicum and professional guidance to current students in the program. • Provided a display at the Allied Health Career Expo. • Provided an informative hands-on demonstration covering transcription, coding, and patient billing at the High School Career Day held on the Emmetsburg campus.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	<u>Motorcycle and Small Engine Technology (A.A.S)</u> • To attend service schools and training centers to increase our product knowledge. (SAO, SE, SD) • To Complete the EETC certification process. (SAO, SE, SD) • To update the equipment that we are using as teaching aids. (SAO, SE) • To begin the process of adding a certificate program for small engines after the first semester. (SAO, SE, SD) • To have an entry level certificate available to the students in Small Engine Technology. (SAO, SE) • To have EETC certification for the students. (SAO, SD, SE) • To partner with area high schools who have similar programs. (SAO, SE) • To continue to refine the two year AAS degree. (SAO,SE)	FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	Motorcycle and Small Engine Technology faculty	<u>FY08:</u> • Reorganized courses from semester to semester to better aid in learning and work with schedules. • Attended STIHL Vocational Instructors training course. • Attended S&S service school. • Attended Motorcycle Dealer Show. • Attended GIE Expo. • Implemented the use of a video cam system in the lab for demos that were missed by students and for use in teaching the following year.
	<u>Pharmacy Technician (Diploma):</u> • Develop a program book. (SAO, SE, FH) • Meet program recruitment goals. (SE, FH) • Provide teaching technique development for adjunct faculty. (SAO, SE, FH, SD) • Market certification class to practicing techs for mandatory certification. (SE, FH) • Teach core classes in a face to face format.(SAO, SE, FH) • Identify practicing techs for certification classes. (SE,FH) • Set up an email list serve of pharmacists for job placement. (SE)	FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Pharmacy Technician faculty	<u>FY08:</u> • Increased Program Enrollment. (FA) • Developed program book. (PA) • Marketed the program by newspaper and radio advertising. (FA) • Increased area pharmacists' awareness of the program and began a network for job placement. (PA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	<u>Surgical Technology (Diploma):</u> • Establish a detailed marketing plan that utilizes all aspects of media to increase enrollment. (SAO, SD, SE) • Evaluate curriculum and incorporate Biomedical Sciences content back into an existing course or create a 1 credit hybrid or online course. (SAO, SD, SE, FH) • Increase enrollment to 20 and decrease attrition rate. (SAO, SD, SE, FH) • Establish scholarships specific to practicum travel for ST students. (SAO, SE, FH) • Obtain additional practicum sites to accommodate increased enrollment. (SAO, SD, SE, FH) • Streamline advising/admissions process for prospective students and include a background check process on all incoming students. (SAO, SE, FH) • Continue to evaluate curriculum layout and convert more spring and summer courses online. (SAO, SD, SE, FH) • Provide program director with more administrative time for accreditation maintenance. (SAO, SD, SE, FH) • Follow statistics of PAE and/or certification exam to see that students are achieving. Replace the PAE with the Certification Exam as our OBA tool. (SAO, SD, SE, FH) • Continue to market the program and promote gender equity within the program. (SAO, SD, SE, FH) • Establish an aggressive marketing plan through all types of media. (FH)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09	Surgical Technology faculty	<u>FY08:</u> • Converted 3 courses for spring 08 term to online/hybrid format. • Full time instructor was able to go to the Instructor's Forum as a representative of a national committee member of AST. • Was chosen to receive a mini-grant from the ILCC Foundation to purchase surgical simulators for the ST Procedures Lab. • Developed a student testimonial for the Web page. • Incorporated certification exam as a campus-based exam prior to graduation. This exam will become the benchmark for outcomes based accreditation and replace the PAE in the next year. • Students fundraised 100% of their $100 registration fee to attend a Wound Closure Workshop being offered by the Iowa State Assembly in Okoboji, Iowa. This is an advanced practice skill that they are given an additional certificate for upon completion of the 2 day workshop.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Vocational and Technical continued	• Investigate a Central Sterilization Tech certificate to offer to students who may not finish ST Diploma. (SAO, SD, SE, FH) • Investigate creating an Intro to ST course that could be offered each term to better prepare incoming students for the coursework that is included in the ST Program. (SAO, SE, FH) • Define the role of program coordinator to better use time for teaching lecture, managing accreditation and program effectiveness. (SAO, SD, SE, FH)	FY10-11 FY10-11 FY10-11		
	<u>Welding (Diploma);</u> • Purchase a new track torch. • Update the aluminum wire welding system. • Update equipment to keep up with industry.	FY09 FY09 FY10-11	Welding faculty	<u>FY08:</u> • Trained and graduated eight welding students and have three returning to finish the second semester. • Trained 116 students in the related welding classes for other programs. • Taught a spring and fall adult education welding class. • This year's class went to the American welding show held in Chicago IL.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Education Campuses: Algona Emmetsburg Estherville Spencer Spirit Lake Campuses' Scope and Purpose: ▪ Ensure that residents of the five-county area are never more than 25 miles from college classes at Iowa Lakes Community College. Residents may earn an Associate of Arts at all campuses. ▪ Provide access to all campuses via interactive TV distance education systems. ▪ Provide area residents with access to baccalaureate and master degree completion programs through partnerships with other colleges and universities.	Algona Campus: • Encourage students to apply for admission and register for classes on their first visit. (SAO, SE, FH) • Contact students who have not attended classes or received books at the start of semester. (SAO, SE, FH) • Up-to-date mediation in all regular classrooms. (SAO, SD) • Continue to examine new academic programs at Algona that will increase the student population and provide for the community needs. (SAO, SE, FH) • Expand the current facilities to provide a large mediated classroom to meet the needs of expanding evening class sizes and seminars. (SE, FH)	FY09 FY09 FY09 FY10-11 FY10-11	Algona Campus Dean and staff	FY08: • Continued to enhance the Science Lab with additional science equipment for each class. (PA) • Increased scholarship opportunities for students by increasing participation in the golf tournament and poker run. • Train staff on using Office 2007. (PA) • Maintained contact with students using postal mail, email and telephone throughout the semester. (PA) • Offered additional science classes as necessary to meet the needs of nursing students. (FA) • Staff received AED/CPR certification. (FA) • Implemented a Biomass certificate program to train and educate people interested in obtaining a job in the biofuel industry. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Education Campuses continued	<u>Estherville Campus:</u> • Continue meetings between new faculty and dean to assist with successful first year transitions and continue to assign mentors. (SAO, SE, FH, SD) • Continue to meet with all Career and Technical faculty to review or revise program goal numbers for first year and program goal numbers in total program. (SAO, SE, FH) • Continue to work with each Arts and Science Discipline on Competency Project. (SAO, SE, FH) • Continue to adjust budgets to reduce unnecessary expenditures. (FH) • Continue to work cooperatively with the RWC to offer college courses taught at the RWC. (SAO, SE, FH, SD) • Continue to hire high quality faculty and staff. (SAO, SE, FH, SD) • Continue to work with faculty to meet their technology and equipment needs in the classroom as well as facility needs. (SAO, SE, FH, SD) • Continue to assist with fundraising. (SAO, SE, FH, SD) • Continue to evaluate all full-time and adjunct faculty each academic year. (SAO, SE, FH) • Improve the quality of faculty professional development plans and continue to review and approve them each academic year. (SAO, SE, FH, SD) • Continue to assist in adjunct faculty orientation. (SAO, SE, FH, SD) • Develop consistent internal procedures and forms for recurring events. (SAO, SE, FH, SD) • Strengthen commitment to quality improvement. (SAO, SE, FH, SD)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11	Estherville Campus Dean and Business Office Staff	<u>FY08:</u> • Developed and implemented meetings between new faculty and executive dean to assist with successful transition. (FA) • Assigned mentors to new faculty and worked with mentors and mentees to ensure successful completion of the process as intended. (FA) • Met with Career and Technical faculty to set program goal numbers for first year and program goal numbers in total program. (FA) • Worked with each Arts and Science Discipline on Competency Project. (PA) • Worked on cooperative agreements for credit courses offered at RWC taught by both Iowa Lakes' instructors and RWC instructors. (FA) • Worked with RWC to offer Swimming I as credit course. (FA) • Assisted in New Teacher's Workshop and adjunct faculty orientation. (FA) • Worked with faculty to meet their technology and equipment needs in the classroom. (FA) • Assist in fundraising through the Poker Ride and Linda Heldt Memorial Golf Outing. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Education Campuses continued	• Develop methods to communicate the importance of attitude, teamwork, and building a culture and climate of trust. (SAO, SD, SE, FH)	FY10-11		• Evaluated all full-time and adjunct faculty; all faculty professional development plans reviewed and approved. (FA)
	<u>Spencer Campus:</u> • Pilot a four day student week for program classes. (SAO, SE, FH) • Offer faculty support for the Learning College concept. (SAO, SE, FH, SD) • Work with faculty on their quality faculty plans to improve student impact and faculty improvement. (SAO, SE, FH, SD) • Initiate a fitness membership option for housing students with local YMCA. (SE, FH) • Establish a relationship with local business for discounted meal packages for housing students. (SE,FH) • Market student housing option to increase residents. (SE, FH) • Offer staff development for instructors to effectively use technology to enhance student learning. (SAO, SE, FH, SD) • Mediate science lab with overhead projection and microscope projector. (SAO, SE, FH, SD) • Organize science lab storage for better accessibility and appearance. (SAO, SE, FH, SD) • Offer evening classes for Substance Abuse Program. (SAO, SE, FH) • Increase computer classes for Continuing Ed and 55 and Older. (SAO, SE, FH, SD) • Investigate continuing education opportunities for massage therapists and other careers to offer at Spencer. (SAO, SE, FH, SD)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09	Spencer Campus Dean and staff	<u>FY08:</u> • Surveyed prospective student interest and complete a needs assessment for two proposed programs: Substance Abuse Counseling and Personal Fitness Trainer. (FA) • Recruited students for on-campus housing. (PA) • Refined student housing policies and procedures. (PA) • Encouraged faculty to design online learning options for program classes. (PA) • Completed classroom mediation and purchase one additional media cart. (PA) • Upgraded science lab equipment for human anatomy and physiology classes. (PA) • Improved adjunct faculty training and assign mentors for new adjuncts. (PA) • Established a second computer lab. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
• Education Campuses continued	• Refurbish offices and classroom. (SE, SD) • Increase student access to advisors. (SAO, SE, FH, SD) • Establish a student lounge area for on-campus student residents with mail access and television near student dining room. (SE) • Work with area high schools to offer support for their dual-credit classes. (SAO, SE, FH) • Reorganize the Success Center to include a test-taking room. (SAO, SE) • Remodel part-time office area to have more private offices. (SD, SE) • Hire a part-time housing coordinator and resident assistant. (SAO, SE, FH) • Add an advisor position for new students and evening/weekend program students. (SAO, SE, FH, SD)	FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11 FY10-11 FY10-11		

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
	Spirit Lake Campus: • Enhance the science lab on campus to allow for instruction of chemistry courses. (SAO, SE) • Increase level of training of success center and other staff to allow them to more effectively advise students. (SAO, SD) • Increase the numbers of training partnerships with industries in the lakes area. (FH) • Implement new marketing strategies to increase visibility of the Spirit Lake Campus in the lakes area. (SE, FH). • Continue to cross train employees in various positions on campus to increase efficiency and improve customer service. (SAO, SD) • Develop learning communities with alternative class schedules that meet the needs of prospective students. (SAO, SD, SE, FH) • Define and develop new programs on the Spirit Lake campus. (SE, FH) • Improve relationships with high schools by examining opportunities for dual credit through programs such as career academy. (SAO, SE, FH) • Continue to improve our student-focused culture on campus to meet the needs of each individual student. (SAO, SE, FH)	FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	Spirit Lake Campus Dean and staff	FY08: • Installed instructional technology in two additional classrooms and updated technology in other classrooms. (FA) • Staff development and training on advising guidelines to improve student services on campus. (PA) • Increased collaboration with Buena Vista in course offerings and marketing of programs. (PA) • Worked with Dickinson County high schools to increase dual credit participation. (PA) • Implemented new marketing strategies to increase awareness of the campus in the lakes area. (PA) • Partnered with Foundation office for a successful Luau scholarship fundraiser. (FA) • Improved effectiveness of the Success Center and increased student satisfaction with their services. (FA) • Implemented a campus student satisfaction survey in spring 2008 to better gauge student experiences/needs. (PA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
<u>Educational Support Services:</u> Scope and Purpose: ▪ Integrating support of academics with other opportunities for a successful collegiate experience is the goal of Iowa Lakes' various student support services. Strategic Priorities: ▪ Early identification of high dropout prone students. ▪ Increased student retention via strategies implemented to support academic goals.	<u>Academic Success Centers:</u> • Evaluate student learning in linked classes. (SAO, SE) • Evaluate efolio as a tool in Successful Learning class. (SAO, SE) • Compile and evaluate pre and post test data on all developmental students. (SAO, SE, SD) • Evaluate ESL learners with ESL/Compass. (SAO, SE) • Improve student assessments and advising students. (SAO) • Complete NADE Certification process for Developmental Program at Iowa Lakes. (SAO, SD, SE) • Develop linked class with developmental reading, writing, or math. (SAO, SD, SE) • Obtain quiet testing area at all Success Centers. (SAO, SE) • Evaluate and update Library. (SAO, FH)	FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	Success Center Staff	<u>FY08:</u> • Explored possibility of Learning Community combining Successful Learning or developmental class with one or two other courses. (FA) • Advised GED graduates of availability of $500 scholarship to attend Iowa Lakes. Encouraged grads to take entrance test and apply to college. (FA) • Further investigated internet based software for developmental courses. (FA) • Attended IDEA Conference, Success Center In-Service, LSA and Instructional Strategies, and Professional Development Class. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Educational Support Services continued	Assessment Review Committee: • Implement the AA Discipline Program Review Progress and revise CTE review process. (SAO) • Continue to review the activities of ARC committee to assure they are appropriate for the coming year. • Investigate other assessment options and possibilities of embedding assessment into courses. (SAO) • Provide assessment training for faculty. • Continue to implement the established and new AQIP action projects. (SAO) • Continue to answer the AQIP Systems Portfolio in a timely manner. (SAO, SD) • Increase the understanding and importance of assessment for students. (SAO) • Increase the understanding and importance of assessment for adjunct faculty. (SAO, SD) • Include program online course options in the Program Review process. (SAO) • Clarify purpose of Program Review as a tool for continuous program improvement. (SAO) • Further explore models for Arts & Science discipline review. (SAO) • Continue faculty involvement in our institutional assessment plan to improve and produce increasingly meaningful results. (SAO) • Be alert to the trends in assessment at other colleges and universities to see what is occurring. (SAO) • Ensure the same competencies/objectives are identified and measured in the same courses, no matter who teaches the course. (SAO)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	Assessment Review Committee members, faculty, staff	FY08: • Held annual retreat where goals were established for the year. • Continued to emphasize the importance of faculty at program reviews. • Helped administer the CAAP exam. • AQIP committee met to accomplish goals: 1. Advising for Success 2. Graduate Placement Data Collection and Information Sharing for CTE Programs. 3. Identifying and planning non-faculty Staff Development Priorities.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Educational Support Services continued	<u>Center for Teaching and Learning:</u> • Continue to administer and return LSA results to all incoming freshmen. (SAO, SE) • Promote LSA training workshops for K-12, community colleges and universities. (SD, SE, FH) • Research cost effective utilization of LSA. (SE, FH) • Investigate packaging of LSA with national textbooks. (FH) • Develop and teach a level II class for summer offerings. (SAO, SD, SE, FH) • Offer LSA to incoming students. (SAO, SE, FH)	FY09 FY09 FY09 FY09 FY10-11 FY10-11	Center for Learning and Teaching coordinator	<u>FY08:</u> • Co-presented *Power of Diversity Learning Styles* through AEA 8. (FA) • Presented about Learning Styles to New Teacher Workshop. (FA) • Sold LSA's to Iowa State University Talent Search, Iowa Lakes Community College TRIO, William Penn University, Luther College TRIO, and Estherville Lincoln Central High School. (FA) • Provided follow-up opportunities for Iowa Lakes' students to build skills. (FA) • Provided NADE conference activities for one part time success center staff person. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Educational Support Services continued	College Bookstore • Due to continued growth of student enrollment we would like to add a full time staff position to maintain quality of service to students and staff. (SD, SE) • Continue to cross train staff on Datatel and our textbook management system to be better skilled in the use of both programs. (SD) • Continue to offer 30% discount coupon to students visiting our campuses. (SE) • Continue to expand and evaluate Bookstore services to outlying campuses. (SAO, SE) • Continue to have staff attend National Convention of Bookstores for staff development and purchase discounts available at that attendance. (SD) • Receive updated training on our bookstore Web site and investigate promotion of its usage by students. (SD, SE) • Acquire a laptop computer available for campus book buys at outlying campuses. (SE)	FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	College Bookstore staff	

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Educational Support Services continued	College Libraries: • Obtain laptops for the Estherville and Emmetsburg libraries to have available for faculty to checkout. • Produce a new version of the Library Orientation course to reflect the numerous changes in library resources and research. (SAO, SE) • Activate Webfeat Express, a federated search engine, and have it available on the college library Web site. (SAO, SE) • Provide faculty with training or instructions for using the online resources. (SAO, SD) • Work with faculty to ensure the library successfully supports college programs. (SAO, SE) • With online and hybrid classes the library needs to assess resources to maintain the appropriate balance of print and electronic (on-print or online) materials. (SAO, SE, FH) • Explore new library management systems that may better meet the needs of the library and students on and off campus and determine a budget necessary to do so. (SAO, SE, FH) • Collaboration with online community college librarians allows the library to purchase online resources that best meet the needs of students and college programs for consortium rates. (SAO, SE, FH)	FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	College Librarian, Libraries Staff	FY08: • New student computers were added to the library in Estherville. • Two new online resources that add new subject matter for research were acquired for students' college wide. • Webfeat, a federated search engine, was made available to the college library through a grant obtained through the ICCOC.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Educational Support Services continued	<u>Counseling Services:</u> • Continue to provide academic, career, and personal counseling to assist student retention with special attention on advising, transitional program emphasis, learning support and assessment and course placement. (SAO, SE, FH) • Create a strategic plan for internal marketing of Educational Counseling Services. (SAO, SD, FH) • Administer career assessments to assist students that are undecided on a career path. (CHOICES, Colors, SII, MBTI, etc.). (SAO, SE, FH) • Continue to offer screening programs online through a link to the Screening for Mental Health Web site (Depression, Alcohol, and Eating Disorders). (SAO, SE, FH) • Collaborate with faculty and other college efforts to enhance student retention and increase student success. (SAO, SE, FH) • Explore new technologies such as podcasting to update and encourage the use of Counseling Web pages and online resources. (SAO, SE) • Create and maintain a resource file and display area on Emmetsburg, Estherville, and Spencer campuses containing transfer information accessible to all students and faculty. (SD) • Partnership role in Advising for Success emphasis on transfer. (SAO, SE, FH) • Create, maintain and distribute a resource list for Educational Counselors and staff working with students needing assistance. Make the list accessible online from counseling page. (SAO, SD, SE, FH) • Provide sessions for proactive educational counseling and develop new topics. (SAO, SE, FH) • Provide accommodations to students needing assistance. (SAO, SE, FH)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09	Counseling Staff	

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Educational Support Services continued	• Continue to develop distance counseling. (SAO, SE, FH) • Continue emphasis on student centered activities aimed toward student retention. (SAO, SE, FH) • Continued discussions on meeting outlying campus coverage (Algona and Spirit Lake) educational counseling services through use of webcams or contract services. (SAO, SE) • Explore uses of technology to enhance student achievement and retention. • Resources to sustain counseling at current level or above with reduction in soft dollars. (SAO, SE, FH)	FY09 FY09 FY10-11 FY10-11 FY10-11		
	<u>Campus Housing:</u> • Retain more students, between first and second years, to stay in the dorms. (SE, FH) • Make the dorm environment more attractive. (SAO, SE, FH, SD) • Encourage more student participation in college sponsored activities or campus events. (SE, SD) • Develop a plan to make resident life on campus more attractive to students. (SAO, SE) • Modernize all dorms. (FH) • Establish a community room for dorm students, a place where students can hang out. (SD, SE, FH)	FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Campus Housing Coordinators	<u>FY08:</u> • Met all requests for campus housing. (FA) • Students living in the dorms as freshman returned for their sophomore or second year. (PA) • Completed room checks on a regular basis. (PA) • Continued training R.A.'s at weekly meetings. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Educational Support Services continued	<u>Enrollment Management:</u> • Maintain 75% student retention rate by improving the collegewide advising process. (SE, FH) • Strengthen recruitment and retention by having each area identify and implement two strategies that improve the advising process for every student. (SD, SE) • The Enrollment Management priority is retention, with a focus on improving the collegewide advising process. (SAO) • Maintain optimum enrollment. (SE, FH) • Increase recruitment and retention of students. (SE, FH) • Continue the continuous improvement process and supporting the Advising for Success project. (SAO)	FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Enrollment Management team members, faculty/ staff	<u>FY08:</u> • Enrollment Management, which is action-oriented, permeates every aspect of the college's function and culture and promotes student success. • Established three subcommittees for enrollment management team: Communications, Data Collection and Usage and Development of Enrollment Management Model and Plan. • Team members volunteered to serve on AQIP Advising for Success Action Project committee. • Implemented "Congratulate Me" postcard system for post graduation follow-up with students. • Continued promotions on the Iowa Lakes Web site. • Improved the student experience and ensure that every student has an opportunity to 'New Start'. • Improved student IDs. • Completed an ongoing study of student retention and completion trends.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Educational Support Services continued	Financial Aid: • Maintain low Student Default Rate. (SAO, SE, FH) • Implement online loan application process. (SAO, SE, SD, FH) • Develop and utilize features of Datatel to enhance customer service. (SAO, SE, SD, FH) • Make successful conversion to R-18. (SD, SE)	FY09 FY09 FY09 FY10-11	Financial Aid Director and staff	FY08: • Assisted with Scholarship Awarding. • Member of Iowa College Aid Commission, Community College Task Force. • Completed Financial Aid Handbook and link to Web site. • Attended Legislative trip at the capital in Des Moines, IA. • Restructured Satisfactory Progress Policy.
	Food Service: • Include Food Service upgrading in staff development. (SD) • Work on menus with Northwest Aging. (SD) • Increase sites for home deliveries. • Grow services in Estherville because of wrestling program. (SE)	FY09 FY10-11 FY10-11 FY10-11	Food Service Staff	FY08: • Added new equipment to the Emmetsburg unit. • Made strides in new Datatel programming. • Increased banquet equipment and supplies to meet demand.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Educational Support Services continued	<u>Honors Program:</u> • Evaluate marketing strategies for the Presidential Scholars Program. (SE) • Review requirements for online and Homeschooled students. (SE) • Emphasis on the Honors projects. (SAO) • Review Honors requirements and student expectations with the faculty. (SD) • Increase the number of students participating in the Presidential Scholars Program. (SE) • Increase number of valedictorians and salutatorians in the Presidential Scholars Program. (SE) • Update and design new marketing brochure. (SE) • Separate responsibilities of the Presidential Scholars. (SD) • Develop and implement a revised Marketing Plan. (SE)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11	Honors Program Advisor	<u>FY08:</u> • Attended Nobel Conference with students. • Attended the Guthrie Theater performance of a Christmas Carol with ASPIRES students. • Students attended convocations at Iowa Lakes Fall & Spring Semester. • Students participated in a variety of class projects for Honors Credit. • Presidential Scholars reviewed the Iowa Lakes Community College Core Book: A Sand County Almanac by Aldo Leopold. • Attended the ALL IOWA Academic Team Banquet in Des Moines, Iowa where 3 Presidential Scholars were honored. • Shared program information with the President's Circle.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Educational Support Services continued	<u>Intercollegiate Athletics:</u> • Update and maintain equipment for each program as well as our fitness center. • Continue to upgrade scholarship funds to the level of competition within Region XI. • Attempt to hire on-staff assistants for our programs. • Continue to recruit student-athletes that are solid representatives of our college and community. • Continue to evaluate methods to promote our student-athletes academic success. • Develop and promote wrestling as a new sport at Iowa Lakes. • Attempt to hire or expand on athletic injury coverage for our athletes. • Update and expand internet information on our sports Web pages. • Improve and maintain graduation rates of our student-athletes. • Continue to provide quality equipment/adequate funding for our athletic programs. • Continue to increase scholarship money available for athletic programs. • Utilize athletic training program to assist/work with our athletic programs. • Continue to hire quality coaches and assistant coaches.	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11 FY10-11	Athletic Director, coaches	<u>FY08:</u> • Over 20 student-athletes received All-Region recognition. • 80 student-athletes received athletic scholarships. • Over sixty young people from Northern Iowa and Southern Minnesota attended a baseball clinic. • Graduation rates and overall GPA of student-athletes were above those of our overall student body. • Cross Country worked with the annual Run for the Cob as a joint fundraiser with ELCAR. • Received board approval to start Wrestling for the 2008 – 2009 season. • Hired a head wrestling coach who will also serve as housing manager. • Received approval to increase scholarship dollars. • Expanded office space for athletics as well as housing, making it more centralized and more compatible to better communication.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Educational Support Services continued	International Program: • Explore additional international student recruitment opportunities. (SE, FH) • Complete faculty study tour to India. (SAO, SD, SE, FH) • Plan cross-curricular teaching based on India tour. (SAO, SD, SE, FH) • Develop study abroad opportunities for students. (SAO, SD, SE, FH) • Include more faculty in presentations to students. (SAO, SD, SE, FH) • Develop an ESL Summer Program to accommodate students from around the world and from the local community. (SAO, SE, FH) • Create a consistent flow of 20-50 international students every year. (SE, FH) • Develop services to meet the needs of those students. (SAO, SE, FH) • Develop connections with universities and businesses around the world. (SAO, SE, FH)	FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	International Program director	FY08: • Explored health insurance options for international students and maintained health insurance coverage for all international students. • Explored student study abroad opportunities in conjunction with Iowa State University and Buena Vista University. • Initiated faculty applications for participation in India study program. • Program coordinator presented India convocations to all campuses. • Program coordinator spoke to local civic groups concerning India trip. • Maintained dormitory/mentor program with Youth for Understanding. • International students participated in numerous regional cultural activities, including a county agricultural fair, a winter festival of games, and a visit to the Mall of America. • College representative spoke to student and parent groups in Africa.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Educational Support Services continued	Parts Dept: • Implement Snap-On Computer System for Invoicing, Purchasing, Statements and End of Month Reports. This system would link to individual shops so students can do Parts Estimating for their Projects and Customer Projects. The instructor could check the list before ordering the parts then send it to the Parts Department for ordering, to make the process more efficient. (SAO, SE, FH) • Continue good customer service. (SAO, SE) • Monitor student projects to make sure they are paid for before they leave the shop. (SAO, SE) • Monitor customer and faculty projects to make sure they are paid for before they leave. (SAO, SE) • Use Snap-On Computer System to make the Parts System more efficient. (SAO, SE) • Continue to find ways to reduce inventory cost and expenses. (SAO, SE)	FY09 FY10-11 FY10-11 FY10-11 FY10-11 FY10-11	Parts Department staff	FY08: • Reduced inventory on slow moving parts. (FA) • Added marine supplies inventory for Marine Technology. (FA) • Implemented P-card to locate and purchase the hard to find Motorcycle parts from dealerships and salvage yards, for student projects in Motorcycle Technology. (FA)
	Student Senate: • Finish student senate handbook. • Increase participation level at senate-sponsored events. • Continue working with other campuses to promote activities collegewide. • Continue promotion of Laker Bay. • Review and evaluate club allocation process. (SE) • Continue to make the club allocation process more efficient. • Continue to promote student cooperation between campuses. • Continue strong community service involvement/projects. • Continue to provide leadership opportunities for student senators. (SAO) • Continue involvement with campus clubs and balance participation collegewide. (SAO)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Student Life Coordinators, Student Senate	FY08: • Increased participation from students in senate-sponsored activities. (PA) • Increased joint-efforts between clubs and student senate. (FA) • Revised student handbook. (PA) • Participated in numerous college and community activities including Italian Buffett, holiday meals, Christmas giving tree and Humane Society volunteers. • Attended various conferences and trips (Leadership Conference, Legislative, trip, spring break, etc.) • Sponsored college activities including pumpkin carving contest and Red Ribbon week.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Educational Support Services continued	<u>Student Records & Registration Services;</u> • Provide training to Faculty/Advisors to allow maximum utilization of advising tools to improve student advising. (SAO, SE) • Continue to work with the ICCOC on the Datatel/eCollege integration project. Continue with testing to make sure the system is ready to be implemented. (SE) • Continue to update the Advisor assignment rules in Datatel. Share these rules with faculty and staff so students can be directed to the correct advisor. (SAO, SE) • Effectively train all faculty, staff and students to efficiently utilize the capabilities of the Datatel Colleague system. (SAO, SE)	FY09 FY09 FY09 FY10-11	Registrar, Records staff	<u>FY08:</u> • Finished set up of the online advising tool in WebAdvisor. • Provided training to faculty and staff to allow maximum utilization of advising tools. • Worked with the Iowa Community College Online Consortium to develop a records interface between the two systems.
	<u>Technology Center:</u> • Maintain and enhance data security. • Continue to focus on disaster recovery. • More effectively use staff to solve the numerous small problems that arise. • Grow the tech knowledge to better serve users, send each tech staff person to at least one offsite training event.	FY09 FY09 FY09 FY10-11	Technology Center Director, Technology Center Staff	<u>FY08:</u> • The technology department will continue with the network upgrades and improvements. • Phones were deployed throughout the Iowa Lakes Community College. • The college replaced over 400 personal computers. • Each student lab received new computers. • The department achieved one of its prior year goals by completing a security audit of network operations, policies, and practices.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Educational Support Services continued	TRIO Student Support Services, ASPIRES: • Establish relocation plan that allows for greater student access to services and student service opportunities including tutoring. (SAO, SE) • Continue collaborations with college entities to provide student learning opportunities. (SAO, SD, SE) • Write successful SSS grant for submittal. (SAO, SD, SE, FH) • Collaborate with other TRIO programs to provide mentoring opportunities and areas for student growth. (SAO, SE) • Continue partnership with the college to provide opportunity for staff to attend national Policy Seminar. (SD, FH)	FY09 FY09 FY09 FY10-11 FY10-11	ASPIRES director and staff, TRIO director	FY08: • Assisted students through consistent tutoring schedule. • Collaborated with HONORS program and Student Senate to provide maximum student involvement in cultural and campus activities. • Successfully implemented all grant activities. • Successfully submitted APR outline meeting all grand objectives. • Completion of external file audit with positive results. • Co-hosted annual Iowa MAEOPP statewide conference. • TRIO involvement in statewide initiative to inform public regarding TRIO services.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Lifelong Learning Opportunities: Lifelong Learning Opportunities provide a diverse array of programs and services to enrich the lives of all area residents – regardless of age, and support the educational and economic development mission of Iowa Lakes Community College.	Adult Basic Education/GED: • Upgrade training for ESL Instructors to use Rosetta Stone software. (SAO, SD, SE) • Continue to train TOPSpro record specialist. (SAO, SD, SE) • Increase number of classes for childcare providers. (SAO, FH) • Increase number of hours per ESL participant. (SAO, SE) • Transition 15% of GED graduates to full-time or part-time credit enrollment. (SE, FH) • Maintain Family Literacy Program. (SE) • Continue to transition GED students to credit programs. (SE, FH) • Seek funding to continue and expand Family Literacy. (SE, FH)	FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11	ABE/GED Programmer, ESL, ABE, and GED instructors	FY08: • Transitioned 10% of GED grads to Iowa Lakes credit programs. • Provided training for new Success Center staff. • Met 100% of benchmarks and received incentive grant. • Served as Chair of State Staff Development Committee. • Continued to provide training to Early Childhood Professionals by maintaining partnerships with Head Start, Empowerment and CCR& R. • Developed partnership with Mid Sioux Opportunity to provide on-going trainings for child care providers. • Began use of Rosetta Stone software in ESL classes. • Hosted a Dept of Ed Monitoring visit for ABE.
	Alternative High School: • Continue to align curriculum standards with partnering districts. (SAO, SE) • Continue to address "highly qualified teacher requirements" through multiple endorsements. (SAO, SD, SE, FH) • Strengthen advisory board participation at all locations. (SAO, SE, FH) • Schedule in-service days into academic calendars for programs. (SAO, SD, SE, FH) • Explore grant opportunities to assist with programming. (SAO, SD, SE, FH)	FY09 FY09 FY09 FY10-11 FY10-11	Alternative High School Lead Instructors, teachers	

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Lifelong Learning continued	<u>Career Resource Center:</u> • Continue diligent networking and outreach to employers to establish connections for student internships, job shadowing, program-specific job fair participation, and job placement opportunities. (SAO, SE) • Pilot use of web-cam for interview practice and other Career Resource Center needs. (SAO, SE, SD) • Pilot Optimal Resume or similar web-based product to provide 24/7 CRC resources for students. (SAO, SE, SD) • Provide educational presentations/supportive programming for students/staff/faculty on new Career Resource Center look and online resources available. (SAO, SE, SD) • Keep abreast of emerging trends in Career Center Services by attending state and regional conferences/workshops. (SAO, SE, FH, SD) • Continue refinement of webcam for Career Center services to eliminate some travel between campuses. (SAO, SE, FH, SD) • Continue refinement of Optimal Resume (or similar product) to facilitate job postings and student applications for employment. (SAO, SE, SD)	FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11	Retention/ Transition Specialist	<u>FY08:</u> • Worked closely with the Business Administration program and professor to assist with the Business Seminar and Internship portion of the program. (FA) • Updated and expanded the Career Resource Center Web page link. (PA) • Developed a strong Career Resource Center Advisory Committee. (FA) • Attended and participated in the National Resume Writer's Conference. (FA) • Attended the National Career Management Alliance Conference. (FA) • Planned, promoted and implemented a successful High School Career Day. (FA) • Planned, promoted, and implemented all-career and program- specific job fairs. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Lifelong Learning continued	<u>Continuing Education:</u> • Continue to improve the Quality of Course Materials. (SAO, SE, FH) • Continue to improve and expand marketing efforts. (SAO, SE, FH) • Expand customer base by 15%. (SA0, FH) • Expand course offerings by 15%. (SAO, SE, FH) • Continue to integrate non-credit registration and reporting systems. (SAO, SE)	FY09 FY09 FY09 FY09 FY10-11	Executive Director for Economic Development/ Continuing Education; Continuing Education Programmers	<u>FY08:</u> • Increased program offerings by 31%. • Increased program participants/ student enrollment by 37%. • Implemented three expanded course offerings. • Added two new programs.
	<u>Economic Development:</u> • Continue to provide outreach opportunities. (SAO, SE, FH) • Improve and expand marketing efforts. (SAO, SE, FH) • Expand joint programming opportunities with other partners. (SAO, SE, FH) • Increase the number of classes and programs. (SAO, SE, FH, SD) • Expand services by 5% per year. (SAO, SE, FH) • Implement one new Regional Training Seminar per year. (SAO, SE, FH) • Continue to improve quality of course materials. (SAO, SE)	FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Executive Director for Economic Development/ Continuing Education	<u>FY08:</u> • Expanded services by 27%. • Implemented three Regional Training Seminars. • Increased program offerings by 32%. • Increased program participants by 36%.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Lifelong Learning continued	<u>Educational Talent Search/ Upward Bound:</u> • Organize and implement '8th Grade Event'. (SE) • Continued collaborations with college entities to provide student learning opportunities. (SAO, SD, SE) • Collaborate with other TRIO programs to provide mentoring opportunities and areas for student growth. (SAO, SE) • Continued partnership with the college to provide opportunity for staff to attend national Policy Seminar. (SD, FH) • Establish relocation plan that allows for greater student access to services and student service opportunities including tutoring. (SAO, SE)	FY09 FY09 FY10-11 FY10-11 FY10-11	Talent Search Director and staff, TRIO Director	<u>FY08:</u> • Assisted students through consistent study labs at six sites. • Collaborated with area schools to assure student visits by ETS staff during academic year. • Successfully implemented all grant activities. • Successfully submitted APR outlining meeting all grant objectives. • Partnered with college resources to allow staff to attend Policy Seminar. • Completion of outside file audit with positive results. • College president presented TRIO information to area Superintendent's meeting. • TRIO involvement in statewide initiative to inform public regarding TRIO services. • Collaborated with Upward Bound and Career Resource Center to assist with Career Day in Emmetsburg.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Lifelong Learning continued	Project Learning: • Determine outcome for Adult Daycare program through Horizons Unlimited. • Continue to work closely with Horizons Unlimited to provide the best service for our individuals. • By utilizing some grant money, purchase literacy programs and handouts for our students to use in the classroom. • Provide the best service for the individuals at Horizons Unlimited by attending meetings and inservices to keep up-to-date on what is happening in the organization and for each individual. • Continue to work as a team in finding ways to teach successful learning. • Continue to provide basic living skills to promote independent living.	FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Special Needs Director; Project Learning staff	FY08: • Purchased new computer software that is user friendly. (FA) • Worked on safety skills by using community signs that look familiar. (FA) • Expanded our audio curriculum using some books by cassette. (FA) • Continued to take field trips to different places to provide a learning situation. (FA)
	Retired and Senior Volunteer Program: • RSVP staff will continue to work on developing a reliable system for accurately and efficiently measuring performance outcomes to satisfy CNCS PFI requirements. (SAO, SE, FH) • RSVP staff will continue to research possibility of expanding into a total volunteer center providing service opportunities for people of all ages in the college's 5-county service area. (SAO, SE, FH, SD) • RSVP staff will continue to look at ways to raise additional non-federal funds for innovative programming. (FH) • It will become increasingly critical that RSVP staff recruit younger volunteers to replace older volunteers who are no longer able to serve. (SAO, SD, SE, FH) • It will be necessary to explore new sources of funding in light of the fact that our federal funding will not likely be increased and could be decreased due to the current economic situation. (FH)	FY09 FY09 FY09 FY10-11 FY10-11	RSVP Director and staff	FY08: • RSVP staff has developed a strategy that will allow RSVP to increase the number of active volunteers and expand volunteer opportunities for younger volunteers ages 55-65. (FA) • RSVP applied for several grants and received funding from each, allowing adequate funding to meet budget needs. (FA) • RSVP provided opportunities for ongoing staff training, performance measurement, and technology. All staff attended the Iowa Conference on Volunteer Service. (PA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Lifelong Learning continued	<u>SAVE (Secondary Alternative Vocational Education):</u> • Add additional community members to our monthly SAVE seminar discussions. (SAO, FH) • Continue growth at the Laker Café with having students become supervisors for the day and taking on additional roles and responsibilities. (SAO, SE, FH) • Present the SAVE program to new college staff and new high school special education instructors in area high schools. Provides awareness/diversity training to college staff. (SAO, SE, FH, SD) • Implement activities/ideas to smooth relationships among SAVE students and all faculty and staff. Add additional daily living skills training through the NEFE Financial Planning Program. Continue to increase self-advocacy skills among SAVE students through advanced curriculum and guidance. (SAO, SE, SE, FH) • Continue to address funding issues with local high schools and Iowa Lakes Community College as college expenses continue to rise and public and special education funding decreases – so that the SAVE program can continue to serve a large number of students. (SAO, SE) • Consider activities/ideas for students to access in the evening and unstructured times throughout the day and weekends. (SAO, SE, FH)	FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	Special Needs Director, SAVE coordinator and staff	<u>FY08:</u> • Serve at least 63 students and maintain a rigorous visitation schedule for potential incoming students. (PA) • Present the SAVE Program to area superintendents/ administrators, new college staff, and new high school special education instructors at area high schools. (PA) • Served 58 students, 5 SAVE students graduated with a diploma or degree; 17 SAVE students graduated with a certificate. (FA) • SAVE students completed 3 of 4 quarterly reports which are sent to parents and resident high school. (FA) • Enjoyed several field trips with the Helping Careers and Housekeeping certificate programs: Horizon's Unlimited, Clay County Fair, and an overnight trip to Minneapolis. (FA) • Added the Laker Café as an entrepreneurship for students in the Helping Careers and Housekeeping programs. (FA) • Staff documented IEP goal progress every four weeks of all SAVE students and mailed graphs to parents and resident high schools four times this year.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Lifelong Learning continued	<u>Service Learning:</u> • Staff Development is needed for the Service Learning Coordinators to obtain ideas, glean information, and projects for our students in the Service Learning area. (SAO, SD, SE, FH) • Continued observation and evaluation of the Service Learning Independent Study course to be sure students are completing the required projects. (SAO, SD, SE, FH) • Join the state and national associations and take part in the Scottsdale conference to gain ideas to get the program fully operational. This conference is said to be the best one to attend for ideas and motivation to get an active Service Learning program off to a good start.	FY09 FY10-11 FY10-11	Service Learning coordinators	<u>FY08:</u> • Service Learning Coordinators established a one or two credit Independent Study course for students who have the need for an extra credit and have an interest in this opportunity to participate in a Service Learning project this year. • Continue to survey the Estherville/Emmetsburg faculty to identify instructors using service learning components within their classes to build a database of Service Learning opportunities for students. • An online course *Social Welfare Services* that incorporates a Service Learning Component has been added. • Service Learning components have been implemented in sections of the Social Problems course.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Lifelong Learning continued	<u>Single Parent/ Gender Non-Trad Programs:</u> • Increase 150 students' success rates by providing support services through ICSW and Perkins funds. (SAO, SE, FH) • Provide staff training for faculty, administrators, front line and counseling services to enhance knowledge of ICSW and Perkins gender non-trad focus and services. (SAO, SE, FH, SD) • Increase number of Single Parents applying for scholarship funding through Iowa Lakes Community College. (SE, FH) • Continue to seek funding to help single parents and gender non-traditional students. (SAO, SE) • Assist single parent and gender non-traditional students with scholarship applications and referral to additional sources of financial aid. (FH) • Continue to market single parent and Perkins assistance for students. (SD, SE)	FY09 FY09 FY09 FY10-11 FY10-11 FY10-11	ABE/GED Programmer	<u>FY08:</u> • Served 150 students through ICSW. (FA) • Updated marketing pieces for Perkins non-trad careers. (FA) • Contacted faculty, campus deans and counselors to market ICSW and Perkins services. (FA) • Completed ICSW grant for FY09. (FA) • Assisted 63 single parent students with transportation, textbook and childcare reimbursement. (FA) • Assisted 23 gender non-traditional students with textbooks, and transportation. (FA) • Continue to write for funding through ICSW. (FA) • Continue to serve gender non-traditional students to help with retention and recruitment. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Lifelong Learning continued	<u>Smith Wellness Center:</u> • Continue to seek out corporate memberships. (FH) • Continue to update equipment. (SAO, SD, SE, FH) • Offer weekly summer day camp. (FH) • Purchase swimming suit dryer for locker room. (SE, FH) • Purchase new deck storage. (SE, FH) • Offer kids triathlon as well as various other kids' camps. (SE, FH) • Add a new bench in the middle of the women locker room dressing area. (SE, FH) • Allow staff to attend a customer service seminar. (SAO, SE, SD, FH) • Offer a wellness program to employees of Iowa Lakes. (SE, FH) • Replace and update equipment. (SAO, SD, SE, FH) • Paint mural on wall in pool. (SE, FH) • Teaching platform for swim lessons. (SE, FH) • Replace floor covering in aerobic room. (SAO, SD, SE, FH)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11	Wellness Center Director and staff	

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
<u>Collegewide Support Services</u> Scope: Collegewide support services encompass the administrative management aspects of the college necessary to support collegewide operations and achieve the mission, vision, and collegewide goals of Iowa Lakes Community College.	<u>Admissions:</u> • Achieve an increase in college wide retention from 72 percent to 75 percent by improving recruitment, advising, campus visits, orientation, and College 101. (SE, FH) • Continue succession planning for admission staff. (SE, FH) • Continue to develop intercultural understandings on our campuses to grow a culture that supports success for first generation, low income, and students of color. (SE) • Assure regular communication with prospective students through Datatel communication management and staffing. (SE) • Improve data-driven decision making by using reporting strategies available through Datatel. • Work with Foundations and the college general fund to explore need-based offerings for first generation, low income and students of color. (SAO, SE, FH) • Seamlessly incorporate faculty advising into student recruitment and retention. (SD) • Design class schedules to accommodate students' personal, financial, and academic needs. (SAO) • Hire additional admission counselor in Emmetsburg. (SE, FH) • Implement an audit process to detect and correct data entry errors for student prospect records. • Add FAQ for parents on Admissions Web page. (SE) • Explore new means for reaching students; chat rooms, blogs, Facebook, e-communication. (SD) • Assist advisors in better serving students at summer orientation/registration days. (SD)	FY09 FY09 FY09 FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11 FY10-11 FY10-11 FY10-11	Dean of Enrollment Management, College Recruiters, Enrollment Management Team, Admissions Support Staff	<u>FY08:</u> • Initiated Student Ambassadors program. • Increased high school visits in Minnesota, South Dakota, Wisconsin and Iowa for a total of 2092 visits. • Hired new admissions counselor and moved Admissions Office in Estherville. • Presented at numerous locations including presentations for high school students and at Iowa School Counselor Workshop. • Participated in CAST monthly Datatel meetings for admissions planning. • Attended conferences for professional development. • Continued to improve the flow of information from Iowa Lakes to prospective students; including adding a parent newsletter and president postcard. • Provided "Making Your Mark" for new faculty as they planned College 101 experiences for new freshmen. • Utilized new laptops for presentations. • Increased campus visits and added an incentive with free flash drives with visits. • Updated SEVIS system for better

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Collegewide Support Services continued	• Continue to enhance relationships with high school guidance counselors. (SE, FH) • Increase the student funnel by 10%. (SD, FH) • Continue to promote and increase awareness of new programs. (SE, FH) • Showcase clean, well-maintained dorm rooms during campus visits. (SE, FH) • Convert more high school program student to full-time and part-time Iowa Lakes students.	FY10-11 FY10-11 FY10-11 FY10-11 FY10-11		tracking of foreign students. • Revised method of registering AA students during summer orientation. • Mailed Spindrift newspapers to prospective student's homes. • Revised Datatel to retain international status throughout enrollment at Iowa Lakes. • Held Student Services diversity retreat. • Partnered in 2 + 2 graduation program with the University of Iowa. • Created personal contact information for high school counselors to make it easier for them to recommend students.
	<u>Finance and Administrative Computing:</u> • Continue refining Colleague system. • Upgrade to new version of User Interface. • Upgrade to new version of Web Advisor.	FY09 FY09 FY09	Chief Financial Officer; Business Office Staff; Administrative Computing Staff	<u>FY08:</u> • Scheduled action planning with Datatel. • Completed survey by CAST to identify critical needs.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Collegewide Support Services continued	<u>Human Resources:</u> • Assess all staff development activities. (SD, SD, FH) • Implement online versions of Harassment, American's with Disabilities, and Hazardous Materials training. (SAO, SD, SE, FH) • Continue review of employment categories. (FH) • Implement cross-training functions for all areas. (SD, FH) • Review employment compensation. (FH) • Add full time clerical position. (SD, FH) • Establish more employee Wellness activities. • Continue to improve on usage of Datatel system for more accurate state reporting.	FY09 FY09 FY09 FY10-11 FY10-11 FY10-11 FY10-11 FY10-11	Vice-President of Administration, HR Staff	<u>FY08:</u> • Held 4th Annual New Teacher's Workshop. • Provided conflict training for staff. • Developed a three year plan for staff development with Meet and Confer and a three year plan for faculty development with Professional Employees Standards Committee. • One employee participated in CLIC and two employees in LINC. • Wellness Committee conducted successful weight loss challenge with over 200 participants. • Provided staff development opportunities- including motivational speaker, David Williams, Conflict Resolution, Assessment, & Retention sessions.

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Collegewide Support Services continued	<u>Institutional Advancement/Foundations:</u> ▪ Continue to grow Presidents Circle, increase accessibility for students, improve programs and facilities, further training for staff. (SAO, SE, FH, SD) ▪ Cultivate alumni through use of MySpace, Facebook, and database. (SE, FH) ▪ Integrate fundraising software system, Colleague Advancement. (SAO, SE, FH) ▪ Continue cultivating relationships with major donors and receive major gifts. (SAO, SD, SE, FH) ▪ Alumni: continue to connect with our alums. (SAO, SD, SE, FH)	FY09 FY09 FY09 FY10-11 FY10-11	Executive Director for Institutional Advancement and Staff	<u>FY08:</u> ▪ Established 29 new scholarships to increase accessibility of students. (FA) ▪ Expanded President's Circle members to almost 60. (FA) ▪ Improved cultivation of relationships with alumni by planning first ever Alumni & Friends Chili Feed in conjunction with Homecoming. (PA) ▪ Reconstructed scholarship processing utilizing Excel spreadsheet; resulting in reduction of labor hours, a decrease in copying and materials by utilizing original applications for selection committees. (FA) ▪ Internal We Believe In Us Annual Giving Program 2007-08 increased and participation increased from 86% to 89% among FT employees. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Collegewide Support Services continued	Marketing: • Employ a Graphic Design student in an internship at Printing Services. (SAO, SE, FH) • Maintain a page on Facebook and stay 'in tune' with traditional aged students. (SE) • Continue Marketing's contribution of ideas and time to the Enrollment Management team. (SE, FH) • Respond in a rapid manner to all staff for design/printing/finishing/Web/press release requests offering a professional and positive image.(SE, FH) • Meet with Journalism and Broadcast students and maintain contact throughout the year. (SAO, SE, FH) • Assist work-study students in developing good work habits and help them fulfill their educational goals. (SAO, SE, FH) • Complete the development of new program brochures. (SE, FH) • Promote a variety of academic programs at the Clay County Fair. In addition, establish a presence at all county fairs in the region. (SE, FH) • Continue to pursue the option of translating some college brochures, in particular the financial aid brochure, into Spanish. (SAO, SD, SE) • Identify programs (including A&S) and promote with online testimonials. (SD,SE) • Effectively market athletics at Iowa Lakes with new, part-time staffer. (Also provide back-up to regular staff's other duties.) (SD, SE) • Enhance marketing with 'branding' of student testimonials across all aspects of media. (SD, SE) • Continue to enhance college Web site with upgrades and updates. (SE, FH)	FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09 FY09	Executive Director for Marketing	FY08: • Completed the development of new college program brochures. (PA) • Promoted a variety of academic programs at the Clay County Fair. (FA) • Continued to upgrade Web site to ensure all academic areas have current information to represent options to students at Iowa Lakes (cooperative effort with records office.) (FA) • Add graphics and data bases to the Web site (ongoing.) (FA) • Maintained a page on MySpace and Facebook to keep in touch with students. (PA) • Supported retention of students by providing faculty with data throughout the registration process. (PA) • Maintained college Web site with appropriate changes in a timely manner. (FA) • Continued marketing's contribution of ideas and time to Enrollment Management Team. (FA) • Hosted numerous media throughout the year in promoting the Wind Energy program. (FA) • Assisted the Iowa Wind Energy Association in organizing;

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Collegewide Support Services continued	• Appropriately follow-up with contacts to National FFA contact list including use of a Web page to draw students to investigate agricultural programs at Iowa Lakes. *SE, FH) • Pursue options on securing a Web site template for the college to attract the traditional-aged students while continuing to appeal to all age groups. (SE, FH) • Develop a plan to get needed 'marketing-related' information on the college Web site. • Develop a plan to systematically review marketing initiatives and an evaluation of each initiative's value to the success of Iowa Lakes Community College. (SD, SE)	FY09 FY09 FY10-11 FY10-11		marketing; developing a Web site; hosting a convention; distributing a newsletter. (FA) • Placed testimonial videos of Iowa Lakes students on the Web site as well as You Tube & Facebook. (FA) • Distributed 577 press (and sports) releases to area media. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Collegewide Support Services continued	<u>Physical Plant:</u> ▪ Move Iowa Lakes to becoming as environmentally friendly in construction and operations as economically feasible. (SAO, FH) ▪ Design and construct phase III of Sustainable Energy Technology Education Center. (SAO, SE) ▪ Return to performing routine maintenance of facilities, parking lots and grounds. Minimal funds have been allocated to existing facilities, roofs, hvac systems, lighting, vehicles, copies, signage, existing parking lots, and landscaping in the past years. An action plan needs to be developed and funds allocated. (SAO, SE) ▪ Re-evalutate and maximize the utilization of college facilities as program needs and enrollments change. (SAO, SD, SE, FH) ▪ Provide a safe learning environment while complying with state and federal codes. (SAE, SD, SE, FH)	FY09-10 FY09-10 FY09-10 FY09-10 FY09-10	Executive Director of Physical Plant and Staff	<u>FY08:</u> • Focused on becoming as environmentally friendly in construction and operations as economically feasible (continuous process). (PA) • Construct an energy efficient Sustainable Energy Technology Education Center to accommodate increased student enrollment. (FA) • Construct a practice area for the Wrestling Program and increased the size of the weight room to accommodate the new program and estimated increased enrollment. (NA) • Renovated existing maintenance shed into a Marine & Small Engine lab to accommodate student growth. (FA)

Division Learner Outcomes/ Area Scope or Mission	Annual and Long Range Objectives	Time Frame	Staff Responsible	Outcomes/Status
Collegewide Support Services continued	<u>Planning and Development:</u> • Implement Phase 2 of continuous stakeholder needs analysis process: Communitywide survey of perception of college and emerging needs. (SAO, SD, SE, FH) • Utilize *Business Intelligence* strategies to develop dashboard and KPI processes for ongoing reporting of Collegewide Goals/Performance Targets. (SAE, SD, SE, FH) • Continue to refine Comprehensive Program Review data integration process; validate data, provide faculty support and understanding of program outcomes data and how data may be used at the program level for ongoing program improvement. (SAO, SD, SE, FH) • Resume internal project review (simulated site visit) for federally funded projects, with goal of reviewing each project at least once during the project period. (SAO, SD, SE, FH) • Submit AQIP Systems Portfolio for HLC Peer Review; publish outcomes on Iowa Lakes' Web site. Integrate use of results into collegewide decision-making and planning processes. (SAO, SE) • Review and revise collegewide Institutional Review Board (for Human Subject Research) to become compliant with NSF, HHS, USDE and other federal agency guidelines and ensure eligibility for federal agency grant funding. (SAO, SD, SE, FH)	FY09 FY09 FY10-11 FY10-11 FY10-11 FY010-11	Executive Director of Planning and Development and Staff	<u>FY08:</u> • Publish results of NCCBP comparison of Iowa Lakes' outcomes with community college peers nationally. Outcomes shared with Cabinet, all faculty and staff via Info in a Minute, Assessment Review Committee, Collegewide Improvement Team, and Campus Faculty meetings. (FA) • Integrate NCCBP comparative data usage into collegewide decision-making process. NCCBP Outcomes, along with IPEDS, CCbenefits and AQIP Examiner, basis for January 2008 Cabinet Retreat. Outcomes used to develop response to AQIP Systems Portfolio questions and develop Cabinet Priorities. • Implement Phase 2 of continuous stakeholder needs analysis process: Communitywide survey of perception of college and emerging needs. • Establish an AQIP Oversight Committee to provide leadership in Systems Portfolio completion. Initiate AQIP Systems Portfolio development. Collegewide Improvement Team accepted responsibility for AQIP processes oversight and developed two Action Projects to support

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Collegewide Support Services continued				collegewide goals: Student Enrollment and Fiscal Stability. • Pilot an enhanced survey process for all Iowa Lakes IR activities using Survey Monkey, an online hosted survey design/implementation process. • Increase by 15% the number of alumni and former student survey responses received through use of the Survey Monkey tools. • More fully integrate grant development into 2 -3 year advanced planning process for supporting collegewide priorities and align more closely with collegewide priorities.