Iowa Central
COMMUNITY COLLEGE

2007-2017
Ten Year Mission of Improvement
and
2007-2010 Strategic Plan

Vision Statement

Iowa Central Community College is the learning college of choice, meeting the needs of all we serve in a changing regional and global environment. Innovation, excellence, and continuous improvement define this institution where the focus is on the learner and on the appreciation of diversity.

Iowa Central developed its vision statement in the fall of 1998. After collecting ideas from all employees, a team consisting of administrators, faculty, service personnel, custodial and secretarial staff worked out the final wording of the vision statement in a daylong workshop. The mission and purposes of Iowa Central Community College will serve as a guide toward this vision. In 2007 the vision statement was reviewed and modified to call attention to the changing regional environment.

Mission Statement

Iowa Central Community College commits to educational excellence by providing affordable, accessible, adaptable, community-centered programs and learning-centered activities within and beyond the classroom.

The mission statement was most recently refined in 2007 to focus on the idea of quality in learning. This mission statement describes how Iowa Central Community College accomplishes its vision and purposes.

2007-2017 Ten Year Mission of Improvement

The Ten Years of Improvement project is an attempt to annually collect and analyze data pertinent to the operations and success of the college. Any fluctuations in the data from year to year may serve as indicators for areas that need immediate attention or topics for future strategic plans. The results tabulated from this data will be presented to the Iowa Central Board of Directors annually with the strategic plan update.

Iowa Central Ten Year Mission of Improvement

Excellence: The Foundation of Iowa Central's continued success is based upon the quality of service provided to students and stakeholders.

Improvement Measures
- Student retention by course
- Fall-to-spring retention
- Fall-to-fall retention
- Graduation rates
- Employment and/or further educational success
- Assessment of student learning
- Number of faculty completing Quality Faculty Plan annually

Service: All persons living in Area V have the opportunity to participate in Iowa Central offerings to benefit and/or enrich their lives.

Improvement Measures
- Overall service area penetration
- Service area penetration by race
- Service area penetration by age group
- Service area penetration by business and industry
- Service area penetration by income
- Distance learning usage in/outside service area
- High Schools with College Contracted Courses
- Industry served
- Classroom utilization
- Decker Auditorium utilization
- Hodges Field-house utilization
- Career Education Building utilization
- Crimmins Building utilization
- Student housing utilization

Value: Iowa Central is dedicated to providing quality education at an affordable price.

    Improvement Measures
- Student costs including tuition, fees, and other expenses
- Scholarship endowment fund balance
- Scholarship dollars awarded
- Number of student scholarships awarded
- Total foundation assets
- New revenues from grants, investment income, and other sources
- Alumni association size and contributions
- Cost savings through process efficiencies and utilization of technology

Innovation: Iowa Central is a leader in meeting the needs of its students and stakeholders through expeditious, resourceful actions.

    Improvement measures:
- New programs developed
- New courses developed
- Courses deleted
- Courses with curriculum changes
- Internet courses
- Internet student enrollment
- Industries served
- Partnerships

Communication: Iowa Central will enhance the flow of internal and external communications.

    Improvement measures:
- News releases and promotions
- Internet usage
- Intranet usage
- TV announcements/electronic billboard
- Publications

2007-2010 Strategic Plan

The 2007-2010 Strategic Plan was developed through an inclusive process which derived input from faculty, staff, students, and stakeholders. The team reviewed the mission and vision statement and offered some suggested revisions that more clearly state the values of the organization. To address the recommendations made by outside entities, the team reviewed the last state and regional accreditation documents, previous strategic plans and accomplishments, and the AQIP self-study results and feedback.

Since 1995 Iowa Central has developed four consecutive three-year strategic plans that have addressed the priorities of the College at the time. This strategic plan identifies major initiatives and one-time projects that will be implemented over the next three years. Some of these items may be integrated into the continuing work of the College.

This Strategic Plan is designed to serve as a guide to lead the implementation of the Mission Statement in bringing about improvements in the processes and systems of the college. The principles of the Continuous Process Improvement (CPI) will be implemented as the driving mechanism in achieving our Vision and Goals.

Each Action Plan is divided into Objectives which are further divided into Strategies. Each Strategy has a deadline and a strategic planning team member and CPI team responsible for ensuring a successful and timely outcome. In addition each Strategy has Performance Measurements that define successful completion.

Unlike previous strategic plans this edition has developed detailed Action Plans, Objectives, and Strategies for the first year only. The second year has Action Plans and Objectives with Strategies to be developed during year one. The third year of the plan has broad Action Plans to be further developed during year one and two of the plan. Every year a new set of Action Plans will be produced, thus making the Strategic Plan a dynamic document capable of adapting annually to current issues and needs.

Strategic Planning Team
David Barwin (Co-chair)
Jennifer Berte (Co-chair)
Robert Bilbo
Connie Boyd
Carolyn Cochran
Dave Grosland
Chad Haugen
Rob Hepperle
Kim Jackson
Samantha McClain
Shelly Rustvold
Kelly Wirtz

2007-2010 Strategic Plan – Year One (2007-08) Status Report

Action Plan 1

The College will create a campus environment conducive to the learning needs of our students and other community stakeholders.

Objective 1.1

The College will conduct a comprehensive study to prioritize campus master plan projects.

Strategies 1.1.1

Seek input in regard to master campus plan priorities from both internal and external entities involved with the College.

<u>Measurement</u>
Complete a written plan and verbal report outlining the Team's recommendations.
<u>Responsible Parties</u>
CPI Team
<u>Timeline</u>
February 2008

<u>STATUS</u>
Complete

Action Plan 2

The College will enhance communications at all levels of the organization.

Objective 2.1

Determine what information is not currently being communicated to internal and external customers.

Strategies 2.1.1

Conduct surveys and roundtable discussions to create a list of items that need to be better communicated.

<u>Measurement</u>
Establishment of a prioritized list of items that need communication improvement.
<u>Responsible Parties</u>

CPI Team
Timeline
    January 2008

Objective 2.2

Determine how to most efficiently and effectively communicate information to our internal and external customers.

Strategies 2.2.1
Survey customers to find their most preferred method of receiving information.

Measurement
    Perform trial runs of various methods of information delivery and tabulate responses.
Responsible Parties
    CPI Team
Timeline
    June 2008

Action Plan 3
The College will improve its utilization of data as an essential component of the decision making process.

Objective 3.1
Develop methods and processes to identify, collect, and record needed data not presently compiled by the college.

Strategy 3.1.1
Establish processes to identify needed data which is not presently collected by the college.

Measurement
    The development and evaluation of an effective process identifying missing data will serve as the measure for successful completion of this strategy. A list of new needed data items will be amassed.
Responsibility

CPI Team
Timeline
June 2008

Strategy 3.1.2

Develop procedures to determine needed data are to be collected, electronically stored, and who is to enter data.

Measurement
The establishment of a working model to determine how new data will be handled will measure the success of this strategy. Lists of successfully stored new needed data topics and problematic data issues will be collected.
Responsibility
CPI Team
Timeline
June 2008

Action Plan 4
The College will improve student retention.

Objective 4.1
Develop methods of collecting data related to reasons why students withdraw from courses.

Strategies 4.1.1
Use input from faculty and staff to create a list of reasons why students do not successfully complete individual courses.

Measurement
Establishment of a list of reasons for student withdrawal from courses to be used in all classes when students withdraw.
Responsible Parties
Faculty, Enrollment Management Staff, CPI Team
Timeline
February 2008

A list of different categories was developed by Enrollment Management Staff and the CPI appointed team. The following reasons for withdraw were included on that list:

1. Cannot relate to teacher
2. Changing major
3. Day care issues
4. Don't like course format
5. Family emergency
6. Financial difficulties
7. Grades
8. Health reasons
9. Irregular attendance
10. Job conflicts
11. Military
12. Never logged in
13. Not needed for graduation
14. Not prepared
15. Personal decision
16. Relocation
17. Technical problems
18. Withdrawn for non-payment
19. Too difficult
20. College-housing dismissal
21. Instructor initiated withdraw

Further action could include the tabulation of category values and a review of College policies that could be implemented to help increase student retention.

Strategies 4.1.2

Investigate data available through Datatel for the comparison of student withdrawals from courses.

Measurement

This strategy will be measured by the creation of queries that produce data for comparison of student withdraw from courses.

Responsible Parties

Paula, Warren, CPI Team

Timeline

February 2008

STATUS

Queries have been implemented to determine the following:

1. Withdraws by reason code.
2. Withdraws by course and reason code.
3. Withdraws by delivery method and reason code.

Objective 4.2

Develop methods to collect, statistically compare and analyze the reasons why students withdraw from courses.

Strategies 4.2.1

Develop a method of data collection.

Measurement

This strategy will be measured by the successful collection of course withdrawal data.

Responsible Parties

CPI Team and Warren Bauer

Timeline

January 2008

STATUS

Completed and collection is ongoing.

Strategies 4.2.2

Determine how data is to be used for comparative analysis.

Measurement

This strategy will be measured by the application of statistical analysis to collected course data.

Responsible Parties

CPI Team and Math Department

Timeline

June 2008

STATUS

The CPI Retention Team believes that withdraw data is closely linked to attendance information. Since a committee has been put in place to standardize the gathering of attendance data, it was the belief of the CPI Retention Team that we should wait for the results of the standardized attendance gathering to decide what direction the College should follow.

This strategy will likely be ongoing in some form.

2007-2010 Strategic Plan – Year Two (2008-09)

Action Plan 2 (Carried Forward from Previous Year 2007-08)
The College will enhance communications at all levels of the organization.

- **The CPI Communication Team successfully determined a number of effective methods for disseminating information to both internal and external customers. It is the recommendation of the Strategic Planning Team that this group continue their analysis by gathering the necessary data to support exactly what information is missing and specifically what methods of communicating that information might be most effective before implementation.**

Objective 2.1
Determine what information is not currently being communicated to internal and external customers.

Strategies 2.1.1
Conduct surveys and roundtable discussions to create a list of items that need to be better communicated.

Measurement
Establishment of a prioritized list of items that need communication improvement.
Responsible Parties
CPI Team
Timeline
June 2009

STATUS
The CPI Communication Team is continuing to address the data gathering process in the current year.

Objective 2.2
Determine how to most efficiently and effectively communicate information to our internal and external customers.

Strategies 2.2.1
Survey customers to find their most preferred method of receiving information.

Measurement
Perform trial runs of various methods of information delivery and tabulate responses.
Responsible Parties
CPI Team
Timeline
June 2009

Action Plan 1 – Year Two (2008-09)

The College will ensure that all areas of the College are served by high quality faculty and staff.

Objective 1.1

The College will review the evaluation system for all staff.

Strategy 1.1.1

Review the evaluation system for all staff College-wide.

Measurement
A simple survey will be conducted to gather information.
Responsible Parties
Action Plan 1 Committee – Dave Grosland, Connie Boyd, Kelly Wirtz, Shelly Rustvold
Timeline
May 2009

Objective 1.2

The College will create a more thorough and consistent orientation process for all employees.

Strategy 1.2.1

Develop a list of skills needed to help new employees be more effective in their first week of employment.

Measurement
Record data gathered from roundtable discussions to be held with recent hires by individual groups at the College.
Responsible Parties
Action Plan 1 Committee – Dave Grosland, Connie Boyd, Kelly Wirtz, Shelly Rustvold
Timeline
May 2009

Action Plan 2

The College will develop an ongoing plan to monitor feasibility of current programs and to anticipate future program needs.

Objective 2.1

Examine the Internal Program Review Process as a means of determining efficiency and efficacy of current programs. Effectiveness and efficiency will be defined for both expansion and new initiatives and used for assessment.

Strategy 2.1.1
Collect information regarding current internal review process through a survey.

> Measurement
> Conduct a survey of program coordinators and Department Chairs to gather information regarding the utilization of Internal Program Review results.
> Responsible Parties
> Curriculum Committee
> Timeline
> May 2009

Strategy 2.1.2
Tabulate data gathered in survey process.

> Measurement
> Gather survey data and provide results to Strategic Planning Team.
> Responsible Parties
> Curriculum Committee
> Timeline
> June 2009

Objective 2.2
Develop, implement, and evaluate a community survey to assess interest in vocational program offerings via weekend and evening classes. If survey shows adequate interest, an implementation plan and curriculum will be developed by fall 2009.

Strategy 2.2.1
Identify a minimum of three program areas on campus interested in piloting night/weekend programs and in initiating surveys through their respective industry areas.

> Measurement
> A list of three program areas will be identified.
> Responsible Parties
> Administration/Program Coordinators
> Timeline
> March 2009

Strategy 2.2.2

Each program participating in the pilot will assist with the development and administration of an interest survey. The audience for the respective survey instruments will be determined by the program coordinators but should include students and industry.

>   Measurement
>   Collect survey results.
>   Responsible Parties
>   Program Coordinators
>   Timeline
>   June 2009

Strategy 2.2.3
Each program participating in the pilot will determine the feasibility of offering night/weekend course options based on the survey results and will plan accordingly.

>   Measurement
>   Analyze survey results and report to Curriculum Committee and any other necessary body for approval.
>   Responsible Parties
>   Program Coordinators
>   Timeline
>   July 2009

Action Plan 3

The college will improve its utilization of data as an essential component of the decision making process.

Objective 3.1

Investigate and determine the types and extent of participation Iowa Central should invest in to obtain comparison to national, regional, and state norms.

Strategy 3.1.1

Gather and review available methods to obtain comparisons to national, regional, and state norms.

>   Measurement
>   Collect and compare attributes of available tools available for measurement of norms.
>   Responsible Parties
>   LIP Team
>   Timeline
>   Fall 2008

Objective 3.2

Improve student engagement, access, and achievement in student services and academic programs by identifying challenged areas. Utilize the Community College Survey of Student Engagement (CCSSE) for assessment. Areas of challenge are identified and new initiatives are recommended and implemented.

Strategy 3.2.1

Supply CCSSE with the Course Master Data and Codebook.

Measurement
The course data is collected and transmitted to CCSSE.
Responsible Parties
CCSSE Team
Timeline
February 2009

Strategy 3.2.2

Conduct the CCSSE Survey.

Measurement
Surveys will be completed for all selected classes as per CCSSE instructions, and the completed surveys will be returned to CCSSE.
Responsible Parties
CCSSE Team
Timeline
March/April 2009

Strategy 3.2.3

Analyze CCSSE Institutional report to identify the areas of challenge and develop new initiatives to address these areas.

Measurement
Create a report and summary of findings based on the CCSSE Institutional Report.
Responsible Parties
CCSSE Team
Timeline
June 2009 (or as soon as the report is made available)

Action Plan 4

The College will improve student retention.

Objective 4.1

Collect and apply retention data on a department and college-wide basis to result in better retention numbers for individual course enrollments.

Strategy 4.1.1
Organize the retention data for further analysis.

Measurement
The establishment of summary graphs, tables, and /or charts of the retention data by relevant category (course, department, etc.).
Responsible Parties
Student Records, Data Management, CPI Retention Team
Timeline
March 2009

Strategy 4.1.2
Analyze the attendance data and the collected data regarding reasons for withdrawal from courses.

Measurement
Create a report/summary of findings.
Responsible Parties
CPI Retention Team
Timeline
May 2009

Objective 4.2
Better utilize the College Experience course to retain students from semester to semester.

Strategy 4.2.1
Use the College Experience Course to enroll returning students.

Measurement
Track comparison percentage of first-time students who took the College Experience course and re-enrolled for class for the following semester.
Responsible Parties
College Experience Instructors, Data Management (query creation)
Timeline
June 2009

Strategy 4.2.2
Use the College Experience Course as a platform to inform student about pertinent information regarding their success in college.

Measurement
Compile results from an assessment tool used as a final project/exam.
Responsible Parties
College Experience Instructors
Timeline

November 2009

2007-2010 Strategic Plan – Year Three (2009-10)

Action Plan 1

Develop and implement a college master facilities plan that maximizes the alignment of academic and services needs with facilities planning, reduces deferred maintenance, and improves space utilization.

Action Plan 2

Develop program and departmental websites that will include course descriptions, samples of student work, a showcase for outstanding practices and other pertinent information.

Action Plan 3

Develop a technology assessment for students and additional courses or seminars to ensure that students are prepared for the use of technology in college courses, accessing e-mail, web advisor, and internet instruction.

Action Plan 4

The College will provide high quality advisement to all students.