



NORTHEAST IOWA COMMUNITY COLLEGE • FY2016-2018

strategic plan



strategic plan

It is time to focus on the future. To stretch ourselves.
To think big. To innovate. To work together.
To unlock student potential. To personalize learning.
To engage our stakeholders. To empower our employees.
To maximize our resources.

Our students are arriving from all walks of life. They are parents.
They are working adults. They are veterans.
They are in high school. They are talented.
They have hopes and dreams.

To be a world-class college, there must be progress in and synergy between five key areas:

- Programming
- Students
- Organization
- Community
- Facilities and Technology

This plan is presented as a living road map to achieve this synergy.





Our Goal is to ...

Educate students through high-quality, innovative and affordable programming that leads to family-sustaining careers and meets the workforce needs of our communities.

Because ...

- 56% of Iowa jobs require more than high school diploma but less than a four-year degree.
- The College has the ability to train the workforce for the fastest-growing occupations in the region: Administrative Assistants, Computer Numerical Control Operators, Carpenters/Construction Laborers, Childcare Workers, Home Health Aides, Nurses/Nurse Assistants, Software Developers and Truck Drivers.
- Career Pathways Work! Approximately 35% of the College's High School Equivalency Diploma graduates and 35% of Business and Community Solutions career pathway certificate graduates enroll in additional College programs at Northeast Iowa Community College following graduation.
- 41% of Northeast Iowa Community College graduates continue their education immediately after graduation; 21% of these stay at Northeast Iowa Community College for this education.

Strategies to Achieve this Goal...

1. Evaluate existing and new programs in the context of job outlook, student need and fiscal stewardship.
2. Evaluate delivery methods of programs to ensure they meet student and community needs (i.e.: competency-based, distance, etc.).
3. Implement model of developmental education that acknowledges needs of the learner, partners with K-12 and accelerates entrance to programs.
4. Increase entrepreneurial education opportunities.
5. Expand career pathway model to offer stackable credentials within an industry.
6. Increase collaboration with K-12 to advance educational solutions.

We will Measure Success by ...

1. Reviewing programs, career pathway certificates, and Business and Community Solutions courses developed, enhanced, or closed annually
2. Monitoring advisory committee response to the question: "The program meets the needs of business and industry?"
3. Analyzing Business and Community Solutions course satisfaction ratings and sector board satisfaction ratings
4. Evaluating program enrollment

In Year One, We will Accomplish the Following to Meet Our Goal ...

1. Expand career pathway opportunities within construction, advanced manufacturing, agriculture and information technology industries.
2. Implement a new learning management system.

Resource Implications ...

1. Purchase of learning management system
2. Implementation of programming in open laboratories



STUDENTS

Our Goal is to ...

Increase enrollment, completion and successful placement of students in a career or additional education through personalized, intentional and proven services.

Because ...

- Competition for a shrinking traditional age student pool is increasing.
- Community colleges are well-situated to partner with K-12 to improve college readiness. The College enrolls approximately 2,000 high school students in concurrent enrollment annually, the highest in the state.
- Only 15% of entering Northeast Iowa Community College students are college ready in writing, reading and math.
- Students are increasingly facing multiple barriers to success: 46% of Northeast Iowa Community College students are Pell Eligible and 36% are first-generation.
- The College has a strong record of student success, including retention (45% fall-to-fall), graduation (30% in 3 years), transfer (41% graduate or transfer) and job placement (94% placed or continue education).
- Northeast Iowa Community College students are increasingly diverse: 91.9% white, 2.7% black, 1.5% Hispanic, 0.5% multiple, 0.5% Asian (2.9% unreported or less than 0.5%).
- 39% of Northeast Iowa Community College students are 25 years of age or older and 44% of our non-high school students are part-time learners.
- Student learning is increasingly mobile: 16% of students are enrolled exclusively online. In comparison, 27% are exclusive Calmar students, 44% are exclusive Peosta students, and 6% are exclusive Dubuque Center students.
- 72% of Northeast Iowa Community College students are satisfied with their overall College Experience according to a 2014 Student Satisfaction Survey.
- In a 2014 College Employee Satisfaction Survey, faculty and staff at the College indicated that retaining students and enrolling new students are "Top Institutional Goals."

Strategies to Achieve this Goal...

1. Evaluate and consider student needs, including financial, advising, student life, and other support needs.
2. Integrate onboarding for various student populations, including early career facilitation opportunities.
3. Outreach to new and growing markets.
4. Increase student access to credit for prior learning, reverse transfer and articulation options.
5. Expand connections with employers to place students into employment after completion.
6. Enhance partnerships with external service providers to provide student support.

We will Measure Success by ...

1. Analyzing multiple retention measures and graduation and transfer rates of students enrolled in academic programs
2. Monitoring student enrollment
3. Tracking the placement of graduates into employment or continuing education 6 months or less after graduation
4. Monitoring student loan default rate

In Year One, We will Accomplish the Following to Meet Our Goal ...

1. Develop a college-wide student recruitment plan, including existing and new markets, enrollment goals, and action steps.
2. Expand the Northeast Iowa Community College success model to all center locations.
3. Implement goals of the High Impact Practices Institute based on analysis of CCSSE and SENSE survey results, including review of current advising model and enhanced student course placement processes.

Resource Implications ...

1. Purchase of Client Relationship Management system
2. Conversion of select materials into Spanish and English
3. Assessment costs





Our Goal is to ...

Align the College's organizational model, including faculty, staff, board of trustees and Foundation board of directors, with the mission, values and strategic goals of the College to ensure a diverse, innovative and entrepreneurial team.

Because ...

- Employee diversity is not aligned to our student body diversity (of 692 employees, 98.5% are white).
- Northeast Iowa Community College has a strong track record of employee longevity (12.1 years for full-time staff and 12.2 years for faculty) and low turnover (6.1% in FY14).
- Northeast Iowa Community College compensation is lower than its peers (\$55,391: Average compensation for full-time faculty (173 days); \$52,117 for professional/non-bargaining; \$15.14 per hour for support staff).
- In a 2014 College Employee Satisfaction Survey, faculty and staff ranked their overall employee satisfaction at 4.18 of 5, up from 3.83 in 2011.

Strategies to Achieve this Goal...

1. Expand process for onboarding new employees, including orientation, professional development and training.
2. Engage board of trustees, Foundation board of directors, faculty and staff in succession planning and process for archiving institutional knowledge.
3. Enhance process where employees are evaluated ethically, consistently and uniformly.
4. Evaluate and improve organizational structure to ensure equity, carry out strategic goals and improve accountability and efficiencies.
5. Increase diversity among faculty, staff, board of trustees and Foundation board of directors.
6. Implement a comprehensive wellness plan.

We will Measure Success by ...

1. Monitoring compensation by employment category in comparison to peers
2. Tracking the gap in diversity of faculty and staff compared to the student body
3. Monitoring employee satisfaction as measured by the Noel-Levitz College Employee Satisfaction Survey, administered every two years

In Year One, We will Accomplish the Following to Meet Our Goal ...

1. Explore wellness opportunities for students, faculty and staff and develop comprehensive wellness plan.
2. Implement enhanced new employee orientation and training program.
3. Complete Classification and Compensation Study including recommendations for future action.
4. Evaluate diversity of organization, age of employees and turnover rate in relation to exploration of succession planning model.

Resource Implications ...

1. Consultant costs for Classification and Compensation Study
2. Expenses associated with wellness plan
3. Expenses associated with implementation of classification/compensation study recommendations



Our Goal is to ...

Collaborate with new and existing partners in government, economic development, education and business to develop and sustain economically secure communities.

Because ...

- The College has a successful track record of leveraging federal, state, and local grant partners (33 million raised since FY10).
- State aid as percent of total revenue continues to decline (from 37% in 2009 to 28% in 2014).
- The College's Foundation Board is committed to stewardship, prospecting, planned giving, development and alumni relations projects.
- The College successfully achieved both a bond issue and a major gifts campaign (exceeding Campaign for Excellence goal of \$10 million in cash and resources).
- The College has pioneered innovative partnerships with K-12, economic development, non-profits, and employers.

Strategies to Achieve this Goal...

1. Explore new revenue savings and growth opportunities.
2. Develop and sustain opportunities to partner with industry, workforce, and economic development entities to meet student and community needs.
3. Maximize partnerships with state and federal legislators.
4. Determine what the College is known for in its communities and how it wants to be known.

We will Measure Success by ...

1. Analyzing annual grant revenue and funding diversification.
2. Analyzing funding raised through the Northeast Iowa Community College Foundation to include monetary gifts, grant funding and in-kind resources.
3. Tracking state aid as percentage of total revenue
4. Monitoring the number of businesses served through Business and Community Solutions, including through Iowa jobs training programs.
5. Tracking costs savings to district students through concurrent enrollment

In Year One, We will Accomplish the Following to Meet Our Goal ...

1. Plan an environmental scan of the district to identify future needs and satisfaction with College programming.

Resource Implications ...

1. Environmental Scan implementation





Our Goal is to ...

Provide technology and facilities that fulfill the mission of the College.

Because ...

- The College launched a new facilities master planning process in 2015.
- An increasing number of Northeast Iowa Community College faculty and staff have confidence in the College's technology (55% in 2015 up from 31% in 2009).
- While students are satisfied with technology and facilities, there is opportunity to better meet their needs (74% of students indicated satisfaction with help-desk services and 74% indicated satisfaction with maintenance and cleanliness of facilities in a 2014 Students Services Survey).
- In a 2014 College Employee Satisfaction Survey, faculty and staff ranked the importance of improving appearance of buildings and grounds as 4.06 out of 5, "significantly higher than in 2011.
- In a 2014 College Employee Satisfaction Survey, faculty and staff indicated that they had the technology to do their jobs well (4.47 out of 5).
- The College adheres to its value of stewardship, which includes sustainable practices in operations and facilities.

Strategies to Achieve this Goal...

1. Evaluate how well facilities meet educational and community needs.
2. Evaluate how well technology meets faculty, student and staff needs.
3. Develop efficiencies in facility operations.
4. Increase sustainable practices.

We will Measure Success by ...

1. Monitoring employee survey response to the question "Is the College utilizing the right technology?"
2. Monitoring student satisfaction with technology and facilities via the Student Satisfaction Survey
3. Tracking annual accomplishment of facilities planning targets

In Year One, We will Accomplish the Following to Meet Our Goal ...

1. Finalize Master Facilities Plan, including prioritization of projects.
2. Research and expand technology-assisted services, such as an integrated voice response system and online forms and services, to improve efficiency and enhance customer service.

Resource Implications ...

1. Implementation of facilities plan, including maintenance and upkeep
2. Expansion of online forms and services



Mission

Northeast Iowa Community College provides accessible, affordable, quality education and training to meet the needs of our communities.

Vision

The Northeast Iowa Community College educational community will live the values of service, respect, innovation, stewardship and integrity within a culture of continuous improvement.

Service: Dedication to meet the ever-changing educational needs of our stakeholders

Respect: Recognition of individual dignity by promoting trust and cooperation

Innovation: An open climate fostering collaboration, improvement and advancement of ideas

Stewardship: Responsible management that sustains resources for the common good

Integrity: Policies, practices and actions reflecting responsible citizenship

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