

2015-2020

Strategic Plan

IOWA CENTRAL COMMUNITY COLLEGE
One Triton Circle
Fort Dodge, IA



MISSION STATEMENT

Iowa Central Community College provides quality educational opportunities in and outside of the classroom.

VISION STATEMENT

For all we serve, Iowa Central Community College strives to be the premier learning community and college of choice, preparing the best citizens and workers for our region and beyond.

We will aspire to:

Contribute effectively to the economic, social, and cultural opportunities of our region.

Work proactively with businesses, civic organizations, high schools and other academic institutions to improve collaboration, develop educational and career opportunities, expand Iowa Central's visibility, and target public and private investment into Iowa Central.

Monitor progress against our priorities, commitments, and aims, using relevant performance indicators, benchmarks, and targets. Through this assessment, we will maintain focus on our planning process to ensure we continue to meet academic and institutional needs.

Plan and budget annually to provide the framework for making the strategic plan operational.

SERVICE EXCELLENCE VALUES

Professionalism

- **Accountability:** Recognize that work performance directly reflects your character.
- **Communication:** Practice exceptional internal and external communication.
- **Personal Responsibility:** Give 100%.
- **Adapt:** Respond to the ever-changing environment of higher education.

Integrity

- **Diversity:** Recognize and value individual and cultural differences.
- **Ethics:** Strive to be honest, fair, and responsible.
- **Respect:** Inspire mutual respect.
- **Consistency:** Promote and represent Iowa Central at all times.

Excellence

- **Empower:** Encourage initiative, creativity, and thoughtfulness in all we do.
- **Quality Education:** Continuously pursue improvement in courses, methods, and systems.
- **Celebrate:** Celebrate success and embrace and learn from challenges.
- **Exceed Expectations:** Strive to be the best you can be at all times.

INSTITUTIONAL GOALS

INSTITUTIONAL GOAL 1

The College will set priorities to maintain and sustain our growth in enrollment to support the work force needs of our region.

INSTITUTIONAL GOAL 2

The College will provide service and support for students in order to measure goal achievement.

INSTITUTIONAL GOAL 3

The College will further develop cooperative relationships with individuals, businesses, industries, schools, colleges, and other organizations to promote education and workplace services.

INSTITUTIONAL GOAL 4

The College will continue to improve in the areas of institutional excellence, continuous improvement, and effectiveness.

INSTITUTIONAL GOAL 1

The College will set priorities to maintain and sustain our growth in enrollment to support the work force needs of our region.

Objective 1.1

Increase credit enrollment by 3-5% over the next 5 years.

Plan of Action:

1. Research and target new markets.
2. Reinvigorate and develop new approaches to recruitment and retention.
3. Create annual Enrollment Management and Student Development plans and tie specific enrollment goals to programs and departments.
4. Conduct faculty and staff calling nights.
5. Conduct annual MyRecruit plan.
6. Obtain 35% of recent area high school graduates.
7. Maintain penetration rate as defined by Iowa Department of Education.
8. Implement yearly Strategic Enrollment Plan.
9. Implement new academic programs to meet the work force needs of the community and state.
10. By 2017, construct and fill a new 60-90 bed housing complex.
11. By 2012, have housing capacity.

Measurements:

1. Enrollment report on the 10th day of each term.
2. Iowa Department of Education Profile Report – Penetration Rate.

Completion Date:

- Reviewed each semester

Responsible Persons (s):

- Cabinet
- Enrollment Management Director
- Vice President of Enrollment Management and Student Development

INSTITUTIONAL GOAL 1

The College will set priorities to maintain and sustain our growth in enrollment to support the work force needs of our region.

Objective 1.2

Increase course offerings for non-credit outside of Webster County by 10% over the next 5 years.

Plan of Action:

1. Start baseline of total non-credit offered in year 2015-2016.
2. Develop ongoing comprehensive training schedule.
3. Develop a comprehensive targeted marketing strategy to communicate course offerings.
4. Implement online enrollment and payment.
5. Continue to update website.

Measurements:

1. Number of offerings outside Webster County.

Completion Date:

- Completion dates stated in Plan of Action
- July 1 Reports

Responsible Person(s):

- Business Department Non-Credit Coordinator
- Deans
- Economic Development Director

INSTITUTIONAL GOAL 1

The College will set priorities to maintain and sustain our growth in enrollment to support the work force needs of our region.

Objective 1.3

Every year we will assess the quality of campus life to determine how services and activities affect student success.

Plan of Action:

1. Conduct annual student satisfaction survey by October 1.
2. Provide Cabinet with report by December 1.
3. Review and implement changes by January 1.
4. Team reviews areas of ongoing improvements to be implemented.
5. Create new athletics and student activities.

Measurements:

1. SSS data.
2. Percentage of students ranking their educational experience at Iowa Central good or excellent (CCSSE).
3. Percentage of students indicating they would recommend Iowa Central to a friend or family (CCSSE) (SENSE).
4. Percentage of students indicating their satisfaction with Iowa Central services as somewhat or very satisfied (CCSSE).
5. Retention rate from fall to spring.

Completion Date:

- Completion dates stated in Plan of Action
- Annually

Responsible Persons (s):

- Cabinet
- Vice President of Enrollment Management and Student Development

INSTITUTIONAL GOAL 1

The College will set priorities to maintain and sustain our growth in enrollment to support the work force needs of our region.

Objective 1.4

Develop comprehensive retention plan.

Plan of Action:

1. Create a Retention Center.
2. Review the Administrative Withdrawal process.
3. Monitor and utilize retention alerts.
4. Establish baseline data on students who withdraw or are dropped within the first 10 days of each term.
5. Obtain data as to why students do not return.
6. Obtain students' academic goals.

Measurements:

1. Fall to spring retention rates by course and department.
2. Fall to fall retention rates by course and department.

Completion Date:

- In place Spring 2016

Responsible Person (s):

- Vice President of Enrollment Management and Student Development
- Vice President of Instruction

INSTITUTIONAL GOAL 2

The College will provide service and support for students in order to measure goal achievement.

Objective 2.1

Increase the progression rates of students from developmental courses to college-level courses.

Plan of Action:

1. Establish a baseline for developmental reading, writing, and math to assess progression rate over a two-year period.
2. Retrieve last year's pass/fail data of the learning communities as well as the introduction to psychology course associated with the learning communities.
3. Begin recording data for the Art Appreciation and Exploring Music courses associated with learning communities this semester.
4. Use the two-year baselines for all courses mentioned in step 1, 2, and 3 above to set realistic benchmarks for a 5-year period.
5. Establish protocol for recording and reporting data.

Measurements:

1. Pass/fail rates for all developmental courses for past three years and all learning communities and associated courses.

Completion Date:

- September 1, 2015, for the three developmental courses and associated 5-year benchmarks.
- September 1, 2017, for 5-year benchmarks for Introduction to Psychology, Exploring Music, Art Appreciation and learning communities.

Responsible Persons (s):

- Institutional Effectiveness Executive Director
- Liberal Arts & Sciences Associate
- Liberal Arts & Sciences Dean

INSTITUTIONAL GOAL 2

The College will provide service and support for students in order to measure goal achievement.

Objective 2.2

We will assist our students in the completion of their academic goals.

Plan of Action:

1. Establish a baseline of the number of student completers.
2. Set realistic benchmarks measuring the completion rates of students.
3. Revise enrollment card to better assess student goals.
4. Establish a mandatory self-reporting system to measure if students met their goals.
5. Create committee to determine the specifics relating to this plan.

Measurements:

1. Fall-to-Fall retention rates.
2. Full-time transfer rate.
3. Graduation rate.
4. Total number of HISET graduates.
5. Total number of HISET graduates enrolling in credit and non-credit programs.
6. Revised student enrollment cards.

Completion Date:

- September 1, 2016

Responsible Persons (s):

- Committee
- Deans
- Vice President of Instruction

INSTITUTIONAL GOAL 2

The College will provide service and support for students in order to measure goal achievement.

Objective 2.3

Increase the number of degree courses that incorporate service learning or work-based learning opportunities prior to graduation.

Plan of Action:

1. Create a baseline of the number of courses that incorporate service learning or work-based learning into class work.
2. Revise the internship process (recording and reporting) to make it consistent across all programs.
3. Establish a goal to increase courses offering service learning and work-based learning.

Measurements:

Completion Date:

- January 1, 2016

Responsible Persons (s):

- Deans
- Faculty
- Institutional Effectiveness Executive Director
- Program Coordinators

INSTITUTIONAL GOAL 2

The College will provide service and support for students in order to measure goal achievement.

Objective 2.4

Assign retention coordinator to provide support for at-risk students.

Plan of Action:

1. Designate retention coordinator.
2. SEP.

Measurements:

1. Center plan reviewed and implemented.

Completion Date:

- August 2016

Responsible Persons (s):

- SEP team

INSTITUTIONAL GOAL 3

The College will further develop cooperative relationships with individuals, businesses, industries, schools, colleges, and other organizations to promote education and workplace services.

Objective 3.1

Increase the utilization of the Career Services Center to enhance the awareness of students' employment opportunities.

Plan of Action:

1. Develop a tracking system to gather usage of the Career Services Center and review annually.
2. Improve the tracking system to gather employment data from graduates and review annually.
3. Implementation of Career Coach into all areas of enrollment and recruitment and document annual usage.
4. Conduct a yearly review of career planning services.

Measurements:

1. Number of students utilizing services.
2. Number of classroom presentations conducted.
3. Number of positions posted.
4. Number of businesses attending the Career Fair.
5. Number of students attending the Career Fair.
6. Number of people utilizing Career Coach.

Completion Date:

- June 30, 2016

Responsible Persons (s):

- Career Services Specialist

INSTITUTIONAL GOAL 3

The College will further develop cooperative relationships with individuals, businesses, industries, schools, colleges, and other organizations to promote education and workplace services.

Objective 3.2

Enhance the career planning system to increase employers' satisfaction.

Plan of Action:

1. Develop a college-wide survey on employers' satisfaction of Iowa Central graduates.
2. Review annually employers' satisfaction with Career Fair and implement needed changes.
3. Implement a marketing campaign internally and externally to increase awareness of Career Services Center.

Measurements:

1. Conduct employers' survey and compile results annually.

Completion Date:

- Annual review with Deans (establish December yearly)

Responsible Persons (s):

- Career Services Center Director
- Deans

INSTITUTIONAL GOAL 3

The College will further develop cooperative relationships with individuals, businesses, industries, schools, colleges, and other organizations to promote education and workplace services.

Objective 3.3

Reinvigorate and expand the partnership between the College and Iowa Central Foundation to increase advocacy, visibility, and financial support for the College.

Plan of Action:

1. Develop a mentoring program between alumni, present students, and community to enhance career advising and recruiting.
2. Create presentation/marketing materials aimed at regional businesses to inform businesses of what Iowa Central is doing and strengthen financial support to the Foundation.
3. Explore new social media tools to identify the large pool of alumni to generate a life-long connection to Iowa Central and financial support of the Foundation.
4. Collaborate (the College and the Foundation) on student and graduate surveys, Iowa Central organization surveys, and communication and business engagement to seek feedback on opportunities to promote Iowa Central and increase financial support.
5. Create a committee geared toward developing and implementing strategies to increase employee giving.

Measurements:

1. Increased financial giving to the Foundation.
2. Increased Alumni database.
3. Stronger community support and engagement (levy, attendance at College events, etc.).

Completion Date:

- July 30, 2016 (annually)

Responsible Person(s):

- Foundation Board
- President
- Vice President of Development and Alumni Relations

INSTITUTIONAL GOAL 3

The College will further develop cooperative relationships with individuals, businesses, industries, schools, colleges, and other organizations to promote education and workplace services.

Objective 3.4

Create a marketing campaign to keep Iowa Central foremost in the minds of alumni, prospective students, and area constituents.

Plan of Action:

1. Develop the 50th Anniversary plan and activities to celebrate Iowa Central's past and create Iowa Central's future together by December 30, 2015.
2. In collaboration with Fort Dodge Growth Alliance, develop a "Welcome to Fort Dodge" welcoming packet by June 1, 2016.
3. Analyze the feedback received from students, organizations, and community to identify strengths, areas of needed improvement, and the resulting marketing opportunities on an annual basis.
4. Re-evaluate the College website for effectiveness by fall 2017.
5. Evaluate the marketing benefits of competing for the Aspen Institute of Community College Excellence Award by June 20, 2016.

Measurements:

1. Increased enrollment.
2. Increased gifts to the College.
3. Success in passage of college levies.
4. Increased community attendance at college activities.

Completion Date:

- Completion dates stated in Plan of Action

Responsible Person(s):

- 50th Anniversary Committee
- Foundation Board
- Public Information Director
- Vice President of Development and Alumni Relations
- Webmaster

INSTITUTIONAL GOAL 4

The College will continue to improve in the areas of institutional excellence, continuous improvement, and effectiveness.

Objective 4.1

Support capital projects as defined in the 2007 Master Campus Plan and continue to update 2007 Master Campus Plan.

Plan of Action:

1. Review plan and compare annually with upcoming projects.
2. Conduct annual update to Board of Trustees.
3. Review and update capital outlay plan annually.
4. Align budget with capital outlay plan.
5. Create a facilities planning committee.
6. Review maintenance priorities.
7. Pass a bond referendum.

Measurements:

1. Accomplishments since 2007.
2. Meeting timeline/goals.
3. Amount invested since 2007.

Completion Date:

- June 30, 2016 (annually)

Responsible Persons (s):

- Board of Trustees
- Cabinet
- Facilities Planning Committee
- Physical Facilities Director
- President
- Vice President of Business Affairs

INSTITUTIONAL GOAL 4

The College will continue to improve in the areas of institutional excellence, continuous improvement, and effectiveness.

Objective 4.2

Review safety statistics and update policies with campus safety and security with the goal of providing a safe work and learning environment for all faculty, staff, students, and community.

Plan of Action:

1. Review and update annually campus safety plan.
2. Provide training relevant to campus safety.
3. Implement, test, and review emergency notification system by January 2016.
4. Provide avenues for feedback.
5. Continue relationship with the local police force.

Measurements:

1. Annual Crime Statics report.
2. Student Satisfaction Survey.
3. Document training completed.
4. Feedback from faculty, staff, students, and community.

Completion Date:

- June 30, 2016 (annually) unless otherwise stated above

Responsible Persons (s):

- Security
- Threat Assessment Team
- Vice President of Enrollment Management and Student Development

INSTITUTIONAL GOAL 4

The College will continue to improve in the areas of institutional excellence, continuous improvement, and effectiveness.

Objective 4.3

Deliver professional development opportunities for all faculty and staff centered on student success.

Plan of Action:

1. Provide comprehensive professional development opportunities for all staff.
2. Provide faculty with professional development opportunities centered on student success, emphasizing the areas of critical thinking, effective communication, personal responsibility, 21st century skills, and essential core subject competencies that focus on all students and reduce the achievement gap.
3. Forge and maintain relationships with local schools and colleges to support and coordinate the professional development needs of the faculty and staff.
4. Survey needs for professional development.

Measurements:

1. Monitor of professional development offerings centered on student success at all levels.
2. Monitor budget to ensure appropriate spending on approved activities.
3. Effects of student success.
4. Effects of collaborative actions within Iowa Central, as they lead to new best practices in the classroom and at the centers.
5. Creation of new best practices.

Completion Date:

- June 30, 2016 (annually)

Responsible Persons (s):

- Deans
- HR Director
- Professional Development Team

INSTITUTIONAL GOAL 4

The College will continue to improve in the areas of institutional excellence, continuous improvement, and effectiveness.

Objective 4.4

The College will continue to improve its processes and effectiveness through institutional effectiveness, utilizing Higher Learning Commission standards and other state and/or nationally recognized systems.

Plan of Action:

1. Implement Voluntary Framework of Accountability (VFA).
2. Continue to educate staff and faculty about institutional effectiveness.
3. Collect documentation to support institutional effectiveness.
4. Create webpage to promote a central and transparent repository for data.
5. Provide staff development on institutional effectiveness and data-driven decision making.

Measurements:

1. Results of employee survey administered every other year will indicate employee understanding of institutional effectiveness.
2. VFA implementation.

Completion Date:

- June 30, 2016 (annually)

Responsible Persons (s):

- Cabinet
- Institutional Effectiveness Executive Director

INSTITUTIONAL GOAL 4

The College will continue to improve in the areas of institutional excellence, continuous improvement, and effectiveness.

Objective 4.5

Provide and seek funding for equipment and the operational needs of the College that support the College's strategic plan, strategic enrollment plan, technology/equipment plan, and 2007 Master Campus Plan.

Plan of Action:

1. Review College operational and equipment needs and compare annually with upcoming projects.
2. Seek additional state and federal funding via grants and state appropriations to help meet the needs of the College.

Measurements:

1. Amount received in state funding and federal grants and appropriations in each fiscal year since 2010.
2. Number of direct appropriations/grants applied for and have been successful in getting approved annually.

Completion Date

- June 30, 2016 (annually)

Responsible Persons (s):

- Cabinet
- Vice President of External Affairs and Government Relations

STRATEGIC ENROLLMENT PLAN GOALS

Retention Center ☞ Timeline: August – October 2015

- New Enrollment Markets – What are possible effects on Iowa Central enrollment?
 - Jennifer Condon (SEP representative), Shelly Blunk, Patty Croonquist, Susan Doyle, Megan Grove, Gregg Haden, Michael Herrington, A.J. Langenwalter, and Samantha Pingel.
- Facility/Housing/Classrooms – What are space needs? What are possible locations?
 - Angie Martin (SEP representative), Neale Adams, Deb Bahls, Caleb Bakker, Toby Beneke, Bryson Bergerud, Robert Bilbo, Kyla Bleam, Rick Carlson, Jeremy Conley, and Rusty Farrington.
- Retention/Support Services – What are staffing needs? What services need to be co-located? What hours are critical for availability?
 - Tom Beneke (SEP representative), Sara Condon (SEP representative), Darci Bangert, Michelle Beets, Sue Beneke, Brittany Bush, Terry Coleman, Cindy DeWall, Kathy Goebel, Emily Holtapp, Craig Juilfs, and Samantha McClain.
- Best Practices/Professional Development – Who is doing what at other schools?
 - Jenny Gernhart (SEP representative), Todd Anderson, Chris Cleveland, John Hansen, Rae Larson, Kathy Lawler, Karen Lombard, and Marc Matthes.
- Academics – How does this service support students in the classroom?
 - Dale Eldridge (SEP representative), Dave Grosland (SEP representative), Julie Ehresmann, Shawn Haake, Dawn Humburg, Barb Kolesar, Tricia Westerhoff, and Kara Weyand.
- Marketing – How do we communicate to current and prospective students about the services?
 - Kelly Kruger (SEP representative), Julaine Bidleman, Paul DeCoursey, David Drissel, Ed Dyvig, Lindsay Eslick, Greg Gernhart, Trevor Johnson, and Ben Taylor.
- Research – What data are needed to make decisions? What grant opportunities are available?
 - Dan Kinney (SEP representative), David Busch, Andrew Campbell, Amber Graves, and Stacy Mentzer.
- Co-curricular Activities – How does this service support students outside the classroom?

- Tracy Crippin-Haake (SEP representative), Janel Bothe, Brandon Bush, Josh Hays, Sue Heistand, Nicole Henricks, and Daisy Lantz.

4-Day Student Schedule ☞ Timeline: August – November 2015

- New Enrollment Markets – What are possible effects on Iowa Central enrollment?
 - Jennifer Condon (SEP representative), Jim Kersten, Courtney Kopp, T.J. Martin, Larry McLuckie, Dan Oswald, and Daryl Roberts.
- Facility/Housing/Classrooms – How does this schedule affect current space usage? What do we need for added space to support the schedule?
 - Angie Martin (SEP representative), Nate Jones, Dan Kemnitz, Jody Lewis, Jeff Nelsen, Mark Plantz, Jason Pochinski, Joan Sappingfield, Mike Shute, Amy Simpson, and Joe Wright.
- Retention/Support Services – Will this schedule help with retention? What additional support services are needed? How could faculty availability on Friday affect retention?
 - Tom Beneke (SEP representative), Sara Condon (SEP representative), Amy Moffitt, Kris Nerem-Lowery, Melissa Osai, Kelli Reuter, Lindsey Rial, Justin Robertson, Lindsey Rossow, Jenny Shivers, Lisa Traufler, and Linda Zehr.
- Best Practices/Professional Development – Who is doing what at other schools?
 - Jenny Gernhart (SEP representative), Michelle Ramthun, Samantha Reeves, Carrie Rock, Terri Schmitt, Kate Stuart, Kevin Twait, and Kim Whitmore.
- Academics – How does this support students in the classroom? How does this schedule affect current faculty loads?
 - Dale Eldridge (SEP representative), Dave Grosland (SEP representative), Lisa Hylton, Cindy Martin, Mike Robertson, Amy Simpson, and Erik Stroner.
- Marketing – How do we communicate the schedule to current and prospective students? How will faculty availability on Friday affect recruitment?
 - Kelly Kruger (SEP representative), Lori Evans, Laurie Hendricks, Michael Herrington, Nate Jones, Mitch Madland, Brent Nelson, and Ryan O'Leary.
- Research – What data are needed to make decisions about this schedule?
 - Dan Kinney (SEP representative), Lindsay Henderson, Janet Lansing, Stacy Mentzer, and Josh Phillips.
- Co-curricular Activities – How does this schedule support students outside the classroom?

- Tracy Crippin-Haake (SEP representative), Janel Bothe, Brandon Bush, Josh Hays, Sue Heistand, Nicole Henricks, and Daisy Lantz.

1:1 Computer or BYOD ☞ Timeline: November 2015 – February 2016

- New Enrollment Markets – What are possible effects on Iowa Central enrollment?
- Facility/Housing/Classrooms – How does this initiative affect current infrastructure and needs in the classroom?
- Retention/Support Services – Will this help with retention? What additional support units are needed?
- Best Practices/Professional Development – Who is doing what at other schools?
- Academics – How does this support students in the classroom? What professional development will be needed for faculty?
- Marketing – How do we communicate this initiative to current and prospective students?
- Research – What data are needed to make this decision? Conduct cost analysis between 1:1 or BYOD.
- Co-curricular Activities – How does this initiative support students outside the classroom?

Childcare Center ☞ Timeline: January – April 2016

- New Enrollment Markets – What are possible effects on Iowa Central enrollment?
- Facility/Housing/Classrooms – What are the space requirements? What locations would meet this service's needs?
- Retention/Support Services – What are staffing needs to run center? How will this service impact retention? What other services are related and necessary to support this services?
- Best Practices/Professional Development – Who is doing what at other schools?
- Academics – How does this support students in the classroom? What educational programming is necessary to support this service?
- Marketing – How do we communicate to current and prospective students?
- Research – What data are needed to make decisions? What grant opportunities are available? What regulatory requirements do we need to meet?
- Co-curricular Activities – How does this service support students outside the classroom?

STRATEGIC PLAN TEAM MEMBERS

Shelly Blunk
Jennifer Condon
Paul DeCoursey
Carl Gross
Megan Grove
Shawn Haake
Laurie Hendricks
Emily Holtapp
Jim Kersten
Dan Kinney
Marc Matthes
Phyllis Minnihan
Neil Peterson
Rick Sandquist
Trina Staton
Kelly Wirtz

STRATEGIC ENROLLMENT PLAN TEAM MEMBERS

Tom Beneke
Jennifer Condon
Sara Condon
Tracy Crippin-Haake
Dale Eldridge
Jenny Gernhart
Dave Grosland
Kelly Kruger
Angie Martin