

2012-13 Strategic Plan



Iowa Western Community College

Strategic Planning Council Members

The Iowa Western Community College Strategic Planning Council is a group consisting of college personnel representing every division of the institution, along with a representative of the business community.

Dr. Dan Kinney
President

Carolyn Cool
Professor/Program Chair of Sign Language Interpreting

Renee Coughlin
Vice President of Institutional Advancement

Mandy Keiner
Assistant Professor of Mathematics

Dr. Dorothy Duran
Vice President of Academic Affairs

Harold Kinney,
Community Representative

Tom Johnson
Vice President of Finance and Operations

Jerry Nissen
Automotive Technology Instructor

Don Kohler
Vice President of Marketing and Public Relations

Pam Southworth
Executive Director of Continuing Education

Tori Christie
Vice President of Student Services

Chad Wellhausen
Director of Clarinda Campus

Karna Loewenstein
Director of Institutional Effectiveness

Mission Statement

Iowa Western Community College is a learning community committed to excellence in meeting educational needs and improving the quality of life through programs, partnerships and community involvement.

Beliefs

These statements of Beliefs support and clarify the Mission Statement of Iowa Western Community College.

- Faculty, students, staff and community partners are equal stakeholders in the culture of our learning community.
- Each and every individual has dignity and worth.
- Community support depends upon identifying and meeting the diverse and changing needs of the people in Southwest Iowa.
- Each person deserves opportunities for lifelong learning and growth.
- Open, honest communication, through word and action, builds credibility and trust.
- Striving for excellence is worth the effort of all college employees.
- Cooperative partnerships, foster college and community growth.

Core Values

Our Institutional Values prescribe how Iowa Western Community College accomplishes its mission. Our values are:

Caring

We believe creating an environment where people treat each other with a sense of dignity and self-worth and where people convey genuine concern for helping others to achieve their goals will add value to student learning experience.

Commitment

We believe acting with a sense of purpose, vigor, and passion and merging of our personal and work values will enable us to fulfill our pledge to provide opportunities, which encourage students to reach their full potential.

Challenge

We believe articulating and promoting academic and personal standards focused on raising self-expectations in striving for excellence will provide an environment, which leads to success.

Iowa Western Strategic Planning Assumptions 2012-2013

1. The number of students needing academic, financial, social and psychological assistance will increase.
2. Funding controlled by the State will not be sufficient to meet the financial needs of the College.
3. Because traditional sources of federal funding have declined, new sources of grant funds and direct appropriations need to be pursued.
4. Financial aid to students will rely more heavily on student and parental loans.
5. Competition to provide educational opportunities for non-traditional and retiring segments of the population will increase.
6. The number of high school graduates in Area XIII is projected to decrease until 2016.¹
7. The population of the metropolitan Council Bluffs/Omaha area will increase while similar trends will not occur in Area XIII.
8. Distance from a campus is inversely related to the probability of students attending the campus.
9. Quality instruction, facilities, human resources, and technology are competitive necessities.
10. Coordinated relationship-building involving economic development initiatives, grants, work sites, and joint programs with educational institutions, business, industry, and individuals will enhance the resources of Iowa Western Community College.
11. Instructional programs, delivery, and services must continue to reflect a changing world.
12. Community demands will continue to exceed the resources of Iowa Western Community College.
13. Most of the counties in Area XIII will experience more vacancies in the workforce because of attrition than because of new jobs created.
14. In order to maintain enrollment growth, Iowa Western Community College will need to recruit a higher percentage of high school graduates.
15. A significant number of our students will be unable and/or unwilling to do standard college-level work upon entry to college.
16. Today's mass of easily-available raw information makes the cognitive skills of reading comprehension, reasoning, concept-building, analysis, critical thinking, and problem-solving essential.

¹ Based on State K-12 enrollment data. (Data not available for private schools.)

17. Competency in reading, writing, interpersonal relationships, speaking, listening, computation, technology, self-motivation, and tolerance will remain important attributes for the educated person to compete in a global society.
18. The certification function of accredited colleges will be central to Iowa Western Community College's survival as alternative sources of information, training, and certification become increasingly available to future students.
19. Collegial, cohesive institutions which embrace diversity and innovation will be best positioned to be successful.
20. The increasing number of residential students will necessitate additional resources for services and Programming.
21. The public and government will expect that we improve retention and completion rates.

Iowa Western Strategic Planning Goals 2012-2013

Goal #1—Iowa Western Community College will increase the number of recent high school graduates who choose to attend to 1,350 students by 2016.

- Data Element:
 - Number of students enrolled who graduated in the previous May

Goal #2—Iowa Western Community College will strengthen partnerships with area high schools.

- Data Elements:
 - Number of high school students enrolled in college credit courses for fall term
 - Percentage of high school students taking college credit courses who matriculate to IWCC in the fall following graduation

Goal #3—Iowa Western Community College will take a more active role in the conversation to increase awareness, interest, and participation in STEM¹ (Science, Technology, Engineering, and Mathematics) disciplines.

- Data Elements:
 - Number of initiatives and activities focused on STEM¹
 - Number of students participating in STEM¹ (unduplicated headcount)

Goal #4—Iowa Western Community College will assist its students in the completion of their academic studies by providing relevant, quality, learning experiences that prepare them for the workplace, for transfer, or to achieve other personal goals.

- Data Elements:
 - Fall to fall retention rate at or above the NCCBP² study benchmark
 - Goal attainment rate at or above the NCCBP² study benchmark
 - Full-time transfer rate at or above the NCCBP² study benchmark
 - Percentage of students retained plus percentage of students graduated plus percentage of students transferred
 - Graduation rate
 - New data element will be determined in spring 2013 when SENSE³ results are received

Goal #5—Iowa Western Community College will strategically and aggressively cultivate and deepen relations with alumni, friends and alternative public and private funding sources to raise awareness and secure funds. By 2016, Iowa Western will increase fundraising to annually fund \$2.5 million in scholarships and increase Foundation assets to \$15 million (excluding Wiebe property).

- Data Elements:
 - Funds raised in total dollars
 - Scholarships funded in total dollars (outside and internal)
 - Foundation assets in total dollars (including Wiebe property)
 - Foundation assets in total dollars (does not include Wiebe property)
 - Total grant dollars requests submitted
 - Total grant dollars received
 - Number of alumni events held each year
 - Percentage of alumni who are donors

¹Science, Technology, Engineering, and Mathematics

²National Community College Benchmark Project

³Survey of Entering Student Engagement

⁴Community College Survey of Student Engagement

Goal #6—Every other year Iowa Western Community College will assess the quality of campus life to determine how services and activities affect student success.

- Data Elements:
 - Percentage of students ranking their educational experience at IWCC good or excellent (CCSSE⁴)
 - Percentage of students indicating they would recommend IWCC to a friend or family member (CCSSE⁴)
 - Percentage of students indicating their satisfaction with IWCC services as somewhat or very satisfied (CCSSE⁴)
 - New data element will be determined in spring 2013 when SENSE³ results are received

Goal #7—Iowa Western Community College faculty, staff, and students will remain engaged in partnerships reflecting our shared commitment to both civic engagement with community service and the needs of our diverse global community.

- Data Elements:
 - Number of students active in service learning activities in the previous academic year (unduplicated headcount)
 - Number of faculty incorporating service learning in their curriculum in the previous academic year (unduplicated headcount)
 - Hours contributed to the community

Goal #8—Iowa Western Community College will promote a professional work culture that is aligned with AQIP Category 4, Valuing People.

- Data Elements:
 - Departure rate (does not include retirements) at or below the NCCBP² study benchmark
 - Development/training expenditures per FTE employee at or above NCCBP² study benchmark
 - Scores on Great Colleges to Work For survey overall average will be within the Good to Very Good/Excellent range

Goal #9—Iowa Western Community College will constantly scan the environment for emerging technologies and evaluate those that we can adopt to provide services to and from the college.

- Data Element:
 - Percentage of budget allocated to technology including software, hardware, the training of people and IT employee salaries
 - Technologies adopted as a result of business and industry partnerships, grants and contracts. In-kind plus actual dollars donated plus dollars awarded

Goal #10—Iowa Western Community College will strengthen its impact on regional economic development while maintaining financial sustainability.

- Data Elements:
 - Business and Industry headcount (NCCBP²)
 - Business and Industry companies served (NCCBP²)
 - Business and Industry net revenue (NCCBP²)

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Goal #11—Iowa Western Community College will increase the knowledge, participation, and implementation of sustainability.

- Data Elements:
 - Number of credit sustainability focused/related programs
 - Number of continuing education sustainability focused/related programs
 - Number of students participating in sustainability programs
 - Number of classes that are sustainability focused
 - Number of classes that are sustainability related
 - Number of facility or operation alternatives recommended
 - Number of facility or operation alternatives achieved

Goal #12—Iowa Western Community College will create new educational programs, degrees, certificates, diplomas, credit/noncredit courses in response to State initiatives, business and industry needs, advisory boards, student and faculty suggestions, and funding opportunities while maintaining quality and relevancy in the current educational programs.

- Data Elements:
 - Total number of new certificates, diplomas, and degrees in credit programs
 - Total number of new certificates, diplomas, and degrees in noncredit programs
 - Percentage of programs reviewed during the annual Program Review and Evaluation cycle designated as “Declining/Uncertain”
 - Total number of educational opportunities reviewed

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Vision Statement

Iowa Western Community College will be recognized as a premier educational leader and partner, with student learning and success being our highest priority.

In concert with the vision, the Board of Trustees had adopted Ends Statements which establish long-term focus for the college. These ends statements are intended to guide strategic planning for a 10-year period.

By 2015, Iowa Western Community College will:

- Be the active regional partner in Economic Development.
- Strengthen endowments and aggressively seek alternative funding sources.
- Embrace and expand the use of technology.
- Create and maintain only those educational programs exhibiting academic excellence.
- Expand educational opportunities and recruitment in emerging niches.
- Enhance the campus systems that support the complete college experience.
- Provide a positive college culture conducive to recruiting and retaining quality staff by valuing people and traditions.
- Maximize resources by seeking alliances and partnerships.
- Cultivate alumni partnerships and increase participation.
- Promote green and sustainable initiatives college wide.