Strategic Plan

2004-2007

Iowa Central Community College
Mission Statement

Iowa Central Community College is committed to excellence in teaching and learning by providing for the varied educational needs of the diverse individuals whom it serves through accessible, flexible, community-centered programs and activities both within and beyond the classroom.

Vision Statement

Iowa Central Community College is the learning college of choice, meeting the needs of those we serve in an ever-changing, global environment. Innovation and excellence, with continuous improvement, define this institution where the focus is on the learner and the appreciation of diversity.
Overview of the Institution

Iowa Central Community College was organized in 1966 with a mandate to offer an array of educational opportunities to residents of a nine county area in north central Iowa. This service area is called Area V and includes the counties of Wright, Hamilton, Webster, Calhoun, Greene, Buena Vista, Humboldt, Sac, and Pocahontas. The college has centers for course offerings in each of the nine counties. The college received its original accreditation from the Higher Learning Commission, North Central Association in 1974 and received the most recent ten year approval in 2001.

Iowa Central is a comprehensive community college with an open admissions policy. There are thirty-one districts in its nine county service delivery area. The population of the area is 141,089 with over 5,000 credit students and 38,209 non-credit students enrolled annually.

Students are enrolled in courses which lead to an Associate in Arts, an Associate in Science, and Associate in Applied Science degree, a certificate or a diploma. Courses are also available via the Iowa Central Television Network, (ICTN), the Iowa Communications Network (ICN), Guided Self-Study (GSS), Internet, and Virtual Class (vClass).
Message from the President

Dear Constituents:

Iowa Central Community College is committed to providing the highest quality of credit and non-credit courses and training to the region and students it serves. To accomplish this goal, the college continually reviews systems, processes, programs, and services in place. Through such analysis the college has established goals and objectives for the next three years to improve areas to insure we provide the very best services and achieve our mission.

During the college’s last state accreditation visit, the state found that the Board of Trustees provided very strong leadership to the college. The state team also found that the college did an exceptional job addressing the mission established by state legislature.

Iowa Central continues to strive for excellence in providing these services. Through continuous process improvement the college will achieve these objectives, and reach our goals and provide the highest quality of education to our constituents.

An essential part of improving the college is assessing student learning, then use such data to improve the learning process. Both instructional assessment and institutional assessment are critical aspects to this process; therefore, both systems are interwoven in this document.

I would like to especially thank Mr. Dan Anderson and Ms. Connie Boyd for their leadership in developing this plan. A special thank you to those who served on this Strategic Planning Team. This team worked diligently to get feedback from staff and from students in developing this plan.

On behalf of the Board, the team, and the entire staff of Iowa Central, I submit to you our Strategic Plan and Learning Improvement Process summary, which will serve as our guide for the next three years.

Sincerely,

Dr. Bob Paxton
President
Message from the Strategic Planning Team

We are pleased to present our Strategic Plan 2004-2007. The plan will serve as a guide for Iowa Central Community College to continue its history of excellence in serving the community as the preferred learning provider for this area.

This plan was developed through an inclusive process. The team first reviewed the mission statement to ensure that the statement was current and reflected the values of the organization. The three previous strategic plans and related accomplishments were then reviewed by the team to identify any areas of concern that needed to be addressed in this new plan. The team also reviewed the last regional and state accreditation visits in order to address the recommendations made by both accrediting bodies. Team members then worked with college staff to develop specific plans and measurements for each goal. At the end of this year-long process, the team believes that the plan reflects the direction of the college for the next three years.

The team members want to thank the staff who assisted in the development of the plan. We also want to extend our appreciation to the Board of Trustees for their support of the plan.

Sincerely,

The 2004-2007 Strategic Planning Team

Team Members

Dan Anderson, Co-Chair, Director of Storm Lake Center
Connie Boyd, Co-Chair, Department Chair of Health Sciences
Tracy Crimmins, Instructor, Business Department
Sheryl Griffith, Instructor, Math and Science Department
Ann Hansen, Secretary, Math and Science Department
Angie Martin, Director of Financial Aid
T.J. Martin, Director of Distance Learning
Neil Peterson, Instructor, Industrial Technology Department
Tom Stupp, Coordinator of Structural Maintenance
Erik Stroner, Instructor, Language Arts and Humanities
Gary Willett, Dean of Community Education and Workplace Services Division
Dr. Bob Paxton, ex officio, President
Learning Improvement Process Team Summary

Under the 2001-2004 Strategic Plan Iowa Central has endeavored to modify and improve its efforts to document student gains in academic areas. The eleven general education outcomes have been restructured under three Learning Outcomes:

1. Critical Thinking,
2. Effective Communication, and

A new system of reporting student and classroom assessments has been developed and documentation of these assessments are being reported to one central location. Feedback is given to faculty on their assessments, which will result in improvement in the teaching-learning process. Data collected is used by departments, programs and the college in making decisions regarding curriculum and budget.

The assessment plan is for the purposes of improving learning and advancing the education mission of Iowa Central Community College. The results of assessment are not intended to be measures of the individual student and have no bearing on either a student’s successful completion of an individual course or his or her individual progress toward a degree.

The student academic assessment process at Iowa Central has clearly defined goals:
* To confirm that student learning is at the heart of every assessment initiative. Student learning is the common goal that drives every department and program.
* To use the potential of assessment to promote an environment that encourages learning and curricular innovation.
* To monitor general education requirements.
* To provide valuable feedback for curricular and scheduling processes.
* To ensure the institutional mission is being met.

Iowa Central Community College is committed to this process and will monitor the results and use data obtained to improve instruction.

Critical thinking assessments were conducted during the 2002-2003 academic year, with effective communication being added to the assessment process in 2003-2004. The following data summarizes the assessments for the 2002 and 2003 academic years.

<table>
<thead>
<tr>
<th></th>
<th>2002-03</th>
<th>2003-04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessments of Critical Thinking</td>
<td>94</td>
<td>155</td>
</tr>
<tr>
<td>Assessments of Effective Communication</td>
<td>0</td>
<td>139</td>
</tr>
<tr>
<td>Total Class Assessments</td>
<td>90</td>
<td>294</td>
</tr>
<tr>
<td>Total Number of Student Assessments</td>
<td>2194</td>
<td>6418</td>
</tr>
<tr>
<td>Total Number of Students Meeting Minimum Requirement</td>
<td>1783</td>
<td>5153</td>
</tr>
<tr>
<td>Percent of Student Assessments Meeting Minimum Requirement</td>
<td>81.3%</td>
<td>80.3%</td>
</tr>
</tbody>
</table>
The following presents information in regard to the assessment results of the 2003-2004 academic year. During the 2003-2004 academic year, 87 faculty members participated in the assessment process performing 294 assessments evaluating 6,418 students. These instructors represented every department and program offered by Iowa Central Community College.

In comparing general education assessments to non-general education it is noted that there is little difference in the percent of students who met and/or surpassed expectations. There is only a 1.0% difference between general education and non-general education results in considering all learning outcomes assessed.

Method of delivery compares various modes of course delivery in which academic assessments were conducted. Face-to-face is by far the most common method of course delivery, as 6,010 students were assessed in 274 assessments. Television, Guided Self-Study and online courses accounted for 21 assessments. We need more assessment data from our distance education courses. Next year all faculty teaching distance education classes will be asked to carry out at least one assessment in those classes.

Comparing the time of day assessments were conducted shows that the percent of students who met or surpassed expectations was 2.8% higher in morning classes compared to afternoon classes and 9.4% higher in comparison to evening classes. This percentage difference will be monitored in coming years. If this trend continues research will be conducted to determine the cause and find a solution.

Assessments are categorized into one of ten basic assessment types. All ten types were utilized with a relatively even distribution. As expected, the percentages differed when comparing critical thinking assessments to effective communication assessments. For example, “In-Class Activities” represented 6% of the assessments to measure critical thinking and 20% to measure effective communication.

All departments of the college actively participated in the assessment process. The following summarizes the assessment conducted by each department.

<table>
<thead>
<tr>
<th>Department</th>
<th>Number of Assessments</th>
<th>Number of Students Assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>34</td>
<td>691</td>
</tr>
<tr>
<td>Health Science</td>
<td>61</td>
<td>1462</td>
</tr>
<tr>
<td>Industrial Technology</td>
<td>54</td>
<td>967</td>
</tr>
<tr>
<td>Language Arts and Humanities</td>
<td>64</td>
<td>1416</td>
</tr>
<tr>
<td>Mathematics and Science</td>
<td>46</td>
<td>892</td>
</tr>
<tr>
<td>Social Science, Education and Psychology, and Physical Education</td>
<td>35</td>
<td>990</td>
</tr>
</tbody>
</table>
Institutional Goals

While understanding that the pursuit of quality is an ongoing process, Iowa Central Community College adopts the following goals for attaining its mission:

Institutional Goal I
The College will promote excellence in instruction to create a dynamic learning environment that improves teaching and learning.

Institutional Goal II
The College will continue to improve in the areas of institutional excellence and effectiveness.

Institutional Goal III
The College will provide services and support for students with diverse learning styles and needs.

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

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

Institutional Goal VI
The College will pursue sources of effective human and alternative financial resources.

Institutional Goal VII
The College will improve retention of students from semester to semester.
Institutional Goal I

The College will promote excellence in instruction to create a dynamic learning environment that improves teaching and learning.

Objective 1.1
The College will improve and expand the learning improvement process.

Plan of Action:
1. Develop a searchable database of outcome assessments, which can be accessed by all faculty and staff.
2. Full-time faculty will document Communication, Critical Thinking and Personal Responsibility outcomes each semester.
3. Departments will develop common outcome assessments for multi-section courses.
4. Involve 30% of the adjunct faculty in the formal outcome assessment process.

Measurement:
1. Number of Communication, Critical Thinking and Personal Responsibility outcomes documented each semester.
2. Number of adjunct faculty involved in the formal outcome assessment process.
3. Data will be documented to include retention and competency attainment and found in the department annual reports.
4. Number of students retained each semester.

Completion Date:
Fall 2006

Responsible Person(s):
Learning Improvement Process (LIP) Team
Faculty
Department Chairs
Institutional Goal I

The College will promote excellence in instruction to create a dynamic learning environment that improves teaching and learning.

Objective 1.2
The College will expand the integration of technology to improve the instructional process.

Plan of Action:
1. Improve the networking system for staff and faculty to use on and off campus.
2. Identify technical needs of instructors.
3. Develop a plan to offer training to meet the needs identified.

Measurement:
1. Number of training sessions offered.
2. Data documenting improvement of the networking system.

Completion Date:
Fall 2006

Responsible Person(s):
Department Chairs
Technology Team
Institutional Goal II

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

Objective 2.1
The College will continue to improve its process and effectiveness through Continued Process Improvement, utilizing the North Central Accreditation (NCA) standards, Academic Quality Improvement Program (AQIP) and other state and/or nationally recognized systems.

Plan of Action:
1. The Continuous Process Improvement (CPI) Steering Team and the College employees will become familiar with AQIP and begin the implementation of the AQIP process.

Measurement:
1. Results of employee survey administered every other year will indicate employee understanding of AQIP.

Completion Date:
Spring 2007

Responsible Person(s):
CPI Steering Team
Institutional Goal II

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

Objective 2.2
The College will show evidence of institutional effectiveness.

Plan of Action:
1. Collect documentation to support institutional effectiveness related to the six core indicators:
   a. Student progress
   b. Workforce development and training
   c. General education
   d. Transfer preparation
   e. Developmental skills
   f. Community needs
2. Create a directory to aid in locating data and determine what data should be kept in a central repository.
3. Identify a person or persons to manage the data.

Measurement:
1. Data will be found in the department annual reports (number of students reaching their goals, placement rate, etc.).

Completion Date:
Spring 2007

Responsible Person(s):
Institutional Effectiveness Team
Vice President of Instruction
Vice President of Enrollment Management and Student Development
Department Chairs
Institutional Goal III

The College will provide services and support for students with diverse learning styles and needs.

Objective 3.1
The College will determine library services and support needed by students.

Plan of Action:
1. Define future library needs including digital capabilities.
2. Identify resources needed for the future library.
3. Prioritize needs and funding for the library.
4. Research the effectiveness of library services and seek alternative partnerships to provide better services.
5. Determine future library space requirements and location based on student needs.
6. The faculty and library staff will work together to integrate more library and research-based assignments into the curriculum.

Measurement:
1. Library services are meeting the needs of all learners (Online, vClass, contracted college courses, and traditional classroom learners) as determined by annual surveys of students and faculty.
2. Measure the number of teachers using the library for assignments, research and projects.

Completion Date:
Spring 2007

Responsible Person(s):
Director of Library
Library Steering Team
Faculty
Institutional Goal III

The College will provide services and support for students with diverse learning styles and needs.

Objective 3.2
The College will provide comprehensive, user-friendly, online services.

Plan of Action:
1. Evaluate the current services provided to distance learning students. These services include:
   a. Counseling/advising
   b. Help line/online tutorials/tutoring
   c. Financial aid/planning
   d. Bookstore
   e. Library
   f. Online payment
   g. Orientation
   h. College nurse
   i. Student records
2. Provide services that are currently not being offered.
3. Develop a one-page handout of all services provided and how to access the information for distance learning students.

Measurement:
1. Compare the current services offered with the expanded services developed.

Completion Date:
Spring 2006

Responsible Person(s):
Distance Learning Director
Department Chairs
Vice President of Instruction
Vice President of Enrollment Management and Student Development
Institutional Goal IV

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

Objective 4.1
The College will partner with various entities to retain, retrain, and recruit business and industry to promote economic vitality.

Plan of Action:
1. Co-sponsor regional economic development initiatives with the Mid-Iowa Economic Development Group and the Iowa Department of Workforce Development.
2. Complete the “one-stop shop” for economic and workforce development services.

Measurements:
1. Number of graduates with work placement in Area V.
2. Number of retraining courses measured by contact hours.
3. Number of new jobs developed as result of partnerships.
4. Consolidation and coordination of programs between the College and the Department of Workforce Development.

Completion Date:
Annually in June

Responsible Person(s):
Department Chairs
Coordinator of Economic Development
Associate Vice President of Development and Governmental Relations
Institutional Goal IV

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

Objective 4.2

Improve articulation and transfer agreements between the College and four-year colleges and universities within the state.

Plan of Action:

1. Determine what transfer issues exist regarding courses in each department.
2. Department Chairs will work with their counterparts from various Iowa four-year colleges and universities to improve the transfer and articulation agreements.

Measurement:

1. Increase in the number of courses and programs that transfer and articulate to Colleges and universities across the state.
2. Number of visits by the departments to universities and four-year colleges.

Completion Date:

Fall 2006

Responsible Person(s):

Department Chairs
Vice President of Instruction
Institutional Goal IV

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

Objective 4.3
The College will continue to work with secondary schools in offering comprehensive curricula and assistance with instructional needs.

Plan of Action:
1. Expand course offerings to the Area V secondary school population through shared faculty, distance learning, the development of charter schools and other alternative programs and delivery methods.

Measurement:
1. Compare the number of course offerings, shared faculty arrangements, distance learning offerings, charter schools and other alternative delivery methods with current offerings.

Completion Date:
Annually in June

Responsible Person(s):
Distance Learning Director
Department Chairs
Vice President of Instruction
Institutional Goal V

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

Objective 5.1
Utilize the Intranet and email as a continuous resource for employees for standard communication purposes, i.e., posting of personnel handbook, master agreement, etc.

Plan of Action:
1. Post employee information to the Intranet and keep current.
2. Communicate information to all employees via email.

Measurement:
1. Information located on Intranet.
2. Distribution of meeting minutes, announcements, and general information through email
3. Employee survey will indicate an increase in communication of information.

Completion Date:
Fall 2005

Responsible Person(s):
Vice President of Instruction
Vice President of Financial Affairs
Web Master
Individual Committee Chairs
Institutional Goal V

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

Objective 5.2
The College will enhance the communication of the outcomes of CPI teams and processes.

Plan of Action:
1. Communicate the Strategic Plan to all levels of the organization.
2. Communicate to all employees the work of each CPI team.
3. Provide ongoing staff development through CPI training to all employees, including how CPI integrates into the organizational structure.

Measurement:
1. Information about the Strategic Plan and CPI teams will be communicated to employees.
2. Employee survey results.

Completion Date:
Fall 2005

Responsible Person(s):
Cabinet
Strategic Planning Team
CPI Steering Team
Institutional Goal V

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

Objective 5.3
The College will review and update the emergency crisis management plan.

Plan of Action:
1. Develop response systems for all College-owned facilities.
2. Reestablish an emergency management team.
3. Install exterior and interior signage for each building.

Measurement:
1. Crisis management plan in place.
2. Include in orientation process.
3. Completion of exterior and interior signage.

Completion Date:
Spring 2005

Responsible Person(s):
Vice President of Financial Affairs
Director of Physical Facilities
Institutional Goal VI

The College will pursue sources of effective human and alternative financial resources.

Objective 6.1
Improve selected aspects of employee orientation and ongoing employee training.

Plan of Action:
1. Evaluate the current mentoring system.
2. Develop online tutorials for selected orientation items.
3. Review required training and employment policies.
4. Survey new full-time employees hired within the last three years to obtain suggestions to enhance the orientation process.
5. Develop a comprehensive all-staff orientation program comparable to the New Faculty Orientation session implemented August 2003.

Measurement:
1. Comprehensive new employee orientation program in place.

Completion Date:
Fall 2006

Responsible Person(s):
Vice President of Financial Affairs
Coordinator of Human Resources
Technology Team
Department Chairs
Institutional Goal VI

The College will pursue sources of effective human and alternative financial resources.

Objective 6.2
Identify alternative sources of operational revenue.

Plan of Action:
1. Market the College facilities.
2. Seek out more short-term courses and conferences on campus.
3. Increase the financial stability of the Foundation.
4. Aggressively pursue more grants.
5. Conduct a capital campaign.

Measurement:
1. Revenue increases received from College facility usage, short-term courses, conferences, Foundation activity and grants. Compare revenues with previous years.

Completion Date:
Fall 2006

Responsible Person(s):
Cabinet
Department Chairs
Institutional Goal VII

The College will improve retention of degree-seeking students from semester to semester.

Objective 7.1
The Department Associates will assist with improving retention.

Plan of Action:
1. Monitor class progress via Student Tracking and Retention (STAR) reports, mid-term grades, and faculty input.
2. Assist in contacting and enrolling students for subsequent terms in appropriate classes.
3. Support faculty who are having difficulty contacting students who are absent from class.
4. Refer students with financial, personal and academic problems to the appropriate resources.
5. Plan an academic sequence of courses for students to meet their goals.

Measurement:
1. Percentage of students achieving their educational goals.

Completion Date:
Annually in June

Responsible Person(s):
Department Associates
Faculty
Vice President of Enrollment Management and Student Development
Institutional Goal VII

The College will improve retention of degree-seeking students from semester to semester.

Objective 7.2
The advisors and faculty will assist in retaining students and supporting the Department Associates in their efforts.

Plan of Action:
1. Contact and enroll students in major and ability-appropriate courses and course loads.
2. Report student concerns via the STAR reports.
3. Communicate with Department Associates about student progress and student needs.
4. Plan an academic sequence of courses for students to meet their goals.
5. Contact students who are absent from class.

Measurement:
1. Percentage of students achieving their educational goals.
2. Use of the STAR system.

Completion Date:
Annually in June

Responsible Person(s):
Department Associates
Faculty
Department Chairs
Vice President of Enrollment Management and Student Development
Accomplishments of Assessment, Planning, and Institutional Effectiveness 2001-2004

Institutional Priority: Learner-Centered Excellence

Focus Area: Student Retention

Goal 1: Improve classroom retention of students.

Accomplishments:

- The Retention Team defined retention.
- The STAR system was established as the tracking model.
- The retention of students in classes was documented during the 2002-2003 and 2003-2004 academic years to establish a baseline of students who completed all courses with grades of passing (A,B,C,D,P) or failed or withdrew (F, W).
- The 2002-2003 edition of the college catalog has been improved to include an index.
- A suggested two year schedule for all majors has been added to the catalog to help students plan their academic schedules.
- A required one-semester hour class identified as EDU100 “The College Experience” was developed to provide student orientation.
- The STAR system was modified to better monitor student progress through a term and serve as a feedback system to identify potential problems early enough to take proactive action.

Focus Area: Assessment

Goal 1: Assessment of student academic achievement at the program level in all programs.

Accomplishment:

- All established programs at Iowa Central Community College have developed an assessment plan which is used for improvement of the program curriculum and to assist in setting budgets.

Goal 2: Assess general education as it pertains to identified graduate outcomes.

Accomplishments:

- The eleven general education outcomes have been restructured under three Learning Outcomes.
- A new system of reporting student and classroom assessments has been developed and documentation of these assessments is being reported to one central location.
Focus Area: Instruction

Goal 1: Instruction at Iowa Central Community College is learner-focused.

Accomplishments:
- Data related to credit hour classes and workshops attended by faculty is being collected and stored in a central location.
- Course guides are in the process of being developed for all courses. The progress on this project is below expectations.
- The Staff Room Interchange has been replaced with a computer data file which stores information concerning Classroom Assessment Techniques (CATs) reported by faculty members.

Institutional Priority: Marketing

Focus Area: Alternative Delivery Systems

Goal 1: The College works to develop alternative delivery systems.

Accomplishments:
- In the spring of 2002 the Higher Education Commission approved Iowa Central’s request to offer the Associate in Arts Degree via Internet courses.
- The Associate of Arts degree can be obtainable through evening courses, TV courses [Iowa Communications Network (ICN), Iowa Central Telecommunications Network (ICTN)], Guided Self Study, and Internet courses.

Focus Area: Partnerships

Goal 1: The College will meet the educational needs of area businesses and industries (apprenticeship, non-credit, and credit courses).

Accomplishments:
- Fifty businesses were surveyed during May and June 2003 to determine if courses held for them during the year met their needs and if they were satisfied with the instruction.
- Individual student surveys were completed by over 200 students regarding their satisfaction with the training they received.
Appendix A

Accomplishments of Assessment, Planning, and Institutional Effectiveness 2001-2004

Goal 2: The College will cultivate current partnerships to facilitate direct transfer to four year colleges/universities and develop additional partnerships with four year colleges/universities to expand higher education opportunities.

Accomplishments:

• Iowa Central Community College works with the transfer directors of each university to monitor and assure review of courses are updated for all transfer courses and programs.
• Industrial Technology Department has developed an agreement with the Department of Industrial Technology at the University of Northern Iowa to jointly offer courses in Technology Education.
• The College President, Vice President of Instruction and Department Chairs visited Regents’ Universities during the 2003-2004 college year to continue to cultivate and develop specific program agreements.
• Iowa Central Community College developed an agreement/partnership with the University of Phoenix online in the summer of 2002.

Focus Area: Communications

Goal 1: The College will enhance the flow of internal and external communications.

Accomplishments:

• Student activities schedules, athletic schedules, class lists for registration, and more is now available on the Iowa Central web page.
• The percentage of information fed to news outlets that is actually published is higher than ever before.
• We have strong tracking methods that include the major papers from each of the nine counties in our area, plus statewide tracking.
Institutional Priority: Resource Development and Allocation
Focus Area: Financial Resources

Goal 1: Conduct a needs assessment to determine the feasibility of a capital campaign to construct a Learning Resources Center/Convention Center.

Accomplishment:
- Due to the downturn in economic conditions it was determined that the timing was not right to start a needs assessment of a capital campaign.

Goal 2: Target and prioritize grants that will meet the College's needs and maximize return for the time expended.

Accomplishment:
- The new position of Vice President of International Affairs and Grant Development was created, resulting in a significant increase in grant income to the college.

Goal 3: Identify possible sources of donations.

Accomplishment:
- The new position of Associate Vice President of Development and Government Affairs has been created, resulting in great financial benefits to the college.

Goal 4. The College will raise the Unrestricted General Fund Balance to an amount equal to one month's expenditures.

- Due to the economic conditions which have occurred because of the loss of state aid and other revenue this has not been attained.
Focus Area: Physical Resources

Goal 1: Develop a plan for infrastructure maintenance and repair.

Accomplishments:
- Plans for updating and maintaining the infrastructure at Iowa Central set in one year increments. The physical plant staff annually prioritizes their needs when funds are allocated and spent on infrastructure maintenance and repair as a result of the budget process.

Goal 2: Maximize the present buildings in terms of adequate classroom space by creating three new classrooms per year for three years.

Accomplishment:
- In the last three years buildings have been remodeled to maximize the use of space and provide additional classroom space. We have exceeded the goal of increasing classroom by three per year.

Goal 3: Develop and implement an instructional equipment replacement plan.

Accomplishment:
- The technology plan is a three year plan with a goal of replacing each computer lab every four years.

Focus Area: Human Resources

Goal 1: Create an environment that fosters trust and collegiality.

Accomplishment:
- The College President publishes a monthly top ten list in which he recognizes ten employees for outstanding job performance. He has also encouraged other administrative staff, department chairs and other support staff to daily praise others for their accomplishment.

Goal 2: Develop and implement an employee succession plan.

Accomplishment:
- This item has received very little attention and should be continued into the next strategic plan.
Appendix B


Goal 1: The College will provide opportunities at all centers for students’ enrichment that supplements the opportunities of the classroom.

Accomplishments:

- Student government was offered during the 1999-2000 college year and over thirty students enrolled in the course at a variety of sites.
- Student Ambassadors was offered for the first time and over 25 students enrolled in the course at the Fort Dodge center during the fall 2000 term.
- The Iowa Central Student Campus Security Program, a new student organization created and offered initially during the fall semester 1999, was designed primarily for students majoring in Criminal Justice.
- Student Senate members organized and implemented toy drives and food drives at Christmas time as well as campus clean-up and recycling campaigns.
- Students in Social Problems and Fundamentals of American Government were required to participate in five hours of service learning activities at local social service and governmental agencies, beginning fall semester 2000.
- Students in Human Potential and Advanced Human Potential classes served as “mentors” in the Bridges School-Based Youth Service Program affiliated with the Arrowhead Area Education Agency.

Goal 2: The College will increase market share to promote the growth and opportunities in the diverse global community.

Accomplishments:

- An annual comprehensive recruitment and marketing plan is utilized which has resulted in Iowa Central being the fastest growing community college in the state.
- The Enrollment Management Plan has been enhanced to include all activities that attract and retain students.
- Recruitment of international students has resulted in a fall 2001 enrollment of 81 students from 25 countries.
Goal 3: The College will improve student success through innovative and dynamic approaches to learning.

Accomplishments:

- Instructors utilized the following techniques during the past three years: video-assisted learning, discussion groups, critical thinking assignments, research projects, guest speakers, and cooperative learning.
- Instructors utilized technology to improve learning by using computer-assisted learning and other computer-related technologies such as e-mail, Internet assignments, simulations, and multimedia presentations in the classroom.
- Many instructors used a variety of cooperative learning activities in the classroom such as Turn to Your Partner (TTYP), academic controversy, journaling, peer mentoring, and jigsaws.

Goal 4: The College will foster sensitivity and awareness to diversity, equity, and accessibility to meet the needs of a diverse population.

Accomplishments:

- A Special Population Equity Coordinator position was established to identify and fulfill specific instructional needs of students who required additional assistance to reach their full potential.
- Efforts were made to make facilities compliant with ADA regulations.
- Approval was obtained to establish a student organization entitled the Multicultural Student Union.

Goal 5: The College will enhance services to internal and external customers by promoting teamwork, accountability, and continued improvement of systems.

Accomplishments:

- Continuous Process Improvement continues to be utilized to review and improve processes.
- The College has implemented the student of the month award that recognizes individuals for achievements in both academic and extracurricular activities.
- In the past three years eleven faculty members have received the NISOD award for excellence.
- Mission and vision statements were distributed to college personnel and are printed in all college publications.
- All Board policies were updated and made available to all staff via the Intranet.
Goal 6: The College will emphasize the development and utilization of resources.

Accomplishments:
- An orientation program for new employees was developed and implemented.
- The Scholarship Endowment Fund reached an all-time high of $700,000.
- The ACE (Accelerated Career Education) building was constructed on the Fort Dodge Center to house expanded industrial programs and a multipurpose area to house civic activities.
- A new road system at the Fort Dodge Center provides an exterior loop around central campus and enhanced safety features. Additional and redesigned existing parking lots provide students with adequate peak-time parking.
- Eight student apartments have been constructed at the Fort Dodge Center to provide students with the best possible environment for study and everyday living.

Goal 7: The College will utilize outcome-based education to assess and improve student learning.

Accomplishments:
- Department Chairs have developed a common format for course guides.
- All course syllabi have been updated to include course description, measurable course and unit outcomes, projects required, delivery alternatives, methods of assessment, etc.
- Departments are using multiple assessment techniques for measuring outcomes.
- Faculty are documenting how assessment data is used to improve student learning.

Goal 8: The College will ensure that associate degree graduates meet institutional student graduate outcomes.

Accomplishments:
- Departments matched course outcomes with the established Graduate Outcomes by completing a Graduate Outcomes Inventory.
Appendix C

Accomplishments of Assessment, Planning, and Institutional Effectiveness
1995 - 1998

Goal 1: The College will provide students with the opportunity to increase their life-long learning skills, to prepare for employment, and/or to transfer to a four-year college or university through a comprehensive education program that emphasizes active membership in the global community.

Accomplishments:
- Implemented mandatory placement to build reading, writing, and math skills of students.
- Student satisfaction surveys of developmental courses indicated positive experiences in those courses.
- Team chosen to explore awarding college credit for experiential learning experiences.
- Students enrolled in International Studies Program in England with a college faculty member as instructor.
- New course developed: Introduction to International Relations.
- Students representing 17 countries enrolled.
- Advisory committee guidelines revised as recommended by the state equity visit team.

Goal 2: The College will promote excellence in teaching to create a dynamic learning environment.

Accomplishments:
- Faculty have developed professional development goals and meet annually with their respective Department Chairs to review and update those goals.
- Faculty integrate the use of technology in the classroom via computer-assisted classrooms, videos and laser discs to augment lectures, assignments requiring use of the Internet, T1-85 and T1-92 calculators, etc.
- Faculty use non-traditional approaches to learning such as collaborative learning and testing groups, peer teaching, use of e-mail, and research projects across the curriculum.
- Courses and projects spanning two or more departments enable students to utilize science, technology, and humanities in their daily lives.
- Faculty engage in peer review and peer sharing such as journaling, and peer mentoring.

Goal 3: The College will provide cooperative programs and services to K-12 school districts.

Accomplishments:
- Dual credit (high school and college) courses are available at high schools across Area V.
- School-to-Work/Tech Prep initiatives strengthen and grow as 15 secondary instructors serve on 13 vocational advisory committees.
- The Vocational Education for Special Students (VESS) Program, initiated in 1979, continues to provide vocational training for secondary special education students.
Goal 4: The College will participate in creative endeavors with other higher education institutions.

Accomplishments:
- Transfer advisors from the three Regents’ Universities, Buena Vista University, and Simpson College attended Principal-Counselor Day.
- Expanded information regarding transfer personnel in the Iowa Central Advisor Handbook.
- Storm Lake Center refers students to the College night at Storm Lake High School.

Goal 5: The College will provide services and opportunities outside the classroom for the betterment of student life.

Accomplishments:
- Blanden Area High School Show awarded four Foundation and eight departmental scholarships.
- 46 students, staff, and community members attended the Renoir exhibit at the Chicago Art Institute.
- Community members (children and adults) included in the theater and music productions.
- Apartment style housing constructed and occupied.
- Strengthened intramural activities with tournaments in seven different games.
- Women’s Soccer initiated as a team sport.

Goal 6: The College will provide services for students with diverse learning styles and needs.

Accomplishments:
- Student Success Center tutored: 548 students in 1995-96
  1,032 students in 1996-97
  1,143 students in 1997-98
- Produced a handbook for use by faculty and staff when serving students with special needs.
- Coordinator meets one-on-one with faculty regarding students with disabilities in their classroom.
Goal 7: The College will develop cooperative relationships with individuals, businesses, industries and organizations to promote community education and workplace services responsive to the needs of the Area V communities.

Accomplishments:
- Business and Technology Center provided customized training to 55 area businesses.
- Kids on Kampus program attracts ages K-6 to campus.
- Career Camp in conjunction with JTPA serves 50 youth ages 14 to 21.
- GEMS Workshop - Girls enjoying math and science in cooperation with Lakota Girl Scouts.
- Business and Industry Call Program made 1,894 one-on-one contacts with employers of 20 or more workers.
- SBDC facilitated $4,500,000 in Small Business Adm. Loans creating 35 new jobs and employing over 200 workers.

Goal 8: The College will use its resources effectively and ethically to achieve its mission.

Accomplishments:
- Team based hiring practices instituted.
- Staff development activities listed and described in annual reports.

Goal 9: The College will increase its effectiveness by comparing its performance with its goals.

Accomplishments:
- Matching of outcomes to courses is 95% complete in all departments and programs except Community Services (89% Complete) and Criminal Justice.
- Planned defining General Education courses which specifically address student outcomes and modifying AA, AS, AAS and certificate programs to reflect the accomplishment of outcomes.
- Survey employers and graduates of vocational and career option programs to keep curriculum relevant in these programs.
- Enrollment Management Plan and the reporting thereof is a college-wide effort.
- Institutional Growth Strategies becomes Admission’s comprehensive process.
- Enrollment Report documents high school graduates in Area V and their enrollment rate at Iowa Central.