

2010-2013 STRATEGIC PLAN PROGRESS SCORECARD thru Dec 31, 2011

Objectives/Plans	Responsible	Date Due	Level of Completion				Date Completed
			25%	50%	75%	100%	
Objective 1.1 The Vice President of Instruction will hire an Institutional Research Professional							
1. Have a position description developed and approved.	VP Instr	Jul-11					6/18/10
2. The position will be posted.	VP Instr	Aug-11					6/22/10
3. The position will be filled.	VP Instr	Jan-12					9/1/10
Objective 1.2 Iowa Central's Institutional Research Professional will centralize all data collection							
1. Complete Datatel Training.	IE Dir	Mar-11					3/16/11
2. Meet with staff to understand current and potential data collection processes and needs.	IE Dir	Jul-11					10/15/10
3. Review best practices to create a data collection plan.	IE Dir	Jul-11					10/15/10
Objective 1.3 The Institutional Research office will make collected data easily accessible to staff and faculty							
1. Work with the Information Services Team to expand data available through WebAdvisor.	IE Dir/IST	Jul-11					11/29/10
2. Expand online resource availability to both internal and external constituents.	IE Dir	Jul-11					11/16/10
3. Increase accessibility and organize a centralized data facility that will include both online and physical data.	IE Dir	Jul-11					1/20/11
Objective 1.4 Iowa Central will provide training and professional development to necessary staff in order to utilize collected data effectively							
1. Organize targeted workshops to increase data access.	IE Dir	Aug-12					
2. Coordinate data utilization workshops focusing data-driven decision making.	IE Dir	Aug-12					
Objective 1.5 All campus offices and departments will show evidence of data utilization for decision making							
1. College offices and departments demonstrate utilization of data-driven decision making.	College Staff	Dec-12					
2. College staff participate in professional development focusing on Institutional research.	College Staff	Dec-12					
Objective 2.1 The Associate Vice President of Business Affairs will establish a comprehensive budget planning process that ties institutional spending to existing or new revenue streams							

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1. Establish a working group to develop this plan.	AVP BA	Feb-11					
2. Written plan will be completed.	AVP BA	Jun-11					
Objective 2.2 Iowa Central will hire a grant writer to increase revenues							
1. Job description will be developed.	Pres, VPs, HR	Jan-11					4/5/11
2. Job description will be posted.	Pres, VPs, HR	Feb-11					ON HOLD
Objective 2.3 The grant writer will be responsible for increasing revenues that are aligned with the needs and priorities of the College							
1. Review with the President and Cabinet the institutional needs and priorities in order to generate an annual grant development plan.	(VP Gov) Grant Writer	Jul-11					9/27/11
Objective 2.4 Associate Vice President of Business Affairs will work to achieve a fund balance equal to or exceeding 8% of the operating budget							
1. Report format will be developed and approved by the President.	AVP BA	Mar-11					5/1/11
2. When approved, this report will be ongoing and incorporated into the financial reports of the College.	AVP BA	Mar-12					10/11/11
Objective 2.5 Associate Vice President of Business Affairs and Information Services will develop a user friendly online platform for budget access							
1. Develop the template for this platform for review by the President and Cabinet.	AVP BA, IS	Mar-11					4/1/11
2. Final platform will be demonstrated to staff and implemented.	AVP BA, IS	Jul-12					
Objective 2.6 Business Office will conduct training for employees to utilize the online budget platform to track revenue and expense							
1. Develop the training program.	AVP BA, BO, IS	Jun-12	x				
2. Training program will be implemented.	AVP BA, BO, IS	Jun-12	x				
Objective 2.7 The Foundation will increase faculty, staff, administration, and boards giving to the Foundation that will target: 65% of faculty, staff, administration, and boards by July 2011; 75% of faculty, staff, administration, and boards by July 2012; and 85% of faculty, staff, administration, and board							

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1. Report will be sent to staff annually tracking employee giving progress.	VP Dev	Dec-11	x				
2. The Foundation will be responsible for developing the asking procedure for the annual program.	VP Dev	Apr-11					4/8/11
3. Annual progress will be reported at the staff and faculty in-service and at hosted off-campus public events.	VP Dev	Apr-11					4/8/11
Objective 3.1 Human Resources office will conduct a staffing review that will examine by location, staffing numbers, diversity, appropriate job descriptions, and compensation							
1. Develop and distribute a staffing review survey to all departments annually.	Dir HR	Apr-12					
2. Reports and recommendations are made to the Cabinet on an annual basis thereafter.	Dir HR	Aug-12					
Objective 3.2 Iowa Central will review current employee evaluation process through evaluating and improving the current practice							
1. Develop an improved and consistent evaluation process by using appropriate documents, best practices, and follow up. The development process will include faculty, support staff, and classified staff.	Cabinet, Dir HR	Jul-12	x				
2. Cabinet will receive the first set of data.	Cabinet, Dir HR	Jul-12					
Objective 3.3 Iowa Central will implement a more effective faculty and staff recruitment plan to strengthen and diversify our applicant pool							
1. Review recruitment best practices and develop an implementation and improvement strategy to be reviewed by Cabinet.	Dir HR	Nov-11		x			
2. New recruitment plan will be implemented.	Dir HR	Jan-12					
Objective 3.4 Iowa Central will create and implement an improved faculty and staff orientation program for new hires that will include appropriate follow up and assignment of an appropriate mentor within 30 days of hire							

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1. Work together to create a new faculty and staff orientation program for review by Cabinet.	Deans, HR Dir, Dir's	May-11			x		
2. New program will be implemented.	Deans, HR Dir, Dir's	Jul-11			x		
Objective 3.5 Iowa Central will review and revise as necessary the faculty and staff professional development program focusing on effectiveness, access, and quality							
1. Create a professional development planning team.	Cabinet	Mar-11					1/1/11
2. Develop an annual professional development plan for all staff and provide the plan for review by Cabinet on an annual basis.	PD Team	Jul-12					
3. The plan will include dates, topics, and proposed budget.	PD Team	Jul-12					
4. Develop an evaluation process for the annual professional development plan for review by Cabinet.	PD Team	Nov-11	x				
5. The plan will be implemented.	PD Team	Sep-12	x				
Objective 4.1 The Learning Improvement Process Team will expand assessment and its documentation for all services and activities							
1. Improve public information, data collection forms, and professional development activities for college-wide assessment.	LIP	Jan-11					5/26/11
2. Coordinate ongoing professional development for college-wide assessment and report to Cabinet.	LIP	Jul-11		x			
3. Set targeted documentation of activities assessed.	Deans, Dirs.	May-11	x				
4. Analyze and report assessment data.	IE Dir, A-Team	Oct-11					
Objective 4.2 Iowa Central will increase the utilization and effectiveness of technology in and out of the classroom to improve the learning environment of our students							
1. Create a baseline technology usage survey for students and staff that documents current technology use in and out of the classroom.	IE Dir	Dec-11					10/28/11
2. Faculty, staff and students will complete this survey.	IE Dir	May-12					10/28/11

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3. Analyze and report data from this survey, which will outline effectiveness and future needs, to the Cabinet.	IE Dir	Jul-12					11/22/11
4. Use this data to develop a plan that will increase utilization and effectiveness of technology in and out of the classroom.	PD Team	Aug-12	x				
5. Conduct a follow up survey and report the results to the Cabinet.	IE Dir	Jul-13					
Objective 4.3 The Curriculum Committee will study the effectiveness of program and departmental evaluations [Also see Objective 7.1]							
1. Committee will review current process.	VP Instr, CurrCom	Apr-11					8/2/10
2. Present findings and recommendations to Cabinet.	VP Instr, CurrCom	May-11					1/25/11
Objective 4.4 Iowa Central will create a team to evaluate its developmental education program							
1. Deans will identify potential team members.	VP Instr	Jan-11					3/15/11
2. Cabinet will create a charge for the team.	VP Instr	Mar-11					3/15/11
3. Cabinet will name team members.	VP Instr	May-11					5/23/11
Objective 4.5 Iowa Central will create a system to gather student goals and feedback to improve the student learning environment							
1. Review current data collection concerned with student goals.	VP EMSD, IE Dir	Jan-12					11/17/11
2. Assess how and where student feedback is collected.	IE Dir	Jan-12					11/17/11
3. Provide student feedback analysis to appropriate staff.	Advising Team	Jul-13					
Objective 5.1 Iowa Central will develop a recruitment strategy to expand opportunities to new populations, including but not limited to home schooled, unemployed, and middle school by establishing a data-driven plan to determine and respond to the educational needs of these populations							
1. Develop a written recruitment plan for review and approval by the Cabinet.	Dir EM, Prog Coords, IE Dir	Jul-12					

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2. Following approval, the plan will be communicated campus wide.	Dir EM, Prog Coords, IE Dir	Sep-12					
Objective 5.2 Iowa Central will evaluate the effectiveness and utilization of its website, calling nights, visit days, social networking, texting, and online support							
1. Create a tool to evaluate the effectiveness of our methodology in utilizing this media.	IE Dir, Dir EM, Dir Mrkt	May-11					6/6/11
2. Team will conduct focus groups using this tool.	IE Dir, Dir EM, Dir Mrkt	Jul-11					6/6/11
3. Team will use the data collected to assist in the development of an improved recruiting plan.	Dir EM, Dir Mrkt, IE Dir	Dec-11					11/17/11
Objective 5.3 Iowa Central will develop and enhance a coordinated marketing strategy that includes traditional, electronic, and social media designed to reach a larger market							
1. Create an institutional marketing plan.	VP Dev, Dir EM	Jul-11					
2. This plan will be coordinated with the college recruitment plan.	VP Dev, Dir EM	Jul-11					
3. Team will create a marketing plan for non-attending students	VP Dev, Dir EM	Jan-12					
Objective 5.4 Iowa Central will increase and expand program delivery methodology, including flexible scheduling, short courses, certificate programs, and online courses to meet the larger needs of the educational market							
1. Team will develop a data collection strategy to determine the needs of the service area related to delivery methodology.	VP In, Deans	Sep-11					5/26/11

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2. Create an evaluation tool to measure the effectiveness of current delivery methodology.	VP In, Deans	Jan-12					5/26/11
Objective 6.1 Iowa Central will maximize the effectiveness of advisory committees by reviewing and expanding membership to include additional business/industry and appropriate agency partners							
1. Review the diversity and attendance patterns of committee members and report to the dean.	Deans, Prog Coords	Jul-12					
2. Working together, will update and/or revise the existing advisory committee policies.	Deans, Prog Coords	Sep-12					
Objective 6.2 Iowa Central will develop data collection methods to regularly acquire and document data to determine stakeholder needs							
1. Develop methodology for ongoing program review.	IE Dir, Prog Coords	Jul-11					8/2/10
2. This methodology will be implemented and the resulting data compiled to review stakeholder needs.	IE Dir, Prog Coords	Jul-11					8/2/10
3. This methodology will be implemented twice per year thereafter.	IE Dir, Prog Coords	Jul-11					8/2/10
Objective 6.3 Iowa Central will accommodate regional business/industry and appropriate agency needs by offering necessary training and programs in an innovative, flexible, and proactive manner							
1. Conduct community summits and industry sector forums on an ongoing basis, based upon feedback from advisory committees to determine ongoing needs. This will be an ongoing activity.	VP Gov, Dir ED	Jan-12					1/1/11
2. Following summits and/or forums, the data will be analyzed and an appropriate action plan will be developed and/or revised to address these needs.	VP Gov, Dir ED	Jul-12					7/31/11
Objective 6.4 Iowa Central will assure that partnerships are mutually beneficial through annual reviews							
1. Develop a team to be responsible for analyzing the return on investment from existing for potential future partnerships.	Pres, VP Gov	Jul-11					7/31/11

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2. Team will develop methodology to determine ROI and will implement this methodology.	Pres, VP Gov	Jul-11					7/31/11
Objective 7.1 Iowa Central will utilize data to implement a plan to increase retention of students who are enrolled in developmental classes							
1. Review the current data on developmental education students and courses and present this data to the Cabinet.	DE Team	Jul-11					1/1/11
2. Following data analysis, review best practices for developmental education programs.	DE Team	Jul-11					12/21/11
3. After a review of current data and best practices, develop a developmental education retention plan.	DE Team	Jan-12					
4. Review the need for additional staffing and or a department to coordinate these efforts...with implementation to be determined based on need and budget available.	DE Team	Jan-12					12/21/11
Objective 7.2 Iowa Central will evaluate and improve the advising process to impact retention rates							
1. Create an advising review team	President	Sep-11					10/1/11
2. Evaluate all available data on advising practice and procedures.	AR Team, EMSD	Jan-12					
3. Review best practices related to advising.	AR Team, EMSD	Mar-12		x			
4. Utilizing existing data and best practices, the ART will develop an advising improvement plan.	AR Team, EMSD	Jun-12					
5. Implement this plan, following review by Cabinet.	AR Team, EMSD	Jul-12	x				
Objective 7.3 Iowa Central will evaluate and improve the processes for determining why students withdraw							
1. Provide data on student withdrawals to appropriate administrative staff.	IE Dir	Mar-11					3/22/11
2. Evaluate this data.	Registrar, EMSD	Mar-11					3/16/11

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3. Develop a plan to improve data collection for more accurately determining student withdrawal reasons.	EMSD	Jul-11					7/12/11
Objective 7.4 Iowa Central will develop and revitalize intervention strategies to improve student retention based upon data collected from students and appropriate staff							
1. Utilize the enrollment management plan to report existing retention efforts. EM plan no longer exists	EMSD	Jul-11					n/a
2. Review best practices related to retention.	EMSD	Jan-12					1/3/12
3. Based upon existing data and best practices, develop a new and/or revised retention plan.	EMSD	Jul-12					
4. Implement the new or revised plan.	EMSD, LA Dean	Jul-12	x				
Objective 8.1 Iowa Central will update the master campus plan							
1. Identify institutional needs.	Cabinet & Assigned Personnel	Feb-11					4/5/11
2. Utilizing internal and external expertise, explore and prioritize energy efficiency options for the campus.	Cabinet & Assigned Personnel	Mar-11					5/1/11
3. Work with architects to analyze existing institutional space utilization.	Cabinet & Assigned Personnel	Jun-11					6/1/11
4. Update the institutional master plan using information obtained.	Cabinet & Assigned Personnel	Sep-11					7/20/11
Objective 8.2 Iowa Central will create a capital outlay plan							
1. Create a capital outlay plan using the master campus plan that is tied to existing available resources.	Cabinet	Jul-11		x			

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2. Review the master campus plan and will identify and secure additional resources that will augment the master campus plan.	(VP Gov) Grant Office	Dec-11			x		
Objective 9.1 Iowa Central will formalize a public policy outreach plan that will be shared with the College Cabinet, Board of Directors, and appropriate internal and external stakeholders							
1. Create a grassroots legislative direct mail campaign outlining our local, state, and federal public policy priorities.	Pres, VP Gov	Oct-10					1/1/11
2. Create state and federal funding college-specific funding needs and amount.	VP Gov	Nov-11					1/1/11
3. Deliver state and federal funding requests.	VP Gov	Dec-11					11/17/11
Objective 9.2 Iowa Central will build upon current relationships with State and federal legislators/staff to assure adequate funding, support for the College's public policy agenda, and an equalized State funding formula							
1. Create a list of state and federal funding and amounts.	Pres, VP Gov	Dec-11					1/1/11
2. Deliver state and federal funding requests to state and federal legislators.	VP Gov	Mar-12					1/1/11
Objective 9.3 Iowa Central will develop a system or team to respond to unanticipated/unfunded State and federal mandates that impact budget and/or operations							
1. Develop a mission statement for this team.	Pres, VP Gov	Mar-11					7/31/11
2. Identify team members.	VP Gov	May-11					7/31/11
3. Review best practices for this objective.	VP Gov	Oct-11					7/31/11

**changes made from original*