

Iowa Central Community College
Strategic Plan
2020-2023



Iowa Central Community College

One Triton Circle

Fort Dodge, Iowa 50501

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:

Goal 1: The college will set priorities to grow enrollment to support the workforce needs of our region and beyond (global market).

Goal 2: The college will provide services and support to students for them to achieve their goals.

Goal 3: The college will further develop collaborative relationships and collaborations with internal and external constituents to promote education and workplace services.

Goal 4: The college will continue to improve institutional infrastructure, effectiveness, and excellence.

Goal 1: The college will set priorities to grow enrollment to support the workforce needs of our region and beyond (global market).

Objective 1: Increase opportunities/offerings and enrollment for credit and non-credit courses for industry by 5% over the course of the next 3 years.

Plan of Action:

- Identify industries with tuition reimbursement (October-December 2020).
- Identify industry needs (October-December 2020).
- Host lunch and learns to increase awareness of courses Iowa Central offers (begin January 2021).
- Increase opportunities/offerings targeted to non-traditional students who need flexible scheduling (July 2021).
- Increase use of Work-Based Learning courses/opportunities (January 2021).

Measurement:

- Survey of industries with tuition reimbursement opportunities
- Current opportunities/offerings for non-traditional students

Completion Date:

- August 2023

Department(s):

- Enrollment Services, Economic Development, Intermediary

Objective 2: Expand alternative delivery methods using technology.

Plan of Action:

- Align initiatives with training (July 2020).
- Target delivery methods to current and new markets (January 2021).
- Focus on flexibility for diverse learners, including flexible payment options, class schedule, and completion goals (January 2021).
- Seek competency-based accreditation for high demand programs/career paths (January 2021).

Measurement:

- Training opportunities for alternative delivery methods
- Measurement of delivery methods offered to new markets
- Number of flexible schedule opportunities for diverse learners
- Completed competency-based accreditation

Completion Date:

- June 2021

Department(s):

- Academic Deans, Vice President of Instruction

Objective 3: Ensure viability of current programs and identify new programs with potential variations in delivery methods.

Plan of Action:

- Review annual enrollment and cost analysis for program viability (Yearly).
- Conduct regional industry survey (November 2020).
- Conduct employment analysis (Yearly).
- Conduct Comprehensive Local Needs Assessment (CLNA) with Advisory Board (Area V).
- Increase online certificate/diploma/degree options by 10% (December 2023).
- Evaluate effectiveness of career academies/centers (October-December 2022).

Measurement:

- Enrollment reports by program
- Industry surveys
- Gainful employment data of graduates
- Number of online certificate/diploma/degree options
- Success rates of career academies/centers

Completion Date:

- Yearly

Department(s):

- Deans, Vice President of Instruction, Economic Development

Objective 4: Increase enrollments of HiSET and ESL by 10% in 3 years.

Plan of Action:

- Develop online distance education to supplement learning (June 2021).
- Increase case management with students to help with retention. (September 2020).
- Collaborate with businesses to meet their needs for HiSET and ESL (January 2021).

Measurement:

- Enrollment and graduation rates of HiSET and ESL students
- Report on online distance education offerings
- Case management report
- Reports on collaboration with businesses, including but not limited to name of businesses, number involved, number approached

Completion Date:

- Annual report; Complete August 2023

Department(s):

- Adult Literacy

Objective 5: Increase the visibility of Iowa Central through website redesign, increased usage of social media platforms, and more consistent branding.

Plan of Action:

- Work with BlueSpace Creative to conduct a review of website site map (July 2020-August 2020).
- Identify key information and internal pages used by prospective students, current students, employees, alumni, community members, and current/prospective donors (August 2020-December 2020).
- Launch new website (January 2021).
- Compile a comprehensive list and create more consistency throughout our main and departmental social media (Facebook, Twitter, Instagram, Snapchat) accounts (May 2022).
- Update logos/color usage on college vehicles, buses, building interiors and exteriors, and campus signage to create a more consistent brand (July 2023).

Measurements:

- Social Metric Reports – created by BlueSpace
- SEO/Webstats Reports – created by BlueSpace
- Google Web Analytics Report – created by Webmaster
- Monthly Social Media Growth Chart – created by Public Information Director

Completion: June 2021

Department(s): President, Public Information Director, Webmaster

Goal 2: The college will provide services and support to students for them to achieve their goals.

Objective 1: Increase accessibility of student support services to all students, credit and non-credit.

Plan of Action:

- Increase available hours of student support services to include evenings and weekends (August 2021).
- Increase virtual options for student support services, including but not limited to academic assistance, counseling, and faculty office hours (August 2021).
- Evaluate subscriptions to libraries, webinars, online resources, and services (August 2022).
- Increase employee development opportunities via technology to enhance opportunities that tie to individual professional development plans (January 2021).
- Increase number of CTE students leaving Iowa Central with a completed resume to 100% (May 2022).

Measurement:

- Number of student support services with increased availability hours, including but not limited to service, hours, and usage
- Number of virtual options and participation
- Number of CTE student who leave Iowa Central with a complete resume

Completion Date:

- May 2022

Department(s):

- Student Services, Career Services, Enrollment Management

Objective 2: Increase gradebook integration.

Plan of Action:

- Develop system to monitor checks and balances within gradebook to ensure instructors have gradebook set up properly (December 2020).
- Increase training opportunities on gradebook, tracking percentage of full-time and adjunct faculty who attend (September 2021).
- Increase percentage of training attendance by 5% (October 2021).

Measurement:

- Number of training opportunities available
- System of checks and balances for gradebook implemented
- Training attendance over the course of the next 3 years, beginning September 2020

Completion Date:

- October 2021

Department(s):

- Information Technology, Academic Deans

Objective 3: Increase the effectiveness and equity of co-curricular activities over the course of the next 3 years.

Plan of Action:

- Evaluate current co-curricular activities (August 2020-May 2021).
- Align co-curricular activities to address deficiencies (August 2021).
- Identify new co-curricular activities to increase support of diverse student populations (August 2021).

Measurement:

- Number of self-reporting co-curricular activities
- Number of Weave Projects generated on co-curricular activities
- Number of students participating in co-curricular activities
- Number and types of activities
- Number of online opportunities
- Number of Center/Career Academy opportunities

Completion:

- July 2023

Department(s):

- Enrollment Management, Student Services, Academic Deans

Objective 4: Increase the awareness and promote race, justice, equity and excellence within the organization as a whole.

Plan of Action:

- Create a plan for providing additional training and awareness within our college community.
- Participate in a community-wide conversation on how we address and educate our stakeholders.
- Participate in a community-wide education program that includes a more inclusive and inspiring place to live, work, and play.
- Create a Center for Re-Education Academics, Community and Excellence.
 - Identify goals.
 - Identify funding resources.
- Identify needs for student training.
- Identify classes that can be added to the curriculum to support awareness.

Measurement:

- Number of employees that finished the training
- Number of professional development opportunities
- Center created

Completion: December 2021

Department(s):

President, Diversity Committee, Economic Development and Community Education, Vice President of External Affairs and Governmental Relations, Vice President of Enrollment Management and Student Development, Vice President of Instruction

Goal 3: The college will further develop collaborative relationships and collaborations with internal and external constituents to promote education and workplace services.

Objective 1: Increase percentage of internal professional development and continuing education opportunities.

Plan of Action:

- Initiate cross-department participation, using inter-departmental survey opportunities for faculty to survey other faculty's courses (January 2021-February 2021).
- Expand internal professional development for employees (Academic year 2021-2022).
- Evaluate external continuing education opportunities for employees (January 2022-March 2022).
- Increase required training (August 2022).

Measurement:

- Baseline cross-department participation in professional development and continuing education opportunities
- Baseline internal professional development
- Baseline external continuing education opportunities for employees
- Number of required trainings for faculty and staff

Completion:

- July 2023

Department(s):

- Human Resources, Academic Deans, Department Directors, President

Objective 2: Utilize technology and creative scheduling practices to maximize number of faculty and staff who may participate in interdependent projects and processes.

Plan of Action:

- Increase technology use to maximize efficiency and accountability (September 2020).
- Work to improve attendance, including but not limited to a protected hour (September 2021).
- Ensure opportunities are equal for all employees (September 2021).

Measurement:

- Use of technology in interdependent projects and processes
- Percentage of faculty and staff attending
- Number of employees who cannot attend because of work conflicts

Completion:

- June 2023

Department(s):

- Human Resources, Academic Deans, and Vice President of Instruction

Objective 3: Increase advisory board participation by 20%.

Plan of Action:

- Increase use of technology to make meetings more accessible and efficient (September 2020).
- Align program technology needs to annual technology plan requests, including training opportunities for faculty to understand how to directly apply and request funds to meet needs (September 2020).
- Review curriculum for currency and graduate outcomes (September 2021).

Measurement:

- Number of advisory board meetings incorporating technology
- Attendance at meetings

Completion:

- June 2022

Department(s):

- Academic Program/Department coordinators

Objective 4: Increase financial partnerships.

Plan of Action:

- Create Foundation marketing plan, both internal and external (September 2021).
- Increase program partnerships by 20% annually (September 2021).
- Evaluation of grant opportunities (Annually).

Measurement:

- Number of internal campaigns
- Number of external campaigns
- Increase number of grants application submissions
- Increase the income back to the college through the SNAP program.

Completion:

- July 2023

Department(s):

- Foundation, Workforce Development

Objective 5: Increase availability of Work-Based Learning (WBL) courses and opportunities.

Plan of Action:

- Review current WBL course opportunities targeted to K-12 (September 2020).
- Review of WBL curriculum for inclusion in programs of study (September 2020).
- Expand WBL curriculum in high schools (August 2021).
- Evaluate need for new WBL courses (June 2022).
- Establish a centralized exchange for connecting with business and industry (January 2021).

Measurement:

- Increase number of programs offering a WBL course
- Incorporate WBL curriculum in high schools
- Number of students enrolled in WBL courses
- Number of businesses that connect with students through WBL opportunities

Completion:

- June 2023

Department(s):

- Academic Deans, Distance Learning, Career Services, Intermediary

Objective 6: Expand outreach and collaboration to businesses in Region V.

Plan of Action:

- Develop relationships with current and new small businesses (November 2020).
- Increase opportunities for short-term training programs (September 2020).
- Create a comprehensive marketing plan to businesses, including but not limited to credit offerings, ESL, and HiSET (January 2021).
- Initiate a regional database of employers/contacts to track activities and opportunities accessible to multiple users (January 2021).

Measurement:

- Number of businesses contacted
- Number students trained in short-term training programs

Completion:

- June 2022

Department(s):

- Economic Development, Career Services, Intermediary

Goal 4: The college will continue to improve institutional infrastructure, effectiveness, and excellence.

Objective 1: Increase work order efficiency in all areas, including but not limited to help desk, physical facilities, and information services.

Plan of Action:

- Organize all inventories (August 2021).
- Conduct monthly meetings within the technology departments to prioritize workload (September 2020).
- Decrease turnaround time on work orders (January 2021).
- Improve work order system to better track turnaround time (December 2022).

Measurement:

- Number of inventories organized
- Meeting agendas and minutes
- Turnaround time on work orders

Completion:

- December 2022

Department(s):

- Physical Facilities, Information Services, Technology

Objective 2: Increase use of data in decision-making processes.

Plan of Action:

- Increase knowledge of availability of data (January 2021).
- Increase professional development on proper data usage for faculty and staff (June 2021).
- Increase training on use of Colleague (August 2021).

Measurement:

- Number of training opportunities
- Number of professional development opportunities
- Number of training sessions on the use of Colleague

Completion:

- June 2022

Department(s):

- Institutional Effectiveness, Vice President of Instruction

