Iowa Central
COMMUNITY COLLEGE

Strategic Plan

2010-2013

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The Strategic Planning Process

In the spring of 2010, the College embarked upon the development of a strategic plan for a new chapter in its educational history. The objectives inherent in the process were to formulate institutional goals, which would provide a future focus for Iowa Central, and to guide the decision-making of the Board of Trustees, administration, faculty, and staff.

The Strategic Planning Team membership (page 30) was comprised of a cross section of faculty, staff, and administration, representing all facets of the institution. The 16 members of the team were initially charged with the responsibility of developing the foundation for the strategic focus of Iowa Central. At the completion of this project, the role of the Strategic Planning Team will be to monitor progress toward these goals and modify or revise them as the College moves forward.

The concept of the strategic planning was predicated on the belief that an organization must have a vision for its future tailored to its unique purpose, characteristics, and needs. The process began with an assessment of the external environment and its impact on the College. Preliminary assumptions were developed from this input. A comprehensive, internal review of these assumptions, opportunities, and concerns was conducted. The resulting strategic goals formed the basis for the development of objectives and operational plans.

Nine strategic goals were established at the conclusion of the initial planning process along with a number of objectives. Departments will be challenged to review the strategic goals, develop short-term goals, identify milestones, target completion dates, and project costs to achieve those goals.

As part of the ongoing planning continuum, the strategic plan will be reviewed annually. As goals are accomplished and the College addresses new challenges, revised objectives consistent with the long-term vision will be established. Integral to this substantive process is the intent to establish Iowa Central Community College as a premier educational entity.

Mission Statement

Iowa Central Community College promotes intellectual discovery, physical development, social and ethical awareness, and economic opportunities for all through an education that transforms lives, strengthens community, and inspires progress.

Vision Statement

Iowa Central Community College is the learning college of choice, meeting the needs of all we serve in a changing regional and global environment. Iowa Central Community College will continue to provide programs that foster economic vitality to all members of our region. In cooperation with our partners, our College will lead by example to improve the quality of life for the people we serve by:

- Promoting instructional excellence in all program areas
- Serving the lifelong learning needs of all citizens
- Expanding and enhancing programs to meet the evolving needs of our workforce
- Strengthening partnerships to advance the mission of the College
- Enhancing customer service to all who come our way
- Increasing the retention and success of our students
- Increasing community awareness of the College
- Infusing appropriate technologies for problem solving and enhanced program delivery
- Developing responsive and effective education programs
- Enriching cultural and social awareness.

Innovation, excellence, and continuous improvement define our college where the focus is on the learner and on the appreciation of diversity.

Service and Excellence Values:

These values have been developed by the employees of Iowa Central Community College to exemplify our Service Excellence Values. Recognizing that each individual represents Iowa Central Community College to our students, guests, and visitors, it is expected that all Iowa Central employees incorporate these values into their overall work performance.

Promote Excellence

- Treat everyone as if it were his/her first time at Iowa Central.
- Be courteous and responsive to the students as well as to their families.
- Speak respectfully of the college and its employees.
- Treat others with utmost respect and courtesy.
- Acknowledge and recognize staff and students that excel.
- Support a service-oriented, learner-centered atmosphere.

Foster Hospitality

- Greet/acknowledge each person with a smile-even anywhere on campus.
- Use positive body language: Maintain eye contact when speaking to the person and be an attentive listener, responding to both verbal and nonverbal messages.
- Contribute to a home-like atmosphere.
- Answer the telephone promptly and speak clearly.
- Follow proper e-mail etiquette.

Respond to Others' Needs

- Serve in a cross-functional capacity; be willing to help and teach others how to perform tasks, or know where to get help.
- Follow through with commitments and responsibilities.
- Ask questions for clarification. The more answers we have, the more we are able to help and the faster we are able to solve the problem.
- Be aware of the needs of others, and respond to their needs quickly.
- Promote team spirit, creating an atmosphere that will encourage all staff to share ideas.
- Support diversity and be willing to learn about different cultures, lifestyles, and views (don't necessarily have to agree but at least willing to learn more about).
- Be willing to adjust to student's needs. Some may include disabilities, difficulties and language barriers

Exude Integrity

- Make sure documents and communications are accurate, up-to-date, and free of spelling and grammar errors.

- Maintain standards for staff and students that will allow the college to operate in a professional manner and allow for positive change.
- Work as a team; non-credit and credit divisions.

Learning Outcomes:

Critical Thinking: The ability to dissect a multitude of incoming information, sorting the pertinent from the irrelevant, in order to analyze, evaluate, synthesize, or apply the information to a defendable conclusion.

Effective Communication: Information, thoughts, feelings, attitudes, or beliefs transferred either verbally or nonverbally through a medium in which the intended meaning is clearly and correctly understood by the recipient with the expectation of feedback.

Personal Responsibility: Initiative to consistently meet or exceed stated expectations over time.

GOAL 1

IOWA CENTRAL PLANNING AND DEVELOPMENT WILL BE GUIDED BY COMPREHENSIVE DATA ACQUISITION AND UTILIZATION THAT REFLECTS THE INSTITUTION'S COMMITMENT TO QUALITY AND INTEGRITY *[HLC CRITERION 2]*

Objective 1.1
The Vice President of Instruction will hire an Institutional Effectiveness Director by January 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Have a position description developed and approved.	July 2011	
2. The position will be posted.	August 2011	
3. The position will be filled.	January 2012	

Responsible Party: Vice President of Instruction

Budget:
Salary/Benefits - $60,000

Objective 1.2
Iowa Central's Institutional Effectiveness Director will centralize all data collection by July 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Complete Datatel Training.	March 2011	
2. Meet with staff to understand current and potential data collection processes and needs.	July 2011	
3. Review best practices to create a data collection plan.	July 2011	

Responsible Party: Institutional Effectiveness Director

Budget:

Objective 1.3
The Institutional Research office will make collected data easily accessible to staff and faculty by July 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Work with the Information Services Team to expand data available through WebAdvisor.	July 2011	
2. Expand online resource availability to both internal and external constituents.	July 2011	
3. Increase accessibility and organize a centralized data facility that will include both online and physical data.	July 2011	

Responsible Party: 1-2-3) Institutional Effectiveness Director; 1) Information Services Team

Budget:
Software – $50,000

Objective 1.4
Iowa Central will provide training and professional development to necessary staff in order to utilize collected data effectively by July 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Organize targeted workshops to increase data access.	July 2011	
2. Coordinate data utilization workshops focusing data-driven decision making.	July 2011	

Responsible Party: Institutional Effectiveness Director

Budget:
Travel - $2,000

Objective 1.5
All campus offices and departments will show evidence of data utilization for decision making by July 2012

PLAN OF ACTION

Step	Target Date	Completion Date
1. College offices and departments demonstrate utilization of data-driven decision making.	January 2012	
2. College staff participate in professional development focusing on Institutional research.	January 2012	

Responsible Party: College Staff

Budget:

GOAL 2

IOWA CENTRAL WILL DEVELOP A COMPREHENSIVE FLEXIBLE FINANCING PLAN

[HLC CRITERION 2]

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 by May 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Establish a working group to develop this plan.	February 2011	
2. Written plan will be completed.	June 2011	

Responsible Party: Associate Vice President of Business Affairs

Budget:

Objective 2.2
Iowa Central will hire a grant writer to increase revenues by July 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Job description will be developed.	January 2011	
2. Job will be posted.	February 2011	

Responsible Party: President, Vice Presidents, and Human Resources

Budget:
Salary/Benefits - $45,000

Objective 2.3
The grant writer will be responsible for increasing revenues that are aligned with the needs and priorities of the College

PLAN OF ACTION

Step	Target Date	Completion Date
1. Review with the President and Cabinet the institutional needs and priorities in order to generate an annual grant development plan.	July 2011	

Responsible Party: Grant Writer/

Budget:

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

PLAN OF ACTION

Step	Target Date	Completion Date
1. Report format will be developed and approved by the President.	March 2011	
2. When approved, this report will be ongoing and incorporated into the financial reports of the College.	March 2012	

Responsible Party: Associate Vice President of Business Affairs

Budget:

Objective 2.5
Associate Vice President of Business Affairs and Institutional Technology Team will develop a user friendly online platform for budget access by June 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Develop the template for this platform for review by the President and Cabinet.	March 2011	
2. Final platform will be demonstrated to staff and implemented.	June 2011	

Responsible Party: Associate Vice President of Business Affairs and IT Team

Budget:
Software - $50,000

Objective 2.6
Business Office will conduct training for employees to utilize the online budget platform to track revenue and expense by July 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Develop the training program.	April 2011	
2. Training program will be implemented.	July 2011	

Responsible Party: Associate Vice President of Business Affairs, Business Office, and IT Team

Budget:

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 boards by **July 2013**

PLAN OF ACTION

Step	Target Date	Completion Date
1. Report will be sent to staff annually tracking employee giving progress.	December 2011	
2. The Foundation will be responsible for developing the asking procedure for the annual program.	April 2011	
3. Annual progress will be reported at the staff and faculty in-service and at hosted off-campus public events.	April 2011	

Responsible Party: Vice President of Development and Alumni Relations

Budget:

GOAL 3

IOWA CENTRAL WILL SHOW A COMMITMENT TO HIGH QUALITY FACULTY AND STAFF THROUGH DEVELOPMENT OF COMPREHENSIVE RECRUITMENT, PROFESSIONAL DEVELOPMENT, AND RETENTION PLANS. *[HLC CRITERION 4]*

Objective 3.1
Human Resources office will conduct a staffing review that will examine by location, staffing numbers, diversity, appropriate job descriptions, and compensation by July 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Develop and distribute a staffing review survey to all departments annually.	July 2011	
2. Reports and recommendations are made to the Cabinet on an annual basis thereafter.	Presented each year in July	

Responsible Party: Human Resources Director

Budget:

Objective 3.2
Iowa Central will review current employee evaluation process through evaluating and improving the current practice by July 2012

PLAN OF ACTION

Step	Target Date	Completion Date
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.	July 2012	
2. Cabinet will receive the first set of data.	July 2012	

Responsible Party: Cabinet and Human Resources Director

Budget:

Objective 3.3
Iowa Central will implement a more effective faculty and staff recruitment plan to strengthen and diversify our applicant pool by January 2012

PLAN OF ACTION

Step	Target Date	Completion Date
1. Review recruitment best practices and develop an implementation and improvement strategy to be reviewed by Cabinet.	November 2011	
2. New recruitment plan will be implemented.	January 2012	

Responsible Party: Human Resources Director

Budget:
Advertising - $10,000

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 by July 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Work together to create a new faculty and staff orientation program for review by Cabinet.	May 2011	
2. New program will be implemented.	July 2011	

Responsible Party: Human Resources Director, Deans, and Directors

Budget:

Objective 3.5
Iowa Central will review and revise as necessary the faculty and staff professional development program focusing on effectiveness, access, and quality by January 2012

PLAN OF ACTION

Step	Target Date	Completion Date
1. Create a professional development planning team.	January 2011	
2. Develop an annual professional development plan for all staff and provide the plan for review by Cabinet on an annual basis.	July 2011	
3. The plan will include dates, topics, and proposed budget.	July 2011	
4. Develop an evaluation process for the annual professional development plan for review by Cabinet.	November 2011	
5. The plan will be implemented.	January 2012	

Responsible Party: 1) Cabinet; 2-3-4) Professional Development Planning Team

Budget:
Travel

GOAL 4

IOWA CENTRAL WILL CONTINUOUSLY IMPROVE THE STUDENT LEARNING ENVIRONMENT

[HLC CRITERION 3, 4]

Objective 4.1
The Learning Improvement Process Team will expand assessment and its documentation for all services and activities by September 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Improve public information, data collection forms, and professional development activities for college-wide assessment.	January 2011	
2. Coordinate ongoing professional development for college-wide assessment and report to the Cabinet.	July 2011	
3. Set targeted documentation of activities assessed.	May 2011	
4. Analyze and report assessment data.	August 2011	

Responsible Party: 1-2) Learning Improvement Process Team; 3) Deans and Directors; 4) Institutional Effectiveness Director, Assessment Team

Budget:
Professional Development Activities - $20,000

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 by July 2013

PLAN OF ACTION

Step	Target Date	Completion Date
1. Create a baseline technology usage survey for students and staff that documents current technology use in and out of the classroom.	December 2011	
2. Faculty, staff and students will complete this survey.	May 2012	
3. Analyze and report data from this survey, which will outline effectiveness and future needs, to the Cabinet.	July 2012	
4. Use this data to develop a plan that will increase utilization and effectiveness of technology in and out of the classroom.	August 2012	
5. Conduct a follow up survey and report the results to the Cabinet.	July 2013	

Responsible Party: 1-3-5) Institutional Effectiveness Director; 2) Faculty, Staff & Students; 4) Professional Development Team

Budget:
New technology - $50,000

Objective 4.3
The Curriculum Committee will study the effectiveness of program and departmental evaluations [Also see Objective 7.1] by May 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Committee will review current process.	April 2011	
2. Present findings and recommendations to Cabinet.	May 2011	

Responsible Party: Curriculum Committee and VP of Instruction

Budget:

Objective 4.4
Iowa Central will create a team to evaluate its developmental education program by January 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Deans will identify potential team members.	January 2011	
2. Cabinet will create a change for the team	March 2011	
3. Cabinet will name team members.	May 2011	

Responsible Party: VP of Instruction

Budget:

Objective 4.5
Iowa Central will create a system to gather student goals and feedback to improve the student learning environment by July 2013

PLAN OF ACTION

Step	Target Date	Completion Date
1. Review current data collection concerned with student goals.	January 2012	
2. Assess how and where student feedback is collected.	January 2012	
3. Provide student feedback analysis to appropriate staff.	July 2013	

Responsible Party: 1-2-3) Institutional Effectiveness Director; 1) Vice President of EMSD

Budget:

GOAL 5

IOWA CENTRAL WILL CONTINUE TO DEVELOP INNOVATIVE RECRUITMENT PRACTICES

[HLC CRITERION 1]

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 by December 2012

PLAN OF ACTION

Step	Target Date	Completion Date
1. Develop a written recruitment plan for review and approval by the Cabinet.	July 2012	
2. Following approval, the plan will be communicated campus wide.	September 2012	

Responsible Party: Director of Enrollment Management, Director of Institutional Effectiveness, and Program Coordinators

Budget:

Objective 5.2
Iowa Central will evaluate the effectiveness and utilization of its website, calling nights, visit days, social networking, texting, and online support by July 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Create a tool to evaluate the effectiveness of our methodology in utilizing this media.	May 2011	
2. Team will conduct focus groups using this tool.	July 2011	
3. Team will use the data collected to assist in the development of an improved recruiting plan.	December 2011	

Responsible Party: Director of Enrollment Management, Director of Marketing, and Director of Institutional Effectiveness

Budget:

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 by January 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Create an institutional marketing plan.	July 2011	
2. This plan will be coordinated with the college recruitment plan.	July 2011	
3. Team will create a marketing plan for non-attending students.	January 2012	

Responsible Party: Vice President of Development and Alumni Relations and Director of Enrollment Management

Budget:
Marketing efforts for non-attending students - $25,000
Marketing Budget:

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 by December 2010

PLAN OF ACTION

Step	Target Date	Completion Date
1. Team will develop a data collection strategy to determine the needs of the service area related to delivery methodology.	May 2011	
2. Create an evaluation tool to measure the effectiveness of current delivery methodology.	January 2012	

Responsible Party: Vice President of Instruction and Deans

Budget:

GOAL 6

IOWA CENTRAL WILL NURTURE AND GROW PARTNERSHIPS BY DEVELOPING NEW MARKETING PROGRAMS AND OUTREACH STRATEGIES *[HLC CRITERION 5]*

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 by September 2012

PLAN OF ACTION

Step	Target Date	Completion Date
1. Review the diversity and attendance patterns of committee members and report to the dean.	July 2012	
2. Working together, will update and/or revise the existing advisory committee policies.	September 2012	

Responsible Party: Program Coordinators & Deans

Budget:

Objective 6.2
Iowa Central will develop data collection methods to regularly acquire and document data to determine stakeholder needs by July 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Develop methodology for ongoing program review.	July 2011	
2. This methodology will be implemented and the resulting data compiled to review stakeholder needs.	July 2011	
3. This methodology will be implemented twice per year thereafter.	July & December of each year	

Responsible Party: Institutional Resource Professional and Program Coordinators

Budget:

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

PLAN OF ACTION

Step	Target Date	Completion Date
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.	January 2012	
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.	July 2012	

Responsible Party: Vice President of External Relations & Government Affairs and Economic Development Director

Budget:
Community Summits - $5,000

Objective 6.4
Iowa Central will assure that partnerships are mutually beneficial through annual reviews

PLAN OF ACTION

Step	Target Date	Completion Date
1. Develop a team to be responsible for analyzing the return on investment from existing of potential future partnerships.	July 2011	
2. Team will develop methodology to determine ROI and will implement this methodology.	July 2011	

Responsible Party: President and Vice President of External Relations & Government Affairs

Budget:

GOAL 7

IOWA CENTRAL WILL DEVELOP AND IMPLEMENT A COMPREHENSIVE DATA DRIVEN RETENTION PLAN DESIGNED TO STABILIZE AND GROW ENROLLMENT *[HLC CRITERION 5]*

Objective 7.1
Iowa Central will utilize data to implement a plan to increase retention of students who are enrolled in developmental classes by July 2013

PLAN OF ACTION

Step	Target Date	Completion Date
1. Review the current data on developmental education students and courses and present this data to the Cabinet.	July 2011	
2. Following data analysis, review best practices for developmental education programs.	July 2011	
3. After a review of current data and best practices, develop a developmental education retention plan.	January 2012	
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.	January 2012	

Responsible Party: Developmental Education Team (DET)

Budget:
Salary/Benefits - $100,000

Objective 7.2
Iowa Central will evaluate and improve the advising process to impact retention rates by July 2012

PLAN OF ACTION

Step	Target Date	Completion Date
1. Create an advising review team	September 2011	
2. Evaluate all available data on advising practice and procedures.	January 2012	
3. Review best practices related to advising.	March 2012	
4. Utilizing existing data and best practices, the ART will develop an advising improvement plan.	June 2012	
5. Implement this plan, following review by Cabinet.	July 2012	

Responsible Party: 1) President; 2-3-4) Advising Review Team (ART); Enrollment Management and Student Development

Budget:
Travel/Professional Development - $8,000

Objective 7.3
Iowa Central will evaluate and improve the processes for determining why students withdraw by December 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Provide data on student withdrawals to appropriate administrative staff.	January 2011	
2. Evaluate this data.	March 2011	
3. Develop a plan to improve data collection for more accurately determining student withdrawal reasons.	July 2011	

Responsible Party: 1) Institutional Effectiveness Director; 2) Registrar; 2-3) Enrollment Management and Student Development

Budget:
Travel/Professional Development - $8,000

Objective 7.4
Iowa Central will develop and revitalize intervention strategies to improve student retention based upon data collected from students and appropriate staff by July 2013

PLAN OF ACTION

Step	Target Date	Completion Date
1. Utilize the enrollment management plan to report existing retention efforts.	July 2011	
2. Review best practices related to retention.	January 2012	
3. Based upon existing data and best practices, develop a new and/or revised retention plan.	July 2012	
4. Implement the new or revised plan.	July 2012	

Responsible Party: Enrollment Management and Student Development

Budget:
Travel/Professional Development - $8,000

Objective 8.1
Iowa Central will update the master campus plan by September 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Identify institutional needs.	February 2011	
2. Utilizing internal and external expertise, explore and prioritize energy efficiency options for the campus.	March 2011	
3. Work with architects to analyze existing institutional space utilization.	June 2011	
4. Update the institutional master plan using information obtained.	September 2011	

Responsible Party: Cabinet and Assigned Personnel

Budget:
TBD from capital outlay/master facility plan

Objective 8.2
Iowa Central will create a capital outlay plan by January 2012

PLAN OF ACTION

Step	Target Date	Completion Date
1. Create a capital outlay plan using the master campus plan that is tied to existing available resources.	July 2011	
2. Review the master campus plan and will identify and secure additional resources that will augment the master campus plan.	December 2011	

Responsible Party: 1) Cabinet; 2) Grants Office

Budget:
TBD from capital outlay/master facility plan

GOAL 9

IOWA CENTRAL WILL DEVELOP A COMPREHENSIVE LEGISLATIVE AND PUBLIC POLICY OUTREACH PLAN THAT WILL FACILITATE THE ACCOMPLISHMENT OF THE COLLEGE'S MISSION AND VISION *[HLC CRITERION 1, 5]*

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 by December 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Create a grassroots legislative direct mail campaign outlining our local, state, and federal public policy priorities.	October 2010	October 2010
2. Create state and federal funding college-specific funding needs and amount.	November 2011	
3. Deliver state and federal funding requests.	December 2011	

Responsible Party: 1) President; 1-2) Vice President of External Relations & Government Affairs

Budget:
Travel - $10,000

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 by December 2012

PLAN OF ACTION

Step	Target Date	Completion Date
1. Create a list of state and federal funding and amounts.	December 2011	
2. Deliver state and federal funding requests to state and federal legislators.	March 2012	

Responsible Party: 1) President; 1-2) Vice President of External Relations & Government Affairs

Budget:
Travel - $10,000

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 by January 2011

PLAN OF ACTION

Step	Target Date	Completion Date
1. Develop a mission statement for this team.	March 2011	
2. Identify team members.	May 2011	
3. Review best practices for this objective.	October 2011	
4. The team will be implemented as needed.		

Responsible Party: 1) President; 1-2) Vice President of External Relations & Government Affairs

Budget:

Strategic Planning Team Members

Jennifer Berte
Robert Bilbo
Shelly Blunk
Jennifer Condon
Sara Condon
Darrell Determann
Shawn Haake
Emily Holtapp
Joni Kellen
Jim Kersten
Dan Kinney
Marc Matthes
Samantha McClain
Paula O'Connor
Shelly Rustvold
Kelly Wirtz

NATIONAL TRENDS

A. DEMOGRAPHIC

- Declining K-12 enrollment
- Unskilled workforce/unemployment/poverty
- Aging population

-Implications

- Less students to recruit
- Need for retraining (how to pay?)
- Opportunity for lifelong learning
- Strain on health and human services
- Opportunities for niche businesses

B. ECONOMIC TRENDS

- Internet
  - Implications
    - Can increases or decrease enrollment
    - Increases budget
    - Increases flexibility
- Loss of local business/industry
  - Implications
    - Decreased population
    - Decreased personal income and tax base
    - Implications on our programs/placement

C. WORKFORCE

- Brain drain
  - Implications
    - Job availability
    - How to bring them back
- Life skills and basic skills
  - Implications
    - Imbed in curriculum
    - More dialogue between employers and trainers
    - Lifelong learning
- Standardized certification
  - Implications
    - Assure consistency

D. TECHNOLOGY TRENDS

- Rate of change in technology

- Digital divide
- Emerging technologies
- Security of technology

  -Implications
    - Strain on resources
    - Two different markets
    - Commit resources to stay on top and meet business and industry needs
    - Loss of data
      - Strain on resources
      - Legal ramifications

E. EDUCATION

- Less $ (aid)
  - Implications
    - Increased tuition
    - Leaner and meaner
- Increased performance based (Gov't requirements)
  - Implications
    - Increased documentation
    - Learning –vs- teaching
- State/federal/government oversight and involvement
  - Implications
    - Less local control and flexibility
- Remediation
  - Implications
    - Strain on resources
    - Paying twice (K-12 and then in college)

F. SOCIAL VALUES

- Unemployment/underemployment/poverty
- Influx of immigrants
- Breakdown of civility
- Breakdown of the family unit

  -Implications
    - Credit/non-credit impact on recruitment pool
    - Skill set, resources, cultural awareness
    - Breakdown in communications/social skills
    - Value of higher education
      - Stress from other issues
      - Lack of support

G. POLITICAL

- Continued budget cuts
- Administrative rules and code
- Consolidating services
- Unfunded mandates
- Different definitions of student success

  -Implications
    - Facing possible reduced $
    - Possible cuts (programs and staff)
    - Increasing enrollments

STATE AND LOCAL TRENDS

A. IOWA TRENDS

- Job exodus
- Trade Act: affecting primarily older people
- Bio fuels and wind energy
- Aging population
- Reduction in state funding (K-12 and post secondary)

-Implications

- As jobs leave there is a diminishing recruitment population
- The Trade Act will create a time limited influx of older students

B. LOCAL TRENDS

- Trade Act will be around for at least three years
- Immigration (ESL)
- The perception of Fort Dodge
- Utilization of college's resources (dorms for state tournament)

-Implications

- More Hispanic students
- Greater need for ESL
- Fort Dodge community improvement ("cleaning up" the city)
- Current plan is more market penetration

INSTITUTIONAL TRENDS

- Turnover in employment
- Retirement
- Young staff
- Lack of things for students to do
- Lean (anorexic) organization structure
- Lack of funding
- Aging buildings
- Enrollment growth
- Less employee contributions to foundation
- Change in enrollment demographics
- Lower retention
- Technology usage
- Student 1st philosophy

OPERATIONAL AND MISSION S.W.O.T.

A.) STRENGTHS

1. Positive culture (includes student 1st attitude)
2. Strong partnership and local support
3. Innovative, proactive, and flexible
4. Academic integrity
5. Strong collegiate environment
6. Strong technology focus
7. Comprehensive/competitive recruitment
8. Strong professional development (faculty and staff)
9. Alternative revenue sources
10. Multipurpose community outreach centers
11. Alternative delivery systems
12. Facilities

B.) WEAKNESSES

1. Staffing (too lean)
2. Communications (internal and external)
3. Technology utilization and support
4. Institutional research/data
5. Some older facilities/parking issues
6. Equipment
7. Improved community outreach/programming (with evaluation)
8. Class/classroom logistics (scheduling, doing too much for students, etc.)
9. Lack of recreation, athletic, and other student activities
10. Retention/advising
11. Improved/developed policies and procedures
12. Staff/faculty – orientation, training and on-going development

C.) OPPORTUNITIES

1. Increased business and community partnerships
2. Expanding opportunities to new populations
3. Entrepreneurship training
4. Increase H.S. partnerships
5. Reinvent marketing
6. Adapting operations to needs of new markets
    a. Alternative scheduling
    b. Space utilization and improvement
    c. Expand and embed C.E.U. and certificate offerings
7. Increase economic development focus

   a. Research
   b. Programs
   c. Marketing
   d. Partnerships
8. Strengthen K-12 – to – college involvement
9. Sustainable energy opportunities
10. Focus on developmental education to increase retention
11. Streamline Institutional Research
12. Use and share the Strategic Plan

D.) THREATS

1. Loss of state and federal funding
2. Decline of population and business and industry
3. "Senior Year Plus" and other potential legislation
4. Unfunded mandates
5. Negative campus event and resulting PR
6. Perception of the area
7. Competition
8. Loss of talent (faculty and staff)
9. Threats to local control
10. Changing articulation requirements

FINANCIAL S.W.O.T

A.) STRENGTHS

1. Enrollment growth
2. Alternative funding
3. Partnerships/foundation/local support
4. College programs and enterprises
5. Strong financial leadership
6. Lean and mean
7. Self-funded insurance program
8. Maintain affordability
9. Revenue growth through strategically added programs
10. Utilize internal resources

B.) WEAKNESSES

1. Need for succession planning
2. Unstable funding
3. Need for grant writer/grant planning
4. Stretched too thin
5. Unfunded mandates
6. Regional economic stagnation
7. Foundation giving down
8. Lack of dollars for capital and human investment
9. Stronger budget analysis
10. Retention
11. Aging facilities

C.) OPPORTUNITIES

1. Ramping up foundation activities
    a. Annual giving (i.e. Triton Club)
    b. Alumni association
    c. Planned giving
2. Activities based fundraising
    a. Athletics
    b. Performing arts
    c. Other
3. Opening new markets
4. Starting new programs
    a. NOTE: both of the above tied to business/revenue plan and prioritized
5. Partnerships
6. Revenue generation through marketing services

   a. Parking, online ads, etc
   b. Community partnerships for leveraging services
7. Expanding outreach
8. Retention
9. Grants activities
10. Flexible financing plan

D.) THREATS

1. Economy/unstable funding
2. Loss of one or both levies
3. Declining population
4. Enrollment cycles (decline probably next)
5. New and changing legislation
6. Increased costs (impacts default rate, unpaid tuition, etc.)
7. Negative PR could impact revenue (i.e. tuition, levy, foundation, etc.)
8. Revenue shortfalls cause facilities/programs to close