

2019-2023 Strategic Plan



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IOWA WESTERN

Iowa Western Community College
2700 College Road
Council Bluffs, IA

Mission Statement

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

Vision Statement

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

Beliefs

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

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

Core Values

Caring

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

Commitment

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

Challenge

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



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The world is waiting

Iowa Western Strategic Planning Assumptions

2019-2020

1. The population of the metropolitan Council Bluffs/Omaha area will increase while the overall population in Area XIII will decline.
2. The number of high school graduates in Area XIII from 2019-2024 will decrease in total graduates, while Omaha graduates are projected to increase.
3. Because traditional sources of state and federal funding have not kept up with the cost of education and will be insufficient to meet the financial needs of the college, new sources of grant funds, and direct appropriations need to be pursued.
4. Due to the stagnant growth of federal grant aid and increased tuition and fees, students will continue to rely more heavily on student and parental loans.
5. The public and government will expect that Iowa Western improves retention and completion rates.
6. Demands and expectations will continue to exceed the physical and academic resources of Iowa Western.
7. As alternative sources of information, training, and certification become increasingly viable options to future students, the accreditation of Iowa Western will be central to its survival.
8. It is fundamental for Iowa Western to embrace diversity, innovation, collaboration, and sustainability.
9. To achieve enrollment growth, Iowa Western will need to recruit a larger proportion of recent high school graduates as well as non-traditional, minority students and international students.
10. Programs, amenities, cost, and reputation are highly significant factors in deciding to enroll in a community college.
11. Both non-traditional and distance learners will require different recruitment, scheduling, advising, career services, and learning techniques than traditional students.
12. The pursuit of new economic development and grant funding opportunities will require Iowa Western Community College to partner with other educational institutions, government, industry, and philanthropic organizations.
13. Regional labor market demands will make it necessary for Iowa Western to be coordinated, and responsive to current and projected workforce needs.
14. Quality instruction, facilities, technology, and educational value along with consistent, caring faculty and staff are essential to remain competitive in the marketplace.

15. Instructional programs, course delivery, and services must address changing student expectations.
16. The number of students needing academic, financial, social and psychological assistance will increase.
17. Classroom and employer expectations will require students to retrieve, analyze, and evaluate information for content and accuracy.
18. A significant number of students will not be college ready and/or able to do standard college level work upon entry into college.
19. On-campus residents will require additional non-academic services.
20. To compete in a global society, the educated person must demonstrate competence in reading, writing, mathematics, technology, and in emotional intelligence such as communication, self-motivation, collaboration, inclusiveness, and adaptability.
21. Increasing accountability from the government and accrediting bodies will necessitate that Iowa Western collect, analyze, assess, and disseminate data to develop performance based evidence.
22. Improving student's financial literacy skills will increase retention rates and decrease default rates.
23. Iowa Western's enrollment, both credit hour per student and the number of students, decreases in times of a strong economy, and increases during a weak economy.
24. The College Early Start Program will continue to make up a large proportion of Iowa Western's student enrollment, which will necessitate an increased collaboration with school districts, unique recruitment strategies to increase matriculation, and intentional course & program offerings.



Iowa Western Strategic Plan

2019-2023

Strategic Ends and Strategic Goals

Strategic End 1:

Promote student success with relevant support and resources



- 1.1 Promote a comprehensive, relevant, and systemic student-centered onboarding experience through college-wide responsiveness and interdepartmental collaboration.
- 1.2 Advance the quality and effectiveness of academic advising.
- 1.3 Improve student success by creating a seamless learning experience for all students through expansion and deliberate integration of academic student supports and non-cognitive skill development across Student Services and Academic Affairs.

Strategic End 2:

Provide relevant high-quality learning experiences for all Iowa Western students



- 2.1 Support innovative teaching practices across all course modalities.
- 2.2 Adapt curricula and programs to changing student needs.
- 2.3 Engage in the continuous assessment of student learning across all courses and programs.
- 2.4 Shape initiatives and activities that remove barriers to student learning.
- 2.5 Guide student success through educational pathways and career readiness.

Strategic End 3:

Embrace continuous improvement and conduct ongoing operational assessments to ensure Iowa Western has the internal systems, operational structure and the human and financial resources necessary to achieve its long-term vision



- 3.1 Promote institutional processes that will improve the effectiveness of all programs, services, operations, and administrative functions.
- 3.2 Provide employees with the necessary resources to perform their jobs efficiently and effectively.
- 3.3 Attract and retain a valuable, qualified and diversified workforce.

Strategic End 4:

Cultivate economic growth, workforce development and quality of life in our communities and region



- 4.1 Strengthen impact on regional economic growth through strategic partnerships and diversification of services.
- 4.2 Expand opportunities to enhance technical and employability skills for the Iowa Western Community.
- 4.3 Engage in activities, programs and partnerships which improve quality of life through civic engagement and community service to address the diverse needs of our community.
- 4.4 Remain active and engaged with regional constituents to provide proactive focus for services and programs.