



MISSION

Northeast Iowa Community College provides in-demand education and training focused on improving lives, driving business success, and advancing community vitality.

VISION

Northeast Iowa Community College will be the premier source for in-demand education, workforce training and partnerships, through innovative thinking and talent development.

In order to be the most responsive College and the premier source for in-demand education and workforce training, there must be progress and synergy between four key areas:

- OUR PEOPLE
- OUR CONSUMER
- OUR ORGANIZATION
- OUR FINANCES

This plan is presented as a living road map to achieve this synergy.

VALUES

Our values represent our collective understanding of what is considered good, desirable, and proper in performing our work, making decisions, and conducting our best-self.

SERVICE: We listen, identify, and respond to the needs and expectations of our internal and external communities.

RESPECT: We show consideration for one another and encourage diverse perspectives to build trust, cooperation, and accountability.

STEWARDSHIP: We use our resources in a responsible, impactful, and sustainable manner.

INNOVATION: We foster the development and advancement of ideas through individual and team creativity.

INTEGRITY: We are ethically accountable to ourselves and others.

RESILIENCY: We learn from our experiences, refocus, and seize the opportunity to improve and persist.



VISION 20/20

STRATEGIC PLAN

2019-2022



**NORTHEAST IOWA
COMMUNITY COLLEGE**

www.nicc.edu

Northeast Iowa Community College is accredited by the Higher Learning Commission (HLC).

It is the policy of Northeast Iowa Community College not to discriminate on the basis of race, color, national origin, sex, disability, age (employment), sexual orientation, gender identity, creed, religion, and actual or potential parental, family or marital status in its programs, activities, or employment practices as required by federal and state civil rights regulations. If you have questions, concerns or to read the full policy www.nicc.edu/nondiscrimination.

All information is accurate at time of publication and is subject to change without notice.

08/2019_IE.MKT.IE.StrategicPlan.College.FY19-21





OUR PEOPLE



OUR GOAL

To build a strong, collaborative team that is creative, forward thinking, solution-oriented, and respectful of the individuality and diversity of our members.

RATIONALE:

- We can grow, stretch, and innovate when we work with diverse individuals.
- Working together enhances personal learning and development.
- Collaboration creates an environment where we contribute our talents and skills for the greater good.
- Work that connects us with colleagues from other areas and departments increases understanding of one another and the various facets of Northeast Iowa Community College.

ACHIEVING THE GOAL:

- Strengthen our culture of service, respect, stewardship, innovation, integrity, and resiliency.
- Focus on timely, methodical, and quality talent development of our colleagues.
- Tap appropriate talents and skills to support Northeast Iowa Community College mission and vision.

MEASURING SUCCESS:

- All faculty and staff will have a common understanding of and demonstrate Northeast Iowa Community College mission and values.
- All senior leaders will develop a succession plan recognizing strengths and challenges.
- Create and implement talent development opportunities for faculty and staff.
- New faculty and staff will be engaged in an onboarding process.



OUR CONSUMER

OUR GOAL

To provide high-quality, innovative, affordable, accessible, and responsive programs.

RATIONALE:

- Our communities need more skilled workers and 39 percent of future jobs will require some post high school education and training up to an Associate's degree. (Source: 2015 Georgetown University Center on Education)
- Persistent low unemployment rates coupled with Iowa's Future Ready Iowa initiative require us to continue to be nimble and responsive.
- Career Pathways work! Roughly 35 percent of the College's High School Equivalency Diploma (HSED) graduates and 35 percent of career pathway certificate graduates enroll in additional NICC programs following graduation.
- NICC students work while enrolled and they demand more flexibility. Student learning is increasingly mobile, where 22 percent of students pursue their education exclusively online.
- More non-traditional educational entities are providing competing programs and training.
- Additional special populations have been included by the state and federal government to access employment opportunities.

ACHIEVING THE GOAL:

- Expand guided career pathways to align with best practices.
- Continue to implement the strategic enrollment management plan.
- Enhance customized training and consulting services for business and industry.
- Provide quality education that builds in-demand skills leading to employment or college transfer AA/AS degrees.
- Embrace client relationship management (CRM) system.
- Build stronger engagement with our high school and business partners.
- Respond to state, federal, and accreditation requirements.

MEASURING SUCCESS:

- Increase credit and Business and Community Solutions enrollment through multiple entry points.
- Improve student retention, completion, and placement.
- Increase career academy and pathway enrollment.
- Monitor and quickly adapt to evolving educational models, pedagogies, and accreditation requirements.
- Track K-12 enrollment and regional population trends.
- Increase competency-based education and work-based learning opportunities.



OUR ORGANIZATION



OUR GOAL

To foster an environment that is collaborative, resilient, and nimble.

RATIONALE:

- When we collaborate we generate institutional solutions more effectively.
- A culture of lifelong learning, coupled with support for new ideas, allows NICC to address our community's changing needs.
- Diverse expertise and viewpoints make NICC stronger.
- Our facilities must be up-to-date to support teaching, learning, and collaboration.

ACHIEVING THE GOAL:

- Implement the Master Facility Plan, allowing for collaborative and adaptive learning spaces.
- Expand and strengthen our technology infrastructure and security.
- Identify processes that support being collaborative, transparent, entrepreneurial, and nimble.
- Promote sustainable practices in our operations.

MEASURING SUCCESS:

- Broad participation from various stakeholders in identifying facility needs.
- Develop a cycle of input on facility needs.
- Implement security systems that provide for a safe work environment.
- Develop a regular and consistent review of policies and processes.
- Provide communication channels and venues for dissemination of information and feedback.



OUR FINANCES



OUR GOAL

To formulate financial strategies that are resilient to market, economic, and political forces.

RATIONALE:

- Our environment is changing continuously and it impacts our revenue and expense projections.
- We need to ensure financial sustainability for Northeast Iowa Community College.
- Effective strategies allow us to sense changes in our environment and take actions to minimize the negative impact or maximize positive impact.
- Entities such as the Higher Learning Commission and Moody's monitor Northeast Iowa Community College's financial indicators.

ACHIEVING THE GOAL:

- Develop a business plan that supports our People, Consumer, Organization, and Finances goals.
- Utilize prudent stewardship to optimize our financial sustainability.
- Monitor and adjust business plan to meet changing environment and expectations.

MEASURING SUCCESS:

- Create and implement the business plan.
- Monitor financial indicators.
- Create and implement the risk assessment plan.
- Meet Higher Learning Commission and Moody's financial criteria.