

STRATEGIC PLAN

JANUARY 2019-JANUARY 2021



INDIAN HILLS COMMUNITY COLLEGE MISSION

Indian Hills Community College changes lives by inspiring learning, diversity, social enrichment, and regional economic advancement.

INDIAN HILLS COMMUNITY COLLEGE VALUES

- Academic Excellence and Student Success
- Integrity, Relationships, and Teamwork
- Acceptance, Inclusion, and Accessibility
- Tradition and Culture
- Innovation and the Future

INDIAN HILLS COMMUNITY COLLEGE STRATEGIC PRIORITIES

Strategic Priority 1: Provide a quality learning and living environment focused on student success.
Strategic Priority 2: Utilize targeted communication plans for internal and external stakeholders.
Strategic Priority 3: Develop and implement a strategic enrollment management plan.
Strategic Priority 4: Be responsive to the workforce needs of the region.
Strategic Priority 5: Make data-informed decisions.

INDIAN HILLS COMMUNITY COLLEGE STRATEGIC GOALS

STRATEGIC PRIORITY 1: Provide a quality learning and living environment focused on student success.

- GOAL 1A:** Operationalize redesigned developmental education to help students be successful in their chosen courses and career.
- GOAL 1B:** Evaluate programming, outcomes, and delivery methods at multi-site locations.
- GOAL 1C:** Create clear pathways for all student populations.
- GOAL 1D:** Support faculty development opportunities for quality teaching and learning.
- GOAL 1E:** Support professional growth opportunities for all staff.
- GOAL 1F:** Continue to implement the IHCC Master Facilities Plan.
- GOAL 1G:** Provide an inclusive and safe campus community.

STRATEGIC PRIORITY 2: Utilize targeted communication plans for internal and external stakeholders.

- GOAL 2A:** Institute a consistent internal communications template.
- GOAL 2B:** Annually provide a report of strategic plan outcomes to the community.
- GOAL 2C:** Create communication opportunities for external stakeholders including roundtable discussions and an updated Annual Report to the Community.

STRATEGIC PRIORITY 3: Develop and implement a strategic enrollment management plan.

- GOAL 3A:** Maximize the use of the constituent relationship management system (CRM).
- GOAL 3B:** Operationalize the use of the degree audit system to allow students to track the progress toward their degree and plan for courses they need to take to graduate or complete their goal.
- GOAL 3C:** Implement a college-wide recruitment plan that maximizes our resources and increases our enrollment in targeted markets.
- GOAL 3D:** Offer opportunities to engage students and build relationships with members of the college community.

STRATEGIC PRIORITY 4: Be responsive to the workforce needs of the region.

- GOAL 4A:** Evaluate and offer programs to address the needs of our region.
- GOAL 4B:** Assess and provide continuing education and training to meet the needs of business and industry in our ten-county region.
- GOAL 4C:** Create connections to business and industry through work-based learning or apprenticeships.

STRATEGIC PRIORITY 5: Make data-informed decisions.

- GOAL 5A:** Evaluate program changes and additions to meet workforce needs.
- GOAL 5B:** Identify fundraising needs and improve fundraising processes.
- GOAL 5C:** Use financial performance indicators to improve processes and financial position.
- GOAL 5D:** Continue implementation of technology and software to add efficiencies.
- GOAL 5E:** Continue to address needs of students and prospective students in order to attract enrollment.
- GOAL 5F:** Create efficient and effective staffing levels and patterns.



It is the policy of Indian Hills 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 the Iowa Code §§216.6 and 216.9, Titles VI and VII of the Civil Rights Act of 1964 (42 U.S.C. §§ 2000d and 2000e), the Equal Pay Act of 1973 (29 U.S.C. § 206, et seq.), Title IX (Educational Amendments, 20 U.S.C §§ 1681 – 1688), Section 504 (Rehabilitation Act of 1973, 29 U.S.C. § 794), and Title II of the Americans with Disabilities Act (42 U.S.C. § 12101, et seq.).

If you have questions or complaints related to compliance with this policy, please contact Director, Human Resources/Equity Coordinator (staff), 525 Grandview Ave, Ottumwa, IA 52501, (641) 683-5282, hrequity@indianhills.edu; Dean, Student Development (students), (641) 683-5159, studentsequity@indianhills.edu; Dean, Centerville Campus & Learning Services (students with disabilities), (641) 683-5174, learningservicesequity@indianhills.edu; U.S. Department of Education, Citigroup Center, 500 W. Madison, Suite 1475, Chicago, IL 60661, phone number (312) 730-1560, fax (312) 730- 1576.