



# **2025–2028**

# **STRATEGIC PLAN**



**INDIANHILLS**  
COMMUNITY COLLEGE



## **ABOUT INDIAN HILLS COMMUNITY COLLEGE**

Indian Hills Community College (IHCC) is a comprehensive institution dedicated to serving a 10-county region in southeast Iowa. Founded in 1966, IHCC is one of Iowa's 15 community colleges and is governed by a locally elected 9-member Board of Trustees.

With campuses in Ottumwa, Centerville and the Ottumwa North Campus, IHCC offers more than 100 certificate, diploma, and associate degree programs across various fields of study. The college is accredited by the Higher Learning Commission and the Iowa Department of Education, underscoring its commitment to providing high-quality education. IHCC prepares students for success in both higher education and the workforce, offering pathways for college transfer as well as direct entry into a wide range of professional careers.

## **OUR VISION**

Indian Hills Community College is dedicated to empowering students and enriching communities, preparing leaders who are ready to tackle the challenges of tomorrow.

## **OUR MISSION**

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

## **OUR VALUES**

Indian Hills Community College is committed to belonging, community, diversity, excellence, innovation, integrity, service and success.

It is the policy of Indian Hills Community College not to discriminate in its programs, activities, or employment on the basis of race, color, national origin, sex, disability, age, sexual orientation, gender identity, creed, religion, and actual or potential family, parental or marital status.

If you have questions or complaints related to compliance with this policy, please contact Associate Dean, Student Development, 525 Grandview Ave, Ottumwa, IA 52501, (641) 683-5155, [equity@indianhills.edu](mailto:equity@indianhills.edu) (students, faculty and staff); Executive Dean, Centerville Campus and Academic Services, (641) 683-5181, [disabilityservices@indianhills.edu](mailto:disabilityservices@indianhills.edu) (students with disabilities); or the Director of the Office for Civil Rights U.S. Department of Education, John C. Kluczynski Federal Building, 230 S. Dearborn Street, 37th Floor, Chicago, IL 60604-7204, phone number (312) 730-1560, fax (312) 730-1576, [ocr.chicago@ed.gov](mailto:ocr.chicago@ed.gov).

# QUICK FACTS



SERVES A **10-COUNTY** AREA OF SOUTHEAST IOWA

ENROLLS **MORE THAN 4,800 CREDIT** STUDENTS AND **4,500 NON-CREDIT** STUDENTS PER YEAR

**550** BUSINESSES RECEIVED SERVICES FROM IHCC IN 2023

**3** CAMPUSES

**3** COUNTY SERVICE CENTERS

**OVER 90%** OF STUDENTS RECEIVE FINANCIAL AID

**7** ON-CAMPUS HOUSING OPTIONS

**4-DAY** ACADEMIC WEEK

**40+** SERVICE ORGANIZATIONS AND CLUBS

**OVER \$1,000,000** IN SCHOLARSHIPS AWARDED TO STUDENTS ANNUALLY

**17:1** STUDENT TO FACULTY RATIO

NATIONALLY RANKED **INTERCOLLEGIATE ATHLETICS**

RENOWNED **PERFORMING AND VISUAL ARTS** PROGRAMS



## BOARD OF TRUSTEES



**Richard J. Gaumer, President**  
Ottumwa, IA (District #5)



**Katie Nichols, Vice President**  
Keosauqua, IA (District #9)



**Kevin Crall**  
Albia, IA (District #6)



**Beth Danowsky**  
Sigourney, IA (District #1)



**Christine Estle**  
Fairfield, IA (District #3)



**Jerry Kirkpatrick**  
Centerville, IA (District #8)



**Riley Sheetz**  
Oskaloosa, IA (District #2)



**Alan Wilson**  
Corydon, IA (District #7)



**Lori Yates**  
Agency, IA (District #4)

## LEADERSHIP TEAM



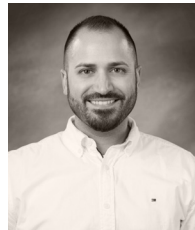
**Dr. Matt Thompson**  
President



**Dr. Jill Budde**  
Vice President,  
Learning & Engagement



**Taren Ferguson**  
Vice President,  
Chief Financial Officer



**Zeke Flick**  
Director, Human Resources



**Noel Gorden**  
Executive Dean, Centerville  
Campus & Academic Services



**Shelle Harvey**  
Executive Assistant  
& Board Secretary



**Kelly Heckart**  
Controller & Grants  
Accountant



**Joni Kelley**  
Executive Dean, Enrollment  
Services & Registrar



**Cory Lamb**  
Chief Operating Officer



**Dr. Craig Leager**  
Executive Dean, Instruction



**Dr. Bianca Myers**  
Executive Dean, Advancement



**Kelsi Weeks**  
Athletic Director



**Dr. Jennifer Wilson**  
Vice President,  
Business Solutions

# INDIAN HILLS COMMUNITY COLLEGE STRATEGIC PRIORITIES



## EXPERIENCE

### IGNITE IHCC – Energizing Growth, Collaboration and Leadership

We will empower students, faculty and staff through a unified culture that encourages growth and promotes collaboration, ensuring everyone has the opportunity, resources and ownership to excel in their roles.

#### Impact Areas:

- Improve Communication
- Achieve Together
- Build a Leadership Culture



## STUDENTS

### ADVANCE STUDENT OUTCOMES – Shaping Futures, Boosting Enrollment and Building Belonging

We are dedicated to a student-first mentality focused on providing students with the knowledge, skills and experiences they need to lead a successful life, while enhancing student recruitment and retention through collective efforts across faculty, staff and administration.

#### Impact Areas:

- Prepare & Propel Students
- Maximize Enrollment & Retention
- Elevate Student Life



## OPERATIONS

### POWERING PROGRESS – Optimizing Operations for Sustainable Success

We are committed to strengthening the fundamental operations of the college by focusing on areas that drive growth, efficiency and long-term success by improving processes and shaping decisions with input from key stakeholders.

#### Impact Areas:

- Strategic Resource Impact
- Tech-Forward Transformation
- Amplify IHCC's Voice
- Catalyze Change



## COMMUNITY

### BUILDING WORKFORCE – Developing Talent and Driving Industry Engagement

We prioritize enhancing employability skills through innovation; hosting robust business and industry partnerships; offering a diverse array of credit, non-credit and co-curricular programs; and adapting to meet the evolving demands of the workforce.

#### Impact Areas:

- Develop a Skilled Workforce
- Engage Businesses
- Create Innovative Programs



#### STRATEGIC PRIORITY:

## IGNITE IHCC

### - Energizing Growth, Collaboration and Leadership

We will empower students, faculty and staff through a unified culture that encourages growth and promotes collaboration, ensuring everyone has the opportunity, resources and ownership to excel in their roles.

#### KEY IMPACT AREAS

**Improve Communication:** Enhance communication through consistent channels that ensure clarity, while actively engaging with real-time feedback to address challenges promptly, encouraging positive solutions and maintaining a constructive atmosphere.

**Achieve Together:** Promote open collaboration and accountability, recognizing the value of students, faculty and staff, to create an environment where everyone is involved and committed to our shared success.

**Build a Leadership Culture:** Proactively shape the Indian Hills culture by embodying our values and expectations; developing student, faculty and staff leaders at every level; and enhancing our ability to adapt to change.

#### WHAT SUCCESS LOOKS LIKE

- Intentional collaboration
- Leadership development at all levels
- Improved satisfaction and retention
- Increased adaptability
- Higher levels of success
- Effective communication





#### STRATEGIC PRIORITY:

## ADVANCE STUDENT OUTCOMES

### – Shaping Futures, Boosting Enrollment and Building Belonging

We are dedicated to a student-first mentality focused on providing students with the knowledge, skills and experiences they need to lead a successful life, while enhancing student recruitment and retention through collective efforts across faculty, staff and administration.

#### KEY IMPACT AREAS

**Prepare & Propel Students:** Align academic preparation with career readiness by meeting students where they are, providing guidance, sparking ambitions and preparing them with the skills to succeed.

**Maximize Enrollment & Retention:** Emphasize recruitment and retention by strategically focusing on key populations, leveraging data and aligning institutional offerings with regional needs and evolving demographics.

**Elevate Student Life:** Actively link students to the campus and community, creating an environment where students feel engaged, valued and inspired to contribute to a vibrant college culture.

#### WHAT SUCCESS LOOKS LIKE

- Increased student success and career readiness
- Higher enrollment and retention rates
- Improved campus culture and student experience
- Data-driven decision making
- Holistic student development





## STRATEGIC PRIORITY:

# POWERING PROGRESS

## – Optimizing Operations for Sustainable Success

We are committed to strengthening the fundamental operations of the college by focusing on areas that drive growth, efficiency and long-term success by improving processes and shaping decisions with input from key stakeholders.

### KEY IMPACT AREAS

**Strategic Resource Impact:** Maximize the efficient use of funding, facility and personnel resources, strategically aligning our efforts to support student achievement and meet the evolving needs of the college.

**Tech-Forward Transformation:** Infuse and update technology in classrooms, operations and support functions, advancing the learning experience and empowering students, faculty and staff with the tools they need to accelerate innovation and institutional excellence.

**Amplify IHCC's Voice:** Elevate our brand to engage a wider audience with dynamic marketing strategies that showcase our values, programs and student success, promoting Indian Hills as a leader in higher education.

**Catalyze Change:** Focus on streamlining processes, improving workflows, embracing new ideas and utilizing effective decision-making to lay the groundwork for sustainable change.

### WHAT SUCCESS LOOKS LIKE

- Increased operational efficiency
- Effective use of resources
- Technology integration for growth
- Stronger institutional identity
- Sustained growth and long-term success
- Improved stakeholder collaboration





**STRATEGIC PRIORITY:**

# BUILDING WORKFORCE

## - Developing Talent and Driving Industry Engagement

We prioritize enhancing employability skills through innovation; hosting robust business and industry partnerships; offering a diverse array of credit, non-credit and co-curricular programs; and adapting to meet the evolving demands of the workforce.

**KEY IMPACT AREAS**

**Develop a Skilled Workforce:** Strengthen employability skills across all student programs, aligning curriculum with industry and professional standards, focusing on career and academic pathways and equipping students with the competencies to be successful in their careers.

**Engage Businesses:** Grow the business and industry ecosystem by engaging in conversations with partners to advance workforce readiness, expanding community engagement and creating a shared responsibility for developing a highly skilled workforce.

**Create Innovative Programs:** Anticipate student and employer needs by using industry trends, developing forward-thinking programs and credentials and implementing innovative teaching methods to prepare tomorrow's workforce.

**WHAT SUCCESS LOOKS LIKE**

- Highly skilled graduates ready for the workforce
- Increased community involvement and economic impact
- Premier academic offerings and a variety of instructional practices
- Employer satisfaction and workforce alignment
- Sustainable growth in enrollment and retention
- Meet diverse needs of all student populations

