

# [ d e f i n i n g ] ■ success ■

■ Northwest Iowa Community College ■



Strategic Plan  
2004–2008



Operational Plan  
2006–2008

revised 12/18/06



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# OPERATIONAL PLAN

The 2004–2006 Operational Plan ended on June 30, 2006. As a result of the planning efforts 79% of the total plan was complete with 100 strategies completed at 100%. The following benchmarks toward each strategic initiative were attained:

Enhancing Student Success	81%
Expand Learning Opportunities	86%
Developing Alternative Resources	72%
Expanding Enrollment Management	66%
Embracing a Collaborative Culture	88%

The 2006–2008 Operational Plan that is articulated on the following pages directly supports the strategic initiatives that were identified in the 2004–2008 Strategic Plan through measurable goals, objectives and strategies.

The College President and Vice Presidents of Administration, Instruction and Learning Services, and Institutional Advancement and Enrollment Services reviewed the 2004–2006 Operational Plan and made additions and deletions that support the 2006–2008 Operational Plan. For purposes of assessment and to align more efficiently with the College's budgeting process, the 2006–2008 Operational Plan was taken to the Board of Trustees for approval on March 19, 2007.

Northwest Iowa Community College is accredited by the Higher Learning Commission: North Central Association. In an effort to improve the institutional planning process the College has made an effort to align the planning process with accreditation. The Operational Planning Teams purposefully identified appropriate links between operational goals and the current NCA Criterion (Appendix I). This will allow the College to remain focused on the Criteria into the future.

## VISION

We are driven to be the community college of choice for learning.

## MISSION

Northwest Iowa Community College is a progressive learning college rapidly responding to the changing needs of our global community.

## STRATEGIC INITIATIVES

### Enhancing Student Success

Northwest Iowa Community College is dedicated to enhancing student success by facilitating processes where every individual can realize his or her full potential through learning.

### Expanding Learning Opportunities

Northwest Iowa Community College will pursue, strengthen and expand learning opportunities for our students and communities through partnerships and new initiatives.

### Developing Alternative Resources

Northwest Iowa Community College will aggressively pursue alternative resources that will augment programs and facilities.

### Expanding Enrollment Management

Northwest Iowa Community College is committed to expanding enrollment management initiatives to ensure future viability of the College's vision and mission.

### Embracing a Collaborative Culture

Northwest Iowa Community College faculty, staff and administration are devoted to embracing a collaborative culture that will serve as the foundation for quality in student and community learning.

# NCC OPERATIONAL PLAN 2006–2008

**Enhancing Student Success:** Northwest Iowa Community College is dedicated to enhancing student success by facilitating processes where every individual can realize his or her full potential through learning.

	NCA Criteria	Responsible	Timeline Start	Timeline Completion
<b>A. Goal: Evaluate student success through a comprehensive student learning and assessment program.</b>	1D, 2BC, 3ACD, 4C			
<b>1. Objective: Develop a comprehensive Retention Plan.</b>				
a. Strategy: Assess effectiveness of current College-wide retention initiatives.	60%	Snyder, Woodall	July-06	June-08
b. Strategy: Assess effectiveness of College Transition course.		Snyder, Schoening, Pennings	July-06	June-08
c. Strategy: Assess the impact of the Learning Community.		Snyder, Schoening, Pennings	July-06	June-08
d. Strategy: Expand Learning Communities on campus.		Snyder, Schoening, Pennings	July-06	June-08
b. Strategy: Renew the Students Taking Advantage of Resources for Success (STARS) grant that serves 1st generation and low-income students.	100%			
c. Strategy: Develop transferable College Transition course that will emphasize student's collegiate success.	100%			
d. Strategy: Implement organized study groups for students.	100%			
e. Strategy: Explore the potential to develop Learning Communities on campus.	100%			
<b>2. Objective: Enhance student learning in the classroom.</b>				
a. Strategy: Improve the content and delivery of common course materials to eliminate duplication of efforts by instructors. i.e., PowerPoint, handouts, syllabus, evaluations, etc.		Barslou, Pennings	July-06	June-08
a. Strategy: Design pilot classroom with appropriate instructional technology in coordination with both Title III and the College Technology Plan.	100%			
b. Strategy: Assess current classroom technology and work towards consistency as defined in pilot.	100%			
<b>3. Objective: Expand the use of web-enhancements for face-to-face classes through the use of eCompanion.</b>				
a. Strategy: Assess impact of web enhanced courses on Information Technology (IT) infrastructure, support services, and library services.	80%	Bartelson	July-06	June-08
b. Strategy: Evaluate results and expand web enhanced classes as appropriate.	80%	Bartelson	July-06	June-08
a. Strategy: Identify four additional instructors to use web enhancements and train them to use the technology.	100%			
c. Strategy: Evaluate results and expand web enhanced class as appropriate and share the results with IT.				
<b>4. Objective: Enhance Academic Advising process.</b>				
a. Strategy: Assess advising program – implement changes.		Snyder, Woodall	July-06	June-08
b. Strategy: Explore assessment (mandatory Compass) for high school students taking college courses.		Snyder, Story, High School Coordinator	July-06	June-08
c. Strategy: Transition into Web Advisor to support NCC's advising efforts.	65%	Snyder, Woodall	July-06	June-08
a. Strategy: Evaluate the pilot advising program annually and implement changes.	100%			
b. Strategy: Evaluate and improve student entry assessment tools. i.e., COMPASS & ACT Assessments.	80%			

	NCA Criteria	Responsible	Timeline Start	Timeline Completion
c. Strategy: Develop template for an academic plan that will be used with probation and suspension students for the upcoming semester.	100%			
e. Strategy: Re-instate the 10-day intervention plan.	100%			
<b>5. Objective: Expand existing College wide assessment process.</b>				
a. Strategy: Place a priority on the assessment of student learning.		Pennings, Hobson, Grapevine	July-06	June-08
b. Strategy: Expand on-line student assessment activities.	80%	Bartelson	July-06	June-08
c. Strategy: Develop a process to evaluate general education assessment by program.	90%	Pennings, Barslou	July-06	June-08
d. Strategy: Expand general education assessment to include humanities and social science for on-line instruction.	80%	Pennings, Bartelson	July-06	June-08
e. Strategy: Administer Community College Survey on Student Engagement		Snyder, Wachtel	Jan-07	May-08
a. Strategy: Continue the cycle of assessment and feedback loop.	100%			
c. Strategy: Develop a process to obtain general education assessment by program.	90%			
<b>4. Objective: Maintain activities that support student success that were initiated through the Title III grant.</b>				
a. Strategy: Determine funding and placement of staff and job functions.	100%			
<b>B. Goal: Create a more collegiate atmosphere.</b>	2B, 3C, 4A, 5BC			
<b>1. Objective: Enhance student activities to encourage student engagement.</b>				
a. Strategy: Assess current student involvement in clubs, associations, Student Government Association (SGA), and intramural sports and make appropriate enhancements.	25%	Snyder, Landis	July-06	June-08
b. Strategy: Form a committee to develop a plan to purchase and display artwork throughout campus.		Snyder, Stubbe	July-06	June-08
c. Strategy: Expand student activities on campus.		Snyder, Landis, Forseth	July-06	June-08
d. Strategy: Continue to develop Community Assistant/Resident Assistant responsibilities that support student engagement.		Snyder, Schoening	July-06	June-08
e. Strategy: Develop and assess effectiveness of student activities in the residence halls.		Snyder, Schoening	July-06	June-08
c. Strategy: Schedule a special event annually that would engage the student body, as well as the general public. i.e., guest lecturer, play, concert, etc.	15%			
d. Strategy: Investigate potential of creating an atmosphere on campus where students can gather. i.e., coffee house environment.	100%			
<b>2. Objective: Articulate a Facility Plan.</b>				
a. Strategy: Construct student housing units based on plans/specifications.		Stubbe	July-06	June-08
b. Strategy: Construct Radiologic Technology addition based on plans/specifications.		Stubbe	July-06	June-08
c. Strategy: Develop plans for Lifelong Learning & Recreation Center.		College Business Officer	July-06	June-08
d. Strategy: Explore potential site for Bio Technology program - ACE.		College Business Officer	July-06	June-08
a. Strategy: Review Facility Assessment.	100%			
b. Strategy: Explore, prioritize and develop long range Facility Plan.	100%			

	NCA Criteria	Responsible	Timeline Start	Timeline Completion
<b>C. Goal: Assure the continuation of low student to faculty ratio.</b>	3B, 3C, 3D			
<b>1. Objective: Increase full-time instructional staff.</b>				
a. Strategy: Assess need for full-time humanities instructor to support Associate of Arts.		Pennings	July-06	June-08
a. Strategy: Hire an electrical instructor to support expanded curriculum.	100%			
<b>2. Objective: Develop appropriate student limits for all courses.</b>				
a. Strategy: Review current course limits and establish appropriate limits for each course, including on-line courses.	100%			
<b>D. Goal: Generate financial resources for students that support access to higher education.</b>	2B, 3D, 5ACD			
<b>1. Objective: Increase annual scholarship allocation.</b>				
a. Strategy: Conduct fundraising campaign that supports scholarship.		Giddings, Snyder, Plum	Jan-07	Jun-08
b. Strategy: Conduct fundraising campaign to support wellness/recreation facility.		Giddings, Snyder, Plum	Jul-07	Jun-08
c. Strategy: Develop annual internal campaign process.		Snyder, Plum	Jan-07	Dec-07
a. Strategy: Develop one new scholarship annually for non-traditional students.	100%			
b. Strategy: Develop two new general scholarships annually.	100%			
<b>2. Objective: Conduct financial resource seminars.</b>				
a. Strategy: Explore potential for NCC staff to serve as a Northwest Iowa College Representative of the College Planning Center, an affiliate of Iowa Student Loan.		Hofmeyer	Jul-06	Jun-08
a. Strategy: Hold seminars for current and prospective students and parents that will educate them on how to access financial resources to assist with the costs of college.	100%			
b. Strategy: Develop e-mail database of prospective and current students informing them of available resources.	100%			
<b>E. Goal: Focus attention on accountability.</b>	1, 2, 3, 4, 5			
<b>1. Objective: Evaluate Academic Quality Improvement Project (AQIP) Accreditation.</b>				
a. Strategy: Analyze the benefits of Academic Quality Improvement Program (AQIP) versus the Program to Evaluate and Advance Quality (PEAQ) currently used by NCC to achieve accreditation.	50%	Giddings	Jul-06	Jun-08
<b>2. Objective: Continue partnership with CC Benefits to ensure accurate data that supports economic impact.</b>				
a. Strategy: Assess effectiveness of CC Benefits new program: The Community College Strategic Plan (CCSP).		Snyder, Wachtel	Jul-06	Jun-08
a. Strategy: Research potential for NCC to utilize CC Benefits new program: The Community College Strategic Plan (CCSP).	100%			
b. Strategy: Provide CC Benefits data to external constituencies through presentations, direct mail, and annual reports.	100%			
<b>1. Objective: Receive ten year accreditation by NCA.</b>				
a. Strategy: Meet the institutional goals for assessment as stated in our Higher Learning Commission NCA plan.	100%			

**Expanding Learning Opportunities: Northwest Iowa Community College will pursue, strengthen and expand learning opportunities for our students and communities through partnerships and new initiatives.**

	NCA Criteria	Responsible	Timeline Start	Timeline Completion
<b>A. Goal: Increase distance learning programs and support services.</b>	2, 3, 4, 5			
<b>1. Objective: Expand NCC participation in Iowa Community College Online Consortium (ICCO) through the implementation of additional on-line degree programs and courses.</b>				
a. Strategy: Explore the opportunities for new or expanded on-line degree/certificate opportunities and implement.		Stubbe, Bartelson	July-06	Jun-08
b. Strategy: Assess effectiveness of eight week offerings.		Stubbe, Bartelson	July-06	Jun-08
<b>1. Objective: Expand NCC participation in Iowa Community College Online Consortium (ICCO) through the implementation of additional on-line degree programs and courses, including, but not limited to, Business and Pre-professional degrees.</b>				
a. Strategy: Explore the opportunities for new or expanded on-line degree/certificate opportunities in Business and other programs identified by the Distance Learning Task Force.	100%			
b. Strategy: Implement new or expanded on-line degrees and courses.	100%			
c. Strategy: Identify appropriate personnel and conduct programs/courses.	100%			
d. Strategy: Assess impact of new programs on support services.	100%			
e. Strategy: Evaluate results of new programs/courses and submit proposal for ongoing expansion of credit options.	100%			
<b>2. Objective: Explore on-line/distance learning opportunities for high school students.</b>				
a. Strategy: Develop new or expanded on-line/distance courses for Area IV high school students with input from high school counselors and principals.		Stubbe, Bartelson	July-06	Jun-08
b. Strategy: Develop a pilot program for implementing three new on-line/distance learning courses for high school students.	100%			
c. Strategy: Assess impact of new programs on support services.	50%			
d. Strategy: Evaluate results and submit proposal for expansion or new implementation.	100%			
<b>3. Objective: Explore the needs of distance learning students for expanded/enhanced support services.</b>				
a. Strategy: Explore the potential of developing an on-line Learning Community.		Pennings, Bartelson, Schoening	Mar-07	Jun-08
b. Strategy: Explore the potential of developing a one credit on-line Success Strategies class.		Pennings, Bartelson, Schoening	Mar-07	Jun-08
c. Strategy: Explore the potential of establishing an on-line Learning Emporium on campus.		Stubbe, Snyder	Mar-07	Jun-08

	NCA Criteria	Responsible	Timeline Start	Timeline Completion
a. Strategy: Explore the opportunities for new or expanded on-line library services, including a third generation library system.	100%			
b. Strategy: Explore the possibilities of grants and other funding sources to help defray the costs of expanded on-line library resources.	100%			
c. Strategy: Investigate the possibility of providing developmental support for student taking distance learning courses.	100%			
d. Strategy: Evaluate needs of distance learning students for student services.	100%			
e. Strategy: Develop a pilot program for implementing new or enhancing existing student services for distance learners.	100%			
f. Strategy: Identify appropriate personnel to conduct pilot programs.	100%			
g. Strategy: Evaluate results and submit proposal for expansion or new implementation.	100%			
<b>4. Objective: Explore the opportunities for non-credit on-line/distance learning courses and programs.</b>				
a. Strategy: Work with other Iowa Community Colleges to explore Iowa specific Continuing Education on-line opportunities.		Rolfsmeier	July-06	June-08
a. Strategy: Establish a cross-disciplinary task force to manage the activities of this objective.	0%			
b. Strategy: Task force will define the opportunities for new or expanded online/distance classes in the non-credit area.	0%			
c. Strategy: Develop a pilot program for implementing new or expanded distance learning opportunities.	0%			
d. Strategy: Evaluate results and submit proposal for expansion or new implementation, including pilot results of support services.	0%			
<b>5. Objective: Explore the opportunities for development of on-line courses and programs to meet Quality Faculty Plan requirements for both NCC faculty and faculty from other Iowa Community Colleges.</b>				
a. Strategy: Develop a minimum of one on-line course to apply to Quality Faculty Plan requirements.		Stubbe, QFP Committee	July-06	June-08
b. Strategy: Contact other Iowa Community Colleges to see if on-line/distance courses would meet their Quality Faculty Plan needs.	100%			
c. Strategy: Evaluate results and submit proposal for expansion or new implementation.				
<b>1. Objective: Establish a cross-disciplinary Distance Learning Task Force to manage the activities of these objectives and strategies.</b>				
a. Strategy: Identify members of the team and set priorities.	100%			
b. Strategy: Review and evaluate distance learning activities across campus.	100%			
<b>3. Objective: Explore the possibility of expanding new and existing non-ICCOC on-line degree programs and courses that utilize the ICCOC learning platforms but are not offered through the consortium.</b>				
a. Strategy: Expand at least one additional new on-line program as identified by the Distance Learning Task Force.	100%			
b. Strategy: Expand at least three additional on-line courses as determined by the Distance Learning Task Force.	100%			
c. Strategy: Assess impact of new programs and courses on support services.	65%			
d. Strategy: Evaluate results and submit proposal for expansion or implementation of new programs.	100%			



	NCA Criteria	Responsible	Timeline Start	Timeline Completion
<b>B. Goal: Investigate opportunities within the Corporate College concept.</b>	2, 5			
<b>1. Objective: Expand and enhance offerings within the Corporate College model.</b>				
a. Strategy: Establish and assess effectiveness of NCC presence in Sioux County, Workforce Development Center.		Giddings	July-06	July-07
b. Strategy: Expand the possibility of providing licensure and industry-based certifications.	15%	Giddings	July-06	June-08
c. Strategy: Explore partnering with corporations for degree completion for their employees.	20%	Giddings	July-06	June-08
a. Strategy: Explore additional opportunities for providing non-credit and credit courses to Business & Industry training.	50%			
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<b>1. Objective: Define the scope of the Corporate College concept at NCC.</b>				
a. Strategy: Establish a team to define the Corporate College, define strategies and implement activities of this goal.	75%			
<b>C. Goal: Explore satellite center concept.</b>	2, 3, 4, 5			
<b>1. Objective: Research the need for satellite centers.</b>				
a. Strategy: Evaluate effectiveness of statellite site in Orange City.		Giddings, Grabenbauer, Stubbe	July-06	June-08
b. Strategy: Research satellite options for Sioux Center.		Giddings, Grabenbauer, Stubbe	July-06	June-08
a. Strategy: Contact other community college with satellite centers for input.	60%			
b. Strategy: Assess the intent and level of activity at the Corporate Centre in Sioux Center.	100%			
c. Strategy: Determine feasibility for type of satellite offerings & support.	100%			
d. Strategy: Re-evaluate goal.	100%			
<b>D. Goal: Expand partnerships with area education agency, school districts, community colleges, four-year colleges.</b>	1, 2, 3, 4, 5			
<b>1. Objective: Explore shared programs and/or articulated programs/courses with other community colleges and/or four-year colleges.</b>				
a. Strategy: Explore partnerships with other ICCOC institutions to deliver programs together.		Stubbe	July-06	June-08
b. Strategy: Continue dialog with local four-year colleges regarding potential partnerships in Biotechnology.		Giddings, Stubbe	July-06	June-08
c. Strategy: Assess additional opportunities for partnering with the intent of degree completion.		Giddings, Stubbe	July-06	June-08
d. Strategy: Administer Department of Labor BIO Technology Grant.		Giddings	July-06	June-08
e. Strategy: Plan for the transition of the BioTech Grant funded activities into the normal College planning and budgeting process.		Giddings, Stubbe	July-06	June-08
f. Strategy: Continue dialog with local four-year college regarding potential partnership in Construction Trades.		Stubbe, Barslou	July-06	June-08
g. Strategy: Continue discussion with Dordt, Northwestern, ISU, UI, UNI, Bellevue regarding 2+2 partnerships with NCC.		Giddings, Stubbe, Barslou, Pennings	July-06	June-08
b. Strategy: Explore potential bio tech programming utilizing Indian Hills Community College results.	100%			
c. Strategy: Continue dialog with local four-year colleges regarding potential partnerships in Engineering/Engineering Technology.	100%			
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<b>1. Objective: Explore Regional Academy concept.</b>				
a. Strategy: Formalize partnerships with high schools & NCC as determined.	100%			
b. Strategy: Develop and deliver programs identified by partnership.	100%			

**Developing Alternative Resources:** Northwest Iowa Community College will aggressively pursue alternative resources that will augment programs and facilities.

	NCA Criteria	Responsible	Timeline Start	Timeline Completion
<b>A. Goal: Expand the focus of the Northwest Iowa Community College Foundation.</b>	2B, 5B			
<b>1. Objective: All major businesses and individuals will be aware of the NCC Foundation.</b>				
a. Strategy: Identify 10 new businesses and/or individuals per year that have not been involved with NCC and solicit their support.		Snyder, Plum	July-06	June-08
b. Strategy: Develop a Foundation Annual Report.		Snyder, Plum, Kollbaum	July-06	June-08
c. Strategy: Submit joint application for Title III funding to support development activities.		Snyder, Wachtel	Mar-08	June-08
b. Strategy: Research development of a semi-annual Foundation newsletter.	100%			
<b>2. Objective: Establish a list of needs and articulate a case for support for potential donations.</b>				
a. Strategy: Utilize unfunded equipment and new initiative requests to identify areas of need.		Snyder, Plum	July-06	June-08
<b>3. Objective: Increase awareness and support for the Foundation and programs to alumni, parents and grandparents.</b>				
a. Strategy: Track alumni and actively solicit their support.		Snyder, Kollbaum, Plum	July-06	June-08
b. Strategy: Research the development of an Alumni Association.	10%	Snyder, Kollbaum, Plum	July-06	June-08
b. Strategy: Pilot a program where faculty will send letters to alumni once a year requesting support.	30%			
c. Strategy: Meet with students prior to graduation to encourage continued support of College.	100%			
d. Strategy: Explore potential of enlisting students to contact alumni via phone.	100%			
f. Strategy: Have College bookstore sell alumni sweatshirts and other items.	25%			
<b>4. Objective: Maintain two special friendraising events annually.</b>				
a. Strategy: Coordinate Dinner Theater Fund Raising Event.		Snyder, Plum	Nov-06	Apr-08
b. Strategy: Host special guest for speaking engagement.		Snyder, Plum	Nov-06	Jun-08
a. Strategy: Continue the Symphony Dinner at an alternative site or develop a new friend raising event.	100%			
<b>5. Objective: Investigate and pursue the planned giving arena.</b>				
a. Strategy: Research planned giving instruments, develop promotional materials, and identify contacts.	15%	Snyder, Plum	July-06	Jun-08
b. Strategy: Identify staff time needed to expand the Foundation in this direction.	0%			
<b>B. Goal: Pursue partnerships that support strategic initiatives.</b>	1D, 2BD, 3D, 5ABCD			
<b>1. Objective: Major businesses, industries, health care agencies will participate in partnerships and opportunities with NCC.</b>				
a. Strategy: Maintain current partnerships and develop two new partnerships annually.		Stubbe, Grabenbauer, Rolfsmeier	July-06	Jun-08

	NCA Criteria	Responsible	Timeline Start	Timeline Completion
<b>C. Goal: Pursue grant opportunities that support strategic initiatives.</b>	1D, 2BD, 3D, 5ABCD			
<b>1. Objective: Grant opportunities will be actively sought for the College.</b>				
a. Strategy: Research and submit federal grant applications. i.e., Title III, TRIO, Humanities, Department of Education, National Science Foundation, Department of Labor, etc.	22%	Snyder, Wachtel	July-06	Jun-08
b. Strategy: Raise awareness of faculty on their participation and support in developing creative projects for potential grants.		Snyder, Wachtel	July-06	Jun-08
b. Strategy: Research and submit seven foundation grants annually.	40%			
<b>2. Objective: Partner with K–12 school districts in potential grants that will expand learning opportunities.</b>				
a. Strategy: Inform school districts when potential grants arise.		Snyder, Wachtel	July-06	Jun-08
b. Strategy: Submit grants that are applicable to NCC and the K-12 school districts.	30%	Snyder, Wachtel	July-06	Jun-08
<b>D. Goal: Enhance legislators' awareness of the College's economic impact and financial needs.</b>	1A, 2AB, 5BD			
<b>1. Objective: Local, state, and federal legislators and community organizations will be aware of the College's economic impact and financial needs.</b>				
a. Strategy: Educate local public, city and county officials, and community organizations on the College's economic impact.		Executive Council	July-06	Jun-08
b. Strategy: Compile and present statistical data regarding enrollment, financial need, and economic impact of the College.		Snyder, Institutional Research	July-06	Jun-08
c. Strategy: President will meet individually with area legislators.		Giddings	July-06	Jun-08
d. Strategy: Encourage staff, faculty, students, and trustees to advocate to state and federal legislators NCC's needs and issues impacting the College.		Giddings	July-06	Jun-08
e. Strategy: Invite legislators to College functions.		Giddings	July-06	Jun-08
f. Strategy: Inform legislators of alumni success.		Giddings	July-06	Jun-08
g. Strategy: Meet annually with local legislators in an open forum.		Giddings	July-06	Jun-08
h. Strategy: Enhance students' participation in Iowa Association of Community College Trustees (IACCT) Legislative Forum and other legislative events for students.		Snyder, Landis	July-06	Jun-08

**Expanding Enrollment Management: Northwest Iowa Community College is committed to expanding enrollment management initiatives to ensure future viability of the College's vision and mission.**

	NCA Criteria	Responsible	Timeline Start	Timeline Completion
<b>A. Goal: Grow enrollment in all programs to capacity.</b>	2AC, 3CD, 4AC, 5ABCD			
<b>1. Objective: Target recruiting of non-traditional students.</b>				
a. Strategy: Develop a Marketing plan utilizing results of Clarus Corp. Study.		Snyder, Kollbaum, Story	July-06	Jun-08
b. Strategy: Determine which companies have an educational assistance program and raise awareness of opportunities for their employees.		Snyder, Story	July-06	Jun-08
a. Strategy: Develop a Marketing plan.	100%			
b. Strategy: Explore and pilot flexible program schedules with multi-delivery options.	60%			
c. Strategy: Assess the type of support system needed for positively impacting non-traditional students.	100%			
d. Strategy: Assess 10 companies per year to determine which have an educational assistance program and work with those that do to provide offerings for their employees.	0%			
<b>2. Objective: Target recruiting of traditional students.</b>				
a. Strategy: Develop Marketing Plan which will begin with middle school students through the senior year.	40%	Snyder, Story	July-06	Jun-08
b. Strategy: Explore flexible program schedules with multi-delivery options.	56%	Stubbe, Pennings, Barslou	July-06	Jun-08
<b>3. Objective: Promote Continuing Education opportunities to current credit students.</b>				
a. Strategy: Provide career related continuing education information at exit interviews.		Landis, Rolfmeier	July-06	Jun-08
a. Strategy: Provide career related continuing education information during seminars presented by the Career Center Coordinator.	0%			
<b>4. Objective: Develop a tracking process to assess enrollment efforts.</b>				
a. Strategy: Assess system to determine why prospective students withdraw prior to program starts.		Snyder, Woodall	July-06	June-08
b. Strategy: Develop a system to determine why NCC students do not complete a program.		Snyder, Woodall	July-06	June-08
a. Strategy: Develop a system to determine why prospective students withdraw prior to program starts.	100%			
<b>B. Goal: Aggressively pursue recruitment activities:</b>	2AD, 5AB			
<b>1. Objective: Develop creative recruitment events.</b>				
a. Strategy: Expand and enhance on-campus events. i.e., campus visit days, camps, etc.	75%	Snyder, Story	July-06	June-08
b. Strategy: Pursue potential of mandatory placement testing for all high school enrollees.		Snyder, Story	July-06	June-08
b. Strategy: Expand and enhance off-campus events. i.e., Kuder Assessment, Business & Industry recruitment.	40%			

	NCA Criteria	Responsible	Timeline Start	Timeline Completion
<b>2. Objective: Identify and market to underserved geographical areas and populations. i.e., Hispanic population, military personnel, and potential international programs.</b>				
a. Strategy: Gather data from internal and external resources.		Snyder, Institutional Research	July-06	June-08
b. Strategy: Partner with local school districts to serve increasing diverse population.		Giddings	July-06	June-08
c. Strategy: Work closely with Workforce Development in identifying potential for New Iowans Center in Sioux County.		Giddings	July-06	June-08
d. Strategy: Explore opportunities for International Student recruitment.		Snyder	July-06	June-08
e. Strategy: Develop opportunities to offer pre-CNA curriculum to non-native English speaking adults in the area prior to enrollment in the CNA.		Rolfsmeier	July-06	June-08
b. Strategy: Develop marketing strategy.	100%			
d. Strategy: Employ bi-lingual multicultural recruiter/advisor.	100%			
<b>C. Goal: Explore opportunities in new program development.</b>				
<b>1. Objective: Conduct internal and external needs assessment on desired programs.</b>				
a. Strategy: Review and create programs that will address community needs.	90%	Giddings, Stubbe	July-06	June-08
b. Strategy: Conduct Clarus Corporation Community Survey.	90%	Snyder	Nov-06	June-07
c. Strategy: Research other college program offerings.		Giddings, Stubbe	July-06	June-08
a. Strategy: Review what the “hot” jobs are for the future and create programs accordingly that will address community needs.	90%			
b. Strategy: Analyze growth potential for training needs due to retirements.	100%			
c. Strategy: Conduct NCC/community/business/high school surveys on what programs they would like to see offered.	90%			
e. Strategy: Assess results of Skills 2006 Survey and CC Benefit’s Community College Strategic Plan.	100%			
<b>2. Objective: Expand capacity in existing programs.</b>				
a. Strategy: Explore new options for manufacturing and machine training to better serve industry needs.		Giddings, Grabenbauer, Barslou	July-06	June-08
b. Strategy: Pursue discussions with Interstates Electric and Ziegler Caterpillar regarding training partnerships on campus.		Giddings, Barslou	July-06	June-08
c. Strategy: Continue to develop and implement an internal program review process utilizing program data available through the IR office.		Giddings, Stubbe, Pennings, Barslou	July-06	June-08
<hr/>				
<b>2. Objective: Expand or update capacity in existing programs.</b>				
a. Strategy: Add additional sections for programs at capacity.	100%			
b. Strategy: Offer alternative formats.	100%			
c. Strategy: Explore new initiatives with area Local Education Associations (LEA’s).	100%			
<b>3. Objective: Research unique program initiatives outside of the box of traditional credit or continuing education offerings.</b>				
a. Strategy: Analyze other college initiatives.		Executive Council	July-06	June-08
b. Strategy: Expand upon existing initiatives.		Executive Council	July-06	June-08

**Embracing a Collaborative Culture: Northwest Iowa Community College faculty, staff and administration are devoted to embracing a collaborative culture that will serve as the foundation for quality in student and community learning.**

	NCA Criteria	Responsible	Timeline Start	Timeline Completion
<b>A. Goal: Build internal cohesive teams and coalitions</b>	1D, 5D			
<b>1. Objective: Enhance internal College image by building a unified College atmosphere.</b>				
a. Strategy: Develop communication standards across campus. i.e., how and when teams and committees report, announcements from administration, etc.	75%	Giddings	July-06	June-08
b. Strategy: Implement coffee forums with targeted discussion for all employees, when appropriate develop cross functional teams to act as representatives to the Executive Council.	100%			
c. Strategy: Develop directory of College teams and committees, outlining membership, how often group meets, objectives of the group, how to join, etc. Update on a regular basis.	100%			
<b>B. Goal: Enhance College image to external communities.</b>				
<b>1. Objective: Enhance NCC visibility.</b>				
a. Strategy: Access public relations exposure in newspapers by building relationships with area newspapers, i.e., front page articles, more photos printed, 'What's Happening at NCC' section, etc.		Snyder, Kollbaum	July-06	June-08
b. Strategy: Update parade entries, trade show booths, etc.	75%	Snyder, Kollbaum	July-06	June-08
c. Strategy: Enhance NCC Website		Snyder, Story, Kollbaum	July-06	Sep-07
a. Strategy: Work for more public relations exposure in newspapers by building relationships with area newspapers, i.e., front page articles, more photos printed, 'What's Happening at NCC' section, etc.	100%			
<b>C. Goal: Strive for excellence in service.</b>	4ABD, 5BC			
<b>1. Objective: Continue planning process for Northwest Iowa Community College.</b>				
a. Strategy: Implement strategic planning process which will result in the development of the College Strategic Plan for 2008-2011.		Giddings, Snyder	Jan-08	July-08
<b>1. Objective: Increase participation in staff development activities</b>				
a. Strategy: Review and improve current staff development process.	100%			
b. Strategy: Implement customer service training program.	100%			
<b>2. Objective: Expand technology planning/training to all employees.</b>				
a. Strategy: Implement training identified in the Technology Plan.	100%			
b. Strategy: Implement training for all classroom instructional equipment.	100%			
c. Strategy: Hold workshops so all employees can use all mediums. i.e., Web, instant messaging, phone, etc.	100%			
<b>1. Objective: Open the campus to community.</b>				
a. Strategy: Plan and host an event for general public to celebrate NCC's 40th Anniversary.	100%			
b. Strategy: Invite community organizations and groups to host meetings on NCC campus. Set rate for rent and define efficient scheduling process.	100%			
c. Strategy: Grow and promote existing events, i.e., Manufacturing Engineering Technology robotics demo, Tool Fair, etc. programs.	75%			
d. Strategy: Plan a community event involving area schools and businesses. i.e., Holiday Festival of Trees, etc.	100%			

	NCA Criteria	Responsible	Timeline Start	Timeline Completion
<b>C. Goal: Continue efforts to improve employee morale.</b>				
<b>1. Objective: Hold ongoing enrichment activities.</b>				
a. Strategy: Survey employees to find out needs/desires for social events, learning workshops, etc.	100%			
b. Strategy: Implement once a quarter employee social events to be held in different departments.	50%			
c. Strategy: Expand events such as Fall Recognition Ceremony, Make a Difference, etc.	75%			
<b>2. Objective: Enhance NCC spirit.</b>				
a. Strategy: Implement specific days to wear NCC apparel.	100%			
b. Strategy: Incorporate employee recognition into everyday campus life. i.e., heroes, etc.	75%			

# NCA-HLC CRITERIA FOR ACCREDITATION

The Higher Learning Commission: North Central Association Criteria for Accreditation are organized under five major headings.

- Mission and Integrity
- Preparing for the Future
- Student Learning and Effective Teaching
- Acquisition, Discovery, and Application of Knowledge
- Engagement & Service

**Criteria Statements:** These statements, adopted by the Commission, define necessary attributes of an organization accredited by the Commission. An organization must be judged to have met each of the Criteria to merit accreditation. Sanctions may be applied if an affiliated organization is in jeopardy of not meeting one or more of the Criteria.

**Core Components:** The Commission identifies Core Components of each Criterion. An organization addresses each Core Component as it presents reasonable representative evidence of meeting a Criterion. The review of each Core Component is necessary for a thorough evaluation of how an organization meets a Criterion.

## Criterion One: Mission and Integrity

The organization operates with integrity to ensure the fulfillment of its mission through structures and processes that involve the board, administration, faculty, staff, and students.

### Core Components

- 1a** The organization's mission documents are clear and articulate publicly the organization's commitments.
- 1b** In its mission documents, the organization recognizes the diversity of its learners, other constituencies, and the greater society it serves.
- 1c** Understanding of and support for the mission pervade the organization.
- 1d** The organization's governance and administrative structures promote effective leadership and support collaborative processes that enable the organization to fulfill its mission.
- 1e** The organization upholds and protects its integrity.



**Criterion Two: Preparing for the Future**

The organization's allocation of resources and its processes for evaluation and planning demonstrate its capacity to fulfill its mission, improve the quality of its education, and respond to future challenges and opportunities.

**Core Components**

- 2a** The organization realistically prepares for a future shaped by multiple societal and economic trends.
- 2b** The organization's resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future.
- 2c** The organization's ongoing evaluation and assessment processes provide reliable evidence of institutional effectiveness that clearly informs strategies for continuous improvement.
- 2d** All levels of planning align with the organization's mission, thereby enhancing its capacity to fulfill that mission.

**Criterion Three: Student Learning and Effective Teaching**

The organization provides evidence of student learning and teaching effectiveness that demonstrates it is fulfilling its educational mission.

**Core Components**

- 3a** The organization's goals for student learning outcomes are clearly stated for each educational program and make effective assessment possible.
- 3b** The organization values and supports effective teaching.
- 3c** The organization creates effective learning environments.
- 3d** The organization's learning resources support student learning and effective teaching.

**Criterion Four: Acquisition, Discovery, and Application of Knowledge**

The organization promotes a life of learning for its faculty, administration, staff, and students by fostering and supporting inquiry, creativity, practice and social responsibility in ways consistent with its mission.

**Core Components**

- 4a** The organization demonstrates, through the actions of its board, administrators, students, faculty and staff, that it values a life of learning.
- 4b** The organization demonstrates that acquisition of a breadth of knowledge and skills and the exercise of intellectual inquiry are integral to its educational programs.
- 4c** The organization assesses the usefulness of its curricula to students who will live and work in a global, diverse, and technological society.
- 4d** The organization provides support to ensure that faculty, students, and staff acquire, discover, and apply knowledge responsibly.

**Criterion Five: Engagement and Service**

As called for by its mission, the organization identifies its constituencies and serves them in ways both value.

**Core Components**

- 5a** The organization learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations.
- 5b** The organization has the capacity and the commitment to engage with its identified constituencies and communities.
- 5c** The organization demonstrates its responsiveness to those constituencies that depend on it for service.
- 5d** Internal and external constituencies value the services the organization provides.

Strategic  
Plan  
2004–2008



Operational  
Plan  
2006–2008