IOWA LAKES
COMMUNITY COLLEGE

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NAVIGATING OUR FUTURE
COLLEGEWIDE STRATEGIC PLAN: 2013-2018

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COLLEGEWIDE STRATEGIC PLAN: 2013-2018

MISSION

To provide opportunities for quality lifelong learning and promote economic development for our communities.

VISION

To be a premier center of higher education, serving as a gateway to success.

CORE VALUES

The college is dedicated to quality education.

The college is a community partner.

The college believes in the dignity of the individual.

The college is committed to developing the integrity, self-worth, well-being, and potential of all learners.

We accept responsibility to include diverse ideologies, cultures, perspectives, and opportunities in the college experience.

SUMMARY OF COLLEGEWIDE STRATEGIC PLANNING PROCESS

The Collegewide Strategic Plan: 2013-2018, "Navigating our Future," represents the cumulative and focused efforts of the college's executive leadership team and numerous cross-functional committees that, working under the guidance and direction of the Iowa Lakes Community College Board of Trustees, utilized the following process, which spanned nearly 18 months.

1. Based on a holistic review of trend data, the college's executive leadership team identified seven broad areas within which to conduct environmental scanning:

- Area I: Educational Competition
- Area II: Economic Development & Entrepreneurship
- Area III: Demographics
- Area IV: Public Policy & Regulatory
- Area V: Technology & Data
- Area VI: Student Learning
- Area VII: Labor & Workforce

2. The executive leadership team conducted environmental scanning within their assigned areas in order to identify specific relevant trends that will likely impact the college and its service area within the next three to five years.

3. Once the environmental scanning process was concluded, the executive leadership team assembled cross-functional committees for the purpose of identifying particular strategic "visions" that the college, in response to the trend data collected during the environmental scanning process, should pursue.

4. After reviewing and revising the strategic visions, the executive leadership team reassembled their cross-functional committees for the purpose of creating relevant and measureable goals, together with various metrics and data sources, to regularly assess the college's progress toward achieving its strategic visions.

5. Finally, the executive leadership team defined a process by which the college will create and implement specific annual operational action plans in order to achieve the strategic visions and their accompanying goals.

OVERARCHING TRENDS THAT WILL LIKELY IMPACT IOWA LAKES COMMUNITY COLLEGE AND ITS SERVICE AREA DURING THE NEXT THREE TO FIVE YEARS

Area I: Educational Competition: Competition from other institutions of higher education will continue to increase. Furthermore, as the unemployment rate declines, employment will likely present an additional competitive factor. Simultaneously, policymakers will continue to pressure community colleges to enhance accessibility to, and to reduce the costs of, a quality college education.

Area II: Economic Development & Entrepreneurship: As rural communities compete for scarce resources and battle declining populations, economic development will assume a critical function in a community's viability, with entrepreneurship constituting an expanding component of future economic development. Consequently, community colleges will be expected to strengthen and expand their leadership roles in economic development and entrepreneurship endeavors.

Area III: Demographics: Northwest Iowa will continue to be significantly impacted by demographic shifts, as the regional population declines, ages, and diversifies.

Area IV: Public Policy & Regulatory: Accountability in higher education will remain a focal point of policymakers, and future regulatory changes will likely fuse student financial aid and higher education funding with student retention, graduation, success, and employability rates.

Area V: Technology & Data: The growth of technology will continue its swift pace, and, as K12 schools continue to implement 1:1 learning initiatives, students entering higher education will expect technology to be embedded within the college infrastructure. Moreover, the expectation of systematic data-informed decision-making processes will continue to drive a college's requirement to analyze even more data in an efficient and effective manner.

Area VI: Student Learning: Although brick and mortar higher education institutions will not become extinct, the exponential growth of technology will, through the process of "creative destruction," multiply student learning options.

Area VII: Labor & Workforce: Competition for qualified workers, especially for mid-level skilled jobs, will continue to increase, and community colleges will experience even more pressure to produce a quality, skilled workforce in an expedient, cost-effective, and "on-demand" manner.

STRATEGIC PLAN VISIONS

Area	#	Vision
Area I: Educational Competition	1	Iowa Lakes Community College educational learning experiences will exceed student expectations.
	2	Iowa Lakes Community College will continue to strive to make a college degree affordable and accessible.
	3	Iowa Lakes Community College will continuously ensure that its academic programming is of the highest quality.

Area	#	Vision
Area II: Economic Development & Entrepreneurship	4	Iowa Lakes Community College will strengthen its partnerships with local, regional, and state economic development organizations.
	5	Iowa Lakes Community College will integrate entrepreneurship into its credit and non-credit programming.

Area	#	Vision
Area III: Demographics	6	Iowa Lakes Community College will strengthen a culture of inclusiveness for the purpose of serving the evolving diverse needs of students and other stakeholders.
	7	Iowa Lakes Community College will minimize or remove perceived barriers to college completion.
	8	Iowa Lakes Community College will increase efforts to recruit underrepresented students and employees.
	9	Iowa Lakes Community College will increase professional development opportunities to address evolving demographics.

Area	#	Vision
Area IV: Public Policy & Regulatory	10	Iowa Lakes Community College will continue to partner with the Iowa Association of Community College Trustees (IACCT) for the purpose of articulating and advocating stances on public policies and regulations that impact community colleges.
	11	Iowa Lakes Community College will strengthen its efforts to educate its external stakeholders and its community about the tangible and intangible benefits of the college.

STRATEGIC PLAN VISIONS

Area V: Technology & Data	12	Iowa Lakes Community College will expand the use of data to drive decision-making processes.
	13	Iowa Lakes Community College will expand the meaningful use of technology into its programming.
	14	Iowa Lakes Community College will utilize technology to streamline college processes and to maximize communication throughout the institution.

Area VI: Student Learning	15	Iowa Lakes Community College will increase the enrollment, retention, completion, success, and graduation rates of its students and key student subgroups.
	16	Iowa Lakes Community College will ensure that student learning opportunities are engaging, meaningful, and aligned with key stakeholder requirements and expectations.
	17	Iowa Lakes Community College will strengthen its efforts to measure student learning and success.
	18	Iowa Lakes Community College will continuously explore and assess different and emerging learning delivery platforms in order to maximize access to learning.

Area VII: Labor & Workforce	19	Iowa Lakes Community College will ensure that its credit and non-credit programming is aligned with, and responsive to, the needs of its local, regional, and state industries.
	20	Iowa Lakes Community College will expand its continuing education programming, especially in the areas of STEM.
	21	Iowa Lakes Community College will expand opportunities to acquire stackable industry certificates and credentials.

STRATEGIC PLAN VISIONS & GOALS

1	Iowa Lakes Community College educational learning experiences will exceed student expectations.
Relevant Metrics & Data Sources	• Before Graduation Survey • Community College Survey of Student Engagement (CCSSE) • Entering Student Survey (ESS) • Student Focus Groups • Student Satisfaction Inventory (SSI) • Survey of Entering Student Engagement (SENSE)
Vision Goals	• 1.1: Student satisfaction rates will exceed student satisfaction rates of peer institutions. • 1.2: Entering and returning student satisfaction rates will consistently increase. • 1.3 Student engagement rates will exceed student engagement rates of peer institutions. • 1.4: Entering and returning student engagement rates will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

2	**Iowa Lakes Community College will continue to strive to make a college degree affordable and accessible.**
Relevant Metrics & Data Sources	• Annual Condition of Iowa's Community Colleges Report • Complete Withdrawal from College Forms • Integrated Postsecondary Education Data System (IPEDS) • Iowa Management Information System (MIS) • Iowa Tuition Report • National Community College Benchmark Project (NCCBP) • Scholarships & Institutional Grants • Student Focus Groups
Vision Goals	• 2.1: Net price of attendance will remain at or below the average net price of attendance of peer institutions. • 2.2: The percentage of students receiving institutional grants or scholarships will consistently increase. • 2.3: The amount of institutional grants and scholarships awarded to students will consistently increase. • 2.4: The number of courses that utilize alternative learning delivery platforms will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

3	Iowa Lakes Community College will continuously ensure that its academic programming is of the highest quality.
Relevant Metrics & Data Sources	• Advisory Committee Survey • Annual Condition of Iowa's Community Colleges Report • Before Graduation Survey • Collegiate Assessment of Academic Proficiency (CAAP) • Employer Satisfaction Survey • Integrated Postsecondary Education Data System (IPEDS) • Iowa Management Information System (MIS) • Licenses, Certificates, and Credentials • National Community College Benchmark Project (NCCBP) • Student Focus Groups • Student Satisfaction Inventory (SSI) • Transfer Report
Vision Goals	• 3.1: Transfer student retention, persistence, completion, and success rates will exceed the average transfer student retention, persistence, completion, and success rates of peer institutions. • 3.2: Employer satisfaction rates will exceed the employer satisfaction rates of peer institutions. • 3.3: Advisory committee satisfaction rates will consistently increase. • 3.4: Student satisfaction rates will exceed the student satisfaction rates of peer institutions.

STRATEGIC PLAN VISIONS & GOALS

4	**Iowa Lakes Community College will strengthen its partnerships with local, regional, and state economic development organizations.**
Relevant Metrics & Data Sources	• Economic Development Organization Survey • Institutional Advancement Report • Speaker Bureau
Vision Goals	• 4.1: College employee membership in economic development organizations will consistently increase. • 4.2: Economic development organization satisfaction rates will consistently increase. • 4.3: Economic development events and activities co-sponsored by the college will consistently increase. • 4.4: College employees presenting to economic development organizations and at economic development events and activities will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

5	Iowa Lakes Community College will integrate entrepreneurship into its credit and non-credit programming.
Relevant Metrics & Data Sources	• Credit Course Learning Objectives • Non-Credit Course Learning Objectives • Okoboji Entrepreneurial Institute
Vision Goals	• 5.1: Credit courses that infuse entrepreneurship into their learning objectives will consistently increase. • 5.2: Non-credit courses that infuse entrepreneurship into their learning objectives will consistently increase. • 5.3: Student participation in the Okoboji Entrepreneurial Institute will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

6	Iowa Lakes Community College will strengthen a culture of inclusiveness for the purpose of serving the evolving diverse needs of students and other stakeholders.
Key Stakeholders	• Advisory Committees • Employees • Employers • Students • Transfer Institutions
Relevant Metrics & Data Sources	• Advisory Committee Survey • Annual Report • Athletics Equity Report • Before Graduation Survey • College Employee Satisfaction Survey • Community College Survey of Student Engagement (CCSSE) • Employer Satisfaction Survey • Entering Student Survey (ESS) • Integrated Postsecondary Education Data System (IPEDS) • Iowa Management Information System (MIS) • National Community College Benchmark Project (NCCBP) • Student Focus Groups • Student Satisfaction Inventory (SSI) • Survey of Entering Student Engagement (SENSE)
Vision Goals	• 6.1: Demographics of college advisory committees will reflect the demographics of industries represented by advisory committees. • 6.2: Key stakeholders will feel valued. • 6.3: Articulation agreements between the college and minority-serving institutions of higher education will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

7	**Iowa Lakes Community College will minimize or remove perceived barriers to college completion.**
Relevant Metrics & Data Sources	- Academic Standing Report - Annual Condition of Iowa's Community College Report - Before Graduation Survey - Complete Withdrawal from College Forms - Entering Student Survey (ESS) - Integrated Postsecondary Education Data System (IPEDS) - Iowa Community College Online Consortium (ICCOC) - Iowa Management Information System (MIS) - Iowa Tuition Report - National Community College Benchmark Project (NCCBP) - Non-Completer Student Survey - Retention Management System Report - Scholarships & Institutional Grants - Student Focus Groups - Student Satisfaction Inventory (SSI)
Vision Goals	7.1: Student retention, persistence, completion, and success rates will exceed the average student retention, persistence, completion, and success rates of peer institutions. 7.2: Net price of attendance will remain at or below the average net price of attendance of peer institutions. 7.3: The percentage of students receiving institutional grants or scholarships will consistently increase. 7.4: The amount of institutional grants and scholarships awarded to students will consistently increase. 7.5: The frequency of students communicating with their advisors will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

8	Iowa Lakes Community College will increase efforts to recruit underrepresented students and employees.
Key Under-Represented Group Classifications	• Age • Disability • Ethnicity • First-Generation • Gender • Low-Income • Non-Traditional • Race • Sexual Orientation • Veteran
Relevant Metrics & Data Sources	• Admissions Report • Affirmative Action Report • Annual Condition of Iowa's Community Colleges Report • Athletics Equity Report • Census • Diversity Plan Report • Integrated Postsecondary Education Data System (IPEDS) • Iowa Management Information System (MIS) • National Community College Benchmark Project (NCCBP) • Scholarships & Institutional Grants • Student Focus Groups
Vision Goals	• 8.1: The percentage of underrepresented students enrolling at the college will consistently increase. • 8.2: The percentage of underrepresented employees working at the college will consistently increase. • 8.3: Marketing to underrepresented students will consistently increase. • 8.4: Marketing to underrepresented employees will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

9	Iowa Lakes Community College will increase professional development opportunities to address evolving demographics.
Relevant Metrics & Data Sources	• Annual Condition of Iowa's Community Colleges Report • College Employee Satisfaction Survey • Convocation Survey • Diversity Plan Report • Employee Leave Request Forms • Integrated Postsecondary Education Data System (IPEDS) • Iowa Management Information System (MIS) • National Community College Benchmark Project (NCCBP) • Quality Faculty Plans (QFP) • Supervisory Evaluations
Vision Goals	• 9.1: Employee participation in professional development activities relating to demographics and diversity will consistently increase. • 9.2: College-sponsored professional development activities relating to demographics and diversity will consistently increase. • 9.3: Employees and students reporting a greater appreciation and knowledge of diverse cultures will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

10	**Iowa Lakes Community College will continue to partner with the Iowa Association of Community College Trustees (IACCT) for the purpose of articulating and advocating stances on public policies and regulations that impact community colleges.**
Relevant Metrics & Data Sources	• College Employee Satisfaction Survey • Iowa Association of Community College Trustees (IACCT) • Speaker Bureau
Vision Goals	• 10.1: Employees participating in events and activities sponsored by the Iowa Association of Community College Trustees (IACCT) will consistently increase. • 10.2: Employees participating in webinars sponsored by the Iowa Association of Community College Trustees (IACCT) will consistently increase. • 10.3: Employee satisfaction rates of the Iowa Association of Community College Trustees (IACCT) will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

11	**Iowa Lakes Community College will strengthen its efforts to educate its external stakeholders and its community about the tangible and intangible benefits of the college.**
External Stakeholders	• Advisory Committee Members • Community Businesses • Community Civic Groups • Community K12 Schools • Community Residents • Federal Representatives & Policymakers • State Representatives & Policymakers
Relevant Metrics & Data Sources	• Alumni & Foundation Report • Annual Condition of Iowa's Community Colleges Report • Institutional Advancement Report • National Alliance of Concurrent Enrollment Partnerships Survey (NACEP) • Press Releases • Speaker Bureau • Voting Records
Vision Goals	• 11.1: Employees attending legislative forums will consistently increase. • 11.2: Employees presenting to community schools, businesses, and service groups will consistently increase. • 11.3: College-sponsored community events and activities will consistently increase. • 11.4: Voter-approved funding passage rates will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

12	Iowa Lakes Community College will expand the use of data to drive decision-making processes.
Relevant Metrics & Data Sources	• Annual Report • Assessment Calendar • College Employee Satisfaction Survey • Employee Leave Request Forms • Quality Faculty Plans (QFP)
Vision Goals	• 12.1: College employee participation in professional development activities relating to the use of data to drive decision-making processes will consistently increase. • 12.2: College-sponsored professional development activities relating to the use of data to drive decision-making processes will consistently increase. • 12.3: The frequency of utilizing data to drive decision-making processes will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

13	Iowa Lakes Community College will expand the meaningful use of technology into its programming.
Relevant Metrics & Data Sources	• Advisory Committee Survey • Annual Report • Before Graduation Survey • College Employee Satisfaction Survey • Community College Survey of Student Engagement (CCSSE) • Entering Student Survey (ESS) • Quality Faculty Plans (QFP) • Student Satisfaction Inventory • Technology Survey
Vision Goals	• 13.1: Employee participation in professional development activities relating to the infusion of technology into programming will consistently increase. • 13.2: College-sponsored professional development activities relating to the infusion of technology into programming will consistently increase. • 13.3: The frequency of infusing technology into programming will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

14	**Iowa Lakes Community College will utilize technology to streamline college processes and to maximize communication throughout the institution.**
Relevant Metrics & Data Sources	• Annual Report • College Employee Satisfaction Survey • One-Step Club Submissions • Quality Faculty Plans (QFP) • Technology Survey
Vision Goals	• 14.1: The utilization of technology to streamline college processes will consistently increase. • 14.2: The utilization of technology to maximize communication throughout the institution will consistently increase. • 14.3: College-sponsored professional development activities relating to the utilization of technology to streamline college processes will consistently increase. • 14.4: College-sponsored professional development activities relating to the utilization of technology to maximize communication throughout the institution will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

15	**Iowa Lakes Community College will increase the enrollment, retention, completion, success, and graduation rates of its students and key student subgroups.**
Key Student Subgroups	• Arts & Science Students • Career & Technical Education Students • Concurrent Enrollment Students • Developmental Students • Full-Time Students • Minority Students • Non-Traditional Students • Online Students • Part-Time Students • Student-Athletes • Traditional Students • Veteran Students
Relevant Metrics & Data Sources	• Academic Standing Report • Annual Condition of Iowa's Community Colleges Report • Athletics Equity Report • Before Graduation Survey • Collegiate Assessment of Academic Proficiency (CAAP) • Final Grades • Grade Point Averages • Integrated Postsecondary Education Data System (IPEDS) • Iowa Community College Online Consortium (ICCOC) • Iowa Management Information System (MIS) • Licenses, Certificates, and Credentials • National Community College Benchmark Project (NCCBP) • Midterm Grades • Perkins Report • Success Center Report • Transfer Report
Vision Goals	• 15.1: Overall student retention, persistence, completion, and success rates will exceed the overall average student retention, persistence, completion, and success rates of peer institutions. • 15.2: Student subgroup retention, persistence, completion, and success rates will exceed the average student subgroup retention, persistence, completion, and success rates of peer institutions. • 15.3: Transfer student retention, persistent, completion, and success rates will exceed the average transfer student retention, persistence, completion, and success rates of peer institutions.

STRATEGIC PLAN VISIONS & GOALS

16	Iowa Lakes Community College will ensure that student learning opportunities are engaging, meaningful, and aligned with key stakeholder requirements and expectations.
Key Stakeholders	• Board of Trustees • Advisory Committees • Employers • Instructional Faculty • Legislative Representatives & Policymakers • Students • Transfer Institutions
Relevant Metrics & Data Sources	• Advisory Committee Survey • Before Graduation Survey • Collegiate Assessment of Academic Proficiency (CAAP) • Community College Faculty Survey of Student Engagement (CCFSSE) • Community College Survey of Student Engagement (CCSSE) • Employer Satisfaction Report • Integrated Postsecondary Education Data System (IPEDS) • Iowa Community College Online Consortium (ICCOC) • Iowa Management Information System (MIS) • Licenses, Certificates, and Credentials • National Alliance of Concurrent Enrollment Partnerships Survey (NACEP) • National Community College Benchmark Project (NCCBP) • Perkins Report • Student Course Evaluations • Student Satisfaction Inventory • Success Center Report • Survey of Entering Student Engagement (SENSE) • Transfer Report
Vision Goals	• 16.1: Student engagement rates will consistently increase. 16.2: Instructional faculty engagement rates will consistently increase. • 16.3: Employer satisfaction rates will exceed the employer satisfaction rates of peer institutions. 16.4: Transfer student retention, persistent, completion, and success rates will exceed the average transfer student retention, persistence, completion, and success rates of peer institutions. • 16.5: Advisory committee satisfaction rates will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

17	Iowa Lakes Community College will strengthen its efforts to measure student learning and success.
Relevant Metrics & Data Sources	• Advisory Committee Survey • Annual Report • Assessment Calendar • College Employee Satisfaction Survey • Collegiate Assessment of Academic Proficiency (CAAP) • Employee Leave Request Forms • National Career Readiness Certificates (NCRC) • Quality Faculty Plans (QFP) • Success Center Report
Vision Goals	• 17.1: Employee participation in professional development activities relating to assessing and measuring student learning will consistently increase. • 17.2: College-sponsored professional development activities relating to assessment and measuring student learning will consistently increase. • 17.3: Student participation in collegewide assessments will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

18	**Iowa Lakes Community College will continuously explore and assess different and emerging learning delivery platforms in order to maximize access to learning.**
Relevant Metrics & Data Sources	• Advisory Committee Survey • Annual Report • College Employee Satisfaction Survey • Integrated Postsecondary Education Data System (IPEDS) • Iowa Community College Online Consortium (ICCOC) • Iowa Management Information System (MIS) • Student Course Evaluations • Student Satisfaction Inventory
Vision Goals	• 18.1: Courses that utilize alternative learning delivery platforms will consistently increase. • 18.2: Student retention, persistence, completion, and success rates in courses utilizing alternative learning delivery platforms will meet or exceed student retention, persistence, completion, and success rates of courses utilizing traditional learning delivery platforms. • 18.3: Student satisfaction rates in courses utilizing alternative learning delivery platforms will meet or exceed student satisfaction rates in courses utilizing traditional learning delivery platforms.

STRATEGIC PLAN VISIONS & GOALS

19	**Iowa Lakes Community College will ensure that its credit and non-credit programming is aligned with, and responsive to, the needs of its local, regional, and state industries.**
Relevant Metrics & Data Sources	• Advisory Committee Survey • Annual Report • Before Graduation Survey • Employer Satisfaction Survey • Integrated Postsecondary Education Data System (IPEDS) • Iowa Management Information System (MIS) • Licenses, Certificates, and Credentials • National Alliance of Concurrent Enrollment Partnerships Survey (NACEP) • Perkins Report • Post-Graduation Survey • Student Course Evaluations • Student Satisfaction Inventory
Vision Goals	• 19.1: Employer satisfaction rates will exceed the employer satisfaction rates of peer institutions. • 19.2: Advisory committee satisfaction rates will consistently increase. • 19.3: Student post-graduation satisfaction rates will consistently increase. • 19.4: The number of licenses, certifications, and credentials awarded to students will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

20	Iowa Lakes Community College will expand its continuing education programming, especially in the areas of STEM.
Relevant Metrics & Data Sources	• Annual Condition of Iowa's Community Colleges Report • Annual Report • Employer Satisfaction Survey • Integrated Postsecondary Education Data System (IPEDS) • Iowa Management Information System (MIS) • Licenses, Certificates, and Credentials • Non-Credit Course Learning Objectives • Regional STEM Hub Report • Student Course Evaluations
Vision Goals	• 20.1: Non-credit courses will consistently increase. • 20.2: Non-credit courses that infuse STEM skills into their learning objectives will consistently increase. • 20.3: Non-credit course contact hours will consistently increase. • 20.4: Licenses, certificates, and credentials awarded to students in conjunction with non-credit courses will consistently increase. • 20.5: Licenses, certificates, and credentials encompassing STEM skills awarded to students in conjunction with non-credit courses will consistently increase.

STRATEGIC PLAN VISIONS & GOALS

21	**Iowa Lakes Community College will expand opportunities to acquire stackable industry certificates and credentials.**
Relevant Metrics & Data Sources	• Annual Report • Credit Course Learning Objectives • Integrated Postsecondary Education Data System (IPEDS) • Iowa Management Information System (MIS) • Licenses, Certificates, and Credentials • Non-Credit Course Learning Objectives
Vision Goals	• 21.1: Credit courses that offer licenses, certificates, or credentials will consistently increase. • 21.2: Non-credit courses that offer licenses, certificates, or credentials will consistently increase. • 21.3: Licenses, certificates, and credentials awarded to students in conjunction with credit courses will consistently increase. • 21.4: Licenses, certificates, and credentials awarded to students in conjunction with non-credit courses will consistently increase.

METRICS & DATA SOURCES CROSS-REFERENCE

Metric/Data Source	Information Collected	Externally Benchmarked?	Frequency	Strategic Vision(s)
Academic Standing Report	Academic status of students		Each Semester	7,15
Admissions Report	Activities and events of Admissions Department; student and prospective student data		Each Fall Semester	8
Advisory Committee Survey	Satisfaction rates of college advisory committees		Each Spring Semester	3,6,13,16,17,18,19
Affirmative Action Report	Demographics of employees and prospective employees		Each Summer	8
Alumni & Foundation Report	Activities and events of Alumni and Foundation; fundraising data		Each Fall Semester	11
Annual Condition of Iowa's Community Colleges Report	Enrollment, retention, graduation, demographic, financial, programming, and human resource data of Iowa community colleges	X	Each Spring Semester	2,3,7,8,9,11,15,20
Annual Report	Activities, goals, and outcomes of academic programs and departments		Each Summer	6,12,13,14, 17,18,19,20,21
Athletics Equity Report	Demographic, retention, and success data of student-athletes	X	Each Spring Semester	6,8,15
Assessment Calendar	Student assessment instruments utilized by the college		Spring Semester of Each Third Year	12,17
Before Graduation Survey	Satisfaction and job placement rates of graduating students		Each Semester	1,3,6,7,13,15,16,19

Census	National, state, and regional demographic data	X	On-Demand	8
College Employee Satisfaction Survey	Satisfaction rates of college employees	X	Spring Semester in Each Even-Numbered Year	6,9,10,12,13,14,17,18
Collegiate Assessment of Academic Proficiency (CAAP)	General education proficiency levels of sophomore students	X	Each Spring Semester	3,15,16,17
Community College Faculty Survey of Student Engagement (CCFSSE)	Engagement rates and expectations of faculty	X	Spring Semester in Each Odd-Numbered Year	16
Community College Survey of Student Engagement (CCSSE)	Engagement rates of returning students	X	Spring Semester in Each Odd-Numbered Year	1,6,13,16
Complete Withdrawal from College Report	Data on students who completely withdraw from the college		Each Semester	2,7
Convocation Survey	Feedback from employees and students in regards to convocations		Each Semester	9
Credit Course Learning Objectives	Learning Objectives of Credit Courses		Each Semester	5,21
Diversity Plan Report	Diversity-related activities, events, and data		Each Summer	8,9
Economic Development Organization Survey	Satisfaction rates of economic development organizations		Each Spring Semester	4
Employee Leave Request Forms	Employee leave request data		Each Semester	9,12,17
Employer Satisfaction Survey	Satisfaction rates of employers who employ graduates of the college		Fall Semester in Each Third Year	3,6,13,16,19,20
Entering Student Survey (ESS)	Satisfaction rates and expectations		Each Summer Orientation	1,6,7

	of entering students			
Final Grades	Student final grades		Each Semester	15
Grade Point Averages (GPA)	Student grade point averages		Each Semester	15
Institutional Advancement Report	Fundraising, economic development, and community activities of the Institutional Advancement Department		Each Summer	4,11
Integrated Postsecondary Education Data System (IPEDS)	Enrollment, retention, graduation, demographic, financial, scholarship, and human resource data of peer colleges	X	On-Demand	2,3,6,7,8,9,15, 16,18,19,20,21
Iowa Association of Community College Trustees (IACCT)	Activities, events, and webinars of Iowa Association of Community College Trustees		Each Summer	10
Iowa Community College Online Consortium (ICCOC)	Retention, persistence, and success rates of online students; at-risk data of online students	X	Each Semester	7,15,16,18
Iowa Management Information System (MIS)	Enrollment, retention, graduation, demographic, financial, course, and human resource data of Iowa community colleges	X	On-Demand	2,3,6,7,8,9, 15,16,18,19,20,21
Iowa Tuition Report	Tuition and fee data of Iowa public and private colleges	X	Each Fall Semester	2,7
Licenses, Certificates, and Credentials	Licenses, certificates, and credentials awarded to students		Each Semester	3,15,16,19,20,21

Midterm Grades	Student midterm grades		Each Semester	15
National Alliance of Concurrent Enrollment Partnerships Survey (NACEP)	Secondary administrator, teacher, counselor, and student satisfaction rates		Each Spring Semester	11,16,19
National Career Readiness Certificates (NCRC)	National Career Readiness Certificate assessments and awards		Each Semester	17
National Community College Benchmark Project (NCCBP)	Student retention, graduation, satisfaction data; tuition, fee, and scholarship data; human resources and professional development data	X	Each Spring Semester	2,3,6,7,8,9,15,16
Non-Completer Student Survey	Feedback from non-completer students		Each Semester	7
Non-Credit Course Learning Objectives	Learning Objectives of Non-Credit Courses		Each Semester	5,20,21
Okoboji Entrepreneurial Institute	Activities and participants of the Okoboji Entrepreneurial Institute		Each Fall Semester	5
One-Step Club Submissions	Employee suggestions to improve college processes		Each Month	14
Perkins Report	Retention, persistence, success, and placement data of CTE students	X	Each Fall Semester	15,16,19
Post-Graduation Survey	Satisfaction rates of graduates	X	Each Spring Semester	19
Press Releases	College press releases		Each Summer	11
Quality Faculty Plans (QFP)	Professional development plans and activities of faculty members		Each Summer	9,12,13,14,17

Regional STEM-Hub Report	Activities, events, and data of Northwest Iowa Regional STEM Hub		Each Summer	20
Retention Management System Report	Demographic and at-risk data of entering students	X	Each Fall Semester	7
Scholarships & Institutional Grants	Scholarships and institutional grants awarded to students		Each Semester	2,7,8
Speaker Bureau	Speaker bureau participants and presentations		Each Semester	4,10,11
Student Course Evaluations	Feedback from students in regards to courses		Each Semester	16,18,19,20
Student Focus Groups	Feedback from students in regards to various issues		Each Semester	1,2,3,6,7,8
Student Satisfaction Inventory (SSI)	Satisfaction rates of students	X	Spring Semester in Each Even-Numbered Year	1,3,6,7,13,16,18,19
Success Center Report	Retention, persistence, and success data of developmental students		Each Summer	15,16,17
Supervisory Evaluations	Employee satisfaction of supervisors		Each Summer	9
Survey of Entering Student Engagement (SENSE)	Engagement rates of entering students	X	Fall Semester in Each Even-Numbered Year	1,6,16
Technology Survey	Utilization of technology by college employees		Each Spring Semester	13,14
Transfer Report	Retention and success rates of transfer students	X	Each Semester	3,15,16
Voting Records	Voter approval rates of college levy and bond issues	X	On-Demand	11

AQIP CATEGORY CROSS-REFERENCE (New Categories)

AQIP Category	Strategic Vision(s)
Category One: Helping Students Learn focuses on the design, deployment, and effectiveness of teaching-learning processes (and on the processes required to support them) that underlie the institution's credit and non-credit programs and courses.	1,2,3,4,5,7,10,11,13,15,16,17,18,19,20,21
Category Two: Meeting Student and Other Key Stakeholder Needs addresses the key processes (separate from instructional programs and internal support services) through which the institution serves its external stakeholders in support of its mission	1,2,4,6,7,8, 9, 10,1113,14,16,19, 20,21,
Category Three: Valuing Employees explores the institution's commitment to the hiring, development, and evaluation of faculty, staff, and administrators	6,8,9
Category Four: Planning and Leading focuses on how the institution achieves its mission and lives its vision through direction setting, goal development, strategic actions, threat mitigation, and capitalizing on opportunities.	4,10,11,12,14,17,18
Category Five: Knowledge Management and Resource Stewardship addresses management of the fiscal, physical, technological, and information infrastructures designed to provide an environment in which learning can thrive.	1,2,3,5,7,9,12,13,14,15,16, 17,18
Category 6: Quality Overview focuses on the Continuous Quality Improvement culture and infrastructure of the institution. This category gives the institution a chance to reflect on all its quality improvement initiatives, how they are integrated, and how they contribute to improvement of the institution	1,2,3, 6,7, 8, 9,12, 15,17

AQIP CATEGORY CROSS-REFERENCE (Old Categories)

AQIP Category	Strategic Vision(s)
HELPING STUDENTS LEARN focuses on the design, deployment, and effectiveness of teaching-learning processes that underlie the institution's credit and non-credit programs and courses and on the processes required to support them.	1,2,3,5,7,13,15,16,17,18,19,20,21
ACCOMPLISHING OTHER DISTINCTIVE OBJECTIVES addresses the key processes (separate from instructional programs and internal support services) through which the institution serves its external stakeholders in support of its mission.	4,10,11,19,20,21
UNDERSTANDING STUDENTS' AND OTHER STAKEHOLDERS' NEEDS examines how the institution works actively to understand student and other stakeholder needs.	1,2,6,7,8,13,14,16,19
VALUING PEOPLE explores the institution's commitment to the development of your faculty, staff, and administrators.	6,8,9
LEADING AND COMMUNICATING addresses how leadership and communication processes, structures, and networks guide the institution in setting directions, making decisions, seeking future opportunities, and communicating decisions and actions to internal and external stakeholders.	4,10,11,12,14
SUPPORTING ORGANIZATIONAL OPERATIONS addresses the organizational support processes that help to provide an environment in which learning can thrive.	1,2,3,5,7,9,13,14,15,16
MEASURING EFFECTIVENESS examines how the institution collects, analyzes, distributes, and uses data, information, and knowledge to manage itself and to drive performance improvement.	3,12,17,18
PLANNING CONTINUOUS IMPROVEMENT examines the institution's planning processes and how its strategies and action plans help it achieve its mission and vision.	12,17,18
BUILDING COLLABORATIVE RELATIONSHIPS examines the institution's relationships, current and potential, to ascertain how they contribute to the organization's ability to accomplish its mission.	4,6,8,9,10,11,20,21