



Strategic Plan

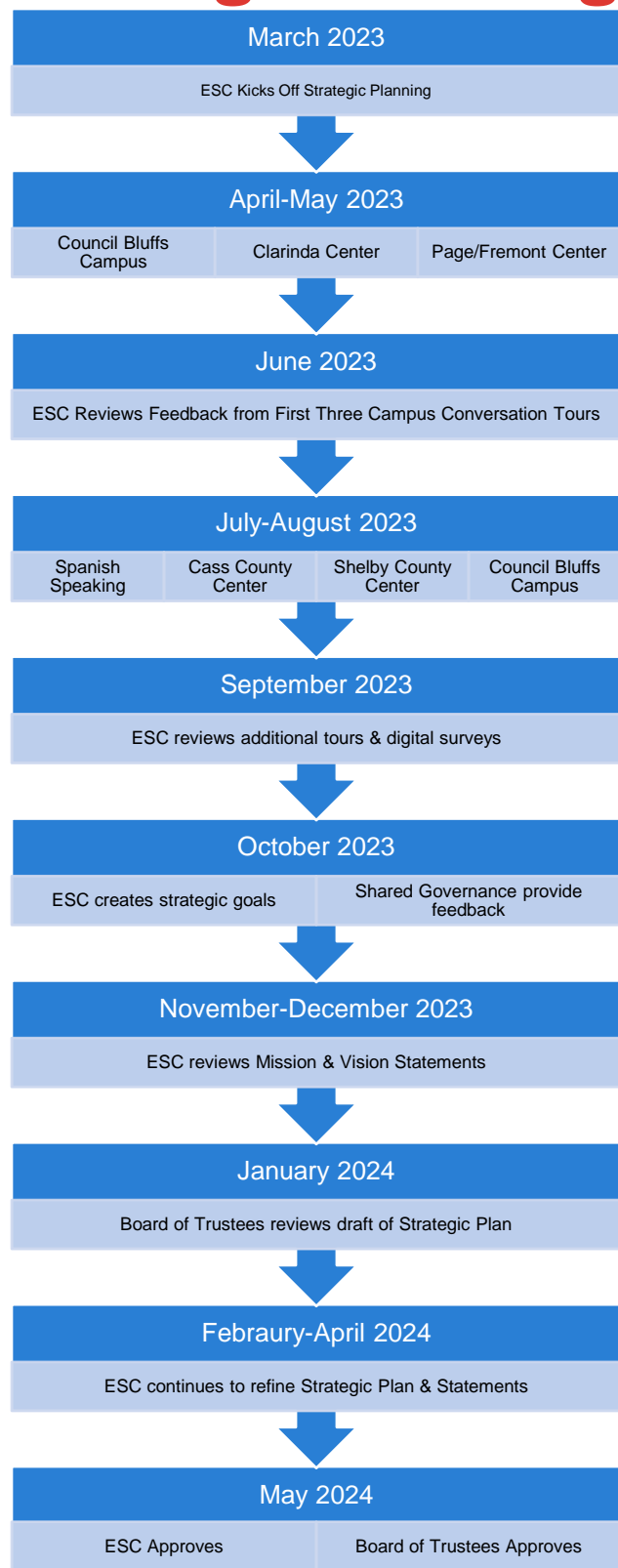
2024

Strategic Plan

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Strategic Planning Process



In March 2023, Iowa Western kicked off the strategic planning initiative and hired Tandem Works, a local consulting team, to facilitate environmental scanning. Together, Iowa Western and Tandem Works held a series of listening sessions throughout the service area and conducted electronic surveys. Tandem Works compiled data into packets for the Executive Steering Committee (ESC) to review at key strategic planning sessions. This data and subsequent conversations led to the creation of the strategic plan.

The first draft of the strategic plan was created through collaborative input from the ESC committee, which sought out input from other shared governance committees as well. Once the ESC approved the final version of the strategic goals, the plan was sent to the Board of Trustees for approval in April 2024. The approved strategic plan went into effect July 1, 2024.

Campus Conversation Tours

Iowa Western hosted seven comprehensive listening sessions across the service area, collectively known as Campus Conversation Tours. The sessions aimed to gather valuable insights from community members, industry partners, students, faculty, and staff. Led by Tandem Works, the sessions featured three key activities designed to allow for a deeper understanding of perceptions about Iowa Western and to identify opportunities for its future growth.

Council Bluffs Sessions

In Council Bluffs, three sessions provided valuable feedback from diverse groups. Staff and faculty highlighted the importance of athletics, the mission, and the close-knit culture at Iowa Western, while offering constructive suggestions for improving student and employee recruitment

and retention. A Spanish listening session in July revealed barriers faced by local Spanish-speaking community members and a strong interest in expanding non-credit educational opportunities and scholarships. In August, students and community members appreciated the positive academic and athletic experiences, the inclusive environment, and called for expanded social and dining options, as well as more collaboration between Iowa Western and community organizations. This comprehensive feedback has informed our strategic goals in Program Innovation, Infrastructure Planning, Communication, and Employee Excellence.

Center Sessions

Community sessions held at the Shelby, Cass, Page/Fremont, and Clarinda centers were well attended and provided valuable insights from community members across the service area. Throughout these sessions, participants expressed strong support for their local centers and an appreciation for dual-enrollment options. Feedback included a desire for more community involvement, enhanced communication, higher quality adjunct faculty, and expanded continuing education opportunities such as CDL training and welding programs. There was also interest in offering more courses in nursing, manufacturing, and industrial technology, as well as educational programs at local businesses. These insights are helping to shape our goals for Program Innovation, Communication, and Employee Excellence, ensuring that Iowa Western's centers continue to provide relevant and beneficial programming.

Overall

Iowa Western's Campus Conversation Tour provided valuable feedback to Iowa Western leadership. Iowa Western is highly regarded for its educational offerings, various locations, options for dual-enrolled students, athletics, and caring employees. To further enhance its reputation, Iowa Western has opportunities to expand educational opportunities in both credit and non-

Campus Conversation Tour



credit programs, raise awareness of the college's excellence, and improve employee retention. Students appreciate Iowa Western's inclusive community and athletic culture, and expanded infrastructure can continue to promote student engagement and learning. Additionally, strategic efforts will focus on achieving financial stability to sustain growth and enhance overall institutional success.

Digital Surveys

Iowa Western developed unique surveys for various stakeholder groups: high school students, Iowa Western students, community members, faculty, and staff. Additionally, everyone who attended a Campus Conversation Tour was provided a link to the Flash of Genius survey, which they could fill out at any time if they had a "flash of genius" to share with Iowa Western.

- IWCC Idea Avalanche – High School Students: 76 responses
- IWCC Idea Avalanche – Community: 13 responses
- IWCC Idea Avalanche – Faculty and Staff: 167 responses
- IWCC Idea Avalanche – Iowa Western Students: 69 responses
- Flash of Genius: 11 responses

Students at Iowa Western have reported a positive overall experience, valuing the supportive and engaging learning environment, quality of teaching, and strong sense of community. They appreciate the college's current offerings but have provided constructive feedback for further improvements, including enhancements in academic support services, expansion of online classes, flexible scheduling, and campus facility upgrades. Additionally, feedback from employees highlights the need for improved communication and professional development opportunities, with staff valuing Iowa Western as a caring, student-first work environment. This comprehensive feedback has been instrumental in shaping our strategic plan, which is focused on the key areas of opportunity discovered through listening sessions and surveys.

Shared Governance Input

The Executive Steering Committee led a comprehensive, data-driven strategic planning initiative, engaging extensively with stakeholders through Campus Conversation Tour sessions and digital surveys. This data was analyzed to identify key themes that guided the creation of strategic goals. These goals were refined through a multi-stage review process involving the ESC and shared governance committees, with Committee Chairs gathering and integrating feedback from their groups.

The refined draft was presented to the Board of Trustees at their January 2024 retreat, with their feedback incorporated into the plan. By May, the ESC had finalized the strategic plan, which received approval from both the ESC and the Board. This process underscores a commitment to data-informed decision-making and inclusive collaboration, ensuring the final plan is both comprehensive and responsive to stakeholder input. The strategic planning initiative was led by the ESC, which managed a thorough and data-driven process marked by extensive stakeholder engagement.

Mission, Vision, Core Values

Mission

Iowa Western Community College empowers learners, advances communities, and improves lives.

Vision

Iowa Western Community College will be an innovative educational leader and community partner with a commitment to excellence.

Core Values

Caring

- We treat all individuals with respect and dignity.
- We are kind and compassionate.
- We value our work and learning community.

Commitment

- We help others reach their full potential.
- We act with a sense of purpose.
- We partner with our community.

Challenge

- We believe responsible risk-taking is essential.
- We promote resiliency.
- We exemplify excellence.

Strategic Planning Goals

Goal 1 – Communication and Partnerships

Expand awareness of the College's programs and services through improved communications and partnerships.

Goal 2 – Employee Excellence

Facilitate excellence, innovation, and creativity among employees to foster a positive, dynamic work and learning environment.

Goal 3 – Enrollment Growth

Increase enrollment in career & technical, transfer, and business & community education programs through collaborative and data-driven processes.

Goal 4 – Financial Stability

Strengthen the college's financial resources to support the college's mission and vision and to accomplish its strategic goals, objectives, and tactical plans.

Goal 5 – Infrastructure Planning

Enhance infrastructure planning that further promotes learning, engagement, innovation, and safety.

Goal 6 – Program Innovation

Ensure the relevancy of current programs and implement new programs that prepare students to meet the current and future employment needs of the region and state.

Goal 7 – Student Success

Improve learning outcomes, completion, and employment through high-contact support service programs, quality teaching, and student development programming.