

Independence Community College

2019-2024

Strategic Plan



Preparing Independence Community College for Its Second Century

College History

Independence Community College (ICC) is a two-year educational institution accredited by the Higher Learning Commission. It was established in 1925 as grades 13 and 14 of the Independence public school system. In 1967, Independence Community College legally separated from the school district. Construction of the new community college on a 68 acre campus, formerly the Independence Country Club, began in 1969. Classes at the new site began in September 1970. ICC campus is now home to the Academic Building, Fine Arts Building, Student Union, Center for Innovation and Entrepreneurship, Field House, Administration Building, William Inge Center for the Arts, fitness center, athletic practice fields, disc golf course, 96-bed multi-structure living complex, a 200-bed residence hall, and a 135-bed suite-style residence hall.

In 2010, a former large retail space was donated at a location next to the local Wal-Mart. The College renovated the new West Campus, increasing the College's visibility in the community and adding much-needed space for technical programs. A capital campaign was conducted, raising \$760,00 for renovation of the facility. The College has also contributed approximately \$350,000 to the renovation of that building. This campus is located on the west side of Independence and is home to Allied Health, Cosmetology, Veterinary Technology, and Culinary Arts. ICC also maintains a presence downtown through the ICC Foundation office, which is a separate organization from the College.

ICC also maintains presence downtown through the ICC Foundation office and by partnering with the Innovative Business Resource Center.

Currently, our educational and support programming includes 35 programs of study for Associates of Arts and/or Science degrees, 11 programs of study for Certificate completion, two TRIO programs (Student Support Services and Upward Bound), men's and women's athletic programs, and a variety of campus organizations and activities.

Mission

Our mission statement, "Independence Community College serves the best interests of students and the community by providing academic excellence while promoting cultural enrichment and economic development" shows that ICC is a student and community - centered institution. This statement guides our college's decisions and actions. We work to help our students realize a college education as a transformative experience in their professional and personal lives and for the betterment of the Independence community. To those ends, the aim of our strategic plan is to reinforce ICC's mission by enhancing learning environments, strengthening existing programs, and creating new initiatives so that our college can better support and serve our students, our community, and our state.

Vision

Vision entails the ability to both look and plan forward—to recognize what is now, to see what is immediately ahead, and to create what will become the future. Our vision statement is our commitment to inspiration: To be a community college that provides an exceptional educational experience by cultivating intellect, encouraging creativity, and enhancing character in a student and community centered environment.

Core Values

Core values are unwavering principles that guide an organization's internal conduct as well as its relationship with the outside world. These values declare what is held sacred to Independence Community College:

- **Integrity:** ICC holds its employees and students accountable to be honest, ethical, and transparent.
- **Excellence:** ICC demonstrates continuous quality improvement in academics and services offered to students and other stakeholders.
- **Responsiveness:** ICC looks to the future by responding to the emerging needs of its stakeholders.
- **Diversity/Enrichment:** ICC provides an environment that values uniqueness while promoting personal growth through creativity and innovation.
- **Commitment:** ICC commits to making decisions that best serve its students and community.

Purpose

In striving to meet its institutional responsibilities as a community college, Independence Community College sets forth the following purpose statements in definition of its educational programs and services. These statements also serve as criteria for the administration, faculty, staff, students, and the public in assessing the College's effectiveness in meeting its institutional mission and accomplishing the strategic plan.

Community Engagement: To refuse to accept or be the status quo; to be an active and powerful agent of positive change in the lives of our students, faculty, staff, and community.

Academic Excellence: To maximize education programs for college-readiness and excellence. To educate and train the leaders of today and tomorrow.

Economic Development: To develop, customize and create programs to expand and enhance the local workforce.

Cultural Diversity and Excellence: To recognize the dignity and inherent worth of all individuals. Create opportunities to explore diversity of ideas, individuals, and cultures through open communication.

Financial Sustainability: To promote financial sustainability, funding, and development of distinctive programs to grow enrollment and secure the future of ICC.

Background

The strategic planning process committee was made up of three college employees, all of whom had previous training and experience in strategic planning and were not part of upper management. The committee created a process proposal that was reviewed at the October 2018 ICC Board of Trustees meeting. In November 2018, the Gap Analysis Committee was formed. This committee was comprised of four community members,

two faculty, two staff, and two board members.

Listening sessions were scheduled for the major locations in our taxing district. In total, eight listening sessions were held, both on campus and in the communities. The listening sessions were advertised in the local newspapers, through social media, and through posters hung around town. Listening sessions were led by facilitators, volunteers from the college and community who underwent a brief training session provided by the Strategic Planning Process Committee. There was a total pool of ten facilitators. There were two facilitators assigned per session. Attendees were asked to fill out individual forms about themselves and their ideas for the college, and then the facilitators took the group through a process designed to elicit group consensus on current problems and possible solutions. The results were compiled and supplied to the Gap Analysis Committee. To preserve the integrity of the compiling, all original documents were preserved.

Using the format determined by the strategic planning process committee, an electronic survey was created by the Director of Institutional Research. Six hundred current students, alumni, and community members completed the survey.

Based on the results of the listening sessions and the community survey, as well as other data provided to the members of the Gap Analysis Committee, that committee elected to create five Strategic Planning Work Groups, as called for in the process plan developed by the Strategic Planning Process Committee. Those five work groups include: 1) Academic Excellence (enhance the educational experience of students, creativity and/or student character); 2) Community Engagement (improve trust, transparency and delivery of information in ICC's service area); 3) Economic Development (increase ICC's ability to serve the needs of industries in its service area); 4) Cultural and Diversity Excellence (enhance ICC's participation in and contribution to the cultural activity and cultural diversity of its service area) and 5) ICC 2025 (promote financial stability, funding, and development of distinctive programs). All workgroups were tasked with creating 3-5 initiatives, with at least one initiative explicitly supporting enrollment growth. Data gathered from the community was supplied to all groups.

Throughout the process, the college held regular open forums on campus and in the community to keep the community informed and to continue to solicit feedback and participation.

The groups reported their findings in March 2019 to the Gap Analysis Committee. The Gap completed their work on a final proposed strategic plan in April 2019. This proposed strategic plan was reviewed and modified by elected representatives from ICC faculty/staff (two faculty members and two staff members), two community members, the ICC President, Marketing Director, and Strategic Planning Coordinator. The Strategic Plan was adopted by the college Board of Trustees at their May 2019 meeting.

Strategic Planning Subcommittee Members

Community Engagement

Last Name	First Name	E-mail
Knapp	Rick	Lynnaalexander02@gmail.com
Snodgrass	Tabatha	indyksmst@gmail.com
Haynes	Tim	thaynes@indycc.edu
Crane	Leslie	lcrane@indycc.edu
Coder	Leslie	lcoder@indyschools.com
Smith	Joanne	joannecox68@gmail.com
Jordan	Cordell	cordell.t.jordan@outlook.com

Economic Development

Last Name	First Name	E-mail
Seel	Ben	bseel@indycc.edu
Puderbaugh	Kellie	kpuderbaugh@indyschools.com
Wheeler	Kara	kwheeler@indycc.edu
Fox	Deborah	dfox@indyschools.com
Snodgrass	Tabatha	indyksmst@gmail.com
Caraballo	Rebeca	Caraballo.R@outlook.com
Correll	Jim	jcorrell@indycc.edu
Lisa	Wilson	lwilson@indkschamber.org
McNeill	Joel	mcneillhomeworks@gmail.com joelmcneill85@gmail.com
Stephany	Wayne	Steps111@yahoo.com
Miller	Robert	Jam1922@cbleone.net

Academic Excellence

Last Name	First Name	E-mail
Seel	Ben	bseel@indycc.edu
Wheeler	Kara	kwheeler@indycc.edu
Puderbaugh	Kellie	kpuderbaugh@indyschools.com
Harris	Kiyoshi	kharris@indycc.edu
Owen	Sarah	sowen@indycc.edu
Reilly	Debbie	dreilly@usd447.org
Reilly	Phillip	reilly@allencc.edu
Houston	Judith	jhouston@comgen.com

Cultural and Diversity Excellence

Last Name	First Name	E-mail
Owen	Sarah	sowen@indycc.edu
Turner	Tony	tturner@indycc.edu
Peterson	Bruce	bpeterson@indycc.edu
Wilson	Lisa	lwilson@indkschamber.org
Shepard	Kathy	dkshepard@cableone.net kshepard@fourcounty.com
Morgan-Tate	Jessica	jmorgantate@indycc.edu
Crawshaw	Taylor	tcrawshaw@indycc.edu

ICC 2025

Last Name	First Name	E-mail
Allison	Laura	lallison@indycc.edu
Haynes	Tim	thaynes@indycc.edu
Gutschenritter	Andrew	agutschenritter@indycc.edu
Blaes	Tamara	tblaes@indycc.edu
Geldenhuis	Tammie	tgeldenhuis@indycc.edu
Barwick	Daniel	dbarwick@indycc.edu
Hogsett	Gary	GHogsett@mamtc.com
Monroy	Mandy	mmonroy@indycc.edu
Chambers	Norman	nchambers@cableone.net
Isle	Wendy	wisle@indycc.edu

2019-2024 Strategic Plan



Preparing ICC for its second century:

- Engage the ICC Service Area
- Engage with our communities, their businesses & leaders to bridge the gap between classroom & community
- Secure the future of Independence Community College through sustainable enrollment increases and partnering with the ICC Foundation

Overview of the 2019-2024 Strategic Plan

This strategic plan is a living document. The committee identified six key initiatives that are critical to our plan's success and will be the measure of the college's general performance. The key Initiatives are in harmony with the ICC Purpose Statements: Community Engagement, Academic Excellence, Economic Development, Cultural Diversity and Excellence, and Financial Sustainability.

These Key Initiatives are:

1. Develop and deliver distinctive and high-quality academic, entrepreneurial, fine arts, athletics, and cultural programming that makes ICC a destination for students globally. Develop clear pathways to 4-year transfer and workforce readiness through college degree or certificate completion.
2. Implement plans for recruitment and retention of quality employees. Increase faculty and staff development opportunities and support. Create development programs, including leadership and expertise training.
3. Engage the service area community by development/redevelopment of collaborative partnerships and training programs that offer value to our students, our college, and the community we serve.
4. Develop college outreach and promotions to maximize awareness of ICC through clear initiatives and additional strategic recruitment to grow enrollment and establish ICC's identity and brand.
5. Increase enrollment, retention and completion rates using the 2018-2019 baseline, setting specific goals. Consider anticipated results of action steps and anticipated state demographic trends, student socioeconomic factors, and financial aid availability.
6. Ensure ICC performs in a socially and fiscally responsible manner through the creation of a dedicated, detailed funding plan and unique revenue streams to meet college needs and capital improvement projects. Work with the ICC Foundation to substantially increase traditional fundraising and develop a more comprehensive alumni association and network.

The preceding Key Initiatives and subsequent recommendations on actions to take to achieve each of these Initiatives are a compilation of the community recommendations from the listening sessions and surveys as compiled by the Gap Analysis Committee included herein as Appendix A and Strategic Planning Subcommittee initiatives listed in Appendix B for informational purposes for the Gap Analysis Committee and Board of Trustees.

Each of our Key Initiatives fit in one or more of these Focus Areas as follows:

A—Academic Excellence. Refocus on engaging the ICC Service Area:

Focus Area Coordinator – Vice President of Academic Affairs

Key Initiative #1: Develop and deliver distinctive and high-quality academic, entrepreneurial, fine arts, athletics, and cultural programming that makes ICC a destination for students globally. Develop clear pathways to 4-year transfer and workforce readiness through college degree or certificate completion.

As ICC Operational Plans construct key performance indicators within this initiative, consideration should be given to the following recommendations from strategic planning participants:

- Develop/maintain Fine Arts programming designed to attract In District and Out District students, and to increasingly engage the community as an audience
- Plan for and maintain defined technology infrastructure
- Plan for and maintain a safe campus environment
- Plan for and maintain ICC facilities
- Improve and maintain campus security and safety
- Implement ADA Voluntary Action Plan to increase campus accessibility
- Consistently assess all co-curricular and curricular offerings
- Review emerging pedagogical research, industry and employer needs to provide faculty and staff ability to incorporate high-impact, experiential learning opportunities into existing programs, where appropriate
- Explore opportunities to create new, sustainable, credit bearing programs
- Expand partnerships with area 4-year transfer schools by creating new and renewing existing 2 + 2 and articulation agreements
- Offer faculty and staff access to resources and training to ensure campus-wide respect of student and community diversity
- Key Initiative #2: Implement plans for recruitment and retention of quality employees. Increase faculty and staff development opportunities and support. Create development programs, including leadership and expertise training.

As ICC Operational Plans construct key performance indicators within this initiative, consideration should be given to the following recommendations from strategic planning participants:

- Implement internal professional development programming, as well as incentive options for employees (including adjunct faculty)
 - Establish program to encourage employee participation in civic clubs/organizations/boards/events
 - Create volunteer faculty recruitment and advising program
 - Conduct internal needs and training assessment for faculty and staff
 - Create leadership program for faculty and staff
 - Plan and implement process training for employees and departments
- Key Initiative # 3: Engage the service area community by development/redevelopment of collaborative partnerships and training programs that offer value to our students, our college and the community we serve.

As ICC Operational Plans construct key performance indicators within this initiative, consideration should be given to the following recommendations from strategic planning participants:

- Identify major service area employers and establish partnerships to deploy the application of classroom concepts in community businesses
- Develop/maintain for-credit internship/mentorship/apprenticeship opportunities for students
- Expand leadership program to service area high schools
- Develop/maintain career services to match ICC graduates with service area employers
- Create high value on-campus events that regularly invite area students and community members to campus
- Create high value off campus events in service area communities to engage area students and community members
- Engage with local business and educational leaders to determine employment needs and priorities to inform staff and faculty training and curriculum development

- Host events on campus and service area events that explore issues that are created by living and working in a diverse society

C—Community Engagement. A commitment to engage with our communities, their businesses and leaders to bridge the gap between classroom and community:

Focus Area Coordinator: Marketing Director

- Key Initiative # 3: Engage the service area community by development/redevelopment of collaborative partnerships and training programs that offer value to our students, our college and the community we serve.

As ICC Operational Plans construct key performance indicators within this initiative, consideration should be given to the following recommendations from strategic planning participants:

- Identify service area employers and establish partnerships to deploy the application of classroom concepts
- Develop/maintain for-credit internship/mentorship/apprenticeship opportunities for students
- Support business incubation efforts by service area organizations
- Develop/maintain career services and explore opportunities for partnering with area business leaders to create or participate in existing career fairs to match ICC graduates with service area employers
- Explore partnerships with business leaders to provide expert guest speaker opportunities
- Within these partnerships, highlight the benefits of a diverse campus community
- Key Initiative #4: Develop college outreach and promotions to maximize awareness of ICC through clear initiatives and additional strategic recruitment to grow enrollment and establish ICC's identity and brand.

As ICC Operational Plans construct key performance indicators within this initiative, consideration should be given to the following recommendations from strategic planning participants:

- Raise awareness and appreciation of campus diversity and its benefits to ICC and its service area through a Diversity Task Force
- Expand/maintain the CP2 program

- Create high value on campus events that regularly invite area students and community members to campus
- Create high value off-campus events in service area communities to engage area students and community members
- Engage with local business and educational leaders to determine employment needs and priorities to inform staff and faculty training and curriculum development
- Complete college economic impact study

E²—Enrollment/Endowment. Increase sustainable enrollment and participation at ICC and work cooperatively with the ICC Foundation to secure the future of Independence Community College:

Enrollment:

Focus Area Coordinator: Director of Enrollment and Retention Management

- Key Initiative #4: Develop college outreach and promotions to maximize awareness of ICC through clear initiatives and additional strategic recruitment to grow enrollment and establish ICC's identity and brand.

As ICC Operational Plans construct key performance indicators within this initiative, consideration should be given to the following recommendations from strategic planning participants:

- Create high value on campus events that regularly invite area students and community members to campus
 - Create high value off-campus events in service area communities to engage area students and community members
 - Evaluate student ambassador program for possible expansion
 - Maximize concurrent enrollment each year
 - Establish inmate education program with service area jails
 - Scan campus environment to ensure diverse student populations feel welcome and supported
- Key Initiative #5: Increase enrollment, retention and completion rates using the 2018-2019 baseline, setting specific goals. Consider anticipated results of action steps and anticipated state demographic trends, student socioeconomic factors and financial aid availability.

As ICC Operational Plans construct key performance indicators within this initiative, consideration should be given to the following recommendations from strategic planning participants:

- Maximize concurrent enrollment each year
- Evaluate need for online-only degrees and meet that need
- Implement inmate education program with service area jails
- Establish financial literacy programming to assist first-time students with college readiness
- Increase marketing focus for curricular and co-curricular programs that increase residential enrollment
- Evaluate service area and national employment/educational trends to effectively respond to emerging needs

Endowment:

Focus Area Coordinator: Executive Director of ICC Alumni Foundation and ICC President

- Key Initiative #6: Ensure ICC performs in a socially and fiscally responsible manner through the creation of a dedicated, detailed funding plan and unique revenue streams to meet college needs and capital improvement projects. Also, working together with the ICC Foundation, substantially increase traditional fundraising and develop a more comprehensive alumni association and network.

As ICC Operational Plans construct key performance indicators within this initiative, consideration should be given to the following recommendations from strategic planning participants:

- Improve the size and accuracy of alumni database for alumni outreach
- Engage in targeted fundraising campaign intended to defray deferred maintenance expenses
- Undergo and implement an energy audit to identify cost-saving opportunities
- As ICC debt obligations are fulfilled, allocate the available funds equitably to deferred maintenance and taxpayer relief (absent compelling circumstances that would justify an alternate allocation of funds)

- Calculate cost-to-raise-a-dollar methods and adopt aggressive strategies to decrease that cost
- Create fundraising and investment practices to generate an additional \$1M in endowed scholarship funds
- Establish Centennial Campaign in preparation for ICC's centennial anniversary
- Work with alumni donors and faculty to create program specific scholarship opportunities for under-served populations (e.g., non-traditional students, ABE, inmates, etc.)

Progress and Accountability

All ICC stakeholders are entitled to be apprised of ICC's progress on the Key Initiatives within the four Focus Areas. All departments, curricular and co-curricular areas create Operational Plans to identify specific steps to achieve ICC's Strategic Plan and develop key performance indicators to assess the viability and/or success of specific strategies/actions. These Operational Plans, as outlined in the ICC Operational Plan manual, are reviewed quarterly and annually by the Gap Analysis Committee and the Board of Trustees to assess ICC's performance and progress. Each assessment provides the Board of Trustees the opportunity to adjust and adapt the strategic plan.

The long-term success and sustainability of ICC is in the best interest of the service area of ICC. As a leader of economic growth and sustainability, a 2012 study showed that ICC contributed \$31.7 million to the local economy as well as significant contributions to area quality of life. However our long-term success relies on continuous improvement on all levels. Below are goals provided to ICC by the community to ensure that ICC is achieving the Key Initiatives outlined in this strategic plan. These metrics are goals that will have significant impact on ICC, its students, faculty and staff; and will contribute significantly to improved economic conditions in our service area:

1. Increase sustained enrollment in 5 years to 1200 students by Fall term census date of 2023;
2. Support the creation of 50 new businesses in our service area by 2024;
3. Improve ICC retention and completion rates year-over-year by 2024 as follows:
 - a. 2019-20: 1% increase
 - b. 2020-21: 3% increase
 - c. 2021-22: 3% increase
 - d. 2022-23: 3% increase

- e. 2023-24: 3% increase
- 4. Reduce the ICC mill levy by 10% by 2024;
- 5. Create industry-documented training by partnering with at least three large employers in the service area by 2024; and
- 6. Improve community perception of ICC fulfilling its Mission and Vision as measured by an increase of 2 points to 7.0 (1-10 scale) as indicated by 2018 Strategic Plan Survey by 2024.
- 7. Raise an additional \$1M in private support by the end of 2024.

Appendix A

Community Recommendations

(re-numbered to align with Strategic Plan Key Initiatives)

Key Initiative 1 – Academic Programming

Fiscal year 2019-2020

Key Initiative

Strategies/Actions

Academic Programming	Re-establish an on-campus program for high school students and parents
Academic Programming	Increase Concurrent Enrollment compared to previous year by offering college credit programs in feeder schools
Academic Programming	Create incentives for academic and co-curricular areas to incorporate the Entrepreneurial Mindset (or comparable curricula) into existing programs, where appropriate
Academic Programming	Renew articulation agreements and tailor course descriptions to transfer colleges
Academic Programming	Complete technology audit and identify technology funding to update annually
Academic Programming	Establish Campus Diversity Task Force
Academic Programming	Schedule at least one cultural event that celebrates diversity/history each month
Academic Programming	Identify 3-5 major service area employers and partner with them to develop curricula that specifically prepare workers to match those employers' entry-level skill needs to implement in FY 2021

Fiscal Year 2020-2021

Key Initiative

Strategies/Actions

Academic Programming	Expand ABE Program to include ESL courses
Academic Programming	Add a for-credit mentorship/apprenticeship program
Academic Programming	Increase business incubator program to support/establish new businesses annually
Academic Programming	Expand the student ambassador program and incentivize to add ambassadors annually
Academic Programming	Establish a Graduation Services department in the college to implement a system of matching graduates to careers in the ICC service area

Academic Programming	Create flag ceremony task force to increase participation and engagement
Academic Programming	Develop new performing and technical programs in the Fine Arts area designed to attract a mix of in-district and out-district students, and to increasingly engage the community as an audience
Academic Programming	Expand Leadership class to high school leadership program
Academic Programming	Increase Concurrent Enrollment compared to previous year by offering college credit programs in feeder schools

Fiscal Year 2021-2022

Key Initiative **Strategies/Actions**

Academic Programming	Add one completely online degree program
Academic Programming	Expand Community Service Program for students.
Academic Programming	Add Student Clubs including those focused on diversity and incentivize sponsorship
Academic Programming	Establish an annual career fair for ICC graduates
Academic Programming	Create new for-credit programs in the Fab Lab, and/or revise/promote its existing for-credit programs with goal of creating a sustainable credit-bearing academic program
Academic Programming	Increase Concurrent Enrollment compared to previous year by offering college credit programs in feeder schools

Fiscal Year 2022-2023

Key Initiative Responsible **Strategies/Actions**

Academic Programming	Add a student financial literacy program to assist first-time students with college readiness
Academic Programming	Implement online degree program for incarcerated students

Fiscal Year 2023-2024

Key Initiative **Strategies/Actions**

Academic Programming	Establish an annual talent show for students, faculty and staff
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Initiative 2 - Human Resources

Fiscal year 2019-2020

Key Initiative

Strategies/Actions

Human Resources	Conduct internal needs and training assessment for faculty and staff
Human Resources	Negotiate with faculty for a more comprehensive faculty evaluation system
Human Resources	Create a volunteer faculty recruitment and advising program
Human Resources	Create Leadership ICC program for faculty and staff
Human Resources	Establish program to fund and encourage employee participation in civic clubs/organizations/boards and events

Fiscal Year 2020-2021

Key Initiative

Strategies/Actions

Human Resources	Implement internal professional development programming, as well as incentive options for employees, including adjunct faculty
Human Resources	Schedule brown bag presentation series for teaching and learning
Human Resources	Enlarge program to fund and encourage employee participation in civic clubs/organizations/boards and events

Fiscal Year 2021-2022

Key Initiative

Strategies/Actions

Human Resources	Use faculty evaluations for faculty development programming
Human Resources	Implement an ICC Leadership class for staff and faculty

Fiscal Year 2022-2023

Key Initiative

Strategies/Actions

Human Resources	Plan process training for employees and departments, to be established in following year
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Fiscal Year 2023-2024

Key Initiative**Strategies/Actions**

Human Resources	Implement process training for employees and departments
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Initiative 3 – Community Engagement

Fiscal year 2019-2020

Key Initiative**Strategies/Actions**

Community Engagement	Identify 3-5 major service area employers and partner with them to develop curricula that specifically prepare workers to match those employers' entry-level skill needs
Community Engagement	Add community event participation programs for student clubs
Community Engagement	Name campus liaisons to the Independence Diversity Task Force
Community Engagement	Identify ICC Staff as business development liaison and to serve on the Montgomery County Action Council Board
Community Engagement	Form Centennial Committee to begin planning process for 100 year celebration

Fiscal Year 2020-2021

Key Initiative**Strategies/Actions**

Community Engagement	Create mentorship program for at-risk students
Community Engagement	Add for-credit mentorships/apprenticeships
Community Engagement	Hold a "new year" picnic for staff, students and community members
Community Engagement	Increase recruitment staff by implementing faculty/part time employee recruiters
Community Engagement	Expand the CP2 program

Fiscal Year 2021-2022

Key Initiative**Strategies/Actions**

Community Engagement	Establish annual volunteer day for campus and community
Community Engagement	Establish Student "Think Tank" for local businesses
Community Engagement	Complete College economic impact study

Fiscal Year 2022-2023

Key Initiative**Strategies/Actions**

Community Engagement	Establish a master list of civic and business leaders to be subject matter experts in courses and other lecture events
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Fiscal Year 2023-2024

Key Initiative**Strategies/Actions**

Community Engagement	Establish Homecoming event
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Initiative 4 – Marketing

Fiscal year 2019-2020

Key Initiative**Strategies/Actions**

Marketing	Create and Implement a comprehensive strategic marketing plan
Marketing	Create and implement crisis communication plan
Marketing	Establish a dashboard for monitoring Strategic Plan successes
Marketing	Create a comprehensive ad plan to maximize budget and increase reach
Marketing	Create new advertising and branding campaign
Marketing	Increase marketing focus for curricular and co-curricular programs that increase dorm occupancy

Fiscal Year 2020-2021

Key Initiative**Strategies/Actions**

Marketing	Redesign website and content management system
Marketing	Establish Town and Gown Mixer
Marketing	Create and implement strategic recruitment and admissions plan

Fiscal Year 2021-2022

Key Initiative**Strategies/Actions**

Marketing	Develop and update department and division college retention initiatives
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Fiscal Year 2022-2023

Key Initiative**Strategies/Actions**

Marketing	TBD
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Fiscal Year 2023-2024

Key Initiative**Strategies/Actions**

Marketing	TBD
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Initiative 5 – Increase Enrollment, Retention and Completion Rates

Following adoption and implementation of the 2019-2024 Strategic Plan, the following are the year over year growth goals for enrollment, retention and completion.

Year	Enrollments	Retention Rates	Completion
2018-2019 (baseline)			
2019-2020	1% Increase	1% Increase	2% Increase
2020-2021	3% Increase	3% Increase	3% Increase
2021-2022	4% Increase	3% Increase	3% Increase
2022-2023	4% Increase	3% Increase	3% Increase
2023-2024	4% Increase	3% Increase	3% Increase

Initiative 6 - Social and Fiscal Security

Fiscal year 2019-2020

Key Initiative**Strategies/Actions**

Social and Fiscal Security	Perform energy audit
Social and Fiscal Security	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an affinity – target specific building, and use funds raised in following budget year
Social and Fiscal Security	Increase marketing focus for curricular and co-curricular programs that increase residential enrollment

Fiscal Year 2020-2021

Key Initiative**Strategies/Actions**

Social and Fiscal Security	Allocate at least 50% of the \$835,000 that will become available from payoff of Vet Tech, Energy Audit, Captain’s Quarters, and IT Infrastructure leases toward deferred maintenance. *
Social and Fiscal Security	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an affinity – target specific building, and use funds raised in following budget year

*Absent compelling circumstances, intend to utilize the remaining 50% to relieve tax district burden upon completion of debt service.

Initiative 6 - Substantially increase traditional fundraising

Fiscal year 2019-2020

Key Initiative

Strategies/Actions

Substantially increase traditional fundraising	Use a standard method of calculating cost-to-raise-a-dollar, and adopt aggressive strategies to decrease that cost, whether through decreased expenditures, increased revenue, or a combination
Substantially increase traditional fundraising	Create fundraising and investment practices that would generate \$1M in endowed general scholarship funds for the college by the end of this strategic planning period
Substantially increase traditional fundraising	Through increased fundraising and increased efficiency, increase unrestricted annual support of the college by \$20,000 in 2019-20, and establish baseline
Substantially increase traditional fundraising	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an affinity – target specific building, and use funds raised in following budget year
Substantially increase traditional fundraising	Improve size/accuracy of alumni database for alumni outreach for fundraising/volunteering/success stories

Fiscal Year 2020-2021

Key Initiative**Strategies/Actions**

Substantially increase traditional fundraising	Generate \$100,000 in additional endowed general scholarship funds
Substantially increase traditional fundraising	Increase unrestricted annual support of the college by \$10,000 over 2019-2020 baseline
Substantially increase traditional fundraising	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an affinity – target specific building, and use funds raised in following budget year
Substantially increase traditional fundraising	Improve size/accuracy of alumni database for alumni outreach for fundraising/volunteering/success stories
Substantially increase traditional fundraising	Conduct feasibility study for Centennial Campaign

Fiscal Year 2021-2022

Key Initiative**Strategies/Actions**

Substantially increase traditional fundraising	Using 2020-2021 support as a baseline, generate \$200,000 in additional endowed general scholarship funds
Substantially increase traditional fundraising	Increase unrestricted annual support of the college by \$20,000 over 2019-2020 baseline
Substantially increase traditional fundraising	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an affinity – target specific building, and use funds raised in following budget year
Substantially increase traditional fundraising	Improve size/accuracy of alumni database for alumni outreach for fundraising/volunteering/success stories
Substantially increase traditional fundraising	Implement results of Centennial Campaign feasibility study

Fiscal Year 2022-2023

Key Initiative**Strategies/Actions**

Substantially increase traditional fundraising	Using 2020-2021 support as a baseline, generate \$300,000 in additional endowed general scholarship funds
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Substantially increase traditional fundraising	Increase unrestricted annual support of the college by \$30,000 over 2019-2020 baseline
Substantially increase traditional fundraising	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an affinity – target specific building, and use funds raised in following budget year
Substantially increase traditional fundraising	Improve size/accuracy of alumni database for alumni outreach for fundraising/volunteering/success stories
Substantially increase traditional fundraising	Implement results of Centennial Campaign feasibility study

Fiscal Year 2023-2024

Key Initiative **Strategies/Actions**

Substantially increase traditional fundraising	Using 2020-2021 support as a baseline, generate \$400,000 in additional endowed general scholarship funds
Substantially increase traditional fundraising	Increase unrestricted annual support of the college by \$40,000 over 2019-2020 baseline
Substantially increase traditional fundraising	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an affinity – target specific building, and use funds raised in following budget year
Substantially increase traditional fundraising	Improve size/accuracy of alumni database for alumni outreach for fundraising/volunteering/success stories
Substantially increase traditional fundraising	Implement results of Centennial Campaign feasibility study

Initiative 3 - Safety and Security *(repurposed as a strategic/action plan in Key Initiative 1, i.e., a means to deliver distinctive and high-quality programming)*

Fiscal year 2019-2020

Key Initiative **Strategies/Actions**

Safety and Security	Implement Year 1 of ADA Voluntary Action Plan
Safety and Security	Create and implement crisis communication plan
Safety and Security	Conduct annual fire safety and emergency drills

Safety and Security	Implement Year 4 of Fire Safety Plan
Safety and Security	Conduct annual active shooter drill and update active shooter plan as necessary

Fiscal Year 2020-2021

Key Initiative **Strategies/Actions**

Safety and Security	Implement Year 2 of ADA Voluntary Action Plan
Safety and Security	Conduct annual fire safety and emergency drills
Safety and Security	Implement updated technology as necessary for student safety alerts
Safety and Security	Implement Year 5 of Fire Safety Plan
Safety and Security	Conduct annual active shooter drill and update active shooter plan as necessary

Fiscal Year 2021-2022

Key Initiative **Strategies/Actions**

Safety and Security	Implement Year 3 of ADA Voluntary Action Plan
Safety and Security	Conduct annual fire safety and emergency drills
Safety and Security	Conduct annual active shooter drill and update active shooter plan as necessary

Fiscal Year 2022-2023

Key Initiative **Strategies/Actions**

Safety and Security	Conduct annual fire safety and emergency drills
Safety and Security	Conduct annual active shooter drill and update active shooter plan as necessary

Fiscal Year 2023-2024

Key Initiative **Strategies/Actions**

Safety and Security	Conduct annual fire safety and emergency drills
Safety and Security	Conduct annual active shooter drill and update active shooter plan as necessary

Appendix B

Strategic Planning Subcommittee recommendations:

Key Initiatives for Community Engagement:

1. Engage the Independence community by development/redevelopment of true collaborative partnerships that offer value to our students, our college and the community we serve.
2. Develop the front-facing college outreach and promotions to maximize awareness of everything ICC through clear, customer-friendly website and social media initiatives and additional strategic recruitment and admissions outreach.
3. Develop clear pathways to college degree or certificate completion and 4-year transfer or workforce readiness by engaging students earlier (middle and high school) and aligning the ICC brand with these schools to showcase college options.
4. Strengthen the relationship with the college Foundation and develop a true alumni association and network.

Key Initiatives for Academic Excellence:

1. Develop and deliver distinctive and high-quality academic programs.
2. Create a culture of *Academic Excellence* where “Pirates Lead--in college, in the community, and in their chosen profession.”
3. Ensure faculty/staff development is driven by the commitment to improving pedagogy and/or content expertise.
4. Develop top-notch performing and visual arts programming to serve as a standard for colleges nationwide.

Key Initiatives for Economic Development:

1. Develop and deliver distinctive and high-quality academic programs.
2. Work with local businesses to develop, customize and create training to deliver locally, in order to expand and enhance the local workforce.
3. Collaborate with K-12 districts to raise the level of college and career readiness of high school graduates in career and technical education partnerships- Expanded CTE Pathways.
4. Cultivate and engage business partnerships more aggressively for other purposes than fundraising, example: entrepreneurial programs, relocation of businesses to the community
5. Integrate students in the ABE/HSE program with career and technical education opportunities in order to engage their desire to continue their education through credit course enrollment.

Key Initiatives for Cultural Diversity and Enrichment:

1. Enhance recruiting efforts by targeting students from diverse and underrepresented communities.
2. Grow appreciation and awareness of existing cultural diversity at Independence Community College.
3. Create an ICC team to identify, develop and promote ICC's unique cultural identity.

Key Initiatives for Financial Sustainability:

1. Complement the existing deferred maintenance plan with a dedicated, detailed funding plan.
2. Substantially increase traditional fundraising via the ICC Foundation.
3. Perform a campus-wide energy audit in FY 2019-2020.
4. Focus on three specific areas that are, or could be, unique to ICC and have the potential to increase both enrollment and revenue streams.