



**Independence Community College Operational Plan
2016-2017**

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Introduction

The Board of Independence Community College believes that those it serves, whether taxpayers, students, or donors, deserve the finest school possible. The Board has set a vision for the school in which the College progresses on a path of substantial continuous improvement in the areas of academics, non-services, and staff support services. This substantial continuous improvement should be in defined areas which are quantitative and lend themselves to the use of comparative data. This data should be used to measure progress and to drive resource and policy decisions, with the goal of further improvement. The resulting plan should be driven by the Board's vision, require that decisions are driven by data, places students and education at the center of the College's efforts, and clearly separates the statutory responsibilities of the Board from administrative management of the College.

The College Operational Plan for 2016-2017 supports the Board's directive to demonstrate excellence in Academics, Service, and Support, and outlines the specific steps each area will take to support the specific strategic goals of the ICC Board of Trustees. Those goals are:

1. Create distinctive career/technical education programs that are equally ready to serve the needs of transfer students and the employment goals of students seeking a two-year degree or certificate.
2. Improve the College's relationship with the community.
3. Enhance programs through innovation to improve the overall student experience.
4. Respond aggressively and appropriately to the findings of the HLC visitation team whose visit is planned for Spring 2017.

This operational plan is primarily intended to address the first three of these strategic goals.

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.

Vision Statement

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

The Board has identified five Core Values in the Strategic Plan:

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

Achieving the Vision

The Board of Trustees will consider an educational experience exceptional if it is part of a comprehensive program of substantial continuous quality improvement, as defined in our Core Value – Excellence. The Board's vision will be achieved through excellence in Academics, Services, and Support areas. Measurement of continuous improvement (excellence) will be achieved through these five areas of measure: student satisfaction, enrollment, retention, recruitment, and completion. The Board's Strategic Plan will influence each area of the College through the use of Operational Plans in each administrative area. The Operational Plans will be documented in Tk20, drive resources in the budget process, and be reviewed for input by the Board of Trustees.

The Board of Trustees will ensure accountability and data-driven decision making through the use of rigorous, transparent reporting in each area of measure. Quarterly Reports and an Annual Report will be presented to the Board in a standardized format and published on the College website.

Format of the Operational Plan

Areas within the college vary widely in complexity, scope, and number of employees. Because of this, the individual area plans vary in terms of the number of objectives the area has selected, how they are achieved, and how many employees are available to support the effort. However, each individual area plan has a common general format. That format asks four questions:

1. What are the objectives of this area? (Each should relate to the strategic goals of the board and/or the three areas of excellence)
2. What are the strategies this area will use to achieve the objectives?
3. What measurements will this area use to determine whether the objectives have been met?
4. Who is responsible for carrying out the various strategies, and by when?

Operational Plan for President's Office

Objective 1: *The President's Office will assist in the development one academic program area from a facilities, staffing, and programmatic standpoint. (Board Goal or Strategic Plan Area: Create distinctive career/technical education programs, Support Excellence)*

Strategies:

1. Solicit cash and in-kind gifts for Culinary Program
 - With a goal of raising at least \$250,000.00, the President will seek cash gifts and in-kind gifts from supporters.
2. Oversee facility renovation and equipment layout
 - The President will work with building contractor for requisite renovations and with a culinary professional for the most beneficial equipment layout for facility completion by end of summer semester 2016.
3. Collaborate with Human Resources for staffing needs
 - The President will collaborate with the Director of Human Resources, Associate Dean for On-line/Career and Technical Education, and the Chief Academic Officer for staffing requirements. Human Resources will post instructional position openings and conduct interviews beginning mid-Spring 2016; with a targeted timeline for employment of top candidate is beginning Fall semester 2016.
4. Collaborate with Academics for curriculum requirements
 - The President will work with the Associate Dean for On-line/Career and Technical Education and the Chief Academic Officer. Instructional staff will develop curriculum and seek approval from Academic Council for Fall 2016 enrollments in the Culinary Program that meet Certificate and Associate Degree criteria.
5. Collaborate with Marketing for advertisement of Program launch and benefits
 - The President will work with Marketing and Communications staff for Culinary Program advertising strategies.
6. Collaborate with Admissions for recruitment strategies
 - Two community classes during the Summer semester 2016 and the Fall semester 2016 will be offered and serve as advertisement for the Culinary Arts Program.
7. Collaborate with area high schools for concurrent enrollment requirements
 - The President will work with the Associate Dean for On-line/Career and Technical Education and the Chief Academic Officer for staffing requirements for concurrent enrollment offerings in area high schools. Admissions staff will actively recruit concurrent enrollment in the Culinary Art Program for Certificate and Associate Degree coursework beginning Fall semester 2016.

Measurement:

1. At least \$250,000 in cash and in-kind gifts are received by the end of Spring semester 2016
2. Facility renovations are complete by end of Summer semester 2016
3. Culinary instructional staff are hired
4. Curriculum developed for on-line and on-ground Certificate and Associate Degree
5. Culinary Program meets enrollment criteria for commencement Fall semester 2016
6. Day and evening cohorts will enter first of two community Culinary Arts Certificate courses during Summer semester 2016; and during Fall 2016
7. Academic section of Culinary Program begins in area high schools Fall semester 2016

Responsibilities:

1. Dan Barwick solicits \$250,000 cash and in-kind gifts for Culinary Program by the end of Spring semester 2016
2. Dan Barwick oversees facility renovation and equipment layout
3. Keli Tuschman posts instructional position opening and conducts interviews, with targeted timeline for employment of top candidate beginning mid-Spring to Fall semesters 2016
4. Kara Wheeler works with instructional staff for on-line and on-ground Certificate and Associate Degree curriculum development completion for Fall semester 2016 launch
5. Admissions staff focuses on recruitment and enrollment criteria for Culinary Program launch Fall semester 2016
6. New instructional staff finalizes on-line and on-ground curriculum development by the middle of summer session 2016 for Program launch Fall semester 2016
7. Kara Wheeler and Keli Tuschman collaborate for employment of qualified high school/adjunct instructors for delivery of concurrent coursework beginning Fall semester 2016

Objective 2: The President's Office will oversee development, and documentation in Tk20, of respective Departmental Operational Plans and provide progress reports to the Board of Trustees within specific timelines. (Board Goal or Strategic Plan Area: Support Excellence)

Strategies:

1. Development of Operational Plans during President's Cabinet meetings
 - In preparation for the Higher Learning Commission Comprehensive Quality Review during April 2017, Cabinet meetings will focus around strategies for resolution of deficiencies noted in the Systems Portfolio Feedback Report. Responsible parties for achieving each strategic goal will be identified, and timelines for completion will be set. This process creates the groundwork necessary for development of various Operational Plans, and meets the Board of Trustees goal of responding aggressively and appropriately to the findings of the HLC visitation team.
2. Cabinet members will provide electronic copies of Operational Plans for compilation and distribution through the President's office
 - The President's office will format and customize the individual plans for printing and binding prior to distribution and presentation to the Board of Trustees.
3. The President's office will present progress reports on Departmental Operational Plans to the Board of Trustees
 - Bound copies of the Independence Community College Operational Plan will be included in the Board Agenda packets for the April 12, 2016 Board of Trustees meeting, and the President will present an overview of the Operational Plan during the Institutional Operations section of the meeting agenda. Thereafter, quarterly progress reports will be included in the July and October 2016 Board Agenda packets; the President will present overviews during each respective month. To complete the first year of the stated progress report cycle, the January 2017 Board Agenda packet will contain an annual progress review of the Operational Plan, as well as a timeline for the next yearly report structure.
4. Operational Plans will be documented in Tk20
 - Following each quarterly and annual progress report to the Board of Trustees, Cabinet members will document Operational Plan activity and progress toward achievement of stated Plan goals in Tk20.
 - The President's office will monitor Tk20 for timely input of area documentation and provide Cabinet members one-on-one guidance where necessary.

Measurement:

1. Cabinet meeting minutes will reflect ongoing discussion of Departmental Operational Plans.
2. Individual Departmental Operational Plans are received in the President's office for compilation, standardized formatting, printing, and binding two weeks prior to mailing of April, July, and October 2016, as well as the January 2017 Board Agenda packets.
3. An overview of the Independence Community College Operational Plan will be provided by the President during the Institutional Operations section of the April 14, 2016 Board of Trustees meeting. Thereafter, quarterly progress reports will be provided by the President during the July and October 2016 Board of Trustees meetings. To complete the first year of the stated progress report cycle, the President will provide an annual progress review of the Operational Plan during the January 2017 Board of Trustees meeting. A timeline for the next annual report structure will also be provided during the January 2017 Board of Trustees meeting.
4. Activity and progress made toward achievement of goals for each Departmental Operational Plan will be documented in Tk20 on a quarterly and annual basis.

Responsibilities:

1. The President will initiate discussion of Operational Plans during each Cabinet meeting, and the Executive Assistant to the President will include these discussions in the transcription of meeting minutes.
2. Cabinet members will submit electronic copies of Departmental Operational Plans to the President's office for compilation, standardized formatting, printing, and binding two weeks prior to mailing of April, July, and October 2016, as well as the January 2017 Board Agenda packets.
3. The President's office will bind and print the Operational Plan for distribution to the Board of Trustees in the Board Agenda packets for April, July, and October 2016, as well as January 2017. The President will present quarterly overviews of Departmental Operational Plans during the respective monthly Board meetings. An annual review of the Operational Plan during the January 2017 Board of Trustees meeting will complete the cycle; the President will also present a timeline for the next yearly report structure.
4. President's Cabinet members document original Operation Plans in Tk20 during the month of April 2016. Thereafter, documentation in Tk20 of activity and progress made toward achieving Operational Plan goals will occur during the months of July and October 2016, as well as the month of January 2017.

Operational Plan for Academic Affairs

Objective 1: *Develop mission statement of Academic Affairs to reflect emphasis on teaching and learning, possibly change name of area to Student Learning. (Board Goal or Strategic Plan Area: Academic Excellence)*

Strategies:

Draft mission statement for review by academic divisions with eventual adoption by Academic Council
Include in draft a proposal to change the name of this area to Student Learning

Measurement:

Review through divisions, make revisions and present for faculty approval by the beginning of the fall 2016 semester

Responsibilities:

8/13/16, D. Smith

Objective 2: *Encourage and support innovative techniques and approaches to classroom instruction as a means for continuous quality improvement. (Board Goal or Strategic Plan Area: Academic Excellence)*

Strategies:

1. Membership in the League for Innovation
 - Faculty attendance at one of two League conferences each year
 - Participation in the Rouche Excellence Award program
 - Award stipends/release time to early adopters of new methods, software, strategies, etc.
2. Devote a portion of regular faculty meetings to discussions concerning learning and teaching
3. Distribute and approve professional development funding using the following priority list:
 - Any professional development opportunity that directly relates to improved learning and teaching
 - Any conference on learning and teaching and/or assessment in specific subject matter in post-secondary education
 - Any subject matter conference
4. Establish a Center for Learning and Teaching that provide the following services:
 - Periodic webinars on learning/teaching
 - Periodic learning/teaching seminars
 - Canvas Users Group
 - Monthly Brown Bag lunches for faculty and staff to discuss learning/teaching issues
 - Assistance with instructional design

Measurement:

1. Budget, apply, and pay for membership. Budget—6/1/16 D. Smith; Apply and pay—8/1/16 D. Smith
 - Participation in the Rouche Excellence Award program
 - Budget for faculty attendance Budget—6/1/16 D. Smith
 - Faculty attendance at one of two League conferences each year
 - At least one faculty member attend the STEM conference in November 2016. Application deadline 9/1/16; Determination 9/15/16 D. Smith
 - Feedback from attendees and present findings to general faculty. December faculty meetings—Attendees

- Rouche Excellence Award winner attend the Innovations conference in March 2017
 - Establish criteria and selection process for award winners 8/13/16 D. Smith
 - Announce award winners 11/1/16 D. Smith
 - Award stipends/release time to early adopters of new methods, software, strategies, etc.
 - Budget for stipends or determine amount of release time Budget 6/1/16 D. Smith
 - Determine application process for amount of stipend or release time 8/1/16 D. Smith
 - Require affected faculty to present findings to all other faculty at subsequent faculty meeting or in-service. Rolling deadlines—determined by D. Smith
 - Enlist other divisions to lead this discussion. 8/13/16 & 1/5/17 D. Smith
2. Include in mission statement proposal to faculty—8/13/16 D. Smith
- Periodic webinars on learning/teaching
 - i. Budget for Magna and other outside webinars Budget 6/1/16 D. Smith
 - ii. Work with outside vendors to track usage and feedback Contact Magna about tracking usage 5/1/16 D. Smith
 - iii. Collect and analyze feedback for continuous improvement Monthly updates entered into Tk20 D. Smith
 - Periodic teaching/learning seminars
 - i. Locate suitable space for seminars. Work with Instructional Coordinator one month before planned seminar. D. Smith
 - ii. Work with Faculty Association on appropriate topics. Fall and spring in-services. D. Smith
 - iii. Track attendance; Collect and analyze feedback for continuous improvement. Survey immediately following each event. Instructional Coordinator, Institutional Research
 - Canvas Users Group
 - i. Determine issues common to all Canvas users Meet with Kara 5/1/16 D. Smith
 - ii. Schedule regular meetings. 9/1/16 Associate Dean of Online, D. Smith
 - iii. Collect and analyze feedback for continuous improvement. Instructional Coordinator, Institutional Research, Associate Dean of Online, D. Smith
 - Regular Brown Bag lunches for faculty and staff to discuss teaching/learning issues
 - i. Schedule days and times for meetings. 8/13/16 Instructional Coordinator
 - ii. Determine topics via feedback from faculty immediately after each meeting. D. Smith
 - iii. Enlist certain faculty members to assist and lead sessions. Two weeks before each meeting. D. Smith
 - iv. Collect feedback. One week after each meeting. D. Smith
 - Assistance with instructional design
 - i. Stipend for qualified instructional designers already on campus. Budget 6/1/16 Associate Dean of Online, D. Smith
 - ii. Determine issues for which they can assist faculty. 5/20/16 Associate Dean of Online, D. Smith
 - iii. Develop feedback process for faculty that utilizes assistance in this area. Associate Dean of Online, D. Smith 8/13/16
3. Increase Chief Academic Officer's budget for Faculty Professional Development (not the line the Faculty Association controls) and distribute with an emphasis on teaching/learning conferences and activities that apply across disciplines
- Determine budget. 6/1/16 D. Smith
 - Determine criteria for disbursement of funds 4/1/16 D. Smith

Objective 3: *Develop a long-term, College-wide strategy for increased student engagement and success at the course level without sacrificing academic rigor and without eliminating possible failure. (Board Goal or Strategic Plan Area: Academic Excellence)*

Strategies:

1. Enlist the cooperation of the Student Success committee in developing strategies with non-instructional staff
2. Address student engagement and success in the classroom directly with faculty during in-service and monthly faculty meetings
3. Address student engagement and success in the classroom directly and indirectly with adjunct and concurrent instructors via semester in-services, electronic mailings, yearly evaluations and development plans (when applicable)
4. Adopt a more effective approach to course placement and developmental education so that students are not unnecessarily delayed in achieving their completion goals

Measurement:

1. Add more faculty to the Student Success Committee 8/1/16 D. Smith
2. In-service sessions on student success, teaching/learning process each semester 8/13/16, 1/5/16 D. Smith
3. Portion of general faculty meeting devoted to teaching/learning topics. Already ongoing. D. Smith
4. In-service sessions on student success, teaching/learning process each semester. 8/13/16, 1/5/16 D. Smith
5. E-mail Faculty Focus articles on a weekly basis Weekly. D. Smith
6. Revise adjunct faculty evaluation form and process to include evaluation information concerning student engagement. 7/1/16 Associate Dean of Continuing Education, D. Smith
7. Collaborate with current math and English faculty, along with Academic Support personnel, to evaluate current structure in terms of successful student completion of developmental track. 10/1/16, 4/1/17 Math and English Faculty, Associate Dean of Academic Support, D. Smith
8. Work with Academic Support on appropriate use of multiple measures for placement, including Accuplacer scores, high school GPA, previous college GPA, ACT and/or SAT scores. 8/1/16 Associate Dean of Academic Support, D. Smith
9. Investigate what other colleges are doing to accelerate their developmental students and assess how well it is working for them. 8/1/16 Associate Dean of Academic Support, D. Smith

Operational Plan for Technical Education

Objective 1: *ICC TECH increases institutional effectiveness through annual departmental review. (Board Goal #3; Excellence in Academics and Service)*

Strategies:

1. The Associate Dean, with help from the ICC TECH faculty/staff, will create a mission/goal statement by August 30, 2016 to increase item 1.1, 1.2, and 1.3's score from a "1" to a "3 or 4" on the Departmental Review Guide
2. The Associate Dean and ICC TECH faculty/staff will develop at least 4 outcomes/goals for annual data collection to increase the score for items 2.1, 2.2, 2.3, and 4.4 from a "1" to a "3 or 4" in the Departmental Review Guide

Measurement:

1. Minutes will be recorded and kept by an ICC TECH faculty/staff member, who will post the minutes on Sharepoint. Due Date: Input into Sharepoint by the last Friday of each month during the Academic School year
2. Tk20 will be used annually to record progress of goals and objectives. The Associate Dean of Online will be responsible for entering information into Tk20 by June 30, 2017

Objective 2: *ICC TECH increases institutional value through program performance review processes. (Excellence in Academics and Support)*

Strategies:

1. The Associate Dean will complete the annual program review process through use of the Perkins Core Outcome indicators, and will submit required paperwork to the Kansas Board of Regents (KBOR) by April 30th of each calendar year to increase the scores of items 11.1, 11.2, and 11.3 on the Departmental Review Guide from a "2" to a "3 or 4"
2. The Associate Dean will use data received from the IDEA survey to ICC Tech students to increase the score of stakeholder satisfaction and use of services and programs on item 11.4 on the Departmental Review Guide from a "2" to a "3 or 4"

Measurement:

1. The Associate Dean will meet with each department in March to discuss outcomes and complete report to KBOR by April 30th
2. The Associate Dean will work with each Program Director and IR at the end of each semester to review/compile data received from IDEA survey to be used in program decisions

Objective 3: *ICC TECH increases course and program offerings to increase enrollment. (Board Goal #1, #2, and #3. Excellence in Academics, Service, and Support)*

Strategies:

1. The Associate Dean will work with HR to hire a Culinary Instructor, who will revamp the program and start offering classes by Fall 2016 to increase Culinary enrollment from 0 to 10
2. The Associate Dean will work with the President to build a culinary kitchen at ICC West to meet the needs of the revamped program and to increase enrollment from 0 to 10

Measurement:

1. Hire the Culinary Instructor by June 1, 2016
2. Begin construction work on the Culinary kitchen by June 1, 2016

Operational Plan for ICC Online

Objective 1: *ICC Online increases institutional effectiveness through annual departmental review. (Board Goal #3; Excellence in Academics and Service)*

Strategies:

1. The Associate Dean of Online will create an Online Advisory Committee that will meet a minimum of once a month to create a manual by June 30, 2016 to increase item 4.1's score from a "2" to a "3 or 4" on the Departmental Review Guide
2. The Online Advisory Committee will develop at least 6 outcomes/goals for annual data collection to increase the score for items 2.1, 2.2, 2.3, and 4.4 from a "1" to a "3 or 4" in the Departmental Review Guide

Measurement:

1. Online Advisory Committee meeting minutes will be recorded and kept by a rotating member of the Online Advisory Committee, who will post the minutes on sharepoint. Due Date: Input into sharepoint by the last Friday of each month during the Academic School year
2. Tk20 will be used annually to record progress of goals and objectives. The Associate Dean of Online will be responsible for entering information into Tk20 by June 30, 2017

Objective 2: *ICC Online increases institutional value through employee performance review processes. (Excellence in Academics and Support)*

Strategies:

1. The Associate Dean of Online will complete the annual review process and submit required paperwork to HR for all staff by December 20th of each calendar year to increase the scores of items 5.1 and 5.7 on the Departmental Review Guide from a "2" to a "3 or 4"
2. The Online Advisory Committee will review and update processes for evaluating online instruction to meet the needs of the expanding department by May 30, 2016 to increase the scores of items 11.1, 11.2, 11.3, and 11.4 on the Departmental Review Guide from a "1" to a "3 or 4"

Measurement:

1. The Associate Dean of Online will create job descriptions for each staff position for ICC online to be reviewed with HR and IT by June 30, 2016
2. The Online Advisory Committee will complete review of processes for evaluating online instruction by May 30, 2016 to be pushed out to entire campus by June 30, 2016

Objective 3: *ICC Online increases course and program offerings to increase online enrollment. (Board Goal #1, #2, and #3 Excellence in Academics, Service, and Support)*

Strategies:

The Online Advisory Committee will develop an outline of additional courses and programs to be put online for the 2016-17 school year to increase online credit hours, enrollment, and FTE by 20% in each area from the 2015-16 school numbers pulled by IR and included in the table below

Year:	Total Credit Hours:	Total Enrollment:	Total FTE:
2014	130	483	94.05
2015	147	591	112.7
Total Increase/Decrease:	13%	22%	20%

Measurement:

1. The Associate Dean of Online will work with full-time faculty and adjuncts to continuously update the spreadsheet of courses to be added each semester
2. Marketing will initiate a marketing campaign to promote online enrollment and program success by May 1, 2016

Operational Plan for ICC NOW

Objective 1: *ICC NOW increases institutional effectiveness through annual departmental review. (Board Goal #3; Excellence in Academics and Service)*

Strategies:

1. The Associate Dean, with help from the ICC NOW staff, will create a mission/goal statement by August 30, 2016 to increase item 1.1, 1.2, and 1.3's score from a "1" to a "3 or 4" on the Departmental Review Guide
2. The Associate Dean and Admissions team will develop at least 4 outcomes/goals for annual data collection to increase the score for items 2.1, 2.2, 2.3, and 4.4 from a "1" to a "3 or 4" in the Departmental Review Guide

Measurement:

1. Minutes will be recorded and kept each month by an ICC NOW staff member, who will post the minutes on SharePoint. Due Date: Input into SharePoint by the last Friday of each month during the Academic School year
2. Tk20 will be used annually to record progress of goals and objectives. The Associate Dean of Online will be responsible for entering information into Tk20 by June 30, 2017

Objective 2: *ICC NOW increases institutional value through program performance review processes. (Excellence in Academics and Support)*

Strategies:

1. The Associate Dean, Academic Dean, and HR will review and update processes for evaluating concurrent instruction to meet the needs of the expanding department by May 30, 2016 to increase the scores of items 11.1, 11.2, 11.3, and 11.4 on the Departmental Review Guide from a "2" to a "3 or 4"
2. The Associate Dean will use data received from the IDEA survey to ICC NOW students to increase the score of stakeholder satisfaction and use of services and programs on item 11.4 on the Departmental Review Guide from a "2" to a "3 or 4"

Measurement:

1. The Associate Dean, Academic Dean, and HR will complete review of processes for evaluating/hiring qualified instructors by May 30, 2016 to be pushed out to high school principals by June 30, 2016
2. The Associate Dean will work with IR at the end of each semester to review/compile data received from IDEA survey to be used in programming decisions

Objective 3: *ICC NOW increases course offerings to increase enrollment. (Board Goal #1, #2, and #3. Excellence in Academics, Service, and Support)*

Strategies:

The Associate Dean will work with local principals, teachers, and counselors to develop an outline of additional courses to be offered for the 2016-17 school year to increase online credit hours, enrollment, and FTE by 20% from the 2015-16 school numbers pulled by IR

Measurement:

1. The Associate Dean will have complete course lists from H.S. principals and counselors by May 2016
2. Admissions and Marketing will initiate a marketing campaign to promote concurrent enrollment and college success by May 1, 2016

Operational Plan for Tutoring Center

Objective 1: *Tutoring services increases program quality through the creation of clearly defined policies, procedures, learning outcomes and mission/vision statements (Board Goal or Strategic Plan Area: Innovation and Service Excellence)*

Strategy:

The Tutoring Center maintains a policy and procedures manual that is updated annually. Peer tutors meet learning outcomes set forth in College Reading and Learning Association tutor training program criteria. The current mission statement reads as follows, “The Independence Community College Tutoring Center serves all ICC students by supporting and enhancing classroom learning”

Measurement:

Maintaining CRLA Certification

Responsibility:

Associate Dean for Academic Support Services; Annually

Objective 2: *Tutoring services supports student learning in the classroom through student participation in tutoring services (Board Goal or Strategic Plan Area: Support Excellence)*

Strategy:

Invite College Success classes to tutoring center and visit developmental education courses. Provide information and communicate with coaching staff regarding study hall and tutoring sessions. Provide copy of Tutoring Center Contact sheets to appropriate faculty members for review

Measurement:

1. 5% increase in student body participation in Tutoring Services (Increase from 215 to 220 students) on Community College Survey of Engagement
2. Decrease Gap score for 2014 Noel Levitz Item 50, “Tutoring Services are readily available,” from -0.09 to -0.03
3. Decrease Mean Difference score from 2014 Noel Levitz Item 55, “Academic support services adequately meet the needs of students,” from -0.12 to -0.06

Responsibility:

Associate Dean for Academic Support Services
Board Goal or Strategic Plan Area: Support Excellence

Objective 3: *Tutoring services increases effective program quality through effective tutor training*

Strategy:

The ICC Tutoring Center has been granted certification of its Level I and Level II Tutor Training Program from The College Reading and Learning Association (CRLA.) Recertification occurs every 5 years and recertification information for Level I and Level II will be submitted in 2019 by the Associate Dean for Academic Support Services

Measurement:

CRLA Certification Process; Tutors will score 60/80 or better on supervisor evaluation

Responsibility:

Level I and Level II peer tutor training is conducted by the Associate Dean for Academic Support Services in collaboration with any other departments (library.) Supervisor evaluations for peer tutors are also conducted by the Associate Dean for Academic Support Services

Objective 4: *Tutoring services will establish baseline data to target improvements in retention and passage rates, to decrease the number of students on Academic Probation (Board Goal or Strategic Plan Area: Service Excellence)*

Strategy:

Collect and analyze data gathered from Tutoring Center Contact Sheets to evaluate effectiveness in targeting Academic Probation students

Measurement:

Key Performance Indicator for KBOR – the number of students placed on Academic Probation will decrease

Responsibility:

Associate Dean for Academic Support Services; Weekly

Objective 5: *Tutoring Services practices effective management of departmental resources (Board Goal or Strategic Plan Area: Service Excellence)*

Strategy:

The Tutoring Center will maintain an Excel budgeting sheet for tutor salaries and utilize practices and approaches that are fiscally responsible, including tying expenses to operational plan

Measurement:

Remaining within allotted budget

Responsibility:

Associate Dean for Academic Support Services; Annually

Objective 6: *Tutoring Services increases institutional effectiveness through annual departmental review (Board Goal or Strategic Plan Area: Service Excellence)*

Strategy: Complete Departmental Review

Measure: Departmental Review is completed on an annual basis and utilized to collect and present data

Responsibility: Associate Dean for Academic Support Services

Objective 7: *Tutoring services increases institutional efficiency through employee performance review processes (Board Goal or Strategic Plan Area: Service Excellence)*

Strategy:

Peer tutors must meet certain criteria to be eligible for hire: A or B in subject desired to tutor, interview with Associate Dean for Academic Support Services and Director of Student Support Services and two teacher recommendations. Peer tutor performance is evaluated each semester through a self-evaluation and supervisor evaluation at mid-semester and a self-evaluation and supervisor evaluation at the end of each semester. The Associate Dean for Academic Support Services will participate in annual employee review and professional development planning

Measurement:

College Reading and Learning Association requires evaluation of peer tutors to be performed. ICC requires evaluation and performance development plans for all employees

Responsibility:

The Associate Dean is responsible for evaluation of peer tutors. The department of Human Resources and ICC President is responsible for the evaluation of the Associate Dean for Academic Support Services

Operational Plan for Academic Advising

Objective 1: *Academic Advising increases student participation in advising services to support student retention and progression. (Board Goal or Strategic Plan Area: Support Excellence)*

Strategy:

Interventions (may include email, phone call or text from advisor) at 5, 8 and 12 weeks for students earning a D or F in a course. Advisement Day sign up board in hallway of Academic Building Lobby

Measurement:

CCSSE Item 13.1a, “How often do you use the following services at this college: Academic Advising,” increase CCSSE Item 31.1a from 1.82 to 1.90

Responsibility:

Academic and Faculty Advisors

Objective 2: *Academic Advising increases stakeholder knowledge about the transfer requirements of other schools. (Board Goal or Strategic Plan Area: Support Excellence)*

Strategy:

Maintain transfer equivalency guides as a part of Advisor Training, host Transfer Information work sessions and Transfer Application Help Days each semester, and introduce transfer information during College Success

Measurement:

Decrease of Performance Gap score for Noel Levitz Item 40, “My academic advisor is knowledgeable about the transfer requirements of other schools, from 1.02 to 0.85”

Responsibility:

Academic Advising

Objective 3: *Academic Advising increase stakeholder knowledge about career planning. (Board Goal or Strategic Plan Area: Support Excellence)*

Strategy:

Revise Advisor handbook career planning information, host career planning work sessions each semester, and assist with presentation of career information in College Success courses

Measurement:

Decrease performance gap on 2016 Noel-Levitz from .72 to .5

Responsibility:

Academic Advising

Objective 4: *Academic Advising increases institutional effectiveness through annual departmental review. (Board Goal or Strategic Plan Area: Service Excellence)*

Strategy:

Participate in annual departmental review

Measurement:

Development of Professional Development plans for academic advisors

Responsibility:

Associate Dean for Academic Support Services

Objective 5: *Students on academic probation will be able to identify positive behaviors that lead to satisfactory academic standing. (Board Goal or Strategic Plan Area: Support Excellence)*

Strategy:

During Academic Probation advising sessions, students will work with their advisor to identify areas that have affected their academic performance, create strategies and set goals for their academic performance

Measurement:

70% of students on academic probation will score 70% or higher on the Academic Probation Questionnaire

Responsibility:

Academic Advising

Objective 6: *Students will be able identify areas that have affected their academic performance. (Board Goal or Strategic Plan Area: Support Excellence)*

Strategy:

During Academic Probation advising sessions, students will work with their advisor to identify areas that have affected their academic performance, create strategies and set goals for their academic performance

Measurement:

70% of Academic Probation students will complete the Academic Performance Self-Assessment

Responsibility:

Academic Advising

Objective 7: *Academic Probation students will be able to demonstrate good time management skills. (Board Goal or Strategic Plan Area: Support Excellence)*

Strategy:

Academic Probation students will document how their time is spent for a period of one week. Student will then review the document with their advisor to recognize deficiencies and create a strategy to demonstrate time management skills

Measurement:

70% of participating Academic Probation students will complete a time management chart. Chart will be reviewed with advisors

Responsibility:

Academic Advising

Objective 8: *Academic Probation students will be able to develop an educational plan for successfully achieving their goals (Board Goal or Strategic Plan Area: Support Excellence)*

Strategy:

Degree plans are completed during an advising appointment

Measurement:

70% of participating Academic Probation students will complete a degree plan with their advisor

Responsibility:

Academic and Faculty Advisors; Academic and Probation Students

Objective 9: *Academic Advising practices effective management of departmental resources. (Board Goal or Strategic Plan Area: Service Excellence)*

Strategy:

Academic Advising will utilize practices and approaches that are fiscally responsible and tie expenses to operational plan

Measurement:

The department of Advising will remain within the allotted budget

Responsibility:

Associate Dean for Academic Support Services; annually

Operational Plan for the Library

Objective 1: *Promote access to ideas and information, and thereby educate and enrich lives. (Board Goal or Strategic Plan Area: Academic Excellence)*

Strategies:

1. Maintain and expand library collections that feature standard technologies, such as books, and new technologies, such as electronic resources. Occasionally weed out-of-date materials
2. Seek cost-effective opportunities to provide access to information through networks and cooperative agreements.
3. Maintain and improve the LibGuides
4. Make library services better-known to the community

Measurement:

1. Once every year, the library will survey library users regarding whether the library meets their information needs. Student and faculty satisfaction with Library/Library Services and resources will be at 80% or higher
2. On a daily basis, the library will monitor the suggestion box for feedback
3. The library will post at least one message on Facebook every week, and will use social media on a regular basis to market the Library's information services

Responsibilities:

1. Director of Library Services
2. Other library staff

Objective 2: *Support the curriculum at the college. (Board Goal or Strategic Plan Area: Academic Excellence)*

Strategies:

1. Purchase and maintain resources that support the college's academic programs. These resources will be selected based on faculty requests
2. Work with professors, when possible, to integrate library services with their learning management systems (LMS) such as Canvas

Measurement:

1. Once every semester as part of the library's collection development procedures, the Director of Library Services will communicate with all ICC faculty members to make sure they feel comfortable and encouraged to make their library curriculum needs known to the library
2. Once every year, the library will choose one ICC academic program and investigate how well the library's collections meet the needs of that program. This will be accomplished by setting up an appointment with the appropriate faculty member. In that meeting, the librarian and faculty member will use holdings lists, visual examinations of the library collections, and catalog searches to determine the adequacy of the current collection

Objective 3: *Foster a belief that the library is a friendly and service-oriented center for learning and creativity on campus. (Board Goal or Strategic Plan Area: Service Excellence)*

Strategies:

1. Provide proactive, professional, and positive public services to patrons
2. Through training, support the staff's ability to offer high quality and up-to-date service

Measurement:

1. The library will, on an ongoing basis, keep statistics related to patron counts, circulation, and in-library usage to gauge the success of the library as a general location
2. One a daily basis, the library will monitor the suggestion box for feedback regarding the friendliness of the library
3. Once every year, the library will survey library users regarding whether the library feels like a friendly and service-oriented place. Satisfaction will be at 80% or higher

Responsibilities:

1. Director of Library Services
2. Other library staff

Objective 4: *Support Information Literacy among the college students and other library users. (Board Goal or Strategic Plan Area: Academic Excellence)*

Strategies:

1. Provide formal library/information instruction to classes brought to the library by professors. The College Success classes are the core classes for library instruction
2. Provide informal information literacy to individuals when library staff become aware that a library user needs, or might need, assistance learning how to use any aspect of the library and the research processes it supports

Measurement:

1. Create and implement assessment measures in the form of a questionnaire to students at the end of the Information Literacy sessions. In this questionnaire students will state generally whether they found the session to be helpful
2. Offer to professors copies of a general quiz that covers the major points made in the Information Literacy session, and ask them to give the quiz to their students at the following class period. Ask them to return the completed quizzes to the library. Faculty satisfaction will be at 80% or higher

Responsibilities:

1. Director of Library Services
2. Other library staff

Objective 5: *Provide access of library services to off-campus students. (Board Goal or Strategic Plan Area: Academic Excellence)*

Strategies:

1. Create and improve web-based library services that benefit off-campus students
2. Develop instructional videos that can be viewed by off-campus students

Measurement:

1. Once every year, the library will survey off-campus library users regarding whether the library meets their needs, and solicit suggestions. Satisfaction will be at 80% or higher
2. The library will use statistical services, such as Google analytics, to determine how much on the online services are

Responsibilities:

1. Director of Library Services
2. Other library staff

Objective 6: *Support and co-operate with other groups, whether they are on-campus, professional, consortium-based, or community-based, to support wide-ranging educational and cultural programs and initiatives. (Board Goal or Strategic Plan Area: Improve the college's relationship with the community)*

Strategies:

1. Take an active role in College affairs
2. Strengthen cooperative relationships with other regional libraries and cultural organizations
3. Support educational, civic, and cultural activities within the region
4. Write and support grant proposals that support larger educational initiatives

Measurement:

1. The Director of Library Services will attend at least two professional conferences per year to become aware of regional initiatives
2. The Director of Library Services will serve on at least one regional or statewide committee every year
3. The Director of Library Services will see opportunity to cooperate with other institutions in areas such as consortia purchasing, grant writing, and regional project development

Responsibilities:

1. Director of Library Services
2. Other library staff

Objective 7: *Provide and support an effective staff. (Board Goal or Strategic Plan Area: Service Excellence)*

Strategies:

1. Provide an adequately qualified and trained staff; offer ongoing training sessions and updated procedures guides and handbooks
2. Provide a positive, pleasant, and professional work environment for library staff
3. Provide adequate professional development so library can be effective and up-to-date in their knowledge
4. When possible, accommodate the special interests and passions of the staff so they can pursue some of their personal goals and interests

Measurement:

1. The Library will meet or exceed the national staffing averages at peer institutions (e.g. see NCES)
2. All full-time employees will participate in at least one work related conference or workshop every year
3. The Director of Library Services will lead training workshops for all new staff, including student workers
4. The Director of Library Services will survey library patrons once per year to determine satisfaction with library staff. Satisfaction will be at 80% or higher

Responsibilities:

1. Director of Library Services
2. Other library staff

Objective 8: *Create an attractive and effective physical space for library users. (Board Goal or Strategic Plan Area: Enhance programs through innovation to improve the overall student experience)*

Strategies:

1. Provide physical space that creates an inviting and effective environment for learning, study and reflection
2. Provide comfortable, attractive, and appropriate furnishings
3. Provide appropriate equipment, computers, and supplies
4. Provide a Book 'n Brew Coffee Bar that provides free coffee for patrons who bring their own mug. Patrons may purchase a cup for 50 cents
5. Assist patrons with disabilities with appropriate accommodations and personal assistance

Measurement:

1. The library will promptly submit IT tickets of maintenance tickets to address needs and repairs. The tickets will be completed to the library's satisfaction
2. Discussion will be ongoing to evaluate the attractiveness and functionality of the space, furnishings, and equipment
3. One every year, the library will determine student and faculty satisfaction with library space, facilities, and equipment. Satisfaction will be at 80% or above

Responsibilities:

1. Director of Library Services
2. Other library staff

Objective 9: *Maintain a special collections area that allows patrons to have access to special regional or rare materials, often one-of-a-kind items, for primary source research. The William Inge Collection represents the primary special collection at ICC. (Board Goal or Strategic Plan Area: Academic Excellence)*

Strategies:

1. Maintain an appropriate room for archival materials
2. Obtain guidance from people trained in managing archives
3. Remain vigilant that the materials are handled, processes, and stored following standard archival procedures

Measurement:

1. Work closely with the staff at the Inge Center to coordinate activities related to the Inge Collection
2. The Director of Library Services served on the Inge Festival Steering Committee to maintain strong networks with the Inge community
3. Support the Director of Library services in updating his archives management skills through completing courses for the Archives Studies Certificate at Emporia State University. The Director will eventually complete the certificate program

Responsibilities:

1. Director of Library Services
2. Other library staff

Objective 10: *Provide, as a secondary offering to the students, fun and enjoyable library materials and events that do not necessarily connect to any of the college's educational goals. (Board Goal or Strategic Plan Area: Enhance programs through innovation to improve the overall student experience)*

Strategies:

1. Provide a significant collection of DVDs that feature popular movies and television shows
2. Provide a significant collection popular fiction, young adult books, graphic novels, and popular magazines
3. Provide a significant collection of games

Measurement:

1. Monitor circulation statistics related to the popular materials, and factor those statistics in when ordering materials
2. Maintain an active interlibrary loan program to trade popular materials with other regional libraries through Koha
3. Through surveys, suggestion box submissions, and personal conversations, respond at a reasonable level to patrons who wish to expand our collection of popular materials

Responsibilities:

1. Director of Library Services
2. Other library staff

Operational Plan for the Registrar's Office

Objective 1: *The Registrar's office will improve community relationship by increasing accessibility of official transcripts for students and alumni. (Board Goal or Strategic Plan Area: improving community relations and Excellence in Service)*

Strategy:

Work with marketing and web master to provide access to Transcript Request Form and the electronic provider's web link via the ICC website banner at peak times; and provide a front-page link with explanation of transcript request process

Measurement:

Decrease in concern log tickets

Responsibilities: Registrar responsible for communicates with marketing prior to peak times of May through August and December

Objective 2: *The Registrar's office will maintain and continuously update policies and procedures as changing student and alumni needs evolve. (Board Goal or Strategic Plan Area: Excellence in Service)*

Strategy:

The Registrar's office maintains a policy manual and a procedure manual to provide for clear direction and instructions for all services provided by the Registrar's office. The manuals are to be reviewed each semester and made available in the office and on the website. This assures continuous improvement for processes and student access

Measurement:

Semester review of manual

Responsibilities:

Registrar is responsible for review and editing, and communication with web master

Objective 3: *The Registrar's office will practice effective management of financial resources. (Board Goal or Strategic Plan Area: Excellence in Service)*

Strategy:

Expenditures will be tied to operational plan

Measurement:

Line numbers will stay within the given constraints

Responsibilities:

Registrar

Objective 4: *The Registrar's office will maintain graduation and transcript records. This includes insuring graduation applications are correct before issuing a degree. (Board Goal or Strategic Plan Area: Service Excellence)*

Strategy:

Advisors will complete a degree check for each graduation application. The Registrar reviews these degree checks for correctness before a student is placed on the graduation list

Measurement:

Degrees awarded correctly

Responsibilities:

Registrar

Objective 5: *The Registrar's office will mirror industry standards by annually reviewing CAS Standards, AACRAO standards, VA policies and directives, and monitoring KACRAO trends. (Board Goal or Strategic Plan Area: Board Goal regarding improving community relations; Excellence in Service)*

Strategy:

The Registrar will subscribe to industry listserves, newsletters, and purchase necessary publications; maintain VA liaison contact, provide for VA compliance audits, and participate in VA webinar trainings; will attend the annual KACRAO Conference, utilize the KACRAO listserve, and maintain state registrar relationships

Measurement:

Annual review of CAS Standards in conjunction with Instructional Coordinator and successful VA compliance audits

Responsibilities: Registrar

Objective 6: *Registrar's office will endeavor to help improve program delivery and long term educational outcomes such as graduation for students and the institution as a whole (Board Goal or Strategic Plan Area: Service Excellence)*

Strategy:

Registrar's office will provide insights regarding the structure of academic programs, such as course sequencing, registration processes, and student progress toward graduation; all of which can strategically affect the outcomes of an academic program

Measurement:

Increased program completion or number of degrees awarded

Responsibilities:

Registrar

Operational Plan for Student Support Services

The TRIO Student Support Services program will support the overall ICC Strategic Plan of Excellency in Academics, Service and Support by incorporating the following components into the SSS Operational Plan:

1. SSS supports the needs of transfer students and employment goals of students seeking a two-year degree or certificate by offering college access and success programming designed to increase and support academic standing, retention, graduation and transfer rates
2. SSS supports the college's relationship with the community through its focus on fostering an institutional climate supportive of the success of students who are first generation, low income or disabled. Students from the local community who meet these criteria will find high quality services designed to enhance their college experience
3. SSS benefits from a strong relationship with the Pell Institute, the research arm of the US Department of Education. SSS practices evidence-based initiatives including student-centered policies and procedures, academic coaching, and difference-education interventions

Objectives:

1. *Increase the number of disadvantaged low-income, first generation college students and students with disabilities who complete a program of study at the postsecondary level (Board Goal or Strategic Plan Area: Excellence in Academics)*
2. *Increase the retention and graduation rates and facilitate transfer from two-year to four-year colleges and universities (Board Goal or Strategic Plan Area: Excellence in Academics)*
3. *Foster an institutional climate supportive of the success of students (Board Goal or Strategic Plan Area: Excellence in Academics)*
4. *Improve financial and economic literacy of students (Board Goal or Strategic Plan Area: Excellence in Academics)*

Strategies:

The SSS Program will achieve these objectives by a series of carefully planned interventions, including:

1. Identify, select, and retain 225 participants with academic need each program year
 - Collaborate with various departments on campus to gain access to potential participants; facilitate students' application for enrollment into our program; provide services listed below in order to build strong working relationships that lead to positive academic outcomes
2. Assess participants' needs for specific services and monitor participants' academic progress
 - Review students' application, financial aid records, placement test scores
 - Assess student study skills, learning strategies, and career interests through the Learning Assessment and Study Skills Inventory and the My Next Move inventories
3. Academic coaching
 - Specialists and the Director work with identified cohort of students to a) facilitate their adjustment to college, b) offer assistance with study skills or other learning strategies, c) help students learn to make healthy choices regarding life on campus and academics, and d) monitor their academic progress. This strategy was a funded Competitive Preference Priority in the 2010 grant competition (a special project that was required for funding)
4. Academic tutoring
 - Tutoring provided by trained educational specialists and by peer tutors
5. Advise and assistance in course selection
 - Specialists work with students to increase their knowledge about the advising process and help students make informed choices regarding course selection and other academic decisions
6. Financial aid resources and application assistance

- Specialists work with students individually and in group settings to offer information and education about financial aid resources, completion of the FAFSA, and scholarship opportunities
7. Financial literacy and financial planning education and counseling
 - Specialists work with students individually and in group settings to offer information and education about student loan debt and personal finance
 8. Transfer assistance
 - Specialists work with students individually and in group settings to offer information and education about transferring to four year schools, completion of online applications, management of transcripts, and fee waiver applications
 9. Personal, career and academic counseling
 - Specialists work with students individually to address any concerns they have regarding these areas, making referrals to other departments on campus or services in the community as appropriate
 10. Career exploration
 - Specialist work with students individually or in group settings to help them explore their career interests, current market demand for identified careers, schools that offer specific programs, and related information
 11. Cultural events and academic programming activities
 - Groups of students attend cultural events including music or dance performances, fine arts exhibitions, lectures related to human rights and relations or social issues, or other activities offering experience of different cultures
 12. Mentoring
 - SSS staff are working to develop a “difference education” intervention, which was another funded Competitive Preference Priority during our 2010 grant competition. We will be offering panel discussions to first time, full time freshmen where second year students will share their personal stories of overcoming common challenges faced by first year students. New students will then be asked to give individual feedback related to the panel discussion and will be followed for subsequent attitudes and outcomes related to persistence, completion and transfer
 13. Recognition events at end of semester and program year
 - At the end of the fall and spring semesters, student success is acknowledged and celebrated at a Recognition Ceremony (end of the fall semester) and a Recognition Banquet (end of the spring semester)

Measurement:

1. 61% of all participants will persist from one academic year to the beginning of the next academic year or earn an associate’s degree or certificate at the institution and/or transfer from a 2-year to a 4-year institution by the fall term of the next academic year.
2. 73% of all participants will meet the performance level required to stay in good academic standing at the applicant institution.
3. 32% of participants will graduate from the institution with an associate’s degree or certificate within four (4) years.
4. 31% of participants will receive an associate’s degree and transfer to a four-year institution within four (4) years.

Responsibilities

The SSS program will accomplish its goals through direct service of a core group of SSS staff as well as collaboration with several key departments on campus:

SSS Staff

1. Director

- Manages administrative and fiscal responsibilities of the program, including planning, service delivery, day-to-day operations of the program, staff supervision and support, purchasing and budget oversight, program evaluation and reporting
 - Provides academic coaching to an identified cohort of SSS participants
 - Represents SSS to the ICC community
2. Administrative Assistant
 - Provides administrative support in all aspects of the program
 - Assists students as needed, including making appropriate referrals to college offices and services.
 3. Engagement Specialist
 - Manages student enrollment process for SSS participation
 - Plans and facilitates activities for students that increase their engagement with SSS and with ICC
 - Provides academic coaching to an identified cohort of SSS participants
 4. English/reading Specialist
 - Provides individualized tutoring and instruction in subjects related to English and reading for SSS participants
 - Provides academic coaching to an identified cohort of SSS participants
 5. Math/Science Specialist
 - Provides individualized tutoring and instruction in subjects related to math and science for SSS participants
 - Provides academic coaching to an identified cohort of SSS participants

Operational Plan for Instructional Coordinator

Objective 1: *Create a 1 to 2 year course schedule with diversified learning opportunities to support the educational advancement of students. (Board Goal or Strategic Plan Area: Service Excellence and Board goals regarding developing career and technical education programs, improving community relations and encouraging innovation.)*

Strategy:

Gain knowledge regarding schedule needs and setup from faculty, staff, advisors, students and community members through discussion, surveys, Noel Levitz, Program Review, etc... Create and enter a course schedule by semester and continue conversations with faculty and advisors regarding student needs and interests to tweak the schedules as needed. Once a quality year schedule is created, it should be rolled over for each new-year and adjusted as programs change.

Measurement:

Noel Levitz, Program Review, Student Satisfaction Survey, IDEA survey

Responsibilities: Instructional Coordinator creates or adjusts course schedule yearly

Objective 2: *Support faculty in the classroom (Board Goal or Strategic Plan Area: Board Goals regarding developing career and technical education programs and innovation)*

Strategy:

Recommend improvements in regards to classroom needs (technology, items in classrooms, etc...) assist with meeting program goals, meet with divisions, and participate in program review. Provide feedback and assist in researching budget needs and availability of funds. Assist with creating, tracking, and distributing syllabi.

Measurement:

Annual peer review of Instructional Coordinator

Responsibilities:

Instructional Coordinator supports faculty daily

Objective 3: *Assist in marketing the ICC faculty and courses to campus and community (Board Goal or Strategic Plan Area: Support Excellence; Board goals regarding career and technical education programs and innovation)*

Strategy:

Assess faculty to determine marketing needs. Help market faculty person, classes, and programs by working with faculty, departments, and Marketing Director. Ideas include, flyers, table tents, banners, and letter distribution

Measurement:

Improved communication with community

Responsibilities:

Instructional Coordinator in collaboration with faculty

Objective 4: *Maintain knowledge of KBOR standards and requirements (Board Goal or Strategic Plan Area: Service Excellence)*

Strategy:

Keep in touch with other school through email, web pages, and researching trends

Measurement:

Professional Development Plan

Responsibilities:

Instructional Coordinator

Objective 5: *Maintain knowledge and paperwork for Academic Council Requirements (Board Goal or Strategic Plan Area: Service Excellence)*

Strategy:

Attend Academic Council meetings, assist faculty with completing the necessary paperwork for new courses, course changes, etc.

Measurement: Professional Development Plan

Operational Plan for Admissions

Objective 1: *Reaching out and connecting with high schools and potential students locally, regionally, nationally and internationally. (Board Goal or Strategic Plan Area: Support Excellence)*

Strategy:

1. Communicating with focused efforts to increase enrollment in the following areas:
 - Concurrent Enrollment (ICC NOW)
 - Technical Programs (Culinary, Vet Tech, Cosmetology, EMT)
 - Keystone Academic Solutions (International recruiting program)
2. Using innovation to present to local high schools and regional CPC visits
 - Utilizing resources in the Fab lab to make posters, banners and gifts for high school visits
 - Using 24" interactive tablets to engage students and display what ICC has to offer to meet their specific needs
 - Utilize social media to communicate to potential students
 - Using innovative software like Full Measure Software for recruiting

Measurement:

We will use the Noel Levitz/CCSE surveys and high school/ student feedback

Responsibilities:

1. ICC NOW Coordinator – Jaicey Littau
2. Rebecca Peitz – Recruiting Coordinator (technical and fine arts)
3. Director of Admissions Brittany Thornton

Objective 2: *Providing excellent customer service to potential students and community members who need help navigating our ICC processes. (Board Goal or Strategic Plan Area: Service Excellence)*

Strategy:

1. Guiding customers through the proper channels to help them complete individual tasks:
 - Business Office, Financial Aid, Academic Advising
 - General and specific tours of our campus
 - Visitors/guests looking for President's Office, Marketing or mailroom
 - Helping students navigating the housing process
 - Setting up email accounts/SIS for new students
 - Directing high schools and HS students in the concurrent processes
2. Enrollment of new students
 - Individualized enrollment or planned 'Enrollment Parties' for larger groups

Measurement:

We will use the Noel Levitz/CCSE surveys and in house surveys/feedback

Responsibilities:

Admissions staff

Objective 3: *Increase involvement with ICC Student Ambassadors by participating in the community through special events (Board Goal or Strategic Plan Area: Improving the college's relationship with the community)*

Strategy:

1. Engaging our student ambassadors with the public to increase our visibility
2. Fall Event – Rodney Walker/Pirate Preview
3. Neewollah – Clean up, Parade, Band Day
4. Spring Event – TedX
5. Love Independence Day

Measurement:

We will use the Noel Levitz/CCSE surveys and in house surveys/feedback

Responsibilities:

Director of Admissions will assign one staff person to dedicate time to setting up events and reaching out to the community. In addition that staff person will coordinate the student ambassador program and post activities through social media

Operational Plan for the Marketing Department

Objective 1: *The ICC Marketing Department will improve community relations by including community leaders as advisors to marketing strategies for special events happening throughout the academic calendar. (Board Goal or Strategic Plan Area: Improve the College's relationship with the community)*

Strategy:

The ICC Marketing Department will work with community leaders to create a community relations advisory board consisting of members from the community

Measurement:

The ICC Marketing Department will use data gathered from the ICC Institutional Research's community and civic engagement polls/surveys to measure the community's satisfaction with the college's involvement in the area

Responsibilities:

The Director of Marketing and the College President will identify and invite members of the community to serve on the advisory board in the Summer of 2016. The board will recruit members throughout the summer and begin meeting in full capacity during the Fall of 2016, serving as a full advisory board for the Fall 2016 academic school year. The board will consist of the following ICC members: Director of Marketing, Communications Coordinator, College President, and Chair of the Events Committee. The community members will consist of six at large community positions. A community member will be asked to serve as the Chair of the ICC Community Relations Advisory Board.

Objective 2: *Improve community relations and improve the student experience (Board Goal or Strategic Plan Area: Improving the college's relationship with the community, service excellence)*

Strategies:

The ICC Marketing Department will develop a marketing and communication plan for the Fall 2016/Spring 2017 academic school year

Measurement:

The plan will focus on three primary areas: Enrollment, Retention, and Strategic Communications. The ICC Marketing Department will use data gathered by ICC Institutional Research in the three primary areas to measure effectiveness

Responsibilities:

The Director of Marketing will develop the plan and work through members of the President's Cabinet and the Community Relations Advisory Committee to effectively implement the plan by August 2016

Objective 3: *Improve community relations AND improve the student experience through innovation (Board Goal or Strategic Plan Area: Improving the college's relationship with the community, service excellence)*

Strategy:

The ICC Marketing Department will launch a new college website that will include a mobile friendly version, and a supplemental mobile application

Measurement:

The ICC Marketing Department will randomly administer a survey to ICC students and community stakeholders about the existing website's ease of navigation, content relevancy, and aesthetics. The same survey will be administered again after the completion of the new college website to determine effectiveness

Responsibilities:

The Director of Marketing, the Communications Coordinator, and the Director of IT will determine the best content management system for use with the existing infrastructure and resources

Operational Plan for Athletics

Objective 1: *Be innovative and resourceful in our approach to providing a quality student athlete experience. (Board Goal or Strategic Plan Area: Service Excellence)*

Strategies:

1. Upgrading our facilities
 - Weight room with equipment for all of our student athletes
 - Men's basketball locker room
2. Innovative Marketing of our athletic programs
 - Webpage design through Presto Sports
 - Live Stream, HUDL & DV Sport Video to teach and market our programs
3. Providing resources for student athletes to travel
 - Safe and adequate bus transportation for long trips
 - Budgets that can provide adequate meals and hotel stay for overnight trips

Measurement:

We will use the Noel Levitz/CCSE surveys and in house surveys/feedback and web page online tracking

Responsibilities:

All Athletic staff

Objective 2: *Recruiting both significant numbers as well as highly skilled and engaged full time student athletes who are committed to obtaining an education while furthering their athletic careers. (Board Goal or Strategic Plan Area: Service Excellence)*

Strategies:

1. Commitment to academic excellence
 - Team study tables and use of the tutoring center
 - Coaches visiting classrooms
 - Building relationships with instructors
 - Communicating with advisors about graduation requirements
 - Increasing retention rates
2. Highly trained and committed coaching staff
 - Increase visibility with Division I staff which aids us in securing non qualifiers and in sending our student athletes on to the Division I levels
 - Develops contacts with top level High School Coaches/players
 - Participate in showcases/camps/clinics around the country
 - Good salaries and bonus pay for coaches who are meeting bench marks
 - Providing the correct number of coaches per sport
3. Resources to recruit both numbers and highly skilled athletes on a national level
 - Provide a recruiting budget line to increase our visibility with higher skilled athletes
 - Provide vehicle resources to be on the road as much as possible to recruit a significant number of student athletes to our campus

Measurement:

We will use the Noel Levitz/CCSE surveys and high school/ student feedback

Responsibilities:

Athletic Director and Coaches

Objective 3: *Interact and engage with the local community. (Board Goal or Strategic Plan Area: Improve College's relationship with community)*

Strategy:

1. Game Day Events
 - Creating the 'Fan Experience' at home sporting contests
 - Homecoming
 - Hall of Fame
 - Youth groups – rec center, high school, boy scouts
2. Community Service
 - Workers for Local Civic and Church group events
 - Moving local citizens/businesses with needs
 - Clean up days
 - Speaking engagements
3. Support community special events
 - Neewollah Parade
 - Love Independence Day
 - Working High School sporting events
 - Summer downtown events
 - Tot Olympics
4. Fundraising
 - Don Harris Golf Tournament & Auction
 - Developing relationships to create donors, boosters and corporate sponsorships

Measurement:

We will use Environmental scans and in house surveys/feedback

Responsibilities:

The Athletic Director, Game Management Coordinator and Head Coaches

Operational Plan for Student Life

Objective 1: *Encourage students to participate in Student Organizations and activities that enhance the student experience (Board Goal or Strategic Plan Area: Service Excellence)*

Strategies:

1. Scanner/rewards program
 - Set up a mobile scanner that can be placed at games, theater performances, and events around campus. Each time a student attends one of these events they receive an entry to an end of the semester drawing for prizes.
2. Monthly Calendars
 - Print large calendars and hang them in strategic locations around campus. Students will then be able to see what events are taking place during the month.
3. Increased Social Media presence
 - Utilizing text messaging, email and existing campus media outlets (tv's and computers)
4. Create monthly student Newsletter
 - Each month send out an email newsletter to faculty and students about what took place during the month and highlight some of the upcoming events for the next month
5. Organization Fair
 - Setting up an event during Welcome Back Week to introduce new students to our campus organizations and local vendors

Measurement:

1. We will use the Noel Levitz/CCSE surveys and in house student feedback
2. With the data collected from the scanner it will be possible to find out what events are most popular, what specific students show up to events, and how much overall attendance events receive

Responsibilities:

1. It should be the responsibility of every group on campus to have events communicated in a timely manner so they can be included on calendars
2. Director of student life - Ensure timely production calendars, and quality control of material
3. RA's- Setting up and running Scanners at events. Utilizing them to create a student social media presence on campus. "Tweet Team"
4. Work study - Putting together calendars, hanging material, and helping out with social media

Objective 2: *Create innovative spaces in the student union that will engage students and create a better student experience. (Board Goal or Strategic Plan Area: Service Excellence)*

Strategies:

1. Create a media suite to enhance innovation and creative experiences
 - Create a suite where students can record music and create videos
2. Maintenance/upgrade furniture, equipment and games
 - Make rooms/spaces appealing and comfortable by creating an atmosphere that resemble a student's space from home
 - Increase the variety of table games - The ping pong table and pop a shot baskets are very popular with the students and get lots of use during the semester
3. Enhance and be innovative in the Electronic Gaming Area
 - Purchase more games for students
 - Allow students to play games online with Xbox Live competition

- Look into/research Virtual Gaming

Measurement:

We will use the Noel Levitz/CCSE surveys and in house student feedback

Responsibilities

Director of student life- In charge of maintaining and ensuring proper use of Equipment

RA's- in charge of checking out equipment to students

Utilize student interest and resources for Virtual Gaming

Objective 3: *Create a safe campus environment and educate students how to prevent, reduce, report, and prevent crimes. (Board Goal or Strategic Plan Area: Service Excellence)*

Strategy:

1. Campus Clarity
 - Have student's participate in online training during college success classes
 - Before each movie show a short clip about campus safety, sexual awareness, bystander intervention, etc
2. Programming training and ongoing prevention for sexual misconduct
 - Guest Speakers and Webinars
 - Bystander Intervention
 - Awareness campaigns and special events
 - Partner with local legal and civic organizations to provide seminars and information for our students
3. Resident Assistant Orientation
 - Include programming on how, where, when to report incidents that happen on campus
 - CARE Team
 - Concern log

Measurement:

We will use the Noel Levitz/CCSE surveys and in house student feedback

Responsibilities:

1. Director of Student life- provide programming materials and issue materials to campus groups
2. RA's- Help create awareness within the dorms about program materials
3. Dorm Supervisors- Direct students how to handle issues

Objective 4: *Engage Campus groups to participate in community service and support community events (Board Goal or Strategic Plan Area: Improve college's relationship with community, Service Excellence)*

Strategy:

Utilize events created by the city to engage campus groups with the community

Measurement:

We will use the Noel Levitz/CCSE surveys and in-house student feedback

Responsibilities:

Student Life Director, Club Sponsors/Student Org. Presidents – Communicate, encourage and organize students to participate in events

Operational Plan for Institutional Research

Objective 1: *Institutional Research increases institutional integrity through accurate data resources. (Board Goal or Strategic Plan Area: Support Excellence)*

Strategies:

1. IR will develop processes for regular inspection of data in PowerCampus by June 30, 2017
Measurement, Year 1: The objective will be met if the deadline is met during the first year
Measurement, Year 2: The objective will be met if data reporting to KBOR results in an insignificant number of errors
2. IR will develop data entry training materials in order to increase data accuracy within PowerCampus.
Measurement 2: The objective will be met if the materials are ready for use by October 31, 2016

Objective 2: *Institutional Research facilitates continuous quality improvement initiatives through improved inter-departmental communication. (Board Goal or Strategic Plan Area: Support Excellence)*

Strategy:

IR will produce reports appropriate to audience IR need within thirty (30) business days of receipt of information. Reports to include NCCBP, NCCPP, IPEDS Data Feedback Report, Student Reaction to Instruction, Transfer Survey, Graduate Exit Survey

Measurement:

The objective will be met if the deadline is met for every released report

Objective 3: *Institutional Research facilitates institutional compliance with external accountability, regulation, and control. (Board Goal or Strategic Plan Area: Support Excellence)*

Strategies:

1. IR will collect and/or collect and report data for all external accountability needs including state (KBOR), federal (IPEDS), and accreditation-related (HLC)
2. IR will communicate all publicly shared information from the Higher Learning Commission within two (2) business days of receipt

Measurement:

The objective will be met if the deadline is met for every released report

Objective 4: *Institutional Research provides accurate, timely data in response to stakeholder needs. (Board Goal or Strategic Plan Area: Support Excellence)*

Strategy:

IR will provide accurate information within the deadline specified by the internal stakeholder

Measurement:

Satisfaction score of 5.5 for Item 3, “On a scale of 1-7 with 1=Lowest Satisfaction and 7=Highest Satisfaction, please rate your overall level of satisfaction with IR's response to your data request” on the Evaluation of IR Response to Data Request survey with 75% return rate

Objective 5: *Institutional Research increases technical knowledge capabilities to improve data collection and analysis. (Board Goal or Strategic Plan Area: Support Excellence)*

Strategy: The IR Director will participate in professional development to improve data analysis skills

Measurement for AY 2015:

Attendance at the Regional Assessment Conference, JCCC

Operational Plan for Financial Affairs

Objective 1: *Encourage innovation through improved student experience by redefining the Federal Work-Study and Student Labor programs. (Board Goal or Strategic Plan Area: Innovation and Service Excellence)*

Strategy:

Expand and increase student employee position offerings, advertise availability of positions, connect with the community thru possible internships

Measurement:

Increase the Federal Work-Study expenditures; student employee surveys

Responsibility:

Laura Allison, Fall 2016

Objective 2: *Encourage innovation through improved student experience by enhancing the student financial aid award packages and notifications and decreasing the Student Loan Cohort Default Rate (Board Goal or Strategic Plan Area: Innovation and Service Excellence)*

Strategy:

Promote outside scholarship resources and assist with application, implement a financial literacy program, increase loan counseling

Measurement:

Cohort Default Rating, Noel Levitz data, Graduate Exit Survey data, A.A.S. and Certificate Completer's Survey

Responsibility:

Laura Allison, Spring 2016

Objective 3: *Encourage innovation through improved student experience by providing transparent, simple, accurate, and timely billing for students (Board Goal or Strategic Plan Area: Innovation and Service Excellence)*

Strategy:

Simplify tuition/fee costs

Provide accurate billing by implementation and training of PowerCampus

Offer electronic payment plans

Provide costs to all students at time of enrollment

Provide statements more frequently and prior to the first day of classes

Measurement:

Data from PowerCampus, Noel Levitz data, Graduate Exit Survey, A.A.S. and Certificate Completer's Survey

Responsibility:

Wendy Isle, Fall 2016

Objective 4: *Encourage innovation through improved student experience by providing modern, comfortable facilities. (Board Goal or Strategic Plan Area: Innovation and Service Excellence)*

Strategy:

Develop a 5-year maintenance plan for facilities

Measurement:

Data from PowerCampus, Noel Levitz data, Graduate Exit Survey, A.A.S. and Certificate Completer's Survey

Responsibilities:

Chris McDiarmid & Wendy Isle, December 2016

Objective 5: *Improve the college's relationship with the community by exploring bookstore retail opportunities at community events and campus activities. (Board Goal or Strategic Plan Area: Improve college relationship with community)*

Strategy:

Increase visibility and sales at softball and baseball games, community events, and storefront in community

Measurement:

Community survey, Noel Levitz data, Graduate Exit Survey, A.A.S. and Certificate Completer's Survey

Responsibility:

Teresa Vestal, December 2016

Objective 6: *Improve the college's relationship with the community by expanding and enhancing the College Bookstore webpage/sales. (Board Goal or Strategic Plan Area: Improve college relationship with community)*

Strategy:

Work with Marketing to add a link to the College Bookstore on the main webpage, increase number of items offered on the webpage, and advertise the website, add logos/website on clothing tags

Measurement:

Webpage experience survey data

Responsibility:

Teresa Vestal, August 2016

Operational Plan for Information Technology

Administrative Technology Systems focuses on campus wide systems that are mission critical to the success of the administration at Independence Community College. Portions of the administrative system will change with the continued implementation of Power Campus, which, will have the ability to deliver Key Progress indicators, in the form of web based dashboards and detailed reporting, for Administration. The beneficial areas will include Human Resources, Admissions, Registration, Instructional Support, Information Resources, Academics, and the President's Cabinet. The benefits of adding the portal is that all departments will have real time access to key data points to drive excellence. The work within this area is regularly reviewed by Project Management, both within ICC and the Ellucian implementation team, and the President's Cabinet.

Objectives:

1. *Implement a successful Business Intelligence system for all departments integrated with Power Campus Portal. (Board Goal or Strategic Plan Area: Support Excellence)*
2. *Advance a more consistent user experience for new projects. (Board Goal or Strategic Plan Area: Support Excellence)*
3. *Investigate the need for a technology governance committee. (Board Goal or Strategic Plan Area: Support Excellence)*
4. *Retire legacy applications and advance solutions which require less customization from third party sources. (Board Goal or Strategic Plan Area: Support Excellence)*
5. *Initiate optimization plans, which will concentrate on operations by enhancing support while minimizing operational cost. (Board Goal or Strategic Plan Area: Support Excellence)*

Strategies:

1. Integrate reporting structures that are consistent with the needs of Independence Community College
2. Provide the ability for all users to access data through customizable reporting
3. Retire the current AS400
4. Define a Migration plan to move the current data within our existing Student Information System to a Data Warehouse
5. Plan and focus resources and work into day-to-day operations, support & enhancements, project execution, discovery & planning by augmenting staff with new skills
6. Deliver agreed on day-to-day operations as defined by the President and augmented by the Board of Directors
7. Identify and remove barriers in delivering projects, support and enhancements in relation to technological advancements at Independence Community College

Education Technology Systems focuses on institutional educational systems including student information systems, Learning Management Systems (Canvas), while supporting faculty and student course related systems. Integrate parts of the Technology committee to help support and bridge the gap between the Department of Information Technology and the Faculty. Monitoring and review of this area are reviewed regularly by the President's Cabinet and the President.

Objectives:

1. *Digitize paper processes. (Board Goal or Strategic Plan Area: Support Excellence)*
2. *Develop multiple platform interfaces to business applications. (Board Goal or Strategic Plan Area: Support Excellence)*
3. *Provide new user processes for Faculty and Students. (Board Goal or Strategic Plan Area: Support Excellence, Service Excellence)*
4. *Provide a common user experience for new applications. (Board Goal or Strategic Plan Area: Support Excellence, Service Excellence)*

5. Manage technical outcomes. (Board Goal or Strategic Plan Area: Support Excellence, Service Excellence)

Strategies:

1. Digitize paper forms
2. Implement Online Registration – Phase 2 providing an enhanced set of advising tools and registration process
3. Become an integral part of the online advisory committee
4. Implement change management process
5. Develop service level agreements
6. Provide opportunities for user based training

Data Management integrates the needs of the faculty and staff while providing a sense of governance. The Department of Information Technology has placed an importance on how systems are used including policies, procedures and best practices to help collect and disseminate data while protecting the key assets of the institution. Key responsibilities: reporting infrastructure; business intelligence; data access management and security; and data governance. Monitoring and review of this area are reviewed regularly by the President's Cabinet and the President.

Objectives:

1. *Improve data practices (Board Goal or Strategic Plan Area: Support Excellence)*
2. *Improve remaining legacy environments (Board Goal or Strategic Plan Area: Support Excellence)*
3. *Improve policies, procedures and best practices (Board Goal or Strategic Plan Area: Support Excellence)*
4. *Improve customer centric processes (Board Goal or Strategic Plan Area: Support Excellence)*

Strategies:

1. Finish implement policies, procedures and best practices.
2. Finish implementation of Disaster recovery and Business Continuity plans and procedures.
3. Develop a plan for departmental initiatives (long term).
4. Conduct data gathering exercises, surveys and possibly focus groups.
5. Explore document management systems for Power Campus.
6. Implement and execute required systems evaluations.

Customer The Department of Information Technology aims to be proactive, while be responsive to our user base by providing a positive service experience. The Department of Information Technology works closely with faculty and staff to help provide students with the best user experience possible. However direct interaction with the student population in the past has been lacking due to various concerns. In order to better serve our student populous some changes would like to be made by possibly providing a nurturing innovative partnerships with a Student based work force that meet the specific needs of students while bridging a gap between the staff and students. The Help Desk aims to provide an easy interface for our users, therefore our current system will be revamped to provide users with key videos, instructions, and knowledge base articles on various topics, while providing them with a new web based portal to submit trouble tickets. Monitoring and review of this area are reviewed regularly by the President's Cabinet and the President.

Objectives:

1. *Improve and streamline help desk processes (Board Goal or Strategic Plan Area: Service Excellence)*
2. *Align customer expectations by providing clear channels of support. (Board Goal or Strategic Plan Area: Service Excellence)*

3. *Strengthen relationships with our user base while collecting user feedback. (Board Goal or Strategic Plan Area: Service Excellence)*
4. *Explore a partnership between the Information Technology Department and a Student work study. (Board Goal or Strategic Plan Area: Service Excellence)*

Strategies:

1. Replace paper process for entering and exiting employees
2. Expand support by promoting increased mobile access
3. Align services with customer expectations. Conduct survey and gap analysis of key service expectations against current service delivery
4. Increase self-service options. Identify how to provide self-service where options currently do not exist
5. Experiment with application of new technologies to our work. Expand use of iPads/mobile interfaces
6. Partner with Faculty and Staff to improve their computing experience. Redesign our current infrastructure to offer computing needs to Students outside of typical business hours
7. Clearly define and market services offered by IT to faculty, staff and with the hopes of a student work study program to our student population
8. Redefine our current support models to offer a new Service Level Agreement to the Institution

Operations and Infrastructure is the foundation for all services offered to the Institution, including networking, email, Student Information System, Learning Management Systems and all secondary processes. The Information Technology Department is working on advancements in computer lab and tutoring center desktop delivery. The advancement will allow our current students to internal and external access key resources without the need of purchasing products. Key responsibilities include network operations; network installation; server and system administration; distributed IT support of desktops and servers; desktop virtualization; security systems and services. Monitoring and review of this area are reviewed regularly by the President’s Cabinet and the President.

Objectives:

1. *Maintain and operate Network and infrastructure, data center facilities, while providing disaster recovery and business continuity planning. (Board Goal or Strategic Plan Area: Service and Support Excellence)*
2. *Provide a next-generation infrastructure of virtual computing. (Board Goal or Strategic Plan Area: Service and Support Excellence)*
3. *Monitor and adjust data storage needs. (Board Goal or Strategic Plan Area: Service and Support Excellence)*
4. *Provide indoor and outdoor Wi-Fi coverage. (Board Goal or Strategic Plan Area: Service and Support Excellence)*
5. *Provide outstanding customer support in Onsite Support Services, Community Support and Outreach, Managed IT Support Services, and IT Deployment and Maintenance Service. (Board Goal or Strategic Plan Area: Service and Support Excellence)*
6. *Provide a robust and feature rich telecommunication service. (Board Goal or Strategic Plan Area: Service and Support Excellence)*
7. *Develop and plan for a wide array of mobility platforms allowing for an anytime/anywhere approach. (Board Goal or Strategic Plan Area: Service and Support Excellence)*
8. *Provide a full range of IT services (Board Goal or Strategic Plan Area: Service and Support Excellence):*
Protect its data assets, to ensure that data systems and data use are compliant with relevant federal and state law and regulations, and with applicable contractual obligations
Remain compliant with relevant federal law and regulations with regard to U.S. Copyright Law, with particular attention to requirements resulting from Digital Millennium Copyright Act (DMCA)

Ensure the computing environment remains as safe, secure, confidential, private and usable as needed by the institution (including Network Infrastructure; Data Center & System Administration; Communications; and Risk Management)

Strategies:

1. Continue evolving the Infrastructure Roadmap & develop a roadmap for optimal digital identity life-cycle management
2. Implement a full redundant virtualization platform for server and desktop infrastructure
3. Implement an inventory management system
4. Increase communications, internal improvement efforts, and implement technology based Security Systems
5. Implement Plans for business continuity and disaster recover
6. Implement IT change management procedures

Administration includes Project, Process Management, and general administration. In support of the operational areas the CIO will help to develop standard work processes to improve consistency of project and service delivery. Monitoring and review of this area are reviewed regularly by the President's Cabinet and the President.

Objectives:

1. *Improve communication to all ICC staff, faculty and departmental members. (Board Goal or Strategic Plan Area: Support Excellence)*
2. *Keep IT staff informed and aware of the needs of our customers. (Board Goal or Strategic Plan Area: Support Excellence)*
3. *Support the improvement of reliability, efficiency and service delivery. (Board Goal or Strategic Plan Area: Support Excellence)*
4. *Determine long-term direction of project management to improve reliability of project delivery. (Board Goal or Strategic Plan Area: Support Excellence)*
5. *Engage employees through the development of skills that align with the direction of our customers' work. (Board Goal or Strategic Plan Area: Support Excellence)*

Strategies:

1. Develop and implement a communications plan to keep institution aware any changes or enhancements that may impact their daily workflow.
2. Develop processes for customer survey feedback
3. Develop procurement procedures to ensure savings and improve efficiency
4. Create a product retirement process
5. Create a portfolio of products and services
6. Develop a proactive building maintenance schedule
7. Implement a targeted career development or IT staff

Operational Plan for Human Resources

Objective 1. *Support ICC's Vision to be "Excellent" by hiring and developing the right resources who will create value for ICC and their students in the long term. (Board Goal or Strategic Plan Area: Support Excellence)*

Measurement:

Quarterly review of turnover statistics to see if ICC is retaining both "at" and "above expectation" employees

1. Organizational survey results will demonstrate a positive change in the ICC culture
2. Anecdotal stories from employees, community members, and students that describe "why they like ICC"
3. The number of innovative ideas will start to multiply and all sectors of the organization will be bringing forth innovative ideas

Strategies:

1. Identify new initiatives/perks that would contribute to joyfulness in the workplace
2. Create opportunities for employees to come together for the purpose of coming up with innovative ideas. These opportunities will promote the idea of everyone learning to innovate in their areas
3. Develop a Leadership Development Program for new supervisors and/or high potential employees. This has already been started and will continue
4. Personally coach individual employees on performance issues where needed. I usually have one or two employees that I am working with at any given time in attempt to improve their performance.
5. Host various employee development opportunities throughout the year that focus on specific developmental needs of the organization which is based off Performance Reviews.
6. Work with the college President and Cabinet members to think strategically about their people resources. Goal is to make sure that the college's limited resources are being utilized correctly
7. Continue to look for and hire employees who have the capacity to be innovative and who have the right balance of character and competence.
8. Encourage and incentivize employees to get involved in the local community and service area such that ICC is seen and heard in many formats.
9. Help remove obstacles to ICC's success due to individuals putting up artificial barriers and creating unnecessary bureaucracy.

Responsibilities:

1. Host a meeting with a cross section of employees to discuss "joyfulness" in the workplace and put together a calendar of activities/events for each month. This meeting will happen by the end of February.
2. Start meeting with the Leadership Group again on a weekly basis throughout the Spring Semester.
3. Jim Correll and Keli Tuschman will conduct a book club on "Think and Grow Rich." This will be starting on February 16th
4. Put together a list of Webinars and discussion sessions for employees for the Spring Semester
5. Identify opportunities for employees to join local clubs or committees. Send out announcements about these opportunities on an ongoing basis
6. Get approval to start an "Innovation Fund" that will award employees for proposing innovative ideas for ICC. Setup conversation with Dan Barwick, Jim Correll, Wendy Isle, and Keli Tuschman to discuss how and when we can get this started.
7. Work with David Smith to redefine the use of the Personal Development Funds under his charge to be used specifically for employees who are willing and able to make a difference at ICC.