

BOARD OF TRUSTEES SPECIAL MEETING  
STRATEGIC PLANNING WORKSHOP  
CIE 104 (West Classroom of Center for Innovation and Entrepreneurship) 6:00 p.m.  
May 1, 2019

AGENDA

I. ROUTINE

- A. Call to Order
- B. Approval of Agenda Action
- C. Welcome Guests
- D. Pledge of Allegiance
- E. 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.
- F. 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.

II. INSTITUTIONAL OPERATIONS

- A. Draft 2019-2025 Strategic Plan Discussion/Possible Action    Section 2

## ***PUBLIC PARTICIPATION AT BOARD MEETING***

### Items on the Agenda

Members of the public wishing to appear before the Board concerning an item which is on the agenda must fill out one of the cards provided and present the card to the Board Clerk. There are three opportunities for public comment during regular meetings.

First, the public may comment on any item on the agenda during a period at the beginning of meetings, with a total comment period of ten minutes and individual comments limited to two minutes. This comment period may be extended by Board vote.

Second, prior to each Board vote, the public will be invited to speak directly to the issue being voted upon.

Third, any member of the public may make a lengthier presentation on agenda items, provided that a request for such a presentation is made in writing in advance of the meeting. Permission to make such presentations, and their length, is at the discretion of the Board Chair.

### Information to the Audience

The Board members receive the complete agenda along with background material that they study individually before action is taken at the meeting. Any member of the Board may remove items from the consent agenda at the time of the meeting.

### **Examples of Motions for Executive Session**

*Remember that a motion to move into executive session needs to state the subject, provide justification, and state a time and place for return to open session*

EXECUTIVE SESSION: Non-Elected Personnel

**Sample Subjects:** Employee job performance; employee evaluations; or annual review of probationary employees.

I move that we recess for an executive session for discussion of *(insert subject to be discussed)*, pursuant to the non-elected personnel exception, K.S.A. 75-4319(b)(1). Open Session will resume at *(insert time)* in CLC 104 of the Cessna Learning Center. Those invited to attend are: *(list attendees)*.

EXECUTIVE SESSION: Negotiations

**Sample Subject:** Faculty and Board proposals.

I move that we recess for an executive session for the purpose of discussing *(insert subject to be discussed)*, pursuant to the employer-employee negotiation exception, K.S.A. 75-4319(b)(3). Open Session will resume at *(insert time)* in CLC 104 of the Cessna Learning Center. Those invited to attend are: *(list attendees)*.

EXECUTIVE SESSION: Possible Acquisition of Real Estate

**Sample Subject:** For future expansion.

I move that we recess for an executive session for discussion of *(insert subject to be discussed)*, pursuant to the preliminary discussion on acquisition of real estate exception, K.S.A. 75-4319(b)(6). Open Session will resume at *(insert time)* in CLC 104 of the Cessna Learning Center. Those invited to attend are: *(list attendees)*.

EXECUTIVE SESSION: Attorney/Client Privilege.

**Sample Subjects:** Ongoing litigation; a settlement proposal; or a claim made against the College.

I move that we recess for an Executive Session for consultation with the College attorney regarding *(insert subject to be discussed)*, pursuant to the attorney/client privilege exception, K.S.A. 75-4319(b)(2). Open Session will resume at *(insert time)* in CLC 104 of the Cessna Learning Center. Those invited to attend are: *(list attendees)*.

# **Independence Community College**

**2019-2024**

## **Strategic Plan**

# **Pirates Lead**

## **Preparing Independence Community College for Its Second Century**

### **College History**

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

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

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

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

## Mission

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

## Vision

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

## Core Values

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

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

- **Commitment:** ICC commits to making decisions that best serve its students and community.

## Purpose

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

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

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

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

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

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

## Background

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

Listening sessions were scheduled for the major locations in our taxing district. In total, eight listening sessions were held, both on campus and in the communities. The listening sessions were advertised in the local newspapers, through social media, and through posters hung around town. Listening sessions were led by facilitators,

volunteers from the college and community who underwent a brief training session provided by the Strategic Planning Process Committee. There was a total pool of ten facilitators. There were two facilitators assigned per session. Attendees were asked to fill out individual forms about themselves and their ideas for the college, and then the facilitators took the group through a process designed to elicit group consensus on current problems and possible solutions. The results were compiled and supplied to the Gap Analysis Committee. To preserve the integrity of the compiling, all original documents were preserved.

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

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

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

The groups reported their findings in March 2019 to the Gap Analysis Committee. The Gap completed their work on a final proposed strategic plan in April 2019, and the Strategic Plan was adopted by the college Board of Trustees at their May 2019 meeting.

## **Strategic Planning Committee Members**

## Community Engagement

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## Economic Development

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## Academic Excellence

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## Cultural and Diversity Excellence

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## ICC 2025

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# Overview of the 2019-2024 Strategic Plan

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

These Key Initiatives are:

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

Every action in the strategic plan is focused on supporting advancement in these eight areas in the next five years. Each quarter, the President and the Board will review these initiatives to benchmark and track success. An annual review of this strategic plan will be conducted prior to the start of the budget development process to ensure the initiatives and action plan continue to frame the goals of the college based on funding. Failure to meet an initiative will result in refocused attention to the objectives and methods within that strategic area. Achievement of

an initiative will indicate success of the college, and the goals will be adjusted to continue progress in that area.

\*Appendix A: The eight Key Initiatives are a compilation of the initiatives created by each of the Strategic Planning Subcommittees these are listed in Appendix A for informational purposes only for the GAP and Board of Trustees.

## Action Plan

### Initiative 1 – Academic Programs

Fiscal year 2019-2020

Key Initiative	Strategies/Actions	Who's Responsible
Academic Programming	Re-establish Pirate Days program for high school students and parents	Recruiting and Fab Lab
Academic Programming	Increase Concurrent Enrollment by five percent compared to previous year by offering college credit programs in feeder schools	Academic Affairs
Academic Programming	Create incentives for academic and co-curricular areas to incorporate the Entrepreneurial Mindset (or comparable curricula) and Fab Lab into existing programs	Academic Affairs Fab Lab
Academic Programming	Incorporate an entrepreneurial mindset into appropriate program curriculum and course descriptions	Academic Affairs
Academic Programming	Renew articulation agreements and tailor course descriptions to transfer colleges	Academic Affairs
Academic Programming	Complete technology audit and identify technology funding to update annually	Director of IT
Academic Programming	Establish Campus Diversity Task Force	Human Resources
Academic Programming	Schedule at least one cultural event that celebrates diversity/history each month	Human Resources and Student Affairs



	college credit programs in feeder schools	
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Fiscal Year 2021-2022

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Academic Programming	Add one completely online degree program	Academic Affairs
Academic Programming	Expand Community Service Program for students.	Student Affairs
Academic Programming	Add Student Clubs including those focused on diversity and incentivize sponsorship	Student Affairs
Academic Programming	Establish an annual career fair for ICC graduates	Student Affairs
Academic Programming	Create new for-credit programs in the Fab Lab, and/or revise/promote its existing for-credit programs with goal of creating a sustainable credit-bearing academic program by Fall 2022	Academic Affairs and Fab Lab
Academic Programming	Increase Concurrent Enrollment by 10 percent compared to previous year by offering college credit programs in feeder schools	Academic Affairs

Fiscal Year 2022-2023

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Academic Programming	Add a student financial literacy program to assist first-time students with college readiness	Academic Affairs
Academic Programming	Implement online degree program for incarcerated students	Academic Affairs

Fiscal Year 2023-2024

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Academic Programming	Establish an annual talent show for students, faculty and staff	Marketing and Student Affairs

**Initiative 2 – Community Engagement**

Fiscal year 2019-2020

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Community Engagement	Identify 3-5 major service area employers and partner with them to develop curricula that specifically prepare workers to match those employers' entry-level skill needs	Academic Affairs
Community Engagement	Add two community event participation programs for student clubs	Student Affairs
Community Engagement	Name campus liaisons to the Independence Diversity Task Force	President's Office
Community Engagement	Identify ICC Staff as business development liaison and to serve on the Montgomery County Action Council Board	President's Office
Community Engagement	Form Centennial Committee to begin planning process for 100 year celebration	President's Office, ICC Foundation

Fiscal Year 2020-2021

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Community Engagement	Create mentorship program for at-risk students	Student Affairs
Community Engagement	Add for-credit mentorships/apprenticeships	Academic Affairs
Community Engagement	Hold a "new year" picnic for staff, students and community members	Marketing
Community Engagement	Increase recruitment staff by implementing faculty/part time employee recruiters	Academic Affairs
Community Engagement	Expand the CP2 program	Admissions

Fiscal Year 2021-2022

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Community Engagement	Establish annual volunteer day for campus and community	Student Affairs



<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Safety and Security	Implement Year 2 of ADA Voluntary Action Plan	Director of Facilities
Safety and Security	Conduct annual fire safety and emergency drills	Director of Facilities
Safety and Security	Implement updated technology as necessary for student safety alerts	Director of IT
Safety and Security	Implement Year 5 of Fire Safety Plan	Director of Facilities
Safety and Security	Conduct annual active shooter drill and update active shooter plan as necessary	Director of Facilities

Fiscal Year 2021-2022

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Safety and Security	Implement Year 3 of ADA Voluntary Action Plan	Director of Facilities
Safety and Security	Conduct annual fire safety and emergency drills	Director of Facilities
Safety and Security	Conduct annual active shooter drill and update active shooter plan as necessary	Director of Facilities

Fiscal Year 2022-2023

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Safety and Security	Conduct annual fire safety and emergency drills	Director of Facilities
Safety and Security	Conduct annual active shooter drill and update active shooter plan as necessary	Director of Facilities

Fiscal Year 2023-2024

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Safety and Security	Conduct annual fire safety and emergency drills	Director of Facilities

Safety and Security	Conduct annual active shooter drill and update active shooter plan as necessary	Director of Facilities
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#### Initiative 4 - Human Resources

Fiscal year 2019-2020

Key Initiative	Strategies/Actions	Who's Responsible
Human Resources	Conduct internal needs and training assessment for faculty and staff	Director of HR
Human Resources	Negotiate with faculty for a more comprehensive faculty evaluation system	Vice President for Academic Affairs
Human Resources	Create a volunteer faculty recruitment and advising program	Vice President for Academic Affairs
Human Resources	Create Leadership ICC program for faculty and staff	Director of HR
Human Resources	Establish program to fund and encourage employee participation in civic clubs/organizations/boards and events	President

Fiscal Year 2020-2021

Key Initiative	Strategies/Actions	Who's Responsible
Human Resources	Implement internal professional development programming, as well as incentive options for employees, including adjunct faculty	Director of HR
Human Resources	Schedule brown bag presentation series for teaching and learning	Vice President for Academic Affairs
Human Resources	Enlarge program to fund and encourage employee participation in civic	President

	clubs/organizations/boards and events	
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Fiscal Year 2021-2022

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Human Resources	Use faculty evaluations for faculty development programming	Vice President for Academic Affairs
Human Resources	Implement an ICC Leadership class for staff and faculty	Director of HR

Fiscal Year 2022-2023

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Human Resources	Plan Six Sigma training for employees and departments, to be established in following year	Director of HR

Fiscal Year 2023-2024

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Human Resources	Implement Six Sigma training for employees and departments	Director of HR

**Initiative 5 - Marketing**

Fiscal year 2019-2020

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Marketing	Create and Implement a comprehensive strategic marketing plan	Marketing
Marketing	Create and implement crisis communication plan	Cabinet
Marketing	Establish a dashboard for monitoring Strategic Plan successes	President's Office

Marketing	Create a comprehensive ad plan to maximize budget and increase reach	Marketing
Marketing	Create new advertising and branding campaign	Marketing
Marketing	Increase marketing focus for curricular and co-curricular programs that increase dorm occupancy	Marketing

Fiscal Year 2020-2021

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Marketing	Redesign website and content management system	Marketing
Marketing	Establish Town and Gown Mixer	Marketing
Marketing	Create and implement strategic recruitment and admissions plan	Marketing and Recruitment

Fiscal Year 2021-2022

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Marketing	Develop and update department and division college retention initiatives	Marketing

Fiscal Year 2022-2023

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Marketing		

Fiscal Year 2023-2024

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Marketing		

**Initiative 6 - Social and Fiscal Security**

Fiscal year 2019-2020

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Social and Fiscal Security	Perform energy audit	Director of Facilities
Social and Fiscal Security	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an affinity – target specific building, and use funds raised in following budget year	ICC Foundation Director
Social and Fiscal Security	Increase marketing focus for curricular and co-curricular programs that increase residential enrollment	Marketing

Fiscal Year 2020-2021

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Social and Fiscal Security	Implement cost-saving recommendations of energy audit	Director of Facilities, Board of Trustees
Social and fiscal security	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an affinity – target specific building, and use funds raised in following budget year	ICC Foundation Director, President

Fiscal Year 2021-2022

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
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Social and Fiscal Security	Allocate at least 50% of the \$110,000 that will become available from payoff of Vet Tech lease toward deferred maintenance. *	Board of Trustees, President
Social and Fiscal Security	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an affinity – target specific building, and use funds raised in following budget year	ICC Foundation Director, President

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

Fiscal Year 2022-2023

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who’s Responsible</b>
Social and Fiscal Security	Allocate at least 50% of the \$225,000 that will become available from payoff of Vet Tech lease and Energy Audit lease toward deferred maintenance. *	Board of Trustees, President
Social and Fiscal Security	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an affinity – target specific building, and use funds raised in following budget year	ICC Foundation Director, President

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

Fiscal Year 2023-2024

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Social and Fiscal Security	Allocate at least 50% of the \$835,000 that will become available from payoff of Vet Tech, Energy Audit, Captain's Quarters, and IT Infrastructure leases toward deferred maintenance. *	Board of Trustees, President
Social and Fiscal Security	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an affinity – target specific building, and use funds raised in following budget year	ICC Foundation Director, President

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

**Initiative 7 - Substantially increase traditional fundraising**

Fiscal year 2019-2020

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Substantially increase traditional fundraising	Use a standard method of calculating cost-to-raise-a-dollar, and adopt aggressive strategies to decrease that cost, whether through decreased expenditures, increased revenue, or a combination	ICC Foundation Director
Substantially increase traditional fundraising	Create fundraising and investment practices that would generate \$1M	President, ICC Foundation Director

	in endowed general scholarship funds for the college by the end of this strategic planning period	
Substantially increase traditional fundraising	Through increased fundraising and increased efficiency, increase unrestricted annual support of the college by \$20,000 in 2019-20, and establish baseline	ICC Foundation Director
Substantially increase traditional fundraising	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an affinity – target specific building, and use funds raised in following budget year	ICC Foundation Director, President
Substantially increase traditional fundraising	Improve size/accuracy of alumni database for alumni outreach for fundraising/volunteering/success stories	ICC Foundation Director

Fiscal Year 2020-2021

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Substantially increase traditional fundraising	Generate \$100,000 in additional endowed general scholarship funds	President, ICC Foundation Director
Substantially increase traditional fundraising	Increase unrestricted annual support of the college by \$10,000 over 2019-2020 baseline	ICC Foundation Director
Substantially increase traditional fundraising	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an	ICC Foundation Director, President

	affinity – target specific building, and use funds raised in following budget year	
Substantially increase traditional fundraising	Improve size/accuracy of alumni database for alumni outreach for fundraising/volunteering/success stories	ICC Foundation Director
Substantially increase traditional fundraising	Conduct feasibility study for Centennial Campaign	ICC Foundation Director, President

Fiscal Year 2021-2022

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

Fiscal Year 2022-2023

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

Fiscal Year 2023-2024

<b>Key Initiative</b>	<b>Strategies/Actions</b>	<b>Who's Responsible</b>
Substantially increase traditional fundraising	Using 2020-2021 support as a baseline, generate \$400,000 in additional endowed general scholarship funds	President, ICC Foundation Director
Substantially increase traditional fundraising	Increase unrestricted annual support of the college by \$40,000 over 2019-2020 baseline	ICC Foundation Director

Substantially increase traditional fundraising	Engage in targeted fundraising campaign intended to defray deferred maintenance expenses, by soliciting alumni for both maintenance and improvements to buildings to which they have an affinity – target specific building, and use funds raised in following budget year	ICC Foundation Director, President
Substantially increase traditional fundraising	Improve size/accuracy of alumni database for alumni outreach for fundraising/volunteering/success stories	ICC Foundation Director
Substantially increase traditional fundraising	Implement results of Centennial Campaign feasibility study	ICC Foundation Director, President

**Initiative 8 – Increase Enrollment, Retention and Completion Rates**

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

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

## Appendix A:

### Key Initiatives for Community Engagement:

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

### Key Initiatives for Academic Excellence:

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

### Key Initiatives for Economic Development:

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

### Key Initiatives for Cultural Diversity and Enrichment:

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

Key Initiatives for Financial Sustainability:

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