



STRATEGIC PLAN

Approved June 10, 2015

Summary: 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 continuous improvement in the areas of academics, non-services, and staff support services. This 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 below is a manageable, easily-revisable document that is driven by the Board's vision, requires that decisions be 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.

MISSION STATEMENT

Re-approved March 9, 2015

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

Re-approved March 9, 2015

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.

STRATEGIC GOALS

Approved February 4, 2016

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.



CORE VALUES

Re-approved March 9, 2015

- **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.

ACHIEVING THE VISION

For the purpose of this plan, the Board will consider an educational experience exceptional if it is part of a comprehensive program of continuous quality improvement, as defined in our Core Value – Excellence.

We will achieve the Board's vision through excellence in the following three areas:

- Academic Excellence
- Service Excellence
- Support Excellence

We will measure our continuous improvement (excellence) using five areas of measure:

- Student Satisfaction
- Enrollment
- Retention
- Recruitment
- Completion

The Board will ensure the influence of this plan through the use of operational plans in each administrative area. These plans will:

- Be documented in TK20
- Drive resources in the budget process
- Be reviewed for input by the Board of Trustees

The Board will ensure accountability and data-driven decision-making through the use of rigorous, transparent reporting in each area of measure: These reports will:

- Consist of Quarterly Reports and an Annual Report to the Board
- Be presented using standardized format across administrative areas
- Be published on the college website