

ILLINOIS VALLEY COMMUNITY COLLEGE

Strategic Plan 2024-2027



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Students, Faculty, Staff, Administration and Members of the Community,

At Illinois Valley Community College, we are dedicated to our mission of creating opportunities for students and our community by providing access to affordable, high-quality higher education and lifelong learning. As part of that mission, we must always keep at the center our core values of integrity, compassion, accountability, respect and equity to that all students, employees and community members know that they are welcome on our campus. We also want to continuously work to improve the way we engage with our students and community, as well as responsibly manage our fiscal resources. Strategic planning is a critical component of this work.

As your president, this process has been so valuable because we have had a number of critical conversations related to our goals, our vision for the future, and how we want to get there together. This planning process is just beginning and it is my hope that this first plan will provide the foundation for the upcoming years and will spark the innovation to continue the tradition of excellence that LPO and IVCC have fostered for the past 100 years. Thank you to every employee and community member who made time for these discussions and who have provided critical feedback to make this strategic plan relevant and visionary.

Sincerely,

A handwritten signature in cursive script that reads "Tracy Morris".

Tracy Morris, Ed.D.

President

Vision, Mission, and Core Values

The College community including faculty, staff, and students began the discussions related to mission, vision and values in Fall 2023. The process began with presentations outlining the strategic planning process and then conducting listening sessions with employees across the campus, which included in-person and zoom sessions at multiple times. Once trends were identified, these were brought back to employees and also to students for voting in September. Once the votes and feedback were compiled, the information was brought to the Strategic Leadership and Planning Council (SLPC) for the development of mission and vision statement drafts. These drafts were then voted on by employees and students in October, before being approved with the suggested modifications by SLPC. The Board of Trustees approved the Mission, Vision, and Values as part of Board Policy 01.06 in January 2024. A similar process was used for the development of the operational definitions of the Core Values.

Vision

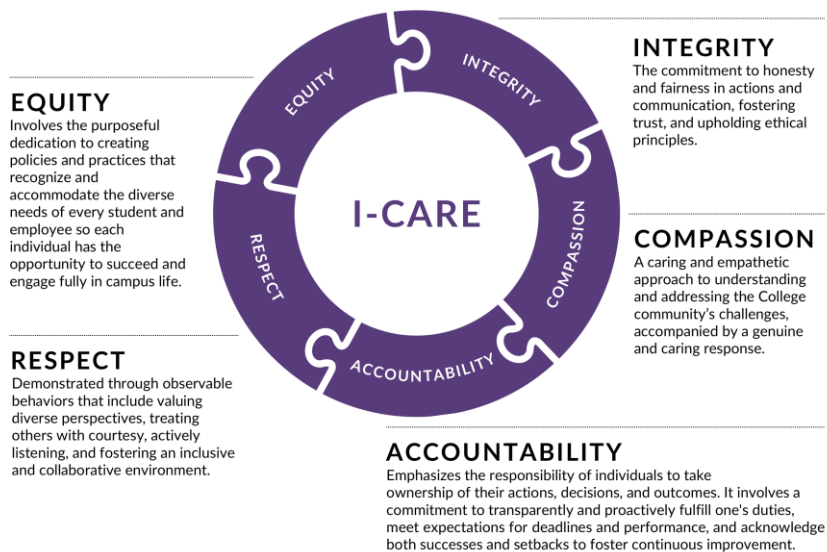
Illinois Valley Community College will foster personal and professional growth and well-being for our students and community through growing programs, updated facilities, and educational innovation.

Mission

Illinois Valley Community College is dedicated to creating opportunities for students and our community by providing access to affordable, high-quality higher education and life-long learning.

Core Values

DEFINITION OF IVCC CORE VALUES



Strategic Plan Development Process

Once the mission, vision and values were in process for approval, then the next steps involved environmental scanning and the [SWOT analysis](#), where participants discuss strengths, weaknesses, opportunities and threats facing the College. The process began with presentations outlining the strategic planning process and then conducting listening sessions with employees across the campus, as well as representatives the community. Sessions included in-person and zoom sessions at the main campus and Ottawa center and were offered in October and November.

This information from the SWOT sessions was then brought forward to the Strategic Leadership and Planning Council (SLPC) for the development of [institutional goals](#). The goals brought forward included a mission statement option that was not selected, as well as 6 concepts from the SWOT analysis. In February 2024, SLPC worked through the proposed goals and created institutional goals, which were then sent to the campus community for input.

Institutional goals were defined as key components that are enduring, do not change, and are items that we are always striving towards. They are not tactical or operational, they could be prior strategic goals but should not be current ones. These should be seen as overall guiding, foundational goals. Of those who responded, 66% stated that the goals reflect the direction for the College in the next three to five years.

These institutional goals were then broken into pillars for the formulation of [strategic goals and objectives](#), as well as [institutional objectives](#) for FY 25 and potential goals for future years. Sessions were held for the campus community in April. In advance of the sessions, pre-work was sent that included the information from the SWOT analysis (APPENDIX A) and a presentation (APPENDIX B). Sessions were held for students and for employees and feedback was also solicited from the Board of Trustees. The information gathered from those sessions was shared with SLPC in May to develop the goals presented for this plan.

Strengths, Weaknesses, Opportunities and Threats Analysis

SWOT (Strengths, Weaknesses, Opportunities, Threats) is used as a framework for the environmental scan. The procedure allows planners to support the gap analysis with additional information about what actions need to be taken in the strategic plan to move the institution to its vision. A Practical Guide to Strategic Planning in Higher Education (2nd edition) by Karen E. Hinton, PhD was used as the guide for the SWOT sessions.

Once the mission, vision and values were in process for approval, then the next steps involved environmental scanning and the SWOT analysis. The guide we used, by Dr. Karen Hinton, defines environmental scanning as follows:

Used in conjunction with a gap analysis, it helps create the institution's strategic goals and objectives. A SWOT analysis produces an inventory of the institution's strengths, weaknesses, opportunities, and threats (SWOT). Using results of the SWOT analysis to structure the specific elements of the vision helps the planning committee pinpoint what goals and objectives need to be developed to close the gap. (A Practical Guide, page 9)

The process began with presentations outlining the strategic planning process and then conducting listening sessions with employees across the campus, as well as representatives the community. Sessions included in-person and zoom sessions at the main campus and Ottawa center and were offered in October and November. The data from the sessions (Appendix C) was compiled and the weaknesses and limitations were broken into the following categories:

- Curriculum/Enrollment/Scheduling
- Process Improvement
- Human Resources
- Facilities/Finance
- External/Community
- Student Centered/Enrollment
- Technology

Institutional Goals and Objectives

Institutional goals were defined as key components that are enduring, do not change, and are items that we are always striving towards. They are not tactical or operational, they could be prior strategic goals but should not be current ones. These should be seen as overall guiding, foundational goals that support the IVCC Mission:

Illinois Valley Community College is dedicated to creating opportunities for students and our community by providing access to affordable, high-quality higher education and life-long learning.

In May, 2024, SLPC took the information from the SWOT and the planning sessions to discuss and brainstorm key priorities for the College. After completing the discussions, the SLPC conducted a values voting exercise to identify the initiatives for the institutional objectives to support the goals. These goals and objectives are for Fy25.

Goal 1. Build community appreciation for higher education and the impact it has on our community to transform lives and support economic development.

Objective A: Prioritize and implement a comprehensive marketing plan (FY24 goal)

Goal 2. Provide comprehensive programming, flexible learning opportunities, and holistic support for students, employees, and community that meet the diverse needs of students, cultivate success, and support teaching and learning.

Objective A: Development of a master schedule framework that will provide consistent scheduling to improve planning for faculty and degree completion for students.

Goal 3. Responsibly manage resources and enhance technology to improve the learning experience, support innovative educational opportunities and professional development and invest in the future of the campus and community by updating facilities to meet the changing needs of our students.

Objective A: Improve digital accessibility.

Objective B: Develop orientation and onboarding for new students to improve student persistence and completion.

a. Dual credit

b. Traditional students

c. International students

Goal 4. Foster a culture that welcomes, values, and empowers individuals, encourages personal and professional development, improves communication, and the improves the transfer of institutional knowledge.

Objective A: Develop orientation and onboarding for employees

- a. Mentoring
- b. Onboarding checklist
- c. Comprehensive orientation
- d. Vector training
- e. Departmental training

Scorecards for tracking the goals, objectives, tasks and measurements will be shared with SLPC and the Board of Trustees on a regular basis. A sample is provided in Appendix D.

Strategic Plan Goals

Strategic goals were defined as key components that are designed to help the College fulfill the IVCC Vision:

Illinois Valley Community College will foster personal and professional growth and well-being for our students and community through growing programs, updated facilities, and educational innovation.

In May, 2024, SLPC took the information from the SWOT and the planning sessions to discuss and brainstorm key priorities for the College. After completing the discussions, the SLPC conducted a values voting exercise to identify the initiatives for the strategic goals and objectives. These goals and objectives are for FY25.

Goal 1: Growing programs to improve access and support for adult students.

Objective A: Expand Prior Learning Assessment (PLA)

Objective B: Develop Competency based education options

Objective C: Develop an adult student support network and onboarding

Goal 2: Improving facilities to meet the needs of students, staff and faculty.

Objective A: Identify, enhance, and promote additional study rooms/study zones/quiet areas.

Objective B: Improve access to technology and improved learning environments in 9 classrooms through the distance learning grant.

Goal 3: Support educational innovation to enhance student learning and employee development

Objective A: Identify targeted on-campus professional development opportunities for all employees on-campus.

Objective B: Work with facilities, IT, faculty and staff to identify classroom needs, including technology, furniture, teaching stations, and learning environments.

Objective C: Improve communication with and support for adjunct faculty.

Scorecards for tracking the goals, objectives, tasks and measurements will be shared with SLPC and the Board of Trustees on a regular basis. A sample is provided in Appendix E.

FY2025 College Initiatives

The FY2025 budget has been developed with extensive planning and input from the College's Budget Council. Specific requests from budget officers were evaluated and prioritized based upon the strategic goals and objectives as well as the following four initiatives set forth by the Board of Trustees:

1. Maintain fiscal discipline, financial reporting, and adequate financial reserves.
2. Continue positive enrollment trends.
3. Update facilities through planning with an emphasis on immediate needs.
4. Lead with academic excellence.

Maintain fiscal discipline, financial reporting, and adequate financial reserves

The FY25 Budget includes a \$5.00 per credit hour increase to tuition and fees, \$3.00 of which was directed to tuition and \$2.00 to the technology fees. This 3.7 percent increase was the first tuition increase in more than five years, although fees saw a slight increase in FY24. As part of the financial plan, the College's tuition and fees pricing philosophy was discussed. It includes the following:

- one universal tuition rate,
- one universal student fee,
- dual credit rate based on instruction method,
- market appropriate tuition rate (with the goal to be in the median of peer institutions),
- sufficient rate to maintain and/or improve service level, and
- yearly modest incremental tuition increases to align with CPI.

Post-pandemic higher education has seen increased technology needs, higher costs driven by inflation, increased grant opportunities and a very competitive hiring market. The College has an established practice of completing a three-year financial plan every year, which includes evaluating projections in EAV and tax revenues, state revenues, federal revenues and tuition and fees. Future expenses are also estimated. Taking those factors into consideration, it is during this process that tuition and fee changes are discussed.

In FY25, it will continue to be our goal to follow the tuition and fee pricing philosophy that was discussed above as the three-year financial plan for FY26 through FY28 is discussed. The FY25 budget also includes a transfer from Working Cash investment income in the amount of \$445,860 as allowed by Board

Policy 04.20: Transfers from Working Cash Fund and the Illinois Public Community College Act. These funds will be used for IT and capital improvements. This allows us to upgrade outdated equipment and maintain a balanced budget in the operating funds without depleting the Working Cash Fund.

Board Policy 04.09: Fund Balance provides guidelines for unreserved balances in the College's operating funds. The goal is to establish and maintain a general fund balance of 25 percent of normal annual operating expenditures. At the end of the FY23, the general fund balance was at 85 percent of normal annual operating expenditures. Board Policy 04.09: Fund Balance states that the recommended use of unreserved general fund balance is for projects identified in the Master Plan or other unanticipated one-time expenditures. The FY25 Budget includes a projected use of unreserved general fund balance in the amount of \$1,750,000 to complete master plan initiatives. The College will be able to use these funds to update our facilities without incurring debt. We anticipate the fund balance at the end of FY25 Budget to be at 89 percent of the normal annual operating expenditures.

Continue positive enrollment trends

In FY24, the College has seen a slight increase in credit hours compared to FY23. The College had budgeted for essentially flat enrollment at 46,532 credit hours; however, we are estimating FY24 credit hours at 47,157 which is 625 credit hours, or one percent more than the budgeted amount.

The FY25 budget is based on 46,740 credit hours, which is 208 credit hours, or less than one percent difference from FY24. The community college system continues to predict an "enrollment cliff" over the next few years based on the current enrollments at Illinois high schools. An additional focus of the community college system as a whole, and IVCC specifically, has been on student success and retention. In FY24, IVCC created a Student Success department in the Student Services division, whose primary focus will be on developing and executing strategies and programs that enhance student retention, persistence, graduation rates, and postgraduation opportunities. The Strategic Enrollment Management (SEM) Committee has identified objectives and strategies that would assist the College in increasing the retention rate from fall to fall including utilizing functionality in the new Self-Service Student Planner platform that went live for the Summer 2024 registration.

In addition, the SEM Management Committee identified three targeted marketing campaigns the newly established marketing department can focus on

for enrollment growth. These campaigns will focus on groups outside of the traditional high school graduate.

Update facilities through planning with an emphasis on immediate needs

With the Master Plan process almost complete, the next phase will be to prioritize needs identified and develop a strategic plan to address them. This plan will be the road map for facility projects for the next three to five years. This will require collaboration with stakeholders for scheduling, funding, and overall project success. The oldest part of the campus, built in the 1970's, is where the majority of classes are held. The learning environment has changed substantially over the years to incorporate technology, collaborative learning spaces, and address the needs of different learning styles. The College was awarded a USDA Rural Utilities Service Distance Learning Grant in FY24 to enhance the equipment for online learning opportunities in nine classrooms. The College will be able to implement three of the rooms in FY25 with very little facility enhancements. To implement the technology in the remaining six classrooms, the College will need to invest in substantial enhancements to the rooms.

In addition, industry standards are driving change for many programs, with the need to incorporate simulation-type learning. In FY25, the College, with the assistance of the Board of Trustees Facilities and Audit/Finance Committees will develop a facilities strategic plan with clear objectives, timeline, and explore potential funding sources.

Lead with academic excellence

The College's new Vice President for Academic Affairs, Dr. Vicki Trier started with the College on June 3, 2024. We are very excited to have her join the IVCC team and lead the Academic Affairs division. In FY25, Dr. Trier will work with stakeholders to complete the update of the Academic Strategic Plan, revitalize the annual plan process and provide leadership and mentoring to several new department heads within the division. The newly established Institutional Effectiveness department will be instrumental in providing data to develop the Academic Strategic Plan goals and objectives.

The FY25 Budget also includes a dedicated Transfer Coordinator position as part of the Student Success department. This position will allow a more structured approach to ensure transfer programs are aligned with four-year institutions and also give the College an opportunity to explore other partnerships such as the new

Saluki Step Ahead program with Southern Illinois University that provides qualified IVCC students an option to earn their bachelor's degree remotely and at a lower cost in twelve academic programs.

The College will also continue to strive for academic excellence through accreditation at the institutional and programmatic levels, through enhanced professional development and support, and as part of our vision of educational innovation.

Other Institutional Plans

In addition to the Strategic Plan, IVCC has other key components of planning that are essential to the success and progress of the institution. These plans may be overseen by departments or by institutional committees and often are supportive of institutional or strategic goals, departmental initiatives, or other priorities.

Academic Strategic Plan

The Academic Strategic Plan is approved by the Teaching and Learning Committee, as well as the SLPC, under the leadership of the Vice President for Academic Affairs. The Academic Strategic Plan was first developed in Fall 2016 and was updated for the 2021-2024 plan. This plan develops academic priorities, goals, and objectives, as well as the academic mission and vision for the College. This plan is available at on the Academic Affairs page at www.ivcc.edu/academicaffairs.

Equity Plan

The Equity Plan was developed by the Diversity, Equity and Inclusion Committee, under the leadership of the President. Public Act 102-1046 (110 ILCS 205/9.16) requires each public institution of higher education and encourages each private institution of higher education to develop and implement an equity plan and practices for its institution that, at a minimum, close gaps in enrollment, retention, completion, and student loan repayment rates for underrepresented groups, including students of color, low-income students, working adult students, rural students, and individuals with disabilities so that individuals, families, and communities throughout the state can thrive.

Illinois Valley Community College is committed developing this plan to meet the equity needs of our community and students. The plan was developed with guidance from the institutional Diversity, Equity, and Inclusion Committee and will be monitored and supported primarily by this committee.

Facilities Master Plan

The Facilities Master Plan is created every 10 years, with an update half-way through that timeframe. This plan includes a critical review of the existing facilities and land use for Illinois Valley Community College plus a plan of prioritized projects that responds to the challenges facing the College as it functions in a dynamic environment. A Campus Master Plan provides a framework to guide the future development of a college campus. The plan is designed to be consistent with and support the college's mission, objectives and core values as well as the other strategic planning initiatives developed by the College.

IVCC is currently developing the Facility Master Plan in calendar year 2024.

Financial Plan

The three-year financial plan is developed annually by the Business Office, under the leadership of the Vice President for Business Services and Finance. The plan provides a framework for the Board of Trustees and the administration to discuss the implications of major financial decisions. This three-year financial plan is part of the annual planning cycle that integrates the College's strategic plan with the financial resources necessary to meet these strategic planning objectives. The document is updated annually and divided into four sections:

- Executive Summary – integrates the assumptions and summarizes conclusions reached in this three-year financial plan;
- Projections and Assumptions – includes the three-year projections for all funds of the College;
- Historical Data – summarizes the financial history to determine trends to be used as a basis for many of the assumptions within the plan; and
- Peer College Statistics – summarizes how the College compares to peer community colleges along with a comparison to statewide averages.

This plan is available at www.ivcc.edu/businessservices

IT Master Plan

The IT Master plan is developed annually by the IT department, under the leadership of the Director of IT and the Vice President for Business Services and Finance. The IT Master plan is the roadmap for the Information Technology department. The Master Plan includes cybersecurity assessment, internal IT assessment, and future goals in the areas of Teaching and Learning, IT Environment, and IT satisfaction. This master plan is not currently available to the public due to sensitive information around cybersecurity, but it is an important planning tool for the IT Department.

Strategic Enrollment Management Plan

The Strategic Enrollment Management (SEM) plan is developed annually by the Strategic Enrollment Management Committee, under the leadership of the Vice President for Student Services. The SEM plan includes initiatives to increase the dual credit conversion rates, increasing adult student credit hours, increasing Hispanic student enrollment and credit hours, increasing traditional non-dual credit credit hours, and improving fall-to-fall retention rates. This plan is not currently available to the public due to sensitive information related to recruitment and retention, but it is an important planning tool for the Student Services division and related departments.

Student Success Plan

The Student Success plan is being developed by an identified team as part of our participation in the Student Success Academy, under the leadership of the Vice President for Student Services. Through involvement with the Higher Learning Commission (HLC) Student Success Academy Program, the College's core team learned about the importance of reflecting on the various processes on campus that affect students. As part of the development of the plan (still in progress), the team was challenged to gather and analyze student demographic and achievement data to better understand and evaluate student success initiatives. Through this assessment, the Student Success plan was developed with the goal of refining the IVCC infrastructure and engagement strategies while drafting the student success plan, all with the guidance and support of a HLC mentor. This plan is not currently available to the public due to sensitive information related to student success and retention, but it is an important planning tool for the Student Services division, Academic Affairs division, and related departments.

Implementation

As IVCC moves into implementation of the Strategic Plan, the following actions are recommended:

SLPC Oversight and Identified Committee or Departmental Ownership

As the College begins the strategic plan implementation process, SLPC should first determine the owner for each goal. This helps ensure that there is a plan for meeting the goals, objectives, and tactics. The owners should include a variety of stakeholders, including staff, faculty, adjunct faculty, College leadership, external partners (where appropriate), and students, so that all perspectives are incorporated into decision-making processes.

The ownership group or committee should meet regularly, sharing progress on tactics, objectives, and goals with SLPC on a bi-monthly basis and bringing forward any challenges or issues. Additional goals and objectives for future fiscal years will be added as appendices, unless substantial changes are needed to be made for the institutional goals or strategic goals and objectives.

Annual Updates

As this plan continues to guide the planning for the institution, the objectives and tactics will be reviewed by the SLPC and will be added as additional addendums to this plan.

Appendices

The appendices will be updated for the full approval of the plan.

APPENDIX A: SWOT Analysis Pre-Work for Sessions

APPENDIX B: Presentation for Sessions

APPENDIX C: SWOT Analysis Data

APPENDIX D: Sample scorecard for Institutional Goals

APPENDIX E: Sample scorecard for Strategic Goals

The next stage in our Strategic Planning is our Environmental Scanning.

The guide we are using, by Dr. Karen Hinton, defines environmental scanning as follows:

One technique for conducting an environmental scan is called a SWOT analysis. Used in conjunction with a gap analysis, it helps create the institution's strategic goals and objectives. A SWOT analysis produces an inventory of the institution's strengths, weaknesses, opportunities, and threats (SWOT). Using results of the SWOT analysis to structure the specific elements of the vision helps the planning committee pinpoint what goals and objectives need to be developed to close the gap.

SWOT (Strengths, Weaknesses, Opportunities, Threats) is used as a framework for the environmental scan. The procedure allows planners to support the gap analysis with additional information about what actions need to be taken in the strategic plan to move the institution to its vision. (A Practical Guide to Strategic Planning in Higher Education (2ND edition) by Karen E. Hinton, PhD

Please come prepared with thoughts regarding your perspective of IVCC's strengths, weaknesses, opportunities and threats, both internally and externally. If you have data/artifacts/etc. to support those, we may ask for those in the next part of our environmental scan.

If you would like me to send you an invitation for one of these events, just email me and I'll be glad to send it.

SWOT session links

Thursday, October 19 from 8:30-9:30 am Fireplace Lounge or Zoom

Wednesday, October 25 from 11:00 a.m.-12:00 p.m. C325-C326 or Zoom

Thursday, October 26 from 2:00-3:00 p.m. C316 or Zoom

Friday, October 27 from 1:30-2:30 p.m. CTC 125 or Zoom

Monday, October 30 from 12:00-1:00 p.m. Ottawa Center or Zoom

Wednesday, November 1 from 5:30-6:30 p.m. CTC 124 or Zoom

Same Zoom link for each

<https://ivcc-edu.zoom.us/j/83210573943?pwd=bbqan3G2WutHFlgGqLC4QqcG3VfO0r.1>

Meeting ID: 832 1057 3943

Passcode: 357681

Strategic Planning Introduction

Components of a Strategic Plan

- ▶ Foundation: Mission Statement
- ▶ Supporting Components: Values, Institutional Goals, Vision
- ▶ Strategic Plan: Goals and Objectives, Implementation Plan





Current Mission

Illinois Valley Community College provides a high-quality, accessible, and affordable education that inspires individuals and our community to thrive.



Prior Mission Statements

Prior Mission: IVCC teaches those who seek and is enriched by those who learn.

Prior LPO Mission: "...lay the foundations for successful careers in vocational, social, and political fields."

Prior Mission: IVCC serves the needs of the learner and our diverse community by providing quality education, training and services that are accessible, affordable and promote lifelong learning.

IN PROGRESS Mission Statement Components

- ▶ Access to higher education
- ▶ Create opportunities
- ▶ Serve our community
- ▶ Build a skilled workforce
- ▶ Lifelong learning
- ▶ Affordability
- ▶ Accessibility
- ▶ High quality
- ▶ Enriching lives
- ▶ Success

Current Vision

Illinois Valley Community College is
the preferred gateway to advance
individual and community success.

Prior Vision Statements

Prior Vision: Leading our community in learning, working and growing.

Prior Vision: IVCC strives to be a distinguished teaching and learning community. We lead by providing exceptional academic and career programs, culturally enriching experiences and economic development opportunities.

IN PROGRESS Vision Statement Components

- ▶ Adapting and thriving
- ▶ Growth of programs and building
- ▶ High quality
- ▶ Graduates are career ready and preferred by employers
- ▶ Preferred choice for seeking knowledge and skills to better lives for whatever that betterment may be
- ▶ Place people want to work at/for
- ▶ Catalyst for the individual and community personal/professional growth and self-actualization
- ▶ Educational leader/innovator

Current Values

- ▶ Responsibility
- ▶ Caring
- ▶ Honesty
- ▶ Fairness
- ▶ Respect

Current Institutional Goals

- ▶ Raise community appreciation for post-secondary education and the opportunities it provides.
- ▶ Provide resources and support systems that cultivate success for our students, employees, and community.
- ▶ Serve as responsible stewards of college, community, state, and donor resources.

Tentative Timeline (updated)

- ▶ August:
 - ▶ Overview, Mission/Vision/Values discussions
 - ▶ Establish teams and communicate role
- ▶ September-November:
 - ▶ Bring forward Mission/Vision/Values to Board
 - ▶ SWOT with internal and external stakeholders
 - ▶ Begin Environmental Scan
 - ▶ Review Institutional Goals
- ▶ December-March:
 - ▶ Strategic Goals
 - ▶ Objectives and Initiatives for Year 1
- ▶ Beyond FY 24:
 - ▶ Objectives and Initiatives for upcoming year in October-December
 - ▶ Measurement in April-May

Next Steps

Brainstorm in groups then we will record

- ▶ Strengths: What do we do well?
- ▶ Weaknesses: What do we need to do better/can we do better?
- ▶ Opportunities: Where do we have the chance to grow/improve/change?
- ▶ Threats: What internal and external factors may create additional challenges for us?

Mission

Illinois Valley Community College is dedicated to creating opportunities for students and our community by providing access to affordable, high-quality higher education and life-long learning.

Next steps: Developing the three institutional goals—those things that we strive for all the time (long-term, not 3-5 year goals and objectives). These will be based in these areas (creating opportunities, access, affordable education, high quality education, and life-long learning)

Vision

IVCC will foster personal and professional growth and well-being for our students and community through growing programs, updated facilities, and educational innovation.

Next steps: The three items (growing programs, updated/updating facilities, and educational innovation) will be a core foundation for the strategic plan—since those were identified as where we want to be in 3-5 years. They won't be the only ones, but they will be a key.

Weaknesses/Limitations

Threats

Curriculum/Enrollment/Scheduling

- ***Academic plans (need a master schedule)***
- ***Accreditation***
- Ancillary campus is an afterthought for planning, scheduling and events
- Antiquated 16-week semesters
- Career Programs offered in traditional collegiate time-frame
- Community college credits don't always transfer *
- Course offering clusters and overlaps with rogue times
- ***Degrees vs skills for new employment/advancements***
- ***Developmental education can be frustrating***
- ***Dual credit transfer concerns with some universities***
- Entry level wages not competitive for skills/education**
- Few Quality/Marketable/Living Wage career programs
- Lack of opportunities to attract students and employees
- ***Lack of success in developmental courses due to lack of readiness***
- Limited course offerings in the evenings
- Limited opportunities for specific/targeted camps for career
- Master schedule
- Need programs unique to community colleges
- Not actively pursuing Ottawa High students for release time to attend Ottawa campus/high school attendance rules limit some schools from sending students
- ***Not meeting student needs by modifying how and what we offer classes, programs and services***
- ***Private training can respond faster/we lose out*****
- Reactive to program development, issues
- Strategic marketing for all areas
- ***Threats of filing lawsuits (parents/student harassment***
- ***Turnover and/or loss of knowledge******
- Transfer coordinator
- Unable to plan for stackable - cyclical schedule
- Unequal support for programs
- Upper-level courses/specialized programs may not have the numbers for a base enrollment

Process Improvement

- Ability for incoming person to navigate course selections
- Assessing events that we have for students
- Data-based decision making could be stronger
- Filling key positions—limited applicants, wages not competitive/retirements
- Flow of processes
- Higher education is slow in approval process
- Hiring/interview process takes too long **
- Institutional knowledge is not documented
- Internal communication (this has improved, but there are still siloes that need broken down)
- Lack of systematic onboarding for students (orientation/FYE) and employees*
- Lack of systemic plan for student success
- Lack of transparency with hiring process
- Limited documentation of processes*
- Need more tracking/data/analytics (matriculation rates for CE and ABE to credit, repeat/. retention/completion) not accessible to most
- New employees—too much turnover, loss of knowledge, expertise
- New staff don't get the training they need
- No continuity of care model for onboarding/transition (students or employees)
- Not a streamlined tracking system (CRM) for current students – Special Pops & Kimber use Access; Project Success, CAN, ASC, & Career Services all have their own systems
- Outdated programs are not reported to the Web Master for search removal
- Process management/are we efficient
- System not in place for December high school graduates
- Updating is needed—documents, policies, outcomes, core competencies including program review cycles
- Working together/siloes **

Human Resources

- Accessibility – phone lines aren't staffed or answered including main line – no opportunity for live chat
- Answering phones/email responsiveness
- Change is hard
- Childcare needs to be more comprehensive
- ***College cultural erosion – expectations evaporated a decade ago (respond in a timely manner to emails and phone calls – be pleasant and proactive, etc. – i.e. – “oh he never answers his phone” – “oh she's always like that” – allowed)***
- ***Competition for wages, remote work, work-life balance***
- ***Continued distrust***
- Culture
- Don't always have the tools to do more/better
- Employees who don't give 100%/don't know or learn their job
- Entry level wages not competitive for skills/education**
- Filling key positions—limited applicants, wages not competitive/retirements
- ***Finding highly committed people to work here***
- ***Fractures in relationships between employee levels***
- ***General lack of respect for people/property/policies/authority***
- ***Grant funding and navigator positions***
- Having the tools needed to do each job

- **High employee turn-over rate – needing five references – process too lengthy for entry level and delayed offers**
- **Impending retirements/knowledge loss**
- **Increased competition**
- Info desk—need a dedicated employee. Campus security and turnover-should be a welcome center vs. info desk (do some visual branding/pictures/welcoming sign/ welcome at the end of the CTC)
- Internal communication (this has improved, but there are still siloes that need broken down)
- **Knowledge continuity**
- Lack of accountability / **Lack of accountability**
- Lack of communication
- **Lack of preparing next generation/next employees**
- **Lack of succession planning**
- Lack of time—not enough people doing too many things
- Lack of mentorship
- Leadership development/mentors
- Limited grant staff
- Limited human resources in some area prevents growth
- **Limited professional networking**
- Little career advancement
- **Loss of knowledge when people leave**
- **Low employee wages for staff****
- Many PT positions/fewer FT = inability to attract strongest candidates **
- Marketing evaporated
- Mentoring
- Morale and relationships
- More robust information desk staffing
- Need for PD opportunities
- Need professional training
- Need to get back to having people who truly know the SIS system (IT and power users)—need to prioritize that training
- New employees—too much turnover, loss of knowledge, expertise
- New staff don't get the training they need
- No SIS expert
- **One-person or very small departments**
- Siloes departments *
- Stagnation
- Too much work for individuals
- Transparency (improving but still way to go)
- Understaffed
- Work-life balance/no childcare for employees, no remote work**

Facilities/Finance

- Building improvement
- Confusing building/wayfinding
- Distance to parking lot
- Engaging students on East Campus to come to Main Campus activities
- Facilities need updating including asbestos, structures/rundown and space usage/opportunity
- Finances—do we have enough

- Financial to an extent—ability to spend may be limited
- **Funding or perceived lack of*****
- Inside lighting
- Intentional spaces
- Limited lab spaces (faculty need to move multiple times to meet needs)
- **Limited space available – the Assessment Center cannot offer certain exams due to configuration and compact space**
- **Limited state support**
- **Limited to no advocacy for state/federal/philanthropic dollars**
- **Low interest in community colleges and its services**
- **Lower HS student graduate population**
- **Money to keep up with the trends**
- **More financial support available at 4 years (but we cover a higher percentage)**
- Out of date equipment and tech in some areas
- Outdoor opportunities (dining/amphitheater/ed space)
- Parking is far—even accessible parking
- **Politics and funding creates uncertainty**
- Rooms not on interactive maps online—wayfinding
- Signage to indicate which direction rooms are located
- Transportation challenges for students
- Transportation to and from campus limited*

External/Community

- **Business and hospital closures**
- **Closure of hospital and medical services**
- **Covid and pandemic issues ****
- **Economy fluctuations**
- Hospital and clinical issues in community
- **Inflation and household wealth/income not keeping pace**
- **Lack of economic infrastructure**
- Lack of understanding community
- **Lots of grant money right now, but will that be as flush in the future ****
- Need to be sure people know what we can do—need to make ourselves better known
- Partnerships take time to build—need more
- Physical health support for staff and students
- **Political climate/ideology impacts academic freedom and policies****
- **Politically motivated community members** Rural, low-income community
- **Rural**
- Stigma associated with IVCC or community colleges by some
- Taken for granted by community
- **Universities with deep pockets, major donors and strong marketing pull/ Out of state online programs. Online and for-profit are “stealing” what was our traditional base. We can’t compete with their marketing dollars**

Student Centered/Enrollment

- **Community and economic hardship for students**
- **Companies paying for their employees to go to school...but not paying for here**
- **Competition for students (4-year/out of state/for profits/jobs)****

- *Complete/intense needs of students (academic, personal)*
- *Declining population/census (especially traditional age) across the state*
- *Drop in enrollment ****
- *Dwindling traditional population/enrollment cliff **
- *Enrollment cliff*
- *Enrollment cliff for hs grads*
- *High school graduates looking for other options beyond higher education or outside of IL*
- *Internet challenges*
- *Lack of college readiness/student readiness/ covid-relate and continuing*
- *Less rigorous admissions at some 4-years now*
- *Limited adult recruitment*
- *Limited incentives*
- *Online schools as competitors***
- *Outside IL colleges/universities poaching students and employees*
- *People don't see a path or direction for career growth*
- *Physical health support for staff and students*
- *Post-COVID going to college—skillsets of students/learned helplessness*
- *PR—people don't know what we have to offer/how do we reach them*
- *Recruitment and retention of employees (global)*
- *Remote work inflexibility***
- *Retirements (no or limited succession planning*)*
- *Some HS counselor negativity of IVCC/CC (not all!)*
- *Status quo—preconceived notions/that's how my family has always done it*
- *Stigma/perception of community colleges (grass is greener)*
- *Students choosing out of state colleges*
- *Student engagement is challenging—students have places to go instead of here/multiple priorities*
- *Students are not aware of what we have to offer*
- *TIX engagement and training could improve*
- *Traditional media disintegration*
- *Transportation challenges for students/transportation limited***
- *Unprepared and underprepared students*
- *We don't do interest inventories or career exploration consistently/systematically or early enough*

Technology

- *AI if we don't use it well*
- *Cybersecurity threats*
- *Internet challenges*
- *Macs not supported/encouraged, when students want to use them*
- *Not utilizing technology fully—not set up to do what it can do, time for training to learn*
- *Offices Mac vs. PC's (college does not support macs/students want to use them)*
- *Need for PD opportunities*
- *Need professional training*
- *Need to get back to having people who truly know the SIS system (IT and power users)—need to prioritize that training*
- *New employees—too much turnover, loss of knowledge, expertise*
- *New staff don't get the training they need*
- *No SIS expert*

**Illinois Valley Community College
Fiscal Year 2025 Institutional Goals**

Objective	Key Performance Indicator	Action Item(s)	Responsible Party	Due Date	Status	Comments/Updates
Goal 1. Build community appreciation for higher education and the impact it has on our community to transform lives and support economic development.						
Objective A: Prioritize and implement a comprehensive marketing plan.	TBD	TBD	TBD			
Goal 2: Provide comprehensive programming, flexible learning opportunities, and holistic support for students, employees, and community that meet the diverse needs of students, cultivate success, and support teaching and learning.						
Objective A: Development of a master schedule framework that will provide consistent scheduling to improve planning for faculty and degree completion for students.	TBD	TBD	TBD			

Illinois Valley Community College Fiscal Year 2025 Institutional Goals

Objective	Key Performance Indicator	Action Item(s)	Responsible Party	Due Date	Status	Comments/Updates
Goal 3: Responsibly manage resources and enhance technology to improve the learning experience, support innovative educational opportunities and professional development and invest in the future of the campus and community by updating facilities to meet the changing needs of our students.						
Objective A: Improve digital accessibility.	TBD	TBD	TBD			
Objective B1: Develop orientation and onboarding for new dual credit students to improve student persistence and completion.	TBD	TBD	TBD			
Objective B2: Develop orientation and onboarding for new traditional students to improve student persistence and completion.	TBD	TBD	TBD			
Objective B3: Develop orientation and onboarding for new international students to improve student persistence and completion.	TBD	TBD	TBD			

**Illinois Valley Community College
Fiscal Year 2025 Institutional Goals**

Objective	Key Performance Indicator	Action Item(s)	Responsible Party	Due Date	Status	Comments/Updates
Goal 4: Foster a culture that welcomes, values, and empowers individuals, encourages personal and professional development, improves communication, and the improves the transfer of institutional knowledge.						
Objective A: Develop orientation and onboarding for employees.	TBD	TBD	TBD			
		Develop mentoring program.				
		Develop an onboarding checklist.				
		Develop and implement a comprehensive orientation.				
		Implement comprehensive, quarterly vector training				
		Develop a model for departmental training.				

Illinois Valley Community College Fiscal Year 2025 Strategic Goals

Objective	Key Performance Indicator	Action Item(s)	Responsible Party	Due Date	Status	Comments/Updates
Goal 1. Growing programs to improve access and support for adult students.						
Objective A: Expand Prior Learning Assessment (PLA).	TBD	TBD	TBD			
Objective B: Develop Competency based education options.	TBD	TBD	TBD			
Objective A: Develop an adult student support network and onboarding.	TBD	TBD	TBD			
Goal #2: Improving facilities to meet the needs of students, staff and faculty.						
Objective A: Identify, enhance, and promote additional study rooms/study zones/quiet areas.	TBD	TBD	TBD			
Objective B: Improve access to technology and improved learning environments in 9 classrooms through the distance learning grant.	TBD	TBD	TBD			

**Illinois Valley Community College
Fiscal Year 2025 Strategic Goals**

Objective	Key Performance Indicator	Action Item(s)	Responsible Party	Due Date	Status	Comments/Updates
Goal #3: Support educational innovation to enhance student learning and employee development.						
Objective A: Identify targeted on-campus professional development opportunities for all employees on-campus.	TBD	TBD	TBD			
Objective B: Work with facilities, IT, faculty and staff to identify classroom needs, including technology, furniture, teaching stations, and learning environments.	TBD	TBD	TBD			
Objective C: Improve communication with and support for adjunct faculty.	TBD	TBD	TBD			