CATEGORIE 2 Accomplishing Other Distinctive Objectives

2C1 What are your explicit institutional objectives in addition to Helping Students Learn?

IVCC’s explicit institutional objectives are expressed in its strategic goals:
1. Enable all students to identify and achieve their educational and career goals.
2. Promote the value of higher education.
3. Grow and nurture college resources.
4. Determine and respond to technological needs.
5. Promote understanding of diverse cultures and beliefs.

While all strategic goals support helping students learn, Goals 2 and 5 are “distinctive” because they reflect new trends that emerged from the environmental scan.

2C2 By what means do you ensure your other distinct objectives align with your mission, vision and philosophy?

IVCC ensures that its other distinct objectives are aligned with its mission and vision by the formal Strategic Planning Process. An action project team designed the process to ensure that the College would be able to align not only with its mission and vision, but also with its measurement systems and its budget development process and cycle.

2C3 How do your other distinctive objectives support or complement your processes and systems for helping students learn?

IVCC’s other distinctive objectives, Goals 2 and 5, reflect the College’s commitment to the community. They emerge from an understanding of the importance of learning in the community, an understanding of the positive impact of higher education, and the values a culturally-rich community can impose on student learning and on the culture of a community.

2P1 How do you determine your other distinctive objectives? Who is involved in setting those objectives?

The College determines its other distinctive objectives through its Strategic Planning Process. This planning process consists of two connected planning cycles. Every three years IVCC conducts an environmental scan and reviews the mission and vision statements. New distinctive objectives, or strategic goals, are established at this time. Every 12-18 months the College develops new objectives designed to drive activities and measures to accomplish related strategic goals. This Strategic Planning Process ensures that the College keeps the mission and vision as the guide and that all work and activities are aligned. It also ensures the budgeting process includes these activities (See Figure 8.1).

The College has established a Strategic Leadership and Planning Council (SLPC) to facilitate the entire Strategic Planning Process at IVCC. This is an internal, cross-functional team that is responsible for planning and measuring success. The SLPC includes key stakeholders during various steps in the planning process. For instance, during the environmental scanning, the SLPC involves members of the community, business leaders, students, staff, and board members.
The SLPC then shares its work with the entire college community for clarification and feedback. The SLPC then formats the results into distinct objectives or strategic goals.

The SLPC determines key strategic objectives to accomplish strategic goals. These objectives may be determined by the SLPC or may be department-level objectives that have come forward in the process. The SLPC assigns a champion to each strategic objective.

The following strategic objectives have been developed to address Strategic Goals 2 and 5:

Strategic Goal 2 Objective—Develop and implement marketing brand and campaign that focuses on potential earnings and bringing higher wage jobs to the district.

Strategic Goal 5 Objective—Provide the community with cultural events and more effectively use available resources by coordinating all IVCC cultural events.

2P2 How do you communicate your expectations regarding these objectives?

The SLPC members are charged with communicating the activities of the council to their respective divisions within the College. Every division has an opportunity to discuss and comment on IVCC’s strategic goals prior to full adoption. The next step is that each individual department determines its own department objectives as aligned with already agreed upon strategic goals.

2P3 How do you determine faculty and staff needs relative to these objectives?

The Strategic Planning Process ensures that faculty and staff are able to participate in establishing their department objectives. They are also responsible for determining their own measures and budget requests at the same time. Thus, the planning process itself addresses faculty and staff needs related to these objectives.

2P4 How are these objectives assessed and reviewed? Who is involved and how is their feedback incorporated in readjusting the objectives or the processes that support them?

The process assesses and reviews established objectives or goals. However, IVCC’s Strategic Planning Process is new and the College is only halfway through the first three-year planning cycle.

2P5 What measures of accomplishing your other distinctive objectives do you collect and analyze regularly?

Since activities to address the objectives are still being developed, the college has not determined all measures and data to date.

2R1 What are your results in accomplishing your other distinctive objectives?

The College does not have any results at this time.
2R2 Regarding 2R1, how do your results compare with the results of peer institutions? How do they compare, if appropriate, with other higher education institutions and organizations outside of the education community?

The College does not have any results to compare.

2R3 How do your results in accomplishing other distinctive objectives strengthen your overall institution? How do they enhance your relationship with the community and region you serve?

The College does not yet have any results.

2I1 How do you improve your systems and processes for accomplishing your other distinctive objectives?

The processes keep evolving as IVCC moves further along in the original Strategic Planning Process. The College has revised its strategic planning flowchart twice to simplify and clarify the process for all stakeholders. Each goal will have at least one College-wide objective and department-level objective.

2I2 With regard to your current results for accomplishing other distinctive objectives, how do you set targets for improvement?

Although the College does not have measurable results for its initial strategic goals and objectives, identification of performance measures and performance targets is embedded in the process. The measurement system should identify targets for improvement.