



STRATEGIC PLAN 2015-2017

INTRODUCTION

Strategic planning is a visionary process that results in a pathway providing a framework for operational planning across the College. Careful planning, both strategic and operational, ensures that the College can fulfill its mission and satisfy the diverse needs of all its stakeholders.

Strategic Planning Steps

Strategic planning puts the College's vision and mission into action. The goal of the 2015 planning process was to be inclusive, incorporate the College's values, and provide goals and objectives that give direction to College decisions. For the development of the 2015 plan, President's Cabinet chose to use a combination of an external consultant and leadership from the Office of Planning and Institutional Effectiveness, supplemented by members of the Strategic Planning Committee. The Strategic Planning Committee is comprised of those with responsibility for instruction, student services, assessment, technology, and the Higher Learning Commission's (HLC) AQIP process. Members of the Strategic Planning Committee are listed on the Planning and Institutional Effectiveness web page @ bhc.edu.

The College hired a facilitator and strategic planning expert, Dan Ebner to lead 23 focus group sessions involving 175 people including five focus groups at the East Campus. Participants included faculty, staff, students, community leaders and partners, retirees and high school administrators and guidance counselors. Mr. Ebner then facilitated the Strategic Planning Committee sessions and guided Presidents Cabinet in the development of the Strategic Plan.

Step 1: Review commitment to the mission and core values statement.

The Strategic Planning Committee reviewed the current mission statement and used it throughout the planning process to insure the new plan stayed true to the College's mission. The Board of Trustees had reviewed and revised the Mission statement at a Board Retreat in 2013 therefore; no modifications were made to the Mission. The Strategic Planning Committee participated in a short exercise reviewing the College Core Values, and agreed these values should be reviewed and possibly updated. It should be noted that before modification to the core values, President's Cabinet would like to engage in conversation with a larger audience of faculty and staff.

Step 2: Conduct an environmental assessment.

The Strategic Planning Committee began their analysis by reviewing internal and external stakeholder focus group reports; district characteristics (age, ethnicity, gender, public and private K-12 enrollment trends, Quad Cities Laborshed workforce characteristics, district economic overview); community perceptions collected through community market research and surveys; student enrollment trends, students retention, persistence and completion rates, student satisfaction data, graduates satisfaction survey data, financial health, and data describing faculty and staff perceptions of the college environment. This analysis provided a systems view of the College and the factors affecting it. A summary of the completed environmental assessments is available on the Planning and Institutional Effectiveness web page identified above.

Step 3: Identify strategic issues

Strategic issues are major questions, issues or challenges facing BHC. The Strategic Planning Committee identified and prioritized three strategic issues based on the results of the environmental assessment and

discussion at the first of two planning sessions over the summer of 2014. They were first written as questions facing BHC and prioritized using a nominal group process. Those priorities are; how can BHC grow enrollment and student completion, how can BHC grown revenue, and how can BHC growth employee engagement/collaboration? They were later re-articulated as three strategic goals for the strategic plan.

Step 4: Formulate strategies

Strategies are defined possible ways of moving BHC forward by answering the questions presented. The purpose of this step is to develop possible strategies for addressing each of the strategic issues. Strategies for each issue were developed during the second planning session held over the summer of 2014. They were re-articulated as objectives for the strategic plan.

Step 5: Develop an action plan

The outcome of this step was the development of action steps for each strategy identified. These very specific steps are achievable in the first 3, 6, 9, or 12 months of the strategic plan.

Step 6: Solicit feedback and revise action plan as necessary

Two types of feedback sessions occurred during the fall of 2014. The first was a series of conversations with members of the Strategic Planning Committee. The outcome of those conversations was to gain clarity over action steps and review recommended revisions made by President's Cabinet. This resulted in a revised version of the strategic plan. The second feedback loop included attendees of the original focus group meetings, asking these questions, "Is the Strategic Planning Committee on target with the strategic issues that have been identified? If not, how could they be changed? What strategies, not included, would you suggest pursuing?" The Plan was visually on display for faculty and staff to drop in and comment in the event they were unable to attend a feedback conversation.

Step 7: Adoption of the strategic plan

Comments obtained in the above mentioned feedback process was then used to further refine and edit the strategic plan. The final draft of the plan is being distributed to the Board of Trustees for final approval at the December 2014 Board meeting.

Step 8: Evaluate and re-assess the strategic plan

In order to keep the strategic plan front and center for BHC, President's Cabinet will hold three accountability sessions within the first twelve months after adoption of the plan to meet with the Strategic Planning Committee and hold people accountable for action steps that were agreed upon, to re-assess the strategic plan and to discuss possible revisions of the plan.

At accountability sessions, the Strategic Planning Committee will consider each action step and determine if: a.) the action step has been taken (and achieved), at which time the next step in pursuing the objective associated with that step will be identified; b.) the action item has been partially accomplished but the timeline, actions, or other detail needs to be adjusted; or c.) the action step needs not be taken and should be removed from the strategic plan.

Next Steps

1. Measure Progress. As implementation gets underway, Presidents Cabinet and Planning and Institutional Effectiveness staff, will employ appropriate outcomes, measurements (or develop new measurements), and report progress through a College dashboard at each of the accountability meetings.
2. During the 2015 unit planning/budgeting process, College units will align their 2015 unit plan to the strategic plan as they developed unit level tactics and outcomes to achieve the objectives.

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Mission Statement

Black Hawk College enriches the community by providing the environment and educational resources for individuals to become lifelong learners.

Vision Statement

Total accessibility, quality instructional programs, student-centered services, and strategic alliances position Black Hawk College as the preferred choice for education and training.

Core Values

- **Appreciation of Diversity** – We value the contributions of others who have talents and abilities, beliefs and traditions, actions and behaviors that are different than our own. We value the divergence of thoughts and ideas that make an institution of higher learning the center for the development of human potential.
- **Caring and Compassion** – In our interactions with each other, we will strive to be kind, considerate, and empathic as we work toward our collective and separate goals.
- **Fairness** – We will strive to be consistent and evenhanded in our policies, procedures, and dealings with others.
- **Honesty** – We will aspire to be truthful, sincere, and candid in all aspects of our daily activities.
- **Integrity** – We will strive to be trustworthy and honorable in our interactions with others; we do the right thing even when it is not popular or easy. We will be consistent with our values regardless of the presence or absence of audience.
- **Respect** – We will treat others with positive regard and esteem.
- **Responsibility** – We will be accountable, dependable, and reliable as we follow through on our commitment to teaching excellence, student learning, and service to others.

STUDENT GROWTH

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Black Hawk College will increase student enrollment, retention, persistence and completion of desired learning outcomes.

Develop and measure student learning outcomes at the program level.

Year one actions:

- All Certificate, AAS, AA, AS, and AFA degree programs will identify and assess measureable program outcomes as required by Program Review.
- Assess the needs, opportunities and appropriate audience for a potential mandatory College Experience Success class.

Enhance student support services

Year one actions:

- Explore the feasibility of providing day care opportunities to students.
- Increase student retention and persistence by improving tutoring usage, space and the alignment of academic support services to course requirements.
- Improve the success of students enrolled in developmental education courses by streamlining the developmental education course sequence.
- Offer training for faculty to cultivate opportunities aimed at retaining students during the first two weeks of the course.

Build positive community relationships

Year one actions:

- Establish a K-12 Liaison committee.
- Create a clear sense of direction by improving ease of navigation on campus through better parking lot signage and internal way finding.

REVENUE GROWTH

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Black Hawk College will generate new sources of revenue.

Increase engagement with donors, community, and business partners.

Year one actions:

- Build a scholarship program that funds a student through their entire experience at Black Hawk College.
- Develop a process by which third party benefactors and grants are identified when programs, instructional spaces and services are being designed.
- Explore corporate and private sponsorship opportunities for naming rights for new/existing buildings/spaces.
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Strengthen Foundation relationships with Alumni.

Year one actions:

- Establish and maintain an Alumni program-for the solicitation of new donors.
- Re-establish the Quad City Wall of Fame to recognize internal and external stakeholders.
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Continue to develop academic and workforce development programs to meet the community needs.

Year one actions:

- Create an office responsible for writing and coordinating the acquisition and management of grants.
- Implement an economic summit by which community business & industry participate in the identification of future workforce needs and curriculum needed to address those needs.
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Further develop the enrollment management plan by marketing academic programs to post high school age prospective student segments.

Year one actions:

- Identify high potential post high school age segments of prospective students.
- Create marketing plans and advertising materials targeted to post high school age prospective students emphasizing career/transfer pathways
- Develop a recruiting strategy using the identified post high school age segments and advertising materials resulting in enrollment growth of student segment.

VALUING PEOPLE

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Black Hawk College will enhance its competitive advantage by recruiting, developing and retaining diverse and talented administrative leaders, faculty and staff.

Improve hiring processes

Improve employee development and engagement.

Year one actions:

- Create a dynamic and interactive talent database enabling employees the opportunity to share professional resources, skills and talents.
- Identify organizational communication needs and implement strategies to address them.
- Identify and implement opportunities for professional development and training including partnership with other educational institutions.
- Implement monthly Presidential employee forums.

Create opportunities for internal collaboration.

Year one actions:

- Improve communication/collaboration among locations fostering the “one-college” culture.
- Create a joint staff/faculty development day providing opportunities for faculty and staff to interact collaboratively.
- Create team opportunities encouraging individuals to participate in decision making and process documentation.