

FY 09 PRESIDENTIAL WORK PLAN

COLLEGE OR UNIVERSITY: Dr. Cheryl Frank

DATE: June 2, 2009

SECTION I: SYSTEM STRATEGIC PLAN

Strategic Direction One: Increase access and opportunity

System Goals	Institutional Goals	Actual Institutional Outcomes
<p>1.1 Raise Minnesota's participation and achievement in post-secondary education by meeting the needs of students with diverse backgrounds and educational goals.</p>	<p>1. Implement Preparing to Achieve a College Education or PACE Program for 50 area HS students (bridge program for HS to College).</p> <p>2. Increase Learning Communities (especially targeting first generation and ELL students) from 12 to 15 and increasing On Course sections from 17 to 22 targeting 500 new students.</p> <p>3. Demonstrate an 80% retention rate Fall to Spring for students enrolled in Learning Communities and On Course.</p>	<p>1. Implemented PACE (Preparing to Achieve a College Education) program for 62 underrepresented high school juniors and seniors. Retention and success rates exceed 90% for three terms, Summer 2008 through Spring 2009. Created summer bridge program for underrepresented high school graduates in August 2008, with all 25 students completing a college-level course and registering for Fall Semester 2008.</p> <p>2. Learning Communities: 361 students participated in 18 learning communities in FY09; 50% of learning community students in Fall 08 were underrepresented students.</p> <p>Number of On Course sections grew to 30 (including 2 online and 9 integrated into a learning community), serving over 687 students in FY09. Duplicated head count for Learning Communities and On Course is 1,048.</p> <p>3. Retention rate of 83% for learning community students from Fall 2008 to Spring 2009, compared with 72% for peers. Retention of underrepresented students in learning communities was 84%. Fall to Fall (one year) retention rates were 20% higher for students who took On Course. Retention rates were 24% higher for students in a learning community who also took On Course, when compared with other first year students. We received a 2009 League for Innovation for Community College's Innovations Award for our "Finish What You Start" Initiative.</p>
<p>1.2 Work with other organizations to prepare all young people to graduate from high school and enroll in college prepared for college-level work.</p>	<p>1. Implement semesters 2 & 3 of Center of Excellence for Access & Opportunity: with Century College and area High Schools.</p> <p>2. Conduct meetings with service area high school counselors to promote college preparedness.</p>	<p>1. Completed first year of Access and Opportunity Center of Excellence for underrepresented students in December 2008. Second year now underway, including the following programs: PACE for high school juniors, College and Career Day for 8th graders, Summer Bridge for high school graduates, learning communities for first year students, and 5 teacher collaborations with Henry Sibley High School teachers and their students. Inver Hills is working with: Highland, Humboldt, South St. Paul, Henry Sibley, Simley, Burnsville, Eagan, Apple Valley, Lakeville North, Lakeville South, and Park High Schools.</p> <p>2. Access and Opportunity Center of Excellence staff meet regularly with school counselors at 10 area school districts to promote initiatives fostering college readiness. Center of Excellence staff presented at the April 2009 Dakota County Guidance Counselor breakfast. IHCC Counselor visits 10 high schools regularly for individual follow-up with PACE students and high school counselors and teachers.</p>

<p>1.3 Maintain an affordable cost of attendance for Minnesota residents.</p>	<p>1. Sustain scholarship support to enhance affordability supporting \$100,000 in FY 09.</p>	<p>1. In FY08, the foundation awarded 209 scholarships valued at \$190,908, with 150 of those being for College is for You, targeting first generation and ESL students.</p> <p>The foundation awarded 220 scholarships in FY09, at a value of \$154,625. Of these, 92 scholarships were for College is for You!</p> <p>Additionally, the college received federal stimulus dollars of \$62,579 from the Dakota-Scott Youth Council to provide work experiences, job readiness and education for low-income youth. The youth will combine work experience with college course either PACE for high school seniors or iConnect summer bridge for recent high school graduates.</p> <p>A matching grant of \$125,000 was received from the Catherine B. Anderson Foundation to assist in the College's 40th anniversary quest to raise our endowed scholarship fund to \$1,000,000 by December, 2011.</p> <p>Received funds to further support Project Breakthrough – our initiative to attract and retain first generation and English Language Learners.</p> <p style="padding-left: 40px;">St. Paul Foundation \$25,000 Mardag Foundation \$25,000 St. Paul Travelers \$35,000 (supports scholarships)</p>
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Strategic Direction 2: Promote and measure high-quality learning programs and services

System Goals	Institutional Goals	Actual Institutional Outcomes
<p>2.1 Promote accountability for results through a system of accessible reports to the public and other stakeholders.</p>	<p>1. Monitor and make improvements as needed on the MnSCU public dashboard.</p> <p>2. Make upgrades to college web site and ensure major college accreditation and other major documents are available on the site.</p>	<p>1. The college improved employment placement rates to the green category. Faculty improvements are gold. No categories are red.</p> <p>2. AQIP section created on homepage and “About Us” section – contains Action Projects, other accreditation information. Articulation agreements with bachelor’s granting institutions now organized and displayed on website. Accreditation materials are available by clicking on the AQIP emblem on the college landing page or by going directly to http://www.inverhills.edu/AboutUs/Accreditation.aspx#aqip The college had a very successful AQIP site visit in October, 2009.</p>
<p>2.2 Produce graduates who have strong, adaptable and flexible skills.</p>	<p>1. Implement year one of Core Curriculum outcomes – Critical Thinking Rubric.</p> <p>2. Complete FY09 Program Reviews</p> <p>3. Complete FY09 assessment of student learning outcomes</p>	<p>1. This year the Student Academic Achievement Program focused on Critical Thinking and all faculty used the Critical Thinking rubric. The reports have been collected and data is being analyzed.</p> <p>2. All but one of the departments and programs scheduled for review completed their reviews and reported to a joint meeting of Management Team and Academic Council. The Psychology Department review was moved to 2009-10 because two UFT members were on Sabbatical.</p> <p>3. This year’s assessment of learning outcomes focused on the competencies of the MN Transfer Curriculum. All faculty and departments based their assessment these competencies. Data is now being analyzed.</p>

2.3 Provide multiple deliver options for educational programs and student services.	1. Increase FY 09 online delivery by 15%. 2. Increase FY 09 hybrid delivery enrollment by 10%.	1. Number of online courses totally grew from 256 in FY08 to 357 in FY09, an increase of 39.5% representing 24.5% of the total college offerings. 2. Increased hybrid (web-enhanced) courses from 26 in FY08 to 51 in FY09, an increase of 92.2%.
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Strategic Direction 3: Provide programs and services that enhance the economic competitiveness of the state and its regions

System Goals	Institutional Goals	Actual Institutional Outcomes
3.1 Be the state's leader in identifying workforce education and training opportunities and seizing them.	1. Implement year 3 of MJSP Grant on Internet Protocol Telephony (ITP). Implement year 2 of MJSP Grant \$286,041 to serve 42 facilities statewide with 400 employees at Ebenezer Long Term Care Centers to do Alzheimer training. 2. Submit 2 new MJSP Grants. <ul style="list-style-type: none"> • Fairview MJSP Grant • Xcel Energy MJSP Grant 	1. Implemented year 3 of MJSP Grant on Internet Protocol Telephony (ITP) of \$243,310. Partners are Blue Cross Blue Shield, Quest Communications, Technology Management Corporation, TelEd, Inc., Thomson Reuters, US Bank and SpanLink. The grant will train 110 incumbent workers on various subjects within the IPT curriculum and also integrate the IPT curriculum into our networking security credit program. Implemented year 2 of MJSP Grant of \$286,041 to serve 42 facilities statewide with 400 employees at Ebenezer Long Term Care Centers to do Alzheimer training. Implemented year 1 of the Fairview MJSP Grant of \$192,291 received April '09. This grant will train 300 Fairview staff on a new advanced cardiac life support techniques. Working with Xcel Energy to submit an MJSP grant in FY10 to do on-line contractor safety training. 2. The college was selected was selected by CISCO Systems to be one of only 4 instructor training centers for a new IT industry skill certification in CCNA security. IHCC instructors are conducting online classes with instructors enrolled from universities and colleges in India, China, Japan and other European universities. In June, 2009 classes will be conducted for Canada, US and South American college/university faculty. 3. Participating in the Plus 50 Initiative at the American Association of Community Colleges. Century College is the "learning partner" for 9 MnSCU colleges including IHCC. Goal is to implement the Plus 50 Initiative in the colleges workforce training and retraining areas.

<p>3.2 Support regional vitality by contributing artistic, cultural and civic assets that attract employees and other residents seeking a high quality of life.</p>	<ol style="list-style-type: none"> 1. Enhance Fine Arts Curriculum through new course development. 2. Participate with River Heights Arts Alliance community arts group. 3. Conduct Faculty/Student Annual Conference, Ethics and Social Responsibility, that includes community members. 	<ol style="list-style-type: none"> 1. Developed 4 new courses in beginning and advanced digital photography and sculpture. Updated the Associate in Fine Arts degree leading to two new articulation agreements being developed with MN State University, Mankato and St. Cloud State University. The articulation agreements with MN State University, Mankato and the University of WI-River Falls were updated. Developed 7 new music courses to support an AFA in Music and Music Business. Four articulation agreements are under development with Metropolitan State University, Winona State University, MN State University, Mankato, the University of St. Thomas and Augsburg College. 2. Participating with River Heights Arts Alliance community arts group. 3. The Faculty/Student Conference entitled “Ethics, Human Rights, and Social Justice” was held April 1-3. Presenters came from the community, the faculty, and student body. Key participants included author Koa Kalia Vang, fair labor advocates John Flory and Gerardo Cajamarca, and Holocaust educator Lane Montgomery. A panel of legislators and judges was also held on the topic of social justice.
<p>3.3 Develop each institution’s capacity to be engaged in and add value to its region and meet the needs of employers in its region.</p>	<ol style="list-style-type: none"> 1. Collaborate with Metro Alliance Customized Training Consortium to meet Metro Area business training needs effectively. 2. Serve on the Dakota Future Board, the economic development coordinating entity for Dakota County. 3. Conduct the Dakota County Leadership Academy for all Dakota County Chambers to encourage leadership development opportunities for employees of area businesses. 4. Visit senior management in 10 area businesses to assess current and future (2020) business needs and how MnSCU can help. 5. Partner with the Washington, Ramsey and Dakota County workforce centers to implement the college dislocated worker courses and services. 6. Submit a federal earmark to develop a new faculty model for addressing the nursing shortage. 	<ol style="list-style-type: none"> 1. Collaborated with Metro Alliance Customized Training Consortium to meet Metro Area business training needs effectively. 2. Serving on the Dakota Future Board, the economic development coordinating entity for Dakota County. 3. Conducted the Dakota County Leadership Academy for all Dakota County Chambers to encourage leadership development opportunities for employees of area businesses. 4. Visited senior management in 10 area businesses to assess current and future (2020) business needs and how MnSCU can help. 5. Working collaboratively with local work force center to transition dislocated workers to college. 6. Received a \$466,000 earmark through the US Department of Education with Metropolitan State University, Century College and St. Paul College to develop a new faculty model for addressing the nursing shortage.

Strategic Direction 4: Innovate to meet current and future educational needs efficiently		
System Goals	Institutional Goals	Actual Institutional Outcomes
4.1 Build organizational capacity for change to meet future challenges and remove barriers to innovation and responsiveness.	1. Maintain a \$20,000 Innovation Fund to support new opportunities for FY09.	1. Maintained a \$20,000 Innovation Fund. Many innovations occurred through faculty Awards of Excellence dollars amounting to \$113,500.
4.2 Reward and support institutions, administrators, faculty and staff for innovations that advance excellence and efficiency.	<p>1. Continue to encourage faculty submissions for Awards of Excellence in areas that will most benefit students.</p> <p>2. Continue to support college-wide staff development activities aimed at service excellence.</p> <p>3. Submit HR grant for \$5,000 for Conflict Management training.</p>	<p>1. 114 faculty members submitted Awards for Excellence during FY09. These grants included developing learning community integrated assignments and learning outside the classroom; teaching and learning roundtables that developed green and social justice programming; portfolio assessment for developmental writing; nursing simulations; emergency health services benchmarked assessment videos.</p> <p>2. Staff development included training in how to service people with disabilities, managing conflict, the campus code of ethics, dealing with harassment.</p> <p>3. IHCC received a \$5000 grant to provide conflict management training. Training was provided to union leadership, management team and the institutional effectiveness council. Follow-up training was provided at staff professional days using case studies.</p>
4.3 Hire and develop leaders who will initiate and support innovation throughout the system.	<p>1. Assist in hiring President, Dean of Humanities and Social Sciences and Dean of Allied Health Sciences this year and to fill behind 4 retiring faculty.</p> <p>2. Reallocate \$603,577 to free resources for other priority needs.</p>	<p>1. A Dean of Humanities and Social Sciences, a Dean of Allied Health, an Associate Dean of Academic Affairs, and an Institutional Researcher were hired as well as 14 full-time faculty to fill behind resignations, retirements, and Sabbaticals. The hiring of a President was deferred for one year. The search will resume in October, 2009.</p> <p>2. Reallocated \$603,577 in FY09 to address other priority needs.</p>

SECTION II: KEY SYSTEM TARGETS

The following are revised and ongoing goals related targets for the system. Please place an (x) in the second column for the one additional system target of particular interest to the institution aside from underrepresented students and STEM to complete the three targets that will be considered as part of the presidential evaluation process to determine merit bonus compensation.

System Targets	Merit Bonus (note with an X)	Projected Institutional Progress in FY 2009	Actual Institutional Result
<p>Target 1 – Success of Underrepresented Students</p> <ul style="list-style-type: none"> - Improve persistence and completion rate for underrepresented students - Persistence rate for 2014 is 69.6% 	X	<ol style="list-style-type: none"> 1. Implement PACE Program for 50 area HS students (bridge program for HS to College). 2. Increase Learning Communities (especially targeting first generation and ELL students from 12-15 and increasing On Course sections from 17 to 22 targeting 500 new students with an 80% completion rate. 	<ol style="list-style-type: none"> 1. Implemented PACE (Preparing to Achieve a College Education) program for 62 underrepresented high school juniors and seniors. Retention and success rates exceed 90% for three terms, Summer 2008 through Spring 2009. Created summer bridge program for underrepresented high school graduates in August 2008, with all 25 students completing a college-level course and registering for Fall Semester 2008. 2. Learning Communities: 361 students participated in 18 learning communities in FY09; 50% of learning community students in Fall 08 were underrepresented students. <p>Number of On Course sections grew to 30 (including 2 online and 9 integrated into a learning community), serving over 687 students in FY09. Duplicated head count for Learning Communities and On Course is 1,048.</p> <p>We received a 2009 League for Innovation for Community College’s Innovations Award for our “Finish What You Start” initiative. Learning Communities are a key component.</p>

<p>Target 2a – STEM Credit Enrollment</p> <ul style="list-style-type: none"> - Increase the percentage of students enrolled in college level STEM courses by 2011 by 3%. Percent will grow from the 2005 base of 42.8% to 45.8%.. 	X	<p>1. Initiate AS degrees in Biology, Chemistry and Environmental Science and Certificate Degree in Alternative Energies for fall 2009. Expand A & P in Apple Valley. Investigate new AS in GIS. Begin new course in Human Ecology summer 2009. Adding courses in Climatology fall 2009 and Natural Disasters for spring 2009. Investigating AS degrees in Geography and Meteorology.</p> <p>2. Continue promotion of new AS Degree in Information Technology and Security and Certificate in IP Telephony (Part of Center of Excellence)</p>	<p>1. Intent forms have been approved through Metro Alliance. AS in Biology, Chemistry, and Environmental Science approved through Academic Council. AA with Emphasis in Biology, Chemistry, Mathematics, and Physics, approved through Academic Council. Articulation agreements pending at MSU Mankato. Program applications will be filed once articulation agreements are signed. Certificate degree in Alternative Energies is being developed through an interdisciplinary faculty team. Anatomy & Physiology will be offered in Apple Valley beginning in Fall 2010, with Saturday labs on main campus. Humans in the Ecosystem: Renewable Energy will run this summer; Humans in the Ecosystem: Gulf Coast cancelled for low enrollment. An AS in Physics is being deferred pending the return of the full-time faculty member. Course outlines for Climatology and Natural Disasters were approved; Climatology will be offered Fall 2009; Natural Disasters was offered Spring 2009 and will be offered again Fall 2009. Investigation continues for AS degrees in Geography, GIS, and Meteorology.</p> <p>2. Promotional materials have been updated to reflect program changes.</p>
	<p>Must choose at least one of the two STEM Targets</p>		

		<p>3. Sign President’s Climate Commitment to encourage “Going Green” curriculum and facility innovations.</p> <p>4. Seek \$15,000 scholarship dollars to support STEM students.</p> <p>5. Submit a (NSF) National Science Foundation \$150,000 Grant for the “After School Computer Technology Academy”.</p> <p>6. Host the 2009 Midwest Regional Colligate Cyber Defense Competition in April 2009.</p>	<p>3. See curriculum additions under #1. Steering Committee formed and first report to Presidents Climate Commitment completed November 2008. Gas House Emission Inventory due September 15, 2009. Energy audit completed with recommendation that the college consider wind and solar alternatives; waste audit completed with recommendations that the college expand efforts to reduce waste and recycle. A Kresge Foundation Grant was submitted for support of green preplanning; that proposal was not funded. The college is investigating a resubmission of that proposal for funding of a small wind turbine and photovoltaic tiles for the Child Care Center. A Community Power Grant proposal was submitted for funding a college and community service learning project intended to reduce paper waste by 30%. A one-year AQIP Action Project will focus on awareness and action for green initiatives at the college. A website was created communication concerning green efforts: www.inverhillsgreen.project.mnscu.edu.</p> <p>4. Received \$15,000 for STEM scholarships from Thomson Reuters.</p> <p>5. Submitted two NSF grant proposals (S-STEM and STEP). Both were favorably reviewed, but not funded. IHCC will revise and resubmit both grant proposals. Each is intended to expand student interest, retention, and success STEM fields and STEM education.</p> <p>Submitted an NSF Grant of \$150,000 for the “After School Computer Technology Academy. Minor revisions requested and is pending re-submission.</p> <p>6. IHCC students won the MN State Cyber Defense competition in March 2009. IHCC hosted the Regional Collegiate Cyber Competition in April 2009.</p>
<p>Target 2b – STEM Teacher Education Graduates</p> <ul style="list-style-type: none"> - Increase the number of secondary teachers prepared for licensure in math and science by 2011. 		<p>1. Continue to encourage math and science teacher preparation for transfer to Metropolitan State University, or other teacher education programs as appropriate through the AS in Urban Teaching Foundations.</p>	<p>1. New articulation agreement with Winona State University supports transfer of students interested in STEM for middle and high school teacher preparation. Partnered with Winona State University on National Science Foundation Course, Curriculum and Laboratory Improvement Grant proposal (pending) for inquiry-based science courses in support of STEM teacher preparation. Changed name of program to Teacher Education. Teacher Education more accurately reflects breadth of program, including STEM teacher preparation, and avoids the perception of limitations that “urban” education fostered.</p> <p>Developed web-enhanced pre-algebra and introductory algebra or introductory algebra and intermediate algebra in one semester. 54 to 75% successfully completed the first pair and 29 to 33% the second producing results better than or equal to traditional math courses. These are very promising results.</p>

<p>Target 3a – Customized Training</p> <ul style="list-style-type: none"> - Increase the number of students enrolled in customized training by 2,000 in 2009. 		<ol style="list-style-type: none"> 1. Continue to collaborate with Metro Alliance Customized Training Consortium to meet business needs. 2. Submit 2 new MJSP Grants. See Attachment 	<ol style="list-style-type: none"> 1. 2,650 seats sold in customized training for FY09. 2. See Strategic Direction 3, 3.1.
<p>Target 3b – Continuing Education</p> <ul style="list-style-type: none"> - Increase the number of continuing education students by 500 in 2010 Target met. 		<ol style="list-style-type: none"> 1. Continue to be lead for the Dakota County Chambers of Commerce Leadership Academy to encourage leadership development for area business employees. 	<ol style="list-style-type: none"> 1. See Strategic Direction 3, 3.3. Overall 1,574 seats sold in continuing education for FY09.
<p>Target 4 – Collaborative Goal</p> <ul style="list-style-type: none"> - Advance a partnership with another system institution to address one or more system strategic plan goals. 	<p>X</p>	<ol style="list-style-type: none"> 1. Implement semesters 2 & 3 of Center of Excellence for Access & Opportunity with Century College and 3 area High Schools to enhance student preparedness for college. 2. Partnered with Metropolitan State University to be part of a University Center on campus (emphasize BS in Business Management, Accounting and Baccalaureate RN Completion). 	<ol style="list-style-type: none"> 1. Partnered with Century College and 10 K-12 schools to implement programs and services for the Access and Opportunity Center of Excellence. The Center of Excellence joint steering committee meets bi-weekly, and all initiatives are implemented by subteams, composed of faculty and staff from both colleges. Inver Hills and Century also sponsor a research partnership with the Evaluation Group from the Institute on Community Integration at the University of Minnesota. 2. Inver Hills is continuing to work with Metropolitan State University to bring bachelor’s completion in Business, Accounting, and Nursing to campus. Upper divisions in these areas are offered. The College is also working with Metropolitan on an Individualized Professional Studies degree completion degree targeting working adults and dislocated workers. In addition, through the Metro alliance, Inver Hills is working to create metro-wide upper division University programming in Business, Engineering, Nursing, Education, Entrepreneurship, and Individualized Professional Studies on metro two-year campuses by August 2010.

SECTION III: INSTITUTIONAL GOALS

Please select 3-5 institutional goals from your presidential/institutional workplan for completion of this portion of the template. These goals may or may not reflect the overall system's planning documents. Institutional goals must reflect, however, the institution's planning initiatives and/or accreditation-related initiatives if they are not related to system plans. Please note in the second column which two of the following goals should be considered as part of the presidential evaluation process to determine merit bonus compensation.

Institutional Goal Statement	Merit Bonus (note with an X)	Brief Statement on importance of goal to the president and the institution	Baseline data, projected institutional target, and measure or measurement tool used to evaluate performance	Actual Institutional Outcomes
<p>Institutional Goal: Complete year 1 of Multi-purpose Classroom Addition and Remodel Bonding Project of Fine Arts Building.</p>	X	<p>1. Complete year 1 of construction for the Classroom Addition and Remodel of the Fine Arts Building Bonding Project.</p>	<p>Complete as far as possible 9 new multi-purpose classroom addition and begin remodel phase of project. Complete new North Parking lot with relocated dirt from Fine Arts project to add 80 new parking spaces.</p>	<p>The classroom addition and remodel were constructed together, not phased. As a result the project is scheduled for substantial completion on September 10, 2009, an amazing one year ahead of time.</p>
<p>Institutional Goal: Complete Update of Master Academic and Facilities Master Plan incorporating completed pre-design of the 8 Multi-Purpose Classroom Addition and Remodel of the Activities Building including a University Center.</p>		<p>Critical importance for positioning the college for the future. Classroom addition will help compensate for 49.5% growth since 2000 and provide for a University Center to accommodate upper division programming.</p>	<p>Present Master Plan on 9/18 to Office of the Chancellor. Complete pre-design for 9 new multi-purpose classroom addition and remodel of the Activities Building and complete by December 2008 deadline.</p>	<p>The Master Academic and Facilities Plan was approved on 9/18/2008. Pre-design was completed for the addition and remodel of the Activities Building. It is not on the 2010 bonding list, but will be brought back for 2012.</p>
<p>Institutional Goal: Complete 10/29-31 AQIP Accreditation Check-up Visit</p>	X	<p>Critical importance for accreditation. Promotes transparent accountability of all key process improvement initiatives at the college.</p>	<p>AQIP check-up visit exit interview indicates the college is rigorously pursuing quality improvement processes and initiatives. The team recommends reaffirmation of accreditation.</p>	<p>Inver Hills had a successful Quality Check-up Visit. The College had no accreditation issues and was praised for the campus-wide awareness of AQIP and AQIP process improvement. The team recommended the Inver Hills for reaffirmation of accreditation.</p>

<p>Institutional Goal: President's Climate Commitment</p>		<p>Critical importance for serving as a model to involve and educate our students and help protect the environment through growing green initiatives.</p>	<p>Implement year one of President's Climate Commitment requirements.</p>	<p>College signed President's Climate Commitment in July, 2008. A steering committee was formed. A sustainability study was commissioned to look at incorporating alternative energy options on campus. Minnesota Waste Wise completed a Waste Stream Analysis to improve practices, reduce cost and waste going into landfills. A Greenhouse Gas Emission Study is in process in preparation for submitting our carbon neutral plan to the PCC in September, 2009. Early changes in business practices include, purchasing practices to recycled towel and toilet paper, "green" cleaning chemicals, more recycling receptacles and a reenergized recycling program, a change from 0% post consumer paper content to 30% or greater and various native plant landscaping initiatives. The college also sponsored an "eat local" event where various food vendors showcase foods that were grown locally with sustainable farming practices. The program also included keynote speakers.</p>
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IMPORTANT: Please attach your entire workplan to this document.

SECTION IV: FUTURES PLANNING

As you look to 2012 and beyond, what major directions or changes do you anticipate in facilities, human resources, students, mission, program or technological priorities? Be brief.

<ul style="list-style-type: none"> • FACILITIES 	<p>In 2008 we received funding from the legislature for an addition and remodel of the Fine Arts Building with 9 state of the art technology-based general classrooms and remodel of the existing building to improve student learning environments. The college has experienced 54.5% growth since 2000 alone so new expanded learning environments are critically needed. Accomplishing repair and betterment planning initiatives will continue to be a challenge if the state does not reinvest in higher education. Pre-design for a classroom addition, University Center, and remodel of the Activities Building ~ the oldest building that has not had upgrades was completed and will be brought forward for bonding schematic design in 2012.</p>
<ul style="list-style-type: none"> • HUMAN RESOURCES 	<p>The college opened in 1970. By 2020 we will have experienced the retirement of many faculty and senior level administrators. Recruiting diverse excellent faculty and administrators will be critical. We expect our online learning programs and courses to continue to grow over time. Faculty hires will be expected to embrace flexible learning styles.</p>
<ul style="list-style-type: none"> • STUDENTS 	<p>The College is currently 19% students of color. Demographics suggest this % will continue to grow substantially. Careful attention to a welcoming environment for multi-cultures will continue to be enhanced. By 2010 the high school student projections will begin to flatten. The age of Dakota County citizens will grow older so addressing life long learning needs will be important. Dakota County still projects a growth of 700,000 people by 2020. The College is beginning an Adult Life-Long Learning initiative. The economic downturn has led to many dislocated workers returning to college.</p>
<ul style="list-style-type: none"> • MISSION 	<p>The importance of a comprehensive community college in the South Metro will grow. Inver Hills Community College will strengthen that role with strong articulated partnerships to universities for onsite learning opportunities for targeted baccalaureate completion options. Learning in an online format will be a strong component of the college along with on-campus learning.</p>
<ul style="list-style-type: none"> • ACADEMIC PROGRAMS 	<p>The College will continue to have a strong Liberal Arts and Sciences programming leading to an Associate of Arts degree. The new Associate of Fine Arts degree will be strong and partnered with the regional River Heights Arts Council. Allied Health and technology programs will be prominent programs. Additional programs will be available online. "Finish What You Start" retention initiatives will be strong through the use of Learning Communities on the On Course especially targeting first generation and English language learners.</p>
<ul style="list-style-type: none"> • TECHNOLOGY 	<p>The Teaching Learning Technology Round Table will be strong and a guiding force for strategic planning for technology needs and will foster best practices in teaching and learning. Technology will play an integral role in student learning. More faculty will teach in a hybrid or totally online environment. The college will remain a Center of Excellence in Strategic Information Systems and Security (CSISS) and IP Telephony. The AAS in Network Technology and Security will continue to grow with more service area high schools participating. The new Center of Excellence for Access and Opportunity in partnership with Century College will bring more students from our k-12 service area better prepared for college level work and prepared to use technology through the GPS Life Plan.</p>

Submitted by: Dr. Cheryl Frank

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