

2017 - 2020

STRATEGIC PLAN



Inver Hills
Community College



Inspiring Students, Building Careers, Strengthening Communities

As one of the premier two-year higher education institutions in Minnesota, Inver Hills Community College is working to meet two critical challenges confronting our state. Inver Hills must continue to be a leader in developing the talent pool required by Minnesota businesses and industries to strengthen the state's economy in a global marketplace.

While carrying out this responsibility, our college must also advance its ongoing efforts to eliminate the racial and economic disparities that keep too many Minnesotans from becoming valuable members of a vibrant and inclusive workforce. Seventy percent of Minnesota's population growth over the next 25 years will take place in communities of color. The workforce of the future must be diverse as well as highly trained.

Our Strategic Plan for the future unites the college's mission, vision and values with the direction and goals we need to effectively serve our student body and alumni along with the residents of our neighboring communities. The plan's four strategic directions— 1) Student and Academic Success; 2) Diversity, Equity, and Inclusion; 3) Growth and Sustainability; 4) Innovation and Partnerships—are supported by 17 practical, dynamic, forward-thinking and achievable goals. The power and purpose of the plan reflect the voices of stakeholders, both internal and external, who provided crucial input to our Strategic Planning Committee.

The Strategic Plan does not identify specific actions, but instead focuses on broad directions and goals that allow team members from different departments and divisions to discuss and develop operational plans that can achieve the Strategic Plan's

overall objectives. This approach recognizes that members of the Strategic Planning Committee are not front-line experts with the day-to-day insights needed to create viable plans at the operational level. Team members within each division and department have the experience and expertise to make plans that will deliver the results needed to meet the college's challenges and better serve our students.

Implementing the Strategic Plan in this manner empowers individual members of our campus community, allowing each of us to see how our daily tasks and actions merge our division or department's operational plans with the long-range goals of the college. All our contributions are essential because all of us working together make Inver Hills Community College a force for prosperity in the lives of our students and graduates.

I wish to thank the members of the Strategic Planning Committee for their hard work on this vitally important project. I would also like to thank our many constituents who took the time and energy to provide incisive feedback to the committee. Our combined dedication and efforts will ensure that our current and future students receive the education they need to uphold their dreams, care for their families and give their very best to their communities.

Sincerely,



Tim Wynes, J.D.
President,
Inver Hills Community College



STUDENT & ACADEMIC SUCCESS

Goal 1.1
Strengthen commitment to high-quality and innovative learning experiences that prepare students for transfer, employment, and lifelong learning.

Goal 1.2
Narrow the achievement gap*

Goal 1.3
Increase student awareness of, access to, and understanding of institutional and community-based resources and services.

Goal 1.4
Strengthen awareness and availability of student financial resources.

Goal 1.5
Enhance our learning environments to anticipate the evolving needs of students.

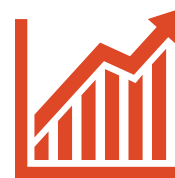


DIVERSITY, EQUITY & INCLUSION

Goal 2.1
Create an equitable and inclusive environment that meets the social, cultural and academic needs of diverse communities.

Goal 2.2
Expand our ability to serve new and existing diverse communities to narrow the opportunity gap.*

Goal 2.3
Increase efforts to recruit, hire, and retain qualified, culturally competent faculty and staff.



GROWTH & SUSTAINABILITY

Goal 3.1
Provide students a high-quality education through responsible use of our human, financial, and technological resources.

Goal 3.2
Cultivate a student-focused campus culture and community through respect, shared trust and understanding.

Goal 3.3
Enhance our brand through the development of comprehensive enrollment management, IT and marketing plans.

Goal 3.4
Maintain the unique beauty of our campus and preserve its natural resources.

Goal 3.5
Develop, implement and improve a college-wide succession plan.



INNOVATION & PARTNERSHIPS

Goal 4.1
Become the ideal partner of choice for K-12, community, and employers.

Goal 4.2
Cultivate financial resources and programs.

Goal 4.3
Anticipate and respond to future needs for academic programming.

Goal 4.4
Build pathways through non-credit or credit stackable credentials, industry certifications, credit for prior learning and competency-based education.

* The opportunity gap refers to the inequitable distribution of resources and opportunities whereas achievement gap refers to the inequitable distribution of educational results and benefits. The achievement gap exists because of the opportunity gap.



Strategic Planning Committee Members

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CHIEF HUMAN RESOURCES OFFICER
Inver Hills & DCTC

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DIRECTOR OF INSTITUTIONAL RESEARCH
Inver Hills & DCTC

CARRIE SCHNEIDER
INTERIM ASSOC. VP OF STRATEGIC
INITIATIVES
Inver Hills & DCTC

Mission Statement

Dedicated to the power and promise of education, we inspire students, build careers and strengthen communities.

Vision

We will be an innovator in education, creating a vigorous intellectual environment for emerging leaders, scholars, and professionals.

Through equity and inclusion, we will enrich individual lives and support our diverse communities, locally and globally.

Values

Student success

Excellence and innovation in education

Caring for our environmental, human, and financial resources

Equity, inclusion, integrity and respect

Continuous improvement

Strategic Planning Timeline

2015

2016

Sep

Recruit committee members from all bargaining units and the student association

Oct

MEETING #1
October 14, 2015

Overview of process, timeline, and logistics; selection of planning process (traditional or expedited)

MEETING #2
October 26, 2015

Review of mission and vision statements, review of values; review of feedback timeline; conduct Environmental Scan activity; review draft of SWOT survey of internal and external stakeholders

Nov

ENVIRONMENTAL SCAN SESSION
November 10, 2015

Conducted a Round Robin activity where five topics were addressed using a SWOT analysis. Internal and external stakeholders were invited to attend.

MEETING #3
November 13, 2015

Update of Survey and Environmental Scan Session; discussion around the six Charting the Future initiatives

SWOT SURVEY NOVEMBER 3
November 18, 2016

Students, faculty, staff, advisory board members, foundation board members, K-12 partners, and industry partners were invited to participate in an online SWOT survey.

Dec

MEETING #4
December 11, 2016

Reviewed survey and Environmental scan results; conducted analysis of goals from SWOT survey and Environmental scan; identified thirteen broad goals from the data.

Jan

MEETING #5
January 15, 2016

Reviewed Charting the Future update sent to System Office; Reviewed timeline for remainder of semester; worked with the thirteen goal areas to draft strategic goals.

MEETING #6
January 29, 2016

Further refined the strategic directions and goals, created the next draft

Feb

MEETING #7
February 12, 2016

Created a draft to present to stakeholders for feedback. Discussed how best to collect feedback from constituents.

STRATEGIC PLANNING ONLINE FEEDBACK FORM
February 23-March 4

Students, faculty, staff, advisory board and foundation board members, K-12 and industry partners were invited to provide feedback on the draft of the 2017-2020 strategic plan via an online feedback form

MEETING #8
February 28, 2016

Previewed documents for the Strategic Planning Feedback event; discussed Mission, Vision, Values and how to collect feedback on Vision and Values.

Mar

STRATEGIC PLANNING FEEDBACK EVENT
March 2

Students, faculty, staff, advisory board members, foundation board members, K-12 partners, and industry partners were invited to provide feedback on the draft of the 2017-2020 strategic plan via a poster session

MEETING #9
March 18, 2016

Review of feedback on the draft plan; initial revisions of Strategic Directions, Goals, Vision Statement, and Values.

MEETING #10
March 25, 2016

Further revision of Strategic Directions, Goals, Vision Statement, and Values.

Apr

MEETING #11
April 8, 2016

Finalized draft of Strategic directions and Goals; reviewed feedback on the Vision statement and made final revisions to the Vision statement

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