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 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

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**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.

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**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.

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**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.

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**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.

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

**Mission Statement**

**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

**Recruit committee members from all bargaining units and the student association**

**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

**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.

**SWOT SURVEY NOVEMBER 3**
- November 18, 2015
- Students, faculty, staff, advisory board members, foundation board members, K-12 partners, and industry partners were invited to participate in an online SWOT survey.

**MEETING #3**
- November 13, 2015
- Update of Survey and Environmental Scan Session; discussion around the six Charting the Future initiatives

**MEETING #4**
- December 11, 2015
- Reviewed survey and Environmental scan results; conducted analysis of goals from SWOT survey and Environmental scan; identified thirteen broad goals from the data.

**MEETING #5**
- January 11, 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

**MEETING #7**
- February 12, 2016
- Created a draft to present to stakeholders for feedback. Discussed how best to collect feedback from constituents.

**MEETING #8**
- February 23-March 4
- 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 an online feedback form

**MEETING #9**
- March 18, 2016
- Previewed documents for the Strategic Planning Feedback event; discussed Mission, Vision, Values and how to collect feedback on Mission and Values.

**MEETING #10**
- March 25, 2016
- Further revision of Strategic Directions, Goals, Vision Statement, and Values.

**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.

**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