



Defining Today, Designing Tomorrow

White Paper
Strategic Planning Session II
November 29, 2016

Strategic Planning Session II

Defining Today: Strengths, Opportunities

Designing Tomorrow: Aspirations, Results

The second step in a process to develop a new strategic plan based on broad input from ICC employees and community stakeholders was held on November 29, 2016. This session included 103 participants completing SOAR (Strength, Opportunities, Aspirations, and Results) analysis. Employees were given 22 factoids representing internal and external data. These factoids can be found on the strategic planning page on the ICC website. ([link to SOAR Factoids](#))

During the month of January 2017, ICC will host three speakers who will explore practices and models utilized by other community colleges. The topics to be covered will include Building Partnerships, Serving the Adult Market, and Instructional Innovation. All employees are encouraged to attend these sessions. For ease of attendance and to encourage participation and engagement, the College will host speakers on three different dates.

In March 2017 the Strategic Planning Conference will be held, which will include community stakeholders as well as representative ICC employees. The Board of Trustees will be presented with the College's new Strategic Directions and Goals for 2017 – 2021 at their June 2017 Board Meeting.

In Session II a broad consensus was established concerning the College's top Strengths and Opportunities, listed below:

Top Five Strengths:

- Rate of fall students returning in spring
- Success rate in English 110/111
- Peoria MSA skilled worker demand
- Peoria MSA expected industry growth
- Freshmen advancement rate

Top Five Opportunities:

- Student satisfaction
- High school market penetration
- Developmental coursework completion
- Peoria MSA skilled worker demand
- Student engagement

The strengths and opportunities are in ranked order; additional detail and participant comments follow. Based on these top strengths and opportunities, participants then identified and ranked Aspirations and Results in several categories, namely Partner with High Schools, Enhance Student Satisfaction, Improve Our Market Position, Increase Student Learning and Persistence, and Meet Workforce Needs. Details of these findings are also provided in the following pages of this paper.

Top Five Strengths

- 1. RATE OF FALL STUDENTS RETURNING IN SPRING** – Of credential-seeking students who enrolled in fall 2013, 91% returned for spring semester, which compares favorably to our peer institutions.

Participants ranked this as a strength citing that “students are satisfied and therefore return.” Others commented that “this obviously helps sustain enrollments and increases likelihood of persistence and completion.” Participants also voiced that this was a “strong statistic to share community-wide to market and recruit more students.”

- 2. SUCCESS RATE IN ENGLISH 110/111** – Over the past eight years, compared to our peer institutions, ICC’s completer success rate in English 110/111 has been consistently over 50th percentile and averaged 72nd percentile.

Participants commented that “English 110 is required for all degree programs. Students are prepared when they take the courses, which is important for persistence and completion. . . [Further], these are introductory general education classes. These skills are foundational to future classes and can increase likelihood of success.” Others asked if ICC could “duplicate for other areas?”

- 3. PEORIA MSA SKILLED WORKER DEMAND** – Projected increase in demand for skilled workers over the next ten years:

- | | |
|--|--------------------------|
| ■ Medical Assistants: 15% | ■ EMTs: 12% |
| ■ Phlebotomists: 10% | ■ LPNs: 9% |
| ■ RNs: 8% | ■ Nursing Assistants: 8% |
| ■ Automotive Technicians and Mechanics: 8% | |

Participants stated that “we offer these programs. The market will support an increase in enrollment, and there will be employment opportunities for our graduates and certificate earners.” In addition, “we have strong quality programs for the careers listed.”

- 4. PEORIA MSA EXPECTED INDUSTRY GROWTH** – Projected increase in number of jobs in key industries over the next ten years:

- Health Care and Social Work: +2,854
- Management of Companies and Enterprises: +1,800
- Retail Trade: +930
- Wholesale Trade: +756

Participants recorded that ICC may be able to “partner with companies for recruitment of students and jobs for them once they complete their programs.” These data sets show that ICC can “have programs that gear students to excel in these fields” and use the “data to communicate and promote these offerings” in growing industries.

-
- 5. FIRST-TIME, FULL-TIME FRESHMEN ADVANCEMENT RATE OVER FOUR YEARS** – The percentage of first-time, full-time freshmen who have either completed their goal at ICC or are still persisting after three years grew from 53% to 58%, compared to 60% state average and 52% national average.

Participants believe that these data represent “positive moves forward...how can we build on these gains?” ICC is “slightly better than the national average but could improve slightly compared to the state average. We still increased on a personal goal and should continue.” These data suggest that “full-time students are persisting. ICC still has room for improvement. What about part-time students?”

Top Five Opportunities

- 1. STUDENT SATISFACTION** – Between 2012 and 2014, student satisfaction decreased in 9 of 11 key areas, including:

- Instructional Effectiveness
- Registration Effectiveness
- Admissions & Financial Aid
- Campus Climate

Participants stated: “Students will market us if they are satisfied – word of mouth.” This was echoed in the comment “If students are not satisfied then our enrollment numbers will continue to decline. Dissatisfied customers are more likely to share a negative experience, thus turning students away from us.” Participants were optimistic that “we should be able to influence this.”

- 2. HIGH SCHOOL MARKET PENETRATION** – The number of high school graduates in ICC’s district is projected to decrease in the near future and the number of students who enroll at ICC directly out of high school is estimated to have declined by more than 7% in five years (from 37% to less than 30%).

Participants noticed that “with declining numbers we have an opportunity to develop a deeper interest in our community college within the high school population.” One idea noted was that ICC has an “opportunity to increase enrollment through early college and to improve our enrollment numbers. Don't let them get away.”

- 3. FIRST-TIME-IN-COLLEGE STUDENTS: DEVELOPMENTAL COURSEWORK COMPLETION** – Developmental coursework two-year completion rates for specific groups of students:

- African Americans: 16%
- 20–29 years old: 12%
- Pell Grant recipients: 19%
- Part-time students: 15%

Participants viewed these statistics as “an opportunity to tailor support services to specific demographics.” Others interpreted this as a focal point for the College by stating: “If a large number of incoming students need developmental work and very few are completing, we know exactly where we need to focus to drive enrollment.” **Attention to the two-year completion rates for specific groups can help the College design “accelerated learning opportunities. Such opportunities may help with college readiness.”**

4. PEORIA MSA SKILLED WORKER DEMAND – Projected increase in demand for skilled workers over the next ten years:

- Medical Assistants: 15%
- EMTs: 12%
- Phlebotomists: 10%
- LPNs: 9%
- RNs: 8%
- Nursing Assistants: 8%
- Automotive Technicians and Mechanics: 8%

Participants noted that ICC offers “these programs that will have increase in demand in the job market.” Also, “the market will support an increase in enrollment. There will be employment opportunities for our graduates and certificate earners.” ICC has “established successful programs with need to increase capacity.” In short, ICC is well positioned to meet these demands.

5. STUDENT ENGAGEMENT – 2012 CCSSE (Community College Survey of Student Engagement) ICC ranked below the 10th percentile for Academic Challenge and below the 20th percentile for Student Effort.

Participants recorded that this opportunity impacts “persistence and completion and student satisfaction.” Further, “academic rigor helps us combat some of the negative connotations associated with ICC. If we create opportunities for students to feel part of a community, they will stay more engaged which results in increased success. Student engagement is key to completion.”

Aspirations and Results

Based on the strengths and opportunities identified above, employees drafted aspirations and results. Finally, attendees voted for the top aspirations by participating in a multi-voting activity, allowing five votes per attendee.

Aspirations developed by employees during Session II cluster in several categories, most notably Partner with High Schools and Enhance Student Satisfaction. Other important areas include Improve Our Market Position, Increase Student Learning and Persistence, and Meet Workforce Needs.

For each of these five categories, a table follows summarizing the Aspirations and Results that were drafted by the participants and the number of votes each Aspiration/Result pair received in the final multi-voting activity.

PARTNER WITH HIGH SCHOOLS

Aspiration	Result	Votes
Rebrand ICC as prestigious/respected; improve high school market penetration (especially in District 150)	More students; top choice among college-going students and nontraditional students	43
To become the first choice of high school students in ICC's district	Increase enrollment among ICC's district schools to 45%	19
Make ICC a desirable college for high school students; make it an equitable choice, not a fallback or plan B	Recover at least 5% of market share and see an increasing trend	19
Increase high school graduates who enroll at ICC; offer developmental courses junior and senior year of high school	Retention and completion increase; increase transition - start freshman year in program/transfer courses	16
Over 50% of all in-district high school students will graduate high school with college credit from ICC or dual credit	Increase rate of in-district high school students enrolled in ICC courses	15

ENHANCE STUDENT SATISFACTION

Aspiration	Result	Votes
Improve internal processes to remove barriers to student success	Increase student satisfaction; increase employee satisfaction that filters through to students; we cannot achieve any of the other aspirations if we don't first improve our internal processes	50
Streamline student intake process	Increase student satisfaction and completion rate	17

IMPROVE OUR MARKET POSITION

Aspiration	Result	Votes
ICC will be Illinois' choice in student satisfaction by having the best onboarding process measured by CCSSE	Increase CCSSE score in four of nine declining areas within the next year	10
Recruit and retain nontraditional students	Increased enrollment in high-demand certificate programs	10

INCREASE STUDENT LEARNING AND PERSISTENCE

Aspiration	Result	Votes
Increase student engagement (particularly in academic challenge and student effort) through encouraging use of support services and co-curricular activities	Increased ranking in academic challenge and student effort	12
Complete developmental coursework pre-college	Increased percentage college ready; decreased developmental need	8

MEET WORKFORCE NEEDS

Aspiration	Result	Votes
ICC will be the top provider for certificates and degrees for top jobs in demand according to Peoria MSA	Increase enrollment and fill classes to capacity	5
To be the #1 provider of technical education that meets the needs of stakeholders	Deliver quality programs with flexibility and accessibility; address community needs that reflect job placement rates	5
Increase opportunities in skilled workforce. ICC should be recognized in the community for the quality of its skilled workforce graduates.	Increased capacity in skilled trade programs; promote our great success rates in license exams	5