

# 2013-2015 Strategic Plan

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*Last updated May 12, 2015*

The 2013 Iowa College Student Aid Strategic Plan defines the agency’s direction and provides guidance on the allocation of resources to pursue this strategy from 2013 through 2015. The four strategic initiatives outlined for the agency were selected based on their alignment with the Governor’s strategic goals for the state to create jobs for Iowans, increase family income, restore Iowa’s educational system to #1 in the nation and reduce the cost of government. The initiatives also support the current and projected needs of Iowa students, families, educators, administrators and state and community partners.

## Guiding Statements

### Our Vision

**All Iowans can achieve an education beyond high school.**

### Our Mission

**We advocate for and support Iowa students as they explore, finance and complete educational opportunities beyond high school to increase family and community success.**

### Our Motto

**Because college changes everything.**

### Our Guiding Principles

- **Put students first.**
- **Respect and honor the dignity of each other and all those we serve.**
- **Uphold the public trust.**
- **Create and nurture internal and external partnerships that benefit our customers.**
- **Provide services to our customers that exceed expectations and address their changing needs.**
- **Develop and empower a motivated, compassionate, professional and accountable team.**
- **Utilize evidence-based decision making.**

### Goals

1. **Communities are engaged in increasing college attainment.**
2. **Increased number of low income and underrepresented students who enroll in postsecondary education and complete a degree or certificate.**
3. **Increased awareness about the needs of postsecondary attainment for adults.**
4. **Increased funding for students and student services.**

# 2013-2015 Strategic Plan

## Goal #1

**COMMUNITIES ARE ENGAGED IN INCREASING COLLEGE ATTAINMENT.**

### Strategies

- 1 Develop and implement a communication plan to support Lumina Foundation’s Goal 2025 and the **College Changes Everything** Movement.
- 2 Partner with state and national organizations to share and leverage tools and resources.
- 3 Implement collective impact for college attainment in identified communities.
- 4 Collaborate with key leaders and organizations to identify opportunities and develop champions.

### Owners/Key Participants

Rachel Scott	Leads
Julie L., Tracy, Erma, Crystal, Tiffany, Jethro, Jennifer, Marcela, Eric, Julie S.	Project Team

	Tactics	Owner	Date Due
<b>1.1</b>	<b>Create a communication plan to support the Lumina Foundation's Goal 2025 and the College Changes Everything movement.</b>		
	Research Lumina Goal 2025.	Julie L/Heather	09/2013
	Develop framework for CCE state and local websites.	Erma	12/2014
	Develop data tools geared toward communities.	Rachel, Jethro	10/2015
	Develop media plan and materials to support CCE.	Keyli, Heather, Eric	06/2014 and ongoing
	Develop concept paper and begin sharing with potential stakeholders and funders.	Rachel	06/2014 and ongoing
	Plan statewide meetings to support CCE.	Jennifer, Rachel, Marcela, Erma	09/2015
<b>1.2</b>	<b>Partner with state and national organizations to share and leverage tools and resources.</b>		
	Obtain Trademark usage approval.	Julie N	09/2013
	Schedule initial CCE kickoff with IL and reoccurring touch point meetings.	Julie N	04/2014
	Learn MCAN's Charting the Course curriculum and adapt for Iowa. Develop formal logic model.	Rachel, Christina, Julie S.	08/25-08/27 09/2014
	Develop relationships with IACCT, Iowa League of Cities, United Ways and other state orgs to explore opportunities for collaboration and alignment.	Rachel	Iowa League of Cities for 10/2014 ongoing
	Re-engage Latino higher education leaders toward the	Marcela	10/2015

	development of a coalition and report about Latino students and families.		ongoing
	Maintain relationships with national partners, like Nat'l League of Cities, NCAN, and NCHER.	Rachel and Karen	ongoing
<b>1.3</b>	<b>Implement collective impact for college attainment in identified communities.</b>		
	Develop plan for expanding communities served.	Julie L, Rachel	05/2015
✓	Implement and support VISTA program.	Erma	09/2014 and ongoing
✓	Support/train staff to provide training and technical assistance to communities.	Rachel	10/2014 and ongoing
✓	Develop CCE/CACG Planning Grant process.	Rachel, Heather, Crystal	11/2015
	Develop CACG Implementation Grant process.	Rachel, Marcela	6/2015

Measures of Success	
1	Number of communities meeting on an ongoing basis. Goal of 8 by the end of 2015.
2	Number of communities hosting a CCE Vista. Goal of 6 by the end of 2015.
3	Number of state organizations engaged as partners. Goal of 6 by the end of 2015.
4	Number of national organizations engaged as partners. Goal of 6 by the end of 2015.

# 2013-2015 Strategic Plan

## Goal #2

**INCREASED NUMBER OF LOW INCOME AND UNDERREPRESENTED STUDENTS WHO ENROLL IN POSTSECONDARY EDUCATION AND COMPLETE A DEGREE OR CERTIFICATE.**

### Strategies over next 3 years

- 1 Build knowledge in schools to institutionalize the college-going process.
- 2 Assist colleges in identifying and addressing barriers to graduation/completion.

### Owners/Key Participants

Todd and Christina	Leads
Joe Dullard	Data Resources
Tonia, Keyli, Adam, Darcie, Denise, Nate, Kathie, Crystal	Project Team

	Tactics	Owner	Date Due
<b>2.1</b>	<b>Build knowledge in schools to institutionalize the college going process.</b>		
	Conduct an inventory and develop a calendar around data and reporting needs for the agency.	Jethro	May 2015
	Define data and measures of success used to identify, monitor and track students.	Joe, Jethro	Summer 2015
	Identify and engage community groups and stakeholders to support the college-going process.	Rachel	(identify) 03/2015, (engage) Ongoing
	Support schools in planning and implementing school improvement efforts and services.	Christina, Darcie	03/2015 and Ongoing
	Implement the three-phase college-going process.	Heather	05/2015
	Provide training and follow-up to schools and staff to institutionalize the process.	Christina/Heather	10/2015 and Ongoing
<b>2.2</b>	<b>Assist colleges in identifying and addressing barriers to graduation/completion.</b>		
	Complete gap analysis of retention services and needs at Iowa colleges and share results.	Todd, Julie Voss, Joe	08/2014
	Implementation of the Iowa CASH program.	Todd, Rachel	Fall 2015
	Implementation of texting initiative.	Todd, Rachel	Fall 2015

## Measures of Success

- |   |  |
|---|--|
| 1 | Number of colleges joining College Access Readiness Teams.                       |
| 2 | Number of schools that implement any of the three-phase process.                 |
| 3 | Number of schools that adopt any of the three-phase process in subsequent years. |
| 4 | Number of students who enroll in college.  |
| 5 | Number of colleges implementing best practices for retention services.           |
| 6 | Number of students who complete a degree or certificate.                         |

# 2013-2015 Strategic Plan

## Goal #3

**INCREASED AWARENESS ABOUT THE NEEDS OF POSTSECONDARY  
ATTAINMENT FOR ADULTS.**

### Strategies over next 3 years

- 1 Make information resources readily accessible.
- 2 Identify potential players, partners and available assets.
- 3 Establish an internal repository of research and resources for adult learners.
- 4 Develop and disseminate a report based on research in #3.
- 5 Develop proposal for a public awareness campaign
- 6 Pursue report recommendations.

### Owners/Key Participants

Heather Doe	Lead
Joe Dullard	Data Resources
Julie N., Jesse, Carolyn, Trish, Flor, Jennifer, Eric, Al, Adam	Project Team

	Tactics	Owner	Date Due
3.1	<b>Make information about online, hybrid and accelerated programs available on our website</b>		
	Collect data from Iowa colleges.	Marketing	2014
	Organize program information from Iowa colleges and post on website.	Marketing	2014
	Add sections to the student budget survey to collect information annually from Iowa colleges.	Heather & Joe	March, 2015
	Determine way to make information on the programs offered by out-of-state institutions registered in Iowa more accessible.	Eric, Carolyn & Adam	March, 2015
	Add postsecondary registration for out-of-state schools to the Iowa Publications Online state library and use meta tags for searching.	Eric	Training April 2015
	Add out-of-state registered schools to Higher Education Data Center.	Eric	August 2015
	Start discussions about adding out-of-state schools to the Student Budget Survey.	Eric, Carolyn, Joe	Fall 2015
	Compile scholarship/financial aid resources for adults returning to college.	All-Provide to Eric	Ongoing

<b>3.2</b>	<b>Identify players (roles, previous efforts, contact information) and partners (subset of players) and available assets (i.e. funding, available internal personnel, relevant data assets).</b>		
✓	Have a member serve on the Lifelong Learning workgroup for EDGE.	Rachel	December, 2014
	Meet with United Way to learn about area resources for adults, share the information and look for gaps.	Heather, Adam & Rachel	March 2, 2015
	Compile a list of agencies and key contacts with whom we believe our agency needs to connect.	Rachel & Heather	Ongoing
✓	Meet with Iowa Department of Education adult education division.	Rachel & Heather	March 2015
✓	Meet with Iowa Workforce Development to determine ways to work together and services to promote what IWD offers.	Rachel, Heather & Carolyn	April 2015
	Present key contacts and the identified resource gaps to senior management for buy-in and to contact the potential partners.		
<b>3.3</b>	<b>Internal Repository of Research &amp; Resources</b>		
✓	Start a repository of research and resources on adult learning.	All	Ongoing
	Determine categories for organizing resources (i.e. Best practices, financial aid, other resources for adults).		
	Draft issue brief on access and success of adult learners in higher education in Iowa.	Heather	Fall 2015
<b>3.4</b>	<b>Public Awareness Campaign Around Adult Learners</b>		
	Work with Iowa Department of Education to promote their continuing education campaign and website to launch in summer of 2015.	Heather & Eric	July 2015
<b>3.5</b>	<b>Identify next steps</b>		
	Next steps for this initiative will be based on identified gaps in resources, outcomes from the public awareness campaign and staffing.		

<b>Measures of Success</b>	
<b>1</b>	Online programs and resources available on website
<b>2</b>	Key players in adult learning/needs of adult learners are identified
<b>3</b>	Adult learner report finalized and disseminated.
<b>4</b>	Repository of research is accessible to staff.

# 2013-2015 Strategic Plan

## Goal #4

### INCREASED FUNDING FOR STUDENTS AND STUDENT SERVICES.

#### Strategies over next 3 years

- 1 Utilize comprehensive budget planning to guide funding strategies and expenditures.
- 2 Identify and apply for funding opportunities to support the agency's mission.
- 3 Advocate for increased state appropriations for student financial aid.

#### Owners/Key Participants

Julie Leeper, Kris May	Leads
Julie V., Jethro, Kathie, Marcela, Heather	Project Team
Christina	Grant Writer

	Tactics	Owner	Date Due
4.1	<b>Utilize comprehensive budget planning to guide funding strategies and expenditures.</b>		
	Projection Model complete.	Karen and Vendor	09/2014
	Complete operating budget including expenses for all programs.	Julie L, Karen, Kris	09/2014
	Complete projection model to present to Commissioners. Include all income and all expenses.	Karen, Julie L, Kris	09/2014
	Plan for 2016 and 2017 Scholarship and Grant.	Julie L.	09/2014
4.2	<b>Identify and apply for funding opportunities to support the agency's mission.</b>		
	Develop grant seeking and fund development framework.	Christina	06/2015
	Develop proposals and apply for identified grant opportunities.	Christina	Ongoing
	Seek out and pursue foundation funding.	Christina	Ongoing
	Increase knowledge of funding streams.	Christina	Ongoing
4.3	<b>Advocate for increased state appropriations for student financial aid.</b>		
	Create a report on return on investment for all programs.	Kris May, Julie L., Jethro	Ongoing
	Inform and garner support from the Legislative Committee and the Commission.	Julie Leeper	Ongoing



Inform Key Legislators about funding needs for students and administration.

Julie Leeper

Ongoing

**Measures of Success**

- 1 Dollar amount appropriated for state grants for students.
- 2 Dollar amount appropriated for program administration.
- 3 Number of grants and funding opportunities applied for and received.