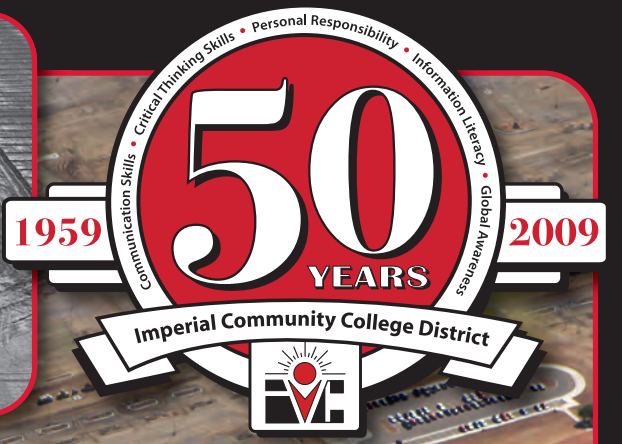


IMPERIAL VALLEY COLLEGE



Imperial Valley College
1961



Imperial Valley College
2009



IMPERIAL VALLEY COLLEGE
380 East Aten Road
P.O. Box 158 • Imperial, CA 92251
www.imperial.edu



2009-2013
STRATEGIC PLAN



Imperial Community College District

The Imperial Community College District is a single college district serving the educational needs of all Imperial County residents. Imperial Valley College (IVC) serves approximately 9,000 students each semester offering associate degrees and certificates in occupational programs that prepare students to enter the job market, and arts and sciences programs that transfer to four-year colleges and universities.

IVC offers Imperial County residents educational opportunities through noncredit, career technical, basic skills, life skills, and community service classes throughout all Imperial County including off-campus centers in El Centro and Calexico. IVC has been the cornerstone for personal and educational advancement for our community since 1959 and we have never wavered in our commitment to that community. We are developing new curriculum and new programs; we are enhancing and expanding our services and the way we deliver them; and we are currently in the midst of a \$56 million effort to build new facilities and renovate existing ones.

Board of Trustees



Louis Wong
District 1
Calexico Unified
School District



Jerry Hart
District 2
Imperial Unified
School District



Norma Sierra Galindo
Clerk of the Board
District 3
Holtville Unified
School District



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Brawley Union
High School District



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School District



Carlos Acuña
Board President
District 6
Central Union
High School District



Romualdo Medina
District 7
Calipatria Unified
School District



Strategic Goal Four

Adapt to a Changing Fiscal Environment with a Sound Fiscal Strategy

OBJECTIVES

- Ensure maintenance of a balanced budget in line with annual state allocations
- Eliminate the District's reliance upon one-time funding
- Improve the fund-raising effectiveness of the college and the IVC Foundation



Strategic Goal Five

Strengthen Our Internal and External Organizational Communications Practices

OBJECTIVES

- Increase use of electronic technologies to enhance and expand existing methods for web-based marketing and customized e-mail marketing
- Expand methods of identifying and tracking alumni and establish a district-wide alumni database that includes reliable contact information
- Identify, recommend, and implement cost-cutting measures for effective marketing and outreach campaigns



Mission, Educational Master Plan & Values

Mission Statement

The mission of Imperial Valley College is to foster excellence in education that challenges students of every background to develop their intellect, character, and abilities, to assist students in achieving their educational and career goals; and to be responsive to the greater community.

Educational Master Plan Goals

GOAL ONE (Student Success): Enable students to attain their educational goals, including degrees and certificates, transfer, job placement and advancement, basic skills, and lifelong learning through curricula driven by student learning outcomes and emerging opportunities in the community at large.

GOAL TWO (Excellence in Education): Provide a college environment that attracts diverse, exceptional faculty and staff who support and respond to the higher education needs of the students and community.

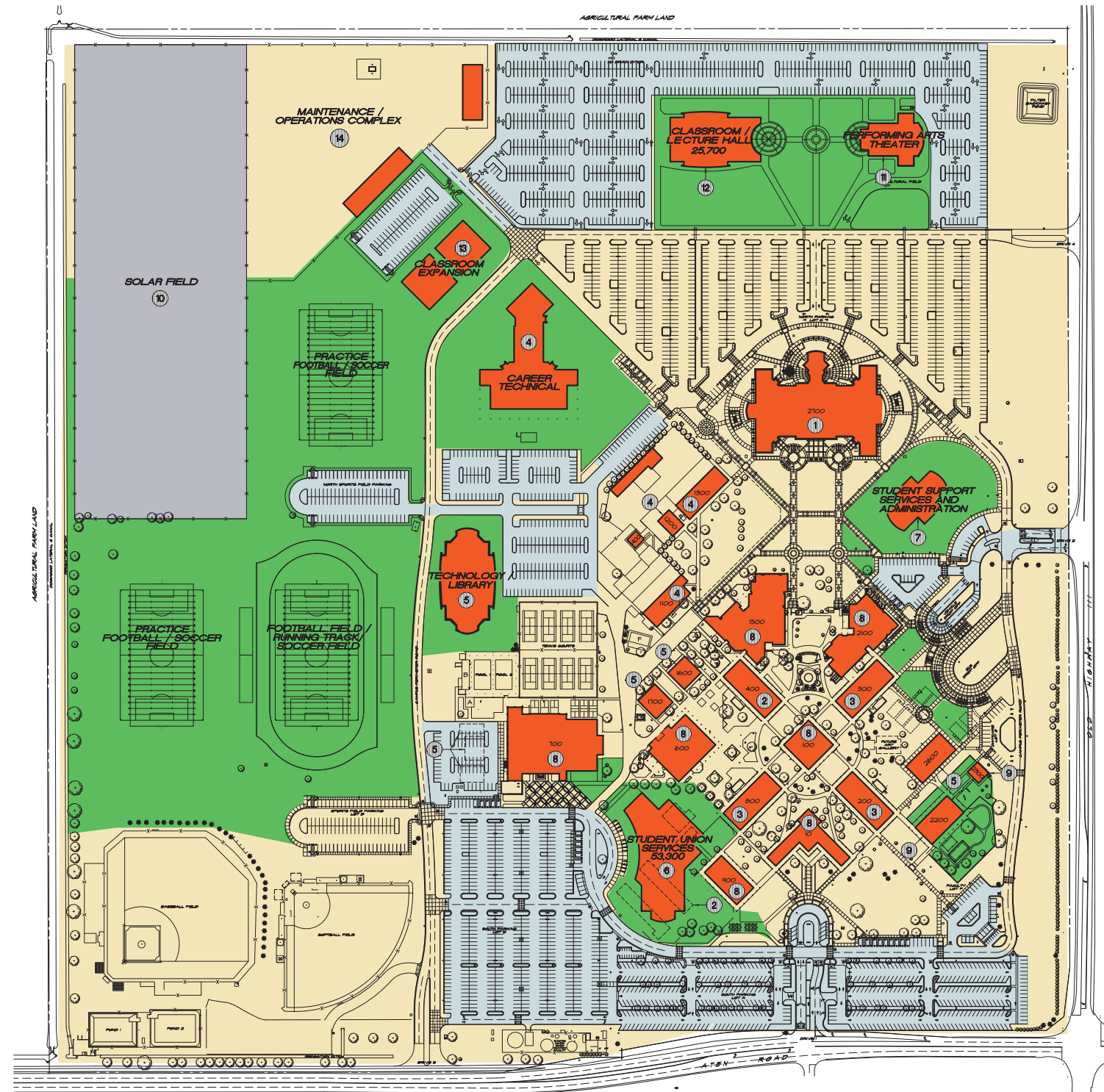
GOAL THREE (Develop Resources and Increase College Effectiveness): Develop and manage human, physical and financial resources to improve organizational processes and effectively support the learning environment.

Institutional Values

- All people should have the opportunity to reach their full educational potential.
- An educated citizenry is the bases for democracy.
- A college should embrace diversity in all its forms.
- A college should strive for innovation and creativity.
- All people have the right to access quality higher education.
- All people should have access to lifelong learning.

Institutional Student Learning Outcomes

- Communication Skills
- Information Literacy
- Critical Thinking Skills
- Global Awareness
- Personal Responsibility



10 Year Master Site Plan

Keynotes:

- | | | |
|---|---|---|
| ① 2700 Building | ⑥ Student Union Building | ⑬ Classroom Building |
| ② 400 Building modernization/ Removal of 500 Buildings | ⑦ Student Support Services and Administration | ⑭ Maintenance and Operations Complex |
| ③ Academic Building modernization/ 200, 300 and 800 Building | ⑧ Modernization of 10, 100, 600, 700, 900, 1500 and 2100 Buildings | |
| ④ Career Technical Building/ New construction and modernization | ⑨ Modernization and Expansion of 2200 Building/ Removal of 2300 Modular Building | |
| ⑤ Technology/Library Building/Removal of 1600, 1700, 2600 and other Modular Structures | ⑩ 12 Acre Renewable Energy Project | |
| | ⑪ Performing Arts Theater | |
| | ⑫ Classroom/ lecture Hall | |



Strategic Goal One

1

Strengthen and Expand Support Services to Respond to Changing Student Needs

OBJECTIVES

- Maintain and expand enrichment programs that embrace diversity and support disadvantaged students
- Increase student engagement with the college and the community
- Develop systems to ensure that support services complement student learning outcomes inside and outside the classroom
- Structure support services that are seamless, responsive and efficient
- Ensure that student learning is a central component of all support services



Strategic Goal Two

2

Increase Access to Continuing and Higher Education Opportunities for All

OBJECTIVES

- Complete the implementation of the Basic Skills Enhancement plan
- Provide seamless and student-focused transfer pathways from non-credit to credit programs, and credit programs to Baccalaureate institutions
- Strengthen curricular linkages with K-12 partners to improve alignment for student learning and academic achievement

Strategic Goal Three

3

Enhance Professional Development

OBJECTIVES

- Promote GLEAM (Gaining Leadership Expertise, Aptitude, and Mentoring) in support of succession planning
- Encourage the professional development of faculty and administrators through graduate study and special programs
- Sustain and expand classified staff professional development opportunities and programs
- Implement Human Resources practices that support development

Meeting the Challenges President's Message



The importance of strategic planning in California community colleges has never been more important than it is today, and IVC is no exception. Like most community colleges, IVC is experiencing rapid growth coupled with declining fiscal resources. In the midst of the Information Revolution, it is imperative that IVC educate and train students to compete in the continually evolving work world, yet public support is severely limited as the country grapples with the deepest recession it has seen since the 1930s. At a more local level, Imperial Valley is making a transition from an economy based on agriculture to one based in the industry of alternative energy. Both these global and local demands require that IVC provide a cadre of solutions to assist its community in making successful transitions, and a strategic plan is crucial to accomplishing these goals.

IVC's strategic plan must result from carefully crafted goals, stemming from its overall planning process, since this plan will drive the future of Imperial Valley College, from facilities and staffing to the culture of the college itself. As Antoine de Saint-Exupery once said, "A goal without a plan is just a wish." In order to ensure that its goals are not simply wishes, IVC has incorporated seven plans – facilities, finance, technology, staffing, professional development, marketing and student learning outcomes – in its Educational Master Plan. These plans arose from program reviews completed by every area of the college. The goals that resulted from this process are: (1) Strengthen and expand support services to respond to changing student needs; (2) increase access to continuing and higher education opportunities; (3) enhance professional development, (4) adapt to a changing fiscal environment with a sound fiscal strategy; and (5) strengthen internal and external organizational communication processes. The following pages provide the framework to effectively and energetically achieve these goals. The Board of Trustees and I are committed to manifesting this strategic plan for 2009-2013 and making its goals a reality for the people of Imperial Valley.



Ed Gould, Ed.D.
Superintendent/President

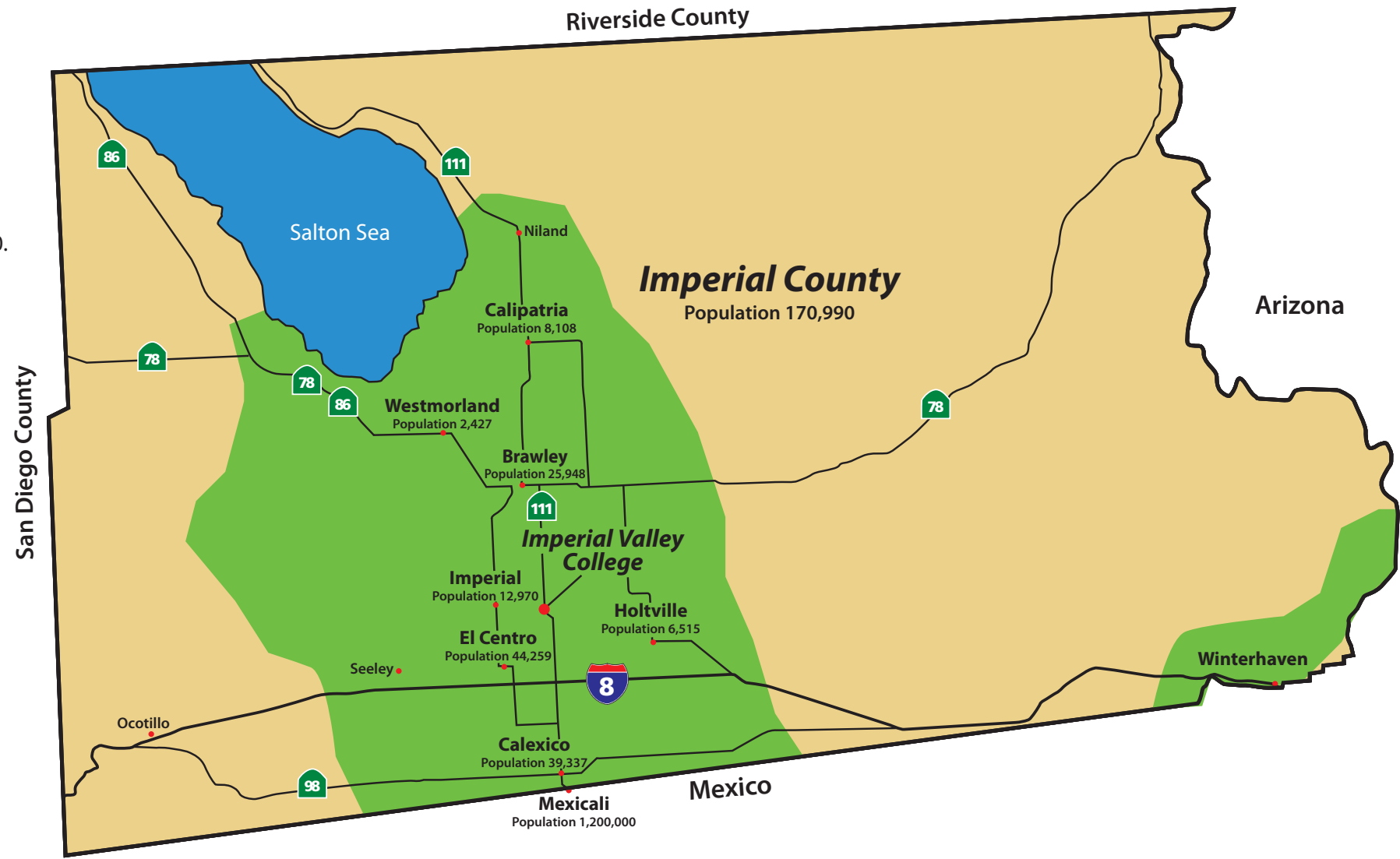
2009-10 Strategic Planning Committee

| | |
|--|--|
| Chair | John Lau, Vice President for Business Services |
| Academic Senate | Dr. Russell Lavery |
| Associated Student Government | Steven Sciaky |
| Campus Operations | Gonzalo Huerta |
| College Council | Dr. Bruce Seivertson |
| Extended Campus | Efrain Silva |
| Budget and Fiscal Planning and Committee | Betty Kakuichi |
| Technology Planning Committee | Dr. Robin Ying (Dr. Jim Fisher, alternate) |

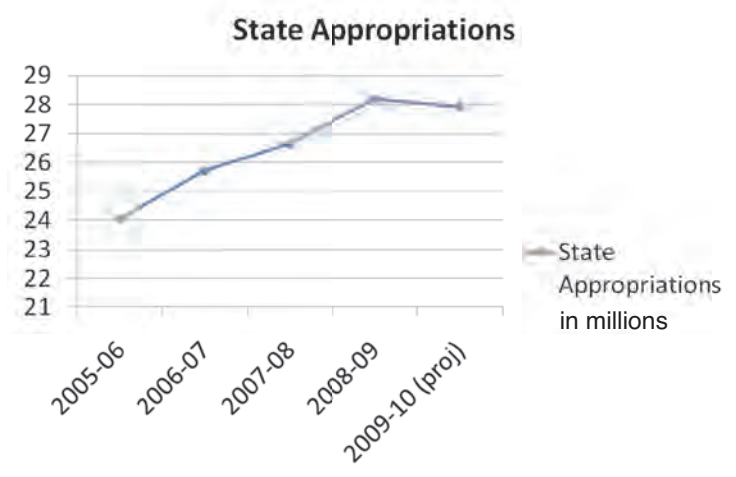


Imperial Community College District MEETING THE CHALLENGES of high unemployment and diminishing resources

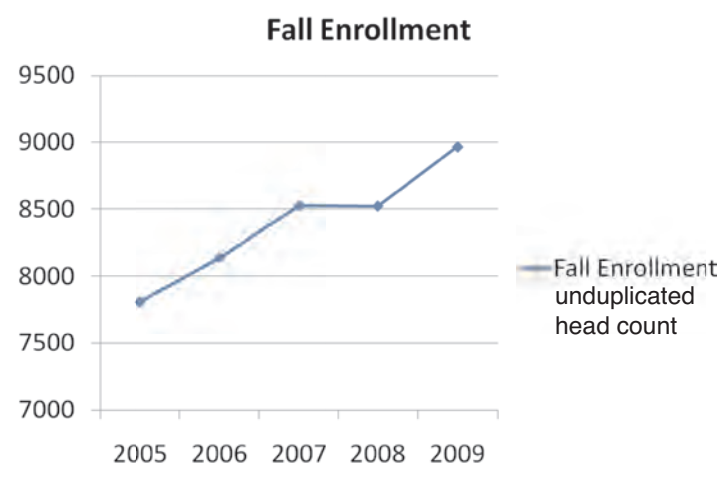
- Imperial County occupies a unique position adjacent to the Baja California capital of Mexicali, population 1.2 million. The Mexican economy is a major driver in the economy of Imperial County, population 170,990.
- Imperial County has historically had a chronically high unemployment rate but during the 2009 recession it has been the highest in the United States.
- In March 2009, the New York Times called Imperial County's county seat, El Centro, the "Capital of the great recession."
- Over the past two decades Imperial County has been diversifying from a purely agricultural-based economy with government employment and retail becoming major economic drivers.
- Imperial County, the third largest county in the state, is at the beginning stages of developing a robust alternative energy industry. These will include solar, geothermal and biofuels production that is increasing demand for new Green Jobs training.
- Imperial County has low educational achievement with 40 percent of the adults, 25 and older, lacking a high school diploma or GED. Only 17 percent of that age group have an Associate's Degree or higher.
- Imperial Valley College is a dominating force in the local educational system as well as the Imperial County economy: one in eight jobs in the county have some connection back to IVC.
- Demand for higher education in Imperial County is very high. Over the past five years, enrollment has been skyrocketing. Because of diminishing fiscal resources, the average fill rate percentage since 2007 of IVC Fall classes has increased by 10 percent. The Fall 2009 fill rate is 102 percent.



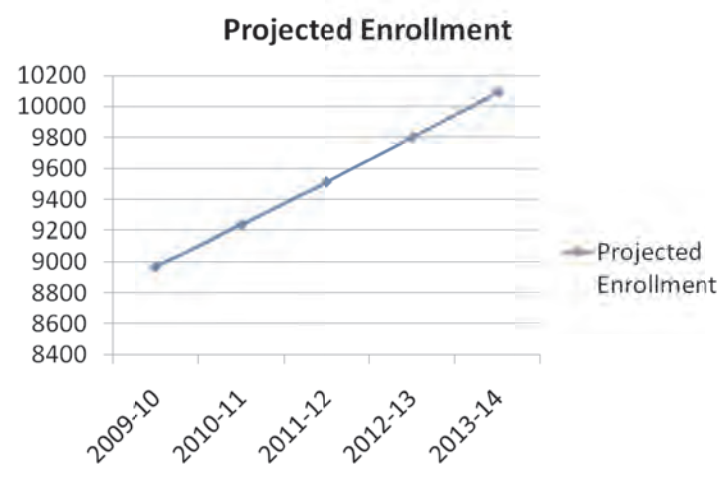
As State Funding Declines...



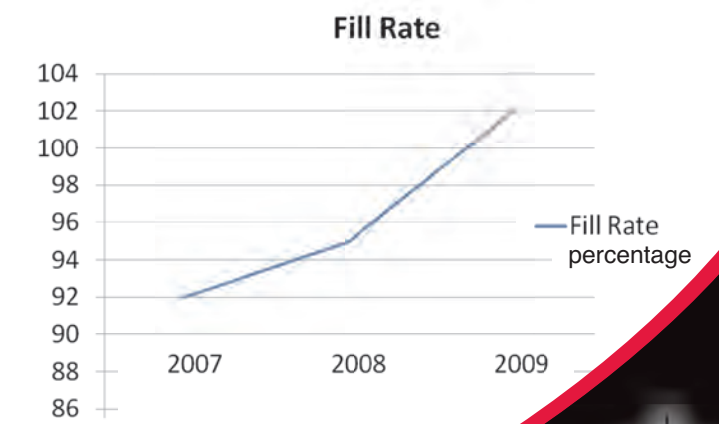
IVC Enrollment is rising to record levels...



and we are projecting a 3% growth enrollment average annually...



So as a result, fewer class sections will be offered and those classes will be filled to the maximum.





Meeting the Challenge of Facilities

The rapid growth in IVC's enrollment has challenged facilities as demand for larger classes outpaced available classroom space.

Thanks to the passage of a \$58.6 million bond issue in 2004, IVC will be opening a state of the art, 70,000 square foot, classroom building in 2010 that will house the science, math and English departments as well as other classes. This will allow conversion of other existing buildings on campus that currently house science and math labs and classes.

Meanwhile, funding will be sought from federal, state and local sources to complete the rest of the 10-year Facilities Master Plan. Future construction will include a Technology Building, Applied Sciences center, auditorium and other classrooms to accommodate the college's current and future enrollment growth.



Description of the Strategic Planning Process

In 2008, the Imperial Community College District Board of Trustees approved the formation of a strategic planning committee that includes representatives from all shared governance constituencies including faculty, classified staff, students, and administration. The committee was charged with bringing together the planning processes of numerous campus-wide committees into an overarching district planning framework. This all-inclusive framework enables the committee to identify the most critical and campus-wide priorities and articulate them as strategic goals for the District.

As the planning process evolved it was determined that a more clearly defined evaluation process was needed to ensure that the Educational Master Plan and the Strategic Plan were synchronized effectively to best meet the educational needs of the community. As a result, the District's Mission and Educational Master Plan became the foundation for future strategic exploration. The planning effort was guided by three primary principles: 1) improving student learning and educational effectiveness; 2) using performance metrics and assessment results to make constructive changes; and 3) incorporating broad-based communication, dialogue, and information and data exchange across the key stakeholders.

This final product of the strategic planning process is grounded by the college mission, has its foundation in the Educational Master Plan/Program Review outcomes, and is driven by the shared priorities of the campus governance groups through their participation in the Strategic Planning Committee.

