

2013-2015 Strategic Plan

Last updated September 25, 2013

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 five 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 help Iowa students and families as they explore, finance and complete educational opportunities beyond high school.

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 and professional team**

Strategic Initiatives

1. **Educate and engage Iowans about the individual and community impact of a college education**
2. **Increase the number of low income and underrepresented college-ready students who enroll in postsecondary education.**
3. **Increase the number of low income and underrepresented Iowa students who complete a degree or certificate.**
4. **Research services needed to increase the number of Iowa *nontraditional* students who enroll/reenroll and complete a degree or certificate.**
5. **Increase funding for students and student services.**

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Strategic Initiative #1

EDUCATE AND ENGAGE IOWANS ON THE INDIVIDUAL AND COMMUNITY IMPACT OF A COLLEGE EDUCATION.

Critical Initiatives over next 3 years

- 1 Develop a 3-year communication and education plan to launch support of Lumina Foundation's Goal 2025 and the **College Changes Everything** Movement.
- 2 Partner with Illinois to share and leverage tools and resources, including website, promotional materials, social media, training and conferences.
- 3 Identify key connection points and metrics.
- 4 Identify and begin educating key leaders, state agencies and organizations whose outcomes are impacted if more individuals go to college.
- 5 Create partnerships with targeted agencies

Owners/Key Participants

| | |
|---|--------------|
| Julie Ntem | Leads |
| Marcela, Heather, Julie L., Todd, Ashley, Tim | Project Team |

Measures of Success

- 1 # of communities involved
- 2 # of organizations and state agency partners
- 3 Impact on public policy

Risks We Will Manage

- Limited staff resources
- Limited budget and funding
- How to best impact communities

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Strategic Initiative #2

INCREASE THE NUMBER OF LOW INCOME AND UNDERREPRESENTED COLLEGE-READY STUDENTS WHO ENROLL IN POSTSECONDARY EDUCATION.

Critical Initiatives over next 3 years

| | |
|---|--|
| 1 | Define criteria to identify low income and underrepresented students |
| 2 | Define data and measures of success used to identify, monitor and track students |
| 3 | Identify needs of students and services Iowa College Aid can provide |
| 4 | Identify community organizations and other groups who have contact with students and establish and increase partnerships with them to extend our reach |
| 5 | Identify and implement ways to reach groups with critical services |

Owners/Key Participants

| | |
|--|----------------|
| John Gilman | Leads |
| Joe Dullard, Bhupesh Singu | Data Resources |
| Chol, Helen, Jesa, Marcela, Mary Beth, Tonia | Project Team |

Measures of Success

| | |
|---|---|
| 1 | College Ready Measures for defined data set: <ul style="list-style-type: none"> - % increase in FAFSA completion - % increase in College Entrance Test - % increase in college application - % increase in students completion of core curriculum |
| 2 | Financial Aid/Grant utilization for defined data set: <ul style="list-style-type: none"> - Pell dollars utilization |
| 3 | Increase in number of high school grads versus defined data set (e.g. LI/UR seniors) going to college within 16 months of graduation <ul style="list-style-type: none"> - % increase in intent - % increase in attendance |

Risks We Will Manage

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|---|
| Language barriers |
| Working in communities/connecting with right community groups to get word out |
| Ability to identify and track underrepresented students |
| College retention rates |
| Constant contact/reaching students |

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Strategic Initiative #3

INCREASE THE NUMBER OF LOW INCOME AND UNDERREPRESENTED IOWA STUDENTS WHO COMPLETE A DEGREE OR CERTIFICATE.

Critical Initiatives over next 3 years

- 1 Identify our target audience – specific group of low-income/underrepresented students to target
- 2 Determine what strategies will be implemented to improve degree/certificate attainment for the target population
- 3 Define data and measures of success used to identify, monitor and track students currently earning a degree or certificate
- 4 Implement strategy and measure outcome

Owners/Key Participants

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|--|----------------|
| Todd Brown, Julie Voss | Leads |
| Joe Dullard, Bhupesh Singu | Data Resources |
| Cara, Eileen, Keyli, Tracy, Crystal, Trish | Project Team |

Measures of Success

- 1 Number of students at risk who complete degree
- 2 Other metrics to be determined

Risks We Will Manage

- Large number of barriers for these students – not prepared to succeed in college
- Lack of advisors/mentors
- Colleges willingness to provide additional services
- Students limited knowledge of available services
- Students reluctance to use services
- Limited internal staff resources

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Strategic Initiative #4

**RESEARCH SERVICES NEEDED TO INCREASE THE NUMBER OF IOWA
NONTRADITIONAL STUDENTS WHO ENROLL/REENROLL AND COMPLETE A DEGREE
OR CERTIFICATE.**

Critical Initiatives over next 3 years

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|---|--|
| 1 | Review success and best practices of other states and other Iowa state and community organizations to determine the specific subset of nontraditional students on which to focus |
| 2 | Identify subsets of nontraditional student populations and define specific target group |
| 3 | Identify what services they need and what services we can provide |
| 4 | [TBD based on services needed] Identify sources of funding through grants, college and business partners to provide services needed |
| 5 | [TBD based on services needed] Student outreach related to services and opportunities |

Owners/Key Participants

| | |
|--|----------------|
| Heather Doe | Lead |
| Joe Dullard, Bhupesh Singu | Data Resources |
| Jenna, Jesse, Lloyd, Amanda, Carolyn, Erma | Project Team |

Measures of Success

| | | |
|---|---|---------------|
| 1 | Online and special programs offered in Iowa researched and included in the Higher Education Data Center | January 2014 |
| 2 | Best practices reviewed, review of literature on non-traditional students conducted. | January, 2014 |
| 3 | Data sources reviewed and ways to identify and track non-traditional students determined | May, 2014 |
| 4 | Identified subset/data cohort to research | May, 2014 |
| 5 | Focus groups held with nontraditional students and adults interested in returning to college | January, 2015 |
| 6 | Meetings with college professionals held | January, 2015 |
| 7 | Identified services needed | May, 2015 |
| 8 | Identified services we will provide to specific groups | May, 2015 |
| 9 | Identified best practices for reaching target group | July, 2015 |

Risks We Will Manage

New group to reach out to – unsure of needs or where to start

Identify the right target group(s) to start

Efficient/effective ways to reach group

Limited staff/resources

Services needed to return to or complete degree might be different from our core services

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Strategic Initiative #5

INCREASE FUNDING FOR STUDENTS AND STUDENT SERVICES.

Critical Initiatives over next 3 years

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|---|--|
| 1 | Continue to advocate for 501(c)3 status |
| 2 | Comprehensive budget planning |
| 3 | Identify opportunities, needs and funding shortages |
| 4 | Apply for and be awarded new GEAR UP Grant |
| 5 | Identify and apply for new grants related to students and services |

Owners/Key Participants

| | |
|----------------------------|--------------|
| Julie Leeper, Kris May | Leads |
| Brenda, Darrin, John | Project Team |
| Grant Writer – to be hired | New Role |

Measures of Success

| | | |
|---|--|--|
| 1 | # and \$ of new grants | <i>1 Grant per year, Self-sustaining funding</i> |
| 2 | New Gear UP Grant | <i>July 2014 Begin New Cohort</i> |
| 3 | Increase in dollars appropriated for student funding | <i>5% increase Annual for Students</i> |
| 4 | Legislation passes 501(c)3 | <i>July 1, 2015</i> |
| 5 | State appropriates dollars to fund administration | <i>July 1, 2015</i> |

Risks We Will Manage

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|--|
| Currently, no full time dedicated grant writer |
| Competition for state and federal dollars and grants |