



IOWA COLLEGE STUDENT AID COMMISSION 2006-2009 Strategic Plan

Update January 18, 2007

Iowa College Student Aid Commission 2006-2009 Strategic Plan

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Strategic Objectives

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Iowa College Student Aid Commission 2006-2009 Strategic Plan

Guiding Statements

Our Mission

We advocate for, and provide a continuum of services to support, Iowa students and families as they explore and finance educational opportunities beyond high school.

Our Motto

Your Financial Aid Connection.

Our Vision

We will be recognized as an innovative and essential resource for college student aid.

Our Values

We believe in the value of education and our commitment is to:

- Uphold the public trust.
- Develop and empower a motivated, compassionate, and professional team.
- Create and nurture partnerships that benefit our customers.
- Listen, understand, and quickly respond, with truth and integrity, to the changing needs of our customers.
- Provide customer service that exceeds expectations.
- Respect and honor the dignity of each other and all those we serve.

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Top Strategic Objectives (in priority order)

1. Improve our efficiency through the use of technology to better serve our customers.
2. Recruit, develop, and maximize the skills and talents of our entire team.
3. Create and sustain a customer-focused culture.
4. Develop and implement a long-term financial plan.
5. Anticipate, monitor, and address the impact of federal and state regulations.
6. Enhance and build a relationship with Iowa Student Loan that is mutually beneficial to both parties and that is built on value, respect, and open communication.
7. Improve relationships and develop or enhance products and services that meet the needs of colleges and universities and lenders.
8. Increase key audience awareness of programs, products, and services provided by the Commission.
9. Increase our research capacity.

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Roll-Out Strategic Plan

Actions	Person(s) Responsible	Due By
Send 1 st draft to Karen	Michele	Done
Share 1 st draft with Commissioner's and Staff. Seek feedback and input from Commissioners and Staff. Team assignments shared with staff and Commissioners.	Karen	Done
Staff to identify three teams on which they would like to participate.	Brenda	Done
Compile feedback and input from Commissioners and Staff.	Karen & Michelle	Done
Bring suggestions to meeting <ul style="list-style-type: none"> • Make changes to the 1st draft • Identify the measures of success 	Michele M.	Done
Send 2 nd draft to Karen	Michele M.	Done
Objective Teams meet to finalize their action plan with: * Steps, timelines, person(s) responsible and resources.	Team Leaders	Done
Send 3 rd draft of the plan with action plans to the Commissioners and staff to review and return comments by April 20	Brenda	Done
Finalize 3 rd draft	Karen & Brenda	Done
Return any changes or comments back to Brenda before the Board Meeting	Strategic Planning Team	Done
Send out Board mailing	Brenda & Karen	Done
Present Strategic Plan to the Board for approval	Michele & Team Leaders	Done

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Objective 1 - Improve our efficiency through the use of technology to better serve our customers.

Lead: Julie Leeper

Commissioner: Rob Denson

Team: Dan Powers, Luann Beckel, Tony Girardi, Nancy Ankeny, Kim Ferguson, Sharon Gilbert, Adam Messer, and Jesse Martinez

Measures: Electronic payment options meet customer approval
Amount of dollars collected through electronic processing
Number of borrowers that use electronic payment options
Imaged documents
Upgraded equipment and systems
Trained staff
Customers' satisfaction with new technology
Turnaround time and responsiveness

Estimated Cost – Undetermined

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Objective 1 - Improve our efficiency through the use of technology to better serve our customers.

Measures (outcomes)	Actions	Person(s) Responsible	Due By
Customers' satisfaction with new technology. Trained staff.	1. Research and put in place a new telephone system that will meet needs of customers and agency operations.	Julie Leeper	Completed
	2. Research and purchase a state-of-the art system for use in making presentations in conference room.	Julie Leeper/Dan Powers	March 1, 2007
	3. Ensure maintenance of Commission Connection.	IT Staff/Luann Beckel	Ongoing
	4. Research requirements for electronic conferencing technology (webinar).	Dan/Natalee/Julie L.	March 1, 2007
Electronic payment options meet customer approval. Amount of dollars collected through electronic processing system. Number of borrowers that use electronic payment options.	Research electronic borrower payment options and implement electronic payment process.	To be determined.	July 1, 2008
Availability of Scholarship/Grant Data.	Work with IT staff to move the Commission's scholarship/grant system to the state's IT Department.	Director of Program Administration & IT Staff	Completed
Turnaround time and responsiveness. Trained staff.	Research and purchase Blackberries for Directors and Client Service Representatives	Director of Program Administration	Completed
Trained staff. Turnaround time and responsiveness.	Research & purchase customer contact system.	To be determined.	January 1, 2008
Upgraded equipment and systems. Trained staff.	Review in-house technology; e.g. computers, printers, copy & fax machines to ensure that they are serving the needs of staff.	Director IT & Staff	Ongoing

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Objective 1 - Improve our efficiency through the use of technology to better serve our customers (continued).

Imaged documents. Trained staff.	Research & purchase an in-house document imaging system.	Director of Program Administration/IT Department	January 1, 2008
Secure technology.	Research the security of the Commission's Non-public information & implement security systems as needed.	IT Department	July 1, 2007
Trained staff.	Research and implement a Knowledge-based system.	IT Department	January 1, 2008

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Objective 2 - Recruit, develop, and maximize the skills and talents of our entire team.

Lead: Karen Misjak

Commissioner: Phil Hall

Team: Cheryl Mather, Angie Curry, and Dave Kecy

Measures: Completion of organizational structure analysis
Existence of strategy for staffing
Existence of staff development plan
Existence of orientation handbook
Job descriptions that reflect assigned duties and expectations
Turnover
Existence of H.R. procedures (technical & behavioral)
Employee satisfaction

Estimated Cost: \$20,000 (Training)

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Objective 2 - Recruit, develop, and maximize the skills and talents of our entire team.

Measures (outcomes)	Actions	Person(s) Responsible	Due By
Existence of staff development plan. Existence of orientation handbook. Turnover. Employee satisfaction.	Develop written plan based on agency goals to train/inform staff in applicable areas. Develop entrance and exit procedures for staff.	Executive/Division Directors; Staff; DAS - HRE	March 1, 2007 Ongoing (reviewed annually)
Completion of organizational structure analysis. Existence of orientation handbook. Job descriptions that reflect assigned duties and expectations. Employee satisfaction.	Review & update job descriptions (PDQs) Create & update orientation handbook.	Division Directors/Staff	Ongoing continually reviewed
Existence of H.R. procedures (technical & behavioral). Employee satisfaction.	Orientate staff to personnel policies that outline expectations of employees - include in staff orientation handbook.	Executive/Division Directors; Staff	Ongoing
Completion of organizational structure analysis. Existence of strategy for staffing. Employee satisfaction.	Assess staffing.	Executive/Division Directors; Commissioners	Ongoing
Existence of staff development plan. Employee satisfaction.	Schedule customer service training for all staff.	Executive Director	June 2007 Ongoing
Trained staff.	Scheduled training for new staff. On-going training for all staff.	Division Directors	Ongoing

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Objective 3 - Create and sustain a customer-focused culture.

Lead: Dan Powers

Commissioner: Michelle Durand-Adams

Team: Luann Beckel, Tammy Avery, Tony Girardi, Keli Schultz, Sheela Ninan, and Helen Moses

Measures: Satisfied customers
Improved employee attitudes and office morale
Existence of "Code of Conduct" or "Service Standards"

Estimated cost: Undetermined

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Objective 3 - Create and sustain a customer-focused culture.

Measures (outcomes)	Actions	Person(s) Responsible	Due By
Satisfied customers.	1. Develop and implement customer satisfaction survey.	Research Team	March 1, 2007
	2. Develop customer contact follow-up survey.	Research Team	March 1, 2007
	3. Develop and implement staff phone log system, including categories.	Director GSL-Lender/School Services	Completed
Improved employee attitudes and office morale.	1. Develop/appoint social committee.	Objective 3 Team	January 1, 2007
	2. Implement office social events.	To be determined	Ongoing
	3. Implement meeting schedule – full staff will meet quarterly; divisions weekly.	Executive/Division Directors	Ongoing
Existence of “Code of Conduct” or “Service Standards”.	1. Develop and implement rules of conduct and service standards.	Executive/Division Directors and Objective 3 Team	January 1, 2007
	2. Inform staff and incorporate rules and standards into all employee performance plans (PDQs).		Ongoing
Trained staff & improved office morale.	Develop and implement a customer service program.	Objective 3 Team	Ongoing

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Objective 4 - Develop and implement a long-term financial plan.

Lead: Cheryl Mather and Bobbi Pulley

Commissioner: Tim Cole

Team: Angie James, Brian Mohr, and Lehl Vander Werff

Measures: Existence of a financial plan to:

- Help students pay for college in the most cost-effective way possible
- Increase revenues
- Monitor expenses
- Monitor program success
- Monitor guarantee fee strategies
- Monitor consolidation strategies
- Monitor collection strategies
- Measure effects of state and federal regulatory changes

Estimated Cost: Undetermined

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Objective 4 - Develop and implement a long-term financial plan.

Measures (outcomes)	Actions	Person(s) Responsible	Due By
Existence of a financial plan.	1. Create short-term budget – include wish list.	Directors	April - annually
	2. Create long-term budget.	Accounting Director and Audit & Finance Committee	April – annually
	3. Create short- and long-term financial plans.	Accounting Director and Audit & Finance Committee	Ongoing
	4. Validate the long-term financial plan with the assistance of an outside consultant.	Director GSL-Borrower Services & Accounting Director	In progress - Every 5 yrs. thereafter
	5. Monitor regulations for changes that may affect the financial plan.	Policy Analyst	Ongoing
	6. Review program effectiveness and applicability to ICSAC mission.	Executive Director/ Commissioners	September – annually
	7. Review and create consolidation strategies.	Both GSL Directors	September – annually
	8. Review and create default prevention/aversion strategies.	Both GSL Directors	September – annually
	9. Review, create, and implement collection strategies.	Director GSL-Borrower Services	September – annually
	10. Compile financial plan data.	Accounting Director	September – annually
	11. Strategically communicate financial plan to policymakers.	Legislative Liaison, Executive Director, Commissioners	Ongoing

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Objective 5 - Anticipate, monitor, and address the impact of federal and state regulations.

Lead: Keith Greiner and Carolyn Small,

Commissioner: Janet Adams

Team: Eileen Killin

Measures: The existence of an advocacy plan that is designed to:

- Proactively influence issues
- Make timely responses to changes
- Improve interaction and relationships with policymakers at federal and state level

Customer satisfaction

Compliance with state and federal guidelines

Estimated Cost: None

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Objective 5 - Anticipate, monitor, and address the impact of federal and state regulations.

Measures (outcomes)	Actions	Person(s)	Responsible	Due By
Existence of advocacy plan.	1. Develop advocacy plan.	Legislative Committee		March 2007 reviewed annually
	2. Establish priorities for state legislative sessions.			July 1 annually
Customer satisfaction.	Inform Commission and customers about federal and state issues.	Policy Analyst & Communications Director		Ongoing
Compliance with state and federal guidelines.	Develop and maintain internal and external policies and procedures.	Policy Analyst & Directors		Ongoing
Person Hired. Contact with Congressional Leaders.	Hire Congressional Liason.	Policy Analyst & Executive Director		March 1, 2007

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Objective 6 - Enhance and build a relationship with Iowa Student Loan that is mutually beneficial to both parties and that is built on value, respect, and open communication.

Lead: Natalee Girardi

Commissioner: Commission's Representative to ISL Board

Team: Bobbi Pulley, Mary Jacobsen, Nancy Ankeny, Rita Krueger, and Karen Misjak

Measures: Improved relationships with all ISL employees

Estimated Cost: None

Measures (outcomes)	Actions	Person(s) Responsible	Due By
Improved relationships with all ISL employees.	1. Develop Organizational Chart/Diagram of interactions.	ICSAC Executive Directors	July 1, 2007
	2. Establish routine meetings for interacting units between both organizations.	Directors	Ongoing
	3. Develop plan for staff to tour ISL.	Director GSL – Lender/School Services	July 2007

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Objective 7 – Improve relationships and develop or enhance products and services that meet the needs of colleges and universities and lenders.

Leads: Natalee Girardi and Brenda Easter,

Commissioner: Jan Friedel

Team: Carol Bogaard, Julie Ntem, Heather Doe, Mary Jacobsen, Keith Greiner, Jesse Martinez, Mae Johnson, Misty Thompson, and Kim Darr

Measures: Documented comparison of our loan processing system
(Outcomes) Documented analysis of training needs
Increased loan volume
Value added products and services
Lower default rates

Estimated Cost: Undetermined

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Objective 7 – Improve relationships and develop or enhance products and services that meet the needs of colleges and universities and lenders.

Measures (outcomes)	Actions	Person(s) Responsible	Due By
Documented comparison of our loan processing system.	<ol style="list-style-type: none"> 1. Create and update competitor spreadsheet. 2. Issue weekly summary to applicable staff. 	Information Service Center Specialists	July 1, 2007 - Ongoing
Documented analysis of training needs.	Survey customers to determine training needs.	Director GSL – Lender/School Services	Ongoing
Increased loan volume.	Building relationships with colleges/universities and lenders.	Director GSL – Lender/School Services; Client Service Reps	Ongoing
Value added products and services.	Identify & develop products & services with the assistance from task force groups that exceed customer expectations.	Director GSL – Lender/School Services; Client Service Reps	Ongoing
Value added products and services.	<ol style="list-style-type: none"> 1. Promote, support, & enhance services of the iLink Service Center. 2. Provide oversight of iSBS software. 3. Train iSBS users on software. 	Director GSL – Lender/School Services; Client Service Reps	Ongoing
Lower default rates.	<ol style="list-style-type: none"> 1. Develop tools to assist colleges & universities with default prevention. 2. Enhance default aversion activities. 	Director GSL – Lender/School Services; Client Service Reps	Ongoing
Value added products and services.	<ol style="list-style-type: none"> 1. Improve all electronic services provided to customers & partners 	Director GSL – Lender/School Services	Ongoing

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Objective 8 - Increase key audience awareness of programs, products, and services provided by the Commission.

Lead: Brenda Easter

Commissioner: Lorrice Sailor

Team: Darrin Telfer, Heather Doe, Mary Beth Griffin, Tiffany Martinez, Megan Hogan

Measures: Existence of marketing and communications plan
Marketing pieces with consistent branding
Number of incoming calls
Satisfaction level
Number of web site hits
Letter of inquiries about our programs
Number of on-time FAFSAs
Number of legislative inquiries
Number of media inquiries
Number of publications distributed
Number of presentations to outside organizations

Estimated Cost: **ME&V Contract: \$100,000**
Website Development: \$37,000

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Objective 8 - Increase key audience awareness of programs, products, and services provided by the Commission.

Measures (outcomes)	Actions	Person(s) Responsible	Due By
Existence of marketing and communications plan. Marketing pieces with consistent branding.	<ol style="list-style-type: none"> Develop marketing and communications plan. Create and implement branding and logo that clearly defines ICSAC. 	Marketing & Communications Director	July 1, 2006 Revise annually Done
Customer satisfaction. Marketing pieces with consistent branding. Number of incoming calls. Number of publications distributed. Number of on-time FAFSAs. Number of legislative inquiries.	<ol style="list-style-type: none"> Audit current marketing materials. Create materials that promote all ICSAC products and services to meet the public and customers' needs. 	Marketing & Communications Team	Ongoing
Customer satisfaction. Number of legislative inquiries.	Create materials for staff and commissioners as needed.	Marketing & Communications Team	Ongoing
Customer satisfaction. Number of web site hits.	Create and maintain dynamic, leading edge, and user-friendly web site.	Marketing & Communications Director	March 2007
Number of media inquiries.	Create media release plan.	Marketing & Communications Director	July 2007 Ongoing
Number of presentations to outside organizations.	Identify and meet with other state/local agencies to promote ICSAC information and services.	ICSAC Staff & Commissioners	Ongoing

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Objective 9 - Increase our research capacity.

Lead: Keith Greiner,

Commissioners: Janice Friedel and John Hartung

Team: Vivienne Woodson, Tony Girardi, Dan Powers, and Tammara Nichols

Measures: Web-based availability of generated data
Accuracy of data
Capacity to respond to special inquiries or requests
Summary of data available
Number of applicable reports
Existence of comparative data
Customer satisfaction

Estimated Cost: None

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Objective 9 - Increase our research capacity.

Measures (outcomes)	Actions	Person(s) Responsible	Due By
Web-based availability of generated data. Accuracy of data. Capacity to respond to special inquiries or requests. Summary of data available. Number of applicable reports. Existence of comparative data. Customer satisfaction.	1. Develop a data task force to discuss current surveys. 2. Review current surveys to reduce duplication and to determine if data could be collected from other sources.	Research Team	December 31, 2007
Customer satisfaction. Web-based availability of generated data. Accuracy of data. Capacity to respond to special inquiries or requests.	Review systems to determine if more efficient systems are available.	Research Team	December 31, 2007
Customer satisfaction. Summary of data available. Number of applicable reports. Existence of comparative data.	Issue results of surveys to those providing the data.	Research Director	Ongoing
Capacity to respond to special inquiries or requests. Existence of comparative data. Number of applicable reports.	Inform policy makers of research findings.	Research Director	Ongoing
Customer satisfaction.	Develop and train research staff.	Research Director	Ongoing
Conference held. Customer satisfaction. Number of participants. Evaluation feedback.	Host Annual Research Conference.	Research Team	October 2007 Annually

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Communicating Our Guiding Statements

TASK	LEAD	STATUS
Employee Handbook	Cheryl	done/ongoing
Back of business cards (Mission & Vision)	Brenda	done
Web site (All statements plus objectives)	Brenda	in progress
Brochures & marketing pieces	Brenda	done/ongoing
Board books	Mary Jane	done
E-mail signatures	All employees	when applicable
Recite at meetings	Board – Chair Karen & Directors	on-going
Framed and posted throughout office (All statements plus our story)	Brenda	in progress
Name tags (New motto)	Brenda	done
Exhibit booth and displays (TBD)	Brenda	on-going
Letterhead (including faxes, etc.)	Mary Jane	when applicable
Orientation	Board – Karen Employee – Cheryl & Directors	done/ongoing
Annual Report	Brenda	ongoing
Official Reports	Brenda/ME&V	done/ongoing
Advertisements	Brenda/ME&V	done/ongoing

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Our Assumptions

Major:

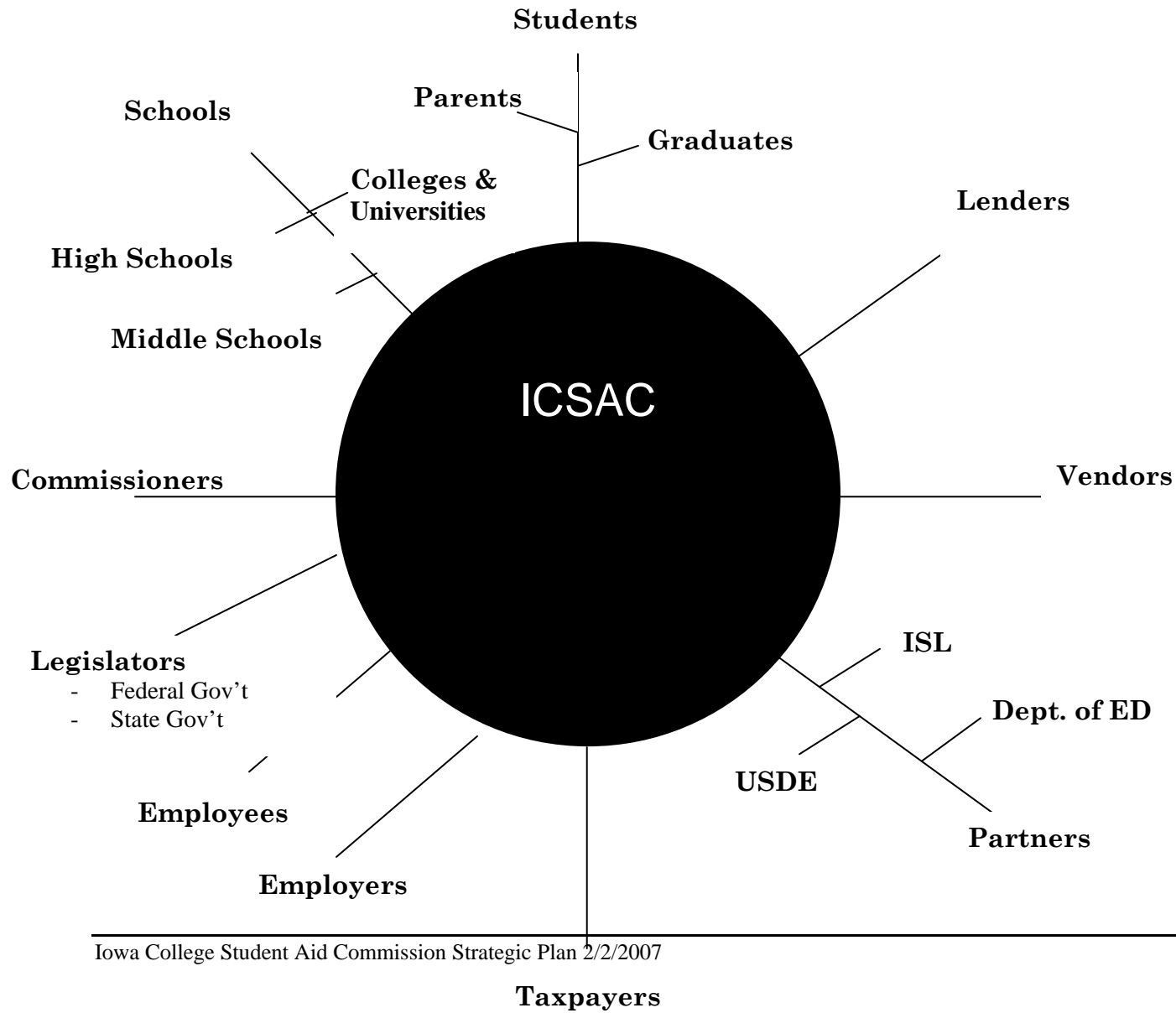
1. Changes in regulatory authorization
2. Broader marketing and more competition
3. Changing technology

Others:

4. Take-over risk
5. Staff retirements
6. Increasing cost of education
7. More non-traditional students
8. Increase in diverse population
9. Changing work place culture - team environment
10. Geographic boundaries - change state law to expand
11. New Governor, President, and Legislature
12. Uncertain federal government support of guaranty agencies

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Stakeholder Analysis



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SWOT Analysis

Strengths

Major

- ✓ Care and concern for students
- ✓ State scholarship and grant programs and services
- ✓ Fiscally sound
- ✓ Staff knowledge, expertise, and dedication
- ✓ Neutral/objective data research resource

Others

- ✓ Being a state agency – reputation
- ✓ Change in leadership
- ✓ Closed market, few competitors
- ✓ Partnerships and flexibility to form new partnerships
- ✓ Compliance and regulatory resources

Weaknesses

Major

- ✓ Poor communication (in/out)
- ✓ Limited state resources
- ✓ Web site - inadequate technology and state IT resources

Others

- ✓ State agency - bureaucracy
- ✓ Dependence on our partners and conflict
- ✓ Don't know about our competition
- ✓ Lack of staff training and empowerment
- ✓ Public unawareness of Commission's role and services
- ✓ Staffing levels
- ✓ Customer service and relationship with our stakeholders
- ✓ Old and/or outdated office equipment

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SWOT Analysis

Opportunities

Major

- ✓ Enhance our technologies
- ✓ Increase market share
- ✓ Increase public awareness
- ✓ Strengthen our partnerships

Others

- ✓ Promote education as an economic enterprise
- ✓ Reduce default rate and increase recoveries
- ✓ Strengthen client relationships
- ✓ Provide new scholarship and grant opportunities (i.e. transfers from 2 to 4 yrs.)
- ✓ Improve relationships with legislators
- ✓ Advocate for more funding and find other sources of revenue
- ✓ Increase awareness of CHOICES
- ✓ Enhance programs to meet customers' needs
- ✓ Increase staff
- ✓ Explore opportunities with the governor
- ✓ Proactively respond to major educational issues as they relate to student financial issues
- ✓ Identify and/or pass on the value of education to stakeholders
- ✓ Seek student input and feedback
- ✓ Expand research

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SWOT Analysis

Threats

Major

- ✓ Reauthorization
- ✓ Rising student loan debt

Others

- ✓ Distance from students
- ✓ Complacency
- ✓ Lack of technology
- ✓ Increased competition for state resources and student loan volume (i.e. alternative loans)
- ✓ Budget cuts
- ✓ Changes in regulations
- ✓ Buy-outs or mergers
- ✓ Unfavorable contracts
- ✓ Inability to recruit and retain quality staff due to state restrictions
- ✓ Shrinking operating fund
- ✓ Responsiveness to inquiries
- ✓ Insufficient communication and unclear responsibilities
- ✓ Insufficient grant funds for Iowa students
- ✓ Insufficient parental support