



ORGANIZATIONAL
OVERVIEW

AQIP
Strategy Forum

October 2009

IOWA LAKES
COMMUNITY COLLEGE



Organizational Overview

Iowa Lakes Community College is a public, rural, multi-campus institution. Our five-county district covers nearly 2,900 square miles in northwest Iowa with a population of over 69,000 residents. Iowa Lakes, a non-profit institution, was established in 1967 under provision of Chapters 260C and 260D, Code of Iowa. Our mission is *to provide opportunities for quality lifelong learning and promote economic development for our communities*. Our vision is *to be a premier center of higher education, serving as a gateway to success*.

Our Core Values are listed below:

We are dedicated to quality education.

- *We value and recognize the dedicated, quality faculty and staff who make students their priority.*
- *We are focused on student achievement and continuing to grow professionally to better serve our students.*
- *We feel through working together, success is attainable.*
- *We dare to acknowledge that sometimes through failure success is achieved.*
- *We embrace visionary change.*

We are a community partner.

- *We believe in the importance of a shared sense of community among college programs, services and locations.*
- *We strive for effective collaboration and partnership among our various college constituents (e.g., business, industry, school districts, other higher education institutions, individual citizens).*
- *We believe we have a responsibility to be good stewards of public resources and the public trust.*
- *We will work for the common good.*

We believe in the dignity of the individual.

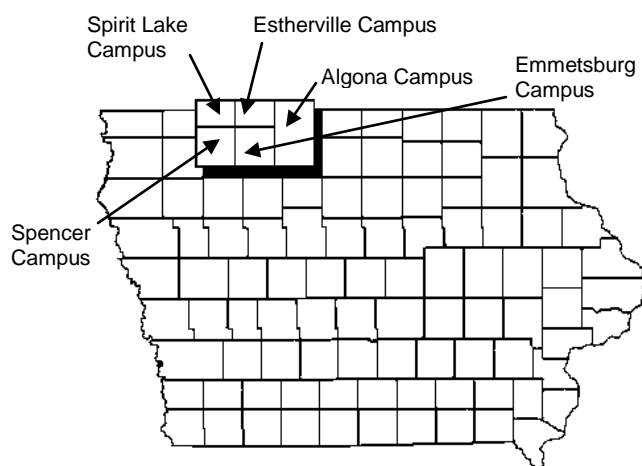
- *We believe the learner should be considered first in allocation of decision-making, allocation of resources, and customer service delivery.*
- *We believe in an "open door" that offers learning opportunities for all constituents.*

We are committed to developing the integrity, self-worth, well-being and potential of all learners.

- *We believe in encouraging students from all ages, backgrounds, interests and talents to challenge themselves educationally, by completing courses at Iowa Lakes Community College.*
- *We believe we have a responsibility to foster personal growth among all learners.*

We accept responsibility to include diverse ideologies, cultures, perspectives and opportunities in the college experience.

- *We believe we have a responsibility to expose learners to diverse and new perspectives, ideas, people, and values.*
- *We believe the college should be flexible in accommodating and tailoring learning experiences to meet the needs of the individual, business, industry and our communities.*



Iowa Lakes Community College is a public, rural, multi-campus institution located in northwest Iowa. Our five-county district covers nearly 2,900 square miles. The five campuses house 28 buildings on more than 566 acres of land. Facilities include student housing, emergency response training center, farm, airport and off-site gym facility. Distinctive technologies include a Vestas V-82 Wind Turbine used for student training and sellable power. Fall 2009 headcount is 3,315. Iowa Lakes' student body is largely Caucasian and traditional in terms of age and gender. Fall 2009 headcount grew 8% over fall 2008 and credit hours increased by 12%.

1. Iowa Lakes' goals for student learning and shaping an academic climate are based on opportunities and lifelong learning and are directly related to Iowa Code, chapter 260C:

- Guarantee access to postsecondary education opportunities through an "open door" policy.
- Ensure all constituents have the opportunity and the support necessary to take advantage of the postsecondary educational programs and services offered by the college.
- Enable student to complete the first two years of college work, including general education and pre-professional education, and upon completion to achieve successful transfer to four-year colleges and universities.
- Enable students to complete vocational and technical programs designed to prepare them for employment in occupations in a global society.

Common student learning objectives are based on established discipline-specific mission statements and learner outcome goals.

Arts and Science Student Outcome Goals (Arts and Science enrollments grew by 10.4% for fall 2009 term)

- Students are able to successfully complete general education and/or pre-professional coursework necessary for the first two years of college.
- Students are able to successfully transfer to senior institutions.
- Students with diverse backgrounds and abilities are able to access a full range of courses for personal enrichment, career exploration, lifelong learning skills, educational enhancement, and exploration of new information technologies.
- Students are able to explore a multiplicity of avenues in the sciences, humanities, and the arts that enhance [a] appreciation and use of language; [b] ability to think and reason clearly, independently, critically and creatively; [c] understanding of the human experience and the context in which it occurs.
- Students are able to explore a multiplicity of educational avenues that lead to global awareness, and appreciation of diversity in lifestyle and recognition of citizen rights and responsibilities in local, national and world communities.

Business Transfer, Social Science and Humanities, Math and Science and English/Communications all have discipline-specific mission statements and learner outcome goals based on the Arts and Science outcome goals listed above.

Career Option Student Outcome Goals (A.S./Career Option program enrollments grew 21.5% for fall 2009 term)

- Students are prepared to successfully enter the job market and/or transfer to a four-year institution.
- Students utilize current technologies in their education experiences.
- Students demonstrate a blend of theoretical competence and practical skills proficiency in the selected career area.
- Students demonstrate an awareness of career growth and the need for lifelong learning.

Vocational-Technical Student Outcome Goals (Vo-Tech program enrollments grew 9.9% for fall 2009 term)

- Enable students to become employable.
- Students will develop effective communications skills.
- Enable students to become solution oriented, using critical thinking skills.
- Promote among students an appreciation for civic responsibilities.

In addition to these common student outcomes, each career and technical program has a comprehensive set of unique program outcomes consistent with industry specific competency, certification and/or licensure requirements.

Developmental, Preparatory and Postsecondary Options Student Goals (Concurrent Enrollments decreased by 2.1%)

- Provide students with coursework and tutoring assistance designed to equip them with the basic skills necessary for participation in college level courses.

Iowa Lakes has a general policy of admitting all individuals into college transfer, career option, technical and vocational programs who either have a high school diploma or its GED equivalent. Approximately half of entering freshman anticipate needing academic support. Iowa Lakes offers numerous academic support systems including developmental education classes, tutoring, and career and academic counseling.

Iowa Lakes offers arts and science and career and technical education courses that lead to associate degrees, diplomas and certificates. Over 100 areas of study are available, and we strive to serve the changing needs of our stakeholders. Because of this our newest programs include Massage Therapy, evening and weekend Nursing, Wind Energy and Turbine Technology, Sustainable Energy Resources Management, Biorenewable Fuels Technology, Casino Management, Web Development and

Design, a second year of Landscape and Turfgrass Technology, and advanced options in Motorcycle and Small Engine Technology, Marine Service Technology and Construction Technology. Iowa Lakes also offers lifelong learning opportunities in a wide variety of areas including adult basic education, computer classes, emergency services, health occupations, industrial technology, personal enrichment and professional development. A full listing of [programs of study](#) for credit and [continuing education](#) can be found on the Iowa Lakes Web site.

Iowa Lakes offers courses and associate degree options over the Iowa Lakes TV system (an interactive television system that links all five campuses), through ICCOC (Iowa Community Colleges Online Consortium) and via ICN (Iowa Communications Network).

2. Iowa Lakes' goals for key organizational services are based on lifelong learning and economic development and are linked to Iowa Code, chapter 260C:

- Provide opportunities for individuals to continue learning throughout their lifetime.
- Provide programs for high school completion and development of the academic foundation necessary for success in college.
- Enable eligible secondary students to participate in college courses for credit while still in high school.
- Provide vocational and technical training for persons not enrolled in high school and who have not completed high school.
- Deliver programs for inservice training and retraining for workers and to help employers maintain a competitive work force.
- Promote economic development assistance to area businesses, industries, cities and counties in cooperation with federal, state and local agencies.

The Iowa Lakes Alumni and Friends Association, Iowa Lakes Community College Foundation and the Iowa Lakes Scholarship Foundation all exist to promote and enhance the college. Iowa Lakes athletic and music programs provide additional activities for both students and stakeholders.

Iowa Lakes provides opportunities for lifelong learning through continuing education, business/industry training and Third Age College. Iowa Lakes provides programming for high school completion through alternative high schools and a strong academic foundation through ABE/GED, ESL and developmental education. Iowa Lakes offers PSEO, Career Academy, Tech Prep and College Prep courses to eligible secondary students for college credit and offers the SAVE program to provide secondary special education students with vocational and technical training. The College is in the process of applying for accreditation of concurrent enrollment programming through the National Association of Concurrent Enrollment Programs.

The explicit institutional objectives of Continuing Education and Economic Development activities at Iowa Lakes Community College include providing timely information, training and cultural opportunities for area residents through both credit and non-credit programming. Community outreach is also provided through efforts of staff, advisory committees and specific focus groups related to professional organizations, older learners and business and industry owners and managers.

In conjunction with the college's mission, vision and general philosophy, Iowa Lakes provides a host of classes, programs and services for a wide variety of target groups. Iowa Lakes provides customized training for business and industry, entrepreneurial services through the Small Business Development Center, and re-certification classes for health workers, insurance agents, realtors and bankers through our general Continuing Education unit. The RSVP Volunteer Program and Third Age College provide classes, programs and activities for older learners. With five locations throughout our five counties, Iowa Lakes strives for an equitable distribution of all programs and services; utilizing distance education, internet and television to the extent possible.

Iowa Lakes strives to provide an atmosphere of open communication and friendly customer service. In addition to the services mentioned above, Iowa Lakes promotes the use of computer labs to all ages of our population, and also offer the services of college libraries, counselors and advisors.

3. Iowa Lakes' goals for requirements and expectations of stakeholders are based on lifelong learning and economic development and are linked to Iowa Code, chapter 260C.

Requirements and Expectations of Students and Stakeholders

Students are increasingly interested in being connected. Remote access and anywhere, anytime campus computing capability ranked high in student expectations on the 2008 Student Opinion Survey. Only 15% felt a single-sign-on to campus network

functions was unimportant, and 79% said lack of this portal function would negatively influence their college choice if they were to start over again. By fall 2008, only three other Iowa community colleges will not have a network portal established or under development. Furthermore, 75% of the students surveyed expected a wireless computing environment collegewide. The college has limited wireless "hot spots" (e.g. cafeteria) and wireless classrooms. An action project was implemented during winter-spring 2009 to address portal development. Phase I of this project was completed during summer 2009, and Phase II implemented in September 2009 providing faculty and staff with limited portal access. It is anticipated that all faculty, staff and students will have full portal access via a single sign on to personal and shared drives, email, Web Advisor and campus announcements within 12 months.

Student advising is a high priority for Iowa Lakes' students, yet survey data shows very few students have regular contact with their advisor. Student focus groups, conducted spring 2008, reveal schedule conflicts and advisor ineffectiveness as the most frequent reasons students opt out of the advising system. The faculty advising process used now assigns students an advisor based on entering major interests. But, students often change majors and/or faculty are busy due to full teaching loads. A faculty-driven AQIP Action Project developed a hybrid model for advising at Iowa Lakes that would provide more comprehensive services to all students (and especially transfer majors) and is "a good fit" with our campus culture. Funding constraints postponed model implementation during FY09, but reassessment of the process model led to less costly but highly effective alternative strategies. During summer 2009, a pilot of this new model was launched. Preliminary evaluation look promising, and an expansion of services is already planned (and resources committed) for summer 2010.

Community stakeholders, according to the 2008 Community of Learners Survey, agree that Iowa Lakes' offers a variety of learning and goal-oriented activities for all citizens and that we do a good job of building partnerships. However, stakeholders feel Iowa Lakes should become more involved in the community by expanding continuing education programming and partnerships with business for employee training and retraining.

Competition

Iowa Lakes is competing with other community colleges and 4-year universities. Four community colleges are within a 100 mile radius of Iowa Lakes; the nearest is only 23 miles north in Minnesota. For profit institutions offering online degrees are another source of competition for the college. Iowa Lakes is also competing with industries that have a high demand for workers, including the Wind Energy and Biorenewable fuels industries. Students interested in these fields can enter the workforce with minimal postsecondary education and make a living wage. Entry-level wind technician base salary ranges from \$31,000 - \$35,000¹.

Secondary students have the opportunity to take college courses while in high school at a reduced rate and often times transfer on to another community college or a four-year university, bypassing Iowa Lakes completely. Table 1 and 2 show cost comparisons among Iowa Lakes and private/public universities as well as other community colleges.

Table 1 Iowa College Cost Comparison (one-year costs)

Iowa Private Colleges/Universities (Average cost \$31,188)	Iowa Public Universities (Average cost \$15,198)	Iowa Lakes Community College (cost \$10,136)
Avg. Tuition & Fees \$23,414	Avg. Tuition & Fees \$ 6,037	Avg. Tuition & Fees \$ 4,396
Avg. On-Campus Room & Board \$ 6,786	Avg. On-Campus Room & Board \$ 7,454	Avg. On-Campus Room & Board \$ 4,800
Avg. Book/Supplies \$ 985	Avg. Book/Supplies \$ 1,041	Avg. Book/Supplies \$ 940
Total * \$31,188	Total * \$15,198	Total * \$10,136
- \$10,136	-\$ 9,846	
Savings to attend Iowa Lakes \$21,052	Savings to attend Iowa Lakes \$ 5,062	

*Amount prior to financial aid or scholarships being applied

Source: Your Course to College 2009-10 Iowa College Aid Commission

Iowa Lakes is a good value compared with both Iowa public and private universities as well as bordering Minnesota community colleges, but we face a challenge when compared to other Iowa community colleges (Table 2).

¹ American Wind Energy Association. www.AWEA.org. Accessed March 2007.

Table 2 Iowa Border Community Colleges' Tuition and Fees Comparison

College	Tuition and Fees
North Iowa Area Community College, Mason City	\$116.25
Northwest Iowa Community College, Sheldon	\$124.00
Western Iowa Tech Community College, Sioux City	\$124.50
Iowa Lakes Community College	\$137.50
Riverland Community College, Austin MN	\$153.01
Minnesota West Community College, Worthington MN	\$160.31

Source: WIT Community College

4. Iowa Lakes' goals for key organizational services are based on opportunities and are linked to Iowa Code, chapter 260C:

- Provide appropriate personnel services.
Iowa Lakes' employs 226 full-time and 56 regular part-time employees. Broken down: 137 full-time and 54 regular part-time staff and 89 full-time a 2 regular part-time faculty. Faculty have one bargaining unit with the Iowa State Education Association.

Table 3 Faculty Educational Level

Faculty Educational Level	
<i>Credential</i>	<i>Number of Faculty</i>
Specialist	2
Diploma or Certificate	8
2-year Degree (AA or AS)	8
Bachelors Degree	23
Masters Degree	48
PhD	2

Iowa Lakes has a total of five campuses and a separate administration building. Campuses are located in Estherville, Emmetsburg, Spencer, Spirit Lake and Algona. The Administration Building houses the president and some cabinet members and is located off campus in downtown Estherville. All are located within a 65 mile radius. The distance between campuses creates the need for dual roles at different locations. Some administrative positions are required to travel between campuses but their offices are staffed full-time by clerical positions at all or some of the campuses based on need. Most full-time faculty positions are based at one campus and faculty teach over the television system; only six faculty members commute between campuses to teach. Only 25% of our courses are taught by part-time or adjunct instructors with most being in the evening.

Iowa Lakes Community College work organization follows the outline shown in the College's organizational flow chart (page 9).

The Board of Trustees sets policies and procedures through monthly board meetings. The administration of the college is headed by the President and her Cabinet. Cabinet meets bi-monthly or more frequently, if needed. Each cabinet member has leadership over specific divisions of the college and is responsible for functional and budgetary operations. A supervisory team that consists of all cabinet members and supervisors meets quarterly or more often as needed for policy/procedure, communication and training needs.

The existing organizational structure reflects the needs of a multi-campus operation. Centralized administrators are responsible for their functional operations on a district-wide basis. These areas include academics, finance, facilities, human resources, planning and development, and institutional advancement. Each campus is headed by a campus dean who is responsible for overall operation of their geographic/functional divisions. Student financial aid, records and registration (registrar), enrollment management, and some student services (including admissions and athletics) are shared between campuses. These areas have offices staffed full-time with clerical staff and share a director or Dean who travels and has scheduled time at specific campuses.

5. Iowa Lakes Board of Trustees, made up of seven elected members, meet monthly. The board and the president are responsible for guiding and directing all operations and activities of the college within the limits of the college's mission and values. The President reports to the Board of Trustees and heads the President's Cabinet, whose members are the

administrators of the college (Organizational Flow Chart pg. 9). The President's Cabinet meets twice a month to discuss policy and procedure changes as well as continuous improvement initiatives. Annual board and cabinet retreats are held to develop processes that align with the college's mission and core values. All purchases require supervisor approval; purchases over \$5,000 require board approval. Iowa Lakes follows Governmental Accounting Standards Board (GASB) accounting standards. Numerous committees (as discussed further in category five) have been organized to focus on specific areas and initiatives within the college. The Collegewide Improvement Council serves as the primary committee to communicate and enhance AQIP initiatives. Monthly board meetings are televised, board meeting minutes and agenda are sent via email to all employees, and all committee meeting minutes are available to employees via the college shared drive.

Iowa Lakes Board of Trustees is involved in the Iowa Association of Community College Trustees (IACCT) and appropriate Iowa Lakes' administrators participate in the Iowa Association of Community College Presidents (IACCP), Iowa Community College Business Officers (IACCBO), Iowa College and Universities Business Officers (IACUBO) and Chief Academic Officers and Human Resource associations.

Iowa Lakes' mission, vision, core values and collegewide goals, as adopted by the Board of Trustees, play a part in every aspect of the college and are reflected in college documents including the Strategic Plan and the Board Policy, which also references the Iowa Code.

6. Iowa Lakes' goals for supporting organizational operations are based on opportunities and are linked to Iowa Code, chapter 260C:

- Extend opportunities for personal and professional growth that are responsive to the dynamic needs of the individual and society.

Iowa Lakes strives to provide numerous opportunities for students to grow and learn, and provide organizational operations to support these opportunities (tables 4 and 5). Support goals are supported by office space, personnel and necessary technology.

Table 4 Key Student Support Services

Service	Provided Services/Facilities/Equipment
Bookstores	College bookstores are open to students and the community in Emmetsburg, Estherville and Spencer campuses. Textbook services are available on the Algona and Spirit Lake campuses.
Campus Housing	Campus housing is available to students in Emmetsburg, Estherville and Spencer.
Food Service	Campus food service is available to students, faculty and staff in Emmetsburg, Estherville and Spencer.
Library Services	College libraries and computer labs are available to students at all campuses.
Technology	Computers are available to students in the computer lab and/or library at each campus. Internet access is available with designated wireless "hot spots".

Table 5 Key Administrative Support Services

Service	Provided Services/Facilities/Equipment
Admissions: recruiting, enrollment management, registration, retention	Admission Counselors, Enrollment Management Team, Admissions Support Staff, Registrar and Dean of Students.
Finance and Administrative Computing: oversee general budget, certify budget submissions, monthly internal reports, independent audit, purchasing, accounts payable, accounts receivable, payroll, investment decisions, Datatel support	Chief Financial Officer, Business Office Staff, Administrative Computing Staff.
Human Resources: employment categories and compensation, contracts, staff development activities, reporting, employee handbook	Director of Human Services, Affirmative Action Officer, and HR staff.
Institutional Advancement/Foundations: Alumni and Friends, scholarships, friend and fund raising, Presidents Circle, We	Executive Director for Institutional Advancement and staff.

Service	Provided Services/Facilities/Equipment
Believe annual giving campaign (college and community), planned giving	
Marketing: publications, advertising, printing services, Web site, public relations	Executive Director of Marketing and staff.
Physical Plant: building construction, repair and maintenance, custodial services, grounds, safety, OSHA, EPA, Haz Mat	Executive Director of Physical Plant, maintenance and staff.
Planning and Development: grant and proposal development, Institutional Research, reporting, assessment, program review, research, strategic planning	Executive Dean of Instruction and Development and staff.

7. Iowa Lakes collects and stores a variety of information. Datatel, the primary information support system, is used to manage and distribute student record and financial data. Iowa Lakes is a member of ACCES (Alliance of Community Colleges for Electronic Sharing), a consortium of Iowa community colleges that share support and costs associated with Datatel. Iowa Lakes is also a member of CAST (College Alliance Sharing Technology), which is a consortium of four community colleges organized for sharing administrative costs associated with the Datatel software system. Datatel and CAST are used to generate reports for required state and federal reporting. Reports are also generated to assist in scheduling, budget allocation and institutional research. Each employee has appropriate access to Datatel based on job requirements. Numerous survey and report data is stored on the college's shared drive. A variety of data is also stored in hard copy, including employee evaluations in human resource files and program review data in program files.

Iowa Lakes administers numerous student and faculty surveys and assessments (Table 1.1, pg. 18 and 3.1, pg. 36), including AQIP Examiner and the College Assessment of Academic Proficiency (CAAP). Iowa Lakes also participates in the National Community College Benchmarking Project (NCCBP) and receive Regent's reports from the three public Iowa universities. The results from these surveys and assessments, along with state and federal reporting requirements represent a large portion of the data that is collected and distributed for dissemination.

8. Iowa Lakes FY10 collegewide goals address key collegewide commitments. Any new initiatives are measured against what impact they will have on the goals listed below.

Collegewide Goals

- Student success rates will show continuous improvement and stay above state and national averages.
- Increase enrollment in Arts & Science transfer and in all programs not at enrollment capacity. Provide facility and staff support to accommodate programs with enrollments beyond capacity.
- Fund 1 annual revenues should exceed expenditures by an average of 2% annually.
- Develop additional staff training to enhance instruction, student and academic support services.

Opportunities and Vulnerabilities

Iowa Lakes Collegewide Improvement Council met November 2007 to formalize a list of critical issues facing the college (table 8.1, pg. 85). These issues include fiscal stability, enrollment/recruitment, advising, improved technology infrastructure and inadequate number of IT technicians, program expansion costs, aging Iowa Lakes' workforce, academic rigor, marketing to new target markets, providing services to and support to underprepared students, and maintaining positive staff attitude.

Three new AQIP Action Projects have been developed based on the listed critical issues and join the Advising for Success Action Project implemented in 2005.

- Action Project Building Credit Hour Enrollment: Iowa Lakes is experiencing a period of declining credit hour enrollment; causing a financial strain on the institution. This action project addresses two of the four collegewide institutional goals: increased enrollment and financial stability.
- Action Project Increase the Financial Stability of Iowa Lakes Community College: Addresses one of the four collegewide goals; Fund 1 annual revenues should exceed expenditures by an average of 2% annually. All college employees will be engaged in discussions and activities designed to increase operational efficiency and revenues.
- Action Project Utilize Input Regarding Strategic Marketing Plan: There are multiple marketing opportunities across the five campuses of Iowa Lakes Community College. This project develops a focused enrollment-related marketing plan in order to reverse the decline. Data will be used to guide in the development of the process and to identify targeted strategies/plans of action.

9. Iowa Lakes' goals for key organizational services are based on communities and are linked to Iowa Code, chapter 260C:

- Extend the scope of college resources through active partnerships with agencies in the service area.

Iowa Lakes values partnerships and collaborations and continually works to strengthen existing relationships and grow new associations. These relationships provide timely information related to student and community needs and provide numerous opportunities for local and regional partnerships for education.

Collaboration

Numerous collaborations exist between Iowa Lakes and various organizations and institutions. Iowa Lakes partners with area high schools to administer and support Perkins and Tech Prep funds. We partner with seven other Iowa community colleges to form the Iowa Community College Online Consortium (ICCO) to offer individual classes and associate degrees online. Iowa Lakes provides office space in Spencer, Spirit Lake, Estherville and Emmetsburg to Buena Vista University, a four year educational university, to provide bachelor degree completion transfer services to our students. Iowa Lakes and Briar Cliff University offer a 2 + 2 program which allows students with a two year degree to work towards a bachelor's degree at the Algona or Estherville campus. Iowa Lakes and Iowa State University have an Admissions Partnership Program, allowing students special benefits when transferring to Iowa State with an associates' degree. Students who intend to pursue a bachelor's degree at Iowa State have the opportunity for advising at both schools, transfer credit evaluation and numerous student services and opportunities. We work with the University of Iowa, College of Nursing to offer classes for registered nurses to complete the Bachelor of Science in Nursing (BSN) at Iowa Lakes. Iowa Lakes and the University of Iowa also have a 2 + 2 Guaranteed Graduation Plan, allowing students' early access to Iowa advisors, a university email account, and numerous student services and opportunities. In addition, Iowa Lakes' students can earn a Bachelor of Applied Studies degree through University of Iowa Continuing Education without being on the university campus.

Iowa Lakes has a robust concurrent enrollment program for secondary students. Students enrolled in courses for which secondary and college credit are awarded concurrently account for approximately one-third of total College student headcount each term. In addition, middle and secondary students are provided academic support services through federal TRIO programs offered through Iowa Lakes Community College.

Iowa Lakes, Emmetsburg campus, partners with the City of Emmetsburg and the citizens of Palo Alto County to operate the Arthur and Audrey Smith Wellness Center/Library Complex. Iowa Lakes, Estherville campus, partners with the Estherville Lincoln Central School District for the use of college softball and baseball fields. Iowa Lakes, in all five communities, partners with the area school, medical and emergency teams to response to community emergencies. All plans are flexible to accommodate the needs of the communities. An intercollegiate soccer program, located at the Spencer Campus, fielded the first team play during fall 2009. The college partners with the Spencer Area Soccer Associate for use of their soccer facilities for practice and home match play.

Iowa Department of Economic Development – Accelerated Career Education Job Credits: over \$180,000 in Iowa payroll taxes were diverted to Iowa Lakes in high skill, high wage targeted program areas during FY09 (16 businesses participated).

President's Circle – a donor recognition program – annual commitment is a minimum of \$2500...FY09: 53 members with gifts totaling over \$145,000.

EXTERNAL private donations from *Scholarship events hosted throughout the summer generated \$45,884 for scholarships. – Business sponsors for the events and community participants make these activities a reality.* Scholarships – Named scholarships require a minimum \$500 gift and may be ongoing or a one-time scholarship award. Iowa Lakes CC students are fortunate to have over 130 scholarships (*private individuals as well as business-sponsor funded*).

Additional key collaborative relationships are further discussed in category nine.



Organizational Chart

BOARD OF TRUSTEES

BOARD SECRETARY
Clark Marshall

COLLEGE PRESIDENT
Valerie Newhouse

