

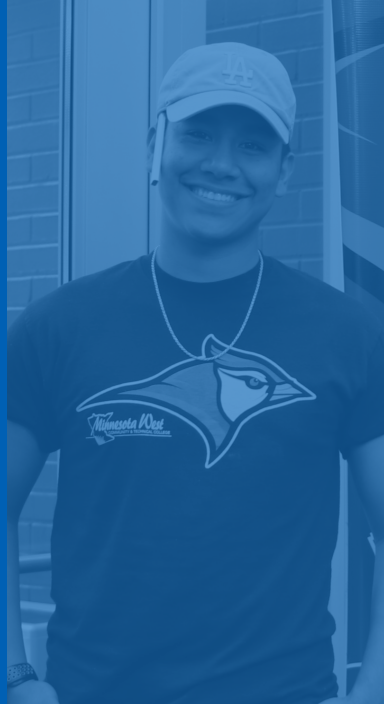


Minnesota West
 COMMUNITY & TECHNICAL COLLEGE
 Canby • Granite Falls
 Jackson • Pipestone • Worthington



MINNESOTA WEST COMMUNITY & TECHNICAL COLLEGE

Strategic
PLAN
 2024-2029



GUIDING Information

Minnesota West Mission

Minnesota West prepares learners for a lifetime of success.

Minnesota West Vision

Minnesota West is the regional college of choice.

Minnesota West Values

- Community Engagement
- Courage
- Diversity & Inclusion
- Innovation
- Integrity
- Student Success

ASSUMPTIONS

The following assumptions are intended to assist those implementing the plan to understand the context in which the plan was developed and recognize the rapidly changing environment.

- The Minnesota West mission, vision, and values guide the College and the implementation of this plan.
- The demographics and needs of our learners and the region are rapidly changing.
- Emerging technologies will continue to have profound impact on the Minnesota West learning environment.
- Minnesota West will continue to strive to meet the goals and initiatives outlined by the Minnesota State System.

MINNESOTA STATE STRATEGIC FRAMEWORK ALIGNMENT

This strategic plan is aligned with and supports the Minnesota State Strategic Framework.

► DEVELOPMENT

Overview

From August 2023 through May 2024 Minnesota West facilitated a developmental and inclusive process to create this clear, measurable, and manageable strategic plan that aims to elicit action and innovation.

PROCESS

The four-phase process provided a variety of opportunities for students, employees, and other stakeholders to provide feedback and engage in the planning process.

Phase 1: Data Review & Community Understanding (September – October 2023)

- Shared and reviewed Minnesota West data, regional information, other plans, and metrics to create a common understanding of the College's strengths and opportunities.

Phase 2: Priority Identification, Feedback, and Synthesis (November – December 2023)

- Based on data reviewed, feedback from internal and external stakeholder groups, salient themes and areas of focus were identified.

Phase 3: Goal Identification, Plan Development, and Feedback (January 2024 – April 2024)

- From data/information and the identified salient themes, strategic goals were determined. Strategies, objectives, steps/tactics, and performance metrics were also determined for each goal. Feedback on the draft plan was solicited from internal and external stakeholders.

Phase 4: Adoption, Education & Promotion (May 2024 - Ongoing)

- The final Strategic Plan adopted. The plan is widely shared internally and externally. Priority goals and strategies identified for focused action and assessment process determined.

Throughout the strategic plan development process the Strategic Plan Leadership Team (SPLT) provided individual feedback on data and information collected, then salient themes were identified from the individual feedback. The themes were aligned/grouped together to create the goals, strategies, objectives, and determine the performance metrics of the 2024-2029 Strategic Plan.

The SPLT was a diverse and dedicated team that was determined through a college-wide nomination process. The team included:

Arthur Brown

*Provost
Pipestone*

Cody Henrichs

*Executive Director - Foundation
Luverne*

Gillian Singler

*Faculty
Worthington*

Pam Davids

*Resource Specialist
Pipestone*

Linda Pesch

*Director of Enrollment
Canby*

Tyler Wadzinski

*Faculty
Worthington*

Abdullahi Farah Abdigaani

*Dean of Equity, Inclusion,
Student Development
Granite Falls*

Craig Peters

*Dean of Management Career &
Technical Programs
Jackson*

Jane Vangsness Frisch

Consultant

Elias Gomez-Marroquin

*Information Technology
Worthington*

Kayla Richter

*Business Services Supervisor
Canby*

IMPLEMENTATION

ANNUAL PRIORITIZATION & REVIEW

The Minnesota West leadership team, under the guidance of the President, is responsible for the annual review and update the strategic plan.

- Updates will include a review of performance metrics, assessment information, and stakeholder feedback to determine priority strategies, completed and/or additional objectives.
- Priorities, identified leaders, and the updated plan will be shared with the College community each year early in the Fall semester.

ASSESSMENT & ACCOUNTABILITY

The SPLT determined the Strategic Plan Performance Metrics (below), the targets were determined by college leadership, and are documented and reviewed annually. Every department and area are expected to develop, track, and report annual goals aimed to achieve the goals in this plan.

- **Metric Key:** * = Diversity Score Card; ** = Strategic Enrollment Management Plan; ^ = Minn State Performance Measures

NOTE: Baseline and Target Metrics will be determined by Minnesota West leadership team and shared with the College community by September 2024.

GOAL 1

PROVIDE LEARNERS WITH FLEXIBLE, VALUABLE, AND RELEVANT CAREER PATHWAYS.

Indicator/Metric	Baseline(FY23)	FY2025	Target
Matriculation			
PSEO and Reach Student Matriculation to Minnesota West**			
Degree-seeking students (FYE)			
Transfer students (FYE)			
Graduates			
Licensure and certification pass rate			
Graduates employed or continuing education			
Graduates employed within field			
Graduate Satisfaction			
Degrees, Certificates, Diplomas Awarded^			

GOAL 2

ENHANCE STRATEGIC PARTNERSHIPS TO INCREASE LEARNERS' SUCCESS AND STRENGTHEN OUR REGION.

Indicator/Metric	Baseline(FY23)	FY2025	Target
Retention and Persistence			
Fall-to-fall retention (full-time) – degree seeking			
Fall-to-fall retention (part-time) – degree seeking			
Fall-to-spring (first year) – degree seeking			
Graduates			
Graduates employed in region			
Internship Credits (Enrolled)			
Equity			
Pell Eligible Equity Gap **			
First Generation (MN) Equity Gap**			
Hope Impact Partnership Program (TBD)			

GOAL 3

ADVANCE INNOVATION AND SUPPORT INCLUSIVE EXCELLENCE THROUGHOUT THE COLLEGE.

Indicator/Metric	Baseline(FY23)	FY2025	Target
Campus Climate (PACE)			
Overall			
Teamwork			
Supervisory Relationships			
Employee Retention			
Full-time Employees (years, average)			
Part-time Employees (years, average)			
Equity*			
Student Diversity Relative to Faculty & Staff (Roll-up)			
Employees of Color*			

GOAL 4

INCREASE ACCESS AND FOSTER SUSTAINABILITY THROUGH STRATEGIC INVESTMENT OF RESOURCES

Indicator/Metric	Baseline(FY23)	FY2025	Target
Workforce Solutions			
Customized Training/Cont. Ed. Revenue (\$millions) ^			
Financial Health			
Composite Financial Index			
Grant Revenue (\$millions) ^			
Dollars Raised by Foundation (\$millions) ^			
Facilities			
Facilities Condition Index^			
Deferred Maintenance \$000's ^			
Percent Room Time Utilized for Credit Courses^			

MINNESOTA WEST

2024-2029 Strategic Plan

Last Edit: 4.23.24

GOAL 1

PROVIDE LEARNERS WITH FLEXIBLE, VALUABLE, AND RELEVANT CAREER PATHWAYS.

STRATEGY 1.1. Address policy and procedures to streamline practices and reduce barriers.

1.1.A. Objectives

Identify an efficient revision process for all College policies/procedures to ensure timely reviews.

Initial Steps/Tactics

- Determine responsible work groups for policy/procedure revision.
- Identify revision schedule for policies.

1.1.B. Objectives

Revise processes and policies for earning credentials based on work/prior experience to align with best practices and accreditation standards.

Initial Steps/Tactics

- Document current Credit for Prior Learning (CPL) process.
- Develop a workgroup to identify barriers and recommend policy revisions to CPL.

1.1.C. Objectives

Conduct a review of course offerings to ensure productivity for students and the College.

Initial Steps/Tactics

- Review course scheduling process, implementing identified efficiencies.
- Explore year-round course scheduling and registration.

1.1.D. Objectives

Adjust the Academic Program Review (APR) and assessment process to ensure quality, efficiency, and relevancy.

Initial Steps/Tactics

- Document APR and assessment processes and metrics, seeking to identify redundancies.
- Identify a workgroup to review APR process and assessment to recommend efficiencies.

GOAL 1

STRATEGY 1.2. Expand immersive learning opportunities.

1.2.A. Objectives

Support the development of job experiences.

Initial Steps/Tactics

- Expand job experiences/shadowing in all curriculum areas.
- Development of micro internship experiences.

1.2.B. Objectives

Enhance co-curricular learning opportunities throughout the College.

Initial Steps/Tactics

- Review and expand student volunteering and community engagement opportunities.

STRATEGY 1.3. Increase student support and reduce barriers to enhance retention and completion.

1.3.A. Objectives

Reduce barriers to entering the College for all learners.

Initial Steps/Tactics

- Implement 'For a Day'- type program for both employees and prospective students.
- Simplify admission processes/communication through revision of materials and recommendations guided by the SEM plan.
- Review scholarship application process to increase efficiency.

1.3.B. Objectives

Review staffing structure and processes to increase support to all students.

Initial Steps/Tactics

- Evaluate current staffing levels to align with best practices.

1.3.C. Objectives

Engage students in career planning during the new student registration process.

Initial Steps/Tactics

- Document the current new student registration processes, determining ways to assist students with career planning.
- Pilot career planning processes within new student registration, possibly starting with Liberal Arts students and/or other student sub-populations.

GOAL 1

Develop new programs and align current curriculum to support industry needs.

STRATEGY 1.4.

Objectives

Review and enhance the advisory committee connection/utilization.

1.4.A. Initial Steps/Tactics

- Explore the implementation of an advisory committee(s) for Liberal Arts programs.
- Ensure equipment and technology are aligned with current industry expectations through standard advisory committee discussions.

Objectives

Share workforce needs regularly with the college community and prospective students.

1.4.B. Initial Steps/Tactics

- Determine a regular schedule to provide workforce data (e.g., Department of Employment and Economic Development (DEED) reports) to the College community.
- Review/revise prospective student communication to include workforce need data (e.g., jobs available, starting salary).

GOAL 2

ENHANCE STRATEGIC PARTNERSHIPS TO INCREASE LEARNERS' SUCCESS AND STRENGTHEN OUR REGION.

STRATEGY 2.1.

Collaborate with K-12 and other regional partners to increase career awareness and readiness.

2.1.A. Objectives

Enhance the Kids College program to encompass each location.

Initial Steps/Tactics

- Kids College program/activity determined for each location.
- Implement the Strategic Enrollment Management (SEM) Plan.

2.1.B. Objectives

Increase prospective student career awareness events and expand to encompass family members and influencers.

Initial Steps/Tactics

- Implement the SEM Plan.
- Expand prospective student events to include parent components as appropriate.
- Actively engage with the Southwest Minnesota Private Industry Council Youth Council and Launch Your Future Tomorrow Pathways Board to expand collaboration.

GOAL 2

2.1.C. Objectives

Create a Minnesota West K-12 advocate program to enhance collaboration and awareness regionally.

Initial Steps/Tactics

- Determine annual process for identifying and promoting 'advocates' through earned media, etc.
- Identify name for 'advocates' and responsible departments.

STRATEGY 2.2. Enhance outreach and funding to support students' basic needs.

2.2.A. Objectives

Identify a way to standardize the response to learner needs through better utilizing community resources.

Initial Steps/Tactics

- Actively and collaboratively engage in the Hope Impact Partnership Program with Minnesota State to enhance support of students' basic needs.
- Determine a process for identifying a community support liaison for(at) each campus/location.
- Develop a standard expectation on community resources update/sharing through reference and website materials.

2.2.B. Objectives

Review Bluejay Emergency Fund Program and, based on data/feedback, enhance processes and availability.

Initial Steps/Tactics

- Work collaboratively with the Foundation to develop processes that increase accessibility.
- Actively and collaboratively engage in the Hope Impact Partnership Program with Minnesota State to enhance support of students' basic needs.

2.2.C. Objectives

Determine housing and transportation needs and availability for each location.

Initial Steps/Tactics

- Actively and collaboratively engage in the Hope Impact Partnership Program with Minnesota State to enhance support of students' basic needs.
- Gain an understanding of the basic needs of students at each location.
- Share student needs with community resources and college community.
- Determine a plan to address basic needs at each location.
- Ensure consistent housing and transportation access/availability information for each location is up-to-date.
- Review a process and assign responsibility for the update/sharing of transportation and housing information.

GOAL 2

2.2.D. Objectives

Define purpose of the Bluejay Food Pantries to determine staff and supply needs.

Initial Steps/Tactics

- Determine the purpose/mission of the Bluejay Food Pantries.
- Standardize fulfillment processes to ensure needs are being met.

2.2.E. Objectives

Enhance mental health support for all learners.

Initial Steps/Tactics

- Identify and create well-being spaces on each campus/location.
- Increase awareness of mental health services and support available to students.
- Expand training related to mental health intervention and referral resources.

STRATEGY 2.3. Designate and engage community champions to increase awareness of Minnesota West's impact.

2.3.A. Objectives

Revitalization of the President's Advisory Committee and program advisory committees to enhance understanding and communication.

Initial Steps/Tactics

- Develop consistent processes and expectations for Program Advisory Boards for all academic programs.
- Establish leadership and a regular meeting schedule for President's Advisory Committee.

2.3.B. Objectives

Determine and publicize the Economic Impact of Minnesota West on the region/state.

Initial Steps/Tactics

- Annual economic impact report complete and widely disseminated.
- Economic impact included in advisory committee discussions, at least annually.

2.3.C. Objectives

Develop community-specific engagement plans to identify current community connections, available resources, and future opportunities.

Initial Steps/Tactics

- Develop a consistent community collaboration reporting template for each campus/location. Strengthen industry relationships to enhance learner's success

GOAL 2

STRATEGY 2.4. Strengthen industry relationships to enhance learners' success.

2.4.A. Objectives

Foster industry relationships to increase leveraged and entrusted equipment.

Initial Steps/Tactics

- Annually collect, document, and share leveraged and entrusted equipment metrics.
- Identify equipment upgrades/needs by department.
- Working with the Foundation and business/industry partner(s) determine a process for securing entrusted equipment.

2.4.B. Objectives

With industry partners, provide career awareness events to expand knowledge among influencers and prospective students.

Initial Steps/Tactics

- Discuss career awareness opportunities within Program Advisory Committees.

2.4.C. Objectives

Enhance awareness of academic programming among industry partners and influencers.

Initial Steps/Tactics

Facilitate industry/business discussions to enhance awareness and understanding of the diverse offerings throughout Minnesota West.

2.4.D. Objectives

Increase awareness of non-academic credentials and courses with partners.

Initial Steps/Tactics

- Discuss Workforce Solution/Customized Training opportunities within Program Advisory Committees.
- Facilitate industry/business discussions to enhance awareness and understanding of the diverse non-academic offerings at Minnesota West.

GOAL 3

ADVANCE INNOVATION AND SUPPORT INCLUSIVE EXCELLENCE THROUGHOUT THE COLLEGE.

STRATEGY 3.1. Develop and implement a data management structure to improve institutional effectiveness.

3.1.A Objectives

Create a department related to assessment, data, and information analysis and interpretation.

Initial Steps/Tactics

- Assemble a workgroup to develop position description(s) related to assessment, data, and information analysis.
- Identify resources for Full Time Equivalent (FTE) and operations of a department related to data management.
- Share department structure/plan throughout college to promote understanding and utilization.

3.1.B. Objectives

Align data collection practices and tools to enhance usability and increase effectiveness.

Initial Steps/Tactics

- Develop a data collection schedule/calendar (including standardized/required data collection).
- Develop a standard data request process to ensure transparency and availability.

STRATEGY 3.2. Strive to create an inclusive and welcoming environment for all.

3.2.A Objectives

Enhance new employee onboarding, with a focus on engagement opportunities.

Initial Steps/Tactics

- Map and review new employee onboarding, determine outcomes and barriers.

3.2.B. Objectives

Implement the Strategic Enrollment Management Plan.

Initial Steps/Tactics

- Implement SEM plan.

3.2.C. Objectives

Adapt and improve the Diversity Equity and Inclusion (DEI) Plan and Equity 2030.

Initial Steps/Tactics

- Ensure prioritization of DEI Plan strategies.
- Monitor and share progress College-wide.
- Support the fulfillment of Equity 2030 expectations.

GOAL 3

STRATEGY 3.3. Enhance communication and understanding throughout the College.

3.3.A Objectives

Increase current and prospective student engagement through enhancing communication.

Initial Steps/Tactics

- Implement SEM plan.
- Determine a platform to increase communication (through text and other means) with all students.
- Support website design to enable external accessibility.

3.3.B. Objectives

Increase internal communication and collaboration.

Initial Steps/Tactics

- Identify ways to engage and communicate with part-time employees.
- Establish regular administrative updates to the College community.
- Support the adoption of a consistent calendaring tool and expectation(s) for all College employees.
- Support website design to enable internal accessibility.

STRATEGY 3.4. Integrate technology to enhance human connection and student success.

3.4.A Objectives

Provide employees with resources for technology learning and improvement.

Initial Steps/Tactics

- Explore implementing a technology tool to enhance the academic assessment process.
- Identify support areas that could benefit from technology tools to enhance efficiencies.

3.4.B. Objectives

Identify and implement a Customer Relationship Management System (CRM) for prospective learners.

Initial Steps/Tactics

- Implement SEM plan.
- Support training to ensure effective implementation and full utilization of CRM.

GOAL 3

STRATEGY 3.5. Enhance professional development and training college wide.

3.5.A Objectives

Revise employee development structure to focus on implementation and collaboration.

Initial Steps/Tactics

- Provide opportunity for division/discipline-focused tracks within Center for Teaching and Learning (CTL) days.
- Support adequate professional development and opportunities for all employees.
- Work collaboratively to determine CTL day focus and possibility of incorporating staff components.

GOAL 4

INCREASE ACCESS AND FOSTER SUSTAINABILITY THROUGH STRATEGIC INVESTMENT OF RESOURCES.

STRATEGY 4.1 Enhance learners' accessibility and affordability.

4.1.A Objectives

Review current communication to prospective students related to affordability and financial resources to increase understanding.

Initial Steps/Tactics

- Implement SEM plan.
- Support website design to enable accessibility.

4.1.B. Objectives

Develop a process to implement, grow, and promote student sponsorships aimed to attract and retain individuals to our region.

Initial Steps/Tactics

- Determine best practices with student sponsorship programs.
- Identify resources for the management and promotion of a student sponsorship program.
- Identify high-need academic programs to pilot student sponsorship.

4.1.C. Objectives

Review scholarship awarding process to streamline for applicants and employees.

Initial Steps/Tactics

- Document current process, determining barriers and improvements.
- To increase understanding and awareness, provide internal training related to scholarship awarding.

GOAL 4

STRATEGY 4.2. Ensure facilities and technology support engagement and connection.

4.2.A Objectives

Collaboratively identify a master facility plan for all college facilities and sites.

Initial Steps/Tactics

- Establish an inclusive process to determine a master facility plan.
- Widely share and implement plan, tracking metrics to determine outcomes.

4.2.B. Objectives

Enhance disposal process for obsolete technology and equipment.

Initial Steps/Tactics

- Revise the current surplus process, focusing on asset tags.
- Implement process recommendations to update disposal process at all campuses/ locations.

4.2.C. Objectives

Identify resources, measures, and training to enhance College-wide cyber security and awareness.

Initial Steps/Tactics

- Support the implementation of the Enterprise Risk Management Plan.
- Enhance awareness and understanding related to cyber security risks.

4.2.D Objectives

Ensure equipment and instructional technology are aligned with current industry expectations.

Initial Steps/Tactics

- Incorporate equipment and technology discussions into advisory committee meetings.
- Continue to facilitate tool discounts and equipment support for students.

STRATEGY 4.3. Grow partnerships and revenue streams.

4.3.A. Objectives

Centralize grants management to increase efficient implementation and use of grant funds.

Initial Steps/Tactics

- Document current grant procurement and implementation processes to identify efficiencies.
- Reallocate resources to support grant procurement, data management, and reporting.

GOAL 4

4.3.B. Objectives

Standardized processes to identify equipment and resource needs in all areas.

Initial Steps/Tactics

- Development of a standardized, department-specific 'wish list' template.
- Determined update/review schedule for equipment requests and 'wish lists.'

4.3.C. Objectives

Grow customized training (e.g., Workforce Solutions) to ensure cost recovery and enable expansion.

Initial Steps/Tactics

- Review continuing and certification opportunities for alignment with employer/partner needs.
- Work closely with Minn State Workforce and Economic Development office to understand need and collaboration opportunities.
- Continue alignment of customized training with academic program offerings.

STRATEGY 4.4. Develop outreach and increase alumni engagement and connection.

4.4.A. Objectives

Assess and implement technology tools aimed at increasing alumni communication/engagement.

Initial Steps/Tactics

- Identify a CRM and resources to manage alumni communication and monitoring.

4.4.B. Objectives

Identify a strategic plan to engage the alumni network and recognition.

Initial Steps/Tactics

- Identify Alumni outreach and connections to focus on specific alumni groups (e.g., clubs, sports, organizations).
- Develop a process to recognize alumni college wide.

4.4.C. Objectives

Create a process to share graduate data ensuring alumni information is accurate.

Initial Steps/Tactics

- Document/create a graduate sharing process; determining necessary information and legal parameters.



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