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Overview

This plan outlines program priorities and commitments, along with student support including functional support plans, for executing the goals and objectives detailed in the college's 2010-2015 Strategic Plans/Goals.

Minnesota State Colleges and Universities

Minnesota West Community and Technical College is a part of the Minnesota State Colleges and Universities System.

Mission of Minnesota State Colleges and Universities

The Minnesota State Colleges and Universities system of distinct and collaborative institutions offers higher education that meets the personal and career goals of a wide range of individual learners, enhances the quality of life for all Minnesotans and sustains vibrant economies throughout the state.

Vision of Minnesota State Colleges and Universities

Minnesota State Colleges and Universities will enable the people of Minnesota to succeed by providing the most accessible, highest value education in the nation.

Strategic Direction and Goals of Minnesota State Colleges and Universities

To successfully respond to the academic, economic, and demographic and social changes occurring in a global environment, the Minnesota State Colleges and Universities will undertake the following strategic directions and goals:

Strategic Direction 1: Increase access, opportunity and success

Goal 1.1: Raise Minnesota's participation and achievement in post-secondary education by meeting the needs of students with diverse backgrounds and educational goals.

Goal 1.2: Prepare young people to enroll in higher education ready for college-level work by working with schools and other organizations.

Goal 1.3: Maintain an affordable and competitive cost of attendance.

Goal 1.4: Support students to reach their educational goals with a focus on graduation or transfer.

Strategic Direction 2: Achieve high-quality learning through a commitment to academic excellence and accountability

Goal 2.1: Continuously improve instruction through assessment of student engagement and learning outcomes.

Goal 2.2: Produce graduates who have strong, adaptable, globally competitive and flexible skills.

Goal 2.3: Provide multiple efficient and effective delivery options for educational programs and student services.

Goal 2.4: Employ outstanding faculty and staff who bring current knowledge, professional skills and cultural competence to educate students.

Strategic Direction 3: Provide learning opportunities, programs and services to enhance the global economic competitiveness of the state, its regions and people.

Goal 3.1: Be the state's leader in workforce education and training.

Goal 3.2: Support regional vitality by contributing artistic, cultural and civic assets.

Goal 3.3: Develop each institution's capacity to be engaged in and add value to its region and meet the needs of employers.

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Strategic Direction 4: Innovate to meet current and future educational needs.

Goal 4.1: Build organizational capacity for change to meet future challenges and remove barriers to innovation and responsiveness.

Goal 4.2: Draw on the talents and expertise of faculty, staff, students and other to meet the challenges facing the system.

Goal 4.3: Hire and develop leaders at all levels who will initiate and support innovation.

Goal 4.4: Critically examine and improve structures, technologies, policies, and processes to support transformative innovation.

Strategic Direction 5: Sustain financial viability during changing economic and market conditions

Goal 5.1: Make budget decisions that reflect priorities in the core mission and fiscal stewardship.

Goal 5.2: Rigorously pursue ways to reduce unnecessary costs.

Goal 5.3: Develop funding sources to supplement revenues from state appropriations, tuition and student fees.

Mission, Vision, and Strategic Direction of Minnesota West Community and Technical College

Mission of Minnesota West Community and Technical College

Minnesota West Community and Technical College (Minnesota West) is dedicated to serving the varied educational needs of our diverse populations in affordable, accessible and supportive settings.

Vision of Minnesota West Community and Technical College

Minnesota West provides dynamic, responsive, creative, and quality education to a diverse population in an ever-changing educational, business and cultural environment.

Strategic Direction of Minnesota West Community and Technical College

Minnesota West has set the three following strategic directions:



Purpose of the Minnesota West Academic and Student Services Plan

The purpose of the Minnesota West Academic and Student Services Plan is to succinctly incorporate the vision and goals of the instructional, student services, technology, and academic support programs as they are integrated with the

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mission of Minnesota West, its Strategic Plan, the President's Workplan, and the Minnesota State Colleges & Universities (Minnesota State) Chancellor's Workplan. Multiple constituent groups have contributed to this plan, and organizational strategic planning, facility improvement proposals and planning, restructuring of student services, budget allocations and academic program review have been completed. Academic excellence, student services, curriculum development, faculty hiring and development, resources, infrastructure, accreditation, policy development, and diversity efforts are at the heart of the Minnesota West Community and Technical College.

Planning Process

The mission and vision of the Minnesota State and Minnesota West serve as the foundation for the college strategies. Planning efforts, grounded in the Minnesota State Strategic Plan, have resulted in the Minnesota West Strategic Plan, as well as a detailed workplan by the college President. The synergy created by the planning process created a congruent approach to providing accessible education to state and regional constituents. Emerging concurrently with those macro plans are the Carl D. Perkins Vocational Education Plan, information technology and distance learning plan, facilities plans, and academic and student affairs plan.

Contributors

Minnesota West utilizes a task force consisting of academic and student affairs team members to ensure the plan is executed. This task force includes the following individuals:

- College President
- College Provost
- Vice President of Administration
- Campus Deans from Canby, Granite Falls, Jackson, Pipestone and Worthington
- Center Director
- Registrar
- Director of Marketing, Enrollment and Communications
- Director of Financial Aid
- LARC Director
- Dean of Nursing
- Dean of Management Programs
- Dean of Technology and Distance Learning
- Director of Customized Training/Continuing Education
- Business Manager
- Perkins Coordinator
- Faculty
- College Staff

Minnesota West Presidential Goals 2016-2017

Goal 1: Strategic planning.

Create a comprehensive strategic plan built off the Strategic Framework, Charting the Future, and Investment Initiative. Use a community-based planning model by leveraging legislative, community, industry, k-12, and college representatives across the 5 campus communities. FY17 budget includes an allocation of \$50,000.

Goal 2: Resource Development

College Foundation and president's office needs to be more active in securing additional resources for our mission. Next year's plan includes: baseline annual campaign goal and participation rate, donor recognition event (Moody), major fund raising event (Worthington). Implementation of an alumni and donor software solution.

Goal 3: Grants Office

Establishment of the grant's office and associated processes. Focus to be grants in excess of \$1 million which tie to student success and program response opportunities. College indirect rate of 24.6% established in FY16.

Goal 4: Succession Planning.

Commencing in May 2016, formal plan to address the pending personal retirements (CFO, CHRO, Deans, etc.). Guiding principles include diversifying staff, relocation of key positions across service-area, and consolidation of positions.

Goal 5: Valuing People.

Lead by CHRO, creation of a more deliberate and organic approach to recognizing (formally and informally) the contributions of employees – ties to Gen Y (millennials) expectations.

Goal 6: Participation in the District 518 pending bond referendum as a college.

Goal 7: Advance student housing options for the Worthington campus.

Strategic Direction 1

Minnesota West Community will provide access and learning opportunities leading to success for the citizens of southwest Minnesota.

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
1.1: Increase the level of achievement of underrepresented students.	Increase underrepresented students by 5% by FY17.	Provide additional services to underserved/underprepared populations (see 1.2). Cooperate with ABE to provide ESL courses on campus.	
	Provide additional opportunities for community engagement.	Expand the role of diversity collaboration within each of the communities. Partner with Adult Basic Education (ABE) and the Southwest Minnesota Workforce to facilitate training. Orchestrate adult and youth career pathway training programs Increase diversity speakers. Invite area High Schools to attend campus events.	
1.2: Refine services to underserved/	Develop and implement diversity plan.	Implement a Veterans in Ag program.	

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
underprepared populations.	Implement Veterans Programming	<p>Apply for the Yellow Ribbon designation.</p> <p>Continue to establish men’s and women’s soccer clubs.</p>	
	Increase available tools to assist students.	<p>Investigate text to speech program.</p> <p>Increase student usage of financial literacy tools.</p> <p>Implement a student-led financial literacy mentoring program.</p> <p>Provide financial aid workshops to area high school students/families to promote FAFSA understanding and completion.</p> <p>Develop men’s and women’s soccer program on Worthington Campus</p>	
1.3: Develop new credit and noncredit programs that serve the needs of the region.	Develop three new programs.	<p>Develop and implement career pathways.</p> <p>Expand on technical career courses at high schools with the South West Service Cooperative, .specifically in allied health, trades, manufacturing human services, and information technology</p> <p>Collaborate with other system colleges course offerings in Solar energy.</p>	

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
	Modify existing programs to meet regional workforce needs.	Solar & Energy Child Development	

Strategic Direction 2

Minnesota West Community will provide innovative and accountable programs and services to ensure the growth of our students

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
2.1: Improve instructional and student support through assessment of student engagement and learning outcomes.	CCSSE Student Engagement Survey	Review and analyze the CCSSE Student Engagement Survey data and implement changes based on that data. Nursing programs will attain	
	Program Satisfaction Surveys	Administer program satisfaction surveys to all Allied Health students.	
	Student Job Placement Rate	Collect and analyze student job placement rates.	
	Student pass rates	Where applicable, review student pass	

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		rates to improve toward national average.	
	IDEA Assessment	Administer IDEA Survey assessment to improve instruction.	
	Promote GradesFirst for intrusive advising, with 75% of faculty utilizing system.	<p>Discuss GradesFirst in faculty meetings.</p> <p>Raise student awareness of GradesFirst.</p> <p>Increase advisor and tutor use of the system to document student interactions.</p>	
	Nursing programs achieve and maintain annual licensure pass rates at or above state and national averages.	Nursing programs will be Systematic Evaluation Plans to maintain and/or improve licensure pass rates.	
	Allied Health programs will establish and meet accreditation assessment benchmarks.	Allied Health programs will evaluate assessment criteria yearly to assess program outcomes.	
2.2: Access and refine multiple delivery options for educational programs and student services.	Increase options for taking courses in ways that increase student access.	<p>Monitor and review online course offerings each semester; increase number of hybrid programs in technical areas.</p> <p>Invest in ITV labs.</p>	

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
	<p>Increase student services availability to ensure student access, regardless of location.</p>	<p>Increase online registration by 1%.</p> <p>Establish a formal informational literacy program through the LARC..</p> <p>Increase online student tours and events.</p> <p>Increase visibility/awareness of SmartThinking and other tutoring services.</p> <p>Increase the number of students participating in online orientations.</p> <p>Migrate current library management system (Aleph) to new product (ALMA)</p>	
	<p>Provide consistent student services to all campuses and centers.</p>	<p>Develop a One Note reference guide.</p> <p>Support the One Stop model with bi-weekly meetings and ongoing training to improve student services.</p>	

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		Cooperate with ABE to provide courses such as ESL on campus	
2.3: Increase the participation of faculty and staff in professional development opportunities.	Increase faculty and staff development.	Provide development opportunities throughout the year.	
	Provide resources for faculty and staff.	Utilize resources allocated to faculty and staff for development training. Create a repository of existing training resources.	
2.6 Assist students with goal development	Increase awareness and use of student services for long term planning.	Provide consultation to students to use programs such as Transferology, Interactive Degree Audi Reports (DARS) and college central, to assist students with long term planning through orientation and individual advising sessions. Build the new Minnesota State Transfer Pathways in u.achieve so that students have a degree	

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		audit that helps them select coursework at Minnesota West to meet their ultimate degree goal at a state university	
	Reduce default rates.	Provide loan borrowers servicing options. Provide financial mentoring for current students. (see 1.2)	

Strategic Direction 3

Minnesota West Community will deliver programs and services to enhance the economic competitiveness of the state, the region, and its people.

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
3.1: Be the leaders in workforce education and training.	Secure and facilitate grants for specialized workforce development and delivery trainings.	Partner with Workforce Center, ABE, Private Industry Council, South West Regional Development, and President Advisory Council.	

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		<p>Continue to meet with community committees to develop ways to encourage area students to continue their education in fields demanded by local employers.</p> <p>Achieve Practical Nursing accreditation.</p> <p>Maintain Dental Assistant accreditation.</p> <p>Achieve Pharmacy Technician accreditation.</p> <p>Nursing program faculty will attend simulation training.</p> <p>Obtain Granite Falls campus high functioning simulator.</p>	
	<p>Increase partnerships by offering additional courses and services to area schools and businesses.</p>	<p>Increase the number of Concurrent Enrollment Partnerships with area K-12 schools.</p> <p>Increase business partnerships.</p>	

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		<p>Utilize Career Expo to reach more area schools and students.</p> <p>Offer study abroad experiences for nursing program students.</p>	
	<p>Evaluate existing curriculum and explore new curriculum to meet the needs of the southwest Minnesota workforce.</p>	<p>Program advisory board meetings with area stakeholders.</p>	
<p>3.2: Support regional vitality by contributing artistic, cultural, and civic assets that attract students and business partners.</p>	<p>Focused insertion into various media outlets.</p>	<p>Increase media exposure with centralized messaging and advertising strategy.</p>	
	<p>Implementation of the new marketing and enrollment plan</p>	<p>Increase enrollment/marketing strategies with emphasis on diverse, non-traditional and underrepresented populations.</p> <p>Enhance web/online presence to increase market/enrollment growth.</p> <p>Implement coordinated communications methodology from prospects to applicants.</p>	

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		<p>Tell our success story through alumni, students, and workforce.</p> <p>Conduct regular meetings with Marketing Advisory Group for added input.</p> <p>Create and distribute a Foundation/Alumni Newsletter with updated information.</p> <p>Integrate students into the community for partnerships and scholarships.</p>	