



December 2016

## 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*

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### **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.

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## Strategic Direction 1

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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.	<p>Provide additional services to underserved/underprepared populations (see 1.2).</p> <p>Cooperate with ABE to provide ESL courses on campus.</p>	<ul style="list-style-type: none"> <li>• <b>Added ESL class to serve large Puerto Rican students. Title of class was Building Vocabulary.</b></li> <li>• <b>ABE ESL offered at Worthington campus fall 16 through spring 18.</b></li> </ul>
	Provide additional opportunities for community engagement.	Expand the role of diversity collaboration within each of the communities.	<p>Secured grant funding for a Teachers of Color Pathway within District 518. Offered pilot in Spring 2018. Note that the diversity in that student group was 50%. If helpful, this information was used for the grant projects for the Introduction to Education course: The goal of Creating a Teacher Pipeline is to assist current high school juniors and seniors with the opportunity to explore teaching as a career path. Students for this project are very diverse, with students from over 30 countries, of variant economic backgrounds. The cultural diversity has dramatically increased in the district with over 68 percent of the high school students being from one of the 40+ cultures in the area, and over 75 percent in the elementary being students of color. Because the students of Worthington High School are very diverse, it is important that the teaching ranks of the region also become more diverse. The focus of this program is to meet the changing, challenging educational needs of the region, which has had a large influx of immigrants in the past 20 years. These first and</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		<p>Collaborate with Adult Basic Education (ABE) and the Southwest Minnesota Workforce to facilitate training.</p> <p>Orchestrate adult and youth career pathway training programs</p> <p>Increase diversity speakers.</p> <p>Invite area High Schools to attend campus events.</p>	<p>second generation students in the American school system are bound to the area by familial and job ties, and it is expected that these students will choose to remain in this area. The college is committed to helping these students pursue opportunities in the field of education.</p> <ul style="list-style-type: none"> <li>• Provided NA class in Appleton, Mn fall/spring</li> <li>• Intro to medical careers</li> <li>• Provided NA class for youth in Granite Falls</li> </ul> <p>Engagement with Legacy 13 on understanding Bias including an all college workshop in May 2017.</p> <p>Energy Center efforts to recruit and prepare minority students to enter the Powerline program in the Twin Cities area. We have five minority students ready to start in the July program at DCTC.</p> <p>Held first annual Tech Day at Jackson campus with over 100 students attending from area schools.</p>
<p>1.2: Refine services to underserved/ underprepared populations.</p>	<p>Develop and implement diversity plan.</p> <p>Implement Veterans Programming</p>	<p>Implement a Veterans in Ag program.</p>	<p>Project Veterans in Agriculture is providing support for Veterans and Military service persons by:</p> <ul style="list-style-type: none"> <li>• CVSO's (County Veteran Service Officers) across southern MN – 395 email communications</li> <li>• Seminar (Grain Marketing &amp; Farm Transition Planning) Ed Usset &amp; Gary Hachfield – also financial support \$500.</li> </ul>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		<p>Apply for the Yellow Ribbon designation.</p> <p>Continue to establish men and women’s soccer clubs.</p>	<ul style="list-style-type: none"> <li>Book support – 50 copies of Ed Usset “Grain Marketing is Simple” (\$24.95 each - \$1,247.50).</li> </ul> <p>Achieved the Yellow Ribbon designation fall of 2017.</p> <p>Started both men’s &amp; women’s soccer fall 2016. Good participation in men’s with limited female participation.</p>
	<p>Increase available tools to assist students.</p>	<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</p>	<p>Readspeaker purchased and deployed within D2L. There is not data on users who used the text to speech reader within ReadSpeaker. It does show that there was some usage of the text reader for quizzing, but it is by word count, which isn’t terribly helpful (1,000 words in 2018; 1,000 in 2017). The content reader is more ubiquitous and the word count high enough that it isn’t helpful to keep that info. I can see, though, that we have 168 unique users in the system, and 152 of those are students, so that may be helpful data.</p> <p>Biannual emails are sent to students, faculty and staff regarding resources for financial literacy. These tools can be found at the following website.  <a href="http://www.mnwest.edu/paying-for-college/financial-aid/money-management">http://www.mnwest.edu/paying-for-college/financial-aid/money-management</a></p> <p>Minnesota West proposed hiring a student work study who was trained on financial literacy to implement a program to assist students with financial questions and planning. The position was not filled, but will be recruited for in future semesters.</p> <p>The financial aid department provided over 15 financial aid information sessions and FAFSA nights to our service</p>



Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		<p>to promote FAFSA understanding and completion.</p> <p>Develop men’s and women’s soccer program on Worthington Campus</p>	<p>area. The financial aid department also provided FAFSA workshops at high schools in the service areas to assist students with completing the FAFSA.</p> <p>Started both men’s &amp; women’s soccer fall 2016. Good participation in men’s with limited female participation.</p>
<p>1.3: Develop new credit and noncredit programs that serve the needs of the region.</p>	<p>Develop three new programs.</p>	<p>Develop and implement career pathways.</p> <p>Expand on technical career courses at high schools with the South West/West Central Service Cooperative, specifically in allied health, trades, manufacturing human services, and information technology.</p>	<p>Pathways developed in human services (Intro to Education), Information Technology, Health Careers, and Manufacturing and Engineering.</p> <p>Community Health Worker 17 credits online Certificate approved FY16 launched FY17 18 students completed to date.</p> <p>Pharmacy Technician 10 credit Certificate approved FY18 for FY19 launch.</p> <p>Each of the new programs focus on student career pathways allowing for multiple points of entry and <b>exit tied to credential and college credit attainment</b></p> <p>Over 120 students served in these pathways/career and technical PSEO courses in 2017-18. Expansion of offerings throughout region in 2018-19.</p> <p>MN West partners with the Marshall Area Technical Educational Center in collaboration with SW/WC Service Cooperative and SW MN Career Pathway Partners &amp; area employers to deliver Career &amp; Technical Education to both Marshall High School &amp; Alternative Learning Center students for CNA, Welding, and new for Spring 2018 Electrical Controls as a pathway to Mechatronics, Electrician, and Renewable Energy.</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		Collaborate with other system colleges course offerings in Solar energy.	Collaborating with Century College to offer Solar core courses combining courses at three locations to minimize costs for initial program offerings.
	Modify existing programs to meet regional workforce needs.	Solar & Energy Child Development Automotive PowerSports	<p>Incorporate optional offerings of solar curriculum as part of the Electrical Construction Technology program.</p> <p>Modified Automotive program to an accelerated two semester offering while still meeting the NATEF certification requirements.</p> <p>Revised PowerSports program to align to industry service structure.</p>

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## *Strategic Direction 2*

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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.	Presented findings of CCSSE data to faculty and staff as a breakout session during 2017 Fall Duty Days. Recommendation to include in the strategic plan completed during summer of 2017.
	Program Satisfaction Surveys	Administer program satisfaction surveys to	Completed Spring 2018

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		all Allied Health students.	
	Student Job Placement Rate	Collect and analyze student job placement rates.	CCSSE data suggests related employment has increased for two consecutive years.
	Student pass rates	Where applicable, review student pass rates to improve toward national average.	The pass rates have decreased for a fourth consecutive year, even though Nursing and LPN has increased. The cohorts being evaluated year to year are Nursing, Law Enforcement, Radiography and Education.
	IDEA Assessment	Administer IDEA Survey assessment to improve instruction.	The IDEA assessment was completed in 2017 but not 2018. Must be a priority in 2019 and years to come.
	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>	<p>In addition to faculty usage, all of the Resource Specialists (7) have access and utilize GradesFirst email and texting option to contact students about a variety of important items. We have had two traininigs.</p> <p>The Lead Retention person will continue using GradesFirst for cohorts and case management students (students first semester from a suspension return) to track success.</p> <p>Trained all peer-tutors and new tutoring personnel in the use of GradesFirst. Total face to face tutoring sessions declined in 2017-18 by 269 sessions (documented in GradesFirst) while online tutoring via SmarThinking increased by 342 sessions.</p>
	Nursing programs achieve and maintain annual licensure pass rates at or above state and national averages.	Nursing programs will develop Systematic Evaluation Plans to maintain and/or improve licensure pass rates.	<p>Practical Nursing Program NCLEX pass rate: 98.06% (above national and state average for PN Programs)</p> <p>Associate Degree Nursing Program NCLEX pass rate: 79.73% (80% is accreditation standard, 75% is state guidelines; continue to trend and monitor program data to maintain/strengthen program NCLEX pass rate)</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
			Systematic Evaluation Plan continues to trend and evaluate data annually.
	Allied Health programs will establish and meet accreditation assessment benchmarks.	Allied Health programs will evaluate assessment criteria yearly to assess program outcomes.	Benchmarks were reviewed with program advisory committees and changes will be implemented in FY2019 if required.
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.	Monitor and review online course offerings each semester; increase number of hybrid programs in technical areas.  Invest in ITV labs.	We are not seeing a widespread embracing of hybrid offerings in technical areas. Will need additional support from deans in those areas.  The Learning Network / SHOT strategic plan calls for reinvestment in technologies that support learning at a distance. ITV as we know it, with equipment intensive classrooms, will likely shift in the next five years to more cloud-based/web-based technologies.
	Increase student services availability to ensure student access, regardless of location.	Increase online registration by 1%.  Establish a formal informational literacy program through the LARC.	According to an Enrollment by Media Code report run by the registrar/IR area on 5/30/2018, our Total FY for 2018 was 835, down from 2013 numbers (1,008). We have mostly been moving downward in enrollment in online courses. 2017 numbers were 877 FYE. 2018 numbers were about a 5% decline. The college has purposefully managed online offerings to ensure that on campus classes had sufficient enrollment. As of the 2017-18 year, the academic deans in respective areas now manage the online courses.  Developed and delivered digital literacy beginning spring 2017 and delivered both in college and at Worthington high school. One section totaling 47 students was taught Fall 2017 and two more sections are scheduled for academic year 2018-19 with enrollment numbers to be determined.

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		<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>We continue to increase our visibility and usability in streamlining online rsmps and inquiries. From FY16 to FY18 we've increased our online web application/inquires by 29%, the number of online RSVPs for events has increased by 82% and the number of tours scheduled online has increased by 34%.</p> <p>Promoted through the following venues: face to face meetings, LARC website, TV signage, and faculty promotion via D2L and course syllabi.</p> <p>Every student who attends an Advising &amp; Registration session at one of our campuses, included online and Luverne, need to complete the online orientation on our website. The online orientation is one of the steps needed to be completed before they can RSVP to a session. This information is sent to students when they apply, as well as sent in a call blast, postcard and noted on social media outlets. The College is researching a more robust and interactive platform verses using a static power point.</p> <p>Preparation has been ongoing since November 2017 and new system (ALMA) will go live in January 2019. Library staff have completed the following face-to-face training workshops: January 18-19 in St. Cloud and May 14 -17 in St. Paul. Additional web training is ongoing with weekly webinar training calls.</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
	Provide consistent student services to all campuses and centers.	<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> <p>Cooperate with ABE to provide courses such as ESL on campus.</p>	The One Stop team has continued biweekly phone conference calls with an annual college-wide face-to-face meeting. Continuous training, additional resources, and opportunities to ask questions are always available to the One Stop Staff.
2.3: Increase the participation of faculty and staff in professional development opportunities.	Increase faculty and staff development.	Provide development opportunities throughout the year.	<p>The college held duty days the first week of the semester for fall (5 days) and the day before the semester in spring (1 day). There was also an additional CTL duty day in the spring at the end of the semester (1 day). Additionally, the college had assessment days in both spring and fall (2 days). There was also one additional duty day that was a work day at the end of spring semester.</p> <p>Local CTLs also held events, some of which are focused on professional development, while others are more personal in nature.</p> <p>In the Fall 2017 semester, 17 events were held (WGTM: 5; Canby, GF, P/L, and Jackson: 3 each).</p> <p>In the Spring 2018 semester, 16 events were held (WGTM: 4; Canby, GV, P/L, and Jackson: 3 each).</p>
	Provide resources for faculty and staff.	Utilize resources allocated to faculty and staff for development training.	Have provided multiple professional development ideas to faculty through email and cc'd deans for follow up. Limited inquiry by faculty. Seems to be lack of clarify for some in terms of how to access funds/use funds to complete professional development. No

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		<p>Create a repository of existing training resources.</p>	<p>interest that I am aware of in the Quality Matters trainings that have been shared. A few faculty did participate in the regional D2L conference in the Cities in April.</p> <p>Resources related to teaching and learning are stored in the Teaching with D2L online course repository. CATT leaders (Terri Pelzel and Carolyn Weber) and the D2L trainer (Shannon Fiene) are reviewing and updating as well.</p>
<p>2.6 Assist students with goal development</p>	<p>Increase awareness and use of student services for long term planning.</p>	<p>Provide consultation to students to use programs such as Transferology, Interactive Degree Audit Reports (DARS) and college central, to assist students with long term planning through orientation and individual advising sessions.</p> <p>Build the new Minnesota State Transfer Pathways in u.achieve so that students have a degree audit that helps them select coursework at Minnesota West to meet their ultimate degree goal at a state university.</p>	<p>Every student who attends an Advising &amp; Registration session at one of our campuses, included online and Luverne, need to complete the online orientation on our website. The online orientation is one of the steps needed to be completed before they can RSVP to a session. This information is sent to students when they apply, as well as sent in a call blast, postcard and noted on social media outlets. The College is researching a more robust and interactive platform verses using a static power point.</p> <p>This information is entered by a DARS encoder or using the back side of Transferology.</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
	Reduce default rates.	Provide loan borrowers servicing options.  Provide financial mentoring for current students. (see 1.2)	The institution utilizes services provided by Great Lakes to identify borrowers who are in danger of defaulting on their loans. Delinquency letters are provided to students with information regarding their repayment and borrower options. Previous 3 year default rates: FY 2013 – 14.7%, FY 2014 – 16.4% and FY 2015 – 12.3%.

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### *Strategic Direction 3*

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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.	Collaborate with Workforce Center, ABE, Private Industry Council, South West Regional Development, and President Advisory Council.	<b>Federal TAACCCT Grant:</b> Minnesota West is one of the partner Colleges in the Minnesota Advancing Manufacturing \$15 million grant. MN West secured \$947,236 to support Welding, Mechatronics, and Precision Machining training & education. To date 229 students participated and earned an industry credential, college credits, and college diplomas; 11 student employees were awarded credit for prior learning credits toward manufacturing degrees; 73 students participated in dual training/registered apprenticeships; \$186,342 supported equipment/supplies to



Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
			<p>upgrade manufacturing degree program training equipment. Grant initiatives have been embedded in manufacturing program areas and the Learn-Work-Earn model has been embraced by employers as viable employee recruitment/retention strategies in partnership with MN West.</p> <p>Minnesota West is a long term partner with the Southwest Minnesota Career Pathway Partnership in collaboration with the SW MN Adult Basic Education and SW MN Private Industry Council, Workforce Center partners and area employers. The Career Pathways initiatives orchestrate adult and youth career pathway training programs for manufacturing and healthcare careers incorporating integrated instruction model, competency based skills development, employability skills, job placement, industry credential attainment, and college credit/certificate program completion. Students earn college credits, complete credit certificate programs leading to diploma and AAS degree completion to provide the individual with nationally portable, industry-recognized credentials to advance along defined employment career pathways across industry sectors.</p> <p>During FY16-FY18 Minnesota West provided specialized career pathway training programs realizing the following outcomes:</p> <ul style="list-style-type: none"> <li>129 Students youth &amp; unemployed adults completed CNA (3 credits)</li> <li>58 Students completed Medical Terminology 2 credits</li> <li>18 Students completed Community Health Worker 15 credits + Industry recognized certification</li> <li>49 Bi-lingual Students completed Community Interpreter Certification</li> <li>37 Students youth &amp; unemployed adults completed 16 credit Welding Cert.</li> <li>103 Students youth &amp; unemployed adults completed 6 Welding credits</li> <li>59 Students completed Commercial Drivers License written &amp; driving training test prep</li> </ul> <p>The SW MN Career Pathway Partnership received Promising Practices 1<sup>st</sup> Place Award for 2017 from the MN Workforce Council Association for the collaborative career pathway training initiatives</p>

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 a high functioning simulator.</p>	<p>successfully co-mingling youth and adult students in Welding &amp; Healthcare career pathway programs.</p> <p>The PN program achieved the initial step of accreditation called Candidacy in April 2018.</p> <p>The Minnesota Board of Nursing reviewed the Candidacy designation for the PN Program and granted continued approval in June 2018.</p> <p>Received full accreditation Spring 2018, next accreditation visit in 2023.</p> <p>Pharmacy program inactive at this time.</p> <p>100% of faculty teaching simulation in the PN programs attending training in May 2017 (3/3). 100% of faculty teaching simulation in the PN programs attending training in April 2018 (3/3). 66% of the faculty teaching simulation in the AS programs attending training in May 2017 (2/3; 1 faculty on education leave). 66% of the faculty teaching simulation in the AS programs attending training in May 2017 (2/3; 1 faculty resigned).</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
	<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> <p>Utilize Career Expo to reach more area schools and students.</p>	<p>We are still finalizing numbers for the 2018-19 school year. We have added one new high School (Minneota). They will be offering five sections in two areas (English and Math).</p> <p>Additionally, some of our existing partners are adding sections:            Canby – one additional section            Fairmont – still finalizing, but looks like we will be adding 3-5 sections.            Luverne – still finalizing, but look to be adding on or two instructors/sections.            Westbrook/Walnut Grove – will likely be adding one section.            Worthington – still finalizing, but look to be adding 2-4 sections.</p> <p>We lost one partner due a faculty leaving (Comfrey). This was a small section with four students.</p> <p>Additionally, we will be offering multiple sections of CTE programming, while not officially concurrent enrollment, does support the K-12 partnership goals. Courses include Introduction to Health Sciences, Manufacturing and Engineering, Introduction to Education, Electrical Controls 1 and 2, and Information Technology Concepts.</p> <p>CTE courses breakdown  <b>2016-2017</b> – Intro to Medical Careers offered at Minn West GF (participating schools included YME, Montevideo, MACCRAY, Renville County West and Lakeview)  <b>2017-2018:</b>  <b>Intro to Med Careers</b> offered at Windom Hospital, MN West Granite, MN West Luverne (participating schools: Adrian, Luverne, Windom, Red Rock Ridge, Jackson County Central, Murray County Central, YME, Monte, MACCRAY, Lakeview).</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
			<p><b>Introduction to Manufacturing and Engineering</b> offered at Minn West GF (participating schools: YME, Monte, Renville County West, Lakeview).</p> <p><b>Nursing Assistant</b> offered at Minn West GF (participating schools: YME, Monte, MACCRAY).</p> <p><b>Information Technology Concepts</b> school based offering at Wabasso, Red Rock Central, Redwood Valley.</p> <p><b>Basic Mechanics</b> offered at Minn West Canby participating school Hendricks.</p> <p><b>2018-2019:</b>  <b>Intro to Medical Careers</b> – additional schools Hills-Beaver Creek, Pipestone, Renville County West, Wabasso, Red Rock Central, Buffalo Lake – Hector, BOLD</p> <p><b>Intro to Manufacturing and Engineering</b> – additional school MACCRAY</p> <p><b>Nursing Assistant</b> – Additional schools Lakeview, Renville County West</p> <p><b>Aquaculture</b> – New course Fall 18 – schools participating Tracy and RTR</p> <p><b>Electrical Controls I</b> – New for Fall 18 – schools YME and Monte</p> <p><b>Aviation</b> – New for Fall 18 – Canby and Montevideo</p>

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			<p><b>Pharmacy Technician</b> – Full year offering starting Fall 18 – participating schools Worthington, Worthington ALC, MATEC.</p> <p>MATEC isn't mentioned specifically here and isn't officially concurrent enrollment but attests to our collaborations and partnerships. Welding and CNA have been offered to both regular high school students and adult students working with ABE and Workforce PIC on the campus of MATEC. CNA has been happening for several years but the welding started I believe fall of 2015. Also this past spring 2018 a section of INDT 1125 was offered to the high school students.</p> <p>LYFT has 15 partners and the Luverne CEO program has 36 business partners.</p> <p>MET – Motivation Education &amp; Training Inc out of Willmar worked with us summer 2017 and summer this year to offer Welding to their participants. The welding happened in Granite last summer and was postponed this summer until the fall. Also INDT 1125 Electrical Controls will also be offered to their group.</p> <p>Career Expo numbers continue to increase in outreach.</p> <p><b><u>2016</u></b>            Exhibitors for both sites – 148            Schools for both sites – 28            Students for both sites – 1724</p> <p><b><u>2017</u></b>            Exhibitors for both sites – 156            Schools for both sites – 32            Students for both sites – 1832</p>

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		Offer study abroad experiences for nursing program students.	The Department of Nursing has accomplished the goal of offering an optional study abroad experience for nursing students. Nursing students traveled with other Minnesota State students to Ecuador in 2017 and 2018 as a part of a transcultural nursing student course.
	Evaluate existing curriculum and explore new curriculum to meet the needs of the southwest Minnesota workforce.	Program advisory board meetings with area stakeholders.	24 different programs have at least 1 advisory committee meeting each year during 2016-2018.
3.2: Support regional vitality by contributing artistic, cultural, and civic assets that attract students and business partners.	Focused insertion into various media outlets.	Increase media exposure with centralized messaging and advertising strategy.	<ul style="list-style-type: none"> <li>• Brand consistency has been implemented in the design of advertising in print and multimedia platforms. There is a consistent voice through messaging. Enhancements to facilities are being incorporated through branding throughout the campuses on entrances, signage, windows and various spaces to include logo and college colors all creating student recruitment, retention and campus pride themes. Enhanced graphics have also been added to vehicles/trailers for increase brand recognition. An online clothing store for employees will be available in August.</li> <li>• Our marketing efforts continue to expand with digital marketing to increase visibility with relevant data to target more strategically.</li> <li>• Strategic marketing focused has been implemented with a parent campaign, highlighting recognitions, financial savings, scholarship opportunities, and opportunities locally. Continued marketing efforts have been placed on alumni success, program opportunities, flexibility, delivery methods and student success.</li> <li>• A strategic marketing analysis survey has been distributed internally and externally to gain feedback on assessing the awareness of brand identity using industry standards. Feedback includes branding and image strengths and</li> </ul>

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			weaknesses and will be incorporated into the college’s strategic plan.
	Implementation of the new marketing and enrollment plan	<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>	<ul style="list-style-type: none"> <li>• Enrollment Specialists attend a variety of outreach opportunities specific to future students in these areas, including the Native American Health Fair, career fairs, job fairs, ALC presentations, summer school tour groups, various presentations in the communities, Trades &amp; Tech on the Prairie event. In addition, programming is coordinated with the Nobles County Integration Collaborative &amp; Yellow Medicine Integration Collaborative. We have frequent set-up at JBS to inform employees of opportunities. In addition, the college has assisted displaced workers in organizational closures or restructures at Polaris, Mid-Continent, and Gold n’ Plump.</li> <li>• Representation has participating in the Voices of the Community Committee with individuals from various ethnicities talking about cultural challenges and opportunities.</li> <li>• Marketing efforts are spent highlighting non-traditional students, non-traditional gender students in program areas through various marketing outlets in promotion.</li> <li>• An additional enrollment specialist position will be hired in July to reach to female athletes.</li> </ul> <p>Our 2016-2018 website analytics shows increased growth in all areas. In September 2016, there was a new website relaunch which focused on accessibility and mobility functionalities. Data supports that the website continues is increasing in traffic organically, direct and via social media.</p> <p>Total Page Views per Year                  2016 – 2,041,314                  2017 – 2,110,426</p> <p>Average Page views per month                  2016 - 170,110</p>

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		<p>Implement coordinated communications methodology from prospects to applicants.</p>	<p>2017 – 175,869 2018 – 177,300</p> <p>New Users Per Year 2016 – 124,155 2017 – 197,433</p> <ul style="list-style-type: none"> <li>• Facebook: Page likes increased from 4,562 in June 2016 to 6,329 in June 2018. Our monthly reach is over 106,000 users with over 15,000 interactions.</li> <li>• Twitter: Averaging 231 tweets per month, 1,956 page visits per month – Tweet Impressions 72,600 per month</li> <li>• Our online digital marketing efforts include social media, search engine optimization, site retargeting, retargeting with ad chasing, on average our monthly online impressions are over 100K, with a 1% click through, and a lead generation of 90-100. We continue to expand based on data that we are analyzing, in a recent marketing campaign with geofencing at 14 high school graduations, and the campaign reached 19,500 with 21 individuals coming on campus within 3 weeks of the ad placement. Expansion of the next level of track-ability and conversion is being implemented currently.</li> </ul> <p>We have expanded our prospective student communication to include: students with unassigned ISIR's, students with loaded Accuplacer results but not a current applicant or admitted student, students with an unsubmitted online application, students with a high school or college transcript in ImageNow Admissions workflow listed as pending due to no record in ISRS and those with a SAT in ImageNow Admissions workflow listed as pending due to no record in ISRS.</p> <p>Enhancements have been incorporated into the communication flow such as:</p>



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		<p>Tell our success story through alumni, students, and workforce.</p>	<ol style="list-style-type: none"> <li>1. Notify faculty and staff advisors of their new advisees assigned weekly. This promotes the opportunity for faculty/advisors to develop a relationship earlier with the student.</li> <li>2. Incorporating Early Registration events in the evenings and early spring to get students registered earlier.</li> <li>3. More personalized communications to incorporate names (versus departments) and thank you notes.</li> <li>4. Acceptance letters will now generate more than once if a student comes back to us multiple times.</li> <li>5. Set up separate more specific acceptance letters and information for PSEO students.</li> <li>6. Added more forms online for accessibility and convenience.</li> <li>7. Incorporated more call campaigns welcoming students and staying connected during the down times.</li> </ol> <p>We have focused marketing efforts on Minnesota West alumni with features on the college social media outlets, highlighting their workforce and educational success stories. Our alumni posts have been reaching up to 3,300 people (per post) with clicks on the post of over 600.</p> <p>We continue to collaborate to host and partner with the Southwest Minnesota Career Expo networking with 2,000 student, workforce, and education participants. An addition to the event incorporates a community member that highlights the opportunities of education and working in southwest Minnesota.</p>

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		<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>	<p>The Marketing Advisory group has evolved into the Enrollment Monitoring group. Consultant Mike Kurtz was hired in summer 2017 to assist in how our process of communication from prospect to enrolled students was structured. A focus group was created that included representation from deans, faculty, and all student services areas such as marketing, advising, admissions, registration, resource specialist, financial aid. The group continues to meet every other week and continues to evolve and expand into multiple areas of improvements to student success.</p> <p>Beginning Spring of 2017, The Minnesota West Foundation began once again creating and distributing three newsletters per year (fall, winter, late spring) to approximately 20,000 alumni, donors, and friends of the college.</p> <ul style="list-style-type: none"> <li>• In conjunction with the 2017 Minnesota Legislative funding opportunity, Minnesota West awarded Workforce Development Scholarships to 22 students in the areas of advanced manufacturing, healthcare and information technology, totaling \$46K.</li> <li>• Minnesota West students and alumni participated the Bioscience Conference Panel speaking to leaders about “Students Prospective on job training &amp; future career choices in the region.” The student participation has led to outreach on providing more networking and internship opportunities, as well as, community leadership with the city on providing feedback to keeping the community vibrant.</li> <li>• Minnesota West has collaborated with AGCO to host an annual event at the AGCO plant promoting Mechatronics and Welding opportunities, in conjunction scholarships and future employment was awarded for the programs by AGCO.</li> <li>• Our campus community makes a difference through numerous civic engagement activities, student government, community volunteerism, service learning, internships, advisory boards.</li> </ul>

