



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 2017-2023 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, Vision, and Strategic Direction of Minnesota West Community and Technical College

Mission of Minnesota West Community and Technical College

Minnesota West Community & Technical College prepares learners for a lifetime of success.

Vision of Minnesota West Community and Technical College

Minnesota West is the regional college of choice.

Strategic Direction Mission Goals

1. Implement comprehensive program management
2. Improve curriculum delivery options
3. Develop college resources
4. Increase partnerships
5. Strengthen awareness of Minnesota West identity
6. Improve enrollment management

To view 2017-2023 Strategic Plan see <http://www.mnwest.edu/about/strategic-planning>

Purpose of the Minnesota West Academic and Student Services Plan

The purpose of the Minnesota West Academic and Student Services Plan is to document the instructional approaches, student services, technology, and academic support programs as they are integrated with the 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 work 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:

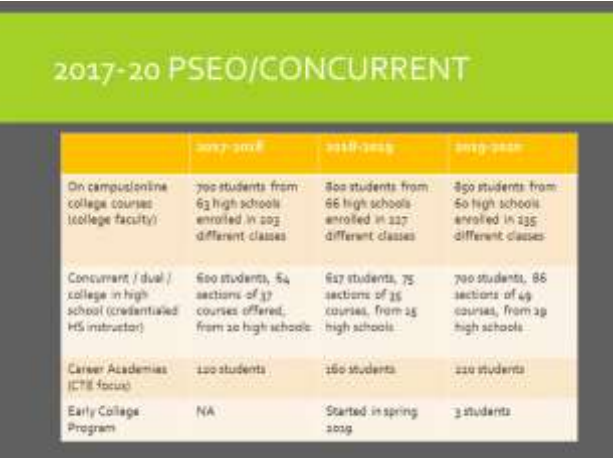
- College President
- College Provost
- Vice President of Finance & Facilities
- Human Resource Officer
- Dean of Agriculture
- Dean of Allied Health
- Dean of Career & Workplace Solutions
- Dean of Energy Center & Energy Industry
- Dean of Liberal Arts & Institutional Effectiveness
- Dean of Science & Nursing
- Dean of Student Services
- Director of Admissions, Registration and Financial Aid
- Director of Marketing, Enrollment and Communications
- LARC Director
- Business Manager
- Perkins Coordinator
- Faculty
- College Staff

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 FY20.	<p>Provide additional services to underserved/underprepared populations (see 1.2).</p> <p>Cooperate with ABE to provide ESL courses on campus.</p>	<p>English faculty moved to a co-req model to provide more appropriate instruction for underrepresented students. Dan B. has more information.</p> <p>The Associate Degree Nursing Program increased the number of accepted underrepresented students through marketing and personal connections. Fall 2020 holds a 56.25% diverse student population.</p> <p>The Math Department also moved to a co-requisite curricular model and rolled out first courses in Fall 2020. Evidence and research from other colleges were used to develop a model that would work to support students at Minnesota West.</p>
	Provide additional opportunities for community engagement.	<p>Expand the role of diversity collaboration within each of the communities.</p> <p>Collaborate with Adult Basic Education (ABE) and the Southwest Minnesota Workforce to facilitate training.</p>	<p>Culturally competent teaching practices – workshop with Bea Lewis on culturally competent syllabi. Fall 2019.</p> <p>Book group: <i>A Good Time for the Truth: Race in Minnesota</i>. Summer 2020. Another slated for Fall 2020. Part of the One Read Minnesota campaign.</p> <p>Continued cultural competency work with SMSU and District #518, as part of the Southwest Teacher</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		<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>Preparation Partnership/Elementary Education Transfer Pathway.</p> <p>Curriculum review – added courses such as Interpersonal communication, women’s literature to expand culturally diverse offerings.</p> <p><i>Native Gardens</i> - example of culturally appropriate/applicable theater production, open to community</p> <p>Adult Basic Education classes are held Monday and Thursday from 1-4 at MN West Campus, Granite Falls. The teacher that teaches ABE is available to help any ESL students.</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>Apply for the Yellow Ribbon designation.</p> <p>Continue to establish men and women’s soccer clubs.</p>	<p>Received funding from Southern Center of Ag to host programs for area farmers and veteran farmers. Programs well attended with FBM students and not well by veterans.</p> <p>Completed FY18 teams in both men's and women fy 20. Coaches hired for both. COVID 19 – FY 21 season postponed.</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>Readspeaker and sub-component TextAid incorporated on web site and within D2L.</p> <p>Financial Aid workshops are provided upon request to the Financial Aid department.</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		<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>Loan management and financial literacy tools can be found on our website, under the Financial Aid information.</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>Collaborate with other system colleges course offerings in Solar energy.</p>	 <p>Offering technical career courses in multiple “clusters”: GF campus, Dawson-Boyd, Redwood Valley area, Luverne area, Pipestone, Marshall area</p> <p>Offered summer courses for high school students in summer 20: 7 high school cohort based around Marshall, 2 online courses (Intro to Criminal Justice and Survey of Astronomy)</p> <p>Expanded technical career courses at the Granite Falls campus in healthcare/allied health from the addition of</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
			<p>an allied health/nursing lab for increased hands-on learning in the Fall of 2020.</p> <p>Introduction to Manufacturing class in partnership with MRVCTE Collaborative is offered at the Granite Falls campus. Students earn 2 credits for the CMAE 1526 Maintenance Awareness course. The course also covers employability skills, job seeking skills, career exploration, college education program exploration and job shadowing with area employers.</p>
	<p>Modify existing programs to meet regional workforce needs.</p>	<p>Solar & Energy Child Development</p>	<p>Human Services, Child Development, Education, and Social Work degrees impacted. Human Services retired; Elementary Education transfer pathway in place; Social Work coursework implemented; Child Development degrees under review to be completed in FY21.</p>

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
<p>2.1: Improve instructional and student support through assessment of student engagement and learning outcomes.</p>	<p>CCSSE Student Engagement Survey</p>	<p>Review and analyze the CCSSE Student Engagement Survey data and implement changes based on that data.</p>	<p>CCSSE data reviewed at faculty duty day. Continued to enhance wireless access for students, as well as academic student supports in LARC/Tutoring based on that feedback.</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
	Program Satisfaction Surveys	Administer program satisfaction surveys to all Allied Health students.	Surveys completed for FY20. Results shared with individual program advisory boards.
	Student Job Placement Rate	Collect and analyze student job placement rates.	Allied Health programs will send out employer and graduate surveys at 6 months post-graduation date. Information will be shared with advisory boards.
	Student pass rates	Where applicable, review student pass rates to improve toward national average.	Pass rates reviewed with program benchmarks with national standards.
	IDEA Assessment	Administer IDEA Survey assessment to improve instruction.	Used local survey to college data for 2019-2020 year. Questions were based on former assessments through IDEA. Results provided to faculty and deans. Cumulative feedback available on the web site at https://www.mnwest.edu/about/reports/student-ratings
	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>Encouraged Liberal Arts faculty to use extensively as intrusive advising and communications tool.</p> <p>Science and math faculty utilize GradesFirst for student communication and engagement in courses.</p> <p>Nursing Department (PN and AS level programs) use the GradesFirst as an intervention and communication tool.</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.	Systematic Evaluation Plans are in place and are fluid documents with various benchmarks for state board of nursing and accreditation guidelines.

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
	Allied Health programs will establish and meet accreditation assessment benchmarks.	Allied Health programs will evaluate assessment criteria yearly to assess program outcomes.	All programs have been evaluated program outcomes with key indicators and adjust as needed.
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>	<p>COVID 19 – extensive changes for spring 2020 and moving students/all classes off site, including technical areas. Liberal Arts movement was seamless.</p> <p>Zoom has become tool of choice for synchronous meetings. Have created Zoom Studio teaching rooms on each campus. ITV and Zoom can be integrated.</p> <p>Additional supports for students (trainings, labs, computers moved to open spaces due to COVID).</p> <p>Chromebooks initiative – purchased to load to students</p> <p>CARES Act funding has helped us purchase simulation software to facilitate online learning in some technical programs.</p>
	Increase student services availability to ensure student access, regardless of location.	<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</p>	<p>The implementation of Turnitin.com -- integrated with D2L -- has allowed for student to receive more thorough feedback and guidance on their work.</p> <p>2020: Created virtual tours of each of the campuses. Also, with the increase in technology changes for delivery due to covid, we now offer online sessions for prospective or current students. Multiple</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		<p>Tutor.com 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>events and student sessions are being offered through zoom technologies.</p> <p>Spring 2020: offered online tutoring extensively. Offered workshops for students who needed assistance with the online learning tools, such as D2L and Zoom.</p> <p>Usage of Tutor.com has been high (Kip should have numbers).</p> <p>The Nursing Department moved all incoming student orientations and beginning of program trainings to Zoom in the April, May and August of 2020.</p> <p>Students continue to participate in the free Introduction to Online Learning at a high rate each semester (about 300 students per semester).</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</p>	<p>The One Stop group meets bi-weekly to discuss updates, new processes, or concerns. These meetings are recorded and posted in the One Stop D2L course.</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		<p>training to improve student services.</p> <p>Cooperate with ABE to provide courses such as ESL on campus.</p>	<p>IN 2018-2019 offered at Worthington ESL through ABE and offered an ESL class on campus to students to support and build a college level vocabulary.</p>
<p>2.3: Increase the participation of faculty and staff in professional development opportunities.</p>	<p>Increase faculty and staff development.</p>	<p>Provide development opportunities throughout the year.</p>	<p>CTL report on web site: https://www.mnwest.edu/images/about-us/reports/ctl_report_2019_2020.pdf</p> <p>Minnesota State Opportunities: https://asanewsletter.org/events/</p> <p>Conferences attended in disciplines (virtual and in person, pre-COVID)</p>
	<p>Provide resources for faculty and staff.</p>	<p>Utilize resources allocated to faculty and staff for development training.</p> <p>Create a repository of existing training resources.</p>	<p>Teaching with D2L site – repository for online materials, as well as links to system office opportunities.</p> <p>LARC site : videos done for students during COVID-19</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 Audi Reports (DARS) and college central, to assist students with long term planning through orientation and individual advising sessions.</p>	<p>As the Transfer Pathway programs are approved, they are being built into our master DARS program encoding. These majors are then available for students to declare.</p> <p>Transfer pathway are being completed in law enforcement, business, Psychology and sociology with implementation by spring 2021.</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		<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>Reduce default rates.</p>	<p>Provide loan borrowers servicing options.</p> <p>Provide financial mentoring for current students. (see 1.2)</p>	<p>Student Financial Literacy information can be found on the Financial Aid Page on the MN West website. Students will be required by the Federal Department of Education to review their total loan amounts, and potential repayment options upon each new loan requires, through their federal portal.</p> <p>Official default rates for FY2017 were received at are at 12.8. FR 2016 was at 12.6, and FY 2015 was at 12.1. Minnesota West is well under the required 15.0 benchmark. While the rate is increasing slightly, it may be attributed to increased enrollment during these fiscal years, allowing for a larger borrower pool. The default rate is monitored closely, and the financial aid team actively strives to education students on their loan responsibilities.</p>

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
<p>3.1: Be the leaders in workforce education and training.</p>	<p>Secure and facilitate grants for specialized workforce development and delivery trainings.</p>	<p>Collaborate with Workforce Center, ABE, Private Industry Council, South West Regional Development, and President Advisory Council.</p> <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>Multiple grants for Teacher Pathway (SWIF, OHE, MDE, McKnight)</p> <p>Community collaboration: During May and June of 2020, the Nobles County Government Center needed assistance with security as transitions to reopening after COVID became apparent. A Law Enforcement student assisted with professional communication to community members at the doors of the Nobles County Gov't Center daily. Strong relationships brought able positive future employment and program support.</p> <p>Practical Nursing program accreditation was achieved by the Accreditation Commission of Education in Nursing (ACEN).</p> <p>August 6, 2020 Maintained</p> <p>Not required at this time</p> <p>MLT – 5-year interim Report approved 7/7/20</p> <p>Nursing faculty (4-2019, 5-2018) attended simulation training annually for Minnesota Board of Nursing requirements.</p> <p>Granite Falls campus secured a SimMan 3G nursing simulation for training. The Pipestone Campus also obtained the same simulation trainers in the Fall of 2019.</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>Offer study abroad experiences for nursing program students.</p>	<ul style="list-style-type: none"> • Total number of classes in FY 18: 16 • Total number of classes in FY 20: 46 <ul style="list-style-type: none"> o New classes: AGRI 1110, BUS 1101, BUS 2105, BUS 2297, EDUC 1102, ENGL 2231, GEOG 1100, HC 1120, HC 1151, HIST 1111, HIST 1112, HLTH 2240, PSCI 1201, SPAN 1101 • How many new locations by name: BOLD, Lakeview, Marshall, Minneota, Plainview-Elgin-Millville (PEM), Redwood Valley, Windom <p>Total students impacted: FY18: 625 FY20: 815</p> <p>In 2019, the Career Expo served over 1,800 students from 32 schools with 135 exhibitors and over 300 volunteers. In addition to exposing youth to careers and opportunities, there were multiple business partnerships and collaborations through vendor participation.</p> <p>Communication Studies engaged in planning for 2021 study abroad experience.</p> <p>The nursing study aboard program in Ecuador has student participate in 2018 and 2019. COVID-19 prevented travel in 2020.</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>Elementary Education Transfer Pathway in place. Annual program advisory boards reviewed curriculum offerings – see advisory board minutes.</p>
<p>3.2: Support regional vitality by contributing artistic, cultural, and civic</p>	<p>Focused insertion into various media outlets.</p>	<p>Increase media exposure with centralized</p>	<p>Collegewide advertising is centralized through the marketing office so that the college is branded and messaged with consistency. Multiple outlets are used for advertising including radio, print,</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
assets that attract students and business partners.		messaging and advertising strategy.	<p>billboard, social media, multiple online variations, tv, direct mail, fairs/exhibits.</p> <p>The Humanities Department hosts several artistic events throughout the year: art exhibit, fall festival, and play/musical: these are advertised through the marketing department.</p> <p>The English department publishes a creative arts journal each year, which is marketed through MN West.</p>
	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> <p>Implement coordinated communications methodology from prospects to applicants.</p> <p>Tell our success story through alumni, students, and workforce.</p> <p>Conduct regular meetings with</p>	<p>Outreach recruitment efforts included mailing, advertising, outbound calls, visits to high schools, college fairs, job fairs, community events, business/industry visits and on-site events, events to various targeted audiences (parents, pseo, business employees, unemployed, high school age, middle school, influencers).</p> <p>We partnered with the Nobles County Integration Collaborative and offered college informational sessions and tours providing interpreters in multiple languages.</p> <p>Marketing materials are created to represent varied gender, race, age demographics. Ad placement is also represented in multiple mediums to reach varied audiences. We also hired a marketing firm to assist in creation of a specific messaging campaign with the focus around “Learn with Purpose, Choice, Support, Safety, Affordability, Freedom”.</p> <p>From Jan 2018-Jan 2020 we have had over 1.4M sessions on our site, 408K new users. Drivers to our site are organic search 49%, direct search 36%, through social media 6.6%, and 8% through ad referrals. We’ve had a 21% increase in facebook following in the last 2 years & in a high traffic week we reach up to 100K views.</p>

Minnesota West Goals	Minnesota West Performance Indicators	Minnesota West Strategies and Actions	Minnesota West Results
		<p>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>Mike Kurtz, a consultant was hired to come in and help us through this methodology. Employees from multiple departments were in the group to look at multiple areas of communication and improving prospects to applicants and applicants to sits. The group evolved into the Enrollment Monitoring Group which regularly met for continuation of processes and enhancements to enrollment opportunities.</p> <p>Hundreds of individuals have been featured in success story campaigns have been featured on our social media channels with alumni, students, employment and faculty/staff to showcase success and programs at Minnesota West.</p> <p>Marketing has collaborated on content with the Foundation to showcase the success stories and college updates through a Foundation newsletter mailing. In addition, inserts have been added into graduate diplomas on staying connected with the college.</p> <p>Information and promotion of scholarship opportunities were enhanced with the Workforce Development Scholarships. Chambers & businesses were incorporated into the communication and promotion of the scholarships.</p>