

## **DRAFT**

This DRAFT of the Minnesota West Strategic Plan is NOT complete. It is being shared in DRAFT form to solicit feedback from internal and external stakeholders that attend a Review and Feedback Session.

This DRAFT plan will more than likely be edited based on feedback and insight gained through the feedback sessions.



**Minnesota West Community and Technical College**

**Strategic Plan**

**2024-2029**

## Development Overview

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

### Process

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

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

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

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

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

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

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

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

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

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

The process was led by the Strategic Plan Leadership Team (SPLT); this diverse team was through a college-wide nomination process. This team included:

Name	Title	Location
Linda Pesch	Director of Enrollment	Canby
Tyler Wadzinski	Faculty	Worthington
Abdullahi Farah Abdigaani	Dean – Equity, Inclusion, Student Dev.	Granite Falls
Cody Henrichs	Executive Director - Foundation	Luverne
Kayla Richter	Business Services Supervisor	Canby
Gillian Singler	Faculty	Worthington
Pam Davids	Resource Specialist	Pipestone
Elias Gomez-Marroquin	Information Technology	Worthington
Craig Peters	Dean – Management and Career & Tech	Jackson
Arthur Brown	Provost	Pipestone
Brynn Peterson	Student	Luverne
Jane Vangsness Frisch	Consultant	

## Guiding Information

### Minnesota West Mission

Minnesota West prepares learners for a lifetime of success.

### Minnesota West Vision

Minnesota West is the regional college of choice.

### Minnesota West Values

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

## **Assumptions**

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

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

## **Minnesota State Strategic Framework Alignment**

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

## Implementation

### Annual Prioritization & Review

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

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

### Assessment & Accountability

The SPLT determined the Strategic Plan Performance Metrics (below), the targets were determined by **(INCLUDE PROCESS)**, and are documented and reviewed annually.

Every department and area are expected to develop, track, and report annual goals aimed to achieve the goals in this plan.

- **NOTE:** Metric KEY: \* = Diversity Score Card; \*\* = Strategic Enrollment Management Plan

### Goal 1: Provide learners with flexible, valuable, and relevant career pathways.

Indicator/Metric	Baseline	2025	Target
<b>Matriculation</b>			
PSEO and Reach Student Matriculation to MN West**			
Degree-seeking students (FYE)			
Transfer students (FYE)			
<b>Graduates</b>			
Licensure and certification pass rate			
Graduates employed or continuing education			
Graduates employed within field			
Graduate Satisfaction			

### Goal 2: Enhance strategic partnerships to increase learners' success and strengthen our region.

Indicator/Metric	Baseline	2025	Target
<b>Retention and Persistence</b>			
Fall-to-fall retention (full-time) – degree seeking			
Fall-to-fall retention (part-time) – degree seeking			
Fall-to-spring (first year) – degree seeking			
<b>Graduates</b>			
Graduates employed in region			
Degrees and certificates awarded (annual)			

<b>Equity</b>			
3-year completion rate Pell-eligible**			
3-year completion rate First Generation**			
Internship Credits (Enrolled)			
Basic Needs Metric (TBD)			

**Goal 3: Advance innovation and support inclusive excellence throughout the College.**

<b>Indicator/Metric</b>	<b>Baseline</b>	<b>2025</b>	<b>Target</b>
<b>Campus Climate (PACE)</b>			
Overall			
Teamwork			
Supervisory Relationships			
<b>Employee Retention</b>			
Full-time Employees (years, average)			
Part-time Employees (years, average)			
<b>Equity*</b>			
Student Diversity Relative to Faculty & Staff (Roll-up)			
Employee Diversity (TBD)			

**Goal 4: Increase access and foster sustainability through strategic investment of resources.**

<b>Indicator/Metric</b>	<b>Baseline</b>	<b>2025</b>	<b>Target</b>
<b>Workforce Solutions</b>			
Number of employers/employees served.			
<b>Financial Health</b>			
Higher Learning Commission Composite Financial Index			
Foundation Total Assets			
Expended Grant Funds			
Scholarship Dollars Awarded			

## Minnesota West DRAFT Strategic Plan

Last Edit: 4.1.24

### Goal 1: Provide learners with flexible, valuable, and relevant career pathways.

<b>Strategy 1.1. Address policy and procedures to streamline practices and reduce barriers.</b>		
<b>Objectives</b>	<b>Initial Steps/Tactics</b>	<b>Recommended Lead(s)</b>
<b>1.1.a.</b> Identify an efficient revision process for all College policies/procedures to ensure timely reviews.	<ul style="list-style-type: none"> <li>- Determine responsible administrative position for policy/procedure revision.</li> <li>- Identify revision schedule for policies.</li> </ul>	
<b>1.1.b.</b> Revise processes and policies for earning credentials based on work/prior experience to align with best practices and accreditation standards.	<ul style="list-style-type: none"> <li>- Document current CPL process.</li> <li>- Develop a workgroup to identify barriers and recommend policy revisions to CPL.</li> </ul>	
<b>1.1.c.</b> Conduct a review of course offerings to ensure productivity for students and the College.	<ul style="list-style-type: none"> <li>- Review course scheduling process, implementing identified efficiencies.</li> <li>- Explore year-round course scheduling and registration.</li> </ul>	
<b>1.1.d.</b> Adjust the academic program review (APR) and assessment process to ensure quality, efficiency, and relevancy.	<ul style="list-style-type: none"> <li>- Document APR and assessment processes and metrics, seeking to identify redundancies.</li> <li>- Identify a workgroup to review APR process and Assessment to recommend efficiencies.</li> </ul>	
<b>Strategy 1.2. Expand immersive learning opportunities.</b>		
<b>Objectives</b>	<b>Initial Steps/Tactics</b>	<b>Recommended Lead(s)</b>
<b>1.2.a.</b> Support the development of job experiences.	<ul style="list-style-type: none"> <li>- Expand job experiences/shadowing in all curriculum areas.</li> <li>- Development of micro internship experiences.</li> </ul>	
<b>1.2.b.</b> Enhance co-curricular learning opportunities throughout the College.	<ul style="list-style-type: none"> <li>- Review and expand student volunteering and community engagement opportunities.</li> </ul>	
<b>Strategy 1.3. Increase student support and reduce barriers to enhance retention and completion.</b>		
<b>Objectives</b>	<b>Initial Steps/Tactics</b>	<b>Recommended Lead(s)</b>
<b>1.3.a.</b> Reduce barriers to entering the College for all learners.	<ul style="list-style-type: none"> <li>- Implement 'For a Day'- type program for both employees and prospective students.</li> </ul>	

	<ul style="list-style-type: none"> <li>- Simplify admission processes/communication through revision of materials and recommendations guided by the SEM plan.</li> <li>- Review scholarship application process to increase efficiency.</li> </ul>	
<b>1.3.b.</b> Review staffing structure and processes to increase support to all students.	<ul style="list-style-type: none"> <li>- Evaluate current staffing levels to align with best practices.</li> </ul>	
<b>1.3.c.</b> Engage students in career planning during the new student registration process.	<ul style="list-style-type: none"> <li>- Document the current new student registration processes, determining ways to assist students with career planning.</li> <li>- Pilot career planning processes within new student registration, possibly starting with Liberal Arts students and/or other student sub-populations.</li> </ul>	
<b>Strategy 1.4. Develop new programs and align current curriculum to support industry needs.</b>		
<b>Objectives</b>	<b>Initial Steps/Tactics</b>	<b>Recommended Lead(s)</b>
<b>1.4.a.</b> Review and enhance the advisory committee connection/utilization.	<ul style="list-style-type: none"> <li>- Explore the implementation of an advisory committee(s) for Liberal Arts programs.</li> <li>- Ensure equipment and technology is aligned with current industry expectations through standard advisory committee discussions.</li> </ul>	
<b>1.4.b.</b> Share workforce needs regularly with the college community and prospective students.	<ul style="list-style-type: none"> <li>- Determine a regular schedule to provide workforce data (e.g., DEED reports) to the College community.</li> <li>- Review/revise prospective student communication to include workforce need data (e.g., jobs available, enhance placement information that is provided).</li> </ul>	

**Goal 2: Enhance strategic partnerships to increase learners' success and strengthen our region.**

<b>Strategy 2.1. Collaborate with K-12 and other regional partners to increase career awareness and readiness.</b>		
<b>Objectives</b>	<b>Initial Steps/Tactics</b>	<b>Recommended Lead(s)</b>
<b>2.1.a.</b> Enhance the Kids College program to encompass each location.	<ul style="list-style-type: none"> <li>- Kids College program/activity determined for each location.</li> <li>- Implement the SEM Plan.</li> </ul>	
<b>2.1.b.</b> Increase prospective student career awareness events and expand to encompass family members and influencers.	<ul style="list-style-type: none"> <li>- Implement the SEM Plan.</li> <li>- Expand prospective student events to include parent components as appropriate.</li> <li>- Actively engage with the Southwest Minnesota PIC Youth Council and LYFT Pathways Board to expand collaboration.</li> </ul>	
<b>2.1.c.</b> Create a MN West K-12 advocate program to enhance collaboration and awareness regionally.	<ul style="list-style-type: none"> <li>- Determine annual process for identifying and promoting advocates through earned media, etc.</li> <li>- Identify name for 'advocates' and responsible departments.</li> </ul>	
<b>Strategy 2.2. Enhance outreach and funding to support students' basic needs.</b>		
<b>Objectives</b>	<b>Initial Steps/Tactics</b>	<b>Recommended Lead(s)</b>
<b>2.2.a.</b> Identify a way to standardize the response to student needs through better utilizing community resources.	<ul style="list-style-type: none"> <li>- Actively and collaboratively engage in the Hope Impact Partnership Program with Minnesota State to enhance support of students' basic needs.</li> <li>- Determine a process for identifying a community support liaison for(at) each campus/location.</li> <li>- Develop a standard expectation on community resources update/sharing through reference and website materials.</li> </ul>	
<b>2.2.b.</b> Review Blue Jays Emergency Fund Program and, based on data/feedback, enhance processes and availability.	<ul style="list-style-type: none"> <li>- Work collaboratively with the Foundation to develop processes that increase accessibility.</li> </ul>	



	<ul style="list-style-type: none"> <li>- Actively and collaboratively engage in the Hope Impact Partnership Program with Minnesota State to enhance support of students' basic needs.</li> </ul>	
<p><b>2.2.c.</b> Determine housing and transportation needs and availability for each location.</p>	<ul style="list-style-type: none"> <li>- Actively and collaboratively engage in the Hope Impact Partnership Program with Minnesota State to enhance support of students' basic needs.</li> <li>- Gain an understanding of the basic needs of students at each location.</li> <li>- Share student needs with community resources and college community.</li> <li>- Determine a plan to address basic needs at each location.</li> <li>- Ensure consistent housing and transportation access/availability information for each location is up-to-date.</li> <li>- Review a process and assign responsibility for the update/sharing of transportation and housing information.</li> </ul>	
<p><b>2.2.d.</b> Define purpose of the Bluejay Food Pantries to determine staff and supply needs.</p>	<ul style="list-style-type: none"> <li>- Determine the purpose/mission of the Bluejay Food Pantries.</li> <li>- Standardize fulfillment processes to ensure needs are being met.</li> </ul>	
<p><b>2.2.e.</b> Enhance mental health support for all students.</p>	<ul style="list-style-type: none"> <li>- Identify and create well-being spaces on each campus/location.</li> <li>- Increase awareness of mental health services and support available to students.</li> <li>- Expand training related to mental health intervention and referral resources.</li> </ul>	
<p><b>Strategy 2.3. Designate and engage community champions to increase awareness of MN West's impact.</b></p>		
<b>Objectives</b>	<b>Initial Steps/Tactics</b>	<b>Recommended Lead(s)</b>

<p><b>2.3.a.</b> Revitalization of the President’s Advisory Committee and program advisory committees to enhance understanding and communication.</p>	<ul style="list-style-type: none"> <li>- Develop consistent processes and expectations for Program Advisory Boards for all academic programs.</li> <li>- Establish leadership and a regular meeting schedule for President’s Advisory Committee.</li> </ul>	
<p><b>2.3.b.</b> Determine and publicize the Economic Impact of Minnesota West on the region/state.</p>	<ul style="list-style-type: none"> <li>- Annual economic impact report complete and widely disseminated.</li> <li>- Economic impact included in advisory committee discussions, at least annually.</li> </ul>	
<p><b>2.3.c.</b> Develop community-specific engagement plans to identify current community connections, available resources, and future opportunities.</p>	<ul style="list-style-type: none"> <li>- Develop a consistent community collaboration reporting template for each campus/location.</li> </ul>	
<p><b>Strategy 2.4. Strengthen industry relationships to enhance learner’s success</b></p>		
<p><b>Objectives</b></p>	<p><b>Initial Steps/Tactics</b></p>	<p><b>Recommended Lead(s)</b></p>
<p><b>2.4.a.</b> Foster industry relationships to increase leveraged and entrusted equipment.</p>	<ul style="list-style-type: none"> <li>- Annually collect, document, and share leveraged and entrusted equipment metrics.</li> <li>- Identify equipment upgrades/needs by department.</li> <li>- Working with the Foundation and business/industry partner(s) determine a process for securing entrusted equipment.</li> </ul>	
<p><b>2.4.b.</b> With industry partners, provide career awareness events to expand knowledge among influencers and prospective students.</p>	<ul style="list-style-type: none"> <li>- Support SEM plan.</li> <li>- Discuss career awareness opportunities within Program Advisory Committees.</li> </ul>	
<p><b>2.4.c.</b> Enhance awareness of academic programming among industry partners and influencers.</p>	<ul style="list-style-type: none"> <li>- Facilitate industry/business discussions to enhance awareness and understanding of the diverse offerings throughout MN West.</li> </ul>	
<p><b>2.4.d.</b> Increase awareness of non-academic credentials and courses with partners.</p>	<ul style="list-style-type: none"> <li>- Discuss Workforce Solution/Customized Training opportunities within Program Advisory Committees.</li> </ul>	

	- Facilitate industry/business discussions to enhance awareness and understanding of the diverse non-academic offerings at MN West.	
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**Goal 3: Advance innovation and support inclusive excellence throughout the College.**

<b>Strategy 3.1. Develop and implement a data management structure to improve institutional effectiveness.</b>		
<b>Objectives</b>	<b>Initial Steps/Tactics</b>	<b>Recommended Lead(s)</b>
<b>3.1.a.</b> Create a department related to assessment, data, and information analysis and interpretation.	<ul style="list-style-type: none"> <li>- Develop position description(s) related to assessment, data, and information analysis.</li> <li>- Identify resources for FTE and operations of a department related to data management.</li> <li>- Share department structure/plan throughout college to promote understanding and utilization.</li> </ul>	
<b>3.1.b.</b> Align data collection practices and tools to enhance usability and increase effectiveness.	<ul style="list-style-type: none"> <li>- Develop a data collection schedule/calendar (including standardized/required data collection).</li> <li>- Develop a standard data request process to ensure transparency and availability.</li> </ul>	
<b>Strategy 3.2. Strive to create an inclusive and welcoming environment for all.</b>		
<b>Objectives</b>	<b>Initial Steps/Tactics</b>	<b>Recommended Lead(s)</b>
<b>3.2.a.</b> Enhance new employee onboarding, with a focus on engagement opportunities.	<ul style="list-style-type: none"> <li>- Map and review new employee onboarding, determine outcomes and barriers.</li> </ul>	
<b>3.2.b.</b> Implement the Strategic Enrollment Management Plan.	<ul style="list-style-type: none"> <li>- Implement SEM plan.</li> </ul>	
<b>3.2.c.</b> Adapt and improve based on the DEI Plan and Equity 2030.	<ul style="list-style-type: none"> <li>- Ensure prioritization of DEI Plan strategies.</li> <li>- Monitor and share progress College-wide.</li> <li>- Fulfillment of Equity 2030 expectations.</li> </ul>	
<b>Strategy 3.3. Enhance communication and understanding throughout the College.</b>		
<b>Objectives</b>	<b>Initial Steps/Tactics</b>	<b>Recommended Lead(s)</b>
<b>3.3.a.</b> Increase current and prospective student engagement through enhancing communication.	<ul style="list-style-type: none"> <li>- Implement SEM plan.</li> <li>- Determine a platform to increase communication (through text and other means) with all students.</li> </ul>	

	- Support website design to enable external accessibility.	
<b>3.3.b.</b> Increase internal communication and collaboration.	<ul style="list-style-type: none"> <li>- Identify ways to engage and communicate with part-time employees.</li> <li>- Establish regular administrative updates to the College community.</li> <li>- Support the adoption of a consistent calendaring tool and expectation(s) for all College employees.</li> <li>- Support website design to enable internal accessibility.</li> </ul>	
<b>Strategy 3.4. Integrate technology to enhance human connection and student success</b>		
<b>Objectives</b>	<b>Initial Steps/Tactics</b>	<b>Recommended Lead(s)</b>
<b>3.4.a.</b> Provide employees with resources for technology learning and improvement	<ul style="list-style-type: none"> <li>- Explore implementing a technology tool to enhance the academic assessment process.</li> <li>- Identify support areas that could benefit from technology tools to enhance efficiencies.</li> </ul>	
<b>3.4.b.</b> Identify and implement a CRM for prospective students.	<ul style="list-style-type: none"> <li>- Implement SEM plan.</li> <li>- Support training to ensure effective implementation and full utilization of CRM.</li> </ul>	
<b>Strategy 3.5. Enhance professional development and training college wide.</b>		
<b>Objectives</b>	<b>Initial Steps/Tactics</b>	<b>Recommended Lead(s)</b>
<b>3.5.a.</b> Revise employee development structure to focus on implementation and collaboration.	<ul style="list-style-type: none"> <li>- Provide opportunity for division/discipline-focused tracks within CTL days.</li> <li>- Support adequate professional development and opportunities for all employees.</li> <li>- Work collaboratively to determine CTL day focus and possibility of incorporating staff components.</li> </ul>	

**Goal 4: Increase access and foster sustainability through strategic investment of resources.**

<b>Strategy 4.1. Enhance learners' accessibility and affordability</b>		
<b>Objectives</b>	<b>Initial Steps/Tactics</b>	<b>Recommended Lead(s)</b>
<b>4.1.a.</b> Review current communication to prospective students related to affordability and financial resources to increase understanding.	<ul style="list-style-type: none"> <li>- Implement SEM plan.</li> <li>- Support website design to enable accessibility.</li> </ul>	
<b>4.1.b.</b> Develop a process to implement, grow, and promote student sponsorships aimed to attract and retain individuals to our region.	<ul style="list-style-type: none"> <li>- Determine best practices with student sponsorship programs.</li> <li>- Identify resources for the management and promotion of a student sponsorship program.</li> <li>- Identify high-need academic programs to pilot student sponsorship.</li> </ul>	
<b>4.1.c.</b> Review scholarship awarding process to streamline for applicants and employees.	<ul style="list-style-type: none"> <li>- Document current process, determining barriers and improvements.</li> <li>- To increase understanding and awareness, provide internal training related to scholarship awarding.</li> </ul>	
<b>Strategy 4.2. Ensure facilities and technology support engagement and connection.</b>		
<b>Objectives</b>	<b>Initial Steps/Tactics</b>	<b>Recommended Lead(s)</b>
<b>4.2.a.</b> Collaboratively identify a master facility plan for all college facilities and sites.	<ul style="list-style-type: none"> <li>- Establish an inclusive process to determine a master facility plan.</li> <li>- Widely share and implement plan, tracking metrics to determine outcomes.</li> </ul>	
<b>4.2.b.</b> Enhance disposal process for obsolete technology and equipment.	<ul style="list-style-type: none"> <li>- Revise the current surplus process, focusing on asset tags.</li> <li>- Implement process recommendations to update disposal process at all campuses/locations.</li> </ul>	
<b>4.2.c.</b> Identify resources, measures, and training to enhance College-wide cyber security and awareness.	<ul style="list-style-type: none"> <li>- Support the implementation of the Enterprise Risk Management Plan.</li> <li>- Enhance awareness and understanding related to cyber security risks.</li> </ul>	

<p><b>4.2.d.</b> Ensure equipment and instructional technology are aligned with current industry expectations.</p>	<ul style="list-style-type: none"> <li>- Incorporate equipment and technology discussions into advisory committee meetings.</li> <li>- Continue to facilitate tool discounts and equipment support for students.</li> </ul>	
<p><b>Strategy 4.3. Grow partnerships and revenue streams.</b></p>		
<p><b>Objectives</b></p>	<p><b>Initial Steps/Tactics</b></p>	<p><b>Recommended Lead(s)</b></p>
<p><b>4.3.a.</b> Centralize grants management to increase efficient implementation and use of grant funds.</p>	<ul style="list-style-type: none"> <li>- Document current grant procurement and implementation processes to identify efficiencies.</li> <li>- Reallocate resources to support grant procurement, data management, and reporting.</li> </ul>	
<p><b>4.3.b.</b> Standardized process to identify equipment and resource needs in all areas.</p>	<ul style="list-style-type: none"> <li>- Development of a standardized, department-specific ‘wish list’ template.</li> <li>- Determined update/review schedule for equipment requests and ‘wish lists.’</li> </ul>	
<p><b>4.3.c.</b> Grow customized training (e.g., Workforce Solutions) to ensure cost recovery and enable expansion.</p>	<ul style="list-style-type: none"> <li>- Review continuing and certification opportunities for alignment with employer/partner needs.</li> <li>- Work closely with Minn State Workforce and Economic Development office to understand need and collaboration opportunities.</li> <li>- Continue alignment of customized training with academic program offerings.</li> </ul>	
<p><b>Strategy 4.4. Develop outreach and increase alumni engagement and connection.</b></p>		
<p><b>Objectives</b></p>	<p><b>Initial Steps/Tactics</b></p>	<p><b>Recommended Lead(s)</b></p>
<p><b>4.4.a.</b> Assess and implement technology tools aimed at increasing alumni communication/engagement.</p>	<ul style="list-style-type: none"> <li>- Identify a CRM and resources to manage alumni communication and monitoring.</li> </ul>	
<p><b>4.4.b.</b> Identify a strategic plan to engage the alumni network and recognition.</p>	<ul style="list-style-type: none"> <li>- Identify Alumni outreach and connections to focus on specific alumni groups (e.g., clubs, sports, organizations).</li> <li>- Develop a process to recognize alumni college wide.</li> </ul>	

<p><b>4.4.c.</b> Create a process to share graduate data ensuring alumni information is accurate.</p>	<p>- Document/create a graduate sharing process; determining necessary information and legal parameters.</p>	
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