



## **Introduction**

Minnesota West Community and Technical College's Master Academic and Student Services Plan outlines program priorities and commitments, along with student support including functional support plans, for executing the goals and objectives detailed in the colleges 2010-2015 Strategic Plans/Goals.

## **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.

## **Mission of the College**

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

## **Vision of the College**

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

## **Purpose of 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 mission of Minnesota West Community and Technical College, its Strategic Plan, the President's Workplan, and the Chancellors' Workplan. Numerous collaborative processes have occurred simultaneously including organizational strategic planning, facility improvement proposals and planning, restructuring of student services, budget allocations and academic program review. Multiple efforts driven by and impacting the academic heart of Minnesota West require action to ensure the integrity of the mission, the commitment of constituent needs, the quality of delivery and the assurance that infrastructure resources (physical and human) exist to support all tasks. Policy development and policy compliance continue to give structure in curriculum development, faculty hiring and issues of accreditation for specific programs and the institution.

## **Task Force**

Minnesota West Community and Technical College utilizes a task force consisting academic and student affairs team members. 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 Directors
- 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
- Faculty
- College Staff

These members have worked to develop a vision and clarifying statement to guide the academic area and student service plan.

### **College Strategic Direction**

- Provide comprehensive accessibilities and learning opportunities to increase student enrollment, retention and success.
- Provide innovative and accountable programs and services to ensure the growth of our students.
- Deliver programs and services to enhance the economic competitiveness of the state, the region, and its people.

### **Planning Factors**

Planning efforts have resulted in a MnSCU Strategic Plan, and 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 the state and regional constituents. Emerging concurrently with those macro plans are the Carl D. Perkins Vocational Education Plan, technical and e-learning goals, facilities plans, and academic and student affairs goals. The mission and vision of the MnSCU System and Minnesota West serves as the foundation for the strategies.

## **MnSCU Strategic Plan 2010-2014**

### **Vision**

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

### **Mission**

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.

### **Strategic Direction and Goals**

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.

**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.

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## *Strategic Direction 1*

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### **Direction**

Minnesota West Community and Technical College will increase access, learning opportunities, and success for the citizens of southwest Minnesota.

<b>Goals</b>	<b>Performance Indicators</b>
1.1: Increase the level of achievement of underrepresented students. 1.2: Refine its services to underserved/underprepared populations. 1.3: Develop new credit and noncredit programs that serve the needs of the region	1. Increase underrepresented students by 5% by FY16. 2. New Programs offered
<b>Strategies</b>	<b>Implementation Tactics</b>
1. Expand the role of diversity collaboration within the communities. 2. Partner with Adult Basic Education (ABE) and the Southwest Minnesota Workforce to facilitate training.	1. Increase diversity speakers. 2. Invite Worthington High School/Middle School to attend Campus events. 3. Develop and implement career pathways.

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## *Strategic Direction 2*

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### **Direction**

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

<b>Goals</b>	<b>Performance Indicators</b>
2.1: Improve instructional and student support through assessment of student engagement and learning outcomes. 2.2: Access and refine multiple delivery options for educational programs and student services. 2.3: Increase the participation of faculty and staff in professional development opportunities focused on strategic direction.	1. CCCSE Student Satisfaction Survey 2. Program Satisfaction Surveys 3. Partnerships 4. IDEA Assessment

Strategies	Implementation Tactics
2.1 Promote and utilize GradesFirst. 2.2: Support the One Stop model and staff. 2.3: Provide consistent student services to all campuses and centers. 2.4: Develop K-12 partnerships 2.5: Evaluate existing curriculum and explore new curriculum to meet the needs of the southwest Minnesota workforce. 2.6: Provide consult type services to students such as Transferology, Interactive Degree Audit Reports (DARS) and College Central to assist students with long term planning and goals.	1. Discuss GradesFirst in faculty meetings. 2. Conduct weekly One Stop Meetings. 3. Post One Stop meeting minutes in D2L. 4. Utilize Skype video conferencing and the college-wide call center. 5. Develop a One Stop crib sheet. 6. Utilize GradesFirst to schedule advising appointments with students. 7. Provide in-services to faculty and staff on Transferology, DARS and College Central to better assist students with long term planning and goals.

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## *Strategic Direction 3*

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### **Direction**

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

Goals	Performance Indicators
3.1: Be the leaders in workforce education and training. 3.2: Support regional vitality by contributing artistic, cultural, and civic assets that attract students and business partners.	1. Student pass rates. 2. CCCSSE Student satisfaction survey
Strategies	Implementation Tactics
3.1: Develop and implement a marketing plan with a focus on diverse and underrepresented populations. 3.2: Secure and facilitate grants for specialized workforce development and delivery trainings. 3.3: Develop and enhance online and on demand training resources and incorporate technology into the delivery. 3.4: Enhance and improve the college website. 3.5: Promote faculty and staff development.	1. Complete a marketing analysis of the efforts made on diverse and underrepresented populations. 2. Maintain and distribute a Foundation/Alumni Newsletter with updated information.

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## *Presidential Goals 2014-2015*

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### **Campus climate**

1. Build an environment of trust, transparency, accountability, and innovation across the college.
2. Recalibrate/clarify leadership across the campuses with a focus on “leading with purpose”.
3. Improve communication across the college
4. Prepare college for presidential transitions

### **Enrollment Growth**

5. Identify and develop key strategic programs to build enrollment – innovate designs to maximize collaboration with partners (MnSCU, industry, K-12).
6. Evaluate, support, and improve enrollment and marketing strategies
7. Establish strategic partnerships with secondary systems by campus location with a focus on expanding PSEO and CIS, particularly in vocational program areas.

### **Be the Partner of Choice**

8. Strengthen/build relationships with political and regional leadership to support college’s vision and mission (includes K-12, business/industry and MnSCU sister institutions).
9. Increase “presence” and build “social capital” with communities across region
10. Update and re-focus college’s diversity plan, working with community partners and employers

### **Financial sustainability**

11. Align budget to strategic plan and communicate budget process and decisions effectively
12. Focus on financial stewardship towards efficient and impactful use of resources (facilities, finances, human resources) to support strategic plan

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## *Additional Strategic Directions by Department*

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### **Technology**

#### 1. Enhance Teaching and Learning

- Understand, promote, and train on technologies that support instruction and student learning.
- Work with faculty to assist them with incorporating technology in the classroom.
- Work with students to overcome barriers to learning.
- Interface with SHOT to ensure that ITV learning environments function smoothly.
- Attend faculty meetings and CTL events to understand faculty / teaching and learning needs.
- At the direction of the Dean of Technology and Distance Learning, proactively learn new technologies to assist faculty in the classroom.

#### 2. Ensure Information Access, Security, and Redundancy

- Develop, maintain, and improve our networks and systems to provide appropriate access to faculty, staff, students, and administrators

- Widen the breadth of knowledge on the team, focusing on cross-training and day to day functionality in the event of major complication.
- Develop and maintain web site to ensure that faculty, staff, students, and administrators have the information and systems needed.

### 3. Integrate with Key Constituents

- Provide first level support for IT issues.
- Communicate with faculty, staff, administration, and students.
- Attend meetings
- Be involved and visible at events

### 4. Ensure Fluency and Skills

- Assist faculty, students, staff, and administrators to effectively use new and existing systems and technologies.
- Showcase and champion emerging technologies.
- Formalize training at each campus by working with CTL to offer at least one IT-led event per semester.

### 5. Documentation, Training, and Cross-Training

- Review tickets (daily) and complete Ask IT processing through closing of ticket.
- Develop master project list
- Document scope and timeline of major projects
- Document processes and cross-train
- Attend at least one training event outside of MnSCU IT conference each year.

## **Registration**

1. Set up a one-stop so students can receive 80% of the answers they need in one contact with the college, answers will be consistent, processors can focus on processing without interruption, and more staff are cross-trained so the absence of one person will not stop any function.
2. Event Management System software will be set up to optimize room utilization, people will be able to request rooms online and receive email confirmations/ invoices for any costs associated with room usage, a master calendar will be available online and staff will be able to link events to their personal calendar in Outlook.
3. Take advantage of new communication tools being offered by MnSCU so that students receive communications by their method of choice (letter, email, text).
4. Put together an admissions process timetable and manual so more than one person has the knowledge necessary to keep admissions rolling forward, and admission requirements are being applied consistently across the college.
5. Continue development of the registration process timetable and manual so more than one person has the knowledge to set up background tables, windows, registrations edits, and other administrative functions behind the scenes.
6. Investigate barriers to web registration to see if more registrations can be processed by students rather than staff.



## **LARC**

1. Continue collection development efforts in electronic resources by adding more streaming videos and electronic books to support the curriculum
2. Foster relationships with area librarians to help promote collaboration between our libraries.
3. Be creative in looking for ways to meet our students' tutoring needs, particularly non-traditional and ethnically diverse students.
4. Increase number of library instruction sessions (online, ITV, or face-to-face) to introduce library resources to students to support their coursework and lifelong learning.

## **Marketing**

1. Continue to partner with the SW/WC Service Cooperative in educating youth about careers in Minnesota through our Career Expo, and where to find the education to sustain those careers within the state.
  - We have continued to increase our numbers with this event, in 2013, we reached over 1800 high school students, from 34 schools and 150 businesses, industry groups and non-profit organizations, and college programs.
  - The Career Expo program has been recognized by other communities which have resulted in Luverne hosting one. In fall 2014 Windom will also be having one and Minnesota West will participate in it.
2. Expand collaboration with SMSU to offer College Experience Days and continue to partner with youth in promoting the necessity and benefit of college.
  - We have worked with SMSU admissions office to develop a Path to Gold flyer that will be given to the non-accepted students encouraging them to come to Minnesota West.
  - In 2014-15 we would like to partner more directly with SMSU and or SDSU on a step to success partnership of encouraging opportunities to collaborate by starting at Minnesota West & gaining scholarship or transferability bonus with a partner college.
3. Continue to focus heavily on diversity recruitment and outreach to service the populations in our area and expand on our partnerships with the education collaborative and service groups in our area by hosting events and partnering to service education leadership opportunities.
  - Billboard in Spanish, participated in bilingual college readiness events.
4. Commit to our communities by serving on boards, hosting events on our facilities, and being involved with community activities.
  - Introduce College Central tool to our constituents to have an online resource to our students and businesses to promote job opportunities.
5. Work continuously to recruit within schools, our own institution, businesses and non-profits educating the value of a community and technical education.
  - In 2013-14 some of our approximate numbers on prospect outreach.
    - 189 High School Visits/Classroom Presentations
    - 31 College Fairs in Iowa, Minnesota & South Dakota
    - 28 Job, Trades, Career Fairs, Expos
    - 43 Various organizations presentations, informational sessions/probation/rotary/ALCs/Diversity
    - 100+ Open Houses/Hosting's/Various Campus Events
    - 23,924 prospect mailings + numerous other types of communications (texting, phone, calls, emails)
    - 4,807 NEW Prospects

6. Continue to be accessible by promoting open houses, hands-on learning and service projects. (See IT. Learn It. Be It., Kids College, Community Tours, Scrubs Camp)
7. Work on continuing education, best practices, and techniques for properly reaching the prospective students.
  - Expand on texting to prospective students in 2014-15.
8. Participate in the MnSCU system wide initiative campaign for outreach to market to capture students that need to finish degrees, certificate credits within the system.
9. Marketing will continue to enhance our website to be more interactive visually to attract traffic and visibility for our programs.
  - Some program videos have been created, more are scheduled.
10. Marketing will continue to be creative and interactive with social media for advertising and communicating to our populations.
  - In 2013-14 we expand our social media advertising campaigns for Facebook, Pandora, websites, and a complete online retargeting/ad chaser campaign.
  - In 2014-15 we are working with google analytics team to promote our website in search processes. Will be doing various marketing campaigns in 2014-15.
11. Marketing analysis will be done with Student Focus Groups in 2014-15.
12. Marketing will do a Foundation Alumni newsletter for alumni in 2014-15

## **Nursing**

1. Both Minnesota West Practical and Associate in Science (AS) nursing programs will continue to annually gather, track and trend results of program outcomes demonstrating quality in nursing education. Kaplan Integrated Testing evaluation plan and National Council State Board of Nursing Mountain Measurement indicators will be used to assist students in meeting state and national averages for licensure and graduation standards.
  - Faculty will continue to evaluate results of Kaplan standardized normalized testing throughout academic year and compare student performance to national normed data.
  - Faculty will analyze board pass rates and performance on Kaplan Secure Predictor exams at end of academic year.
  - Faculty will revise and modify curricular components utilizing normed data from Kaplan Integrated Testing plans and National Council State Boards of Nursing Mountain Measurement NCLEX evaluation.
2. Both Minnesota West Practical and Associate in Science (AS) nursing programs will utilize continuous input and feedback from Nursing Advisory Committee members (a membership of workplace leaders, pass and current students, and nursing department members) to create new partnerships and/or future articulation agreements.
  - Nursing program directors will develop and disseminate an in-depth formal needs assessment to evaluate nursing workforce markets and demand for licensed practical nurses in Minnesota West service areas by September 15<sup>th</sup>, 2014.
  - Nursing program directors will analyze formal needs assessment and report to Nursing Advisory Committee in October 2014.
  - Nursing program directors, faculty and Nursing Advisory Committee members will form a collaborative workgroup to explore future structure of Minnesota West Practical and Associate Degree nursing programs.
  - Nursing program directors will continue to serve on Southwest Minnesota State University (SMSU) RN to BSN nursing advisory board.

3. Associate Degree nursing program will annually update and evaluate program Systematic Evaluation Plan (SEP). This plan guides curricular student learning outcomes (SLOs) and program outcomes and is revised or modified as needed. The SEP is required by the national nursing accreditation organization Accreditation Commission for Education in Nursing (ACEN) for the associate in science program and MN Board of Nursing for program approval. At this time, Practical nursing SEP is in development anticipating future accreditation.

- Nursing program directors and faculty will analyze program outcomes and expected levels of achievement on SEP (Associate in Science program) annually in May with program assessment.
- Associate in Science (AS) nursing program director and faculty will collectively work to revise or modify SEP assessing areas of concern prior to start of next academic year.
- Practical nursing program will work collectively as regularly scheduled to develop SEP in anticipation of future accreditation by 2018.
- Associate in Science (AS) nursing faculty will continue to revise and update SEP throughout fall semester 2014 at monthly faculty meetings in preparation for spring 2015 re-accreditation visit and to remain in compliance with accreditation standards.

4. Both Minnesota West Practical and Associate in Science (AS) nursing programs will meet bi-monthly for collaboration and communication within the nursing department to ensure connectivity of separate and collect program components.

- Nursing directors will schedule bi-monthly combined faculty meetings to dedicate time to discuss curricular changes, student needs, program evaluations with course assessment, syncing of program faculty for mentoring and growth, and department collaboration to ensure collective thinking and process transparency.
- Both nursing programs will review program evaluations and student satisfaction surveys at end of program in May, proposing curricular change as needed.
- Both nursing programs will collectively discuss program outcomes and whether state and national benchmarks are achieved at combined August faculty meeting.

### **Diversity**

See Diversity Plan

### **Financial Aid**

1. Financial Literacy and Repayment Options Education

- Continue to increase student's awareness of financial literacy through the use of different communication mechanisms such as GradReady, student events, curriculum, etc. Utilize the Default Prevention Team to generate ideas for engaging students in financial literacy and money management strategies.

2. Work Study Student Program

- Promote work study program to current and prospective students. Implement work study supervisor training, work study orientation and develop a college-wide work study recognition program.

3. Student Communication

- Focus on Proactive communications with student cohorts (such as athletes) to complete financial aid in a more timely manner. For example, collaborate with 3<sup>rd</sup> party funding providers to ensure students' access to funds is timely and efficient. Utilize different communication methods to reach all students for financial aid updates and information (i.e. Communications Module, social media).

## **Carl D. Perkins Vocational Grant Goals**

### **Collaborative effort by Southwest Educational Cooperative, Minnesota River Valley Cooperative and Minnesota West.**

1. Designing and Implementing Programs of Study: Goals, Objectives and Strategies
  - The Minnesota West Consortium has completed the required Programs of Study. The goal for the FY14 school year will be to develop additional Programs of Study if possible. The successful practice of inviting secondary school faculty to attend off-site workshops to populate the MN POS website will be continued.
2. Effectively Utilize Employer, Community, and Education Partnerships.
  - Southwest Minnesota prides itself on its ability to form often unlikely business and agency partnerships for a common cause. In order to serve a large area with limited resources, we have demonstrated, time and time again, the benefits of working together with many partners to meet the needs of traditional and non-traditional learners. Through conferences, staff development opportunities, student competitions, and other events, we rely on the expertise of industry, non-profits, WorkForce Centers, and educators at all levels to provide the best services possible. A greater emphasis will be placed on partnering with members of industry who represent high-wage, high demand occupations. Advisory committees are required for an approved high school or post-secondary CTE programs.
3. Improve Service to Special Populations
  - Resources and support to special needs students is provided in a variety of ways with the help of other secondary and post-secondary partners. The Southwest Minnesota Private Industry Council (PIC) holds their annual Breaking Traditions events on the Minnesota West campuses. The event exposes students from area learning centers to a variety of non-traditional careers through hands-on activities. The annual Career Expo will introduce high school sophomores and juniors to non-traditional careers through a Career Game Show. An intensified effort will be made to find more non-traditional exhibitors for the interactive displays. Our regional career assessment and exploration program, Project Discover, will expand its independent living skills component to meet the needs of more students and their families. The Minnesota West Community & Technical College Financial Aid staff will host Financial Aid workshops on each campus to assist students/families with completing their FAFSA and/or get financial aid questions answered.
4. Provide a Continuum of Service Provision for Enabling Student Transitions
  - The Minnesota West consortium will join 14 other consortia as part of the [www.ctecreditmn.com](http://www.ctecreditmn.com) website. College credit certificates will be available for students meeting pre-established competencies. A consortium website is used to share information about upcoming events, provide easy access to forms, and register for staff development workshops.
5. Sustain the Consortium of Secondary and Post-secondary Institutions
  - The partners in the Minnesota West Carl Perkins consortium have established relationships and a history of successful joint projects. Examples of some of these projects include Career Expo, Technical Skills Challenge, a joint coordinator, and in-service trainings by college instructors to secondary teachers. Our partnership list is constantly expanding to include additional business, colleges, and regional organizations. All consortium information and vision will be shared frequently with partners, school staff, elected officials and state Perkins directors. An annual evaluation of our services by consortium CTE instructors and administrators will be used to make improvements to our service delivery.