

Strategic Goals

Aligned with the Strategic Framework of Minnesota State Colleges and Universities System

Time Line Key:

Current (2012-2013) Intermediate (2014-2015) Long-Range (2016-2017)

1 Ensure access to an extraordinary education for all Minnesotans

M State embraces the challenge to excel in teaching, learning, and service so all students - career, transfer, and life-long learners- are ensured of opportunities for success.

M State Strategies:

A. Focus on holistic solutions for increasing student persistence and completion rates.

Measure: Student persistence and completion rates will each increase by 2% over FY12.

1. Implement progressive advising and enhanced intrusive techniques. (Lead: Chief Student Services Officer (CSSO). Time line: Current)
2. Promote faculty use of alert systems. (Lead: CSSO. Time line: Current)
3. Increase collaborative efforts with other college partners. (Lead: Chief Academic Officer (CAO). Time line: Ongoing)
4. Evaluate the needs of English Language Learners (ELL). (Lead: CAO and Deans. Time line: Intermediate)
5. Schedule opportunities for employee participation in discussions, trainings, and professional development related to strategic plan goals and objectives. (Lead: President and Cabinet. Time line: Current)
6. Expand *FastTRAC* grant partnerships and share the best practices across the college. (Lead: CAO. Time line: Intermediate)
7. Identify and disseminate career exploration resources to all undecided students through advising interactions. (Lead: CSSO. Time line: Current)
8. Define and evaluate the effectiveness of learning communities. (Lead: CAO. Time line: Long-Range).
9. Establish a process for highlighting employee innovation for serving and teaching students. (Lead: CAO and CSSO. Time line: Intermediate)

B. Work with area high schools to better prepare students for success.

Measure: The number of students from CCR partner high schools will decrease by 5%

1. The Center for College Readiness (CCR) will work to enhance relationships with high school counselors to communicate all K-12 programs and services available through M State. (Lead: CAO and CCR Staff. Time line: Current)
2. Create specific orientation program for specialized student populations. (Lead: CSSO. Time line: Intermediate)

3. Provide high schools within our region with an overview of “college ready” expectations via collaborative and interactive experiences for high school teachers. (Lead: CAO. Time line: Long-Range)

C. Strive for a student population that reflects the demographic ethnicity of the region.

Measure: The gap between M State ethnicity mix and that of the region will decrease by 25% from FY12 statistics.

1. Develop an enrollment management plan to increase the college’s minority and under-represented student populations. (Lead: CSSO and Enrollment. Time line: Ongoing).
2. Develop a persistence plan to increase the college’s minority and under-represented student population success. (Lead: CSSO and Enrollment. Time line: Ongoing).

D. Provide high-quality and appropriate educational options to a changing population.

Measure: The student opinion of learning as defined by the system office metric will increase by 2% over FY12.

1. Assess opportunities for increased online programs. (Lead: CAO and deans. Time line: Intermediate).
2. Define flexible course offerings and evaluate the effectiveness of current initiatives. (Lead: CAO and Deans. Time line: Intermediate).
3. Define general education objectives, outcomes, and mission. Evaluate the effectiveness of course scheduling and breadth of course offerings in meeting the needs of students. (Lead: CAO and General Education Council. Time line: Current).
4. Increase the number of artistic, cultural and civic programs on all campuses. (Lead: CAO, CSSO Time line: Long-Range).
5. Develop strategies to ensure the success of underserved populations. (Lead: CSSO. Time line: Intermediate).

E. Implement innovative pedagogies to improve student success.

Measure: Student success rates as defined by the system office Accountability Dashboard will increase by 2%.

1. Evaluate the progress of the developmental math initiatives and determine next steps based on the evaluation. (Lead: CAO and Deans. Time line: Ongoing).

F. Continuously improve the processes for the measurement student learning.

Measure: The number of faculty who document the assessment of student learning will increase by 10%.

1. Develop and implement a plan for the assessment of student learning. (Lead: CAO. Time line: Long-Range).
2. Finalize and implement the program review process. (Lead: CAO. Time line: Long-Range)

3. Complete Curriculum mapping of course competencies to Program Outcomes in the Curriculum Approval Review Process (CARP). (Lead: CAO and CIO. Time line: Current).
4. Facilitate discussions regarding the core abilities and assess the institutional measurement of those abilities. (Lead: CAO. Time Line: Current).
5. Identify, document, and assess intended student services learning outcomes for the advising program. (Lead: CSSO. Time line: Current).

G. Maximize opportunities to increase enrollment.

Measure: FY14 student FYE will increase 4% from FY13 levels.

1. Utilize technology to innovatively market and communicate with prospective students. (Lead: CSSO. Time line: Current).
2. Develop and evaluate high-impact marketing and promotion college-wide based on achieving a personal connection with students. (Lead: CSSO. Time line: Current).
3. Implement a marketing campaign and targeted enrollment processes to recruit non-completers back to college. (Lead: CSSO. Time line: Current).
4. Enhance and clarify international student enrollment processes and responsibilities. (Lead: CSSO. Time Line: Current).

2

Be a partner of choice to meet Minnesota's workforce and community needs

M State recognizes its role as partner and leader in preparing our students, the region, and the state for current and future economic competitiveness in a global market.

M State Strategies:

A. Be a regional leader in workforce education, partnerships, and training.

Measure: The unduplicated headcount of non-credit students served by Custom Training and BES will increase by 5%.

1. Partner with other educational providers, public and private organizations, and businesses. (Lead: CAO. Time line: Intermediate)
2. Expand Custom Training and Services (CTS) to businesses within the region. (Lead: Dean of Custom Training. Time line: Current)
3. Create synergies between Business and Entrepreneurial Services (BES) and academic programs to provide credit-based offerings. (Lead: Dean of Custom Training. Time line: Intermediate)
4. Promote student/program participation in national and regional competitions in career and technical fields. (Lead: CAO and academic deans. Time line: Long-Range).
5. Collaborate with Department of Employment and Economic Development (DEED) and the regional workforce centers to offer career education services on campus. (Lead: CSSO. Time Line: Long-range.).
6. Ensure advisory committees are appropriately informed of and are adhering to MnSCU Program Advisory Guidelines. (Lead: CAO and academic deans. Time line: Current).

B. Re-examine current program delivery methods to ensure the needs of students and communities are met.

Measure: Stakeholder input gathered twice a year will demonstrate that a majority regard our current program delivery methods as meeting the needs of students and the communities served.

1. Evaluate the feasibility of non-traditional models such as part-time tracks or compressed delivery. (Lead: CAO. Time line: Intermediate).

C. Continue to unify the college with attention to the M State core values of excellence, integrity, respect, and innovation.

Measure: Annual employee surveys will demonstrate that a majority regard the attention to M State core values as evident within key processes.

1. Collaborate with Minnesota State Colleges and Universities (MnSCU) in identifying expected levels of service on campuses and online. (Lead: CSSO and Chief Financial Officer (CFO). Time line: Long-Range).
2. Prepare for the 10th year anniversary of M State. (Lead: President. Time line: Current).

3

Deliver to students, employers and communities and taxpayers the highest value/most affordable option for higher education

M State uses sound financial; management and practices and continually assesses how to productively meet current and future educational needs through innovation, efficiencies, and shared services.

M State Strategies:

A. Create efficiencies and innovation through the effective use of technology, partnerships, and employee talent.

Measure: A minimum of two practices will be revised to demonstrate a financial savings from prior practice.

1. Investigate options for improved videoconferencing and other technologies to improve efficiency and effectiveness. (Lead: Chief Information Officer (CIO). Time line: Intermediate)
2. Utilize technology to integrate tracking progress on accreditation, operation, and strategic planning. (Lead: Associate Vice President (AVP). Time line: Current).

B. Identify and share best practices regarding innovation, assessment, efficiencies, and shared services within the college.

Measure: A minimum of two new innovative practices resulting in financial savings will be implemented.

1. Maximize enrollment and efficiencies through improved course, section, and course capacity management (Lead CAO: Time line: Current).

2. Complete *Academic Quality Improvement Program* (AQIP) analysis – review and report key processes and intended outcomes and identify and recommend improvements. (Lead: CAO. Time line: Current).

C. Develop new revenue streams.

Measure: One million dollars in new revenue will be raised.

1. Develop a long-range plan for acquiring and managing grant dollars. (Lead: AVP. Time line: Long-Range)
2. Expand shared service opportunities to drive efficiencies. (Lead: CFO and President's Cabinet. Time line: Intermediate)
3. Advance the Capital Campaign to generate new college resources (Lead: President, CFO and Foundations: Time line: Current).
4. Expand the college Alumni program. (Lead: President and Foundations. Time line: Long-range).

D. Develop a budget process that drives funding toward strategic plan priorities.

Measure: A budget process that clearly aligns budgeting with the strategic plan will be developed and implemented by FY14.

1. Use officially released data on an annual basis to inform budget decisions (Leads: CFO. Time line: Current)
2. Implement revised annual budget framework (Lead: CFO. Time line: Current)

E. Provide the best value in education and services.

Measure: M State tuition will be positioned in the middle third of all like colleges within the MnSCU system.

1. Migrate toward the median tuition rate for two year colleges within MnSCU. (Lead: CFO. Time line: Long-Range)