

Align our teams and our work to remove barriers for students who have not traditionally had access to the benefits and outcomes of higher education.

GOALS	<b>PAYING FOR COLLEGE</b> Implement a proactive strategy to reduce the number of students with outstanding accounts that can end up at collection agencies.	<b>ONLINE ENGAGEMENT AND QUALITY</b> Clearly define quality online course experience and expectations for student-faculty engagement and interactions.	<b>EARLY ALERT AND CASE MANAGEMENT CRM REPORTING</b> Integrate the Early Alert System and Case Management process; ensure every student has a dedicated support team to help them achieve their academic goals.
OUTCOMES	Increased enrollment, retention and academic credit completion.	Increased engagement by all stakeholders; increased enrollment and retention in online courses; regular and substantive interaction compliance.	Close equity gaps and increased retention and academic credit completion, especially for part-time and liberal arts or pre-healthcare program students.
ACTIVITIES	<ul style="list-style-type: none"> <li>• Inform students at the time of enrollment that they are taking on financial liability.</li> <li>• Provide financial resource information throughout students' durations at M State.</li> <li>• Assist students in developing payment plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a model to improve students' overall experience and engagement in online courses.</li> </ul>	<ul style="list-style-type: none"> <li>• Re-envision the College's Early Alert System (EAS) to enhance student management in Slate.</li> <li>• Develop reports in Slate to determine:               <ul style="list-style-type: none"> <li>a) fidelity of case management implementation;</li> <li>b) direct and indirect evidence of the effectiveness of the model and the stated purposes in the FY25 <a href="#">Advising Case-Management Project Charter</a>, and;</li> <li>c) assisting staff with management of caseload and monitoring student progress</li> </ul> </li> </ul>

## Key College Initiatives

### Student-Focused Initiatives to Increase Recruitment and Retention

- Create a three-year academic plan to align offerings with student and workforce needs.
- Update the Enrollment Management Plan to increase student success, decrease equity gaps and increase enrollment.
- Increase learning in healthcare programs by using simulation-based learning to better prepare students for the workforce.
- Launch a student ambassador program to enhance student leadership and promote college connections.
- Provide targeted student support in English writing courses to improve first term success rates.
- Increase career and technical options in K-12 programming to improve the matriculation rate of dual credit students.
- Revise the selective admissions criteria for healthcare programs to expand access.
- Explore expanded student housing to increase access to M State programs.
- Increase revenue from non-credit offerings by 10% to equip more learners to thrive in a competitive workforce landscape.
- Raise \$1 million in donations through the M State Foundations to support student success and college initiatives.

### Enhanced Operational Efficiencies and Financial Sustainability

- Implement Coursedog to improve scheduling efficiencies.
- Develop an in-house assessment module to decrease long-term software costs.
- Explore transformative practices for people-centered HR teams by developing strategies to move beyond transactional work.
- Offer artificial intelligence training for faculty and staff to enhance efficiency while protecting data privacy.
- Create an institutional data warehouse with reports to effectively support employees.
- Secure AI hardware and implement at least one chatbot to streamline common website questions.
- Create a Detroit Lakes facilities plan for more efficient space utilization.
- Complete the Fergus Falls campus HVAC project to lower utility costs.