

# Strategic Action Plan, 2012-2013

## Overarching Institutional Goals

**Student Success: Graduation to Transfer or Employment**

**Educational Equity: Success for All Students**

**STRATEGIC PRIORITY I – ENGAGE STUDENTS. Create an engaging college experience in which all students can succeed.**

**Strategy I.1: CLEAR ACADEMIC PATHWAYS.** Establish a clearly defined academic pathway for each major, supported by an advising structure, technology tools and delivery model that enable efficient progression to graduation or transfer. **Lead: Chuck Paulson**

1. Establish a schedule for each award including intentional approach to non-traditional offerings (summer, evening, weekend). **By March 31, 2012**
2. Expand number of courses offered during summer, weekends and evenings. **By end of FY13**
3. Expand options for students to enroll in cohort-based pathways
  - Develop a framework for AAs with emphases and MnTC pathways that are aligned with students transfer goals. **By May 31, 2012**
  - Develop and expand models that support cohorting, such as CORE, learning communities, etc. **By end of FY13**
4. Evaluate prerequisites to ensure alignment with program goals. **By end of FY13**
5. Implement a plan for increasing student completion of MnTC's Goal IV requirements. **By May 31, 2012**
6. Develop a marketing plan for the career pathways. **By March 31, 2012**
7. Develop a policy and procedure regarding major declaration. **By March 31, 2012**
8. Establish Academy-based integrated advising for all students. **By end of FY13**
9. Create a system – from pre-testing to registration – that ensures students are prepared for pathway selection prior to first-term registration. **By May 31, 2012**

**Strategy I.2: DEVELOPMENTAL EDUCATION.** Significantly improve student outcomes through the creation and expansion of the College Ready Academy and the establishment of a framework for developmental education that supports student success. **Lead: Melissa O'Connor**

1. Launch College Ready Academy for students who test into two or more developmental courses. **By September 1, 2012**
  - Implement CORE in first cohort of students. **By Fall 2011**
  - Conduct implementation evaluation. **By Fall 2011**
  - Implement changes to CORE based on FY12 evaluation. **Beginning Spring 2012**
2. Evaluate effectiveness of developmental education/gateway sequences relative to student success and implement improvements.
  - Conduct comprehensive study of developmental education and student success outcomes. **By January 15, 2012**
  - Work with faculty in developmental education and Developmental Education Committee to create a plan for developmental education based on data and consultation results. **By Spring 2012**
  - Implement plan for improving developmental education outcomes. **By Summer 2012**

**Strategy I.3: ACCESS AND OPPORTUNITY.** Collaborate with sister MnSCU institutions and K-12 partners to increase college access and success. **Lead: Laura Fedock**

1. Expand Power of You to first-ring suburbs of Minneapolis. **By Fall 2012**
2. Develop threshold for college readiness for POY participation. **By Spring 2012**
3. Develop new resources to increase college readiness among POY applicants. **By Fall 2012**
4. Develop and implement plan to expand PSEO enrollment. **By February 28, 2012**

**Strategy I.4: EDUCATIONAL EQUITY.** Identify and implement strategies to close the gap in persistence and graduation outcomes between students of color and white students. **Lead: Vice President of Student Affairs**

1. Launch African American Male Education initiative, including establishing local chapter of Student African American Brotherhood/ Brother2Brother. **By Fall 2012**
2. Establish Educational Equity Initiative.
  - Convene Educational Equity Task Force. **By Spring 2012**
  - Conduct research study of under-represented students' success (e.g. majors, award type). **By Spring 2012**
  - Produce report outlining Task Force recommendations. **By June 30, 2012**
  - Establish plan for initiative and begin implementation. **By Fall 2012**

**Strategy I.5: ECONOMIC IMPACT THROUGH EDUCATION.** Expand on MCTC's strength in career and technical education and workforce development by creating a new platform for relationships with employers and the community. **Lead: Mike Christenson**

1. Establish and fill a new position for an Associate Vice President of Career and Technical Education/Workforce Development. **By January 31, 2012**
2. Establish and implement a comprehensive strategy for strengthening CTE, CE/CT, and workforce development. **By December 31, 2012**
3. Expand education and training options to serve students and regional labor needs.
4. Develop training programs serving low-skilled residents of North Minneapolis and other parts of the city including a FastTRAC program centered on welding and metal fabrication, culinary arts and pharmacy tech. **By May 30, 2013**

**Strategy I.6: AFFORDABILITY.** Support student success and educational equity by containing costs and raising external funds. **Lead: Scott Erickson**

- 1) Contain or reduce direct costs to students.
  - Ensure sustainability of the subsidized bus pass program **Through FY13**
  - Develop solutions to textbook cost variation for all sections of the same course. **By April 30, 2012**
  - Pilot electronic textbooks (eText). **By April 30, 2012**
  - Partner with Higher One to offer financial literacy tutorials for students receiving financial aid. **By June 30, 2012**
2. Control operational costs.
  - Conduct a review of college processes to identify areas where process mapping or Kaizen activities could increase efficiency. **By June 30, 2012**
3. Launch a three-year, \$3.6 million fund-raising campaign to support student success and equity goals. **By November 1, 2011**

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**STRATEGIC PRIORITY II – EMPOWER EMPLOYEES. Build a high-functioning organization that empowers all employees to support student success and educational equity.**

**Strategy II.1: CONTINUOUS IMPROVEMENT.** Improve the working and learning environment throughout the college through an aggressive process improvement agenda. **Lead: Gail O’Kane**

1. Adopt a One Stop model for student services.
  - Review student affairs policies and procedures to identify and address problems with consistency and clarity. **By April 1, 2012**
  - Review skill demands of one-stop staff and establish professional development/staffing needs. **By May 1, 2012**
  - Use results of Student Affairs Unit Review to identify barriers and improvements for Student Affairs. **By August 1, 2012**
  - Instill a one-stop culture in student services through cross-training of staff. **Ongoing through June 30, 2012**
  - Establish a physical location where students can access electronic and staffed services related to Auxiliary Services including, Bookstore e-Commerce, Campus Card production and account management, mailing and shipping, copy/print, and retail convenience items. **By January 31, 2012**
  - Leverage the new student intranet to create a single point of access for all key student service needs. **Business plan, including scope and timeline, to be completed by March 30, 2012**
2. Implement process improvement to improve efficiency college-wide. **By June 30, 2012**
  - Utilize effective project management approach with 100% of lean process improvement projects. **By January 31, 2012**
  - Provide five employee training opportunities in Lean process improvement each year. **By May 31, 2013**
  - Establish a standard feedback mechanism to communicate improvement successes. **By March 31, 2012**
  - Map and improve 8 student-facing value stream processes. **By October 1, 2012**

**Strategy II.2: ENROLLMENT MANAGEMENT.** To grow enrollment in alignment with our Strategic Action Plan. **Lead: Vice President of Student Affairs**

1. Conduct an in-depth quantitative analysis to identify market opportunities. **By January 31, 2012**
2. Establish targets for enrollment by program. **By end of FY13**

3. Establish targeted marketing plan for key programs/academic pathways and student segments. **By April 30, 2012**

**Strategy II.3: HUMAN RESOURCES.** Improve human resources processes supporting recruitment, selection, retention and development of talented employees from diverse backgrounds. **Lead: Keith Balaski/Dianna Cusick**

1. Standardize and simplify human resource processes, including.
  - Onboarding. **By January 1, 2012**
  - Staffing request process. **By March 1, 2012**
  - Hiring process. **By March 1, 2012**
  - Off-boarding. **By May 1, 2012**
  - Performance management. **By May 1, 2012**
2. Expand professional development opportunities for staff.
  - Establish and fill position for staff development specialist. **By April 1, 2012**
  - Develop a strategic plan for staff professional development. **By June 30, 2012**

**Strategy II.4: TECHNOLOGY.** Identify and incorporate innovative information technology tools that support student success and employee effectiveness. **Lead: Jim Dillemath**

1. Launch new website with customized channels for prospective-student segments. **By October 15, 2012**
2. Establish the new intranet as a “must-check” communications tool for existing MCTC students and employees. **By March 30, 2012**
3. Launch an enhanced early-warning and targeted communication system designed to identify and reach at-risk students. **By Spring 2012**
  - Hobson's Pilot Launched. **By January 4, 2012**
  - Hobson's expanded to include all students/faculty (advising role established, new sources of student data added). **By September 1, 2012**
4. Develop business case including scope and timeline for developing software to support scheduling of student appointments with advisors, equipment loan, etc. **By March 30, 2012**
5. Identify and implement a tool that can support curriculum management and Academic Affairs' ability to build a pathway-driven plan of course offerings for each academic program. **Identify tool by February 15, 2012; implement by June 30, 2012**
6. Coordinate with Academic Affairs, Student Affairs and ITS to define the requirements and options for a graduation planner for students. **By March 30, 2012**
7. Expand employees' access to data by launching a business intelligence system. **By March 19, 2012 (list capability); August 15, 2012 (data report capability)**

8. Conduct a college-wide needs assessment of online forms and develop forms to meet needs identified through assessment. **Needs assessment to be completed by March 30, 2012; plan completed by May 1, 2012**
9. Create online systems to support newly simplified, standardized human resource processes. **Implementation plan to be completed by March 30, 2012**

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**STRATEGIC PRIORITY III – CREATE CAPACITY. Create capacity for cultural competence and evidence-based decision-making.**

**Strategy III.1: CULTURAL COMPETENCE.** Create and implement a plan to increase the cultural competence of MCTC and its employees. **Leads: Vice President of Student Affairs, Keith Balaski, Dianna Cusick**

1. Commission and complete an equity audit of the MCTC organization. **By Spring 2012**
2. Use findings of equity audit to address gaps in equity/cultural competence within the MCTC organization. **By beginning of summer 2012**
3. Launch a program of cultural competence training for employees. **By May 30, 2012**
4. Implement a diversity training program for search committees. **By January 1, 2012**

**Strategy III.2: STRATEGIC DATA.** Increase access to and use of quality data to support student success and educational equity. **Lead: Gail O’Kane**

1. Commission and complete comprehensive quantitative analyses to support data-informed decision-making.
  - Understanding our IPEDS graduation rate and charting student success. **By November 1, 2011**
  - Developmental education and student success data. **By December 31, 2011**
  - MCTC market opportunities. **By February 15, 2012**
  - Educational equity and student outcomes. **By April 15, 2012**
2. Launch communication tools (blog, data forums) to increase familiarity with and effective use of data. **By January 31, 2012**
3. Increase the quality of data sources with the establishment and activity of a new Data Integrity Group. **By January 31, 2012**