

2022-2025 Strategic Plan





August 2022

Dear friends,

Over the course of many months, our Strategic Planning Committee has gathered data, input, and feedback from internal and external stakeholders to complete an effective, thorough strategic planning process. This work provides the college with an ambitious vision to move forward in order to strengthen and grow Minnesota State College Southeast.

The 2022-2025 Strategic Plan is a roadmap outlining our priorities over the next three years across four key areas: Student Success, Teaching and Learning, Community Impact, and Infrastructure and Resource Stewardship.

The success of each theme area has a bearing on the others. To make a positive impact on our community, we must graduate successful students. To produce successful graduates, we must focus on excellence in teaching and learning. To support all of our efforts, we must be good stewards of limited resources.

With a clear focus on our priorities, we have set aspirational goals that will help MSC Southeast grow and thrive over the next three years. We will track key performance indicators so we will know when we have succeeded in reaching our goals, and when there is more work to do.

I am thankful for the opportunity to work alongside the dedicated, innovative faculty and staff of MSC Southeast, all in support of our students and the communities we serve. Working together, we will continue to see Minnesota State College Southeast grow and thrive in the years to come.

Sincerely,

A handwritten signature in black ink that reads "Dr. Marsha Danielson". The signature is fluid and cursive, written in a professional style.

Dr. Marsha Danielson, President
Minnesota State College Southeast



2022-2025 Strategic Planning Committee Member Roster

Committee Chair: Josiah S. Litant, Vice President of Strategic Initiatives

Jessica Beier, Admissions and Enrollment Process Specialist

Amber Buysman, Health Sciences student

Brian Cashman, Southeast Region Perkins Secondary Coordinator

Calvin Clemons, Director of Trade and Technology

Rachel Daley, Instructor of Early Childhood Education

Chad Dull, Vice President of Student Success

Mike Grove, Past President, MSC Southeast Foundation Board

Jon Kugel, Instructor of Mathematics

Michelle Larson, Executive Director, Red Wing Area Chamber of Commerce

Luke Sims, Assistant City Planner, City of Winona

Tammy Vondrasek, Director of Admissions & Enrollment



Strategic Planning Process Goal & Committee Charge

GOAL

The goal of the strategic planning work was to develop a set of strategies and actions emerging from answers to the following questions:

1. Who and what are we, what do we do now, and why?
2. What do we want to be and do in the future, and why?
3. How do we get from here to there?
4. How do we define and measure success in achieving our work?

CHARGE

The committee's charge was to facilitate a robust process that:

- Conducted a thorough environmental analysis and identified opportunities and gaps for the institution based on both internal and external factors, with consideration for key stakeholder groups: students; employees; Minnesota State system; and business, industry, and community partners.
- Identified strategies and actions stemming from the environmental analysis, across four core themes.
- Articulated key performance indicators for success, to be used as measures of progress throughout the plan's implementation.
- Was inclusive of campus and key stakeholder input, throughout the process.

Process Summary: January-August 2022

- Strategic Planning committee is formed and officially charged by the President
- Committee gathers institutional, local, regional, and national data pertinent to the college, and conducts a wide-ranging review of that data
- Committee assembles a SWOT assessment (strengths, weaknesses, opportunities, threats) based on the data review
- Community members (students, staff, faculty, administrators, president's advisory committee members, foundation board members, and academic program advisory committee members) provide input and feedback on the SWOT analysis; input is incorporated
- Committee identifies strategic issues stemming from the SWOT analysis
- Community members provide input and feedback on the draft strategic issues; input is incorporated
- From the SWOT analysis and strategic issues, eight goal statements are developed by the committee
- Cabinet reviews and contributes to the eight goal statements
- Community members provide input and feedback on the goal statements; input is incorporated
- Action ideas are solicited as a means to accomplishing the goal statements; over 260 ideas are contributed through the strategic planning website and community forums
- Cabinet compiles suggested action items, combines like items, and develops a draft slate of action items that will appear in the plan
- Committee provides input on proposed action items; feedback is incorporated
- Cabinet works with Institutional Effectiveness team and committee to develop and finalize key performance indicators to measure the progress and success of action items
- Strategic Plan 2022-2025 is finalized and made publicly available

Strategic Goals

Theme: Student Success

Goal 1: Become a student-ready college that increases success across all groups of students.

Goal 2: Proactively attract, recruit, and enroll learners of diverse backgrounds and identities.

Theme: Teaching and Learning

Goal 3: Implement high-impact practices to support faculty and staff in developing student-ready learning experiences.

Goal 4: Offer a responsive program mix that leads to economic mobility and vitality.

Theme: Community Impact

Goal 5: Increase the size, breadth, and diversity of the region's skilled workforce.

Goal 6: Create new mission, vision, and values statements that push the college to its highest-level purpose and aspirations for all stakeholders.

Goal 7: Become an employee-ready college that hires, retains, and engages a highly diverse workforce.

Theme: Infrastructure and Resource Stewardship

Goal 8: Invest in continuous improvement of the college's fiscal, physical, and technological resources.

Theme: Student Success

Goal 1: Become a student-ready college that increases success across all groups of students.

Actions:

- 1.1 Identify and enact opportunities to expand direct support services for students and close equity gaps, including: basic needs, mental health, peer-to-peer programs, early alert and intervention, culturally relevant teaching and advising, and specialized services and programs for subpopulations.
- 1.2 Strengthen the technology-enabled student experience by implementing strategic improvements in the student-facing aspects of Starfish, D2L, and other IT systems.
- 1.3 Support the enrollment and retention of working and adult learners by adjusting college offerings and schedule to better serve students.
- 1.4 Explore and develop a process to offer year-long scheduling and registration.
- 1.5 Dedicate resources to better engage students in building interpersonal connections, including an on-campus orientation program, a diversity center, and student activities.
- 1.6 Improve access to all student service functions by implementing a one-stop, centralized location for these services on both campuses.
- 1.7 Apply for grants that support historically underserved populations.

Goal 2: Proactively attract, recruit, and enroll learners of diverse backgrounds and identities.

Actions:

- 2.1 Enhance programming for the community at large, to promote inclusion and increase exposure to campus.
- 2.2 Develop a strategy to grow the non-credit-to-credit pathway for those participating in custom training and continuing education opportunities, including collaborative recruitment strategies with those businesses offering tuition assistance to their employees.
- 2.3 Develop a strategy for specifically recruiting historically underserved student cohorts in both liberal arts and career/tech ed programs. Specifically focus on increasing connection and engagement opportunities to MSC Southeast for students of color, low-income students, and first-generation students by connecting and collaborating with organizations serving these communities.
- 2.4 Strengthen efforts to enroll and graduate students with partially completed credentials, including credit for prior learning (CPL) strategies and outreach initiatives for near-completers.
- 2.5 Develop a sector strategy to move more dual-enrolled students into matriculated MSC Southeast students after their high school graduation.

Key Performance Indicators

Goal 1 KPIs:

- Student persistence and completion rates (full-time and part-time)*
- Completion and transfer rates*
- Satisfaction rates*
- Graduate preparedness data (workplace and transfer preparedness)*

Goal 2 KPI:

- Enrollment data*

** aggregated and disaggregated by specific groups*

Theme: Teaching and Learning

Goal 3: Implement high-impact practices to support faculty and staff in developing student-ready learning experiences.

Actions:

- 3.1 Implement Guided Learning Pathways initiative.
- 3.2 Develop an innovation fund to support faculty and staff envisioning and implementing projects that advance student-ready learning and improve student retention.
- 3.3 Articulate a strategy for further developing our community college mission, identifying opportunities, challenges, and priorities.
- 3.4 Develop a center for teaching and learning to support faculty and staff in implementing learning experiences that enhance student success and retention.
- 3.5 Enhance the assessment of learning inside and outside the classroom to measurably improve and accelerate learning for all students.
- 3.6 Explore and develop a plan to implement shortened academic terms.

Goal 4: Offer a responsive program mix that leads to economic mobility and vitality.

Actions:

- 4.1 Identify and implement key strategies to further engage workforce partners in providing guidance about curricular development, new technologies, emerging practices, and developing trends in career fields.
- 4.2 Utilize comprehensive data tools to determine a sustainable academic program mix that prioritizes high-demand/high-wage fields, in an effort to maximize the impact of allocated resources.
- 4.3 Identify and implement practices that strengthen transfer pathways and increase bachelor's degree outcomes for transfer students.
- 4.4 Enhance Continuing Education and Customized Training division's ability to meet business and industry needs, increasing alignment of offerings to local demand.

Key Performance Indicators

Goal 3 KPIs:

- Student persistence and completion rates (full-time and part-time)*
- Efficiency of completed credits to completion
- Success rates in gateway courses
- Co-curricular assessment results

Goal 4 KPIs:

- Comparison of high-wage/high demand DEED data versus MSC Southeast programs
- Percentage of academic programs that are high wage/high demand
- Transfer data (successfully transfer to a four-year institution, earned bachelor's degree rate)

** aggregated and disaggregated by specific groups*

Theme: Community Impact

Goal 5: Increase the size, breadth, and diversity of the region’s skilled workforce.

Actions:

- 5.1 Develop and provide ongoing cultural awareness training for college employees and for community partners.
- 5.2 Increase hands-on opportunities to introduce career and technical education to regional K-12 students and adult community members.
- 5.3 Explore and implement strategies to embed critical skills development (soft skills) within and across the curriculum.
- 5.4 Develop and implement opportunities for students to have active workplace experiences, such as work-based learning and apprenticeship programs.
- 5.5 Develop a more intentional approach to partner with businesses and organizations in connecting their working adult populations to MSC Southeast for training, upskilling, and degree completion.

Goal 6: Create new mission, vision, and values statements that push the college to its highest-level purpose and aspirations for all stakeholders.

Actions:

- 6.1 Facilitate a campus and community engaged process to develop new mission, vision, and values statements that address our impact for all groups (students, community, employees), our equity commitment, and that articulates who we aspire to be.
- 6.2 Conduct a community survey to assess local perceptions of the college, including mission, vision, values, and brand.
- 6.3 Develop and implement a communications plan to promote the new statements across the region.

Goal 7: Become an employee-ready college that hires, retains, and engages a highly diverse workforce.

Actions:

- 7.1 Develop robust on-boarding programs for all staff and faculty over their first 12 months at the college, including scaffolded training opportunities, college resources, and local resources.
- 7.2 Launch an effort to develop an active culture of caring for employees. Identify and implement proven practices to strengthen employee retention and improve trust, satisfaction, and joy in the workplace, including specific efforts to support historically underrepresented groups.
- 7.3 In close collaboration with key community partners, implement high-impact strategies to diversify MSC Southeast’s employee workforce with regard to identities underrepresented in the current employee base (racial, ethnic, gender, veteran status, disability, etc.).
- 7.4 Enhance employee communication through improved technological portals that streamline information and increase ease of access to announcements, updates, tools, trainings, and other basic information.
- 7.5 Develop and implement a plan for an intentional, systematic, and resourced employee professional development for both faculty and staff.

Key Performance Indicators

Goal 5 KPIs:

- Number and diversity of graduates entering directly-related employment area post-graduation
- Number of individuals completing workforce training and/or professional development through Continuing Education and Customized Training division
- Graduate preparedness data (workplace and transfer preparedness)*

Goal 6 KPIs:

- Completion of the goal
- Community perceptions survey data

Goal 7 KPIs:

- Employee satisfaction rates
- Diverse employee headcount
- Employee retention rate

* aggregated and disaggregated by specific groups

Theme: Infrastructure and Resource Stewardship

Goal 8: Invest in continuous improvement of the college's fiscal, physical, and technological resources.

Actions:

- 8.1 Identify and prioritize opportunities to enhance technology and equipment in teaching and learning spaces, including the development of a strategy for funding priority needs and for instituting a technology and equipment replacement cycle.
- 8.2 Continue to increase the college's capability to be data-informed in our work, including the development of ongoing employee training on accessing and utilizing data in decision making.
- 8.3 Develop a plan that prioritizes facility improvements, with a focus on modernizing and enhancing the use of spaces.
- 8.4 Identify strategies that will enhance our ability to strengthen the college through grants acquisition, philanthropy, community partnerships, and additional revenue streams.
- 8.5 Develop an environmental sustainability plan for the college.
- 8.6 Conduct Lean Six Sigma processes on an ongoing basis to improve efficiency.

Key Performance Indicators

Goal 8 KPIs:

- Facilities Condition Index
- Grants awarded and return-on-investment data for each
- Fundraising revenue and number of donors
- Continuing Education and Customized Training data (net revenue, number of businesses served, client satisfaction)
- Student and employee satisfaction data specific to facilities and technology*

** aggregated and disaggregated by specific groups*



Next steps

Now that the planning process is complete, the work of bringing this plan to life begins. The first step in fall 2022 will be to identify several key items attached to each action statement:

- Leads: Who is the key person responsible for leading the charge on each individual action item?
- Timeline: What is the timeline to begin and to complete each action item?
- Metrics: What specific metrics will be used to track the progress and success of each action item?
- KPI goals: What are the goalposts we want to reach with regard to each KPI?

Once these items are determined, the Office of Strategic Initiatives will begin facilitating the plan management process. This will include regular meetings with the leads of each individual action project, as well as regular group meetings to monitor progress.

Throughout the management process, additional actions will take place:

- Regular updates will be provided to college constituents on progress
- Key performance indicators (KPIs) will be monitored and shared
- Each department and program area will be asked to embed the strategic goals throughout their annual work plans, to ensure that the goals influence and drive the daily work occurring across the institution
- The plan will be reviewed as a whole on a regular basis to enable updating and adjusting as necessary

In fall of 2024, a new strategic planning process will begin. That process will assess progress on this plan and assemble a new multi-year plan to take effect beginning in fall 2025, when this plan concludes.



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