Strategic Plan FY19–FY20

STRATEGIC PRIORITY I—ENGAGE STUDENTS

Create an engaging college experience in which all students can succeed.

Strategies supporting this priority are:

- FY17–20: Continue to implement recommendations of the First-Year Retention Committee to **increase first-semester and first-year retention** (Chief Academic Officer and Chief Student Affairs Officer)
- FY17–20: Work collaboratively to **increase course success and decrease withdrawals** College-wide (Chief Academic Officer and Chief Student Affairs Officer)
- FY17–20: **Continue to implement College Redesign** (Schools Within the College model) (Chief Academic Officer)
- FY17–20: Create and implement a robust structure framework for course, program and institutional assessment processes to drive **College-wide improvement in student learning** and educational equity (Chief Academic Officer, Chief Student Affairs Officer and Chief Diversity Officer)
- FY17–20: Assess and implement innovations and technology platforms **to enhance student navigation and collaboration with faculty, staff and one another**, e.g., Skype, SharePoint, Office365 (Chief Information Officer)
- FY17–20: Expand use of student-focused technology tools for **improved two-way institution-student communication** (Chief Communications Officer, Chief Diversity Officer and Chief of Information Officer)
- FY17–20: Continue to implement an **eLearning and academic technology strategy** in alignment with Minnesota State to promote course quality and student success (Chief Academic Officer, Chief Information Officer and Chief Student Affairs Officer)

Related Key Performance Indicators*

- » Course success rates *Target: 80%*
- » Term-to-term retention rates for incoming students *Target: Fall-to-Spring 80%, Spring-to-Fall 55%*
- » Year-to-year persistence and completion rates for incoming students *Target: 63%*
- » Three-year transfer and completion rate *Target: 45%*
- » Number of awards annually: *1,472*

- » Related employment rate *Target: 69.4%*
- » Use of D2L, Oracle Cloud Services, Skype, SharePoint and website *Target: In process*
- » Percent transfer credits accepted at transfer institutions *Target: 85%*
- » Overall student satisfaction *Target: 3.8 out of 5*

STRATEGIC PRIORITY II—BE A LEADER IN INCLUSION AND EQUITY

Embrace diversity in our community and serve as leaders in inclusion and equity efforts in order to transform educational and employment outcomes for diverse populations in Minneapolis.

Strategies supporting this priority are:

- FY18–20: Make sure all incoming and current students have **abundant access to information about campus resources** (Chief Information Officer and Chief Student Affairs Officer)
- FY18–20: Establish an expectation of culturally-responsive instruction (Chief Academic Officer and Chief Diversity Officer)
- FY18–20: Ensure all employees complete cultural fluency training (Chief Diversity Officer, Chief Human Resources Officer)
- FY18–20: Make Minneapolis College a **hub of equity and inclusion knowledge and innovation** (Chief Diversity Officer)

Related Key Performance Indicators*

- » Gap in course success for Students of Color compared to White students *Target: 5 percentage points or less*
- » Gap in term-to-term retention rates for incoming Students of Color compared to White students *Target: Fall-to-Spring: 6 percentage points or less Spring-to-Fall: 7 percentage points or less*
- » Gap in year-to-year persistence and completion rates for incoming Students of Color compared to White students *Target: 5 percentage points or less*
- » Gap in three-year transfer and completion rate for Students of Color compared to White students *Target: 5 percentage points or less*

- » Gap in related employment rate for Students of Color compared to White students *Target: 3 percentage points or less*
- » Gap in percent transfer credits accepted at transfer institutions for Students of Color compared to White students *Target: In process*
- » Overall student satisfaction for Students of Color *Target: 3.8 out of 5*
- » Overall employee satisfaction for Employees of Color *Target: 3.85 out of 5*

STRATEGIC PRIORITY III—EMPOWER EMPLOYEES

Create a high-functioning organization built on trust and community so employees can support student success and educational equity.

Strategies supporting this priority are:

- FY17–20: **Hire and retain talented employees** who will help students succeed (Chief Human Resources Officer)
- FY17–20: **Establish diversity as a foundation** for talent management strategy (Chief Human Resources Officer)
- FY17–20: **Streamline, simplify, automate and align Human Resources processes and procedures** (Chief Human Resources Officer)
- FY17–20: **Build a culture among supervisors and employees of respect, trust and appreciation** for employee achievement (Chief Human Resources Officer)
- FY17–20: **Promote knowledge and opportunity through professional development** (Chief Human Resources Officer)
- FY17–20: Advance Minneapolis College Connect to **increase collaboration and effective document management**, provide efficiency, transparency, work-flow processes and consistency (Chief Information Officer)
- FY18-20: **Create system to intake employee service and project requests** and to measure internal customer satisfaction across divisions (Chief Information Officer)

Related Key Performance Indicator*

- » Overall employee satisfaction (Noel-Levitz survey) *Target: 3.85 out of 5*
- » Employee satisfaction with internal customer service *Target: In process*

- » Employee participation in professional development *Target: In process*
- » Employee satisfaction with supervision *Target: Equal to or higher than comparison group*

STRATEGIC PRIORITY IV—COLLEGE SUSTAINABILITY

Stabilize enrollment and create a sustainable college structure and corresponding budget.
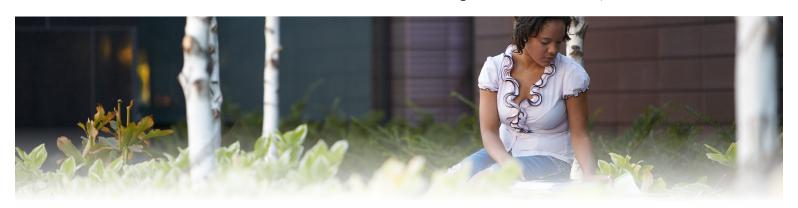
Strategies supporting this priority are:

- FY18–20: **Build the capacity to create and strengthen partnerships with K-12, university and employer partners** (President)
- FY17–20: Create and implement **the enrollment management plan** for College Redesign (Schools Within the College) that maximizes the capacity to recruit and retain students (Chief Academic Officer and Chief Student Affairs Officer)
- FY17–20: **Continue to implement the Comprehensive Facilities Plan** recommendations to prepare for College Redesign (Schools Within the College model) (Chief Financial Officer)
- FY17–20: Develop a **closer partnership with Metropolitan State University** to best serve the region and support Minnesota State's Metro Baccalaureate Program (President)
- FY17–20: Continue to implement **College-wide technology replacement cycle** (Chief Information Officer)
- FY18–20: Develop and implement **long-term financial stability plan** (Chief Financial Officer) and short- and long-term fundraising and resource development goals (Foundation Director)

Related Key Performance Indicators*

- » Annual headcount and full-year enrollment: *6,949 HC; 2,167 FYE*
- » Composite Financial Index (CFI) **Target: 3.0**
- » Annual dollars received from external sources per FYE *Target: $150 per FYE*

- » Facilities Condition Index (FCI) *Target: .10*
- » Partnership Satisfaction: *4.2*

Targets are set for June 30, 2020