

**CLC CENTRAL LAKES COLLEGE**  
**Academic and Student Affairs Master Plan**  
**2018-2023**

Inspire Learning	Goals and Strategic Objectives	Key Performance Indicators
<p>1.1 Promote Excellence in Teaching and Learning</p>	<ul style="list-style-type: none"> <li>• Maintain high quality, sustainable concurrent enrollment model</li> <li>• Increase concurrent enrollment for CTE programs</li> <li>• Maintain and support current program accreditations and seek new program accreditation(s) that align with strategic plan</li> <li>• Adopt Minnesota State Online Quality Initiative; expand instructional design and support for online program and courses</li> <li>• Develop assessment plans for college wide outcomes</li> <li>• Expand and standardize classroom technology</li> <li>• Expand the use of flexible technology in and outside the classroom</li> <li>• Develop and document a faculty mentor program</li> <li>• Strategically utilize leveraged equipment to support program development</li> <li>• Expand delivery options in Student Affairs to encompass online students</li> <li>• Promote and highlight CLC as an institution of choice that provides phenomenal preparation to enter the workforce or to transfer to a university</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of new UFT faculty receive a faculty mentor</li> <li>• Develop online advising or registration sessions for online students by 2021</li> <li>• Maintain 5% above or below 700 CIS FYE</li> <li>• Offer CIS courses in 2 CTE by 2025</li> </ul>
<p>1.2 Ensure every student is connected to resources to help them succeed</p>	<ul style="list-style-type: none"> <li>• Enhance our early alert system utilizing a data centric approach</li> <li>• Expand intrusive advising college wide</li> <li>• Increase number of students who utilize integrated components of the University Center</li> <li>• Secure grant funds to assist students with food and/or housing insecurity</li> <li>• Expand student life and student leadership opportunities to become a main focal point for recruitment and retention of students</li> <li>• Expand and maintain number of OER courses</li> <li>• Expand access to mental health services through the use of technology and community services</li> <li>• Develop a First Year Experience college program; CCST courses scheduled more intentionally; targeted toward at risk students</li> <li>• Increase residential life opportunities at Parkway apartments</li> <li>• Review current structure of Student Success Day based on student feedback</li> <li>• Ensure every student makes at least three campus connections</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of students completing graduate exit survey report engagement with CLC services/activities</li> <li>• Increase retention by .5% annually</li> <li>• Increase Universities Center participants by 20% annually</li> <li>• Launch an online tool to provide 24/7 mental health support for students by 2022</li> <li>• 4 faculty annually adopt OER offerings</li> </ul>

<p>1.3 Expand learning beyond the classroom through co-curricular programming such as student life, academic competitions, athletics and the arts</p>	<ul style="list-style-type: none"> <li>• Expand participation in SkillsUSA college wide</li> <li>• Expand work-based experience opportunities for all students</li> <li>• Increase civic engagement opportunities and programming</li> <li>• Develop co-curricular assessments to assure quality programming outside the classroom</li> <li>• Develop and document domestic and travel abroad process/program; focus on local experiences so more students can participate and keep costs down</li> <li>• Seek new partnerships opportunities with music and performing arts</li> </ul>	<ul style="list-style-type: none"> <li>• Increase participation in SkillsUSA by 3% by 2023</li> <li>• 100% completion of co-curricular assessment by 2021</li> </ul>
<p>1.4 Strengthen developmental programming and services to improve student success</p>	<ul style="list-style-type: none"> <li>• Establish Developmental Education Strategic Roadmap and complete roadmap goals</li> <li>• Develop, implement, and review a multiple measure approach for college readiness</li> <li>• Launch, review and update Next Generation Accuplacer scores</li> <li>• Establish a documented process and programming for ELL students</li> <li>• Conduct PASS program review and revise based on data review; increase student participation; expand PASS strategies to more students</li> </ul>	<ul style="list-style-type: none"> <li>• Improve student completion by 1% annually of developmental education and entry into college-level courses by redesigning developmental education curricula to include an acceleration option</li> <li>• Full implementation a multiple measures placement program by 2022</li> <li>• Complete the HLC student success plan by 2021</li> </ul>
<p>1.5 Foster strong relationships within our communities</p>	<ul style="list-style-type: none"> <li>• Develop strategies to deepen relationships and increase participation of program advisory board members</li> <li>• Develop collaborative strategies with Bridges Academies</li> <li>• Document CIS faculty credentials and communicate professional development opportunities available for full credentialing</li> <li>• Achieve Yellow Ribbon campus status and implement goals and strategies listed in the Yellow Ribbon plan</li> <li>• Increase presence at community events, and increase the number of summer camps held on campus</li> <li>• Increase the number of PIPELINE and DEED grants through technical programs and workforce development solutions</li> <li>• Establish a long-term, sustainable structure for AgCentric and agriculture education</li> <li>• Increase the amount of grant dollars received college wide</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve Yellow Ribbon status by 2020</li> <li>• Increase PIPELINE or DEED by one awarded grant annually through 2023</li> <li>• Raise an additional 4 million dollars in grant revenue by 2023</li> <li>• Increase number of Bridges Academy completers that attend CLC by 1% annually</li> </ul>

Advance Innovation	Goals and Strategic Objectives	Key Performance Indicators
2.1 Ensure all programs align with new and changing workforce and transfer needs	<ul style="list-style-type: none"> <li>• Develop a Career Center on campus</li> <li>• Develop one new transfer pathway annually</li> <li>• Continue to research and develop new technical programs for CLC</li> <li>• Work to stabilize programs with three or more areas of concern</li> <li>• Continue to move towards a Regional Workforce Solutions model</li> <li>• Expand credit for prior learning options for incoming students</li> <li>• Develop a late start, evening, or weekend college for non-traditional students</li> </ul>	<ul style="list-style-type: none"> <li>• A minimum of 5 new CTE programs will be implemented in the next five years</li> <li>• A minimum of 5 new transfer pathways will be implemented in the next five years</li> <li>• Open a Career Center on Campus by 2023, which will increase internship opportunities for all students</li> </ul>
2.2 Celebrate and encourage innovation inside and outside the classroom to promote student success	<ul style="list-style-type: none"> <li>• Increase the promotion of Z-degree and ZTC/LTC classes, and our leadership role within the Minnesota State System</li> <li>• Increase the utilization of Universal Design techniques across the college</li> <li>• Expand AVID teaching strategies and concepts throughout the college</li> <li>• Increase the number of articulation agreements for AAS programs</li> <li>• Establish a culture of sustainability that promotes environmental stewardship and economic vitality</li> <li>• Develop of list of potential research topics for faculty on sabbatical, based on CLC strategic plans</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of faculty receive universal design training by 2023</li> <li>• 100% of AAS programs have 2+2 articulation agreements by 2023</li> </ul>
2.3 Employ reliable and emerging technologies to support innovations in teaching and learning, student success, and efficient business operations	<ul style="list-style-type: none"> <li>• Expand and launch new software/technologies to increase the ability to communicate with students</li> <li>• Develop faculty/staff technology training program to increase technology kills and competency</li> <li>• Explore and pilot the use of Virtual Reality and simulation technologies within the classroom</li> <li>• Evaluate and redesign learning spaces to meet the changing needs of teaching and learning (i.e., group collaboration spaces)</li> <li>• Utilize emerging technologies to enhance communication between faculty and students</li> <li>• Research computer usage on campus and conduct student focus groups to better understand technology and facility needs for the future</li> </ul>	<ul style="list-style-type: none"> <li>• Implement ZOOM software college wide</li> <li>• Incorporate virtual reality in 7 courses by 2023</li> </ul>

2.4 Design campus facilities to enhance the student experience	<ul style="list-style-type: none"> <li>• Increase flexible learning spaces for students inside and outside the classroom</li> <li>• Make Student Life and Tech Commons a focal point for recruitment and retention</li> <li>• Identify potential spaces at each campus for future new programs</li> <li>• Expand student life programming to include outdoor recreation</li> <li>• Expand food service contract on the Brainerd Campus to cover early August</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the utilization of mobile carts by one program annually</li> <li>• Collect and analyze data</li> </ul>
2.5 Develop revenue resources utilizing grants, customized training, and partnerships	<ul style="list-style-type: none"> <li>• Research and apply for federal grants that meet CLC strategic objectives</li> <li>• Increase the amount of DEED and PIPELINE grants awarded to CLC</li> <li>• Establish a process for researching and applying for grants</li> <li>• Continue to seek opportunities for collaborative grants</li> </ul>	<ul style="list-style-type: none"> <li>• Generate \$5 million in new grant revenue by FY2023</li> <li>• Attain a 20% increase scholarship support 2023</li> </ul>
<b>Transform Lives</b>	<b>Goals and Strategic Objectives</b>	<b>Key Performance Indicators</b>
3.1 Pursue intentional strategies that increase recruitment, persistence, completion, transfer, and placement	<ul style="list-style-type: none"> <li>• Increase completion rate and degrees conferred by 3% each year through Degrees When Due and Reverse Transfer program</li> <li>• Develop a college wide Credit for Prior Learning process</li> <li>• Maintain current level of CIS FYE and increase PSEO FYE</li> <li>• Develop an annual recruitment and campus event calendar</li> <li>• Increase and/or maintain technical and liberal arts program enrollment by utilizing enrollment management strategies</li> <li>• Investigate and research various technology and support systems to increase recruitment, persistence, and completion</li> <li>• Review and refine the purpose and strategies of Student Success Day</li> <li>• Develop a student success plan that emerges from the HLC Academy work</li> <li>• Increase number of military credit equivalencies through credit for prior learning and a portfolio process</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of credits awarded through Credit for Prior Learning by 10%</li> <li>• Enrollment, excluding CIS, will increase by 5% in 5 years</li> <li>• 95% of graduates responding to the graduate follow-up survey will report being employed in a related field</li> <li>• 85% of students will be retained by the end of the first spring term</li> <li>• 80% of students will successfully transfer, graduate, or be retained by the end of second fall term</li> <li>• 65% of students will complete (graduate or transfer) by the end of the third spring term</li> </ul>

<p>3.2 Strengthen our culture of caring and inclusion throughout the College</p>	<ul style="list-style-type: none"> <li>• Expand community-building events for college employees</li> <li>• Develop a succession plan that includes documentation of critical processes</li> <li>• Increase cultural and inclusion competency college wide</li> <li>• Establish a ‘safe spaces’ on camp</li> <li>• Develop and implement a campus climate survey</li> <li>• Develop a CLC Leadership Academy for employees</li> </ul>	<ul style="list-style-type: none"> <li>• CLC will attain a survey average of 85% or greater (very good to excellent) on the Great Colleges to Work For Survey</li> <li>• Develop and launch a CLC leadership program by 2020 to promote succession planning</li> </ul>
<p>3.3 Encourage growth mindset, including physical and mental wellness for the college community</p>	<ul style="list-style-type: none"> <li>• Launch Phase 2 of the mental health support and resources plan</li> <li>• Continue to develop PRO model</li> <li>• Increase awareness around Growth mindset</li> <li>• Maintain partnership with WeARE and seek opportunities with other community partners</li> </ul>	<ul style="list-style-type: none"> <li>• Hold three mental health related activities annually</li> <li>• Increase participation in AVID and/or growth mindset training by 5% annually</li> </ul>
<p>3.4 Promote and strengthen support structures for diverse student populations utilizing an intentional and systematic approach</p>	<ul style="list-style-type: none"> <li>• Define and differentiate between service learning and civic engagement learning opportunities; review what has occurred historically at CLC, and best practices in higher education</li> <li>• Promote a climate of inclusion for students with disabilities through awareness, outreach and staff development</li> <li>• Develop course delivery models and strategies that meet the needs of diverse and non-traditional students</li> <li>• Bolster existing home school connections</li> <li>• Develop a Humphrey Center for American Indian studies work plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and launch a English Language Learner procedure for incoming students by 2020</li> <li>• Achieve equal student completion rates across all demographics by 2023</li> </ul>