### Inspire Learning

#### 1.1 Promote Excellence in Teaching and Learning

- Maintain high quality, sustainable concurrent enrollment model
- Increase concurrent enrollment for CTE programs
- Maintain and support current program accreditations and seek new program accreditation(s) that align with strategic plan
- Adopt Minnesota State Online Quality Initiative; expand instructional design and support for online program and courses
- Develop assessment plans for college wide outcomes
- Expand and standardize classroom technology
- Expand the use of flexible technology in and outside the classroom
- Develop and document a faculty mentor program
- Strategically utilize leveraged equipment to support program development
- Expand delivery options in Student Affairs to encompass online students
- Promote and highlight CLC as an institution of choice that provides phenomenal preparation to enter the workforce or to transfer to a university

#### Key Performance Indicators

- 100% of new UFT faculty receive a faculty mentor
- Develop online advising or registration sessions for online students by 2021
- Maintain 5% above or below 700 CIS FYE
- Offer CIS courses in 2 CTE by 2025

#### 1.2 Ensure every student is connected to resources to help them succeed

- Enhance our early alert system utilizing a data centric approach
- Expand intrusive advising college wide
- Increase number of students who utilize integrated components of the University Center
- Secure grant funds to assist students with food and/or housing insecurity
- Expand student life and student leadership opportunities to become a main focal point for recruitment and retention of students
- Expand and maintain number of OER courses
- Expand access to mental health services through the use of technology and community services
- Develop a First Year Experience college program; CCST courses scheduled more intentionally; targeted toward at risk students
- Increase residential life opportunities at Parkway apartments
- Review current structure of Student Success Day based on student feedback
- Ensure every student makes at least three campus connections

#### Key Performance Indicators

- 100% of students completing graduate exit survey report engagement with CLC services/activities
- Increase retention by .5% annually
- Increase Universities Center participants by 20% annually
- Launch an online tool to provide 24/7 mental health support for students by 2022
- 4 faculty annually adopt OER offerings
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<tr>
<th>1.3 Expand learning beyond the classroom through co-curricular programming such as student life, academic competitions, athletics and the arts</th>
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<tbody>
<tr>
<td>- Expand participation in SkillsUSA college wide</td>
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<td>- Expand work-based experience opportunities for all students</td>
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<td>- Increase civic engagement opportunities and programming</td>
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<td>- Develop co-curricular assessments to assure quality programming outside the classroom</td>
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<td>- Develop and document domestic and travel abroad process/program; focus on local experiences so more students can participate and keep costs down</td>
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<td>- Seek new partnerships opportunities with music and performing arts</td>
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<td>- Increase participation in SkillsUSA by 3% by 2023</td>
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<td>- 100% completion of co-curricular assessment by 2021</td>
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<th>1.4 Strengthen developmental programming and services to improve student success</th>
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<td>- Establish Developmental Education Strategic Roadmap and complete roadmap goals</td>
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<td>- Develop, implement, and review a multiple measure approach for college readiness</td>
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<td>- Launch, review and update Next Generation Accuplacer scores</td>
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<td>- Establish a documented process and programming for ELL students</td>
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<td>- Conduct PASS program review and revise based on data review; increase student participation; expand PASS strategies to more students</td>
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<td>- 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</td>
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<td>- Full implementation a multiple measures placement program by 2022</td>
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<td>- Complete the HLC student success plan by 2021</td>
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<th>1.5 Foster strong relationships within our communities</th>
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<td>- Develop strategies to deepen relationships and increase participation of program advisory board members</td>
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<td>- Develop collaborative strategies with Bridges Academies</td>
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<td>- Document CIS faculty credentials and communicate professional development opportunities available for full credentialing</td>
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<td>- Achieve Yellow Ribbon campus status and implement goals and strategies listed in the Yellow Ribbon plan</td>
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<td>- Increase presence at community events, and increase the number of summer camps held on campus</td>
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<td>- Increase the number of PIPELINE and DEED grants through technical programs and workforce development solutions</td>
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<td>- Establish a long-term, sustainable structure for AgCentric and agriculture education</td>
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<td>- Increase the amount of grant dollars received college wide</td>
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<td>- Achieve Yellow Ribbon status by 2020</td>
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<td>- Increase PIPELINE or DEED by one awarded grant annually though 2023</td>
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<td>- Raise an additional 4 million dollars in grant revenue by 2023</td>
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<td>- Increase number of Bridges Academy completers that attend CLC by 1% annually</td>
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<td>Advance Innovation</td>
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| 2.1 Ensure all programs align with new and changing workforce and transfer needs | • Develop a Career Center on campus  
• Develop one new transfer pathway annually  
• Continue to research and develop new technical programs for CLC  
• Work to stabilize programs with three or more areas of concern  
• Continue to move towards a Regional Workforce Solutions model  
• Expand credit for prior learning options for incoming students  
• Develop a late start, evening, or weekend college for non-traditional students | • A minimum of 5 new CTE programs will be implemented in the next five years  
• A minimum of 5 new transfer pathways will be implemented in the next five years  
• Open a Career Center on Campus by 2023, which will increase internship opportunities for all students |
| 2.2 Celebrate and encourage innovation inside and outside the classroom to promote student success | • Increase the promotion of Z-degree and ZTC/LTC classes, and our leadership role within the Minnesota State System  
• Increase the utilization of Universal Design techniques across the college  
• Expand AVID teaching strategies and concepts throughout the college  
• Increase the number of articulation agreements for AAS programs  
• Establish a culture of sustainability that promotes environmental stewardship and economic vitality  
• Develop of list of potential research topics for faculty on sabbatical, based on CLC strategic plans | • 100% of faculty receive universal design training by 2023  
• 100% of AAS programs have 2+2 articulation agreements by 2023 |
| 2.3 Employ reliable and emerging technologies to support innovations in teaching and learning, student success, and efficient business operations | • Expand and launch new software/technologies to increase the ability to communicate with students  
• Develop faculty/staff technology training program to increase technology kills and competency  
• Explore and pilot the use of Virtual Reality and simulation technologies within the classroom  
• Evaluate and redesign learning spaces to meet the changing needs of teaching and learning (i.e., group collaboration spaces)  
• Utilize emerging technologies to enhance communication between faculty and students  
• Research computer usage on campus and conduct student focus groups to better understand technology and facility needs for the future | • Implement ZOOM software college wide  
• Incorporate virtual reality in 7 courses by 2023 |
2.4 Design campus facilities to enhance the student experience
- Increase flexible learning spaces for students inside and outside the classroom
- Make Student Life and Tech Commons a focal point for recruitment and retention
- Identify potential spaces at each campus for future new programs
- Expand student life programming to include outdoor recreation
- Expand food service contract on the Brainerd Campus to cover early August

- Increase the utilization of mobile carts by one program annually
- Collect and analyze data

2.5 Develop revenue resources utilizing grants, customized training, and partnerships
- Research and apply for federal grants that meet CLC strategic objectives
- Increase the amount of DEED and PIPELINE grants awarded to CLC
- Establish a process for researching and applying for grants
- Continue to seek opportunities for collaborative grants

- Generate $5 million in new grant revenue by FY2023
- Attain a 20% increase scholarship support 2023

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<th>Transform Lives</th>
<th>Goals and Strategic Objectives</th>
<th>Key Performance Indicators</th>
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| 3.1 Pursue intentional strategies that increase recruitment, persistence, completion, transfer, and placement | • Increase completion rate and degrees conferred by 3% each year through Degrees When Due and Reverse Transfer program  
• Develop a college wide Credit for Prior Learning process  
• Maintain current level of CIS FYE and increase PSEO FYE  
• Develop an annual recruitment and campus event calendar  
• Increase and/or maintain technical and liberal arts program enrollment by utilizing enrollment management strategies  
• Investigate and research various technology and support systems to increase recruitment, persistence, and completion  
• Review and refine the purpose and strategies of Student Success Day  
• Develop a student success plan that emerges from the HLC Academy work  
• Increase number of military credit equivalencies through credit for prior learning and a portfolio process | • Increase the number of credits awarded through Credit for Prior Learning by 10%  
• Enrollment, excluding CIS, will increase by 5% in 5 years  
• 95% of graduates responding to the graduate follow-up survey will report being employed in a related field  
• 85% of students will be retained by the end of the first spring term  
• 80% of students will successfully transfer, graduate, or be retained by the end of second fall term  
• 65% of students will complete (graduate or transfer) by the end of the third spring term |
| 3.2 Strengthen our culture of caring and inclusion throughout the College | • Expand community-building events for college employees  
• Develop a succession plan that includes documentation of critical processes  
• Increase cultural and inclusion competency college wide  
• Establish a ‘safe spaces’ on camp  
• Develop and implement a campus climate survey  
• Develop a CLC Leadership Academy for employees | • CLC will attain a survey average of 85% or greater (very good to excellent) on the Great Colleges to Work For Survey  
• Develop and launch a CLC leadership program by 2020 to promote succession planning |
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| 3.3 Encourage growth mindset, including physical and mental wellness for the college community | • Launch Phase 2 of the mental health support and resources plan  
• Continue to develop PRO model  
• Increase awareness around Growth mindset  
• Maintain partnership with WeARE and seek opportunities with other community partners | • Hold three mental health related activities annually  
• Increase participation in AVID and/or growth mindset training by 5% annually |
| 3.4 Promote and strengthen support structures for diverse student populations utilizing an intentional and systematic approach | • Define and differentiate between service learning and civic engagement learning opportunities; review what has occurred historically at CLC, and best practices in higher education  
• Promote a climate of inclusion for students with disabilities through awareness, outreach and staff development  
• Develop course delivery models and strategies that meet the needs of diverse and non-traditional students  
• Bolster existing home school connections  
• Develop a Humphrey Center for American Indian studies work plan | • Develop and launch a English Language Learner procedure for incoming students by 2020  
• Achieve equal student completion rates across all demographics by 2023 |