

CLC CENTRAL
LAKES COLLEGE
Academic and Student Affairs Master Plan
2018-2025

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"> • 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 	<ul style="list-style-type: none"> • 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
<p>1.2 Ensure every student is connected to resources to help them succeed</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

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

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"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Expand and launch new software/technologies to increase the ability to communicate with students • Develop faculty/staff technology training program to increase technology skills 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 	<ul style="list-style-type: none"> • Implement ZOOM software college wide • Incorporate virtual reality in 7 courses by 2023

2.4 Design campus facilities to enhance the student experience	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Generate \$5 million in new grant revenue by FY2023 • Attain a 20% increase scholarship support 2023
Transform Lives	Goals and Strategic Objectives	Key Performance Indicators
3.1 Pursue intentional strategies that increase recruitment, persistence, completion, transfer, and placement	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

<p>3.2 Strengthen our culture of caring and inclusion throughout the College</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<p>3.3 Encourage growth mindset, including physical and mental wellness for the college community</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Hold three mental health related activities annually • Increase participation in AVID and/or growth mindset training by 5% annually
<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"> • 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 	<ul style="list-style-type: none"> • Develop and launch a English Language Learner procedure for incoming students by 2020 • Achieve equal student completion rates across all demographics by 2023