

**CVTC STRATEGIC PLAN OVERVIEW 2021-22**

**Outcomes and Strategies**

**Goal 1: Quality**  
*Ensure continuous quality improvement in all college programs and services.*

- 1.1 Expand continuous quality improvement in academic and non-academic departments and services.
  - Complete program accreditation/certification processes.
  - Implement evaluation and assessment process for non-academic units and co-curricular programs and services.
  - Select and implement Higher Learning Commission (HLC) Quality Project.
  - Complete 10-year review of college values.
- 1.2 Maintain ongoing and effective assessment of student learning in courses, programs, and co-curricular programs to improve educational achievement.

**Goal 2: Student Success**  
*Improve student success through innovative, student centered strategies and quality instruction.*

- 2.1 Increase student persistence to degree completion.
  - Expand open and affordable educational resources (OER/AER) across targeted programs and assess feasibility and sustainability.
  - Increase course success rates to 80% to maintain equity and address variation between programs and courses.
  - Implement Year 2 Title III grant activities.
  - Implement Year 2 TRIO grant activities.
  - Increase access to Financial Aid.
  - Build microsites on public web for underrepresented populations (First Generation students)
  - Expand mental health services to River Falls campus.
- 2.2. Increase number of credits students obtain through prior learning assessment.
  - Expand credit for prior learning (CPL) crosswalks.
  - Explore Community Health Worker job data and offer CPL for Health Navigator program.
- 2.3. Increase Associate degree program transfer rates.
  - Expand program-specific and global transfer degree agreements with public and private four-year institutions.
- 2.4. Assist basic skills students to transition into occupational programs.
  - Expand bridge programs to high demand, short-term credentials across district.
- 2.5 Identify and address student success equity gaps.
  - Expand and assess equity, diversity, and inclusion initiatives (see DEI plan).

**Goal 3: Community & Stakeholder Alignment**  
*Align programs and courses with community and stakeholder needs.*

- 3.1. Increase college enrollments and FTEs.
  - Expand employer paid programming and course options.
  - Align educational training with workforce needs through exploration, implementation, modification, or suspension of programs.
  - Evaluate post-pandemic delivery methods for courses and student services.
  - Implement alternative delivery methods in programs and courses.
  - Implement New Student Seminar in Liberal Arts to incorporate career and educational planning.
  - Expand programming at River Falls campus based on supportive data.
- 3.2 Expand career pathways with embedded and stackable credentials that align with high demand jobs.
- 3.3. Increase Workforce Solutions and Continuing Education credit offerings.
- 3.4 Increase dual enrollment options for high school students.
  - Expand high school academies and transcribed credit opportunities.

## **Goal 4: Cohesive Culture**

*Develop a culture that enhances efficiency, effectiveness, and professional growth for employees.*

- 4.1. Promote employee leadership and professional development.
- 4.2 Support college diversity through recruitment and programming.
  - Explore and initiate opportunities to expand communications and promotional efforts to recruit in Minnesota and other more diverse regions.
- 4.3 Promote a climate of inclusion and satisfaction for faculty and staff.
  - Review and deploy strategies recommended by the Diversity, Equity, and Inclusion Committee to enhance faculty and staff equity, diversity, and inclusion.
  - Continue to develop River Falls as a comprehensive branch campus.
  - Develop and implement remote work policy.

## **Goal 5: College Resources**

*Build financial strength through effective resource stewardship.*

- 5.1 Maintain updated equipment and facilities to foster authentic learning environments with cutting edge technology.
  - Implement Referendum Projects, Phase 2 (TEC, ESEC).
  - Explore student housing options.
  - Update master facilities plan to align with college priorities and academic programs.
  - Implement necessary classroom and laboratory equipment and technology to support program curriculum updates and expansion in all buildings.
- 5.2 Maintain efficient and effective information systems to support college goals.
  - Execute Banner Technology Roadmap projects (Banner 9, Advise texting solution)
  - Update safety and cyber security systems.
  - Provide training and facilitate conversion to Office 365.
  - Develop My CVTC Student personalized portal, employee portal, and Content Management System (CMS).
  - Explore and implement a software solution for dual credit data tracking, replacing SharePoint.
  - Complete and implement Enrollment Dashboard/data cube in Cognos.
  - Implement CRM options and technical support to streamline outreach efforts across the college.
- 5.3 Increase alternative revenue.
  - Partner with CVTC Foundation, Inc. to secure major donors.
  - Implement GPR grants (Dual Enrollment, HVAC, Respiratory Therapy, Heavy Equipment Service Tech).
  - Align college educational and workforce development priorities with COVID-19 relief funding and other federal grant opportunities (American Rescue Plan, American Jobs Plan, etc.).
  - Complete Bookstore services RFP and implement changes.
- 5.4 Meet and maintain the composite financial index and other federally defined financial thresholds.
  - Carefully monitor and address fluctuations in operating reserve ratios composite financial index, and other financial indicators through deliberative planning and clear communication strategies.