

**BASIC SYSTEM COMMITMENTS:**

**Strategic Direction #1: Increase Access and Opportunity**

*Access and opportunity are fundamental to Minnesota State Colleges and Universities. The Minnesota State Colleges and Universities will provide more people with different backgrounds with the opportunity to experience the benefits of higher education.*

System Activities	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Person Responsible	AQIP Category
1.1 Raise Minnesota's participation and achievement in post-secondary education by meeting the needs of students with diverse backgrounds and educational goals.	1.1a Increase success rates of LSC students.	1.1a Graduation rates of new entering freshmen Fall 2007 cohort will rise by 2% at graduation (FY 2009) compared to a rolling three year average.	To be determined in FY09	June 2009	VPAA and Academic Unit	HSL
		<i>Percent of student persistence from developmental to college-level will increase from the baseline established from FY06 levels.</i>	The Developmental Education committee has set baseline for success in READ 0450. The committee is also tracking success of students who pass ENGL 0460 in future courses.	May 2007	Dean, LAS	HSL
		Implement an assigned advisor model for incoming AA students. Retention target established at 70%. Develop plans to conduct "re-recruit" campaign to ensure that all students who did not follow-through with the application/registration process to the point of matriculation are contacted. Data will be gathered to gain a better understanding of areas that need improvement and students will be encouraged and assisted to attend in a future semester.	Fall 2006 to Spring 2007 retention rates are at 74%.  159 students who attended New Student Registration but did not remain enrolled for Summer/Fall 2006 are being contacted for re-recruit. 325 students who have applied during 2007, but have not yet registered are being contacted.	June 2007	VPSS	HSL
	1.1b The Center for Lifelong	1.1b <i>Prior Learning Assessment (PLA) courses will generate</i>	PLA assessments were done by 23 students for 70 courses	June 2007	Dean, Workforce	HSL

	Learning will contribute to increasing the number of new students entering LSC.	<p><b>150 credit hours.</b></p> <p><b><i>PLA students will generate at least 500 credits hours.</i></b></p> <p><b><i>At least 85% of no less than 100 Credit by Exams will be completed with passing results.</i></b></p> <p>At least 70% of no less than 100 CLEP exams administered will meet the CAEL score requirement.</p>	<p>and generated 209 credit hours.</p> <p>PLA students generated 318 credit hours.</p> <p>37 Credit by Exams were done, with 5 in progress – all have passed.</p> <p>In addition to the students who came to the CLL for PLA and CBE, another 54 students met with staff but did not do PLA, CBE or CLEP – the received advising services.</p> <p>88 CLEP exams have been completed with 7 more scheduled. The pass rate was 61%.</p>	<p>June 2007</p> <p>June 2007</p>		
1.1c	Develop data retrieval processes that will document LSC's diverse student backgrounds.	1.1c The data will demonstrate the level to which LSC is serving students with diverse backgrounds and educational goals.	The query, and protocol for data, is under development,	June 2007	Institutional Research	ME
1.1d	Provide new avenues for diverse students to achieve educational goals.	<p>1.1d <b><i>An articulation agreement with Spartanburg Technical College will provide a Sign Language Certificate pathway.</i></b></p> <p><b><i>Articulation with the Universidad de las Americas, Puebla Mexico, will provide international options for AA graduates.</i></b></p>	<p>In progress</p> <p>Articulation agreement between UDLA and LSC was signed on June 1 making LSC the first two year institution to enter into an international articulation agreement.</p>	<p>November 2007</p> <p>November 2007</p>	Dean, LAS	HSL

		<p>Sponsor two “College Students for a Day” events to attract and assist area high school students of color and students with disabilities in their transition to college.</p> <p>Increase staffing for the coordination of college-wide diversity efforts and direct services provisions to students of color.</p>		June 2007	VPSS	HSL
	1.1e Develop hands-on continuing education courses.	1.1e 12 students will complete a hands-on sailing course.	The designated instructor was not able to develop the course for this year. Deadline for completion extended to June, 2008	June 2008	Dean, Workforce	HSL
1.2 Maintain an affordable cost of attendance for Minnesota residents.	1.2a Improve / streamline curricular efficiencies.	1.2a Consolidated curriculum in Science, Welding, and Math will increase efficiencies in facility scheduling, supply and equipment purchases, and enrollment.	IPSEL project is ongoing to align math, science, and communication outcomes and courses for health division. Math courses were examined to determine redundancies; two pathways for higher level math were determined to be necessary to meet students’ needs. Division wide core curriculum decisions have been made. Faculty are in process of completing program planner changes, which are targeted to go through curriculum committees Fall 07.	March 2007	VPAA	HSL
	1.2b Act as good stewards of the institution’s fiscal	1.2b <b><i>LSC tuition will remain in the lowest quartile of MnSCU institutions.</i></b>	Tuition is 2 <sup>nd</sup> lowest in the MnSCU system for FY07 and will be 2 <sup>nd</sup> lowest in FY08.	April 2007	VP F & A	USSN

	resources.	1.2c An energy efficiency plan will detail areas where improvements will make a financial difference and a will define a timeline for implementation of those improvements.	Facilities has identified several small projects for implementation, including replacement of the marquee sign reducing power usage for the sign by over 50%, existing air handling and boiler units in the center of the main building are being replaced which will result in energy cost reductions around 20% and the institution participated in the natural gas Energy Forward program reducing heating costs during FY07.	March 2007	VP F & A	PCI
1.3 Work with other organizations to prepare all young people to graduate from high school and enroll in college ready for success.	1.3a Strengthen relationships of area High Schools through projects aimed at increasing college readiness.	1.3a Students requiring developmental Math upon enrollment will decrease by 2% and the number of test scores indicating college readiness in Math will increase by 2% as a result of better alignment of Math curriculum with local High School districts.	LSC math faculty worked with Duluth public schools to define common outcomes for pre-college math courses. Improvements will be gauged in FY08.	May 2008	Dean, LAS	HSL
	1.3b Create new partnership opportunities with at least two area organizations that work with at-risk populations.	1.3b Using the Fall 2005 baseline, the number of students referred to LSC by these organizations increased by 5%.		December 2007	Dean, Workforce	BCR

	1.3c Provide college-level learning experiences through the High School Connections program.	1.3c <b><i>College courses are provided to 27 high schools.</i></b>  <b><i>Increase PSEO enrollment by 5%, enrolling 48 FYE in the regular PSEO program.</i></b>  <b><i>Increase Honors Online enrollment 5% to 36 FYE.</i></b>  <b><i>Increase Concurrent Enrollment 5% to 237 FYE.</i></b>  <b><i>Increase matriculating PSEO students 5% to 840 students generating 354 FYE.</i></b>	25 high schools are participating in High School Connection program.  There were 61 FYE enrolled in regular PSEO for an increase of 33%.  There were 26.8 FYE enrolled in Honors Online, increase of 4.3%.  Concurrent Enrollment was 232.1 FYE, increase of 2.7%. In addition, Tech Prep articulation agreements were the equivalent of 16.7 FYE.  There were 805 matriculating PSEO students, an increase of .6%; these students generated 348 FYE, an increase of 4%.	May 2007	Dean, Workforce	HSL
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BASIC SYSTEM COMMITMENTS:						
Strategic Direction #2: Promote and Measure High-quality Learning Programs and Services						
<i>Minnesota students have many choices in higher education, and they do not want or need empty credentials; our degrees and courses must be of high quality. We must be able to prove to potential students, to employers and to the citizens of Minnesota that our academic programs and student services meet objective standards for quality. The Minnesota State Colleges and Universities will provide students with a full range of high-quality learning programs and services that respond to student needs and document student achievement.</i>						
System Activities	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Person Responsible	AQIP Category
2.1 Demonstrate high quality in all educational programs.	2.1a Evaluate Helping Students Learn recommendations from Systems Portfolio Appraisal.	2.1a <b><i>The Systems Appraisal results will provide the information around which improvement plans will be developed, implemented, and improvements noted.</i></b>	SAA will identify additional communication methods to share the results of assessment of student learning.	May 2008	VPAA	PCI

	<p>2.1b Evaluate external accrediting agency recommendations in Health programs.</p>	<p>2.1b Programs evaluated during FY06 will have improvement plans in place, with timelines during the FY07 fiscal year.</p> <p>Programs scheduled for evaluation visits during FY07 will have plans in place for FY08.</p>	<p>Medical Lab Technician Program improvement plan with FY07 timelines is in place.</p> <p>Radiologic Technology Program is scheduled for an accreditation visit summer, 07. The self study has been submitted. We are still waiting on site visit dates from our accrediting agency.</p>	<p>November 2006</p> <p>November 2007</p>	<p>Dean, Allied Health</p>	<p>PCI</p>
	<p>2.1c Develop and implement a comprehensive program review process.</p>	<p><b>2.1c <i>One-third of all departments will begin the review process.</i></b></p>	<p>The following departments have completed the review process:</p> <ul style="list-style-type: none"> <li>Architecture Technology</li> <li>Automotive Service Tech.</li> <li>Civil Engineering Tech.</li> <li>Supervisory Management</li> <li>Medical Assistant</li> <li>Medical Lab Technician</li> <li>Physical Therapist Assistant</li> <li>Physical Education</li> <li>Psychology</li> <li>Professional Pilot</li> <li>Radiologic Technology</li> <li>Respiratory Care Practitioner</li> <li>AD Nursing</li> <li>Dental Hygiene</li> </ul>	<p>November 2006</p>	<p>VPAA</p>	<p>L &amp; C</p>

	2.1d Assess the effectiveness of Student Services in supporting learner outcomes, supporting achievement, and meeting student needs.	<p><b>2.1d</b> <i>At least one intended learning or service outcome is identified for assessment in each Student Services department.</i></p> <p>Outcome benchmarks, methodologies, and sample sizes for assessment are identified for each outcome.</p> <p>Action plans for improvement are developed for areas of concern.</p> <p><i>At least three new strategies to improve learner outcomes are implemented.</i></p>	All departments within the Student Services division are undergoing satisfaction and outcomes assessments projects to gather data that will help us to better serve students.	December 2006  June 2007  June 2008  June 2008	SS Dept. leaders and staff  SS Dept. leaders and staff  SS Dept. leaders and staff  SS leaders & staff	L&C  L&C  PCI  HSL
	2.1e Continue the peer review quality improvement project for courses taught in the Virtual Campus.	<b>2.1e</b> <i>5-10 additional faculty members will be trained to be peer reviewers, and 20-25 additional courses will be reviewed during each year.</i>	<b>Seven</b> additional faculty members have been trained as reviewers. <b>Seventeen</b> courses were reviewed in FY07.	Report on progress May 2007	VP T&VC and Faculty leader	SIO
	2.1f Provide a pathway for students interested in math and science teaching.	2.1f 20 students will complete EDUC 2000, Introduction to Teaching,		May 2007	Dean, LAS	HSL
	2.1g Improve college ability to impact fall to fall retention.	<p><b>2.1g</b> <i>Retention plans identifying specific activities, timelines, and outcomes that will impact retention will be implemented in at least 50% of programs.</i></p> <p>Data and information from the College Student Inventory will contribute to decision-making</p>	As a part of developing program retention plans, all programs are building the First Year Experience course into their programs as a required course. The Liberal Arts and Business and Industry divisions will implement the requirement	May 2007	Assoc. Dean, AA	HSL & PCI

		relative to improving retention of Developmental Math students.	Fall 2007. The Allied Health division will be implementing the requirement Fall 2008. To date, a total of 6 programs, or 12% of all programs, have submitted retention plans. Programs are continuing to develop their plans.			
2.2 Produce graduates who have strong, adaptable, and flexible skills.	2.2a Collect employer feedback on skills of recent graduates.	<p><b>2.2a</b> <i>A common survey instrument will incorporate employer responses around college-wide outcomes, the MN Transfer Curriculum and program outcomes.</i></p> <p><i>Survey response rate of at least 25% will identify improvements needed in each area.</i></p>		June 2007	VPAA	USSN & PCI
	2.2b Conduct activities and collect data to improve the teaching and learning process.	<p>2.2b 60 faculty (full and part time) will receive training on eLumen to assess student learning outcomes.</p> <p>English Department will develop a rubric and assess the Communication College-Wide Outcome in 50% of all ENGL 1106 sections using eLumen.</p> <p>English Department will develop a rubric and assess the Minnesota Transfer Curriculum Goal #1 (Communication) in 50% of all ENGL 1109 sections using eLumen.</p>	<p>Over 100 full-time instructors and part-time instructors have been through the training.</p> <p>The English Department will continue using the rubric for the College-Wide Written Communication Outcome to assess student learning in ENGL 1106. Rather than doing an assessment project using eLumen, the Department chose to undertake an alternative project assessing students' written communication skills as assessed in courses taken subsequent to ENGL 1106. The Department has tentatively agreed to assess all ENGL 1106 sections using</p>	June 2007	SAA Committee	HSL

		<p>Natural Sciences faculty will develop a rubric and assess the Minnesota Transfer Curriculum Goal #3 (Natural Sciences) in 50% of all science sections using eLumen.</p> <p>The Math Department will develop a rubric and assess the Computational skills College-Wide outcome in 50% of MATH 0470 and MATH 1500 sections using eLumen.</p> <p>Media Studies and Production faculty will develop rubrics and asses program outcomes for all program graduates using eLumen.</p> <p>Supervisory Management faculty will develop rubrics and assess program outcomes for all program graduates using eLumen.</p> <p>Physical Therapy faculty will develop rubrics and assess program outcomes for all program graduates using</p>	<p>eLumen in the fall of 2007. The Department has tentatively agreed to assess all ENGL 1109 sections using eLumen in the fall of 2007.</p> <p>A faculty committee composed of the Academic Assessment Coordinator and two Natural Sciences Faculty members has developed draft rubrics for assessing the Natural Sciences Goal Area. The draft rubrics will be discussed with the Natural Sciences faculty as a whole at the start of fall semester.</p> <p>This has not been done. The college wide Computational Skills project planned for the fall semester could probably incorporate these courses.</p> <p>Substantial progress has been made in developing rubrics and assessing program outcomes.</p> <p>Some preliminary work has been done assessing a capstone project. Much remains to be done.</p> <p>Rubrics assessing program outcomes for Physical Therapy Assistant students have been developed by</p>			
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		<p>eLumen.</p> <p>Radiologic Technology faculty will develop rubrics and assess program outcomes for all program graduates using eLumen.</p> <p>Two college-wide outcomes will be reviewed and updated.</p> <p><i>Rubrics for all college-wide outcomes will be developed and standardized.</i></p> <p><i>Rubrics for 50% of the Minnesota Transfer curriculum goal areas will be developed and implemented.</i></p>	<p>faculty and are currently in use. This is being done for Physical Therapy Assistant Clinicals.</p> <p>Remains in progress. The last meeting was 5/9/07.</p> <p>During fall semester, a Task Force established by SAA reviewed the College-Wide Citizenship Outcome and proposed revisions. The revisions were formally approved through the College's normal curriculum process.</p> <p>During spring semester, a Task Force established by SAA began reviewing the College-Wide Self-Development Outcome. This review will be completed during Fall 2007.</p> <p>Rubrics for all college wide outcomes that did not already have up to date rubrics were completed during fall semester and all college wide outcome rubrics have been entered into eLumen.</p> <p>Work has started on a rubric for the Natural Sciences goal area. Rubrics for four additional goal areas</p>	<p>June 2007</p> <p>June 2007</p>	<p>SAA Committee</p> <p>Deans, B&amp;I and LAS</p>	<p>PCI</p> <p>HSL</p>
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		<p>(tentatively Written and Oral Communication; Critical Thinking; Mathematical/Symbolic Systems; and one additional one) will be developed during spring semester.</p> <p>Faculty work groups that will continue meeting next fall have been established as follows:</p> <ul style="list-style-type: none"> <li>• Critical Thinking (has met 2X)</li> <li>• Natural Sciences (see above – has met 3X)</li> <li>• Humanities (has met 2X)</li> <li>• English (has met 1X)</li> </ul> <p>Attempts to establish a work group for Mathematical and Logical Reasoning were unsuccessful. Will reconvene in fall.</p>				
		<p><i>An assessment website, developed for internal use, will provide assessment resources and news of professional development activities.</i></p>	<p>Assessment materials have been posted on the LSC web site. Included are: SAA Minutes, SAA Membership, eLumen Materials (still under development), Assessment Results, Assessment Resources, and Learning Outcomes. These materials are all accessible through the Committees link under the Faculty and Staff Tab on the LSC Home Page by clicking on SAA Committee.</p>	June 2007	Dean, B & I	VP
		<p>CCSSE results will be aligned with the college-wide</p>	<p>No work has been done on this other than inquiries to the Dean of Planning and</p>	June 2007	AA Unit	HSL

		outcomes assessments and Minnesota Transfer Curriculum goal areas for the analysis and improvement of the teaching and learning process.	Institutional Effectiveness. Current results will be received in Fall 07.			
2.2c	Highlight high achieving students/alums in college programs.	2.2c At least 15 students are featured in the College Video, annual report, BOT presentation and other publications as the opportunity arises.	25 student success stories were featured in: Viewbook (3), Foundation brochure (1), Annual Report (6), BOT presentation (7), College Video (7), aviation video (1).	Ongoing throughout FY07	Dir., PI	SIO
2.2d	Improve pre-engineering pathways.	<b>2.2d <i>A Pre-Engineering Task Force will define a pathway for LSC students to transfer to two cooperating institutions to pursue degrees in various engineering fields.</i></b>  Faculty in the LAS Division will develop an Introduction to Engineering course.	We are in consultation with UMD School of Engineering regarding program design.  Course has been designed and is under review.	March 2007	Dean, LAS	HSL
2.2e	Promote Global Education.	2.2e 40 people attend an international arts workshop during Summer 2007.		September 2007	Dean, LAS	HSL
2.2f	Expand access and opportunities in STEM fields for students.	<b>2.2f <i>A Center for Advanced Aviation will be created through a partnership among Cirrus Design, Northstar Aerospace, The Duluth Airport, Woodland Aviation, the FAA, and the City of Duluth with funding through the college budget process, grants, and donations.</i></b>	A timeline for project management has been completed. Two CAA programs will be in place in FY 09 (A&P and Professional Pilot) two in FY 10 (Avionics and Aviation Manufacturing) and one in FY11 (Aviation Management).  We are viewing potential sites for the CAA and for temporary facilities. Grant applications were not funded. We are seeking additional opportunities.	August 2008	Dean, B & I	HSL

		<p>New programming through the Center for Advanced Aviation will include Airframe and Powerplant Technician Training.</p>	<p>A federal earmark for \$2.5 million has been submitted. Plans for use of specific dollars are being developed.</p> <p>A District 8 federal grant for \$4.5 million has been submitted for consideration. Additional grants are being considered.</p> <p>An A&amp;P program management plan has been submitted to the Federal Aviation Administration. An updated will be submitted after July 1 and successful transfer of the A&amp;P program at Southeast Technical College.</p> <p>An A&amp;P instructor will begin work in July 2007 to ensure the curriculum and facilities are ready for an August 2008 start. Faculty responsibilities will include integrating updated curriculum and the CAMC (Canadian Aviation Maintenance Council) curriculum, inventory all of the transferred equipment and ordering additional equipment, organizing and setting up the facilities.</p> <p>Internship experiences will be discussed with industry employers and integrated into programming.</p>	<p>August 2008</p>	<p>Dean, B &amp; I</p>	<p>HSL</p>
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		<p>New programming through the Center for Advanced Aviation will include Aerospace Avionics, Aviation Management, Aviation Manufacturing and Fabrication.</p>	<p>All CAA program curriculum will go through the LSC and MNSCU processes that align with the program start dates. Promotional campaigns for each program will begin a year in advance of program start. The campaign will include a power point presentation, a DVD on the CAA, participation at variety of aviation and educational events, as well as high school and college recruiting activities.</p>	<p>August 2010</p>	<p>Dean, B &amp; I</p>	<p>HSL</p>
<p>2.3 Provide multiple delivery options for learning programs and student services.</p>	<p>2.3a Expand online and evening offerings.</p>	<p>2.3a Two new evening-only programs will be offered.</p> <p><b><i>Four business programs (Marketing, Management, Business Administration, and Entrepreneurial Studies) will be structured to enable degrees to be received online or in the evening.</i></b></p>	<p>The four programs are designed for online and evening offerings. We have offered Semesters I and II online and core BUS courses have also been offered in the evening. There was significantly more enrollment in the online courses.  Fall online = 86 students  Fall onground = 36  Spring online = 59  Spring onground = 32  Semesters III and IV will be offered online next fall &amp; spring.</p>	<p>June 2007</p> <p>June 2007</p>	<p>Dean, Workforce</p> <p>Dean, B&amp;I</p>	<p>HSL</p>
	<p>2.3b Determine impact of sequential short-courses on student course</p>	<p>2.3b A series of eight course sections, offered in a modular schedule during the spring 2007 semester, with a minimum overall fill rate of 80%, will provide data to</p>	<p>Our strategy was to offer late-start condensed sections of online courses in both fall and spring. 10 courses were taught, with 142 enrollments, and an FYE of 10.5. The seat</p>	<p>March 2007</p>	<p>VP T&amp;VC</p>	<p>USSN</p>

	completion rates in online courses.	determine further development of additional offerings in a modular schedule.	fill rate was 42%.			
2.3c	Provide promotional support to programs offering non-traditional delivery options.	2.3c Inquiries for online and evening programs increase 10% as a result of marketing efforts.  At least five news stories about online and other distance education options will be published.		December 2007	Dir. PI	SIO
				Ongoing throughout FY07	Dir. PI	SIO
2.3d	Increase evening enrollment through closer work with the Deans and Public Information. <b>Fund 120 Activity</b>	<b>2.3d Generate 256 FYE through evening courses, an increase of 10% over FY2006.</b>	Evening courses generated 314 FYE for an increase of 32%	May 2007	Dean, Workforce	USSN

BASIC SYSTEM COMMITMENTS:						
Strategic Direction #3: Provide Programs and Services Integral to State and Regional Economic Needs						
<i>The “people’s college” are not ivory towers. As public higher education institutions, our colleges and universities have special relationships with their communities and regions. Our graduates are the backbone of the workforce in many industries, and our institutions serve the economic development and social vitality of their regions through service and access to leisure and cultural activities. The Minnesota State Colleges and Universities will work in new and collaborative ways to maintain and build vital communities and economies at the local, regional, and state levels.</i>						
System Activities	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Person Responsible	AQIP Category

3.1	As a major partner in educating Minnesota's workforce, participate in identifying and meeting regional and statewide economic development priorities.	3.1a	Advisory boards help identify economic and workforce development needs.	3.1a	Minutes of advisory board meetings for all programs will reflect advisory board consultation and their recommendations for curricular change based on industry needs.	The Electronics, Computer Information Systems, and Civil Engineering Programs are involved in program redesign process. Other programs under the Program Review process are also considering program changes based on industry needs.	March 2007	ADAA	HSL
		3.1b	Program review process includes assessment of economic development priorities.	3.1b	Programming reflects economic development priorities.		June 2007	VPAA	AODO
		3.1c	Include K-12 partners on advisory boards.	3.1c	At least 50% of advisory committees will include K-12 representatives.		June 2007	Dean, B&I	BCR
		3.1d	Design curriculum to support non-credit instruction. <b>Fund 120 Activity</b>	3.1d	<b><i>Customized Training will increase non-credit offerings to business and industry by 10%.</i></b>  <b><i>20 students will enroll in a new course for MnDOT Maintenance workers.</i></b>	Customized Training non-credit registrations have increased 33% from 721 registrations in 2006 to 1,076 in 2007.  MnDOT was not able to work with LSC to create a new course for their Maintenance workers this year.	May 2007  May 2007	Dean, Workforce  Dean, Workforce	BCR  HSL
		3.1e	Develop new certificates, diplomas, and degree courses.	3.1e	<b><i>50 people will be certified in Crane Operator by July 1, 2007.</i></b>	14 individuals participated in the Crane Operator Certification course at LSC, 30% less than anticipated.	July 2007	Dean, Workforce	HSL

3.1f	Develop courses to increase skills of faculty and staff. <b>Fund 120</b>	<b>3.1f</b> <i>Customized Training will develop two new skill development courses to be offered to faculty and staff.</i>	Customized Training has not developed any new skill development courses in response to faculty and staff needs.	May 2007	Dean, Workforce	HSL
3.1g	Provide needs assessment / analysis to area business. <b>Fund 120 Activity</b>	<b>3.1g</b> <i>Customized Training will provide needs assessments / analysis to 10 area employees.</i>	Customized Training has provided a needs assessment/ analysis to 8 area employers, 80% of anticipated.	May 2007	Dean, Workforce	BCR
3.1h	Expand non-credit offerings to area employers. <b>Fund 120 Activity</b>	<b>3.1h</b> <i>Customized Training will increase the number of companies receiving non-credit training by 15%.</i>	Customized Training has provided 32 companies with non-credit training in 2007 as compared with 29 companies in 2006, an increase of 10%.	May 2007	Dean, Workforce	AODO
3.1i	Expand credit-based offerings to area employers. <b>Fund 120 Activity</b>	<b>3.1i</b> <i>Customized Training will increase the number of companies receiving credit-based training by 10%.</i>	Customized Training has provided 7 companies with credit-based training in 2007 as compared to 5 companies in 2006, and increase of 40%.	May 2007	Dean, Workforce	AODO
3.1j	Increase the number of students enrolled in CT courses by 6% between FY 2005 and 2009. <b>Fund 120 Activity</b>	<b>3.1j</b> <i>Increase in CT enrollments by 1.5%.</i>	Total Contract Course registrations went from 1,462 in 2006, to 3,135 in 2007, increasing 114%.	June 2007	Dean, Workforce	AODO

	3.1k	Increase the number of continuing education students by 6% between FY 2005 and 2009. <b>Fund 120 Activity</b>	<b>3.1k Increase CE enrollments by 1.5%.</b>	(The outcome goal statement: We are currently establishing the baseline for this outcome.) We provide 13,227 hours or 1,322.7 CEU's for FY2007.	June 2007	Dean, Workforce	AODO
3.2 Support regional vitality by contributing artistic, cultural, and civic assets that attract employees and other residents seeking a high quality of life.	3.2a	LSC enhances its presence in the community through civic activities.	3.2a The number of civic activities will increase from the baseline of FY2006.  At least 20 public events will be hosted by LSC and attended by 100 from the community.	To date the following events have been scheduled: <ul style="list-style-type: none"> <li>• 2 art show openings</li> <li>• 2 choir concerts</li> <li>• 5 visiting writers events</li> <li>• 3 speakers in issues and ideas series</li> <li>• 2 guest speakers for Entrepreneurial Campus Events (25 attendees)</li> <li>• Auto Club Car Show</li> <li>• Robot Demonstration and Competition</li> <li>• Fly-in</li> <li>• Give a Kid a Smile</li> <li>• Head Start Dental Clinic Initiative</li> <li>• Community Dental Clinic</li> </ul>	December 2007  June 2007	VPAA	AODO
	3.2b	Provide promotional support for artistic, cultural and civic programming.	<b>3.2b A new process will measure participation in artistic, cultural and civic programming, set the baseline, and provide a level against which to measure improvement.</b>	An I.E project is being developed to track and organize campus events. Dir. of PI & GA and Marketing Specialist are members of the committee.	Throughout FY07, report in June 2007	Dir. PI	AODO

		Generate at least 10 media clips featuring artistic, cultural and civic events.	Benchmark exceeded by more than 200%.	June 30, 2007				
3.3	Develop each institution's capacity to be engaged in and add value to its region.	3.3a	Expand opportunities for service learning.	3.3a <b><i>Five new community partners and opportunities for students to participate in service learning will be established.</i></b>	The Building Construction Program will build a house in partnership with Women in Construction for the FY08 academic year.	June 2007	VPAA	HSL & BCR
				Baseline is established to inform LSC of the number of student learning.	The Paralegal program has developed a pro bono student experience. Students indicate an interest and the faculty match the agency and the student. The student has a pro bono internship experience. The project will start with one partner and grow from there.			
				10% additional students will be involved in service learning.	Baseline for FY07 has been established. 8 courses documented projects involving 190 students in service learning activities.	December 2006	ADSS	
				Baseline established in FY07. Increases for FY08 will be assessed against FY07 baseline.	June 2007	ADSS		
		3.3b	Establish system of tracking quality and quantity of service learning opportunities.	<b><i>3.3b Service learning outcomes will be documented using eLumen by no fewer than five faculty.</i></b>	Kent Richards will work with faculty engaged in service learning activities and develop a common rubric and provide a training session for all involved.	June 2007	Dean, B&I	HSL

	3.3c	Develop faculty and staff knowledge and skill related to civic engagement.	3.3c	10% of faculty develop civic engagement skills, documented and validated on professional development plans and faculty evaluation process.	This will be completed by the end of Spring semester.	October 2006	VPAA	VP
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BASIC SYSTEM COMMITMENTS:								
Strategic Direction #4: <i>Support a Culture of Innovation and Responsiveness. Innovation will enable the system to take advantage of the work over the last decade to strengthen the ability of institutions to work together. Innovation will make it possible for the system to meet the expectations of today's and tomorrow's students. And innovation will be critical if we are to be a solution to the state's needs for an efficient way for all Minnesotans to complete some form of higher education.</i>								
System Activities	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Person Responsible	AQIP Category		
4.1 Build organizational capacity for change to meet future challenges.	4.1a	Increase college capacity through new programming.	4.1a	At least one individualized degree program will be created.	An Individualized AS degree will be offered at LSC in the fall.	December 2007	Dean, Workforce	USSN
	4.1b	Work with HR to develop a more thorough orientation for new and adjunct faculty.	4.1b	New full-time (4-6) and part-time faculty will complete a year-long new faculty orientation.	This has not been done for FY 2007.	December 2006	Dean, LAS	VP
	4.1c	Work with CTL leaders and HR to develop a formal faculty mentoring program.	4.1c	5-10 mentors will be recruited, trained and matched with 5-10 probationary faculty to enhance professional skills.	This has not been done for AY2007. An alternate, CTL and faculty driven teaching improvement process has been developed on a voluntary basis.	December 2006	Dean, LAS	VP

	4.1d Assist faculty with the development of their professional portfolios.	<b>4.1d</b> <i>All probationary faculty (11) will develop portfolios to document their staff development/professional activities.</i>	This is being done. Five probationary faculty are being reviewed for continuation based on their portfolios. All other probationary faculty have submitted portfolios as part of their annual reviews.	June 2007	AA Unit	VP
	4.1e Collaborate within the community to expand resources for program-specific needs.	<b>4.1e</b> <i>At least two programs will receive donations of new equipment or supplies valued at no less than \$40,000.</i>	The Integrated Manufacturing Technology (Machine Tech) has received \$12,000 in cash donations and \$16,098 in supplies for a total of \$28,098.  The CIS department is in the process of accepting a gift from Qwest for computer supplies. While the market value is estimated at nearly 1,000,000.	June 2007	Dean, B&I	SIO
	4.1f Inform the college community of the results of assessment activities in Student Services.	4.1f All Student Services department staff will communicate findings with constituencies in at least three different modes.		June 2007	Student Services Dept. leaders	L & C

	4.1g	Design and build facilities.	<b>4.1g</b> <i>A five-year facilities improvement plan will provide the priority level assigned to anticipated and requested improvements.</i>	Development of the 5 year plan is moved to FY08 so that it can more accurately reflect the Facilities Master Plan which will be completed in July 2007.	March 2007	VP F&A	PCI	
	4.1g		Plans for student housing on acquired Trinity Road properties will be finalized.	Due to changes in vacancy rates of rental housing in Duluth, the Student Housing project is being scaled back and is currently under review.	December 2006	VP F&A	PCI	
	4.1g		A schematic design for the Science and Health Center addition to the Trinity Road campus will be complete.	The schematic design for the Science and Health Center will be completed and submitted to MnSCU in July 2007.	April 2007	VP F&A	PCI	
	4.1g		The bookstore and foodservice remodeling plans will provide timelines for construction and completion of remodeling.	Book Store and Food Service schematic designs are complete. Remodeling is anticipated to be done in February 2008.	June 2007	VP F&A	PCI	
	4.1h	Develop college capacity for grant seeking ability.	<b>4.1h</b> <i>A cross-constituent grant team, led by the college grant specialist, will develop at least three concepts around which grant applications will be developed and submitted to funding sources.</i>	The grant team and structure of the process are under development. Completion is projected for September, 2007. Concept development will follow.	June 2007	Grant Specialist	SIO	
4.2	Reward and support institutions, administrators,	4.2a	Guide faculty applications in awards for excellence.	<b>4.2a</b> <i>Ten awards for excellence will be granted.</i>	To date, 16 awards for excellence have been approved and 21 faculty members have been involved.	June 2007	VPAA	VP

<p>faculty, and staff for innovations that advance excellence and efficiency.</p>	<p>4.2b Revise Merit Award process for 07 to include specific areas of excellence announced in the fall of the year to encourage specific and innovative work.</p>	<p><b>4.2b</b> <i>Merit award recipients will have targeted efforts on tangible project(s) or accomplishments in specific areas included on LSC's strategic plan.</i></p>	<p>Merit award process was revised to encourage innovation and during the year, merit awards were completed by nine employees for three significant projects. Awards were granted in the spring as a part of a formal Employee Recognition process, as well as e-promoted to the college community.</p>	<p>Spring 2007</p>	<p>HR Director</p>	<p>VP</p>
<p>4.3 Hire and develop leaders who will initiate and support innovation throughout the system.</p>	<p>4.3a Enhance faculty capacity for innovation through CTL activities.</p>	<p>4.3a A three-speaker series will focus on teaching and curricular innovation with all faculty attending.</p>	<p>CTL hour and duty days focused on teaching and curricular innovation and will feature faculty nominated for BOT Award. Speakers series will not happen in FY2007.</p>	<p>May 2007</p>	<p>Dean, LAS</p>	<p>VP</p>
	<p>4.3b Academic Administrators will enhance their leadership and supervisory skills through professional development activities.</p>	<p>4.3b Individual professional development plans will document goals and outcomes.</p>		<p>May 2007</p>	<p>VPAA</p>	<p>VP</p>
<p>4.4 Promote accountability for results through a system</p>	<p>4.4a Develop additional methods of data sharing.</p>	<p>4.4a New reports of aggregated data are produced for internal review within Student Services.</p>		<p>December 2007 and June 2008</p>	<p>SS Leaders</p>	<p>L&amp;C</p>

of accessible reports to the public and other stakeholders.	4.4b Convert mission indicators measures for Datazone dashboard.	<b>4.4b</b> <i>Measures and benchmarks will indicate status of achievement in Academic Unit. Two new reports focusing on retention and persistence in developmental math and writing are produced for internal review.</i>		December 2007	ADAA	ME
	4.4c Work with OCC HR committee regarding the continuing development and implementation of the HR measures; HR Dashboard.	4.4c Improve by 5%, LSC HR Dashboard results in relation to the prior year's data.	The HR office improved the HR dashboard courses from the measurement periods of fall 06 to spring 07 by more than 25% with significantly less items in the red zone (1 vs. 4) and more in the green zone (9 vs. 8).	Throughout year	HR Director	ME
	4.4d Provide stakeholders a set of standard reports on an identified set of variables.	4.4d Academic Unit reports include data relative to the Perkins Grant, the HS Connections program, and CT Systems reporting.		May 2007	VPAA	ME

ANNUAL WORKPLAN PRIORITIES						
1.						
Institutional Goals	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Person Responsible	AQIP Category
1. Design and implement activities that will contribute to life-long learning of the college and its employees.	1.1 Develop benchmark levels of satisfaction of employees to determine areas of college learning for improvement.	1.1a Initial employees' satisfaction survey will create baseline data for future assessment and creation of plans to address areas of improvement.	Research for the survey was completed in 06-07 and ready for implementation in the fall of 2007.	June 2007	HR Director and Dean P&I	USSN
		1.1b Identify areas of improvement and additional services in the Copy Center/Mailroom.	During the past few months the Copy Center has taken over the maintenance of all copiers on campus. Copying guidelines have been established for the campus in order for staff and faculty to determine if they should handle their own copying project or turn it over to the Copy Center. The Copy Center has also established a system for staff and faculty to send copy projects to the Copy Center electronically. The Copy Center has also taken over the paper and letterhead ordering for the entire campus.	January 2007	Executive Asst. to the President	PCI

1.2 Provide mentoring and training of business services staff.	1.2a	Individual professional development plans will define development goals for each employee to attend at least one workshop/seminar/conference to meet goals.	During annual performance evaluations, professional development goals were discussed. All employees in this group attended at least one workshop/seminar/conference in FY07.	November 2006	VP F&A	VP
	1.2b	Accomplishment will be documented through outcomes on departmental institutional effectiveness plans.	The departmental institutional effectiveness plan is under development.	May 2007	VP F&A and supervisors	
1.3 Continue implementation of the LSC continuous quality improvement initiative.	1.3a	<b><i>The Systems Appraisal Feedback and survey responses will provide input into the retreat day with HLC staff on October 31, 2006.</i></b>	The Systems Appraisal identified a set of strengths and weaknesses that informed over 250 college participants during the October 31 <sup>st</sup> session. Over 30 group suggestions were forwarded regarding improvement. From those 30 suggestions, six themes emerged.	October 2006	Dean of P&IE with IE Committee	PCI
	1.3b	At least one Action Project will be retired and another chosen to replace it.	One Action Project was retired in January 2007. A project on Community Engagement replaced it. Two additional projects were retired in May. The new projects will be identified in Fall.	June 2007		

	1.4 Inform LSC students about new web technologies that will enhance life-long learning.	<b>1.4 A minimum of 6 open workshops on new Web 2.0 technologies, such as blogs, Wikis, and podcasting will be delivered to no fewer than 90 students.</b>	Several workshops for students were scheduled during the year but were not well attended.  Web-based materials are being developed to allow anytime, anyplace learning.	May 2007	VP T&VC	HSL
	1.5 Train LSC employees about new web technologies that can enhance the teaching and learning environment and also be used to improve services provided to students.	<b>1.5 A minimum of 6 workshops on new Web 2.0 technologies, such as blogs, Wikis, and podcasting will be delivered to no fewer than 60 LSC staff</b>	Six workshops were offered in these particular technologies. 75 LSC employees attended these workshops.	May 2007	VP T&VC	AODO

2.

Institutional Goals	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Person Responsible	AQIP Category
2. Design exemplary institutional practices and procedures.	2.1 Act as good stewards of the institution's fiscal resources.	2.1a Budget processes will maintain the general fund balance at the maximum level allowed by MnSCU policy.	General fund balance will be greater than 7% at year end.	Ongoing yearly	VP F&A	SIO
		<b>2.1b Business plans within each of the auxiliary areas will identify projected profits, expenses, and planned expenditures over the next five years.</b>	Business plans for auxiliary funds will be completed by June 30, 2007.	January 2007	VP F&A	

		2.1c	A transparent, decentralized annual budgeting procedure will provide budget unit leaders autonomy in budget decision-making.	Budget process for Fy08 is completed and budget unit leaders have been given the responsibility to manage the budget within their unit.	January 2007	VP F&A	SIO	
		2.1d	<b><i>All audit findings will be resolved.</i></b>	Staff will have resolved or put in place mitigating controls for 25 of the 26 findings by June 30, 2007. Compliance testing by MnSCU Internal Auditing will determine level of compliance over the next 6 months.	June 2007	VP F&A	PCI	
		2.1e	A comprehensive pricing structure for Copy Center services will allow for the Copy Center to recover all supply and material costs in order to be self-supporting within the college.	Pricing structure is in place and being evaluated for one year to determine self sufficiency.	January 2007	Exec. Asst. to the President	SIO	
		2.1f	Copy Center efficiencies will improve through a system of documenting FY2007 baseline projects and errors and identifying areas of improvement.	Copy Center is being moved to a new location in July 2007 to further improve efficiency. Baseline accuracy data has been collected in the current year and will provide a bench mark for determining improvement.	May 2007			
		2.1g	A charge back procedure for Copy Center projects will facilitate departmental tracking of project costs and improve accuracy of FY08 budgeting	New charge back procedure has been implemented and is being evaluated.				
	2.2		Develop a comprehensive policy and	2.2a <b><i>The manual will provide consistent policy application procedures.</i></b>	This activity is being moved to FY08.	November 2006	VP F&A	SIO

	procedure manual for all business services operations.	<b>2.2b</b> <i>All employees will follow the same procedures for consistent application of policy. Infractions from point of implementation of the manual will decrease by 50%.</i>	This activity is being moved to FY08.	November 2006		
2.3	Improve the student payment process.	2.3a	Errors in student aid disbursement will be less than 2%.	Errors are less than 2%.	June 2007	VP F&A SIO
		2.3b	95% of the balance of student aid disbursements will be within one week of final drop date for each term.	Over 95% of the balance of student aid was disbursed within one week of final drop date.	June 2007	
		2.3c	A minimum of 50% of students will pay tuition online.	Online payments are still under 50%. The implementation of drop for non- payment and FACTS for deferring payment, has changed payment patterns skewing data for this last year. FY08 will give a better indication of trends.	June 2007	VP F&A SIO
2.4	Improve business office efficiency and effectiveness.	2.4a	Payroll reconciliations will be reduced to less than 5% of total annual inputs.	Payroll reconciliations were less than 5% of total annual inputs.	June 2007	VP F&A SIO
		2.4b	All bank deposits greater than \$250 will be made within 24 hours of receipt of funds.	Over 95% of deposits greater than \$250 are made within 24 hours of receipt of funds.	June 2007	VP F&A SIO
		2.4c	All bank statements will be reconciled accurately within 30 days of receipt of statement.	All bank statements for the last seven months of FY07 were reconciled within 30 days.	June 2007	VP F&A SIO

		2.4d	A local banking relationship will be implemented.	Still in progress.	June 2007	VP F&A	BCR	
		2.4e	An action plan to implement a debit card system for FY08 will detail timelines and milestones.	2.4e Still in progress.	June 2007	VP F&A	SIO	
	2.5	2.5a	Improve checks and balances for HR transaction processing.	Decrease the HR Transaction errors by 50%.	To date there were no reported or significant errors in payroll transactions this academic year.	June 2007	HR Director	SIO
	2.6	2.6	Each department in the division of Technology and the Virtual Campus will complete a minimum of two process reviews.	Improvements will be validated from established baseline data, and will document degree of improvement realized.		June 2007	Managers in each department in T&VC	L&C

3.

Institutional Goals	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Person Responsible	AQIP Category	
3. Improve the college's facilities.	3.1 Provide a safe, comfortable environment for learning.	3.1a	Outside security phones will increase student and employee sense of safety and security, using previous survey results as a baseline.	The first outside security phone will be installed by 7/31/07.	November 2006	VP F&A	USSN
		3.1b	A landscaping plan will define timelines for improvement of campus grounds.	This activity is being moved to FY08.	February 2007	VP F & A	AODO
	3.2	Improve Information Desk/Switchboard efficiencies and services for campus	3.2a	Baseline FY2007 data for incoming, dropped and missed calls will establish improvements necessary for FY 2008.	This project has been put on hold until the new telephone system is in place. I believe the new system will give us this information.	October 2007	Exec. Asst to President

	stakeholders.	3.2b Results of service satisfaction surveys will identify areas of improvement and additional services needed.	The service satisfaction survey has not yet been completed.	October 2007	Exec. Asst. to President	USSN
	3.3 Relocate the Copy Center/ Mailroom.	3.3 A more central location for these services will increase satisfaction of internal stakeholders with services provided.	The Copy Center is moving to the current Student Life and IT office space. We are working with an architect and the space should be ready for us by August 1.	August 2007	Exec. Asst. to President	USSN
4.						
Institutional Goals	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Person Responsible	AQIP Category
4. Expand LSC income sources.	4.1 Increase Foundation assets and support to the college.	<b>4.1a</b> <i>At least two new scholarship funds will be created and the number of student scholarship awards will increase by at least 25% over the previous year, at least 10% of which will occur in fall term of FY07.</i>	Two new scholarships were created. The Nelson Northern Waters was awarded during the fall application period and the Hunt Family, awarded during the fall term this year was also awarded during the spring for the next academic year. The number of student scholarships awarded increased from 36 to 46, or 27%. Eight of those scholarships, or 17%, occurred during the fall period.	April 2007	Foundation Director	AODO
		<b>4.1b</b> <i>Income from internal campaign contributions will increase 30% and internal contributors will increase 20% from FY06.</i>	Income from the internal campaign increased 17.9%, from \$30,035 to \$37,045. Records did not lend themselves to a count of contributors during the previous fiscal year. Increase in contributors will be	June 2007	Foundation Director	

			calculated for next fiscal year using FY07 as the baseline.			
		<b>4.1c</b> <i>Net revenue from the Foundation's Golf Outing will increase 10% from FY06.</i>	New revenue from the golf outing increased from \$21,731 to \$25,664, an increase of 12.4%.  A new event, Thrill on the Hill Fund Run was sponsored by the foundation and generated \$3587 in its first year.  The "Biking Bob" event generated \$2000 for scholarships for part-time students.	October 2006		BCR
		<b>4.1d</b> <i>At least one new donation of at least \$10,000 will be secured through the LSC Foundation.</i>	The Foundation received a donation of \$12,000 for the Integrated Manufacturing Program.	June 2007		
	4.2 Increase funding through grant applications.	<b>4.2a</b> <i>At least three \$75,000+ grant applications will be submitted to non-MnSCU funding sources.</i>	Four grants were submitted.	June 2007	Grants Specialist	SI
		<b>4.2b</b> <i>Proposals submitted to MnSCU grant opportunities will result in at least two funded proposals.</i>	Six MnSCU grant proposals were submitted and funded.	June 2007	Grants Specialist	SIO
		<b>4.2c</b> <i>At least one federal grant application will be submitted.</i>	Three federal grant applications were submitted.	June 2007	Grants Specialist	SIO

	4.3 Develop connections with LSC alumni groups through communication and activities.	<b>4.3a</b> <i>Two newsletters sent to foundation and alumni members will inform recipients of LSC activities and opportunities for involvement.</i>	Alumni activities have been postponed into FY08 with the recent hire of an alumni director.	November 2006 and May 2007	Foundation Director	AODO
		4.3b The second annual Employee Emeriti event will host at least 20 staff alumni.	The event is planned for the grand opening of the new building.	October 2007	Foundation Director	BCR
		<b>4.3c</b> <i>The alumni website will provide addresses and information to enable connections to at least 250 alumni.</i>	The website is active and 64 alumni have registered. And requested Alumni Association and college information.	June 2007	Foundation Director	BCR

COLLEGE PRIORITIES:						
I.						
Institutional Goals	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Person Responsible	AQIP Category
I. Engage and Embrace Technology	I.a Plan, design, and implement an LSC podcasting hub to allow college podcasts to be created and delivered by any interested college constituent, with approval of the VP Technology.	I.a A minimum of 6 podcasts subscriptions will be available to the LSC community.	The podcasting hub has been created, but college podcasts have not yet begun	May 2007	VP T&VC and Webmaster	AODO

	I.b	Contribute to informing the K-12 community about the dangers and protections related to Internet Safety for Kids.	I.b	A minimum of six Internet Safety workshops will be held during the year, with a minimum attendance of 100 people total.	This project has been <b>cancelled</b> .	May 2007	VP T&VC	AODO
	I.c	Increase accessibility and productivity through a campus web portal for students and employees to access frequently used applications.	I.c1	<i>A campus web portal will provide web-based services to the college community. Increased satisfaction with web services will be measured against baseline data collected during the previous two administrations of the CCSSE.</i>	The student portal is being finalized and will be rolled out to students prior to the <b>beginning</b> of the <b>fall</b> term 2007.  The employee portal is still being developed and will be rolled out <b>during FY08</b> .	May 2007	VP T&VC	USSN
I.c2			Replace and upgrade the student email system. Student Satisfaction Survey will be used to determine effectiveness.	The student email system was upgraded during summer 2006. Survey data has not yet been collected; however we have had much improved performance of the email system.		VP T&VC and Dir. Computer Services	USSN	
	I.d	Create a comprehensive academic information database.	I.d	Provide the ability to measure the number of fields and records in order to establish a baseline for the amount of academic information that needs to be maintained.	The academic database is being built using as much information as possible that already resides within ISRS. <b>The database and web interface is almost complete and will be used to replace the existing program web pages before the beginning of fall semester 2007.</b>		VP T&VC Webmaster and Dir PI	USSN

	I.e	Create a system to provide better information to students about the nature, content, and expectations of courses offered through LSC Online.	I.e	Information for at least 30 classes will be available regarding specific student requirements. Effectiveness of the system will be measured through the results of student focus groups.	We have tried to coordinate this project through Minnesota Online in an effort to make information available system-wide. To date, those efforts have not been fruitful. If needed, LSC will pursue this as a single campus during FY08.		VP T&VC and Webmaster	USSN
	I.f	Produce and distribute promotional podcasts/vodcasts including testimonials and short program videos.	I.f	Content will be available via the web during FY 2007.	Campus promotional video and CAA video posted to web. Some event coverage also available.	December 2006	Dir. PI	AODO
	I.g	Introduce and use new technology in the distribution of information to the campus community.	I.g	The campus newsletter will use Blog technology and will gather data regarding degree of campus readership, forming the baseline for improvement.  The campus community will receive personalized information regarding campus events through the web portal.	Blog launched Daily readership has tripled over the spring semester. Since the January roll out, the blog version of "The Wave" had nearly 16,000 unique visitors and more than 60,000 visits.  Service will become available when portal is launched.	September 2006 and ongoing throughout FY07	Dir. PI	L & C
II.								
Institutional Goals	Institutional Objectives	Projected Institutional Outcomes		Actual Institutional Outcomes	Projected Completion Dates	Person Responsible	AQIP Category	

II. Enhance our Regional Presence	II.a	Generate attention for high achieving students and faculty.	<b>II.a</b> <i>College publication will feature at least 10 student success stories and college video productions will feature at least 10 student success stories.</i>	Student success stories featured in Viewbook (3), Foundation brochure (1), Annual Report (6), BOT presentation (7), College video (7), aviation video (1).	June 2007 and annually	Dir. PI	AODO	
	II.b	Publicize college innovations.	II.b Document at least 10 media clips featuring achievements by staff, administration and faculty.	Benchmark exceeded by more than 200 percent.		Dir. PI	AODO	
	II.c	Develop and implement regional ad campaigns, reallocating resources to TV, billboards and web-based advertising.	<b>II.c</b> <i>Prospects and enrollees from distances of 50 miles or more increase by 5% as a result of marketing campaign.</i>	Prospects and applicants from +50 miles declined slightly (2%).		Dir. PI	AODO & SIO	
	II.d	Utilize internet-based marketing campaigns to expand regional presence, i.e., Google AdWords and Facebook Ads.	II.d1	Prospects and enrollees from distances of 50 miles or more increase by 5% as a result of marketing campaign.	Prospects and applicants from +50 miles declined slightly (2%)		Dir. PI	AODO
			<b>II.d2</b>	<b><i>Web traffic will increase by 5% from distances of 30 miles or more.</i></b>	Tracking data with Google analytics.  Working with Web Services to analyze data.	June 30, 2007		

	II.e	Expand presence in Duluth News Tribune, Lake Superior Magazine, Business North and other region-wide publications and websites.	II.e	Benchmark image and awareness level by conducting a research project.	Survey completed and results will be presented at Admin Retreat in late June.	June 30, 2007	Dir. PI	AODO
	II.f	Establish new graphic identity.	II.f	The stationary package, use guidelines, and web graphics are implemented.	Graphic standard manual is online. Web graphics and stationary package are available.	September 1, 2006	Dir. PI	

**III.**

Institutional Goals	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Person Responsible	AQIP Category		
III. Lead Life-long Learning	III.a	Develop and implement the marketing plan for the CLL.	III.a	Document initial participation in CLL.	23 students participated in PLA 37 students took Credit by Exam 54 students received other services 111 students participated in CLL	June 2007	Dean, Workforce	ME
	III.b	Develop and implement marketing plan for evening and weekend offerings.	III.b	Expand participation in evening and weekend classes by 5%.	Evening courses generated 314 FYE for an increase of 32%.			HSL

**IV. OTHER INSTITUTIONAL STRATEGIC GOALS:**

Institutional Goals	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Person Responsible	AQIP Category
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IV. Focus on Data-based Decision-Making	IV.a Use web analytics to monitor the college website and improve its reach and effectiveness.	IV.a Monthly reports on web traffic will help contribute to decisions resulting in at least a 10% increase in daily visitors.	Working with Director of Web Services to develop reporting content/format Data presentation to Exec. Council made at May meeting.	September 2007	Dir. PI and others as determined by Dir. PI	ME
	IV.b Each LSC unit will develop indicators and bench marks for the Data Zones.	IV.b There will be no less than three top level indicators for each unit. Each indicator will document the level of achievement toward the benchmark. There will be internal and external levels of accessibility for the Data Zones.	The data zone project will be addressed during FY08. The college has entered into partnership with three other MnSCU institutions and the Office of the Chancellor to produce dashboards in critical decision-making areas and that will address some of the system targets.	June 2007	Dean P&IE	ME & PCI
V.						
Institutional Goals	Institutional Objectives	Projected Institutional Outcomes	Actual Institutional Outcomes	Projected Completion Dates	Person Responsible	AQIP Category
V. Expand Participation in Global Education	V.a Web-based advertising targets students at other institutions.	V.a Increases in the number of students from other institutions who enroll in semester abroad offerings by 10%.	Working with research to develop a methodology to measure this outcome.	Ongoing throughout FY07	Dir PI	ME

<p>Futures Planning – 2010 and Beyond</p> <p><i>As you look to 2010 and beyond, what major directions or changes do you anticipate in facilities, human resources, students, mission, program or technological priorities?</i></p>	
<ul style="list-style-type: none"> <li>Facilities</li> </ul>	<p>Lake Superior College will continue to build upon its enrollment growth through and beyond 2010. Its Master Facilities Plan will reflect its continued growth and program development. After completing its Academic and Student Services addition, the college will move forward on its plan to design and build a new Science and Health Center. Additional facilities' needs have been identified to support Fine Arts programs and Transportation careers. The college will pursue student housing and will redesign college grounds and facilities to support its environmental stewardship and energy conservation.</p>
<ul style="list-style-type: none"> <li>Human Resources</li> </ul>	<p>Many or most HR functions will be completed online as LSC approaches 2010. Performance evaluation online will provide improved tracking and ability to capture performance data statistics. Improvements in ISRS will allow direct downloading of faculty schedules into pay screens, which will increase accuracy and efficiency of technical/clerical employees. With increased time available, the focus can shift to greater data reliability and HR planning functions, documented employee training, and functional employee development plans (e.g., leadership and succession planning). Recruitment functions online will provide for more effective communication with applicants and effective use of committee time (reviewing applications in their offices online!) Online time reporting will allow for supervisors' immediate bi-monthly review of budget vs. actual in labor dollars. Additionally, the college will continue to build a more diverse workforce to reflect the nation's increasingly diverse communities.</p>
<ul style="list-style-type: none"> <li>Students</li> </ul>	<p>There will be a significant increase in the number of students of color and international students enrolled at Lake Superior College in 2010. The college will have on-campus student housing and a fully developed residence life program. We will have fully developed on-line student services in all areas, and students will be able to "seamlessly" be admitted, register and receive financial aid while attending other MnSCU institutions concurrently. Processes and technology will be improved to allow for greater automation freeing staff time for developing enhanced services and working with students. The college's emphasis upon student services based on a "student relationship management" model will continue to strengthen the development of a student-centered learning community.</p>
<ul style="list-style-type: none"> <li>Mission</li> </ul>	<p>While Lake Superior College will not change the fundamental mission of the college, we will increase our focus on expanding access to an increasingly diverse population and will emphasize globalization of the curriculum through international student exchange and study abroad programs. Our students will experience increased connections with the community through the integration of service learning throughout the curriculum. Our partnerships will provide students with additional opportunities for life-long learning in ways not currently available.</p>
<ul style="list-style-type: none"> <li>Programs</li> </ul>	<p>The major directions that Lake Superior College foresees in the area of program development in Academic Affairs center around four major initiatives. The first significant change will occur in how we deliver, design, and implement international/global education. As Europe moves toward standardizing their baccalaureate and graduate level degrees, we have a unique opportunity to share programs that focus on the role of higher education in the global world. Colleges and universities will have to respond to the needs of students who will demand ease of transfer, access, and mobility. Lake Superior College will increase its study abroad programs, its international education programs on campus, and its awareness around the world through the exchange of faculty and students. We will do this by expanding our present Study Abroad program to include receiving a cohort of students from one at least one of the countries we are presently bringing students and faculty to now. We will establish an International Studies degree. We will continue to offer courses online, with the intent of working with St. Cloud University to establish a baccalaureate degree to students in China. Our focus will be to bring the world through technology to all students, regardless of where they may live. International education is a must in today's world.</p> <p>The second major initiative that will have significant impact on our ability to recruit, retain, and train future employees in</p>

tomorrow's workforce will be to continuously review the validity of our assessment processes in terms of providing meaningful information and reliable data. Lake Superior College's business and industry partners need highly trained and skilled employees. The assessment of student learning through a highly developed data collection process will give us the tools/knowledge we need to provide employees. Training and skill-based centers online will replace many outdated seat-time-based programs in place today. We must be prepared to defend that methodology. The assessment of student learning will provide our defense. Faculty and student portfolios will become the norm. Sharing our expertise via the internet will be the standard. Tomorrow's institutions will be surfed and selected by those who are technologically savvy. Lake Superior College will also continue to engage not only the members of our Academic Affairs Unit, but the institution in understanding the role and importance of assessing student learning. Our campus has committed to using technology again to further advance this initiative. eLumen is presently being used as a method of inputting data/information that will help us analyze/assess student learning, retention, student interest(s), student needs, and student satisfaction. We have recognized the value of this initiative appointing a full-time Student Academic Achievement Coordinator.

The third major initiative that will have significant impact on our ability to meet the demands of a global world is our commitment to helping students help others. Service learning will become the expectation. Businesses, large corporations, government, and the private sector will look for an employee that understands the value of moving beyond self. Our world is not as "me" centered as it was a decade ago. It surely will be our responsibility as educators to design and implement those strategies necessary to train and support faculty to incorporate service learning into the classroom. Colleges, particularly Lake Superior College, will create an environment that fosters service learning. We will embrace civic engagement, and in doing so, create a strong service-based learning component for every student at Lake Superior College. Lake Superior College will work with the Academic Affairs and Standards Council to create a service learning experience that will tie classroom learning with the practical application of defining activities and outcomes. It is understood that we must create a process and procedure to ensure the desired outcomes are met. We will create service learning opportunities at the local, regional, national, and international level. For example, providing opportunities for foreign exchange students to volunteer in our health division clinics and providing other opportunities for LSC students to volunteer abroad. This will expand this initiative by helping students see the intrinsic value of civic responsibility.

The fourth and final initiative that will have significant impact on how we conduct our business at Lake Superior College and the world will be the continued development of partnerships. The academic unit realizes the value of working with like institutions, high schools, and transfer institutions. We will continue to provide articulation agreements that work for students. We will continue to share resources. We will build an infrastructure that will support continued growth in a world of limited dollars.

Lake Superior College will continue to work with our business partners in the workforce so that we may respond to their needs for an employee that meets their technology requirements. We will develop programs in nanotechnology, aerospace, health, liberal arts and sciences, natural sciences, and in business. For example, we will expand our space, develop the infrastructure, and recruit experienced personnel to become the college, city, and community of choice when pursuing a field in aerospace technology. We will create power-limited curriculum leading to a smart house. This house will be showcased in the community and region showing potential students, parents, builders, building supply companies, and future home owners what building construction will look like in the next generation. Students will attend national tradeshow to gain knowledge in the trades and constructions industry. We will work with police, fire, Coast Guard, railroad, and airport personnel to develop the curricula and training they need. We will use the SIM MAN, Lake Superior College's latest and most technologically-designed piece of healthcare equipment, environmental scanning, advisory committees, and the Center for Life Long Learning to assist us. We will expand our computer based training in all decisions.

	<p>Lake Superior College will continue to work with area clinics and hospitals, Minnesota Power, Duluth International Airport, Cirrus Design Corporation, area high schools, and higher education institutions, and many others too numerous to name to provide leadership and direction for 2010 and beyond.</p>
<ul style="list-style-type: none"> <li>• Technology</li> </ul>	<p>Planning technology directions for 2010 is especially challenging due to the constant change in the industry and the uncertainty about future electronic functionalities that will be available. At a minimum, there will be a more personalized web experience for most of our stakeholders. Students, employees, and alumni will be able to access personalized information and services through a campus web portal utilizing single sign-on to access all of the needed services. LSC will have an excellent national reputation for excellence in online learning programs, and LSC will continue to be one of the leading providers of online education through Minnesota Online. Technology will be firmly integrated into the campus culture and lifestyle, with technology teaching devices available in all classrooms. Students will have the options of receiving all of their student services through traditional on-ground methods or electronic methods via the LSC and MnSCU websites.</p>
<ul style="list-style-type: none"> <li>• Summary</li> </ul>	<p>Lake Superior College’s future at 2010 and beyond will be marked by a vision which includes:</p> <ul style="list-style-type: none"> <li>➤ <u>Collaborative Partnerships</u> with P-12 institutions, home schoolers, higher education institutions, environmental entities, government, healthcare agencies, social service organizations, arts and culture groups, business and industry and entrepreneurial entities throughout our local, regional, state, national and global communities.</li> <li>➤ <u>Innovative Technology</u> through expanded student service functions (DARS, CAS), development of smart classroom technologies, expanded online learning opportunities, personalized information services and greater global technology connections.</li> </ul> <p>This vision will continue to be created within a college culture based on trust, respect and compassion. Our focus on effective planning and continuous quality improvement will ensure that our “2010 and Beyond” vision becomes reality.</p>

# Minnesota State Colleges and Universities Strategic Plan 2006-2010

## **Strategic Direction #1: Increase access and opportunity.**

### **Goal 1.1: Raise Minnesota's participation and achievement in post-secondary education by meeting the needs of students with diverse backgrounds and educational goals.**

*Although Minnesota enjoys a highly educated workforce, the bar is rising and all states are looking to increase the numbers of people with education beyond high school. In a recent analysis of Minnesota higher education, the Citizens League called for an expectation that every Minnesotan should attain at least two years of post-secondary education. The Minnesota State Colleges and Universities system, which enrolls 61 percent of the state's undergraduates, is key to bringing more people to higher education and to increasing the number of graduates. Growth in educational attainment can happen only if our institutions find ways to enroll and graduate many more students from populations historically underserved by higher education. Equity in educational attainment is increasingly important to our state's future.*

### **Goal 1.2: Maintain an affordable cost of attendance for Minnesota residents.**

*Minnesota State Colleges and Universities have long been an affordable way for students to attend college. While no longer free or at minimal cost, our tuition and fees remain lower than those of other institutions in the state. Despite our relative affordability and high value, we are concerned that the cost of education is a significant barrier to enabling more Minnesotans to attend college. When our students graduate, they face mounting debt burdens. Our commitment to this goal requires us continually to examine the impact of cost on the ability of students to afford our institutions and to develop solutions to maintain affordability, especially for students from low income families.*

### **Goal 1.3: Work with other organizations to prepare all young people to graduate from high school and enroll in college ready for success.**

*Too many students give up on higher education before they arrive at the doorsteps of our institutions. When they do enroll, a significant number of new high school graduates are not ready to succeed in college-level courses. As a state, we need to reverse the low numbers of students from populations of color who do not finish high school, a goal that begins with quality early childhood education and continues throughout the primary and secondary grades. We need all students to take the high school courses that prepare them for college, especially in mathematics. As a system, Minnesota State College and Universities is a founding participant in the P-16 Partnership, which works to accomplish this goal. Our institutions must work with schools in their regions to let students know what will be expected in college and to afford opportunities for early college enrollment for students who are ready. We bear a special responsibility to educate the child care workers, teachers, social workers, public health professionals and others who can successfully support and prepare today's children for post-secondary education.*

## **Strategic Direction #2: Promote and measure high-quality learning programs and services.**

### **Goal 2.1: Demonstrate high quality in all educational programs.**

*To assure that all of our programs are up-to-date and externally validated, we participate in accreditation, standards-based program development and formal quality improvement processes. In the end, however, the quality of our programs must be reflected in the success of our graduates – including their success in getting jobs that serve Minnesota and their professional aspirations. We also survey students and graduates about their satisfaction with the quality of the education at our colleges and universities.*

**Goal 2.2: Produce graduates who have strong, adaptable and flexible skills.**

*Whenever students complete career programs or earn degrees from a state college or university, they represent the quality of the education we offer. Our graduates and their employers face new demands in the 21<sup>st</sup> century that will call upon solid skills in reading, writing, mathematics and speaking, the ability to learn and think critically, and technical and professional expertise that is globally competitive. Assessment of student learning should be embedded throughout our academic and career programs. During the next five years, we will explore new ways to assess our students and assure that they meet high expectations, starting with core skills needed by all graduates. Surveys of employers who hired our recent graduates should be part of this assessment.*

**Goal 2.3: Provide multiple delivery options for learning programs and student services.**

*While the importance of the relationship between teacher and student does not change, higher education must be provided in multiple ways to suit the learning styles, schedules and preferences which contribute to the quality of each student's educational experience. Options are also critical to achieving our aspirations for growth in access and opportunity. In current technology, online options offer an attractive means of reaching students looking for the convenience of learning and services delivered over the Internet. We are committed to enabling faculty to enrich their online teaching skills and to establishing the system as a leader in online education. Our students expect online access and other flexible means to take advantage of student services and conduct business transactions.*

**Strategic Direction #3: Provide programs and services integral to state and regional economic needs.**

**Goal 3.1: As a major partner in educating Minnesota's workforce, participate in identifying and meeting regional and statewide economic development priorities.**

*From the Chamber of Commerce to the local workforce council, our administrators, faculty and staff should be involved in appropriate ways with economic development initiatives that can help inform academic planning and become productive collaborations. For most institutions, customized training is a significant service that supports economic development by maintaining a productive workforce. All career programs need to be aligned with needs of the workforce now and in the future. Professional programs, such as nursing and teaching, while fostering personal and intellectual growth as well as career objectives, also need to be connected to workforce needs in terms of the numbers of graduates and job-related outcomes.*

**Goal 3.2: Support regional vitality by contributing artistic, cultural, and civic assets that attract employees and other residents seeking a high quality of life.**

*Libraries, theaters, sports, lectures and exhibitions make our institutions centers for learning and recreation even for people who are not enrolled as students. Particularly in Greater Minnesota, our institutions are vital to the fabric of life. As Minnesota's communities become more diverse, our colleges and universities have new opportunities to enrich cultural life and to enable area residents of many cultures to benefit from institutional resources and services.*

**Goal 3.3: Develop each institution's capacity to be engaged in and add value to its region.**

*In addition to formal relationships with economic development initiatives, institutions can support their regions by stimulating community involvement of faculty and staff in most departments, including liberal arts and sciences. While faculty members at all institutions use their knowledge to solve local problems, state university faculty, in particular, engage in applied research that can assist their regions. Students at all campuses should have opportunities to link classroom learning with civic engagement provided through service learning and community-based research. Student services support for volunteer programs, civic awareness and community-based work-study also add to institutional capacity for partnerships in sustaining healthy regions.*

#### **Strategic Direction #4: Innovate to meet current and future educational needs efficiently.**

##### **Goal 4.1: Build organizational capacity for change to meet future challenges.**

*If we are to be successful, we need to enlarge the system's future orientation and capacity for change. At the system level and on each campus, we must become comfortable with taking risks and moving fast when opportunities arise. Renewed attention should be given to how the system identifies trends and future issues. Knowing that our students live in a world of global communications and competition, we will strengthen our international outlook and programs. Our organizational structures need to be efficient and adaptable to sudden changes in the student and business markets. Technology to meet the service expectations of today's tech-savvy students is essential to keeping up with new learning and teaching models, improving student convenience and gaining efficiency in business practices.*

##### **Goal 4.2: Reward and support institutions, administrators, faculty and staff for innovations that advance excellence and efficiency.**

*Innovation may mean becoming a national and international leader, adopting best practices or just doing a job better or with greater efficiency. To promote innovation throughout the system, we will reward it. We will utilize features in the system funding allocation to reward institutions that take risks and innovate. We will work with our faculty and staff to identify and carry out ways to reward innovators with recognition, compensation and other benefits.*

##### **Goal 4.3: Identify and remove barriers to innovation and responsiveness.**

*Our faculty and staff are hard-working and dedicated to helping students. But despite their best efforts, change can be difficult in a large organization. Some barriers to change may be due to organizational climate; others are embedded in state and federal legislation, system policies, formal procedures and informal practices. We need to ask the people in our system who know best what barriers prevent innovation and responsiveness and then take action to remove unnecessary restrictions.*

##### **Goal 4.4: Hire and develop leaders who will initiate and support innovation throughout the system.**

*A premier quality award for excellence in education, the Baldrige National Quality Program, recognizes the importance of leadership by placing it first among seven categories of performance criteria. Visionary leadership requires that senior leaders "encourage all faculty and staff to contribute, to develop and learn, to be innovative and to be creative." The Minnesota State Colleges and Universities system needs people with vision, personal integrity and high standards who can motivate colleagues and challenge the status quo. Our presidents and senior administrators must be chosen and supported for their leadership abilities. We need leaders in our academic departments, in our business offices and on our student services staff as well. Our practices for selection, development and retention need to address this essential foundation for progress in facing the future.*

##### **Goal 4.5: Promote accountability for results through a system of accessible reports to the public and other stakeholders.**

*The system-level accountability framework enhances the ability of the Board of Trustees, system leaders and others to measure progress in achieving the goals of the strategic plan. Continuing implementation of the accountability framework should focus first on measures for the highest-priority goals. Performance results must be easily available to the public. This system-level framework should be complemented by accessible reports from institutions to prospective students and to their communities.*

## **Lake Superior College Priorities**

### **Enhance Our Regional Presence**

Lake Superior College's vision is to be an area leader of higher education, excelling in student development and community responsiveness. To achieve that vision, LSC will expand the college's service area to increase enrollment, improve the college image, and provide more educational opportunities to the region.

### **Engage and Embrace Technology**

To remain competitive, Lake Superior College must improve efficiencies and train quality graduates. Lake Superior College students and employees will use appropriate technology to connect, to explore, and to achieve.

### **Lead Life-long Learning**

Lake Superior College will engage, enrich, and serve the community by expanding access while providing a high quality, affordable higher education to prepare learners for life in a changing global community.