



STRATEGIC VISION

A BLUEPRINT FOR EXCELLENCE
2015 – 2020

Riverland
COMMUNITY COLLEGE

VISION

Achieve best in class status in programs through excellence in teaching, scholarship, and service.

MISSION

Riverland Community College inspires personal success through education.

Responding to Our Community, Playing to Our Strengths



As a primary public higher education institution in southern Minnesota, Riverland Community College understands its critical role to help bridge the region's workforce skills gap and prepare our residents for the knowledge economy of the 21st century.

Our strategic planning process revealed four major industries that require our targeted efforts: **agriculture, manufacturing, healthcare and entrepreneurship**. Furthermore, some of our residents ask us to expand opportunities for them to complete baccalaureate degrees in engineering, liberal arts and the sciences as close to home as possible.

We also recognize the challenges that confront us in the next five years. The demographic shift influences how we improve access to Riverland. We operate three campuses with 176 full time employees, a 10 percent reduction since 2008. We serve close to 10,000 students annually, with room for growth. The general trend of de-investment in public education continues to erode our ability to provide the best of student experiences without shifting costs to the most vulnerable among us. In the shadows are the rising costs of technology, dated and aging facilities that require high maintenance costs, and the need to stay abreast of the latest innovations in the digital landscape.

Riverland's *Strategic Vision* is our response to meet the challenges and exceed expectations of our communities and stakeholders. Riverland is

blessed with community partners who believe in and trust us. We are blessed with devoted and talented employees; we have substantial acreage and beautiful landscapes. Our alumni are a successful force, dating back to the graduates of the first class in 1942.

There is also a theme of realism with optimism. Our students ask for delivery of full programs of study at all three of our campus communities. We recognize at present that we are unable to replicate expensive state-of-the-art laboratories and workshops for major programs at each campus. Therefore, we will start concentrating certain programs at different campuses with the intention to grow as demand increases.

The strategic planning process has shown me that Riverland is capable of much more growth. To accomplish our goals within constraints we have to play to our strengths. We have created a strategic plan that can only be "Best in Class" if backed by an implementation plan and disciplined execution. As you read the following pages, I hope you will discover our determination to excel, to achieve best in class in programs through excellence in teaching, scholarship and service. Feel our heart beating with dedication to our students, communities, and our mission. Join our commitment to foster strong partnerships with businesses and industries. Above all, discern our resolve to remain increasingly relevant to your lives and to escalate student success by improving student experience and providing best practice interventions.

Please join us on the journey and celebrate us when we accomplish key milestones.

Sincerely,

A handwritten signature in black ink, appearing to read "Adenuga Atewologun". The signature is fluid and cursive, written in a professional style.

Adenuga Atewologun, Ph.D.
Riverland Community College President

Introduction

Upon joining Riverland Community College in July 2013, President Adenuga Atewologun recognized the need for a new strategic direction for the college. He also recognized the need for a planning process that included broad input and developed support and engagement of all key stakeholders required to succeed in executing the resulting plan.

Riverland's strategic planning process was designed using the following objectives:

1. Engage a broad cross-section of Riverland stakeholders
2. Establish buy-in and commitment to common goals and strategies
3. Produce a planning document that will guide the ongoing process of planning and execution
4. Align Riverland's strategic initiatives to the Minnesota State Colleges and Universities' Strategic Framework that is part of the *Charting the Future for a Prosperous Minnesota* report.

The Strategic Leadership Team began its work in October 2013 and the process included six phases designed to achieve key objectives – with a priority placed on continued broad engagement and input.

Phase I: Develop the process and conduct individual interviews with Riverland Cabinet

Phase II: Kickoff phase with Riverland stakeholders and selection of Strategic Leadership Team

Phase III: SWOT analysis, environmental scan and planning (Retreat I)

Phase IV: Follow up and review findings and drafts through campus meetings and discussions

Phase V: Finalize vision, mission, and develop action plans (Retreat II)

Phase VI: Synthesize information into a strategic framework

During the planning process, Dr. Atewologun asked everyone involved to have the audacity to break some rules. “Intentionally straying from the pack is not easy,” Dr. Atewologun said. “It could even be dangerous. It requires gumption. Few try it, and distinguish themselves. They become exceptional, extraordinary, and excellent.”

Early in the process, the goal was to clearly “see and hear Riverland’s passion.” Every employee had an opportunity to help answer the following questions:

1. What is our passion?
2. What do we do best?
3. What drives our resource engine?

Straying from the pack requires breaking some conventional rules. The success formula hinges on breaking the right rules at the right time. People make up an organization. Great organizations therefore rely on unique persons to attain greatness. Jim Collins in his monograph *Good to Great and the Social Sectors*, describes those people as “compulsively driven to make whatever they touch the best it can be...” The more of those people Riverland is able to recruit and retain, the better its chances are for success.

The following strategic framework recognizes that successful strategic planning is an ongoing process of leadership and dialogue, rather than a one-time event that ends with the production of a document. This should be a living plan that provides strategic direction and evolves as needed. It provides us not only our blueprint, but also the opportunity to move forward and make Riverland Community College exceptional, extraordinary, and excellent.



The Strategic Planning Leadership Team: Adenuga Atewologun, Marijo Alexander, Sheryl Barton, Matthew Bissonette, Scott Blankenbaker, Steve Bowron, Mary Davenport, Eric Deters, Brad Doss, James Douglass, Edelgard Fernandez Mejia, Jill Holmes, Sharon Hyland, Vicki Lunning, Suzette Overby, Judy Enright, Al Erdahl, Dan Harber, Dani Heiny, Jeanne Poppe, Celeste Ruble, Gary Schindler, Holly Sherman, Ferne Sofio, Luke Spurduto and J.C. Turner.

Community Members: Ellen Kehr, Freeborn County SHIP Coordinator at Freeborn County Public Health and Steve Waldhoff, Chief Administrative Officer for Mayo Clinic Health Systems in Austin and Albert Lea joined the Strategic Planning Leadership Team to offer a unique external perspective to the planning process.

Strategic Timeline

Aug. 27, 2013	President's Address to faculty and staff introduces the need to create a Strategic Plan during the academic year
Sept. 3, 2013	President's Town Hall Meeting at the Owatonna campus (employees and community) – seek input about the future direction of Riverland
Sept. 4, 2013	President's Town Hall Meeting at the Albert Lea campus (employees and community)
Sept. 4, 2013	President's Town Hall Meeting at the Austin campus (employees only)
Oct. 11, 2013	President's Town Hall Meeting in Austin (community)
Oct. 12, 2013	Business and Manufacturing Summit at the Owatonna campus
Oct. 16, 2013	Preliminary brainstorming meeting for Cross Cultural Entrepreneurship opportunities in Owatonna
Oct. 16, 2013	Strategic Planning kickoff meeting with Riverland Council and invited guests
Nov. 16, 2013	Dr. Mary Davenport, Vice President of Academic and Student Affairs, sends an email about the program realignment project to Riverland employees and invites feedback
Nov. 21, 2013	Agricultural Summit: <i>Bridging Skills Gap at the Convergence of Agriculture, Information Technology and Engineering</i> is held at the Hormel Historic Home in Austin
Dec. 5-6, 2013	Newly formed Strategic Leadership Team attends Retreat I at Minnesota State University, Mankato
Dec. 9, 2013	President's summary of Retreat I presented at <i>Employee Conversations</i> meetings held on all three campuses
Dec. 12, 2013	Strategic Planning discussion continues as part of the monthly Riverland Council meeting; includes review of information from Retreat I
Jan. 12, 2014	Administration delivers <i>Trends and Highlights</i> presentation at Minnesota State Colleges and Universities (MnSCU) system office; includes strategic plan's enrollment goal
Feb. 4, 2014	All Campus Staff and Faculty Development Day centered on Strategic Planning and proposed Mission, Vision and Heart statements

Feb. 10, 2014	Education Village discussion with Austin Public Schools Superintendent and others
Feb. 28, 2014	Strategic Leadership Team attends Retreat II at the Owatonna campus
March 4, 2014	President sends employees updated information about the newly proposed mission statement (previously discussed at All Campus Staff and Faculty Development Day and Retreat II)
March 4, 2014	President releases “A Framework for Achieving the Riverland Community College Vision” blueprint to Riverland employees by email
March 13, 2014	President updates Riverland Council on activities conducted at Retreat II
March 31, 2014	Riverland and Minnesota State University, Mankato hold a partnership summit at the Owatonna campus
April 4, 2014	Riverland Cabinet reviews People, Finance, Program and Market action charts
April 7, 2014	President holds an informal discussion with faculty about the “A Framework for Achieving the Riverland Community College Vision” blueprint at the Owatonna campus (meeting is shared via Adobe® Connect)
April 7, 2014	Gary Schindler, Dean of Students, conducts strategic planning focus groups with Riverland students on all three campuses
April 8, 2014	President holds an informal discussion with faculty about the “A Framework for Achieving the Riverland Community College Vision” blueprint at the Austin campus (meeting is shared via Adobe® Connect)
April 15, 2014	The Strategic Vision is released to Riverland employees and is posted on the college website at www.riverland.edu/strategy
April 28, 2014	President delivers State of the College Address (including Strategic Vision) at the Austin and Albert Lea campuses
April 29, 2014	President delivers State of the College Address (including Strategic Vision) at the Owatonna campus

Strategic Framework

A BLUEPRINT FOR EXCELLENCE 2015-2020

Riverland's Strategic Vision is a five-year plan that supports the college's purpose and priorities and introduces positive change that meets the challenges of a global, complex and interconnected society.

Through a collaborative six-month process, this framework creates a working blueprint, a plan that can be adapted, moving forward. It is an invitation to experiment and explore future realities. It serves as a clarion call for:

1. Individual enterprise
2. Collective thinking
3. Collaboration

This synergy charts a future that will meet student needs and exceed community expectations.

CRITICAL STRATEGIC THEMES

The strategic process identified four critical strategic themes that will become the cornerstone of the strategic framework as we execute.

1. Attention to access, **enrollment** and increase resources
2. **Realign** for growth, outreach, quality and efficiency
3. Cultivate public and private **partnerships**
4. Create and nurture a **culture** that supports the vision

VISION

Achieve 'Best-in-Class' status in programs through excellence in teaching, scholarship and service.¹

The revised vision is succinct, inspirational and aspirational. It suggests a process to attain excellence. It reiterates a goal to benchmark our outcomes to institutions both internal and external to MnSCU. It provides a strong impetus to strive for excellence intentionally. It recognizes our determination to exceed the expectations of the stakeholders.

The vision aligns with MnSCU's vision:

The Minnesota State Colleges and Universities system will enable the people of Minnesota to succeed by providing the most accessible, highest value education in the nation.

OPERATIONAL DEFINITIONS FOR RIVERLAND'S VISION:

Best in Class: Top five percent among a peer group demonstrating integrated, research-based best practices in curriculum and instruction that exceed accreditation standards and other recognized indicators of excellence specific to each program area.

Program: A single discipline or cluster of disciplines offering transfer or career and technical education. There is no reason to restrict the understanding of program to traditional definitions.

Excellence: Recognized throughout the state and/or nationally for consistently superior performance, outstanding quality and achievement of measurable outcomes in delivery strategies that can be replicated and upscaled.

Teaching: The process of instruction and guidance leading to the achievement of knowledge, skills, understandings and authentic application resulting from effective performance by employees entrusted with tutoring, academic advising, assessment, research, and curriculum and program development.

Scholarship: The pursuit, acquisition, dissemination and application of knowledge through study and applied research.

Service: Activities and continuously-improving initiatives to support the mission of the college. Examples include leadership and administration at all levels, community service, admission and registration functions, bookstores, tutoring, facilities, human resources, business office, marketing, fundraising, counseling, financial aid, technology, institutional research and student housing.

MISSION

Riverland Community College inspires personal success through education.²

The new Riverland mission supports MnSCU's mission:

The system of distinct and collaborative institutions offers higher education that meets the personal and career goals of a wide range of individual learners, enhances the quality of life for all Minnesotans and sustains vibrant economies throughout the state.

The revised mission also relies on the system's strategic framework and *Charting the Future for a Prosperous Minnesota* report:

1. Ensure access to an extraordinary education for all Minnesotans.
2. Be the partner of choice to meet Minnesota's workforce and community needs.
3. Deliver to students, employers, communities and taxpayers the highest value/most affordable higher education option.

Furthermore, the revised mission embodies continuous improvement. It provides a strong foundation for evaluation, accountability and regional accreditation through the Higher Learning Commission (HLC) and the Academic Quality Improvement Program (AQIP) pathway.

HEART OF RIVERLAND

Riverland Community College is dedicated to our students, our mission and our communities.

The "Heart" statement above incorporates Riverland's list of values into a simple statement intended to capture what drives our college toward achieving our vision and mission on a daily basis.

² Mission will be presented to the Minnesota State Colleges and Universities Board of Trustees for approval at the May, 2014 meeting.

GETTING THERE FROM HERE: A FRAMEWORK FOR ACHIEVING THE VISION

Riverland Community College employees are committed to exemplary implementation of our basic mission to deliver top-quality liberal arts instruction, career and technical education, and customized training. Riverland is accredited to award two-year postsecondary degrees and certificates in shorter timespans, but total institutional enrollment has dropped nearly ten percent in the past two years. Despite this overall statistical decrease in enrollment, certain programs and disciplines remain oversubscribed or have maintained steady enrollment in the same period because of high quality instruction and superior service. It is exciting to imagine the in-house potential for growing successful innovations into larger enterprises of national reputation.

Underlying assumptions of this framework:

- The engagement of faculty and staff with learners of all ages and needs is the single most important factor in ensuring Riverland’s overall success.
- Effective collaboration among all stakeholders must be initiated and maintained to ensure that all who are served by Riverland are able to function effectively as:
 - Purposeful life-long learners and thinkers
 - Analytical, critical, and creative problem-solvers
 - Productive workers
 - Supportive and compassionate individuals and group members
 - Positive, participatory citizens in local, regional, state, national and global improvement.
- Diverse individual backgrounds, aptitudes, experiences and interests are necessary for collective success.
- The continuous, collective improvement of the college supersedes the interests of individual programs, faculty, staff and administration.
- Each employee plays to her/his strengths but manages weaknesses adequately to avoid personal distraction from our institutional mission and goals.
- Academic faculty must be empowered to identify and develop the criteria and assessments that identify and measure “Best-in-Class” accomplishment among peer academic departments.
- Though resources are scarce, they can be used in ways that maximize both efficiency and learner success.
- It is unlikely that any educational institution can successfully be everything to everybody.
- It is unlikely that we can be the best in every program simultaneously, but that must be our goal.

OVERARCHING ENROLLMENT GOAL OF THE STRATEGIC FRAMEWORK

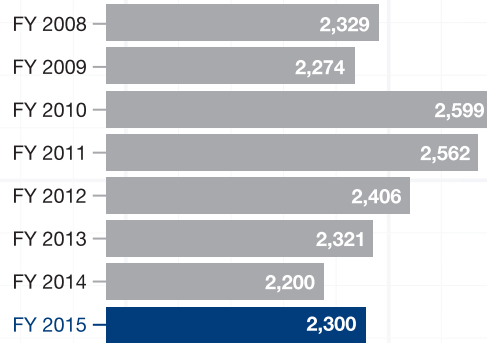
Increase Riverland’s contribution to MnSCU’s total Fiscal Year Enrollment from 2.4 percent (2014) to 4 percent by 2020.

Context: Riverland’s Fiscal Year Enrollment (FYE) as a percentage of the total credits generated by all MnSCU colleges has dropped from 3.4 percent in 2004 to 2.7 percent in 2010. During the same period, MnSCU colleges total FYE increased by 20.37 percent while Riverland’s FYE decreased by 5.35 percent. Forecasts predict that by 2020, 64 percent of all jobs in the nation will require postsecondary education and training. In Minnesota, that number is greater, 74 percent.

ENROLLMENT

Change from 2008 to 2014: -5.5%
Change from 2011 to 2014: -14%

Our FYE as a percentage of the total credits generated by all MnSCU colleges has dropped from 3.4% in 2004 to 2.7% in 2010 and 2.4 % in 2014.



STRATEGIC AREAS, OBJECTIVES, GOALS AND ACTION PLANS

In an effort to address the critical strategic themes and the overall enrollment goal, the Strategic Leadership Team discussed four critical strategic areas identified through the evaluation of Riverland's strengths, weaknesses, opportunities and threats, and an environmental scan. Objectives, goals, strategies, implementation tactics and performance indicators were created for each area.

PEOPLE

Objective: To develop and sustain a culture and climate that supports the achievement of Riverland's mission and vision, we maintain an environment that celebrates individual and collective dedication and achievement.

Goals:

1. Increase both internal and external community engagement
2. Build a strength-based organization that maximizes service to students
3. Engender a spirit of individual enterprise
4. Foster an environment of mutual trust and respect

Refer to the People Chart (page 14) for an outline of the strategies, implementation tactics and performance indicators.

FINANCE

Objective: To develop and maintain effective fiscal stability, we pursue resource development and budgeting strategies that continuously enhance growth, expand opportunities for students, and ensure excellent student and community experience.

Goals:

1. Leverage corporate sponsorships and partnership opportunities
2. Accrue funding for investment
3. Provide adequate financial support for physical, digital and virtual infrastructure
4. Enhance the quality of campus facilities and grounds
5. Increase campus energy efficiencies

Refer to the Finance Chart (page 15) for an outline of the strategies, implementation tactics and performance indicators.

PROGRAM

Objective: To establish and enhance high-quality programming that promotes student success, meets stakeholder needs and inspires partnerships, we actively engage in efforts of continuous academic improvement.

Goals:

1. Develop and align best-in-class programs
2. Build support and activate commitment to a Master Academic Plan that delivers a highly-regarded program portfolio
3. Develop MnSCU and community partnerships that enhance programming

Refer to the Program Chart (page 16) for an outline of the strategies, implementation tactics and performance indicators.

MARKET

Objective: To actualize Riverland's emerging college market, we promote the college as the stakeholders' educational provider-of-choice and thus drive enrollment growth.

Goals:

1. Create clear processes to enroll and retain students by designing, implementing, and continuously improving a comprehensive Strategic Enrollment Management (SEM) plan
2. Leverage MnSCU partnerships to market our shared programs that increase enrollment
3. Realign communication efforts that ensure our outreach messages are effectively reaching target audiences through appropriate and effective channels

Refer to the Market Chart (page 17) for an outline of the strategies, implementation tactics and performance indicators.



STRATEGIC AREA ACTION PLAN TEAMS

PEOPLE	FINANCE/RESOURCES	PROGRAM	MARKET
Celeste Ruble Gary Schindler Ferne Sofio Marijo Alexander Vicki Lunning	Judy Enright Steve Waldhoff Jeanne Poppe Brad Doss Jill Holmes Shawn Martin Steve Bowron	J.C. Turner Suzette Overby Sharon Hyland Mary Davenport Scott Blankenbaker Matt Bissonette Holly Sherman Luke Sperduto Dan Harber Pamm Tranby Sheryl Barton	James Douglass Al Erdahl Eric Deters Ellen Kehr Dani Heiny Edel Fernandez

After the release of the Strategic Framework, these teams will be expanded to include a broader perspective of Riverland employees and community members.

Next Steps

ADDRESSING CRITICAL STRATEGIC THEMES

Attention to access, enrollment and increase resources

The completion or updating of internal plans that support Riverland’s Strategic Framework will be critical to reaching the enrollment goal by 2020. We will immediately begin work on the following:

1. Strategic Enrollment Plan
2. Master Academic Plan
3. Marketing Plan
4. Diversity Plan
5. Technology Plan
6. Facilities Plan

Realign for growth, outreach, quality and efficiency

Pivotal to Riverland’s vision is the decision to realign academic divisions and to invest in and create a robust deployment of department chairs. The new academic and student affairs structure should maximize labor-management collaboration. It is a commitment to the college’s future growth, to create and nurture our own talent pool for continuous evaluation, planning and improvement.

Also crucial to the vision is the role of academic deans who must be credible academic leaders and program advocates. The deans need to be very close to the classroom, aware of the needs of faculty, and responsive to the feedback of students. The deans must also be responsible for smart scheduling, budget oversight, providing assistance in grant writing and recruitment, professional development, and retention of faculty and staff who are driven to make whatever they touch

the best it can be; both unlimited and adjunct faculty must exhibit persistent innovation and continuous improvement.

To empower deans further, an initiative fund for each of the four deans will be distributed over the next two fiscal years. The initiative fund will be distributed in installments. In collaboration with department faculty, deans will submit business plans to sponsor two key programs from each division. Department chairs are thus able to play a leadership role in the disbursement and use of the initiative fund. The key programs should support the concept of creating the following campus and building identities:

- **Austin Campus: West Building** may serve as the science and health corridor and the **East Building** as the liberal arts education village and precision agriculture center
- **Albert Lea Campus** as the transportation, green energy and industrial technologies center
- **Owatonna Campus** as the allied health, business, information systems and micro manufacturing center

Determining and sponsoring programs and the growth of these campus identities will be handled strategically. Each dean, in collaboration with the department chairs and division faculty, will define appropriate measures of excellence based on their business plans.

Example measures:

1. Faculty who have submitted portfolios for the Board of Trustees Award for Excellence in Teaching
2. Presentations at national conferences
3. Specialized program accreditation
4. Quality Matters (QM™) awards
5. Clearly defined and measured learning outcomes
6. Reduction of student achievement gaps
7. Enrollment trends
8. Licensure pass rates
9. Involvement in student organizations and activities
10. National recognitions or awards
11. Completion rates
12. Student engagement and experiential learning
13. Potential impact on department's overall Cost Sustainability Index (CSI) and enrollment
14. Leadership involvement in the community
15. Service learning projects
16. Publication of scholarly papers or professional journal articles
17. High school post-secondary enrollment option (PSEO) participation
18. Other measurements to be determined

MARKET

Promotion of programs will depend on a sound marketing plan tied to the vision with the caveat that our ultimate objective is to promote educational opportunities of the college rather than individual programs. The institutional strategic plan will drive an academic plan that will inform all other plans, including the facilities master plan, enrollment management plan, marketing plan, diversity plan, retention plan, technology plan and human resources plan.

CONCLUSION

The following pages organize the objectives of the four major categories of **People, Finance, Program** and **Market** into working charts using the SMARTER (Specific, Measurable, Attainable, Results-focused, Time-focused, Evaluated, Rewarded) paradigm. Each chart classifies the work into five areas: Objectives, Goals, Strategies, Implementations Tactics and Performance Indicators. Although the categories are common to strategic planning processes, it is helpful to provide definitions of the terms as used in this process.

- An **Objective** is a broad intention used to direct all efforts for that category. It is a “what” not a “how.” In other words, it tells you where you are going rather than how you will get there.
- **Goals** are closely tied to objectives. A goal is a specific and measurable milestone that must be achieved in order to reach the overarching objective.
- A **Strategy** is a plan of action designed to achieve an objective. Strategies tell you how you are going to get there, the overall direction you are going to take.
- An **Implementation Tactic** is a specific action step required to deliver on a strategy. Implementation tactics are what you do, and for every strategy, there may be a number of tactics.
- **Performance Indicators** measure if the strategies and implementation tactics you are taking are helping you reach your goals and overall objectives.





PEOPLE

OBJECTIVE:

To develop and sustain a culture and climate that support the achievement of Riverland’s mission and vision, we maintain an environment that celebrates individual and collective dedication and achievement.



GOALS	PERFORMANCE INDICATORS
<ol style="list-style-type: none"> 1. Increase both internal and external community engagement. 2. Build a strength-based organization that maximizes service to students. 3. Engender a spirit of individual enterprise. 4. Foster an environment of mutual trust and respect. 	<ol style="list-style-type: none"> 1. Increased StrengthsFinder® assessment and training percentage 2. Climate Survey Results 3. Position Descriptions that align with StrengthsFinder® 4. Employee Diversity (MnSCU measurement)
STRATEGIES	IMPLEMENTATION TACTICS
<ol style="list-style-type: none"> 1. Encourage and accomplish StrengthsFinder® training and assessment for college employees to support current and future positions across the college. 2. Align position descriptions and evaluation procedures to support the strategic mission and system frame work. 3. Prepare Succession Plan(s) to include efficient and effective internal processes, cross-training, external recruitment, and future shared services. 4. Foster a safe environment of open communication, debate, and dialog that enhance transparency for decision-making. 	<ol style="list-style-type: none"> 1. Host StrengthsFinder® training for employees. 2. Prepare and implement Succession Plan(s) to include internal processes and cross-training. 3. Restructure performance evaluation elements to align with strategic plan. 4. Implement safe zone training, hold critical conversations, and enhance diversity awareness. 5. Create and complete AQIP Action Project. 6. Develop innovative solutions to recurring problems.

FINANCE

OBJECTIVE:

To develop and maintain effective fiscal stability, we pursue resource development and budgeting strategies that continuously enhance growth, expand opportunities for students, and ensure excellent student and community experience.



GOALS	PERFORMANCE INDICATORS
<ol style="list-style-type: none"> 1. Leverage corporate sponsorships and partnership opportunities. 2. Accrue funding for investment. 3. Provide adequate financial support for physical, digital, and virtual infrastructure. 4. Enhance the quality of campus facilities and grounds. 5. Increase campus energy efficiencies. 	<ol style="list-style-type: none"> 1. Number of innovative projects funded 2. Number of external grants secured 3. Size of endowment/donor base 4. CFI and fund balance 5. Economic study 6. Size of allocation and cost study results (MnSCU comparison) 7. FCI and space utilization 8. Utility cost reduced 9. Number/value of scholarships 10. General Restricted funds raised 11. MnSCU ROI goal is met
STRATEGIES	IMPLEMENTATION TACTICS
<ol style="list-style-type: none"> 1. Align the Riverland budget to meet the needs of the strategic plan, enrollment plan, academic plan, college vision and mission. 2. Develop a successful bonding process to meet the facility and program needs for our students. 3. Develop an effective strategy for obtaining external funding and support. 	<ol style="list-style-type: none"> 1. Develop FY15 – FY20 budgets. 2. Align budget needs with strategic and enrollment management. 3. Identify special initiatives for funding. 4. Monitor and adjust fiscal year budget as plans evolve or changes are identified. 5. Obtain Guaranteed Energy Saving Plan funds to meet facility needs for HEAPR and bonding projects that are currently unfunded or underfunded. 6. Pre-design and prepare the next capital bonding project. 7. Align Foundation retreat and strategic planning with college plans.



PROGRAM

OBJECTIVE:

To establish and enhance high quality programming that promotes student success, meets stakeholder needs and inspires partnerships, we actively engage in efforts of continuous academic improvement.



GOALS	PERFORMANCE INDICATORS
<ol style="list-style-type: none"> 1. Develop and align “best-in-class” programs. 2. Build support and activate commitment to a Master Academic Plan that delivers a highly-regarded program portfolio. 3. Develop MnSCU and community partnerships that enhance programming. 	<ol style="list-style-type: none"> 1. Increased enrollment - FYE 2. Increased/optimum exam pass rates - % increase 3. Increased retention and completion - % increase 4. Increased student satisfaction – CCCSE, program graduate exit measures 5. Increased employee satisfaction – Survey 6. Increased/optimum placement/Federal gainful employment – Placement data 7. Increased program efficiency – Cost Study Index analysis 8. Partnerships engaged in the delivery of program offerings 9. Meets Charting the Future goals (KPI)
STRATEGIES	IMPLEMENTATION TACTICS
<ol style="list-style-type: none"> 1. Establish a Master Academic Plan (MAP) to support the vision of Riverland Community College and direct the centers of excellence model. 2. Deliberate and intentional engagement of faculty to enhance opportunities that will identify and drive innovative “best in class” offerings and services. 3. Implement evidence-based success strategies to increase student engagement and learning. 	<ol style="list-style-type: none"> 1. Investigate and use findings to enhance existing programs and to develop new programming. <ol style="list-style-type: none"> a. Establish mechanisms that review or recognize gaps in current offerings in relation to identified needs. b. Through inter-program collaboration and partnerships, consolidate and reduce duplication of offerings. c. Use the centers of excellence model, identifying what offerings will drive enrollment increases. d. Conduct an environmental scan, including data trends, for high demand offerings. 2. Reinforce routinely the use of AQIP criteria for continuous improvement. 3. Implement evidence-based successful practices.



MARKET

OBJECTIVE:

To actualize Riverland’s emerging college market, we promote the college as the stakeholders’ educational provider-of-choice and thus drive enrollment growth.



GOALS	PERFORMANCE INDICATORS
<ol style="list-style-type: none"> 1. Create clear processes to enroll and retain students by designing, implementing, and continuously improving a comprehensive Strategic Enrollment Management (SEM) plan. 2. Leverage MnSCU partnerships to market our shared programs that increase enrollment. 3. Realign communication efforts that ensure our outreach messages are effectively reaching target audiences through appropriate and effective channels. 	<ol style="list-style-type: none"> 1. Increased FYE and enrollment 2. CCCSE results 3. Media Preferences survey (2014-2017) 4. Results compared with those of area institutions (NIACC, RCTC, SCC) 5. Enhanced MnSCU partnerships (internal measurement) 6. Percentage of local high school graduating class enrolled at Riverland
STRATEGIES	IMPLEMENTATION TACTICS
<ol style="list-style-type: none"> 1. Conduct market research that illuminates what students expect and need and who our future students should be. 2. Create a comprehensive marketing plan that drives all college messaging and branding efforts. 3. Explore opportunities to provide online concurrent courses for students and other venues for accelerated accomplishment of credentialing. 	<ol style="list-style-type: none"> 1. Create customer profiles. 2. Look at employment and student trends - including future trends. 3. Align all plans (strategic, marketing, diversity, academic, retention) so none are operating in isolation of each other. 4. Plan, realign and invest in marketing resources. 5. Insure college efforts are targeted for growth.

Riverland's Programs of Study Divisions

<p>ARTS, HUMANITIES & SOCIAL SCIENCES DIVISION</p> <p>ARTS & HUMANITIES DEPARTMENT</p> <p>Program Areas:</p> <ul style="list-style-type: none"> • Art • Career Exploration (CARE) • Developmental English, Reading, Writing • English • English for Academic Purposes (ENAP) • Humanities • Music • Philosophy • Speech • Theater • World Language <p>SOCIAL SCIENCES DEPARTMENT</p> <p>Program Areas:</p> <ul style="list-style-type: none"> • Anthropology • Criminal Justice • Economics • Geography • History • Human Services • Law Enforcement • Political Science • Psychology • Sociology 	<p>NATURAL SCIENCES, MATH, HEALTH & WELLNESS DIVISION</p> <p>SCIENCE & MATH DEPARTMENT</p> <p>Program Areas:</p> <ul style="list-style-type: none"> • Astronomy • Biology • Chemistry • Developmental Math • Earth Science • Mathematics • Physics • Statistics <p>HEALTH & WELLNESS DEPARTMENT</p> <p>Program Areas:</p> <ul style="list-style-type: none"> • Certified Nursing Assistant • Cosmetology • Emergency Medical Services • Fire • Massage • Medical Assistant/Phlebotomy • Nursing • Physical Education and Health • Radiography 	<p>BUSINESS, TECHNOLOGY, TRADE & INDUSTRY DIVISION</p> <p>BUSINESS & TECHNOLOGY DEPARTMENT</p> <p>Program Areas:</p> <ul style="list-style-type: none"> • Accounting • Business • Business & Office Technology • Computer Technology • Farm Business Management • General Studies • Supervisory Management <p>TRADE & INDUSTRY DEPARTMENT</p> <p>Program Areas:</p> <ul style="list-style-type: none"> • Automotive Service Technology • Carpentry • Collision Repair • Construction Electrician • Diesel Technology • Industrial Maintenance & Mechanics • Truck Driving • Welding, Machine • Wind/Solar
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Glossary of Terms and Acronyms

AQIP	The Academic Quality Improvement program (AQIP) is one of several pathways leading to accreditation with the Higher Learning Commission. Others include the Open and Standard Pathways. AQIP differs from the other pathways in that it is premised on principles of continuous quality improvement, and its various processes and requirements are designed to assist institutions in achieving quality improvement, along with reaffirming the institution's accredited status with the Commission once every AQIP cycle. Many institutions have reported transforming their quality cultures since embarking on the AQIP Pathway.
AQIP Action Project	An AQIP institution completes an ongoing cycle of Action Projects that over time constitute its record for quality improvement activities. Strategy Forums assist in this process as do other core AQIP processes such as the institution's Systems Portfolio.
Charting The Future (Goals) (KPI)	http://www.mnscu.edu/chartingthefuture/docs/charting_the_future.pdf
CCCSE	Center for Community College Student Engagement
CFI	Composite Financial Index
FCI	Facilities Cost Index
HEAPR	Higher Education Asset Preservation and Replacement
Master Academic Plan (MAP)	The Master Academic Plan (MAP) provides a flexible overall framework for the development of specific college and department plans and for academic initiatives that reflect those plans.
Media Preferences Survey	A survey of two-year college students and community members conducted both nationally and locally to learn how media is used. (Examples: social media, television, radio, web products, etc.)
MnSCU	Minnesota State Colleges and University system
MnSCU ROI Goal	Minnesota State Colleges and Universities Return on Investment Goal
NIACC	Northern Iowa Area Community College
RCTC	Rochester Community and Technical College
SCC	South Central College
Strategic Enrollment Management (SEM) Plan	A Strategic Enrollment Management (SEM) Plan is more than a long-term recruitment or retention plan. It is a data-informed plan that aligns an institution's fiscal, academic, co-curricular, and enrollment resources with its changing environment to accomplish the institution's mission

and ensure the institution's long-term enrollment success and fiscal health. (Noel-Levitz)

StrengthsFinder®

Marcus Buckingham and Donald O. Clifton, Chair of the Gallup International Research & Education Center, have created a revolutionary program to help readers identify their talents, build them into strengths, and enjoy consistent, near-perfect performance. At the heart of the book is the Internet-based StrengthsFinder® Profile, the product of a 25-year, multi-million dollar effort to identify the most prevalent human strengths. The program introduces 34 dominant "themes" with thousands of possible combinations, and reveals how they can best be translated into personal and career success. In developing this program, Gallup has conducted psychological profiles with more than two million individuals to help readers learn how to focus and perfect these themes.

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