

2017-2020 **STRATEGIC PLAN & GOALS**



DAKOTA COUNTY

TECHNICAL COLLEGE



SERVING OUR DIVERSE COMMUNITY PARTNERS WITH EXCEPTIONAL EDUCATIONAL OPPORTUNITIES

Dakota County Technical College has advanced a simple yet profound maxim for more than 45 years: Education for Employment. As one of five stand-alone technical colleges in Minnesota, DCTC is front and center in the statewide effort to take on and solve two crucial issues challenging the people of our state. We will continue leading the way in building the talent pipeline small businesses, growing companies and essential industries need to fortify the state's economy in a global marketplace becoming more competitive every day.

While accomplishing this obligation, our college must also bring greater focus to our efforts to reduce the racial and economic inequalities that prevent many of our best and brightest citizens from pursuing careers that will benefit everyone in our state. Seventy percent of Minnesota's population growth over the next 25 years will take place in communities of color. The workforce of the future must be diverse as well as highly trained.

Our Strategic Plan for the future augments the college's core mission of education for employment. The plan's overall design champions the career aspirations of our students and graduates while strengthening our partnerships, both new and established, with our surrounding communities. The plan's five strategic directions are action-oriented and involve investing in our resources, building career pathways, promoting sustainability, ensuring academic opportunities, and cultivating a campus environment that is welcoming, respectful and fair to all.

The strategic directions are energized by 16 real-world, constructive and attainable goals. The down-to-earth dynamics of the plan showcase the wisdom and resourcefulness of

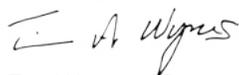
our stakeholders, both internal and external, who contributed vital feedback to members of our Strategic Planning Committee.

The Strategic Plan does not identify specific actions, but instead focuses on broad directions and goals that allow team members from different departments and divisions to develop operational plans that can achieve the Strategic Plan's overall objectives. This approach recognizes that members of the Strategic Planning Committee are not front-line experts with the day-to-day insights needed to create viable plans at the operational level. Team members within each division and department have the experience and expertise to make plans that will deliver the results needed to meet the college's challenges and better serve our students.

Implementing the Strategic Plan in this manner empowers individual members of our campus community, allowing each of us to see how our daily tasks and actions merge our division or department's operational plans with the long-range goals of the college. All our contributions are indispensable because all of us working together make Dakota County Technical College a force for prosperity in the lives of our students and alumni.

I wish to thank the members of the Strategic Planning Committee for their hard work on this critically important project. I would also like to thank our many constituents who took the time and energy to provide incisive input to the committee. Our combined dedication and efforts will ensure that our current and future students receive the education they need to uphold their dreams, care for their families and give their very best to their communities.

Sincerely,



Tim Wynne, J.D.

President

Dakota County Technical College and Inver Hills Community College



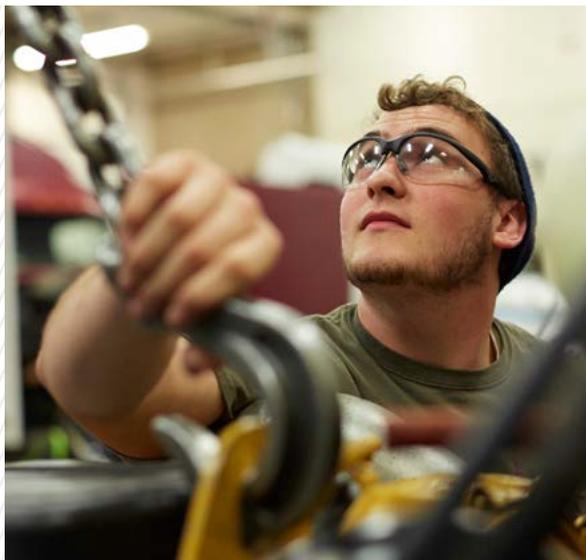
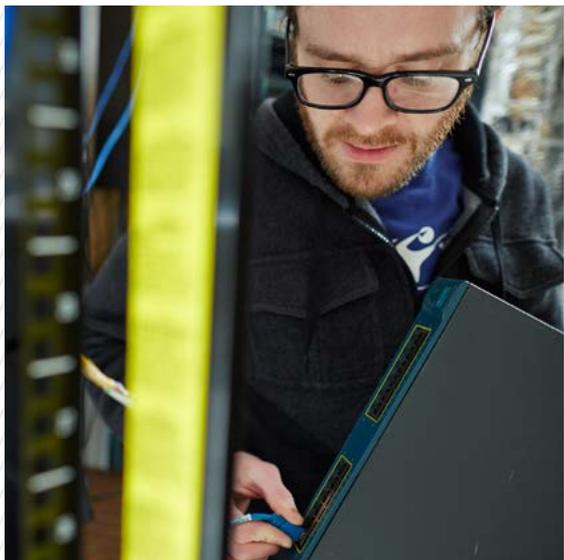
MISSION STATEMENT The mission of Dakota County Technical College is to provide collegiate-level education for employment that will empower individuals to enhance their opportunities for career advancement and success in a global economy.

STRATEGIC DIRECTION #1 Invest in educational programming and opportunities that evolve with market demands.

- GOAL 1.1:** DCTC will pursue new and strengthen existing partnerships with education, business and industry at the local, regional, national and global levels.
- GOAL 1.2:** DCTC will contribute to the efforts of our communities to develop lifelong learning programs.
- GOAL 1.3:** DCTC will explore expanding degree options to best meet the needs of an evolving local workforce and the global market (i.e. transforming to a comprehensive college or Polytechnic university).
- GOAL 1.4:** DCTC will develop and sustain a dynamic and vibrant program array advised by engaged, passionate experts in their areas of expertise.

STRATEGIC DIRECTION #2 Build pathways to credentials through: industry certifications, credit for prior learning, and competency-based education.

- GOAL 2.1:** DCTC will cultivate new financial resources to incubate innovative credit and non-credit programs.
- GOAL 2.2:** DCTC will leverage new and existing relationships with industry to develop internships and apprenticeships.
- GOAL 2.3:** DCTC will expand programming through Competency-based Education (CBE) and Credit for Prior Learning (CPL).



VISION STATEMENT Dakota County Technical College will be the leader in providing exceptional education and be the preferred partner for the diverse communities we serve.

STRATEGIC DIRECTION #3 Promote a sustainable organizational environment of innovation, engagement and integrity.

- GOAL 3.1:** DCTC will build on employee, departmental, and organizational strengths to promote engagement and optimize resources.
- GOAL 3.2:** DCTC will research and pursue innovative and collaborative funding sources.
- GOAL 3.3:** DCTC will promote a fiscally responsible culture.

STRATEGIC DIRECTION #4 Ensure opportunities by outlining pathways and providing support for student success.

- GOAL 4.1:** DCTC will implement research-based best practices to increase persistence and completion.
- GOAL 4.2:** DCTC will focus on identifying and removing barriers to success.
- GOAL 4.3:** DCTC will expand access to student affairs and auxiliary services.

STRATEGIC DIRECTION #5 DCTC will continue to cultivate an inclusive, equitable, and respectful environment.

- GOAL 5.1:** DCTC will increase the recruitment, enrollment and success of non-traditional and underrepresented students.
- GOAL 5.2:** DCTC will increase the recruitment of faculty and staff who represent the community we serve.
- GOAL 5.3:** DCTC will provide opportunities for cultural competency development for all members of the campus community.

2015-2016 DCTC STRATEGIC PLANNING TIMELINE

SEPTEMBER 2015

Recruit strategic planning committee members from all bargaining units and the Minnesota State College Student Association (MSCSA) via the DCTC Student Senate

OCTOBER 20, 2015 | MEETING #1

Overview of process, timeline and logistics; Selection of planning process

NOVEMBER 3, 2015 | MEETING #2

Review of mission and vision statements, values and past strategic directions; conduct activity for Environmental Scan; Review draft of SWOT survey of internal and external stakeholders

NOVEMBER 4 - 18, 2015 | SWOT SURVEY

Students, faculty, staff, advisory board members, foundation board members, K-12 partners and industry partners invited to participate in a SWOT survey

NOVEMBER 17, 2015 | MEETING #3

Update on SWOT survey results; Discussion on Charting the Future initiatives (leaders of each initiative were invited to attend the meeting) and share the plan for each initiative

DECEMBER 1, 2015 | MEETING #4

Review Environmental Scan data and SWOT Survey questions focused on goals and additional strategic directions

DECEMBER 15, 2015 | MEETING #5

Analysis of Goals, Strategic Directions and SWOT

JANUARY 12, 2016 | MEETING #6

Review progress on Charting the Future Initiatives; Review work of strategic planning committee and propose revised timeline; Analyze goals and related SWOT; Draft new strategic directions and goals

JANUARY 25, 2016 | MEETING #7

Review mission and vision statement and values to ensure alignment with revised strategic directions and goals; Develop plan to obtain internal and external feedback on draft of new strategic plan

JANUARY 28, 2016 | MEETING #7

Faculty in-service presentation providing update on the work of the Strategic Planning Committee and next steps

FEBRUARY 8, 2016 | MEETING #8

Analyze and prioritize strategic issues

FEBRUARY 4-18, 2016 | STRATEGIC PLANNING ONLINE FEEDBACK

Students, faculty, staff, advisory board members, foundation board members, K-12 partners and industry partners invited to provide feedback on the draft of the 2017-2020 strategic plan via an online feedback form

FEBRUARY 11, 2016 | STRATEGIC PLANNING FEEDBACK EVENT

Students, faculty, staff, advisory board members, foundation board members, K-12 partners and industry partners invited to provide feedback on the draft of the 2017-2020 strategic plan via a poster session

FEBRUARY 22, 2016 | MEETING #9

Groups review feedback on the draft of the plan collected at the in-person event and through the online feedback form; Revise strategic directions and goals

FEBRUARY 24, 2016 | PROVIDED UPDATE ON CHARTING THE FUTURE

Common Hour presentation on progress on Charting the Future campus initiatives

MARCH 7, 2016 | MEETING #10

Finalize draft of strategic directions and goals; Review feedback on the vision statement and revise the vision statement



2015-2016 STRATEGIC PLANNING COMMITTEE MEMBERS

SUZIE BRUSOE

Chief Human Resources Officer, DCTC and Inver

KEVIN DAY

DCTC Student Senate President

ERIN EDLUND

Director of Institutional Advancement and Marketing, DCTC and Inver

SCOTT ERICKSON

Chief Financial Officer, DCTC and Inver

SCOTT GUNDERSON

Business Administration Instructor, DCTC

TODD JAGERSON

Chief information Officer, DCTC and Inver

ANNE JOHNSON

Interim Dean of Student Affairs, DCTC

PATRICK MCQUILLAN

Dean of Customized Training, DCTC and Inver

JONATHAN O'HARA

Enrollment Advisor, DCTC

MIKE OPP

Chief Academic Officer, DCTC

SCOTT ROELKE

Director of Scholarships and Financial Aid, DCTC

BECKY STEIN

DCTC Student Senate Secretary

HAROLD TORRENCE

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ANNA VERHOYE

Communications Instructor, DCTC

ANNA VOIGHT

Assistant Director of Student Life, DCTC

TIM WYNES

College President, DCTC and Inver

WENDY MARSON (FACILITATOR)

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CARRIE SCHNEIDER (FACILITATOR)

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