

ALEXANDRIA

TECHNICAL & COMMUNITY COLLEGE

STRATEGIC VISIONING, PLANNING & POSITIONING FY 2011– FY 2013

As Alexandria Technical and Community College (ATCC) moves through its 50th year and into its 6th decade of operation, we go there with a great deal of passion, optimism and energy. We realize that these times are different than ever before, and that a “new normal” has emerged in our business of higher education. That changing marketplace of learning is defined by a myriad of new dimensions including, but not limited to:

- the fiscal realities and challenges in Minnesota,
- the techno-hybridization of teaching, learning, and learner support,
- new mandates for instructional efficiency, productivity, and re-design,
- reduction of time and cost to achieve learning objectives,
- calls for increased accountability, performance and student success, and
- expectations of innovative solutions for sustainability of our programs and colleges.

Indeed . . . a new normal!

The strategic directions and vital initiatives of ATCC will guide us as we move ahead aggressively and intelligently in this new and emerging marketplace. Our focus will be on value and sustaining competitive advantage. Instructional excellence and relentless student support from individuals throughout the college will define our uniqueness and our niche as we begin our new journey as a comprehensive technical and community college.

Mission:

Alexandria Technical and Community College creates opportunity for individuals and business through education, innovation, and leadership. The college’s high-quality technical and transfer programs and services meet their needs, interests, and abilities and strengthen the economic, social, and cultural life of Minnesota’s communities.

Vision:

To be the premier institution of career preparation and comprehensive lifelong learning by:

- continuing our heritage of caring,
- engaging learners as full partners in their educational experiences,
- valuing our highly trained professional staff, relevant programs, and state-of-the-art technology,
- implementing instructional innovation,
- inspiring learners through an exemplary learning environment,
- integrating our collaborative learning alliances and partnerships within and beyond ATCC, and
- modeling a diverse culture of empowerment, creativity, and innovation as partners in a powerful learning organization.



ALEXANDRIA TECHNICAL AND COMMUNITY COLLEGE FY 2011 – FY 2013 Strategic Directions and Vital Initiatives

1. Strategic Direction: Increase Access, Opportunity, and Success

- a. Goal Statement:
 - i. To position ATCC as the regional, publicly-funded college in west central Minnesota.
- b. Vital Initiatives:
 - i. Implement the expanded degree authority through the Associate in Arts degree.
 - ii. Support student access and opportunity through increased business partnerships and College Foundation Development fundraising efforts.
 - iii. Target and grow enrollments of under-represented students.
 - iv. Expand marketing and recruiting efforts targeted at non-traditional students, incumbent workers, individuals contemplating career change, and those who have left four-year universities.
 - v. Explore the potential enrollment and student success impact if on-campus student housing was made available.

2. Strategic Direction: Achieve High-Quality Learning Through a Commitment to Excellence and Accountability

- a. Goal Statements:
 - i. ATCC programs and services will be recognized as “best-in-class” and the college as one of the premier state colleges in the United States.
 - ii. ATCC will be a system leader in the areas of accountability and transparency; providing mission-specific quantitative and qualitative data and student success information.
- b. Vital Initiatives:
 - i. Determine accountability and transparency measures/ analytics and implement process for real time distribution of data and information.
 - ii. Review processes and analytics of student services departments and operations.
 - iii. Grow and sustain enrollment to no less than 2,275 FYE’s by the end of FY 2013.
 - iv. Expand enrollments, partnerships, and student success rates in online initiatives.
 - v. Evaluate the effectiveness of institutional and program enrollment management efforts.
 - vi. Earn reaccreditation from the Higher Learning Commission.
 - vii. Complete “Assessment of Learning” initiative college-wide.
 - viii. Improve student success in retention, graduation, and satisfaction utilizing the Noel Levitz Student Satisfaction (SSI) and the Community College Survey of Student Engagement (CCSSE) data.

3. Strategic Direction: Provide Learning Opportunities, Programs and Services to Enhance the Global Economic Competitiveness of the State, its Regions, and its People

- a. Goal Statement:
 - i. Link present and future programs with the economic marketplace that supports growth and expansion of the college and the community.
- b. Vital Initiatives:
 - i. Invest in green technology when and where feasible.
 - ii. Invest in and expand business and industry outreach initiatives based on marketplace opportunities and financial sustainability.
 - iii. Expand the role of the Foundation in fundraising efforts with academic program partners, community stakeholders, and special initiatives.

4. Strategic Direction: Innovate to Meet Current and Future Educational Needs

- a. Goal Statements:
 - i. Investigate and integrate next generation technologies with student service and learning, teaching, and operations across the college (in alignment with Students First initiative).
 - ii. Advance a concept of learning and teaching based on a new design of a P-14 / P-16 model.
- b. Vital Initiatives:
 - i. Champion new models of P-14 / P-16 learning and teaching partnerships through traditional and online program initiatives; advance new models of student service in these same partnerships.
 - ii. Explore and integrate the use of advanced technology as we reach and communicate with present and prospective students.
 - iii. Align communication messages across multiple media in efforts to connect with current and prospective students.
 - iv. Manage college finance responsibly and innovatively in a challenging marketplace.
 - v. Project a continuing awareness and understanding across the college of the changing marketplace and need for innovative responsiveness to these challenges. This awareness will be reflected in all processes from prospecting to placement, including curriculum, program mix, and instructional design and delivery.

5. Strategic Direction: Sustain Financial Viability During Changing Economic and Market Conditions

- a. Goal Statement:
 - i. Lead and manage ATCC in light of fiscal realities while focusing on high quality programming, accountability, and efficient operations.
- b. Vital Initiatives:
 - i. Manage and align programs of study within new demographics, enrollment, employment/ placement and student success data, college mission, and workplace expectations.
 - ii. Participate in conversations, planning, and implementation efforts as opportunities for regional efficiencies and staffing models are identified.