MESABI RANGE COLLEGE
STRATEGIC PLAN
2016 - 2020

Who we are

What we value

Where we’re going
I. College Mission, Vision, Core Values, and Guiding Questions

Mesabi Range College Mission
Mesabi Range College is a progressive, student-focused institution, located in the heart of northeastern Minnesota, preparing diverse learners for fulfilling careers, college transfer, and lives of intellectual curiosity and discovery.

Mesabi Range College Vision
Mesabi Range College will lead northeastern Minnesota in accessible, innovative, and high-quality educational and training opportunities.

Mesabi Range College Core Values
1. **Excellence**: Mesabi Range College provides learners innovative instruction, timely curriculum, and rigorous standards.
2. **Diversity**: Mesabi Range College promotes cultural awareness and supports underrepresented students.
3. **Opportunity**: Mesabi Range College offers comprehensive and creative learning experiences in liberal arts, technical fields, and student life.
4. **Community**: Mesabi Range College values and encourages mutual engagement with the community.
5. **Innovation**: Mesabi Range College responds to education and training needs through emerging technology, online, distance learning, and satellite programs.
6. **Self-Reflection**: Mesabi Range College engages in progressive planning and continuous improvement through ongoing assessment.
7. **Professional Development**: Mesabi Range College supports and encourages the professional growth of faculty and staff to ensure high-quality instruction and services.
8. **Partnership**: Mesabi Range College fosters relationships with local, regional and global business and education partners.
Guiding Questions
These questions guide our discussions and ensure that we are living out our core values:
1. How does this action, policy, process, or initiative benefit students?
2. How does this action, policy, process, or initiative represent the best of what the college does and is for its students, stakeholders, and/or community?
3. How does this action policy, process, or initiative support and encourage the professional growth of faculty and staff?
4. How does this action, policy, process, or initiative promote cultural awareness, advance equity, and/or support underrepresented students?
5. How does this action, policy, process, or initiative establish, build, or strengthen partnerships and relationships with our community, business and industry, and/or other educational partners?

II. Strategic Planning: Background and Foundation for Institutional Effectiveness Assessment

Strategic Planning: Phase One
From 2016 Monitoring Report to HLC
Five “core themes,” formed the structure for Mesabi Range College’s strategic plan. Those five core themes are as follows:

Core Theme 1: Expand Student Enrollment, Retention, and Completion
Core Theme 2: Inspire Teaching and Learning Excellence
Core Theme 3: Embrace Diversity and Advance Equity
Core Theme 4: Champion Innovation
Core Theme 5: Build Community

Strategic Planning: Phase Two
From 2018 Interim Report to HLC
The Core Themes identified by the college community as representing those areas that most embody faculty and staff hopes and dreams for the institution now serve as the college’s Institutional Effectiveness Goals, the means by which the college measures the effectiveness of its services to and support of students. These goals became the solid foundation for institutional non-academic and co-curricular assessment since they were developed by the entire college community and truly encompass the essential aspirations of non-academic departments serving and interacting with students.

Institutional Effectiveness Goals
Expand Student Enrollment, Retention, and Completion
Inspire Teaching and Learning Excellence and Champion Innovation
Embrace Diversity and Advance Equity
Build Community
Uphold Institutional Integrity

These Institutional Effectiveness Goals have been presented to the Shared Governance Council and AASC and have received their approval and support.

III. Methodology and Rationale
Mesabi Range College’s Strategic Plan is developed around five strategic priorities. These priorities are fundamental to the purpose, integrity, growth, and sustainability of the college. They are the framework built from the foundation of the institution’s mission, vision, and core values. (The collaborative process from which the current strategic priorities have been developed is documented in the college’s 2016 Monitoring Report to HLC.)

**Five Strategic Priorities**

1. Expand student enrollment and retain more students to completion of their academic goals
2. Create a culture of academic excellence, innovation, and intentional learner support
3. Promote diversity awareness and create a culture of acceptance and equity
4. Build a sense of community on its campuses and off through an active Student and Residential Life program; intentional outreach to business and industry partners, community resources, and other educational partners; and increased visibility of the college in the community and public perception of the college as a progressive, innovative center of academic excellence.
5. Establish and follow processes that ensure ethical conduct and support institutional sustainability and responsible decision-making.

In order to create a dynamic and productive strategic plan, the college has linked its five strategic priorities to institutional plans, which are created, implemented, monitored, and assessed by various collaborative teams made up of faculty, staff, and administration. The college’s Implementation and Reporting Process establishes the means and timeline for planning, assessing, analyzing data, planning improvements, and reporting progress.
Planning, Implementation, Analysis, and Reporting Process

**FALL**
Fall Semester Implementation
- Meet regularly to implement, document, and monitor progress on the plan
- Continue to collect data

**SUMMER**
Fall Semester Planning
- Analyze spring semester data
- Plan improvements
- Discuss progress made
- Compile report on that progress
- Establish new goals and outcomes
- Prioritize goals and outcomes for fall semester
- Map Process to Implement Plan, including Action Items and Lead for each of those items

**WINTER**
Spring Semester Planning
- Analyze fall semester data
- Plan improvements
- Discuss progress made
- Compile interim report on that progress
- Prioritize goals and outcomes for spring semester
- Map Process to Implement Plan, including Action Items and Lead for each of those items

**SPRING**
Spring Semester Implementation
- Meet regularly to implement, document, and monitor progress on the plan
- Continue to collect data
Process
MRC’s Strategic Priorities are reviewed and revised or augmented every four years. Changes in the college’s strategic priorities are brought first to Shared Governance Council and then to faculty association for approval or feedback toward revision before updated priorities are presented to faculty and staff at the fall duty day.