

# 2026 Forward

## The Strategic Plan for Bemidji State University & NTC, Bemidji's Technical College



### I. INTRODUCTION FROM PRESIDENT HOFFMAN

The first university and college on the Mississippi River, Bemidji State University and NTC, Bemidji's Technical College, align together as the definitive institutions of applied liberal arts, science, and technology in the North. We are united by a common purpose: to advance equitable, inclusive, and holistic student learning and success. We provide a broad spectrum of high-quality educational experiences, credentials, and degrees ranging from certificates and two-year degrees to advanced graduate education. We are deeply rooted in place, responsive to the needs of our people, and committed to prosperity for the North.

Our shared identity is shaped by the students and communities we serve, notably first-generation learners, working adults, American Indian students and students of color, and families across rural and regional Minnesota. We are proud to be institutions of applied and experiential learning, where education happens by doing – whether that's in a lab, a performance space, a clinical site, a local business, an athletic competition, a community volunteer setting, or the natural beauty of the North.

The BSU-NTC alignment is among our greatest strengths, creating seamless pathways, bridging postsecondary credentials and degrees, and expanding access to affordable and transformational career-connected education. Our reach extends far beyond our campuses. Cutting against much of the competitive ethos in modern higher education, we are committed to collaboration. We increasingly take our teaching and expertise into the region – meeting learners where they are through on-site, online, and multimodal programs offered in partnership with the North's businesses, industries, communities, and two-year public and Tribal institutions.

This Strategic Plan charts a clear course forward. **Our North Star is Social Mobility:** ensuring that every student, regardless of background, can access an education that leads to prosperity and purpose. To achieve this North Star, we are establishing a foundation of **Financial Vitality**, empowering us to sustain our mission with innovation and discipline. Our Strategic Threads – *Nisidotaading* (Ojibwe for "having mutual understanding and respect"), *Tomorrow's Students*, *Environmental Sustainability*, and *Regional Economic and Workforce Development* – are woven throughout this plan and serve as a forward-facing expression of who we have always been.

We will bring this vision to life by focusing our collective efforts on three priorities: *Advancing Applied and Experiential Learning*, *Centering Our People*, and *Promoting Our Value*. These priorities provide structure for the strategic projects that put our plan into action, achieving outcomes and movement. Together, we are creating the next chapter of public higher education in the North – one defined by partnership, innovation, and possibility. The future for BSU and NTC is applied, connected, and distinctly ours – one shared vision advancing opportunity and prosperity for Northern Minnesota.

## II. OUR STRATEGIC OUTCOMES: ACHIEVING MEASURABLE VALUE

Drawing on the work of the [Postsecondary Value Commission](#) and [Minnesota State Equity 2030](#), we believe that students experience value when provided access and support to complete high-quality, affordable credentials that lead to meaningful employment and opportunities for all Minnesotans to create a better future for themselves, for their families, and for their communities. Because we believe that measuring value matters, each of the tenants of our two strategic outcomes are paired with key performance indicators (KPIs) that we will report through a **2026 Forward** strategic planning outcome dashboard. Data are disaggregated when possible to ensure we are achieving equitable outcomes.<sup>1,2</sup>

### Our North Star: Advancing Social Mobility

At the heart of our shared mission is a simple and profound goal: to transform lives through educational experiences that lead to opportunity, prosperity, and the ability to effect change. For BSU and NTC, social mobility means that every learner – regardless of *and because of* background, geography, and circumstance – can access, afford, succeed in, and benefit from higher education. This is our purpose and our promise to the students and communities of Northern Minnesota.

1. **Access & Affordability:** We create clear and affordable pathways for every student with a desire and commitment to learn. Through dual enrollment and admissions, transfer partnerships, scholarships, accessible learning environments, and flexible delivery models, we expand who can attend and how they can afford to do so.
  - **KPIs:** Disaggregated application, admission, and matriculation data; Average institutional net price
2. **Student Success:** We deliver applied, experiential, and inclusive learning that empowers students to achieve the highest possible standards and thrive inside and outside the classroom. From hands-on technical programs to community-based projects and internships, students learn by doing and build confidence through accomplishment, finding belonging, mastery, and momentum toward their goals.
  - **KPIs:** Disaggregated course success, retention, and graduation metrics
3. **Post-Completion Prosperity:** We ensure that learning leads to meaningful employment, continued education, community engagement, and lifelong growth. By connecting students with employers, industry partners, and alumni, we help them translate their education into strong careers and contributions to their communities so that every graduate leaves ready to prosper, uplift others, and strengthen the North.
  - **KPIs:** Disaggregated post-completion employment data; Economic return metrics

### Our Foundation: Financial Vitality

Achieving and maintaining financial vitality is the foundation that enables BSU and NTC to fulfill our shared mission with creativity and purpose. It ensures that we can invest in our people, programs, and infrastructure while expanding equitable access and opportunity for the students we serve. A healthy financial foundation allows us to adapt quickly, innovate boldly, and deliver on our promise of social mobility.

1. **Net Revenue Generation.** We will strengthen the financial health of both institutions by increasing revenue through sustainable enrollment, program innovation, and targeted

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<sup>1</sup> KPIs are summarized below; more detailed information is included in Appendix A and B.

<sup>2</sup> Appendix C provides a narrative describing the year-long process utilized to develop the **2026 Forward** plan.

partnerships. This includes attaining greater efficiency in educational delivery, investing in the future, developing new academic and workforce pathways, expanding customized training opportunities, and aligning resources with programs that meet student demand and regional needs.

- **KPIs:** Minnesota State Financial Health Indicators; Instructional cost per FYE; Annual fundraising metrics

2. **Facility Enhancement.** Our physical spaces shape how students learn, how employees work, and how the community experiences our campuses. As institutions located within the homelands of the Ojibwe people, we will design and enhance facilities that honor Indigenous knowledge, reflect the culture and landscapes of Northern Minnesota, and align with our commitment to an environmentally sustainable future. Through careful planning and investment, we will modernize learning environments, improve energy efficiency, and create spaces that foster connection, collaboration, and pride reflecting the quality and care of the education we provide.

- **KPIs:** Minnesota State Physical Plant Risk Factors; Minnesota State B3 Benchmarks (energy, water, and carbon usage)

3. **Technology Infrastructure.** Technology is central to how we teach, learn, and operate. We will invest in modern systems that support academic excellence, streamline operations, and enhance digital experiences for students and employees alike. By modernizing our infrastructure, we will empower innovation and position both BSU and NTC to thrive in an increasingly interconnected world.

- **KPIs:** Instructional Technology Accessibility and Performance Survey; Minnesota State B3 Benchmark data for energy, water, and carbon; In-person, online, and multimodal course offerings

### III. OUR STRATEGIC THREADS: WHO WE ARE

The strategic threads represent the enduring qualities that define BSU and NTC. They are the throughlines that connect our history, our people, and our purpose – woven into everything we do. These threads remind us that while our priorities may evolve, our identity remains grounded in service, community, and opportunity.

#### Nisidotaading (Mutual Understanding and Respect)

Rooted in the Ojibwe principle of having mutual understanding and respect, Nisidotaading reflects our deep commitment to belonging and care. We aspire to inclusive excellence where all students and employees have a tangible sense of being sought out, welcomed, valued, and needed, thus positioning them to contribute unique and diverse perspectives to collective problem-solving.

#### Tomorrow's Students

Our future depends on meeting the evolving needs of the students we serve. We will adapt to changing demographics by embracing flexibility, expanding access for transfer and adult learners, taking programs and services to students, and creating pathways that honor each student's experience and goals.

#### Environmental Sustainability

Situated where the Mississippi River begins and among Minnesota's three largest Tribal Nations, we embrace our responsibility as stewards of the North. Through sustainable operations, environmental

education, and community engagement, we will model care for the land and resources that sustain us – today and for generations to come.

### Regional Economic and Workforce Development

Our region's vitality and our institutions' success are intertwined and symbiotic. We will strengthen partnerships with business, industry, Tribal Nations, and regional communities to address workforce needs, promote innovation, and prepare graduates who fuel the economic and cultural strength of Northern Minnesota.

## IV. OUR STRATEGIC PRIORITIES: WHERE WE WILL FOCUS OUR EFFORTS

Guided by our North Star and strengthened by our shared threads, the following three priorities represent an organizational framework for BSU and NTC to focus our energy in the years ahead. Each priority translates our mission into tangible action – ensuring that our commitment to access, excellence, and service continues to evolve for tomorrow's students.

### Advancing Applied and Experiential Learning

We will strengthen our identity as institutions where learning is active, applied, and connected to real-world opportunity. By linking academic knowledge with reflective practice, fostering collaboration across disciplines, and connecting curricular and co-curricular experiences, we will prepare students to think critically, solve problems, and contribute meaningfully to their communities and careers.

### Centering Our People

People are at the heart of our success. By proactively engaging in shared governance practices, we will create environments where employees and students are sought out, welcomed, valued, supported, and inspired to do their best work. Through intentional professional development, collaboration, and belonging, we will develop a culture that prioritizes both individual growth and collective well-being.

### Promoting Our Value

We will strengthen our understanding of the vital role BSU and NTC play in Northern Minnesota and beyond. By communicating our impact clearly and consistently, we will inspire pride among students, employees, alumni, and partners; amplify our unique story; and elevate our reputation.

## V. OUR PROJECTS: TURNING STRATEGY INTO ACTION

Our strategic priorities come to life through a set of focused projects that translate vision into measurable progress. Each project is designed to advance our North Star of Social Mobility and strengthen the financial and operational vitality that sustains it. Some projects have a clear beginning, middle, and end, while others are more enduring – and as some projects are completed, we will add new ones in ways that respond to and anticipate the needs of students and the region. Together, these efforts will help BSU and NTC build momentum, align resources, and demonstrate impact across our campuses and region.

### Advancing Applied & Experiential Learning

1. **Transfer Acceleration Team:** Establish a dedicated cross-functional team to streamline transfer recruitment and admission processes, pathways, award credit for prior learning, and remove barriers for transfer and adult learners. We anticipate a two-year timeline for this team to establish transfer-friendly policies and practices (BSU), implement “transition” partnerships with

every two-year public and Tribal college in Northern Minnesota (BSU), and add transfer programs designed for adult learners (NTC).

2. **Instructional Technology Investment:** Enhance accessible teaching and learning through modern instructional technologies and digital tools that support multimodal and applied learning. Our goal is to upgrade classroom technologies strategically through the 2026 calendar year and then focus our attention on industrial, science, health, and other labs. (BSU & NTC)
3. **Office of Sponsored Programs:** By the end of the 2026-2027 academic year, establish an Office of Sponsored Programs to support faculty efforts to pursue externally funded grants and awards for scholarly and creative achievement or research and to enhance programmatic and institutional grant-writing endeavors. (BSU & NTC)
4. **New Programs Team:** Develop, screen, and implement new academic programs based on relevance, student demand, and regional workforce needs. We will have completed this project once teams and processes are formed in keeping with existing academic shared governance structures that clarify how strategic outcomes and threads inform ongoing program decisions. (NTC)

### Centering Our People

5. **Student and Employee Professional Advancement Hub:** By the end of the 2026-2027 academic year, create a unified hub that supports and coordinates internships and externships, professional development, leadership growth, and recognition for current students and employees, supporting success, collaboration, and shared institutional pride. (BSU & NTC)
6. **Student One-Stop:** Create a unified, student-centered service experience where students can seamlessly utilize a wide range of essential campus resources through a more accessible, familiar front-of-face support environment, improving navigation of institutional systems for students. While the timing for completion will depend on facility planning and funding, we will target a three- to five-year timeline for this project. (BSU)
7. **Population Density Strategy for Student Engagement:** Evaluate and enhance on-campus living, learning, athletic, cocurricular, and community spaces to promote accessibility, engagement, belonging, and cross-campus connection. This project will extend from our forthcoming comprehensive facilities plan. Where possible, we will establish progress milestones and timelines after completing the facilities planning process. (BSU & NTC)

### Promoting Our Value

8. **NASNTI Status<sup>3</sup>:** Pursue federal designation as a Native American-Serving Nontribal Institution (NASNTI), which will expand access to new funding sources and resources to enhance culturally responsive instruction and student support. This project will be a strategic priority for the Office of Sponsored Programs once created. (BSU & NTC)
9. **Comprehensive Marketing Initiative:** Develop a centralized brand and communications hub – tied to the development of a new website – to strengthen storytelling, ensure consistency, and elevate institutional visibility. The final project will be completed by the end of the 2026-2027 fiscal year. (BSU & NTC)
10. **Office of Strategic Institutional Research and Effectiveness:** By the end of the 2026 calendar year, establish an Office of Strategic Institutional Research and Effectiveness (IRE). This office,

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<sup>3</sup> We anticipate adjusting the timeline because the Federal government is not currently accepting new NASNTI applications.

which will serve as the organization home for the Office of Sponsored Programs, will create institution-wide data systems and analytic capacity to inform decisions, share strategically identified data and reports through user-friendly dashboards, monitor and track outcomes, and demonstrate impact across both campuses.

## VI. IMPLEMENTATION & ACCOUNTABILITY: HOW WE'LL BRING IT TO LIFE

### Timeline, Milestones, and Outcomes

We intentionally designed the **2026 Forward** Strategic Plan without an end date, envisioning agile, dynamic, and continuous adaptation and responsiveness. Projects will unfold in phases beginning in 2026. Work groups for the various projects will establish timelines and milestones while our campuses continuously assess, monitor, and respond to plan outcomes as measured by key performance indicators for Social Mobility and Financial Vitality.

As needs evolve, we will remain flexible in how the plan is implemented while staying true to its vision. We expect to make changes, pivot when appropriate, and add new projects when possible. As with the projects included in the initial plan, potential new projects will be vetted using our two strategic outcomes and four strategic threads as a rubric and disseminated through shared governance processes for input, refinement, and potential adoption.

Whereas there is no end date for **2026 Forward**, we will provide regular strategic project updates through established monthly shared governance consultations and annual dashboard reporting regarding KPIs. We will conduct a comprehensive review of the **2026 Forward** plan in five years during 2029-2030 academic year.

### Leadership and Responsibility

Essential to achieving meaningful outcomes are the day-to-day actions and behaviors of students, faculty, student affairs educators, professional staff, and alumni and community partners. Thus, we will form ad hoc work groups for most projects. The work of these work groups will be coordinated and supported by the President's Executive Cabinet. Cabinet members will facilitate the development of work plans, strategies to secure broad input, and resources needed as well as accountability for project deployment. Updates will be shared regularly with both campuses to maintain transparency and alignment.

For at least the first year of the implementation of **2026 Forward**, the BSU-NTC executive cabinet will revise their meeting schedule to ensure regular engagement, communication, and reporting for the strategic plan. Meetings will be organized around the three strategic priorities and their aligned projects as follows:

- **Advancing Applied and Experiential Education.** The BSU Provost and Vice President for Academic Affairs and the NTC Executive Vice President and Senior Academic Officer will serve as co-leads overseeing projects aligned to this strategic priority. The co-leads will initially work closely with campus-based deans, chairs, and faculty committees; longer-term goals will require greater cross-campus collaboration.
- **Centering Our People.** The Vice President for Enrollment Management and the Campus Human Resource Officer, both of whom have BSU and NTC responsibilities, will serve as co-leads overseeing projects and affiliated ad hoc work groups aligned with this strategic priority.
- **Promoting Our Value.** The Vice President for Advancement and Executive Director for the BSU Alumni and Foundation and the Interim Executive Director for Marketing and

Communication will serve as co-leads for projects and affiliated ad hoc work groups aligned with this strategic priority.

### Securing Resources for the 2026 Forward Plan

Because BSU and NTC lack surplus human and financial resources, we will rely heavily on philanthropic investments, collaboration with partners, and the redeployment of existing physical space to generate the funding, human capital, and economies of scale necessary to bring **2026 Forward** to life.

### Feedback and Continuous Improvement

This plan is designed to be dynamic – responsive to emerging opportunities and challenges, and also responsive to the needs, ideas, and work of all our people. Regular campus-wide updates, open forums, and data dashboards will include options for ongoing input and feedback, both formally through shared governance and through anonymous feedback portals. Success will be measured not only by what we achieve, but by how we learn, adapt, and grow together.

## VII. CALL TO ACTION: TOGETHER, WE BUILD WHAT'S NEXT

This plan represents more than a set of goals – it presents a forward-facing vision of who we have always been and our ongoing shared commitment to the future of public higher education in Northern Minnesota. It reflects *who* we are, *what* we value, and *how* we will continue to serve our students and communities with purpose and distinction. Each of these are tied to our core *why* – the students and communities we serve.

Through this work, BSU and NTC affirm a common truth: our strength lies in partnership. When we align our efforts, understand one another, and act boldly, we expand opportunity for every learner and strengthen the vitality of our region.

The adoption of **2026 Forward** marks not the end of a process, but the beginning of a new chapter – one defined by collaboration, innovation, and unwavering belief in the transformative power of education. Together, we will write that next chapter – rooted in the North and rising toward possibility.

## Appendix A: Strategic Outcome KPIs

An initial priority for the new Office of Strategic Institutional Research and Effectiveness, in collaboration with the Office of Communication and Marketing, will be creating a user-friendly dashboard to be added to new websites for BSU and NTC that include data for **2026 Forward** Strategic Outcome KPIs. Wherever possible, data will be disaggregated by race, first-generation status, and Pell-eligibility to inform equitable practices and outcomes. The dashboard will display original baseline data along with annual performance data.

### Social Mobility – Access and Affordability

- **Application, Admission, and Matriculation Data.** The number of applications received is an important measure for the top of the enrollment funnel. Dividing the number of admitted students by the number of applications is a measure of selectivity in the middle of the enrollment funnel. Dividing actual matriculants by the number of admitted students is a measure of yield at the end of the enrollment funnel. When there are differences by demographic groups, it is an equity gap. Our goal is to balance the overall size of the enrollment funnel with high efficiency while eliminating equity gaps.
- **Average Institutional Net Price.** Calculated as the average total cost minus average financial aid (federal, state, and institutional), this is an important metric to ensure we maintain affordability.

### Social Mobility – Student Success

- **Disaggregated Retention.** This is the proportion of new students who continue to the second year of their degree program. When there are differences by demographic groups, it is an equity gap. Because we assume that students from all groups have the capacity to learn and succeed, our goal is to increase overall retention while reducing equity gaps.
- **Disaggregated Course Success.** Course success is defined as the proportion of students who earn an A, B, C, P, or S grade. Existing PowerBI dashboards enable disaggregation by demographics and academic subject area. This is a valuable metric for both BSU and NTC because cohorts can be assessed from semester to semester, allowing for early intervention. It is particularly important for NTC because programs with durations less than a year do not assess retention rates.
- **Graduation Rate.** This is the proportion of students who complete their degree program. While an essential measure of quality for colleges and universities, it is a lagging indicator because many factors that affect graduation occur years prior. Disaggregation assesses equity gaps.

### Social Mobility – Post-Completion Prosperity

- **Disaggregated Post-Completion Related Employment Data.** This metric, which is provided annually by Minnesota State, is the percentage of graduates who were available for related employment in the year after graduation who reported they were employed during the year after graduation in a job that was related to their program or major. Our goal is to attain high related employment rates while eliminating equity gaps.
- **Economic Return Metrics.** The Postsecondary Value Commission's Equitable Value Explorer compares the median income of graduates 10 years after completion to the average income of high school graduates in the state plus the net cost of the degree amortized over 10 years.

## Financial Vitality – Net Revenue Generation

- **Minnesota Financial Health Indicators**

- Enrollment – Triggered by an FYE enrollment decline of 8% or more over two years.
- Fund Balance as a Percentage of Revenue – Triggered if less than 20% of general fund revenue.
- Fund Balance Use to Balance the Annual Operating Budget – Triggered if the current year budget reduces the fund balance by 5% or more.
- Adjusted Composite Financial Index (CFI) – Triggered if less than 1.0 or less than 1.5 based on a two-year average.
- Change in Unrestricted Net Position in the Revenue Fund – Triggered if (a) negative and more than 10% of the beginning net position or (b) there are two consecutive years of negative change in net position.
- Maximum Annual Debt Service Coverage in the Revenue Fund – Triggered if the debt coverage ratio is less than 1.25.

- **Instructional Cost Per FYE.** The two largest drivers of the Minnesota State allocation formula, which determines the proportion of state appropriations sent to BSU and NTC, are enrollment (addressed in the FHIs above) and the instructional cost study. The instructional cost per FYE ratio provided annually by Minnesota State is calculated as the ratio of the actual to expected value of the fully-allocated instructional expenditures per full-year equivalent enrollment (FYE).
- **Annual Fundraising.** Total annual fundraising is a particularly important metric for BSU and NTC because of the degree to which both institutions rely on external sources to fund strategic priorities. BSU and NTC follow Council for Advancement and Support of Education (CASE) standards for reporting.

## Financial Vitality – Facility Enhancement

- **Repair and Replacement Expenditures.** This metric comes from the Physical Plant Risk Factors section of the FHIs. It is triggered if there are expenditures of (a) less than \$1.00 per academic square foot on a three-year moving average or (b) less than \$2.50 per Revenue fund square footage on a three-year moving average.
- **Minnesota State B3 Benchmarks.** This is a Minnesota State system dashboard that pulls utility data from campuses.
  - Energy – Measures energy used (kBtus) per square foot.
  - Water – Measures water used (KGal) per square foot.
  - Carbon – Measures carbon (MTCO<sub>2</sub>e) per square foot.

## Financial Vitality – Technology Infrastructure

- **Instructional Technology Accessibility and Performance Survey.** BSU and NTC have not yet developed or implemented this survey, but it was recommended as an important KPI to assess facilities.
- **Proportion of In-Person, Online, and Multimodal Course Offerings.** Particularly when considered over time, these data reflect utilization of instructional technology infrastructure for the purpose of increasing educational access.

## Appendix B: Strategic Outcome KPI Dashboard Benchmarks<sup>4</sup>

### Social Mobility – Access and Affordability

#### Application, Admission, and Matriculation Data

|                  | Completed Applications | Admits | Selectivity Rate (%) | Matriculants | Yield Rate (%) |
|------------------|------------------------|--------|----------------------|--------------|----------------|
| <b>BSU</b>       |                        |        |                      |              |                |
| Total            | 2,455                  | 2,306  | 93.9%                | 998          | 43.3%          |
| First-Generation |                        |        |                      |              |                |
| IBPOC            | 596                    | 519    | 87.1%                | 226          | 43.6%          |
| <b>NTC</b>       |                        |        |                      |              |                |
| Total            | 786                    | 786    | 100.0%               | 477          | 60.7%          |
| First-Generation |                        |        |                      |              |                |
| IBPOC            | 278                    | 278    | 100.0%               | 144          | 51.8%          |

Source: BSU & NTC Admissions data

#### Average Institutional Net Price

|     | FY23     | FY24     | FY25     | FY26     |
|-----|----------|----------|----------|----------|
| BSU | \$23,592 | \$24,810 | \$25,342 | \$26,400 |
| NTC | \$20,398 | \$21,592 | \$22,070 | \$22,880 |

Source: BSU & NTC Admissions Data

### Social Mobility – Student Success

#### Retention (BSU, Full-Time)

|                       | Fall 2021 Cohort | Fall 2022 Cohort | Fall 2023 Cohort | Fall 2024 Cohort |
|-----------------------|------------------|------------------|------------------|------------------|
| Overall               | 69.5%            | 71.0%            | 75.1%            | 77.1%            |
| First Generation      | 72.8%            | 72.7%            | 71.0%            | 73.4%            |
| Continuing Generation | 65.6%            | 82.2%            | 78.5%            | 80.5%            |
| Gap                   | 7.2%             | 9.5%             | 7.5%             | 7.1%             |
| IBPOC                 | 64.7%            | 69.6%            | 68.9%            | 73.3%            |
| White                 | 70.8%            | 79.5%            | 76.8%            | 78.0%            |
| Gap                   | 6.1%             | 10.0%            | 7.9%             | 4.7%             |

Source: BSU & NTC PowerBI

#### Course Success

|                       | FY22  | FY23  | FY24  | FY25  |
|-----------------------|-------|-------|-------|-------|
| <b>BSU</b>            |       |       |       |       |
| Overall               | 86.4% | 88.4% | 87.4% | 88.0% |
| First Generation      | 84.5% | 86.4% | 84.8% | 85.8% |
| Continuing Generation | 87.8% | 89.9% | 89.1% | 89.4% |
| Gap                   | 3.3%  | 3.5%  | 4.3%  | 3.6%  |
| Pell-Eligible         | 85.0% | 82.9% | 81.2% | 82.9% |
| Non-Pell Eligible     | 88.5% | 90.6% | 90.3% | 91.3% |
| Gap                   | 3.5%  | 7.7%  | 9.1%  | 8.4%  |
| IBPOC                 | 77.3% | 79.8% | 78.7% | 82.1% |
| White                 | 87.9% | 89.9% | 89.4% | 89.2% |
| Gap                   | 10.6% | 10.1% | 10.7% | 7.1%  |

<sup>4</sup> Data for the items highlighted in green will be added as soon as they are available.

### Course Success (continued)

|                       | FY22  | FY23  | FY24  | FY25  |
|-----------------------|-------|-------|-------|-------|
| <b>NTC</b>            |       |       |       |       |
| Overall               | 83.6% | 86.2% | 86.9% | 85.0% |
| First Generation      | 83.3% | 85.2% | 85.4% | 82.9% |
| Continuing Generation | 84.6% | 87.2% | 90.7% | 89.5% |
| Gap                   | 1.3%  | 2.0%  | 5.3%  | 6.6%  |
| Pell-Eligible         | 81.7% | 82.8% | 83.1% | 81.8% |
| Non-Pell Eligible     | 84.9% | 88.3% | 89.7% | 88.6% |
| Gap                   | 3.2%  | 5.5%  | 6.6%  | 6.8%  |
| IBPOC                 | 75.3% | 76.6% | 79.4% | 78.7% |
| White                 | 85.5% | 88.4% | 89.8% | 88.2% |
| Gap                   | 10.2% | 11.8% | 10.4% | 9.5%  |

Source. BSU & NTC PowerBI

### Graduation Rate (6-Year/3-Year)

|                       | Fall 2015 Cohort | Fall 2016 Cohort | Fall 2017 Cohort | Fall 2018 Cohort |
|-----------------------|------------------|------------------|------------------|------------------|
| <b>BSU</b>            |                  |                  |                  |                  |
| Overall               | 54.4%            | 56.8%            | 58.3%            | 54.5%            |
| First Generation      | 53.1%            | 49.5%            | 52.6%            | 43.6%            |
| Continuing Generation | 54.5%            | 58.1%            | 59.3%            | 56.2%            |
| Gap                   | 1.4%             | 8.6%             | 6.7%             | 12.6%            |
| Pell-Eligible         | 48.2%            | 48.0%            | 51.9%            | 48.6%            |
| Non-Pell Eligible     | 57.6%            | 62.1%            | 62.4%            | 57.8%            |
| Gap                   | 9.4%             | 14.1%            | 10.5%            | 9.2%             |
| IBPOC                 | 45.2%            | 46.5%            | 46.1%            | 47.9%            |
| White                 | 55.7%            | 58.5%            | 60.4%            | 55.8%            |
| Gap                   | 10.5%            | 12.0%            | 14.3%            | 7.9%             |
|                       | Fall 2018 Cohort | Fall 2019 Cohort | Fall 2020 Cohort | Fall 2021 Cohort |
| <b>NTC</b>            |                  |                  |                  |                  |
| Overall               | 61.8%            | 57.5%            | 63.0%            | 61.3%            |
| First Generation      | 47.4%            | 51.2%            | 54.9%            | 57.5%            |
| Continuing Generation | 66.8%            | 59.8%            | 66.9%            | 62.5%            |
| Gap                   | 19.4%            | 8.6%             | 12.0%            | 5.0%             |
| Pell-Eligible         | 53.7%            | 50.0%            | 55.2%            | 55.3%            |
| Non-Pell Eligible     | 68.9%            | 62.8%            | 66.2%            | 74.7%            |
| Gap                   | 15.2%            | 12.8%            | 11.0%            | 10.6%            |
| IBPOC                 | 42.6%            | 39.3%            | 38.6%            | 46.3%            |
| White                 | 67.9%            | 64.7%            | 69.5%            | 64.3%            |
| Gap                   | 25.3%            | 25.4%            | 30.9%            | 18.0%            |

Source. Minnesota State

## Social Mobility – Post-Completion Prosperity

### Post-Completion Employment Data

|            | FY16  | FY17  | FY18  | FY1   | FY20  | FY21  | FY22  | FY23  | FY24 |
|------------|-------|-------|-------|-------|-------|-------|-------|-------|------|
| <b>BSU</b> |       |       |       |       |       |       |       |       |      |
| All        | 81.9% | 85.6% | 90.6% | 89.8% | 86.8% | 89.6% | 90.3% | 86.5% |      |
| IBPOC      | 79.2% | 81.0% | 81.5% | 78.4% | 77.0% | 76.2% | 90.0% | 79.2% |      |
| White      | 87.9% | 88.5% | 91.2% | 89.3% | 89.9% | 89.8% | 90.4% | 87.6% |      |
| Gap        | 8.7%  | 6.5%  | 9.7%  | 10.9% | 12.9% | 13.6% | 0.4%  | 8.6%  |      |
| <b>NTC</b> |       |       |       |       |       |       |       |       |      |
| All        | 78.9% | 83.2% | 87.5% | 91.2% | 84.2% | 91.9% | 93.2% | 95.3% |      |
| IBPOC      | 51.2% | 85.0% | 92.3% | 94.1% | 68.8% | 88.9% | 88.9% | 93.1% |      |
| White      | 85.6% | 83.1% | 86.1% | 90.6% | 86.0% | 92.1% | 93.9% | 95.8% |      |
| Gap        | 34.4% | -1.9% | -6.2% | -3.5% | 17.2% | 3.2%  | 5.0%  | 2.7%  |      |

Source. Minnesota State

### Economic Return – Equitable Value

|      | BSU                     |                                         |                      | NTC                     |                                         |                      |
|------|-------------------------|-----------------------------------------|----------------------|-------------------------|-----------------------------------------|----------------------|
| Year | Minimum Economic Return | Median Income 10 Years After Completion | Value Over Threshold | Minimum Economic Return | Median Income 10 Years After Completion | Value Over Threshold |
| 2024 | N/A                     | N/A                                     | \$9,544              | N/A                     | N/A                                     | \$4,514              |
| 2025 | \$45,901                | \$55,968                                | \$10,067             | \$40,392                | \$44,697                                | \$4,305              |

Source. Postsecondary Value Commission

## Financial Vitality – Net Revenue Generation

### Minnesota Financial Health Indicators

| Financial Health Indicator                 | Trigger     | FY22   | FY23   | FY24  | FY25  |
|--------------------------------------------|-------------|--------|--------|-------|-------|
| <b>BSU</b>                                 |             |        |        |       |       |
| 2-Yr. Enrollment Change                    | >2% decline | -15.2% | -13.9% | -8.4% | 2.7%  |
| Fund Balance as % of Gen Fund Revenue      | <20%        | 31.0%  | 12.0%  | 10.0% | 10.0% |
| Fund Balance Used for Gen Fund Operations  | >5%         | 13.0%  | 4.0%   | 4.0%  | 5.0%  |
| CFI                                        | <1.0        | 0.80   | -0.02  | 0.34  | 0.78  |
| CFI (Two-Year Average)                     | <1.5        | 1.05   | 0.39   | 0.16  | 0.56  |
| Net Position Change (Revenue Fund)         | >10%        |        | -5.0%  | 5.0%  | 6.0%  |
| Debt Service Coverage Ratio (Revenue Fund) | <1.25       |        | 0.95   | 1.47  | 1.51  |
| <b>NTC</b>                                 |             |        |        |       |       |
| 2-Yr. Enrollment Change                    | >2% decline | -9.3%  | -0.6%  | 17.7% | 33.4% |
| Fund Balance as % of Gen Fund Revenue      | <20%        | 465.0% | 37.0%  | 41.0% | 41.0% |
| Fund Balance Used for Gen Fund Operations  | >5%         | 3.0%   | -1.0%  | -3.0% | 0.0%  |
| CFI                                        | <1.0        | 5.20   | 3.09   | 7.67  | 4.09  |
| CFI (Two-Year Average)                     | <1.5        | 4.82   | 4.15   | 5.38  | 5.88  |

Source. Minnesota State

### Instructional Cost per FYE

|     | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 |
|-----|------|------|------|------|------|------|------|------|------|
| BSU | 0.97 | 0.92 | 0.91 | 0.91 | 0.98 | 1.05 | 1.06 |      |      |
| NTC | 1.18 | 1.07 | 1.07 | 1.20 | 1.09 | 1.17 | 1.08 |      |      |

Source. Minnesota State

## Annual Fundraising

|         | FY17   | FY18   | FY19   | FY20   | FY21   | FY22   | FY23    | FY24   | FY25    |
|---------|--------|--------|--------|--------|--------|--------|---------|--------|---------|
| BSU (M) | \$2.3  | \$4.3  | \$1.8  | \$3.5  | \$3.8  | \$4.5  | \$5.6   | \$10.6 | \$8.3   |
| NTC (K) | \$52.9 | \$72.6 | \$52.9 | \$11.9 | \$17.5 | \$98.9 | \$124.2 | \$97.6 | \$100.4 |

Source. BSU & NTC Foundation data

## Financial Vitality – Facility Enhancement

### Repair and Replacement Expenditures

Data not yet available in Workday.

## Minnesota State B3 Benchmarks

|            | Square Feet | Baseline        | 2024 Target     | 2024 Actual     | %Change |
|------------|-------------|-----------------|-----------------|-----------------|---------|
| <b>BSU</b> |             |                 |                 |                 |         |
| Energy     | 1,449,901   | 91.1 kBtu/SF    | 71.9 kBtu/SF    | 109.8 kBtu/SF   | +20.51% |
| Water      | 1,449,901   | 19,582.9 kGal   | 17,008.9 kGal   | 13,745.7 kGal   | -29.81% |
| Carbon     | 1,449,901   | 27,419.8 MTCO2e | 19,705.3 MTCO2e | 12,618.9 MTCO2e | -53.98% |
| <b>NTC</b> |             |                 |                 |                 |         |
| Energy     | 104,803     | 68.8 kBtu/SF    | 54.3 kBtu/SF    | 73.3 kBtu/SF    | +6.50%  |
| Water      | 104,803     | 1,345.5 kGal    | 1,168.6 kGal    | 1,620.7 kGal    | +20.45% |
| Carbon     | 104,803     | 931.7 MTCO2e    | 669.6 MTCO2e    | 571.9 MTCO2e    | -38.61% |

Source. Minnesota State B3 Dashboard

Note. Baseline data for energy and water are for 2017; baseline carbon data are for 2009

## Financial Vitality – Technology Infrastructure

### Instructional Technology Accessibility and Performance Survey

This survey has not been developed; once developed, baseline data will be added

## Proportion of In-Person, Online, and Multimodal Course Offerings

|            | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Fall 2025 |
|------------|-----------|-----------|-----------|-----------|-----------|
| <b>BSU</b> | 736       | 720       | 687       | 679       | 675       |
| In-Person  | 502       | 471       | 401       | 284       | 260       |
| Online     | 234       | 249       | 286       | 264       | 271       |
| Bimodal    |           |           |           | 99        | 113       |
| Trimodal   |           |           |           | 32        | 31        |
| <b>NTC</b> |           |           |           |           |           |
| In-Person  |           |           |           |           |           |
| Online     |           |           |           |           |           |
| Bimodal    |           |           |           |           |           |
| Trimodal   |           |           |           |           |           |

Source. BSU & NTC PowerBI

## Appendix C: Strategic Plan Development Process

The **2026 Forward** Strategic Plan emerged from a year-long, collaborative, iterative, and data-informed planning process designed to align institutional mission, measurable value, and long-term sustainability. Throughout 2025, students, faculty, student affairs educators, professional staff, alumni, friends, and partners of Bemidji State University and NTC, Bemidji's Technical College, collaborated with the American Association of State Colleges and Universities (AASCU) to guide a structured, inclusive approach to institutional planning that balanced aspirational vision and long-term institutional sustainability.

From the outset, the process was grounded in two commitments: first, that strategy must be measurable and actionable; and second, that it must be shaped by the people who live out the mission every day and who carry the responsibility for its success across both campuses and throughout the communities we serve.

### **Partnership with AASCU and the Postsecondary Value Framework**

In early 2025, BSU and NTC engaged AASCU consultants to facilitate a multi-phase strategic planning process. This partnership provided external perspective, structured facilitation, and alignment with national best practices in public higher education strategy while ensuring that institutional decisions were informed by both data and lived experience and were responsive to the unique context of Northern Minnesota and its workforce and community needs.

A central component of this work was integration of the Postsecondary Value Commission (PVC) Framework. The framework helped the campus community examine institutional effectiveness through the lens of access, affordability, completion, and post-completion prosperity. Rather than treating “value” as an abstract concept, the framework required the institutions to anchor their mission in measurable indicators, systematically examine equity gaps, and address institutional practices that were not yet producing equitable student success.

During AASCU's April 2025 visit, 48 participants – including faculty, student affairs educators, staff, and senior leaders – participated in a campus-wide Postsecondary Value Framework session. A pre-session survey informed discussions and surfaced perceptions about institutional strengths, policy barriers, and opportunities for improvement. These conversations reinforced the importance of pairing mission-driven aspirations with measurable indicators of student success and economic return. The conversations also affirmed the need for transparency in how outcomes are tracked and reported.

This work ultimately shaped the Strategic Plan's North Star: Advancing Social Mobility, supported by defined Key Performance Indicators and economic return metrics that anchor the plan in measurable impact.

### **Phase I: Environmental Analysis and Strategic Framing**

Pre-work for the planning process launched in March 2025 as AASCU consultants guided the Executive Cabinet through working sessions focused on environmental scanning and strategic framing. Using the G-O-A-L-S framework (Governance, Organizational, Academic Programming, Learning, and Strategic Context), Cabinet members evaluated national, state, and regional higher education trends, workforce demands, demographic shifts, and financial realities to better understand both risks and emerging opportunities that would influence institutional sustainability over the next several years.

This analysis balanced aspirational goals with practical constraints. Discussions centered on institutional differentiation, enrollment pressures, workforce alignment, and operational effectiveness. Through structured dialogue and SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, Cabinet members began identifying potential strategic priorities and differentiators that would define BSU and NTC in an increasingly competitive higher education environment while preserving their shared mission and regional identity as institutions rooted in place and partnership.

### **Phase II: Campus-Wide Listening and Engagement**

From March 4-6, 2025, AASCU facilitated a series of focus groups and stakeholder sessions that engaged students, faculty, staff, student affairs educators, and senior leaders from both campuses. Across these sessions, 198 participants shared perspectives on institutional strengths, challenges, and future direction. Participants were asked:

- What should this Strategic Plan accomplish?
- Where are the greatest opportunities for growth?
- What operational or infrastructure barriers hinder student success?
- Where do performance gaps require urgent attention?

These conversations surfaced recurring themes related to transfer pathways, workforce alignment, student belonging, financial sustainability, institutional identity, and the need for measurable accountability. To ensure broad participation beyond in-person sessions, a campus-wide survey was launched March 14-28, 2025. The survey generated 66 responses. Importantly, these discussions and survey responses revealed strong alignment around the desire for clarity, focus, and institutional cohesion across BSU and NTC.

Survey findings were compiled and analyzed to identify patterns and priority areas. Results were summarized and shared with Executive Cabinet and AASCU consultants, informing the refinement of strategic priorities and identifying areas of consensus and tension that required further deliberation before priorities were finalized and formally structured within the emerging strategic framework.

### **Phase III: Priority Definitions**

Following the initial engagement phase, the Executive Cabinet narrowed the emerging themes to a focused set of strategic priorities designed to have direct impact on enrollment stability and financial sustainability. The Cabinet identified the scope and intent of each

priority; identified lagging indicators of success; brainstormed high-impact initiatives; and aligned recommendations with institutional data to ensure coherence between strategy, resources, and measurable outcomes in support of both Social Mobility and Financial Vitality.

During AASCU's April 21-23 visit, additional 90-minute working sessions engaged 87 participants in deeper discussions around challenges, opportunities, and implementation considerations. These sessions marked a shift from conceptual direction to operational clarity and strengthened cross-campus ownership of the emerging priorities.

#### **Phase IV: Refinement, Validation, and Implementation Readiness**

Throughout late spring and summer 2025, AASCU provided assistance to the Executive Cabinet as it refined language, defined metrics, and addressed barriers to implementation. This iterative cycle ensured that priorities were not only aspirational, but measurable and executable within the fiscal and structural realities of both institutions and aligned with existing governance processes. Summer work centered on sharing planning results to date with external stakeholders to secure their input regarding the themes that emerged from campus constituents.

In early fall 2025, AASCU's final campus visit focused on operationalizing the plan. Discussions centered on aligning institutional structures, identifying resource implications, and establishing accountability mechanisms. On October 9, 2025, four campus-wide planning conversations were held across BSU and NTC, engaging 71 participants. These engagements served as final validation before draft completion and reinforced a shared commitment to implementation and long-term accountability.

#### **Draft Circulation and Shared Governance Review**

In December 2025, the draft Strategic Plan was shared with bargaining union leaders and distributed campus-wide through Division Vice Presidents and Senior Leaders. In early January 2026, President Hoffman presented a near-final draft of the plan during the BSU and NTC Spring Opening Breakfasts, outlining the proposed priorities, strategic threads, and measurable goals while inviting continued input and feedback from campus stakeholders prior to final adoption.

Feedback from individuals, bargaining union leadership, and various campus departments was collected through mid-January 2026. Input was compiled, evaluated, and incorporated where appropriate, strengthening clarity, alignment, and shared ownership prior to final adoption in February 2026.

#### **Data Integration and Measurable Accountability**

Throughout the process, quantitative institutional data informed decision-making. These included:

- Enrollment trends and Financial Health Indicators
- Instructional cost per FYE
- Retention, course success, and graduation rates

- Equity gap analysis
- Economic return metrics aligned with the Postsecondary Value Commission

The final Strategic Plan embeds these metrics within a defined KPI dashboard structure and calls for the establishment of an Office of Strategic Institutional Research and Effectiveness to support long-term monitoring and transparency and to ensure that progress is routinely reported and assessed across both campuses.

### **A Collaborative and Continuous Model**

The development of **2026 Forward** was intentionally broad in scope and inclusive in design. Students, faculty, staff, student affairs educators, senior leadership, and bargaining union leaders each contributed perspectives that shaped the plan's direction. Engagement occurred through facilitated sessions, campus-wide surveys, working groups, open forums, and shared governance reviews.

More importantly than the number of sessions held or responses gathered, the process modeled the values reflected in the plan itself: collaboration, measurable impact, shared governance, and accountability. Strategy was not developed in isolation, nor was it limited to a single moment of decision-making. Instead, it unfolded through dialogue, reflection, refinement, and validation across both campuses in a manner consistent with the culture and governance structures of BSU and NTC and reflective of our shared institutional identity. The adoption of **2026 Forward** marks not the conclusion of strategic thinking, but the beginning of an ongoing, iterative cycle of implementation, monitoring, and continuous improvement. Designed without a fixed end date, the plan emphasizes agility, responsiveness, and institutional learning. In both its design and its development process, **2026 Forward** reflects the shared commitment of BSU and NTC to advance social mobility, strengthen financial vitality, and build a sustainable future for the students and communities of Northern Minnesota.