2022-2024
INSTITUTIONAL PRIORITIES
& STRATEGIC PLAN

MOTT COMMUNITY COLLEGE

MOTT COMMUNITY COLLEGE

CHANGING LIVES
for a Changing World
Forward Together

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Automotive Technology students working in the Regional Technology Center at MCC's main campus in Flint, MI

Forward Together
FROM THE PRESIDENT

Mott Community College is a member of the Strategic Horizons Network (SHN), a unique, collaborative learning community with an agenda focused on organizational learning. The height of the SHN expertise lies in alternative futures, disruptive innovation, and strategies for transformation that lead to extraordinary performance and growth in community colleges. Collectively, nine community colleges courageously reimagine and transform work to ensure that the communities we serve thrive.

Strategic Horizons Network Presidents have become more self-aware of the continued racism, inequality, discrimination and hate that exists in their communities and throughout the nation, as well as the reality of racial stress and trauma that seeks to decimate black and brown residents' lives. The Network recognizes the importance of collaboration and synergy between member Presidents in this complex environment that can impact real and meaningful change and model deliberate efforts to create systemic inclusivity. The philosophy is to lead and innovate by "pushing the envelope." To that end, member Presidents have pledged to continue the tradition by unapologetically standing in solidarity against racism and the systemic biases of oppression that create discriminatory modes of intersectionality. Presidents will spend the requisite time to self-examine our respective personal biases, strategies, and environments in an effort to uncover hidden institutional fragility, while facilitating strategies that educate, enlighten, and transform individual lives.

DR. BEVERLY WALKER-GRIFFEA
President, Mott Community College

These unprecedented challenges require unconventional solutions that deliver positive student success outcomes leading to sustaining wages across cultures, ethnicities, genders, orientations, religions, age, disabilities, and veteran status, and income equity across races. Mott Community College will not opt out of the work, but instead will commit to these actions in our 2022-2024 Strategic Plan through the strategies outlined that move the institution beyond current efforts:

1   Denouncing racism and inequity in all aspects of the College and the communities we serve.

2   Taking a strong public position against racism and inequity while working to build community systems for equity, inclusion, and racial justice.

3   Getting uncomfortable in the relentless pursuit of rooting out systemic biases.

4   Pushing ourselves to create environments and strategies that close the achievement gap for student success.

5   Guiding and supporting all students to complete degrees and certificates that lead to family-sustaining wages.

6   Delivering high quality academic and training experiences that include partnering with employers to build equitable hiring outcomes and income equity.

7   Implementing innovative and unconventional tactics that create systems of inclusivity and increase student success.

8   Ensuring our College community policing practices are welcoming, bias-free, and reduce racial stress.

9   Hiring faculty, staff, and administrators that reflect the racial composition of the nation and provide an environment that prepares students to live and work successfully in a diverse and inclusive world.

10 Infusing inclusive and equitable experiences throughout the employee and student tenure that includes ongoing education, training, core curriculum requirements, activities, and events.

11 Providing avenues for difficult conversations to occur that seek to bring about understanding and substantive change.

12 Tracking our successes and failures with disaggregated data based on race that drives curriculum improvement and institutional changes leading to equitable and inclusive outcomes.

Physical Therapist Assistant Program students training in the newly renovated labs at the Southern Lakes Branch Center, Fenton, MI

Reaffirmation of Support for Social Justice

FROM THE MCC BOARD OF TRUSTEES

In 2020, The MCC Council was formed with the purpose to maintain employee and student success at Mott Community College by strengthening policies, procedures, processes, practices and actions with College-wide inclusion. The MCC Council promotes systemic inclusiveness and ensures that the College's strategic vision, mission, priorities and foundational beliefs are achieved through current policy, operations, and College actions.

In March 2021, The Council unanimously approved a measure to recommend to the Board, through the President, amendments to Board Policy 5814 (Diversity, Equity, and Inclusion) that provide expanded definitions of equity and inclusion. In addition to representing the College's foundational values, the rationale for the expanded definitions was to further demonstrate the significance of equity and inclusion to College policy, and to enforce the idea that the two concepts are equally weighted with diversity.

The Board of Trustees continues to embrace and prioritize its belief in DEI, recognizing the efforts of the College President, the Executive Cabinet, and the College's faculty and staff, particularly the members of The MCC Council, for their conscious work to ensure that the College actively addresses the issue of social justice in education through the creation of teaching and learning environments that support all students and staff equitably. The Oxford dictionary defines social justice as: "justice in terms of the distribution of wealth, opportunities, and privileges within a society."

Based on the preceding information, the following resolution is adopted.

Be it Resolved, That

The Charles Stewart Mott Community College Board of Trustees

Reaffirms its commitment to taking necessary and appropriate steps to dismantle barriers to ensure all individuals have access to resources and opportunities. The Board will remain uncompromising in its support of providing students, employees, and the community at large a diverse, equitable, and inclusive college environment, which includes continuing to ensure civil liberties and constitutional rights, and

Be it Further Resolved, That

The Board embraces opportunities for all identity categories as identified within Board Policies 5200 (Equal Educational/Employment Opportunity (EEO)/ Non-Discrimination), 5814 (Diversity, Equity, and Inclusion), and 7008 (Student Success), with the understanding that it means building a vibrant, intellectual community that offers and respects a broad range of ideas and perspectives for all individuals. The Board approves and stands with all who constructively protest racism, social injustice and all forms of inequity, and will continue to promote and advocate for inclusion, creating an environment where all individuals are valued for who they are and what they offer. The Board respects and values the differences in our students, faculty, staff, volunteers and community and fosters a welcoming environment of openness and appreciation for all.

Reviewed and Submitted by:

Anne Figueroa, Chairperson
November 22, 2021

Bear sculpture created by MCC students and faculty featured in front of the historic Ballenger Field House

History & Overview

Established in 1923, Mott Community College (MCC) continues to foster a tradition of excellence in serving students and the community.

Named after automotive industrialist Charles Stewart Mott, MCC takes its mission of community service very seriously:

The College is devoted to providing high quality, accessible and affordable educational opportunities and services including transfer, technical and lifelong learning programs that promote individual development and improve the overall quality of life in our multicultural community.

MCC is the largest institution of higher education serving the Flint and Genesee County communities. MCC's most recent student enrollment (unduplicated individuals taking credit classes) was 7,479 students (for 2020-21). There were an additional 1,613 unduplicated individuals enrolled in non-credit offerings at MCC during this same period. Lastly, the College offers courses to 55 students through a Second Chance Pell Program located inside the Thumb Correctional Facility. The grand total is 9,147 students. Forty-four percent of MCC's for-credit students are considered low-income and are eligible for federal Pell Grant Awards to assist with tuition and books. The vast majority of MCC students (more than 80%) reside in the City of Flint and Genesee County.

In 1991, MCC became the first community college to partner with universities to offer upper division classes on MCC's campus. The MCC University Center houses Bellevue University, Ferris State University, Michigan State University School of Social Work, Northwood University, Rochester College, and the University of Michigan-Flint to provide opportunities for current students and members of the community to receive either a Bachelor's or Master's degree without having to leave Genesee County.

MCC was recognized by the Aspen Institute in 2011, 2013, 2015, 2017, 2019, and 2021 as one of the nation's top community colleges, and serves as an anchor institution, safe haven, and economic driver for Flint, Genesee County, and beyond.

Mott Strong

Mott Strong is the belief that we're a united family dedicated to creating successful students, bettering lives through education, and improving the economic and social fabric of the broader community.

It isn't a single person. It isn't even a small group of people. Mott Strong is who we are as a collective whole: our students, our employees, and our community supporters who encourage us to always strive for more.

The Three C's

If you're Mott Strong, this means that you share our core beliefs - Commitment, Civility and Compliance - that rest at the heart of everything we do.

COMMITMENT to student and employee success.

CIVILITY and mutual respect as the foundation of educational excellence.

COMPLIANCE with legal, safety and fiscal obligations that ensure institutional health and success, and helping others do the same.

Commitment

FOR STUDENT SUCCESS

Provide a welcoming culture:
We are a welcoming student success culture promoting learning, engagement and completion. We are committed to providing a friendly, nurturing, student-centered environment, with engaging and challenging experiences in and out of the classroom. Mott promotes a vibrant student life across all areas of the campus. The College is committed to ensuring completion in a timely manner.

Inform, guide, & support:
We are committed to clear communication, direction, and guidance designed to help students succeed every step of the way.

Develop pathways:
We are committed to working with every student to ensure they have a clear educational and career plan based on their goals, strengths, and needs. Mott will assess, advise, support, and empower students to reach their goals.

Embrace partnerships:
We are committed to expand partnerships with community-based organizations, employers, colleges and universities, and K-12 schools. Quality partnerships are essential to prepare students for college-level courses and work-based opportunities that equip students for the future.

FOR EMPLOYEE SUCCESS

Inform, guide, & support students:
We will work together to help students succeed every step of the way.

Value employees:
We will honor each other and our service with appropriate, positive and comprehensive acts of recognition.

Provide a culture of professionalism:
We embrace honesty, integrity and respectfulness between and among all employees. We will have transparent communication without fear of reprisal.

Engage employees:
We welcome employees to participate in an array of college activities and committees.

Maximize employee performance:
We will provide accessible and robust professional development, training, current resources, and tools. We will deliver relevant, timely and accurate information.

Offer fair compensation and advancement opportunities:
We will routinely perform market and talent management analyses and develop employees for promotion.

Civility

As an institution of higher education, providing an environment that is optimal for learning is of the highest importance. To help create that environment, Mott Community College has adopted the following civility statement:

"Mott Community College is committed to the highest standards of academic and ethical integrity, acknowledging that civility and respect of self – and others – are the foundation of educational excellence."

IN ORDER TO EFFECTUATE THIS CIVILITY STATEMENT, IN FEBRUARY 2017 THE MOTT COMMUNITY COLLEGE BOARD OF TRUSTEES ADOPTED THE FOLLOWING POLICY:

Mott Community College encourages and promotes an environment of civility and mutual respect among its diverse employees and student body. Faculty, staff, and students should treat one another in a respectful manner with civility, honesty, and courtesy. Each individual is expected to have regard for the dignity and needs of the people with whom they work and interact. Employees and students are reminded that freedom of expression comes with a responsibility to respect the rights and reputations of others.

College employees and students are expected to avoid behavior on or off campus or during College activities that substantially interferes with and creates an intimidating, hostile college environment (including the use of technology). Examples of these behaviors may include, but are not limited to:

1   Bullying or harassment—any conduct reasonably perceived as being malicious, intimidating, hostile, humiliating, threatening, disparaging, likely to evoke fear of physical harm or is motivated by bias or prejudice based upon any actual/perceived characteristic. This includes comments, gestures, graphics, written statements, or physical acts (including, but not limited to, the use of electronically transmitted acts to cyber bully by way of cell phone, computer, or wireless handheld device).

2   Screaming and yelling with an intent to humiliate or intimidate.

3   Insubordination.

4   Retaliatory actions.

Compliance

At Mott, we're dedicated to complying with the legal, safety and fiscal obligations that ensure institutional health and excellence. To us, compliance means that:

Employees and students will take action to identify, understand, and implement all College compliance measures.

College leadership will regularly communicate employee and student rights and protections, and any known issues that may impact employee, student, and/or community success.

MCC's Institutional Priorities: 2022-2024

MCC WILL SERVE AS THE COMMUNITY COLLEGE LEADER FOR:

DIVERSITY, EQUITY, & INCLUSION

MCC will provide an employee and student experience that offers all College constituent groups an environment where all individuals are treated fairly, respectfully, and have equal access to the highest standards of advocacy, opportunities, and resources.

A COMMITTED EMPLOYEE CULTURE

MCC will provide an employee experience that offers opportunities to increase student success through innovation, professional development, collaboration, civility, wellness, accountability, and the use of technological solutions that allow employees to support retention and completion efforts.

A STUDENT-CENTERED ENVIRONMENT

MCC will provide a student experience that offers a welcoming environment focused on student access and completion by reducing and/or eliminating barriers, understanding and implementing strategies that address generational differences, implementing cutting-edge modes of delivery and course formats with technological solutions, and deploying hands-on class and/or extracurricular experiences to prepare students for the realities of life and work.

STEWARDSHIP & SUSTAINABILITY

MCC will continue to create goodwill and support among community members and College District voters in an effort to enhance the likelihood of passing upcoming millages and obtaining additional/alternative resources.

COMPLIANCE

MCC will be compliant. Employees and students will take action to identify, understand, and implement all College compliance measures. College leadership will regularly communicate employee and student rights and protections, and, in a timely manner, known issues that may impact employee, student, and/or community success.

WORKFORCE COLLABORATIONS & PARTNERSHIPS

MCC will increase internal and external collaborations and partnerships that create more literate, skilled, and successful employees while also stimulating regional job creation and growth.

Overarching MCC Strategic Goal:

MOTT COMMUNITY COLLEGE WILL ACHIEVE EQUITABLE STUDENT ACCESS, RETENTION, AND COMPLETION OUTCOMES BY 2024.

The following pages list twelve supporting goals that champion the attainment of this bold and audacious Overarching Strategic Goal. Each goal is supported by strategies that, if obtained, increases student success, and propels our region's sustainability.

Strategic Plan
2022-2024

Strategic Plan Goals adopted by Board of Trustees on August 23, 2021.

STUDENT SUCCESS

GOAL 1: Improve Student Success
GOAL 2: Expand Support Services

EMPLOYEE SUCCESS

GOAL 3: Maintain a Positive Work Environment
GOAL 4: Expand Professional Development Opportunities
GOAL 5: Enhance Employee Wages & Benefits

TEACHING & LEARNING

GOAL 6: Expand Academic Course & Degree Options
GOAL 7: Enhance Teaching Methods & Modes
GOAL 8: Expand Faculty Development

WORKFORCE PARTNERSHIPS

GOAL 9: Increase Workforce Partnerships
GOAL 10: Focus on Student Career Preparation

COLLEGE AND COMMUNITY SUSTAINABILITY

GOAL 11: Expand Mott's Presence in the Community
GOAL 12: Increase Community Engagement & Communication

ALEXIS SPEAIGHT
Communications Student

Women In Education, Trio Student Support Services,
Women's Soccer Club, and Travel Club

Student Success

GOAL 1
IMPROVE STUDENT SUCCESS

1.1 Increase full and part-time retention annually by 3%

1.2 Increase persistence by 1.5% and completion (graduation) by 5%

1.3 Streamline the enrollment process

1.4 Fully implement the pathway process for student progression toward a degree, certificate, or credential

GOAL 2
EXPAND SUPPORT SERVICES

2.1 Develop enhanced crisis response support services

2.2 Implement a college-wide student mentoring program

2.3 Maintain and improve College spaces, infrastructure, systems, and technology to support student success

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STUDENT SUCCESS

IMPROVE STUDENT SUCCESS

1.1

Increase full and part-time retention annually by 3%
STRETCH: Increase retention by 5%
BASELINE: 60% full time, 45% part time

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
1.1.1	Institutional Research and Decision Support will provide timely, accurate, and accessible data for official reporting and data management.	An enrollment management dashboard will be created that includes retention, persistence, and completion rates.	Institutional Research and Decision Support	7/1/2024	Teaching & Learning (Evaluation & Improvement)
1.1.2	Create student success team dashboards to illustrate connection, entry, progress, transition drivers for student success.	Dashboard completion will be evaluated monthly based on project completion milestones.	Student Success Services	7/1/2024	Effectiveness, Resources and Planning
1.1.3	Workforce & Economic Development will work with Student Success Services and Academic Affairs to ensure that all Workforce students have access to campus activities that foster their sense of belonging and personal connection to the College. Processes and services will be reviewed to ensure that all WED students have access to campus services, resources, and activities.	Processes and services will be reviewed annually to assess gaps.	Workforce & Economic Development, Academic Affairs, and Student Success Services	Annually	Mission
1.1.4	Conduct an analysis of student enrollment and retention patterns that generates geographic targets for enrollment messaging and persuasion efforts.	Produce a map by community and ZIP codes detailing MCC's enrollment patterns. Use data and map to inform targeted marketing and advertising efforts.	Institutional Research and Decision Support, Institutional Advancement, Workforce & Economic Development, and Student Success Services	Annually (at least)	Effectiveness, Resources and Planning
1.1.5	Create and execute enrollment and retention campaigns for each semester.	Enrollment will increase by 2.5% each year. Retention of current students will increase by 3% each year.	Institutional Advancement	Semester	Mission
1.1.6	Raise external resources – both grants and gifts – to attract, retain, and complete students.	The College's Strategic Funding Priorities will be fully funded each year.	Institutional Advancement	Annually	Mission
1.1.7	Forgive old student balances utilizing HEERF funding.	Review each semester old balances for appropriateness of write-offs.	Finance & Administration	Quarterly	Mission

1.1 Continued

Increase full and part-time retention annually by 3%
STRETCH: Increase retention by 5%
BASELINE: 60% full time, 45% part time

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
1.1.8	Institute and implement a comprehensive student waiver of old debts.	Team will continue to meet weekly to determine best implementation methods.	Finance & Administration	Quarterly	Mission
1.1.9	Review existing processes that interface with students against the Five Step Decision-making Process to check for improvements.	Issue surveys for satisfaction with services with a focus on addressing items identified in the surveys.	Information Technology Services	12/21/2023	Teaching & Learning: Effectiveness, Resources and Planning
1.1.10	Conduct a guided review of the website with MCC Council members or a DEI automated scan can also be conducted to address inconsistencies.	ITS will support the changes requested by Institutional Advancement as identified in the collected data.	Information Technology Services & Institutional Advancement	7/31/2023	Teaching & Learning: Effectiveness, Resources and Planning

Studio Art student in the drawing studio of the Visual Arts and Design Center at MCC's main campus in Flint, MI

GOAL 1: IMPROVE STUDENT SUCCESS

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STUDENT SUCCESS

1.2 Increase persistence by 1.5% and completion (graduation) by 5%
STRETCH: Increase persistence by 3%; completion by 8%
BASELINE: 71.8% persistence; Graduation: 15%

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
1.2.1	Embed co-curricular badging into current and new CTE programs that includes DEI competencies.	Badging completion will be evaluated monthly based on project completion milestones.	Student Success Services	7/1/2024	Teaching & Learning
1.2.2	Student Success Services personnel will return student inquiries within a 48 hour period.	Accountability processes will be established to ensure responsiveness.	Student Success Services	1/31/2022	Mission
1.2.3	The college will implement an intrusive stop-out/dropout prevention process.	Stopout/dropout process design/implementation will be monitored monthly prior to launch and semesterly after launch.	Student Success Services	7/1/2024	Teaching & Learning; Quality, Resources, Support
1.2.4	Increase persistence of developmental education students.	Retain students who complete the entire year by 5%, thus reducing the loss of students over the summer.	Student Success Services	Annually	Teaching & Learning: Quality, Resources, Support

1.3 Streamline the enrollment process
STRETCH: November 1, 2023

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
1.3.1	A One Stop Enrollment Center will be created.	Enrollment Center completion will be monitored monthly based on project completion milestones.	Student Success Services	7/1/2024	Teaching & Learning: Quality, Resources, Support

1.4 Fully implement the pathway process for student progression toward a degree, certificate, or credential

STRETCH: November 1, 2023

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
1.4.1	Students completing an application for admission will have an auto-generated programs pathway.	Auto-populated programs will be monitored semesterly based on project milestones	Student Success Services	7/1/2024	Teaching & Learning: Quality, Resources, Support
1.4.2	The admission application process will be redesigned to include a program pathway. All students completing an application for admission will have an auto-generated program pathway. Clearly defined program pathways for non-credit to credit programs will be available in the student portal.	Corresponding pathways for auto populated programs will be monitored semesterly based on project milestones.	Student Success Services	7/1/2024	Teaching & Learning: Quality, Resources, Support
1.4.3	Information Technology, Academic Affairs, and Student Success Services will create a process to ensure students have an accurate primary pathway to completion.	Project will be monitored monthly based on designated milestones.	Student Success Services	7/1/2024	Teaching & Learning: Quality, Resources, Support

CHANGE I BELIEVE IN.

GOAL 1: IMPROVE STUDENT SUCCESS

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STUDENT SUCCESS

EXPAND SUPPORT SERVICES

2.1

Develop enhanced crisis response support services
STRETCH: 100% of services will be launched by September 1, 2023
BASELINE: 100% of services will be launched by July 1, 2024

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
2.1.1	Reduce external access barriers for students seeking the Lenore Croudy Family Life Center types of services within our service region.	Identify three strategic external partners for streamlining of access to services for MCC students.	Student Success Services	Annually	Teaching & Learning: Quality, Resources, Support
2.1.2	Raise funds to support the objectives and programs of the LCFLC.	Goal for raising funds to support the LCFLC (see Strategic Funding Priorities document) is achieved each year.	Institutional Advancement	Annually	Mission
2.1.3	Use marketing and communications tools to support the College's efforts to promote, engage, and increase students' participation in all non-academic student support services.	Student usage of non-academic support services will increase 5% each semester.	Institutional Advancement	Semester	Mission
2.1.4	Establish housing for homeless and housing insecure students.	Identify possible locations, partners, funding sources up to and implementation.	Finance & Administration	Quarterly	Institutional Effectiveness, Resources and Planning
2.1.5	Use marketing and communications tools to support the College's efforts to promote, engage, and increase students' participation in all academic support services for students.	Student usage of academic support services will increase 5% each semester.	Institutional Advancement	Semester	Mission

READY FOR A CHANGING WORLD.

Music student and Lab Assistant in the Music Technology Lab of the Mott Memorial Building at MCC's main campus in Flint, MI

GOAL 2: EXPAND SUPPORT SERVICES

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STUDENT SUCCESS

2.2   Implement a college-wide student mentoring program

STRETCH: 100% of incoming students will have a mentor by September 1, 2023
BASELINE: 100% of incoming students will have a mentor by July 1, 2024

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
2.2.1	The President's Office will provide mentoring resources for program sustainability.	At least 80% of staff reporting to the President will participate as mentors.	President	Annually	Teaching & Learning (Quality, Resources & Support)
2.2.2	Public Safety will provide information on Law Enforcement opportunities at MCC to encourage students to apply.	Public Safety will identify 6-10 mentors to work with students on campus in the College-wide mentoring program.	President	2/28/2022	Teaching & Learning (Quality, Resources, & Support)
2.2.3	Finance & Administration will provide mentoring resources for program sustainability.	At least three Finance & Administration staff will participate as mentors.	Finance & Administration	Quarterly	Teaching & Learning (Quality, Resources, & Support)
2.2.4	A mentoring alliance will be established within the Mott Student Success Team. Existing mentoring and honor society programs will be aligned and scaled within the College-wide mentoring program. Digital badge mentoring activities will be established.	Mentoring program will be monitored monthly based on project milestones.	Student Success Services	Annually	Teaching & Learning: Quality, Resources, Support
2.2.5	Offer on-the-job experiences for students.	Increase experiences by one annually.	Finance & Administration	Semi Annual (Fall/ Winter Semester)	Teaching & Learning: Quality, Resources, Support
2.2.6	Support college-wide and divisional marketing and communications efforts to implement robust and effective student mentoring programs, including promoting the recruitment of mentors and mentees.	Strategies and marketing materials for College and Divisional mentoring programming created and utilized. The number of mentor-mentee relationships increases by 5% each semester.	Institutional Advancement	Annually	Mission

2.3 Maintain and improve College spaces, infrastructure, systems, and technology to support student success

STRETCH: 25% of college spaces will be upgraded technologically by September 1, 2022
BASELINE: 50% of college spaces will be upgraded technologically by July 1, 2024

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
2.3.1	ITS will continue to expand and support the technology infrastructure of the college to support the student of the future.	Explore and identify new trends in education throughout the duration of the plan.	Information Technology Services	Annually	Institutional Effectiveness, Resources and Planning
2.3.2	ITS will stay abreast of the latest methods to provide endpoint security for the college.	Explore and identify new trends in security throughout the duration of the plan.	Information Technology Services	Annually	Institutional Effectiveness, Resources and Planning
2.3.3	ITS will partner with Academic Affairs and Student Success Services to identify AI for classrooms and student support services.	Explore and identify new trends in AI and education throughout the duration of the plan.	Information Technology Services, Academic Affairs, Student Success Services	Annually	Institutional Effectiveness, Resources and Planning
2.3.4	Continuously evaluate and adjust the College Master Plan to best service the needs of students, including accessibility and exploring alternative renewable energy sources.	Will review this semiannually.	Finance & Administration	Quarterly	Institutional Effectiveness, Resources and Planning
2.3.5	Assess, identify, and remediate where possible all accessibility issues on campus and sites.	Identify all needs on campus and sites and remediate deficiencies.	Finance & Administration	Quarterly	Effectiveness, Resources and Planning
2.3.6	Explore renewable energy options on campus and sites, including EV charging stations.	Identify location(s) and potential partners for systematic and strategic implementation.	Finance & Administration	Quarterly	Effectiveness, Resources and Planning
2.3.7	Enhance internal financial controls in our hybrid environment by engaging a CPA firm to assess current practices.	Assess qualified vendors through RFP and implement.	Finance & Administration	One-time	Mission

GOAL 2: EXPAND SUPPORT SERVICES

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STUDENT SUCCESS

KEITH FRYE

Equipment Distribution & Multi-Media Production Specialist,
Media Services, Information Technology Services

Employee Success

GOAL 3
MAINTAIN POSITIVE WORK ENVIRONMENT

3.1 Increase employee satisfaction to "very satisfied" or above: 61%

3.2 Each Executive Cabinet Team will engage in one new major inter-division collaboration annually

3.3 Each Executive Cabinet member will continue developing and implementing clear formal and informal communication structures

3.4 Each MCC Leadership Team member will continue to engage routinely in employee acknowledgment and appreciation practices

GOAL 4
EXPAND PROFESSIONAL DEVELOPMENT OPPORTUNITIES

4.1 Develop and implement a successful MCC employee onboarding experience and career development plan which may include career advancement pathways and/or professional and personal development opportunities by December 31, 2023

GOAL 5
ENHANCE EMPLOYEE WAGES AND BENEFITS

5.1 Monitor appropriate market wage and benefits data and recommend adjustments as appropriate annually

5.2 Develop and implement a communication plan to help employees better understand options under existing benefit offerings twice a year

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EMPLOYEE SUCCESS

MAINTAIN POSITIVE WORK ENVIRONMENT

3.1

Increase employee satisfaction to "very satisfied" or above: 61%
STRETCH: Satisfaction level = 65%
BASELINE: Current satisfaction level = 55%

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
3.1.1	Purchasing will sponsor "Spirit Day" on pre-specified dates.	At least four Spirit Days will be held each year.	Finance & Administration	Quarterly	Mission
3.1.2	The Chief of Public Safety will monitor compliance and completion of all the personal goals that were established by the Public Safety supervision team during the Leadership Development Institute Journey.	All public safety supervisors will meet their personal goals established during the Leadership Institute sessions.	President	6/30/2022	Mission
3.1.3	Public Safety will develop criteria for employee recognition in a matrix format.	All supervisors use the matrix.	President	Monthly	Resources, Planning & Institutional Effectiveness
3.1.4	Public Safety supervisors will select and submit a candidate for recognition at the monthly supervisor's meeting.	The monthly Public Safety newsletter highlights a departmental employee of the month.	President	Monthly	Resources, Planning and Institutional Effectiveness
3.1.5	ITS leadership will round with staff in their areas a minimum of twice each year for the next three years.	ITS leaders will follow the LDI rounding template with their staff members.	Information Technology Services	Annually	Institutional Effectiveness, Resources and Planning
3.1.6	Implement a service to check internal services for accessibility (e.g., Portal, Laserfiche, EMS, Cognos Reports, etc.) every three years.	Develop a checklist on accessibility measures for software systems and then check those measures against our implemented systems.	Information Technology Services	Annually	Teaching & Learning (Evaluation & Improvement)
3.1.7	Develop enforceable accessibility guidelines and provide accessibility training for staff beginning January 2023.	Develop a checklist on accessibility measures for software systems and provide training on those measures to college employees.	Information Technology Services	7/1/2024	Teaching & Learning (Evaluation & Improvement)
3.1.8	ITS will consider cybersecurity to secure the college for the future including composing a Written Information Security Plan and Incident Response Plan and hiring two information security analysts.	Work with RSI to establish the plans and requirements for the analyst positions.	Information Technology Services	Annually	Institutional Effectiveness, Resources and Planning
3.1.9	Implement quarterly security testing and training for the next three years starting January 2022.	Utilize our security training software to develop and execute training for all college employees on computer security topics.	Information Technology Services	Quarterly	Institutional Effectiveness, Resources and Planning
3.1.10	ITS will create an Inclusive Language Guide for use within the division by July 2022.	Develop a guide that addresses the use of language as related to information technology.	Information Technology Services	7/31/2022	Mission

3.1 Continued

Increase employee satisfaction to "very satisfied" or above: 61%
STRETCH: Satisfaction level = 65%
BASELINE: Current satisfaction level = 55%

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
3.1.11	Employee and student hiring practices will be audited in accordance with an established annual schedule.	Human Resources will audit a sample of searches to ensure equitable practices and decisions are based on legitimate, nondiscriminatory factors. Should inappropriate practices be identified, program adjustments will be recommended.	President, Student Success Services, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Institutional Advancement	12/31/22	Integrity: Ethical and Responsible Conduct
3.1.12	Assess and update job descriptions to ensure position requirements embrace diverse, equitable, and inclusive criteria.	Provide members of the Leadership Team with tools and training so that, as positions are posted, job descriptions are updated in accordance with acceptable standards, with an emphasis on removing unnecessary barriers to consideration and employment.	President, Student Success Services, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Institutional Advancement	7/1/22	Resources, Planning and Institutional Effectiveness
3.1.13	Human Resources will collaborate with other divisions to enhance and expand diversity recruitment efforts.	Faculty Recruiting Work group expands membership and makes recommendations; establish other work groups as appropriate.	Human Resources, Academic Affairs	Quarterly	Resources, Planning and Institutional Effectiveness
3.1.14	Establish Employee Recognition Committee.	An inclusive committee is established with inter-divisional membership and multiple employee groups. Awardee selection process is anonymous. Committee is implemented and functional.	Human Resources	12/31/2022	Resources, Planning and Institutional Effectiveness
3.1.15	Update employee (staff) onboarding to improve the new employee experience.	Expand the staff new hire onboarding process into a first year program that incorporates training and activities that address (1) learning the organization, (2) developing organizational competencies, (3) social integration, and (4) preparing individual professional development plans. Updates will be phased in over a 24-month period of time.	Human Resources	12/31/23	Resources, Planning and Institutional Effectiveness

GOAL 3: MAINTAIN POSITIVE WORK ENVIRONMENT

EMPLOYEE SUCCESS

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Increase employee satisfaction to "very satisfied" or above: 61%
STRETCH: Satisfaction level = 65%
BASELINE: Current satisfaction level = 55%

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
3.1.16	Establish an internal employee mobility program.	Form an inclusive Talent Development Team (2022) to design at least two programs (12/31/22), that are implemented and operational by 12/31/23. Examples include internal internships, job shadowing, job rotations, interim positions, and project leadership opportunities.	Human Resources	12/31/2023	Resources, Planning and Institutional Effectiveness
3.1.17	College leadership team members will engage in foundational employee engagement activities.	Leadership team members will hold regular staff meetings, regular one on one meetings with staff, will conduct routine rounding, and will routinely recognize staff for positive contributions to the work area and the College, and will hold themselves and others accountable.	Human Resources	Quarterly	Resources, Planning and Institutional Effectiveness
3.1.18	Human Resources will assist with acknowledgment and appreciation practices. Monthly resources are available to MCC leaders via email and the web.	A quarterly email is sent to all leaders with ideas, suggestions, and recommendations for employee recognition and employee support.	Human Resources	Quarterly	Resources, Planning and Institutional Effectiveness
3.1.19	Employee wellness is promoted and supported; includes physical and mental health, professional development and training, employee engagement, recognition, and other topics as appropriate, aligned with institutional priorities, such as DEI.	An employee wellness/employee experience role is established and filled.	Human Resources	12/31/2022	Resources, Planning and Institutional Effectiveness
3.1.20	Develop and implement alternative work schedule options for employees.	Using a collaborative approach, implement a set of options available to the College for implementing alternate work schedules in various work areas that continue to support high-quality service and the needs of the College.	Human Resources	6/30/2022	Resources, Planning and Institutional Effectiveness
3.1.21	Employee engagement is measured.	An employee engagement survey is conducted during this strategic plan cycle and appropriate action plans are developed and implemented.	President, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Student Success Services, Institutional Advancement	12/31/2024	Resources, Planning and Institutional Effectiveness

3.1 Continued

Increase employee satisfaction to "very satisfied" or above: 61%
STRETCH: Satisfaction level = 65%
BASELINE: Current satisfaction level = 55%

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
3.1.22	Participate in an internal College-supported event or service opportunity to meet new people and build relationships.	Commit to one per year.	Finance & Administration	Monthly	Mission
3.1.23	Finance & Administration will establish a Strategic Budget Committee to promote collaboration on College budgeting.	Committee will convene as needed but at least quarterly.	Finance & Administration	Quarterly	Resources, Planning and Institutional Effectiveness
3.1.24	Create and implement Phase II of the "Practicing Civility Campaign @ MCC."	Civility-related questions are included in surveys of MCC employees and a majority of employees respond affirmatively to questions connected to levels of civility at the College.	Institutional Advancement	Annually	Mission
3.1.25	Offer MCC employees the opportunity to engage in philanthropy and giving on behalf of the College, their colleagues, and student success.	Create and launch annual Employee Giving and other fundraising and donation campaigns.	Institutional Advancement	Annually	Mission
3.1.26	Offer MCC employees and students "Out-of-Classroom" experiences to build collegiality and community understanding.	IA will lead the development of at least one opportunity for students and employees to access unique off-campus community venues and experiences each year.	Institutional Advancement	Annually	Mission

TOGETHER WE INSPIRE THE WORLD.

GOAL 3: MAINTAIN POSITIVE WORK ENVIRONMENT

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3.2   **Each Executive Cabinet Team will engage in 1 new major inter-division collaboration annually**
STRETCH: 2 Annually

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
3.2.1	Academic Affairs will collaborate with Finance and Administration to update or modify existing instructional/non-instructional campus spaces and the current CTE fee structure.	Plan will be developed on spaces and CTE fees and will be evaluated monthly based on project completion milestones.	Academic Affairs, Student Success Services, Finance & Administration	7/1/2024	Mission
3.2.2	Student Success Services will collaborate with Public Safety to launch the MCC Behavioral Intervention Team.	Launch of B.I.T. will be accomplished through a design, implementation and evaluation stage. Launch will be monitored monthly.	Student Success Services, Academic Affairs, Public Safety	3/31/2022	Mission
3.2.3	A Safety Steering Work Group will be established to audit and track responses to College environmental safety using a scorecard.	The purpose of the work group is to support a College safety culture. The work group will be composed of stakeholders from different areas of the College and will meet on a periodic basis. A score card will be developed and shared monthly.	President, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Student Success Services, Institutional Advancement	7/1/2022	Resources, Planning and Institutional Effectiveness
3.2.4	Public Safety will establish an "Engagement and Inclusion Team."	An engagement and inclusion team will be established to promote diversity, equity and inclusion and strengthen relationships between public safety and support all other groups from the college community.	President, Academic Affairs	3/1/2022	Mission
3.2.5	ITS will partner with the Department of Public Safety to access new technologies to secure our college.	Explore and identify new trends and needs in security throughout the duration of the plan.	Information Technology Services	Monthly	Institutional Effectiveness, Resources and Planning
3.2.6	Executive Cabinet will collaborate to increase diversity, equity, inclusion, and cultural awareness education.	Coordination at EC level to arrange and schedule a minimum of 3 events on campus for faculty, staff, and students. Events will be coordinated and added to the College DEI inventory list.	President, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Student Success Services, Institutional Advancement	Annually	Resources, Planning and Institutional Effectiveness
3.2.7	Human Resources, Institutional Advancement, Student Success Services, and Academic Affairs will collaborate to sponsor an Administrative and Support Staff recognition opportunity.	Once a year, an event is held for administrative and office professional support staff.	Human Resources, Institutional Advancement, Student Success Services, and Academic Affairs	Annually	Resources, Planning and Institutional Effectiveness

3.3 Each Executive Cabinet member will continue developing and implementing clear formal and informal communication structures

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
3.3.1	All members of the Executive Cabinet will continue to create and put into place formal and informal communications plans, processes, and systems over the course of the Strategic Plan.	EC members will submit examples of communications structures semi-annually. Written plans are in use and being updated as appropriate for each Division.	President, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Student Success Services, Institutional Advancement	Annually	Mission

3.4 Each MCC Leadership Team member will continue to engage routinely in employee acknowledgment and appreciation practices

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
3.4.1	All members of the Executive Cabinet will continue to routinely engage in practices that recognize and honor employee success and achievements over the course of the Strategic Plan.	EC members will submit examples of successful appreciation practices semi-annually. Written plans are in use and being updated as appropriate for each Division.	President, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Student Success Services, Institutional Advancement	Annually	Mission

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GOAL 3: MAINTAIN POSITIVE WORK ENVIRONMENT

EMPLOYEE SUCCESS

EXPAND PROFESSIONAL DEVELOPMENT OPPORTUNITIES

4.1

Develop and implement a successful MCC employee onboarding experience and career development plan which may include career advancement pathways and/or professional and personal development opportunities
STRETCH: By December 31, 2022
BASELINE: December 31, 2023

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
4.1.1	Public Safety will improve employee knowledge of its services.	Public Safety will provide orientation to all new employees within 30 days of hire.	President	Monthly	Resources, Planning and Institutional Effectiveness
4.1.2	Public Safety will implement a "Virtual Academy" for public safety employees to develop and/or advance their career objectives.	DPS employees who participate in the Virtual Academy will complete courses and receive certificates of completion.	President	Annually	Resources, Planning and Institutional Effectiveness
4.1.3	Public Safety will conduct Bi-annual Active Assailant training for the college. The fall training will be geared towards the Leadership team and the Spring training will be a college-wide exercise.	The Leadership team and the rest of the college community will become familiar with how to respond to an active assailant situation.	President	Semi-annually	Teaching & Learning (Evaluation & Improvement)
4.1.4	Public Safety will conduct annual diversity training for its employees, including a segment on "generational diversity."	All public safety officers will receive training in diversity including generational diversity.	President	Annually	Teaching & Learning (Evaluation & Improvement)
4.1.5	Embed multi-generational training modules into the basic sections of the Student Success Services annual training.	Monitor semesterly in completion of training; update training annually based on best practices occurring nationally.	Student Success Services, Academic Affairs, Human Resources	12/31/2022	Teaching & Learning (Evaluation & Improvement)
4.1.6	Acquire external resources (through gifts and grants) to support professional development opportunities related to Diversity, Equity, and Inclusion.	Goal for raising funds to support Diversity, Equity, and Inclusion (see Strategic Funding Priorities document) will be achieved each year.	Institutional Advancement	Annually	Mission
4.1.7	Acquire external resources (through gifts and grants) to support Employee Success through professional and leadership development, emergency funding, and other programming.	Goal for raising funds to support Employee Success (see Strategic Funding Priorities document) is achieved each year.	Institutional Advancement	Annually	Mission
4.1.8	All staff within Institutional Advancement will participate in relevant professional development each year. This will include training related to understanding generational differences.	Each staff member in IA will have a personal professional development plan that will be updated and acted upon each year.	Institutional Advancement	Annually	Mission

4.1 Continued Develop and implement a successful MCC employee onboarding experience and career development plan which may include career advancement pathways and/or professional and personal development opportunities
STRETCH: By December 31, 2022
BASELINE: December 31, 2023

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
4.1.9	Workforce and Economic Development will offer quarterly employee professional development opportunities. WED has developed a customized training series that will include modules to help staff to understand generational differences.	All staff will complete assigned training modules.	Workforce & Economic Development	Quarterly	Resources, Planning and Institutional Effectiveness
4.1.10	ITS Leadership staff will participate in at least one of the DEI Micro-credential offerings to increase awareness and encourage all ITS staff to participate by July 2022.	ITS staff members will elect which modules of the DEI offerings they would like to complete.	Information Technology Services	12/21/2022	Mission
4.1.11	Develop awareness of bias, diversity, equity, inclusion, and generational differences.	All employees will participate as a team to develop individual and team awareness related to bias, diversity, equity, inclusion, and generational differences.	President, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Student Success Services, Institutional Advancement	Annually	Resources, Planning and Institutional Effectiveness
4.1.12	Deploy employee training and development using shared tools and technology.	Use Canvas (or other technology as appropriate) to deploy employee training and development to support program coordination, ease of access and college-wide reporting.	President, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Student Success Services, Institutional Advancement	6/30/2022	Resources, Planning and Institutional Effectiveness

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GOAL 4: EXPAND PROFESSIONAL DEVELOPMENT OPPORTUNITIES

EMPLOYEE SUCCESS

GOAL 5

ENHANCE EMPLOYEE WAGES AND BENEFITS

5.1

Monitor appropriate market wage and benefits data and recommend adjustments as appropriate annually
BASELINE: Annually

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
5.1.1	Human Resources will perform a compensation program review. Annual market data analysis will be completed. Human Resources may recommend targeted adjustments, as appropriate.	Human Resources will complete an annual salary survey and use the results to make recommendations (if any) to our compensation programs.	Human Resources	Annually	Resources, Planning and Institutional Effectiveness
5.1.2	Human Resources will perform a pay audit in accordance with an annual audit schedule.	Human Resources will complete an annual pay audit to ensure pay is equitable and based on legitimate, nondiscriminatory factors. Should inappropriate discrepancies be identified, compensation program adjustments will be recommended.	Human Resources	Annually	Resources, Planning and Institutional Effectiveness

5.2

Develop and implement a communication plan to help employees better understand options under existing benefit offerings
STRETCH: Quarterly
BASELINE: 2X per Year

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
5.2.1	Human Resources will facilitate an Employee Benefit Communication Plan regarding specific benefit topics. Human Resources will coordinate quarterly informational messages about the medical plan and/or other benefits to MCC faculty and staff.	A quarterly email will be sent to all employees providing information about current benefit resources and reminders about how to access ongoing resources.	Human Resources	Quarterly	Resources, Planning and Institutional Effectiveness
5.2.2	Annually review benefit offerings to ensure College benefits are competitive and meet the needs of the College and employees.	Will assess benefits on a five year rotating schedule and, as appropriate, recommend benefit plan/program modifications.	Human Resources	Annually	Resources, Planning and Institutional Effectiveness

ASHTON FOWLER
Pre-Nursing Student

National Honors Society of Leadership,
Student Nurses Association, and MCC
Men's Cross Country Team

Teaching & Learning

GOAL 6
EXPAND ACADEMIC COURSE AND DEGREE OPTIONS

6.1 Increase by 5% the number of embedded stackable credentials in credit and noncredit programs of study

6.2 Each semester all academic divisions will review and revise plans to offer flexible course modalities in scheduling. The plans will allow students the ability to complete in a timely manner

GOAL 7
ENHANCE TEACHING METHODS AND MODES

7.1 Increase evidence of enhanced teaching methods and pedagogy beyond traditional lecture format by 10%. This may include attending relevant professional development sessions

GOAL 8
EXPAND FACULTY DEVELOPMENT

8.1 Increase professional development sessions for faculty that address cultural awareness, civility, tolerance and conflict management by 15%

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TEACHING & LEARNING

EXPAND ACADEMIC COURSE AND DEGREE OPTIONS

6.1

Increase by 5% the number of embedded stackable credentials in credit and noncredit programs of study
STRETCH: 10%
PRE PANDEMIC BASELINE: 52 credit, 5 noncredit

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
6.1.1	Implement new and update current relevant CTE programs with micro-cre-dentialing certifications and stack-able credentials that align with post pandemic high-wage, in-demand occupations.	Progress will be monitored semesterly until completion date.	Academic Affairs	Annually, July 1	Teaching & Learning (Evaluation & Improvement)
6.1.2	Workforce and Economic Development and Academic Affairs Divisions will increase program offerings with embed-ded stackable credentials within all divisions. Stackable credentials will be implemented in short-term/high-wage workforce and academic programs and training with a focus on Electric Vehicle and other emerging technologies.	Two embedded non-credit stackable credentials will be implemented annually.	President, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Student Success Services, Institutional Advancement	Annually	Teaching & Learning (Evaluation & Improvement)
6.1.3	Workforce and Economic Develop-ment, Student Success Services, and Academic Affairs will host labor market meetings to determine urgent and emerging labor market needs, and to assist with the development of new programs.	WED, SSS, and AA will convene annually to review and update local and regional data and LMI reports.	Workforce & Economic Development, Student Success Services, and Academic Affairs	Annually	Teaching & Learning (Evaluation & Improvement)

6.2

Each semester all academic divisions will review and revise plans to offer flexible course modalities in scheduling. The plans will allow students the ability to complete in a timely manner
STRETCH: Three divisions per year; beginning Fall 2022
BASELINE: Two divisions per year; beginning Fall 2022

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
6.2.1	Each academic division will propose an alternative course sequence including online course options within existing degrees and certificates to accelerate completion of credentials.	Progress will be monitored semesterly until completion date.	Academic Affairs & Student Success Services	3/1/2023	Teaching & Learning (Evaluation & Improvement)

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GOAL 6: EXPAND ACADEMIC COURSE AND DEGREE OPTIONS

TEACHING & LEARNING

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GOAL 7: ENHANCE TEACHING METHODS AND MODES

TEACHING & LEARNING

GOAL 7

ENHANCE TEACHING METHODS & MODES

7.1

Increase evidence of enhanced teaching methods and pedagogy beyond traditional lecture format by 10%. This may include attending relevant professional development sessions
STRETCH: 15% increase
BASELINE: 2020-2021 (125 completed the Educational Technology Organization of Michigan certifications)

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
7.1.1	Workforce and Economic Development and Academic Affairs will develop ways for remote delivery of curriculum (AR/VR).	Develop and implement alternative delivery methods for new or existing Workforce and Economic Development programs.	Workforce & Economic Development	12/31/2023	Teaching & Learning (Evaluation & Improvement)
7.1.2	Ensure that products faculty support using ITS services are ADA compliant for the next three years beginning January, 2022.	ITS will ensure that college work provided by our division will be ADA compliant.	Information Technology Services	7/1/2024	Teaching & Learning (Evaluation & Improvement)
7.1.3	Launch two professional development sessions focused on inclusive teaching pedagogy for developmental education and gateway courses. Pedagogical techniques will be specified for in person, hybrid and online course delivery.	Progress will be monitored monthly based on project milestones.	Academic Affairs	7/1/2024	Teaching & Learning (Evaluation & Improvement)
7.1.4	Develop course level dashboards for all developmental and gateway courses.	Progress will be monitored monthly based on project milestones.	Academic Affairs	7/1/2024	Teaching & Learning (Evaluation & Improvement)

WE LIVE FOR POSSIBILITY.

EXPAND FACULTY DEVELOPMENT

8.1 **Increase professional development sessions for faculty that address cultural awareness, civility, tolerance and conflict management by 15%**
STRETCH: 50% increase
BASELINE: 2020-21 (122 faculty completed the Magna professional development training program)

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
8.1.1	Relaunch the Center for Teaching & Learning (CTL) to exclusively focus on comprehensive faculty professional development.	Progress will be monitored monthly based on project milestones.	Academic Affairs	8/1/2022	Teaching & Learning (Evaluation & Improvement)
8.1.2	Train all professional and peer tutors in DEI competencies by the end of 2022.	Will be monitored monthly based on number of total number tutors to be trained.	Academic Affairs	Updated Annually, December 31	Teaching & Learning: Quality, Resources, Support
8.1.3	Embed multigenerational workplace training into faculty professional development training modules.	Progress will be monitored monthly based on project milestones.	Academic Affairs	8/1/2022	Teaching & Learning (Evaluation & Improvement)
8.1.4	Professional development offerings will embed classroom management strategies in all relevant trainings.	Progress will be monitored monthly based on project milestones.	Academic Affairs	8/1/2022	Teaching & Learning (Evaluation & Improvement)
8.1.5	Professional development offerings will embed universal design strategies in all relevant trainings.	Progress will be monitored monthly based on project milestones.	Academic Affairs	8/1/2022	Teaching & Learning (Evaluation & Improvement)

EACH OF US IS SPECIAL. TOGETHER WE ARE UNSTOPPABLE.

GOAL 8: EXPAND FACULTY DEVELOPMENT

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TEACHING & LEARNING

KARA SMITH

MCC Transitions School of
Cosmetology Student

Workforce Partnerships

GOAL 9
INCREASE WORKFORCE PARTNERSHIPS

9.1 Increase partnerships and placements by 10% that offer students internships, externships, and apprenticeships

9.2 Executive Cabinet Members will increase workforce partnerships that directly support students in curricular and noncurricular support initiatives by 10%

GOAL 10
FOCUS ON STUDENT CAREER PREPARATION

10.1 Increase the number of noncredit-to-credit bridged programs annually by four

10.2 Develop and implement an ongoing internal communications campaign to increase employee knowledge of workforce and economic development

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WORKFORCE PARTNERSHIPS

INCREASE WORKFORCE PARTNERSHIPS

9.1

Increase partnerships and placements by 10% that offer students internships, externships, and apprenticeships
STRETCH: Increase partnerships and placements by 15%
BASELINE: Placements 126; Partnerships 31

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
9.1.1	Purchasing will develop a collaboration for internship opportunities with the Student Employment Office and our vendor base.	A report will be provided of potential placements to Workforce and Economic Development and Academic Affairs semiannually.	Finance & Administration and Workforce & Economic Development	Semi-Annually	Mission
9.1.2	Workforce and Economic Development will develop new workforce partnerships to address placement, internships, externships and apprenticeships. New workforce partnerships will be developed with a focus on organizations that embrace diversity, equity, and inclusion.	Fifteen new workforce partnerships will be developed annually.	Workforce & Economic Development	Annually	Mission
9.1.3	Workforce and Economic Development will implement the Workforce Promise Initiative to promote the success of graduates of MCC's workforce and occupational programs with a focus on diversity, equity, and inclusion.	Implementation of the Workforce Promise Initiative.	Workforce & Economic Development	06/30/2022	Mission
9.1.4	Workforce and Economic Development will develop a Talent Management Agency to promote the success of graduates of MCC's workforce and occupational programs with a focus on diversity, equity, and inclusion.	Development of a Talent Management Agency.	Workforce & Economic Development	12/31/2022	Mission
9.1.5	Workforce and Economic Development will partner with Student Success Services and Academic Affairs to develop a centralized process documenting internship/externship/apprenticeship partnerships to enable collegewide awareness of existing opportunities.	Development and implementation of a centralized process documenting job placement, internship/externship/apprenticeship partnerships.	Workforce & Economic Development, Student Success Services, and Academic Affairs	3/31/2023	Mission

9.2

Executive Cabinet Members will increase workforce partnerships that directly support students in curricular and noncurricular support initiatives by 10%
STRETCH: Increase by 20%
BASELINE: 19 partnerships

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
9.2.1	Student Success Services will pursue partnerships with agencies that support initiatives within the Lenore Croudy Family Life Center.	One new agency will be identified to be housed in the Lenore Croudy Family Life Center.	Student Success Services	Quarterly	Mission
9.2.2	Finance & Administration will be a resource to Workforce Development on initiatives requiring financial projections/budgets/formation of business entities (i.e., LLC, partnership, corporation).	At a minimum, schedule quarterly check-ins with Workforce Development leadership.	Finance & Administration and Workforce & Economic Development	Quarterly	Resources, Planning and Institutional Effectiveness
9.2.3	Establish a partnership with the Workforce & Economic Development Division to strengthen alumni and donor relationships (including companies involved with WED).	Recruit at least one alumnus of WED programming to join the Alumni Association Board of Directors each year. Receive a minimum of ten donations from WED alumni each year. Receive at least $20,000 in donations from WED company partners each year.	Institutional Advancement and Workforce & Economic Development	Annually	Mission
9.2.4	Research and apply for grants to strengthen and expand WED initiatives.	Generate a minimum of $2 million in grant funding for WED programming and initiatives each year.	Institutional Advancement and Workforce & Economic Development	Annually	Resources, Planning and Institutional Effectiveness
9.2.5	Workforce & Economic Development will identify and expand Workforce partnerships that directly support students in non-curricular initiatives. WED will increase partnerships by four with a focus on diversity, equity, and inclusion.	Increase partnerships by four annually.	Workforce & Economic Development	Annually	Mission
9.2.6	Information Technology Services will provide technology resources to underserved credit and noncredit student populations.	Explore partnerships and grants that address technology for students for the next three years.	Information Technology Services	7/1/2024	Teaching & Learning: Effectiveness, Resources and Planning

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GOAL 6
GOAL 7
GOAL 8
GOAL 9
GOAL 10
GOAL 11
GOAL 12
GOAL 9: INCREASE WORKFORCE PARTNERSHIPS
WORKFORCE PARTNERSHIPS

FOCUS ON STUDENT CAREER PREPARATION

10.1 **Increase the number of noncredit-to-credit bridged programs annually by four**
STRETCH: Increase programs by 6
BASELINE: Three programs

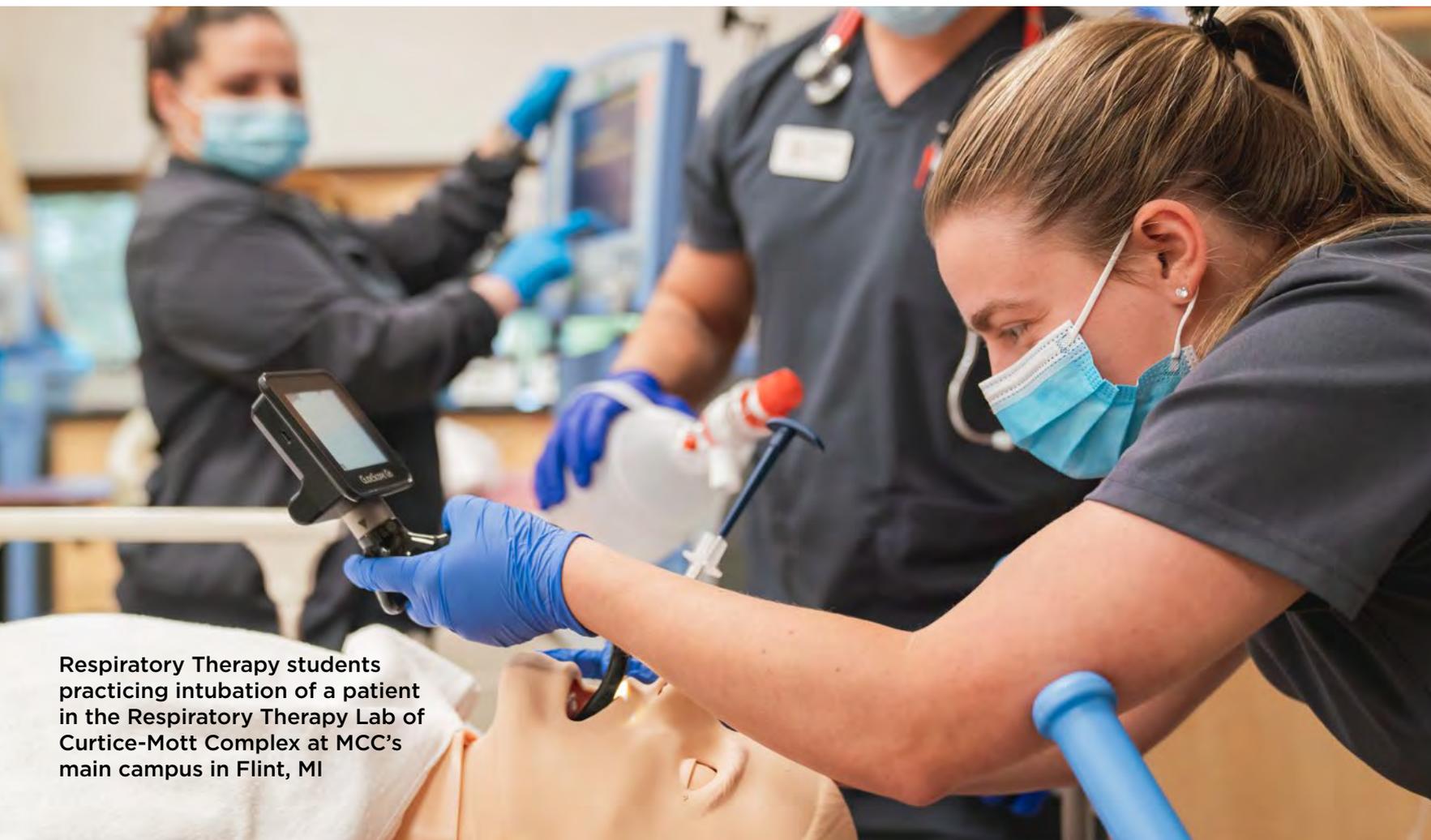|	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
10.1.1	Workforce and Economic Development will partner with Academic Affairs to establish a process to bridge existing noncredit and credit programs.	Increase the number of noncredit-to-credit bridged programs by four annually.	Workforce & Economic Development and Academic Affairs	Annually	Teaching & Learning (Evaluation & Improvement)
10.1.2	Workforce and Economic Development will partner with Academic Affairs to establish a process to review new noncredit and credit programs for bridging opportunities.	Review new programs for alignment to create seamless transitions.	Workforce & Economic Development and Academic Affairs	Annually	Teaching & Learning (Evaluation & Improvement)
10.1.3	WED will increase noncredit students transitioning to credit programs.	Increase non-credit to credit enrollment each year; 3% goal, 5% stretch goal.	Workforce & Economic Development	Annually	Mission
10.1.4	Conduct a comprehensive strategic review of credit & noncredit program offerings, enrollment and revenue projections, and workforce planning.	Establish a cross-functional team to develop and follow an approved project plan.	President, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Student Success Services, Institutional Advancement	12/31/2024	Resources, Planning and Institutional Effectiveness

MOTT COMMUNITY COLLEGE IS THE CHANGE.

10.2

Develop and implement an ongoing internal communications campaign to increase employee knowledge of workforce and economic development
STRETCH: Increase employee knowledge by 15%

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
10.2.1	Workforce and Economic Development and Institutional Advancement will collaborate to monitor employee knowledge, and relying on internal Marketing & Communications staff and the College's external Agency of Record, will create and execute a campaign to increase awareness of MCC's WED offerings.	Establish initial baseline of employees' knowledge of MCC's Workforce Development offerings, activities and opportunities via survey. Increase from baseline employees' knowledge and understanding of WED activities by 10% annually.	Workforce & Economic Development and Institutional Advancement	Annually	Mission

Respiratory Therapy students practicing intubation of a patient in the Respiratory Therapy Lab of Curtice-Mott Complex at MCC's main campus in Flint, MI

GOAL 10: FOCUS ON STUDENT CAREER PREPARATION

WORKFORCE PARTNERSHIPS

GOAL 1
GOAL 2
GOAL 3
GOAL 4
GOAL 5
GOAL 6
GOAL 7
GOAL 8
GOAL 9
GOAL 10
GOAL 11
GOAL 12

REGINALD CHAMBERS

Veteran

Culinary Arts Student

Student Employee at Lenore
Croudy Family Life Center

College & Community Sustainability

GOAL 11
EXPAND MOTT'S PRESENCE IN THE COMMUNITY

11.1 All MCC Divisions will create one volunteer activity annually for employees in Flint and Genesee County

GOAL 12
INCREASE COMMUNITY ENGAGEMENT AND COMMUNICATION

12.1 Develop and implement a continuous communications campaign that educates the community on the value, successes, and services of the College to maintain at least a 90% or better favorable rating

12.2 Each Executive Cabinet Team will increase the number of on-campus community engagement activities annually by two

COLLEGE & COMMUNITY SUSTAINABILITY

GOAL 1
GOAL 2
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GOAL 5
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GOAL 7
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GOAL 10
GOAL 11
GOAL 12

EXPAND MOTT'S PRESENCE IN THE COMMUNITY

11.1

All MCC Divisions will create one volunteer activity annually for employees in Flint and Genesee County
STRETCH: Two Annually (total of 16 for all divisions)
BASELINE: One Annually (total of 8 for all divisions)

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
11.1.1	Public Safety will improve and strengthen police relations throughout the community.	Public Safety will participate in five volunteer activities in Flint and Genesee County.	President	Annually	Mission
11.1.2	All MCC Divisions will volunteer in the external community.	Each Division leader will report on one completed group volunteer activity held in Flint or Genesee County each year.	President, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Student Success Services, Institutional Advancement	Annually	Mission
11.1.3	At least fifty nonprofit and community events will be sponsored by the College financially each year.	IA Year-End Report will show a minimum of 50 financial sponsorships of community and nonprofit events each year.	Institutional Advancement	Annually	Mission
11.1.4	MCC faculty/staff will have a presence at a community/neighborhood event at least once a year in every municipality within the MCC service area.	MCC will have a visual presence through employee volunteers and marketing imagery at least once a year in every municipality (cities, townships, and villages) located in the College's service district. This presence may occur at a Mott-initiated and planned event or in conjunction with an already existing event in a particular community.	President, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Student Success Services, Institutional Advancement	Annually	Mission
11.1.5	A system will be created to track employee participation in boards and civic organizations, with the goal of all employees serving as volunteers, committee members, or on the board of directors of one or more organizations within the MCC service area.	Each MCC employee serves as a volunteer, committee member, or board member for an organization located within the MCC service area.	President, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Student Success Services, Institutional Advancement	Full participation by 9/23/23	Mission
11.1.6	Leadership Team members will participate in our community through intentionally listening, developing partnerships and delivering presentations.	Leaders will engage with the community a minimum of 2x a year to share the MCC story and listen to input and feedback from the community.	All Leadership Team members	Annually	Mission

BETTER TOGETHER.

COLLEGE & COMMUNITY SUSTAINABILITY   GOAL 11: EXPAND MOTT'S PRESENCE IN THE COMMUNITY

GOAL 1
GOAL 2
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INCREASE COMMUNITY ENGAGEMENT AND COMMUNICATION

12.1 **Develop and implement a continuous communications campaign that educates the community on the value, successes, and services of the College to maintain at least a 90% or better favorable rating**
STRETCH: 95% or better
BASELINE: 81% (from Public Policy Polling survey; conducted January 2020)

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
12.1.1	Create and implement general MCC awareness campaigns to build the public's understanding and positive perception of Mott Community College.	Independently conducted survey indicates Mott's favorability in the community is at least 90%.	Institutional Advancement	Annually with survey every three years	Mission
12.1.2	Lead the efforts of the MCC Centennial Celebration Committee to plan and execute all anniversary-related activities, events, and recognitions through the end of calendar year 2023.	More than 5,000 people attend Centennial-related events and the fundraising goal for the Centennial Scholars Fund (see Strategic Funding Priorities) is achieved.	Institutional Advancement	Ongoing through end of calendar year 2023	Mission
12.1.3	All MCC Divisions will engage with the Summer Youth Initiative (SYI) program.	As appropriate, Divisions will hire a student each summer from the SYI program.	President, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Student Success Services, Institutional Advancement	Annually	Mission

COLLEGE & COMMUNITY SUSTAINABILITY GOAL 12: INC. COMMUNITY ENGAGEMENT & COMMUNICATION

GOAL 1
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GOAL 12

12.2

Each Executive Cabinet Team will increase the number of on-campus community engagement activities annually by two

STRETCH: Four annually (32 total for all EC teams)
BASELINE: Two annually (16 total for all EC teams)

	KEY PERFORMANCE METRICS	TARGETS/MEASURES/OUTCOMES	EXECUTIVE CABINET TEAM	DUE DATE/ TIME FRAME	HLC ALIGNMENT
12.2.1	Create and promote an annual calendar of free public events held virtually or in-person at MCC. Promote individual events within the calendar through paid and earned media.	At least twelve public events held each year with a total of at least 500 members of the public attending annually.	Institutional Advancement	Annually	Mission
12.2.2	Workforce and Economic Development will provide labor market and occupational outlook information that will be utilized to inform the community of available training and employment opportunities through a new anticipated marketing campaign.	Creation and dissemination of a quarterly occupational outlook report, and host annual community update.	Workforce & Economic Development	Quarterly	Mission
12.2.3	Each Executive Cabinet member will identify and bring new diverse individuals and groups to the College.	Each Cabinet member will host two events per year.	President, Academic Affairs, Workforce and Economic Development, Human Resources, Information Technology Services, Finance and Administration, Student Success Services, Institutional Advancement	Annually	Mission
12.2.4	Host public officials on campus.	Once each year, a meeting will be held for county and city leadership.	President	Annually	Mission
12.2.5	State and federal elected officials and their staffs will be invited to attend sessions where MCC's public policy priorities are shared.	Once each year, a meeting will be held for state and federal leadership.	President (supported by Institutional Advancement)	Annually	Mission

MOTT COMMUNITY COLLEGE

KAI RAY LUM

Culinary Arts Student

National Honors Society of Leadership

*2022-2024 Strategic Plan Goals adopted by Board of Trustees on August 23, 2021.