



STRATEGIC PLAN 2017-2021



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Dear colleagues:

We are proud to introduce you to the Metropolitan Community College (MCC) 2017-2021 Strategic Plan: **MCC on the MOVE**. As the roadmap to our future, MCC faculty and staff are proud to take this giant step forward.

As you probably know, a five-year plan isn't developed overnight. When we started the strategic planning process in 2014, the College commissioned a comprehensive study to look at marketing, strategic enrollment, retention and other opportunities that could contribute to our mission. In 2015, the Strategic Planning Steering Committee was formed, and following many campus and community discussions, an MCC strategic plan with six major themes was drafted.

The Board of Trustees accepted the proposed Strategic Plan in January 2017. A few months later, after I was appointed MCC chancellor, I studied the plan and suggested reducing the six themes to five: Student Success; Equity, Diversity and Inclusion; Resource Development and Alignment; Culture and Environment; Structure and Processes. Recognizing that the Trustees had not been fully engaged in development of the plan, I also sought their input. The **MCC on the MOVE** Strategic Plan was approved in September 2017.

Because we know it's not enough to just list our strategies and objectives, we have built accountability into our plan. As you'll see, we've identified a number of key performance indicators (KPIs). These KPIs will guide our implementation of the plan and ensure that we meet the goals established.

Some organizations' strategic plans sit on shelves gathering dust; Metropolitan Community College's 2017-2021 Strategic Plan will not. Using this Plan as a guide, all MCC campuses, departments and programs will develop their own individual plans. MCC is a jewel in the community. It's up to us to keep it sparkling. This Strategic Plan will help us do that. Thank you to all who've had a hand in it, and thank you in advance for all the good work yet to come.

Sincerely,

Dr. Kimberly Beatty
Chancellor



MCC
ON THE MOVE²
Mobilizing Our Vision for Excellence and Engagement



MISSION

Preparing students, serving communities, creating opportunities

VISION

Metropolitan Community College will be a high-performing institution that is learning-centered, affordable, and aligned around student success.

STRATEGIC THEME: *Student Success*

Goal: Metropolitan Community College will make data-informed decisions that maximize student success and support excellence in innovation, teaching, learning, and student-centered support services for all learners at every stage of their lives.

Objectives:

- a. Move from a more generalized student success approach to adopting a personalized/individualized approach to student success
- b. Implement pathways designed to promote student retention, progress, and completion
- c. Create credit and non-credit programs that align with industries in the Kansas City region
- d. Close the achievement gap for underrepresented students through the intentional use of data and metrics to create robust support mechanisms and programs for students
- e. Identify and remove institutional barriers to student completion
- f. Identify strategies to increase job placement and transfer opportunities for students
- g. Support the ongoing learning and growth of faculty and staff through professional development
- h. Create alternative structures and policies to support efforts to improve teaching and learning

STRATEGIC THEME: *Equity, Diversity, and Inclusion*

Goal: Metropolitan Community College recognizes our obligation to work toward equity and inclusion and to embody the values of access and excellence. We provide fair treatment, access, opportunity, and advancement for all.

Objectives:

- a. Create and foster an environment that is respectful of diverse opinions and perspectives
- b. Increase equity in student success throughout the student life cycle using targeted approaches to bridge achievement gaps for underrepresented student populations
- c. Recruit and retain employees to better reflect the diversity and emerging trends of the Kansas City metropolitan area
- d. Continue to develop an institutional infrastructure to promote diversity, inclusion, and equity for students, employees, and community

STRATEGIC THEME: *Resource Development and Alignment*

Goal: Metropolitan Community College will increase our ability to sustain and meet current and future institutional priorities while maintaining our accountability to our stakeholders by ensuring sound financial practices through aligning budget and resources with the Strategic Plan.

Objectives:

- a. Create a strategic, fiscally responsible finance plan to support data-informed innovation and decision making
- b. Increase revenue through alternative resource opportunities
- c. Build talent and engage employees with a focus on collaboration, application of knowledge and skills, and developing high-performance teams
- d. Develop and expand enrollment opportunities in new markets and underserved communities

STRATEGIC THEME: *Culture and Environment*

Goal: Metropolitan Community College is committed to providing an atmosphere that promotes opportunities to learn in a complex, inclusive environment by valuing differences and fostering the civility and respect of faculty, staff and students, and investing in our culture and environment to enhance the educational value that will contribute to the institution's success.

Objectives:

- a. Define, assess and evaluate our culture and environment within the structure of MCC
- b. Promote effective communication and dissemination of information in our systems, functions, and decision-making processes at all levels of the institution
- c. Foster collaboration, mutual support, and professionalism at all levels to ensure a collegial work environment
- d. Develop an atmosphere of inclusion, civility and respect at all levels and functions within MCC

STRATEGIC THEME: *Structure and Processes*

Goal: Metropolitan Community College will increase operational efficiency by improving internal structures and processes so that our college functions more smoothly to maximize student and employee success.

Objectives:

- a. Ensure that operational processes support the strategic priorities identified in this plan
- b. Align campus, department, and committee operating plans with college priorities
- c. Provide ongoing training on processes, systems, and professional development for MCC employees
- d. Maximize use of technology to support our students and employees

KEY PERFORMANCE INDICATORS

1. Improve student outcomes, disaggregated for these groups: gender, race and ethnicity, and full-time or part-time status.
 - Semester course completion (C or better)
 - Fall to spring persistence
 - Fall to fall persistence
 - Three-year completion rate (certificate/degree)
 - Percent of FTIC students earning 24+ credits in first year (12+ for PT)
 - Transfer to four-year institutions with 30+ credit hours
2. Engage 50% of all personnel in professional development focused on inclusiveness, cultural competence, and equity.
3. Select an instrument to utilize in a baseline inventory of the culture of MCC to be completed by all personnel during 2017-2018.
4. Establish an annual review process through which all college units submit, by January 2018, a plan which is responsive to college priorities for 2018-2019 (institutional effectiveness).
5. Increase the percentage of the operating budget going to instruction by .5% in 2018-2019.
6. Increase the percentage of the operating budget going to student services by .5% in 2018-2019.
7. Identify grants and/or external funding opportunities for MCC. (Baseline to be determined by October 15, 2017)
8. Develop a process that will increase MCC alumni base. (Baseline to be determined by October 15, 2017)



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