

# MCC REIMAGINED, 2031



**METROPOLITAN** COMMUNITY COLLEGE

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2022-2031 **STRATEGIC PLAN**



Dear Colleagues and Community Partners:

I am proud to present the executive summary of the new Metropolitan Community College (MCC) 2022-2031 Strategic Plan: MCC Reimagined. The Plan features four strategic themes, fourteen operational goals, an updated mission, and a new vision as well as a new set of organizational values. I am confident that MCC Reimagined will allow us to boldly navigate the coming decade.

Our new vision gives us a future to aspire to, and the MCC Reimagined strategic plan will serve as our guide for actualizing that vision. The Plan is anchored in four themes:

- Emerge as a first choice (for students and employees)
- Evolve for maximum impact on education and workforce
- Embrace all
- Elevate student, employee and community engagement

Under the umbrella of those four strategic themes are fourteen organizational goals that we, as a college community, will collectively work toward over the next ten years. Every step forward on one of those fourteen organizational goals will take us one step closer to achieving our vision.

The development of this plan involved many voices. To ensure those voices were incorporated into the plan, we opted to utilize the Balanced Scorecard strategic plan framework, which allows us to view our organizational goals from the varying perspectives of our stakeholders. Ultimately, the Balanced Scorecard framework ensures that all perspectives are considered and reflected in our plan. MCC Reimagined belongs to all of us, and I am confident that the Balanced Scorecard approach will empower all stakeholders with a sense of ownership.

In order to operationalize the ten-year strategic plan, we will use an integrated planning model. This integrated planning includes the development of shared service and campus plans that align with our strategic plan's themes and organizational goals. This will all be detailed in an MCC Reimagined Playbook, which will be updated throughout the life of the strategic plan.

As the face of higher education continues to evolve and the world adapts to our new normal, we are confident that MCC Reimagined will guide us forward. Thank you for all of your engagement in the strategic planning process. I am truly excited to embark on this next chapter of the College's journey with you.

Sincerely,

Dr. Kimberly Beatty  
Chancellor



# A REIMAGINED MISSION AND VISION

As Metropolitan Community College (MCC) embarked on a journey to develop a new strategic plan, it became apparent that the College needed to refresh its mission and vision statements to more directly reflect its commitment to diversity, equity, and inclusion. The revised mission and vision statements remove any doubt that MCC is an educational institution for all.

**Mission:** *Preparing students, serving communities, creating opportunities for all.*

**Vision:** *MCC will be the Kansas City region's college of choice where all are encouraged to learn, discover and engage.*

## MCC'S STRATEGIC CONTINUUM<sup>1</sup>

MCC's Strategic Continuum provides a clear visual representation of each planning element's flow, connection, and purpose across the entire MCC planning spectrum.

**MISSION** Why We Exist

**VALUES** What is Important to Us

**VISION** Where We Want to Go/Be

**STRATEGY** How We will Advance – Our Long-Term Game Plan

**PLAYBOOK** Shared Service/Campus Plans – Specifying Deliverables for Operations

**INSTITUTIONAL EFFECTIVENESS PLANS** **IEPS** Continuous Improvement of Operational Processes

<sup>1</sup> Balanced Scorecard (HBS Press, Kaplan & Norton)



# STRATEGY MAP

MCC is pleased to utilize the **Balanced Scorecard** strategic planning framework to support data-informed decision-making and goal prioritization. With the Balanced Scorecard framework, MCC will ensure equitable consideration of needs by representing organizational goals within each of its four stakeholder perspectives, as reflected in the MCC strategy map. Those perspectives are: 1) Students, Alumni and Community, 2) Organization, 3) Resource Management, and 4) Employees.

## STRATEGIC THEMES

- I. **E**merge as a first choice
- II. **E**volve for maximum impact on education & workforce
- III. **E**mbrace all
- IV. **E**levate student, employee and community engagement

## ORGANIZATIONAL GOALS BY STAKEHOLDER PERSPECTIVES

MCC has identified 14 key organizational goals that, collectively, will allow us to reimagine MCC over the course of the next decade. Each organizational goal is grouped below by Balanced Scorecard stakeholder perspective to ensure strategic balance among all stakeholders.

### A. STUDENTS, ALUMNI & COMMUNITY

- 1. Enhance MCC's brand using holistic student experiences as an expanded community asset
- 2. Establish a mindset for early career identification
- 3. Bridge community and alumni
- 4. Expand high-impact practices to become a student-ready college



### B. ORGANIZATION

- 1. Build a world-class first impression experience
- 2. Demonstrate student-focused decision making
- 3. Implement an equity-centered framework
- 4. Provide high-quality programs & services



### C. RESOURCE MANAGEMENT

- 1. Expand support for underrepresented populations
- 2. Remove barriers to access
- 3. Develop 21<sup>st</sup> Century technology infrastructure
- 4. Promote effective & efficient stewardship of resources



### D. EMPLOYEES

- 1. Become a destination workplace
- 2. Emphasize employee development: personal & professional, with an emphasis on student success



**VALUES: Excellence, Learning, Equity, People, Integrity**

MCC's Strategy Map and all its components were identified through analysis of:

- 38,000+ comments and survey data points
  - 31 charrettes
- 47 internal and external stakeholder meetings
- 36 individual interviews
- 2 comprehensive surveys

Careful analysis of thousands of data points went into the development of the strategic plan. In addition to informing the College's new mission and vision, the data led to the emergence of clear organizational values and four primary strategic themes. The value statements represent the ideals held most dearly by MCC employees. The themes, collectively known as MCC's Key Es, summarize the aspirations MCC stakeholders have for the College over the next ten years.

**Mission:** Preparing students, serving communities, creating opportunities for all.

**Vision:** MCC will be the Kansas City region's college of choice where all are encouraged to learn, discover and engage.

**Values:** As the MCC Reimagined strategic plan began taking shape, a need to adopt formal organizational values emerged.

**Excellence** – We deliver our very best as an employer, community partner, educator and workforce training provider for all of Kansas City.

**Learning** – We promote personal, professional and lifelong learning opportunities that positively impact lives and shape the Kansas City workforce.

**Equity** – Our institutional infrastructure fosters equity in employment and student learning and eliminates barriers to success for anyone.

**People** – People serve as the cornerstone of what we do and why we do it. We invest in employee development, intentionally recruit and retain a workforce that represents the communities we serve, and embrace individuals of all walks of life as valued members of the MCC Wolf Pack.

**Integrity** – We conduct ourselves transparently, ethically and in ways that honor the trust placed in us by our students, employees, and communities we serve.

**At the heart of MCC Reimagined are four strategic themes:**

**1. Emerge as a first choice**

MCC will be the No. 1 choice for a two-year degree or career and technical education in the Kansas City metropolitan area and the No. 1 choice for individuals seeking higher education employment in Kansas City.

**2. Evolve for maximum impact on education and workforce**

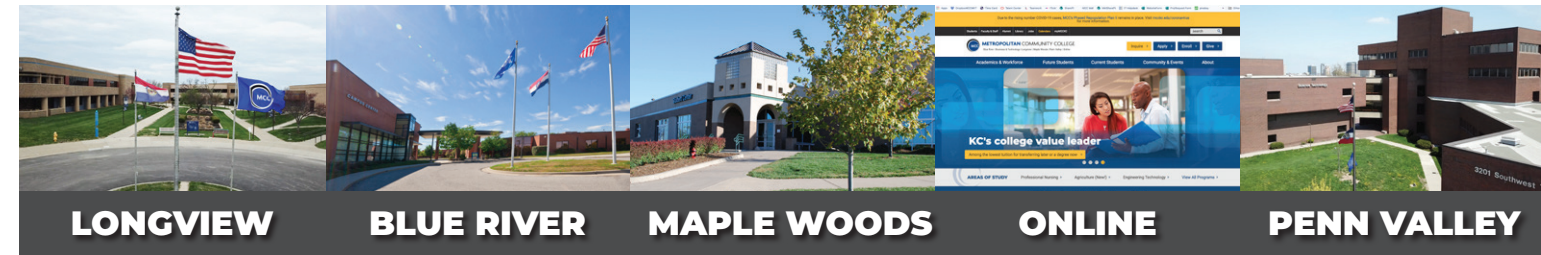
MCC will adapt to the evolving needs of higher education and the Greater Kansas City workforce.

**3. Embrace all**

Everyone is welcome at MCC and will find opportunity to further their education within their reach.

**4. Elevate student, employee and community engagement**

MCC will intentionally engage students, employees, and community members to collectively impact the College's vision.



**MCC EXECUTIVE CABINET**

**Dr. Kimberly Beatty**, MCC Chancellor

**Dr. John M. Chawana**, Vice Chancellor, Institutional Effectiveness, Research and Technology

**Dr. Donald Chrusciel**, Vice Chancellor, Administrative Services

**Sandra Garcia, J.D.**, Chief Legal Officer

**Suzanne M. Gochis**, Vice Chancellor, Instruction, and Chief Academic Officer

**Dr. Tyjaun A. Lee**, President, MCC-Penn Valley

**Dr. Thomas W. Meyer**, President, MCC-Blue River and MCC-Online

**Dr. Larry Rideaux Jr.**, President, MCC-Maple Woods

**Dr. Kathrine Swanson**, President, MCC-Longview, and Vice Chancellor of Student Success and Engagement

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**YOUR COLLEGE. FUTURE.**

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