



METROPOLITAN
COMMUNITY COLLEGE

INSTITUTIONAL EFFECTIVENESS REPORT

ACADEMIC YEAR
2021-2022



METROPOLITAN COMMUNITY COLLEGE

Blue River | Longview | Maple Woods | Online | Penn Valley

Metropolitan Community College (MCC), the largest two-year community college system in the state of Missouri, is committed to institutional effectiveness through planning and continuous improvement processes. MCC features four physical campuses located in Kansas City, Lee's Summit, and Independence, MO, as well as an online campus available to students regardless of their location. The College utilizes a cascading planning continuum containing three interrelated levels of planning to advance its strategic priorities. The highest level of planning is the strategic plan, which sets forth the broad organizational goals the College aspires to impact or achieve. The current strategic plan, MCC Reimagined, 2031, went into effect in January 2022 and will guide the College through 2031.

The second level of planning consists of three-year shared service and campus plans. Developed by the stakeholders of each respective shared service and campus, these plans are directly informed by the overarching organizational goals featured in the strategic plan and outline the mid-range priorities of every arm of the College.

The goals identified in shared service/campus plans are operationalized via the third level of planning, Institutional Effectiveness Plans (IEPs). IEPs are developed by over fifty College leaders on an annual basis, allowing for the pursuit of short-range goals and the integration of continuous improvement learnings. The goals are identified at the start of the cycle, executed throughout the year, and assessed for continuous improvement learnings at the end of the cycle, a process MCC refers to as "closing the loop."

This report focuses on the College's IEP activity for the 2021-2022 institutional effectiveness cycle through an overview on the progress of operational goals identified by individual planning units within MCC's twelve key shared services and campuses.

2021-2022 Year in Perspective

Despite the universal challenges faced by all colleges resuming in-person learning for the first time since the COVID pandemic began, Academic Year 2021-2022 proved fruitful for the College's planning and institutional effectiveness (IE) efforts. The development and launch of the new MCC Reimagined strategic plan reinvigorated the College's commitment to continual improvement, as evident in its strong progress on the operational goals outlined in the 2021-2022 IEPs. For the second year in a row, 100 percent of planning units closed the loop on their IEPs by the stated deadline.

In a first step to more effectively align the IEP Cycle with MCC's established academic and budget cycles, the College also adjusted the closing of the loop window to occur in May instead of July. The second piece of this timeline shift will go into effect with the 2022-2023 IEP Cycle, which will start in June instead of the previous window of September. The impact of this timeline shift on the continuity of planning processes at MCC is significant: as part of the closing of the loop process, planning unit managers (PUMs) now have the ability to identify resource needs emerging from their IEP activities and request funding for those resources in the immediately upcoming fiscal year beginning July 1.

Challenges

As COVID-19 unfurled across the country, forcing MCC to revert to completely virtual instruction and operations in just a matter of days, the College also faced a major attack on its IT infrastructure. Many key files and historical records were permanently lost, forcing MCC to document some long-established procedures and records from scratch. Although the College has recovered and has stronger IT infrastructure security than ever before, gaps in historical data continue to prove challenging as MCC pursues its continuous improvement efforts.

Another factor impacting the College's bandwidth is an upcoming focused visit from the Higher Learning Commission (HLC), the College's accrediting body. Preparations for this visit have consumed a great deal of time and energy from the Office of Enterprise Project Management, Planning, and Institutional Effectiveness, limiting its ability to dedicate its focus entirely to institutional effectiveness efforts.

Finally, the College has experienced a decline in employee engagement and satisfaction, as evident in a twenty-point decline in its Net Promoter Score, a tool that assesses satisfaction with an organization by an employee's willingness to refer the employer to a friend. COVID-19 has permanently changed the way the modern office operates, and the College is still working through how to adapt to these changes and remain competitive in the job market.

Opportunities for Continuous Improvement

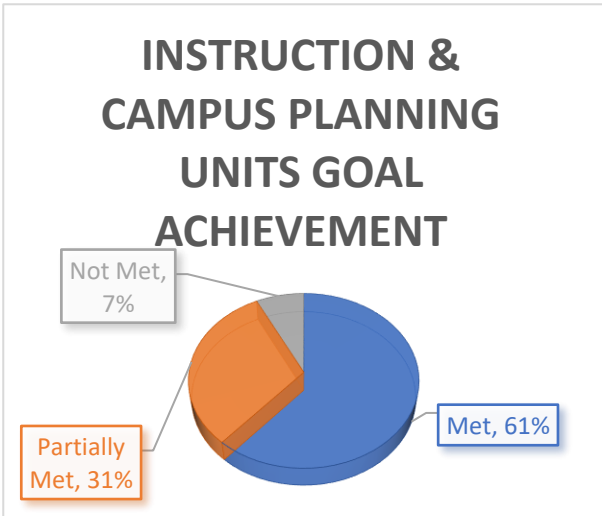
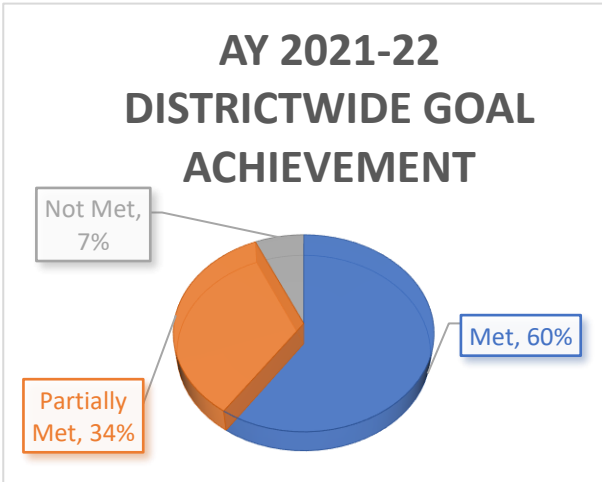
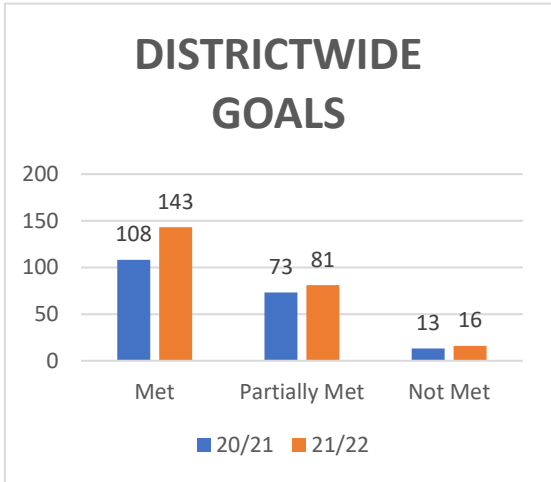
Despite these challenges, MCC leadership remains more committed than ever to enhancing processes and operations to create an indelible impact on the Kansas City metro and the lives of community members. The College is currently in the midst of a collaborative project between Instruction and Success and Student Services called the Wolf Pack Reimagined Student Experience. The working group of this project is charged with assessing the first-year student experience from start to finish and developing recommendations to strengthen and enhance that experience.

The College has also made significant infrastructure investments, with a new Engineering and Technology Facility opening at MCC-Penn Valley, a new Occupational Safety and Health Administration (OSHA) training facility opening east of MCC-Blue River, and a new state-of-the-art Advanced Technical Skills Institute opening along the historic Troost Corridor in East Kansas City in the last year.

Another signal of MCC's continued investment in planning is the development of the MCC Playbook, a complement to the strategic plan that operationalizes the strategic plan through three-year mid-range campus and shared service plans. The Playbook will be updated every three years to ensure it remains responsive to the College's evolving priorities.

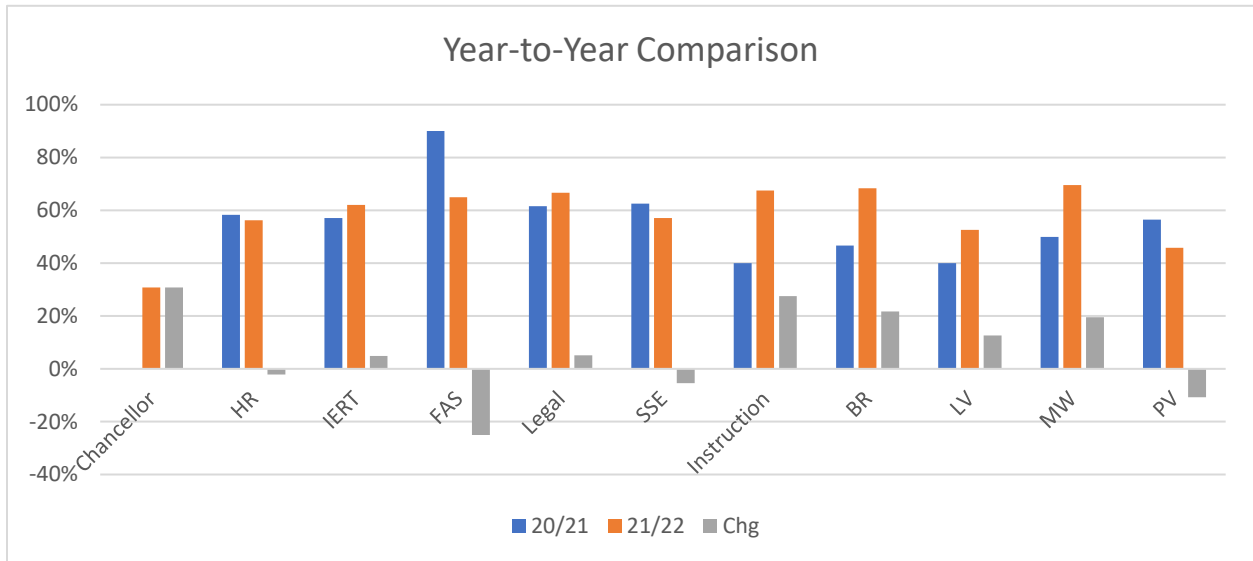
IEP Data Findings Districtwide

The 2021-2022 IEP cycle closed on May 31st, 2022. According to ClearWolf data, the District achieved 60% of the operational goals set by its planning units. This translates to 143 operational goals, representing a 4% increase from the previous year. Eighty-one operational goals (34%) were partially met and 16 operational goals (7%) were not met. The District's administrative shared service planning units met 58% of their goals, a 6% decrease from the previous year, while instruction & campus planning units achieved 61% of their goals, a 15% increase from the previous year.

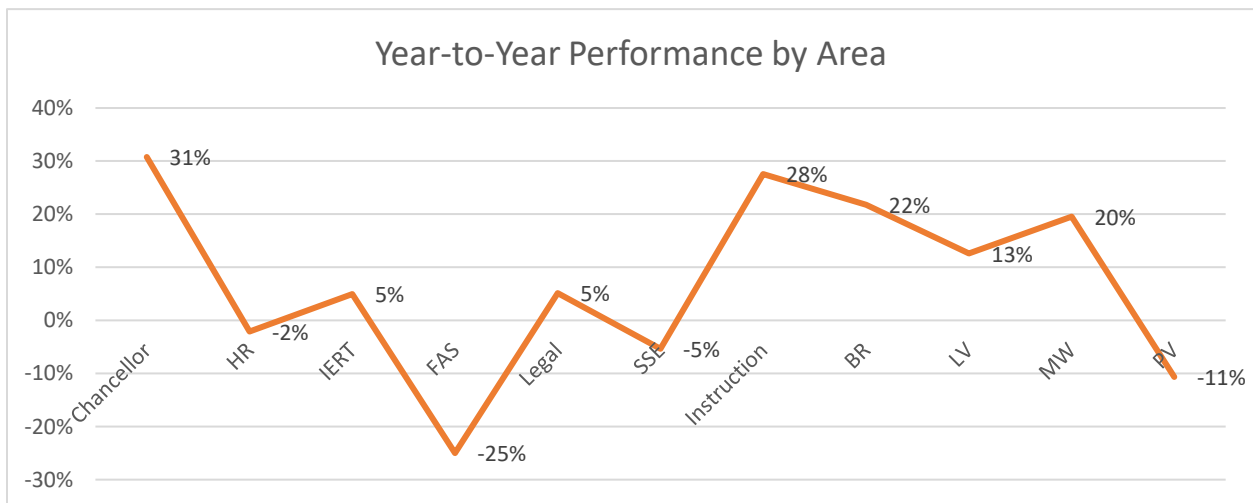


Achievement of Planned Operational Goals by Shared Service and Campus

The achievement of operational goals set by planning units significantly increased over the previous year in most Shared Service and Campus areas. All but four areas saw positive growth over the prior year in meeting their identified operational goals. Overall, the Instruction Service Area and the Blue River Campus achieved the largest portion of their goals at 68% each. They also led the way with the largest improvements over the prior year at 28% and 22% respectively. The significant increase in goal achievement by the Chancellor’s Office is due to its addition of multiple planning units in the 2021-2022 IEP cycle.



The below trend analysis graph of year-to-year performance by Shared Service and Campus areas intends to assist the Shared Service and Campus areas in identifying opportunities for improvement, obstacles to growth, and effectiveness of existing processes. The following Shared Service and Campus areas experienced an increase in goal achievement over the 2020-2021 IEP cycle: Chancellor’s Office, 31%, due partly to the addition of more planning units in the 2021-2022 IEP cycle; IERT, 5%; Legal, 5%; Instruction, 28%; Blue River Campus, 22%; Longview Campus, 13%; and Maple Woods Campus, 20%. The following Shared Service and Campus areas recorded a negative growth in operational goal achievement compared to the previous year: HR, -2%; FAS, -25%; SSE, -5%; and Penn Valley Campus, -11%.



It is always worth noting that the philosophical provenance of institutional effectiveness is the utility of the results for continuous improvement rather than the raw achievement of goals. However, the effectiveness of our processes to meet our strategic imperatives is important and needs to be periodically reviewed. This report affords a resource to best identify where intervention in these processes is merited.

Conclusion

The overall increase in the number of operational goals achieved districtwide is an indication of the College's deep commitment and investment in continuous improvement. IEP training efforts over the past several years have been largely concentrated on identifying measurable and appropriate operational goals. Now that planning unit managers have become more comfortable with goal identification, training efforts will be expanded to challenge and empower planning units to make the most of the opportunities presented by their participation in the annual IEP Cycle.

Moving Forward

The Office of Enterprise Project Management, Planning and Institutional Effectiveness looks forward to collaborating with all Planning Unit Managers in the coming IEP Cycle to continue their great progress in support of the College's institutional effectiveness efforts. In addition to annual training sessions, on-demand training videos are now available at the convenience of planning units. With the launch of MCC's new Strategic Plan, MCC Reimagined, the College is well-positioned to continue its march forward in pursuit of its vision to become the Kansas City region's college of choice where all are encouraged to learn, discover and engage.

Glossary

Shared Service and Campus: Chancellor's Executive Leadership Team. The executive cabinet charged with overall decision making at MCC, comprised of the Chancellor, Vice Chancellors, and Campus Presidents.

Enterprise Project Management, Planning and Institutional Effectiveness (EPMP-IE): The department mandated to coordinate and guide the institutional effectiveness processes at Metropolitan Community College.

Planning Unit Managers (PUMs): These individuals supervise planning unit areas and hold overall responsibility for developing institutional effectiveness plans for their respective planning units. A planning unit is a clearly delineated and relatively autonomous service area that has a mission and a function that supports the District's overall mission.

ClearWolf: A software application for guiding and aligning multiple processes, including assessment, planning, accreditation, and budgeting, all in the context of MCC's institutional priorities.

Goals Met: Achieved set target and /or implemented set objectives.

Goals Partially Met: The goal's target was not met according to the set expectations. However, some aspects of the objectives of the goal were met.

Goals Not Met: The target was not met and no significant progress toward attaining the outcome/objective was achieved.



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