Vision 2027

MONROE COMMUNITY COLLEGE STRATEGIC PLAN 2022-2027

Monroe Community College
STATE UNIVERSITY OF NEW YORK

OUR MISSION

Monroe Community College transforms lives and communities, fostering the success of diverse students through affordable and innovative academic, career, technical, and workforce development programs. Our shared work inspires and champions excellence in higher education and builds global engagement and understanding.

OUR VISION

Monroe Community College champions equity, opportunity, innovation, and excellence while transforming students' lives and communities.

MCC Core Values

COMMUNITY We believe in meaningful partnerships among students, colleagues, departments, offices, and divisions within MCC as well as with local, regional, national, and global communities.

INCLUSIVENESS We commit to an environment of belonging in which everyone feels safe, valued, and respected by dismantling practices, policies, and procedures that uphold structural racism and other systemic inequities.

INTEGRITY We believe in respect, honesty, authenticity, accountability, and ethics in policies, actions, and behaviors.

EXCELLENCE We encourage innovation, creativity, critical analysis, and continuous assessment to improve teaching, learning, programs, services, and policies.

EMPOWERMENT We support learners and employees on their paths to intellectual, professional, and personal growth.

STEWARDSHIP We are accountable for the responsible management of human, fiscal, physical, and environmental resources and the information entrusted to us.

MCC Diversity, Equity, and Inclusion Statement

Monroe Community College expects and upholds equity, inclusion, and a sense of belonging in our educational programs, policies, campus life, employment, and community involvement. We believe that diversity enriches our lives and leads to understanding and appreciation of our differences and commonalities. In order to achieve academic and institutional excellence, we actively recruit, engage, and retain students, faculty, staff, and community partners who represent the diversity of our region, nation, and world.

Strategic Directions and Goals

Five high priority areas emerged from the work of the Strategic Planning Leadership Team. Priorities are identified as "Strategic Directions" for MCC for the next five years and are not listed in priority order. For each Strategic Direction, targeted Goals were identified to achieve that priority. Key performance Indicators (KPIs) will be identified to monitor progress annually towards the Strategic Directions and Goals as the plan is implemented.

Direction One: *Together as One*

MCC's students, faculty, staff, trustees, retirees, and alumni serve as ambassadors to meet the needs of our communities and create solutions. We will work intentionally as one institution across our campuses and sites and as a unit of SUNY.

GOALS

1.1. Develop and implement the College's Diversity, Equity, and Inclusion (DEI) plan to create a supportive and collaborative culture which nurtures a sense of belonging and being valued, and supports the health and wellness of both students and employees.

1.2. Strengthen the College's commitment to community, service, and justice by aligning the College community with a more just and equitable world.

1.3. The MCC Downtown Campus will serve as a transformative and comprehensive educational and workforce development center, further positioning the College as an innovative leader at regional and global levels.

Direction Two: *Student-centered College*

MCC provides programs and services centered on current and prospective students to meet their unique needs and ongoing educational pursuits. The College is committed to creating a vibrant, welcoming culture of inclusion and belonging.

GOALS

2.1. Provide holistic academic and support services to help students succeed and thrive personally and academically.

2.2. Identify, analyze, understand, and reduce equity gaps to increase access and improve outcomes.

2.3. Ensure user-friendly and inclusive multi-cultural and multi-lingual communications and services for diverse communities.

2.4. Identify and reduce barriers that impact student enrollment and success.

2.5. Define student success at MCC.

Direction Three: *Enrollment Reimagined*

MCC attracts and retains students by providing programs and supportive services structured to meet the needs of a diverse population. The College, through its diversified educational opportunities and delivery modes, enhances the quality of life and economic vitality of the region.

GOALS

3.1. Develop, launch, and implement the new Strategic Enrollment Management (SEM) plan to maximize recruitment, retention, persistence, and completion.

3.2. Provide staff development with a focus on cross-training, professional growth, and customer service.

3.3. Deliver an innovative and flexible schedule to accommodate traditional and non-traditional students and their diverse learning modalities.

3.4. Promote clearly defined pathways and intrusive advising that supports students' personal and career advancement.

3.5. Offer and align credentials, certificates, and degree programs with transfer, career, and entrepreneurial opportunities.

3.6. Create bridges from non-credit to credit programs.

3.7. Promote the updated, strategic, and intentional marketing plan.

Direction Four: *Community Engagement and Partnerships*

MCC, through its local, regional, and international presence, engages with a wide network of educational and community partners.

GOALS

4.1. Expand and strengthen collaborations and partnerships to support the College mission.

4.2. Strengthen the College's commitment to civic, community, and global engagement.

4.3. Serve as a leader in economic and workforce development in the region, state, and nation.

4.4. Re-envision the role of College advisory boards.

Direction Five: *Institutional Effectiveness, Efficiency, and Sustainability*

MCC provides effective programs and services through the efficient and sustainable use of resources. The College invests in its students, faculty and staff, facilities, and technology to provide an inclusive culture and relevant education.

GOALS

5.1. Strengthen employee recruitment, onboarding, retention, technology training, professional development, and succession planning.

5.2. Invest resources into internal data-sharing, communications, decision-making, and systems integration.

5.3. Advance institutional effectiveness and organizational efficiency through integrated planning, collaboration, assessment, evidence-based decision-making and automation.

5.4. Develop a proactive fiscal strategy that promotes revenue growth and aligns programs, staffing, and facilities with College priorities.

Monroe Community College
STATE UNIVERSITY OF NEW YORK

www.monroecc.edu
Brighton Campus • Downtown Campus • Applied Technologies Center
Public Safety Training Facility • Virtual Campus