



## Introduction

The Strategic Planning Leadership Team (SPLT) and the Collaborative Brain Trust (CBT) have been working together since Fall 2021 on the development of MCC’s next five-year strategic plan, entitled *Vision2027*. This document represents the culmination of that work to date. As each section of the plan has been completed, it has been reviewed by the President and cabinet, with any revisions made provided back to the working group for transparency and open communication.

The draft document is being provided to the College May 2<sup>nd</sup> for review and feedback, including a survey that will be conducted at that time. A summary of feedback will be reviewed by the SPLT and CBT at its final meeting on May 12<sup>th</sup>, at which time any further revisions will be made and the document will be forwarded to the President on May 16<sup>th</sup> for cabinet review. Additionally, any outcomes from the President’s April 28<sup>th</sup> Educational Summit not already reflected in the draft plan will be included. The document is scheduled for first reading by the Board of Trustees at its June 6<sup>th</sup> Meeting, with consideration for adoption scheduled for its August meeting.

The Vision2027 Strategic Plan will contain the proposed, revised mission, vision, and core value statements. New to this five-year plan is the addition of a Diversity Statement. Five Strategic Directions, and their accompanying goals, are included in the plan. These components are provided below for review by the College community.

## Title

*Vision2027*  
Monroe Community College  
Strategic Plan 2022-2027

## 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.

## Vision

Monroe Community College will champion equity, opportunity, innovation, and excellence while transforming students’ lives and communities.

## Core Values

### *MCC Values Community*

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

### ***MCC Values 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 systemic inequities.

### ***MCC Values Integrity***

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

### ***MCC Values Excellence***

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

### ***MCC Values Empowerment***

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

### ***MCC Values Stewardship***

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

## **Diversity 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 must 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

### ***Direction One: 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

- Provide holistic academic and support services to help students succeed and thrive personally and academically.
- Identify, analyze, understand, and reduce equity gaps to increase access.
- Ensure user-friendly and inclusive multi-cultural and multi-lingual communications and services for diverse communities.
- Identify and reduce barriers that impact student enrollment and success.
- Define what is Student Success at MCC.

### ***Direction Two: 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, current education.

#### Goals

- Strengthen employee recruitment, onboarding, retention, technology training, professional development, and succession planning.
- Invest resources into internal data-sharing, communications, decision making, and systems integration.
- Advance institutional effectiveness and organizational efficiency through integrated planning, collaboration, assessment, evidence-based decision making and automation.
- Develop a proactive fiscal strategy that promotes revenue growth and aligns programs, staffing, and facilities with college priorities.

### ***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

- Develop, launch and operationalize the new Strategic Enrollment Management (SEM) plan to maximize recruitment, retention, persistence, and completion.
- Provide staff development with a focus on cross-training, professional growth, and customer service.
- Deliver an innovative and flexible schedule to accommodate traditional and non-traditional students and their diverse learning modalities.
- Promote clearly defined pathways and intrusive advising that supports personal and career advancement.
- Offer and align credentials, certificates, and degree programs with transfer, career, and entrepreneurial opportunities.
- Create bridges from non-credit to credit programs.
- 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**

- Expand and strengthen collaborations and partnerships for each campus to support the mission of the college.
- Strengthen the College's commitment to civic, community and global engagement.
- Serve as a leader in economic and workforce development in the region.

### ***Direction Five: Together As One***

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

#### **Goals**

- Develop and implement the College's Diversity, Equity, and Inclusion (DEI) plan to create a supportive, collaborative culture which nurtures a sense of belonging and being valued.
- Strengthen the College's commitment to community, service, and justice by aligning the campus and community for a more just and equitable world.
- The MCC Downtown Campus will serve as a transformative and comprehensive educational and workforce development center positioning the college as a regional and global leader of innovation.