

Fulfilling the Promise:

Monroe Community College's 2012-2016 Strategic Plan

VISION: Monroe Community College will champion opportunity, innovation, and excellence to transform lives and communities.

MISSION: Monroe Community College is a dynamic learning community where access, excellence, and leadership are the College's hallmarks. Our mission is to educate and prepare diverse learners to achieve scholarly, professional, and individual success within a local and global context. The College serves as a catalyst for innovation, economic development, lifelong learning, and civic engagement.

CORE VALUES:

➤ **MCC values integrity.**

We believe in promoting an environment of honesty and authenticity, in being accountable and ethically responsible for our policies and actions, and in exemplifying a high standard of civility.

➤ **MCC values empowerment.**

We are committed to helping learners overcome obstacles on their paths to intellectual, professional, and personal growth; to creating an educated workforce for a changing global economy; and to fostering an environment of lifelong learning.

➤ **MCC values excellence.**

We strive to pursue and develop higher standards across the College by encouraging innovation, creativity, and risk-taking; by continuously evaluating and improving programs, services, and policies; and by exceeding learner and community expectations.

➤ **MCC values inclusiveness.**

We create an institutional culture that ensures fair and equal access for all, promotes our differences as opportunities and strengths; and cultivates respect among our employees, learners, and community members.

➤ **MCC values collaboration.**

We encourage meaningful partnerships among colleagues, departments, and divisions within MCC as well as with local, regional, and global communities in order to expand and improve educational and employment opportunities.

DIRECTION ONE: LEARNING FIRST

The promise of Monroe Community College is to transform lives through a supportive and collaborative learning environment that includes high-impact teaching practices and co-curricular programming. Utilizing intentional pathways from readiness to completion, alongside innovative curriculum design and comprehensive support services, our purpose is to maximize the goal attainment of individual learners. Our commitment to learner success is enhanced through meaningful assessment in order to continuously improve practices, programs, and processes.

Goal 1: Increase goal accomplishment of individual learners.

Goal 2: Improve graduation rates for first-time, full-time learners.

Goal 3: Advance learner success through assessment best practices.

Assumptions:

- Teaching excellence will continue to be a hallmark of the College.
- Commitment to individual academic goal accomplishment will continue to be a College priority.
- Expanded collaboration among College divisions will lead to improved learner retention and completion rates.
- The College will be committed to a learning-centered environment that engages both academic and co-curricular programs.
- There will continue to be a gap between academic preparedness and college readiness for a sizable student cohort.
- Peer-learning strategies will help students learn, persist, and succeed.
- Liberal Arts students will require clear, navigable pathways to graduation.
- Demand will grow for more non-traditional and flexible course schedules, and varied instructional methods.
- Curriculum design and pedagogical practice will drive the selection of evolving technology to optimize student learning.
- Faculty and staff will be sensitive to and recognize the unique needs of our diverse learner population.
- Data-informed program interventions and strategies will improve course completion.

DIRECTION TWO: WORKFORCE EDUCATION AND CAREER PATHWAYS

Monroe Community College is committed to workforce development and career technical education. Collaborating with business and industry, the College is responsive and flexible in its curriculum delivery to meet evolving workforce and employer needs within a global economic context. MCC supports economic development for the region through education and training. Our priorities are program quality and customer satisfaction.

- Goal 1:** Create stackable credentials and career pathways that integrate industry-relevant, middle-skills training consisting of credit and non-credit programs.
- Goal 2:** Develop new academic and workforce training programs that are industry-driven and responsive to community needs.
- Goal 3:** Increase the number of learners exploring, choosing, and completing career technical and STEM (Science, Technology, Engineering, and Mathematics) programs.

Assumptions:

- The demand for middle-skills workers will grow across the region.
- Regional industry leaders and public employers will expect MCC to respond quickly and creatively to their business development needs by providing well-trained, qualified employee candidates.
- Globalization and changing market conditions will drive the College to respond to educational expectations of adult learners and the training requirements of local employers.
- Employers will desire educational programming incorporating 21st Century Workplace Skills.
- Unique career and workforce programs will draw learners from beyond the immediate community.
- Expanding partnerships with industry leaders and public employers will ensure support for College programs aimed at meeting workforce needs.
- Career technical education programs will continue to be more expensive to administer and operate than traditional academic programs.
- New fiscal measures will be required to support a growing educational effort.

DIRECTION THREE: PARTNERSHIPS

Monroe Community College values partnerships and strategic alliances that support educational, economic, and community initiatives. MCC is committed to closing gaps within the education pipeline in support of college readiness and completion. Our partnerships help leverage learner success, program quality, and workforce development, thus contributing to the overall economic health of the region.

Goal 1: Pursue and strengthen partnerships to increase the percentage of college-ready learners.

Goal 2: Enhance strategic alliances to assist learners in the completion of their educational goals.

Goal 3: Cultivate community, business, and industry partnerships in order to anticipate workforce needs and promote regional economic vitality.

Assumptions:

- The community will expect MCC to partner in helping area school districts prepare students for college.
- Partnering with community-based organizations will allow the College to better support learners struggling to complete their academic goals.
- As efforts to consolidate educational resources within SUNY are encouraged, MCC will benefit from external partnerships in order to develop and sustain programs.
- Partnerships with business and industry will be valuable for increasing enrollment in the College's credit and non-credit programs and in supporting local workforce needs.
- Investments in community partnerships will be prioritized and measured based on their anticipated impact, value, and cost to the College.

DIRECTION FOUR: EFFECTIVENESS, EFFICIENCY, AND ACCOUNTABILITY

Through a culture of inquiry, evidence, and accountability, Monroe Community College will accomplish its vision, mission, and goals. Assessment strategies and data-informed decisions enhance effectiveness and efficiency in all aspects of institutional practice. The College promotes the professional and career development of its employees in support of an environment of continuous improvement and excellence. Our institutional effectiveness requires purposeful allocation of resources, strategic investment in technology and facilities, and sustainable practices.

Goal 1: Advance institutional effectiveness and organizational efficiency through assessment and evidence-based decisions.

Goal 2: Foster a culture of excellence that supports professional development for employees.

Goal 3: Develop and integrate programs and best practices that are environmentally responsible and sustainable.

Assumptions:

- MCC will provide an affordable, accessible higher education.
- Expectations of accreditors, funders, and governmental agencies will include systematized evaluations and accountability in all areas of the College.
- It is anticipated that future funding models will be tied to credential-completion standards.
- Professional development opportunities will be more integrated and cost-effective.
- Workforce diversity and flexibility will be necessary to support the College's mission.
- The College will need to identify and serve new markets as the population of traditional high school graduates declines.
- A sustainable College budget will become more challenging as funding from traditional sources decrease while costs increase.
- Greater selectivity will be required when investing in technology.
- Energy conservation and efficiency will be a growing priority for our community.