



**Monroe Community College**  
STATE UNIVERSITY OF NEW YORK

## **Charting the Course:**

### **Monroe Community College's 2017-2021 Strategic Plan**

#### **VISION:**

Monroe Community College will be the nationally recognized leader in championing equity, opportunity, innovation, and excellence while transforming students' lives and communities.

#### **MISSION:**

Monroe Community College, through access to affordable academic programs, leads excellence and innovation in higher education, inspires diverse students to transform their lives and communities, drives regional economic development, and builds global engagement and understanding.

#### **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 excellence.**  
We pursue and develop the highest educational standards by encouraging creativity and risk-taking; by continuously assessing and improving programs, services, and policies; and by exceeding learner and community expectations.
- **MCC values empowerment.**  
We are committed to supporting learners as they develop the skills to overcome obstacles on their paths to intellectual, professional, and personal growth.
- **MCC values inclusiveness.**  
We nurture an institutional culture that ensures fairness and equity for all, while respecting and leveraging our diversity.
- **MCC values collaboration.**  
We encourage meaningful partnerships among colleagues, departments, and divisions within MCC as well as with local, regional, and global communities.
- **MCC values stewardship.**  
We are accountable to our stakeholders for responsible management of the human, fiscal, physical, and environmental resources and information entrusted to us.

## **DIRECTION ONE: LEARNING FIRST**

The promise of Monroe Community College is to provide an innovative, supportive, and collaborative learning environment that includes high-impact practices. Our commitment to learner success is strengthened through responsive curricular design and meaningful academic assessment. We are committed to providing students with guided, intentional pathways through the MCC Schools to aid students in achieving their individual goals.

- Goal 1:** Promote the development of general education knowledge, skills, and competencies.
- Goal 2:** Advance online, applied, and experiential learning opportunities for current and prospective students.
- Goal 3:** Leverage information from academic assessment to inform decisions, resource allocation, and improvements in curriculum, teaching, learning, and educational environments.

### **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.
- Faculty and staff will possess the cultural competence necessary to respond to the unique needs of diverse learners.
- Collaborative teaching and learning strategies will help students learn, persist, and succeed.
- Demand will grow for more non-traditional and flexible course schedules as well as varied instructional methods.
- Online offerings will increase in number as more programs approach fully-online status.
- Online courses and programs will meet or exceed expectations outlined in the Open SUNY Course Quality Review (OSCQR) Rubric and Process.
- Experiential course offerings will increase in number so that more students are afforded these opportunities within their first two years of college, per the SUNY Chancellor's priorities.
- Curriculum design, pedagogical practice, and evolving technology will be used to optimize student learning.
- Global education will continue to be a priority.

## **DIRECTION TWO: STUDENT SUCCESS**

Monroe Community College, an open-access institution, is committed to the success of a diverse student population, supporting the attainment of students' educational, career, and personal goals. We provide students with comprehensive support services, co-curricular programming, and guided, intentional pathways through the MCC Schools from readiness to completion. The College values partnerships and strategic alliances with not-for-profit, private, and public sector entities that support educational initiatives. Our partnerships and collaborations, both external and internal, build relationships that help leverage learner success and program quality.

**Goal 1:** Improve retention and completion rates for all degree/certificate seeking students.

**Goal 2:** Promote student engagement within the MCC Schools to identify career and transfer pathways.

**Goal 3:** Increase student fall-to-fall persistence rates.

**Goal 4:** Pursue strategic partnerships to strengthen the educational pipeline and to assist learners in attaining their career goals.

### **Assumptions:**

- Retention will be an institutional priority.
- Students will be empowered and responsible partners in their educational success.
- The College community will embrace and play an active role in promoting student success.
- Collaboration across College divisions, integral to the Schools model, will provide a support matrix to improve student retention and completion.
- The Schools model will offer structured, navigable academic pathways for all students, providing contextualized and relevant learning.
- The College is committed to supporting the needs of diverse learners with a variety of traditional and non-traditional educational offerings that lead to the achievement of students' educational, career, and personal goals.
- The College will be committed to a student-centered environment that includes both academic and co-curricular programs.
- The College will implement the Strategic Enrollment Management Plan.
- Technology will support student success through intentional outreach and an institutional commitment of appropriate resources.
- Students will explore career options in their program of study, including established milestones that provide students achievable short-term goals.
- Performance-based funding will be tied to student success.

- The community will expect MCC to collaborate with area school districts to prepare students for college in new and innovative ways.
- Strategic partnerships with community-based organizations will allow the College to better support learners in attaining their career goals.
- As efforts to consolidate educational resources within SUNY are encouraged, MCC will benefit from external partnerships in order to develop and sustain programs.
- The College will need to identify and serve new markets as the population of traditional high school graduates declines.
- MCC's programs and services will encourage connections among students, faculty, administration, support staff, mentors, and campus clubs/activities.

## **DIRECTION THREE: CAREER PATHWAYS AND REGIONAL ECONOMIC DEVELOPMENT**

Monroe Community College is committed to developing a highly-skilled workforce which is critical to the economic development and competitive vitality of the Finger Lakes region. Collaborating with business and industry, the College must be responsive and flexible in its curriculum delivery to meet evolving workforce and employer needs. Partnerships and collaborations contribute to the overall economic health of the region and enrichment of the academic experience. Students will be better served through a career pathways framework, an institutional approach that actively structures and aligns programs with support services.

- Goal 1:** Enhance institutional capacity to forecast workforce needs and align resources and programs to meet these requirements.
- Goal 2:** Increase academic and workforce training programs that are industry-driven, relevant, 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) pathways.
- Goal 4:** Promote regional economic vitality through diverse partnerships including those in community, business, and industry.

### **Assumptions:**

- The demand for middle-skills workers will grow across the region.
- MCC will be looked upon as the primary institution expected to address skill gaps emerging within the local workforce to respond quickly and creatively to business development needs by providing well-trained, qualified workers.
- Use of labor market intelligence and analytics will continue to grow in importance for understanding and documenting the workforce needs of a regional economy.
- Students will be better served with an institutional approach that actively structures and aligns programs and support services to locally documented labor market needs.
- Cohort-based learning models will continue to be seen as an effective instructional strategy.
- MCC will continue to explore opportunities for programs that would draw learners from beyond the immediate community and provide extended access to education and training.
- Career technical education programs will continue to be more expensive to administer and operate than traditional academic programs.
- Developing a pipeline of interested and academically-ready candidates will continue to be a challenge.

- The College will continue to provide leadership in producing, compiling, and sharing local labor market information.
- Support for entrepreneurship will grow in importance for the region's economic development.
- The increased demand for skilled workers will require working beyond the traditional academic model to new program delivery methods that modularizes curricula, expands delivery of programming, accelerates time to completion, and actively links graduates to relevant occupations.
- Securing substantive funding at the federal and state level for the Finger Lakes region's workforce investment strategies will continue to be highly competitive and require inter-institutional collaboration.
- Partnerships 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.
- As MCC's stature as a higher education leader continues to grow, more organizations and institutions will look to us for guidance and collaboration.

## **DIRECTION FOUR: ORGANIZATIONAL CULTURE**

Monroe Community College will promote a culture of excellence through a shared commitment to our values and mission. MCC will invest in the College's employees to enhance their commitment and capacities to promote and support the success of our students. The College will succeed with motivated and highly skilled employees. Our values are consistent with sustaining an educational environment and workplace that is diverse, inclusive, respectful, civil, equitable, and fair.

- Goal 1:** Foster a culture that promotes openness, trust, collaboration, accountability, and mutual respect that is shared among students, faculty, staff, and administrators from a range of diverse backgrounds, ideas, and perspectives to enhance student learning and related outcomes and institutional improvement.
- Goal 2:** Develop and implement diversity and inclusion practices focused on recruitment, retention, campus climate, and student success.
- Goal 3:** Further our commitment to talent and knowledge management practices and timely search processes, which include recruiting, retaining, developing, recognizing, and empowering a diverse workforce at all levels.

### **Assumptions:**

- Shared governance will continue to be a best practice.
- All MCC employees will work collaboratively to achieve our shared goal of helping our students succeed.
- MCC will enhance openness, communication, and cross-functional collaboration.
- Change-management strategies will be implemented to facilitate institutional transitions.
- As we continue to experience budgetary constraints, institutional efficiencies in staffing will require continuous cross-functional training and deployment.
- Successes will be recognized and celebrated.
- Diversity and inclusion will remain institutional priorities.
- Employees will continue to delay their retirement plans.
- MCC will ensure that part-time/adjunct employees are engaged and supported.
- MCC will ensure equitable and fair hiring practices.
- MCC will work to limit the length of interim appointments.
- MCC will continue to invest in professional development.

## **DIRECTION FIVE: INSTITUTIONAL EFFECTIVENESS**

Through inquiry, evidence-based analysis, and fiscal accountability, the institution's planning processes, resources, and structures are aligned with each other and structured to support and enhance the student experience. Institutional effectiveness requires purposeful allocation of resources; strategic investment in technology, infrastructure, and facilities; and continuous assessment and improvement in programs and services.

**Goal 1:** Advance institutional effectiveness and organizational efficiency through planning, assessment, and evidence-based decision making across every division in support of the College's mission and goals.

**Goal 2:** Implement judicious resource allocation strategies based on institutional priorities in alignment with current and emerging fiscal reality.

### **Assumptions:**

- Expectations of accreditors, funders, and governmental agencies will include systematized evaluations and accountability in all areas of the College.
- Reauthorization of the Federal Higher Education Act will increase compliance demands.
- MCC will provide an affordable, accessible, quality education.
- Effective use of College resources is crucial to institutional performance.
- Traditional sources of revenue will be declining; thus, sustaining the College's budget will require resource flexibility, creativity, and efficiency from the College community.
- It is anticipated that future funding models will reflect performance-based criteria.
- Greater selectivity will be required when investing in College infrastructure including clear understanding of return on investment, cost-benefit analysis, and impact on stakeholders.
- Sustainability initiatives and energy conservation will remain a priority for our community.
- Decision-making processes for commitment of resources will utilize criteria that are widely known and connected to the institutional planning process, assessments, and priorities.
- The College will benchmark internal offerings and operations against those of competing institutions and community expectations.
- MCC will continue to set aside appropriate financial resources to facilitate partnerships and collaborations.