

# Strategic Plan *DRAFT*

(Title)

Monroe Community College

2012-2016

**VISION:** Monroe Community College will be an exemplary teaching and learning institution of higher education committed to excellence, opportunity, and innovation that enriches lives and strengthens communities.

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

## **CORE VALUES:**

### **MCC transforms lives through the following core values:**

❖ MCC values integrity

We believe in promoting an environment of honesty and openness; 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 path to personal, intellectual, and professional growth; to creating an educated workforce for a changing 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 student and community expectations.

❖ MCC values inclusiveness

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

❖ MCC values collaboration

We encourage meaningful partnerships among colleagues, divisions, and departments 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. The commitment to learning is enhanced through meaningful assessment in order to continuously improve practices, programs, and processes.

**Goal 1:** Increase goal accomplishment of the individual learner.

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

**Goal 3:** Advance student success through assessment best practices.

**Assumptions:**

- Teaching excellence will continue to be the hallmark of the College.
- Commitment to individual academic goal accomplishment will continue to be a College priority.
- The College will be committed to a learning-centered environment that engages both academic and co-curricular programs.
- There will continue to be a skills gap between the level of academic preparedness and college readiness for a sizable student cohort.
- Peer-learning strategies will help students learn, persist and succeed.
- Liberal Arts students require clear, navigable pathways to promotion.
- There will be a growing demand to offer more non-traditional, flexible course schedules and varied instructional methods.
- Curriculum design and pedagogical practice will drive the selection of evolving technology to optimize student learning.
- Faculty will be sensitive and recognize the needs of a diverse student population.
- Expanded collaboration among College divisions will lead to improved student completion.
- 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 and technical education. Collaborating with business and industry, the College is responsive and flexible in its

curriculum delivery to meet the ever-changing needs of the workforce and employers. MCC is focused on supporting economic development for the region through training and education. Program quality and customer satisfaction are priorities.

**Goal 1:** Create stackable career and academic offerings that incorporate industry-relevant, middle skills training leading to career pathways, degree programs, and postsecondary credentials.

**Goal 2:** Develop new academic and workforce training programs that are industry-driven and responsive to community needs.

**Goal 3:** Increase the number of students selecting and completing career and technical programs.

**Assumptions:**

- Regional industries and public employers will have growing needs for middle skills workers.
- MCC will need to collaborate closely with regional industry to match and respond quickly to local skills needs and saturations.
- Regional industries and public employers will expect MCC to respond quickly and creatively to their development needs by providing well-trained, qualified 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.
- Unique career and workforce programs will draw students from beyond the immediate community.
- Expanding partnerships with regional industries and public employers will ensure support for College programs aimed at meeting employment needs.
- Career and technical education programs will continue to be more expensive to administer and operate than traditional academic programs.
- New fiscal support measures will have to be developed 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 educational pipeline in support of college readiness and completion. As a major contributor to the economic health of the region, we leverage partnerships to strengthen student success, program quality, and workforce development. Fulfilling the promise to its many communities is one of the College's highest priorities.

**Goal 1:** 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, anticipating workforce needs and contributing to the region's economic vitality.

**Assumptions:**

- The community will expect MCC to be a partner in helping area school districts prepare students for college.
- Partnering with community-based service agencies will assist the College to better support students struggling to complete their academic goals.
- As efforts to consolidate educational resources within SUNY are encouraged, the development and sustainment of MCC programs will require growth in external partnerships.
- Partnerships with industry and businesses will be a valuable resource for growing enrollment populations in jobs training and workforce development.
- Partnerships will need to be prioritized and measured based on their 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 demonstrate accomplishment of its vision, mission, and goals. Assessment strategies and data-informed decisions are necessary to enhance effectiveness and efficiency in all aspects of institutional practice. The College also recognizes that it must promote professional and career development of its employees in support of an environment of continuous improvement and excellence. In addition, institutional effectiveness requires purposeful allocation of resources, strategic investment in technology and facilities, and integration of conservation efforts that support sustainability.

**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:**

- 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 student completion standards.

- Professional development opportunities will be more integrated and cost effective.
- A more flexible and diverse workforce will be necessary to support the College's mission.
- The College will need to identify and secure new markets as the demographics of traditional high school graduates decline.
- A sustainable College budget will become more challenging as funding from traditional sources decrease while costs increase.
- MCC is committed to providing an affordable, accessible education.
- Greater selectivity will be required when investing in technology.
- Energy conservation and efficiency efforts will be enhanced.

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