

**STRATEGIC PLANNING
DIRECTIONS, ASSUMPTIONS & GOALS
2007 – 2010**

DIRECTION 1: Respond to community and workforce needs by strengthening enrollment initiatives and strategic partnerships

Competition for enrollment in all student categories will increase dramatically due to anticipated declines in Monroe County population and high school enrollment. Enrollment initiatives must be a College-wide responsibility. The College will be required to aggressively identify and secure new student populations and improve retention. Innovative and responsive curricula, co-curricular activities, services, and marketing will be necessary to attract new and diverse student populations. Strategic partnerships with high schools, colleges and community agencies will play a significant role in increasing enrollment.

Industry needs and expectations will require the College to train and educate a competitive workforce to support and strengthen the local economy. The College must be able to respond rapidly and appropriately in the design and delivery of credit, non-credit, and credentialed workforce skills training. Strategic partnerships will play a significant role in increasing programs and services to the workforce sector.

The College will continue to develop mutually beneficial partnerships with community-based organizations and government agencies. These partnerships will be an invaluable resource in growing enrollment as the College responds to community needs within the scope of our mission.

Assumptions:

- 1.1 Continued enrollment growth will require the college to identify and secure new student populations.
- 1.2 Sustaining healthy enrollment will be a college-wide responsibility.
- 1.3 Community partnerships will be an invaluable resource in growing enrollment.
- 1.4 Increased enrollments in the area of workforce development and corporate service will be needed.
- 1.5 The number of Out-of-County residents enrolled will increase.
- 1.6 “Students with Choice” will be a more important market for the College.
- 1.7 A downward trend in the number of high school graduates will challenge enrollment goals.
- 1.8 Competition for students will intensify.
- 1.9 Current funding levels will challenge the college as it competes for new student population.
- 1.10 Innovative and responsive curriculum as well as co-curricular offerings will aid in attracting new students.
- 1.11 Retention will continue to be a significant aspect of enrollment.

- 1.12 The cost of private education will increase making the community college a more viable choice.
- 1.13 Changes in economy and population will impact expectations and needs of the community, thus influencing college offerings.
- 1.14 Many students will pursue specific credentials that are practical and will lead to new or enhanced employment.
- 1.15 Partnerships and alliances aimed at strengthening services to the community will increase.
- 1.16 Community leaders increasingly expect MCC to have a role in addressing Rochester City School District student challenges.
- 1.17 A globally-oriented, regional workforce may provide new opportunities for workforce development.
- 1.18 The need for a pervasive and effective college image will gain increased importance.
- 1.19 Community outreach will play a key role in bringing awareness and understanding of the College to the community.

Goals:

- 1.1 Enhance the College's visibility, positive image and brand through marketing, public relations and other strategies.**
- 1.2 Increase market share from currently served populations and identify new student cohorts.**
- 1.3 Maintain and develop new partnerships with high schools, colleges and community organizations in an effort to increase enrollment.**
- 1.4 Track and assess College-wide retention initiatives and continue to identify and implement interventions.**
- 1.5 Pursue and expand partnership opportunities with business and community organizations in response to changing workforce and community needs.**
- 1.6 Enhance the image of the College among business and community leaders as a key component in the economic future of this community.**

DIRECTION 2: Promote excellence in teaching and learning

Student success and excellence in teaching are the hallmarks of the College. Traditional degree programs will continue to be the core of our curriculum. Greater flexibility in the delivery of courses, programs, and services will be required to meet the needs of a variety of student populations. The College will take advantage of the diversity of the student body to promote respect within the College community and deepen awareness of our global interdependence. In light of advances in technology, pedagogy, and fields of specialization, the College will make an aggressive commitment to ensure that our faculty members have the knowledge, skills, tools and support necessary to maintain their excellence. Challenges to the instructional enterprise lie ahead and the College must place effective teaching in front of competing priorities.

The quality of and access to our degree, certificate and training programs will continue to be a priority. Degree programs will effectively incorporate traditional liberal arts with workplace-oriented knowledge and skills. Transfer programs will be consistent with requirements of four-

year Colleges, and timely and efficient program and course approval processes will facilitate the continuous alignment of our curricula with the needs and goals of our students. This alignment will be measured on an ongoing basis through a broad and inclusive program of assessment.

Monroe Community College is a community of colleagues dedicated to advancing education through interdivisional cooperative efforts that maximize student learning. The College community must work collaboratively in the development of educationally purposeful activities and programs that expand the mind, promote academic integrity and enrich the character of the student.

Assumptions:

- 2.1 Efficiency, flexibility, and access to courses, programs and services will be required to meet changing constituency demands.
- 2.2 Career and transfer programs will be the core of our offerings.
- 2.3 Course delivery options including online and hybrid courses will expand to meet the changing constituency demands.
- 2.4 Demand and competition for comprehensive on-line learning and services will intensify.
- 2.5 Knowledge and proficiency in mathematics and science will become increasingly important to compete in a global marketplace.
- 2.6 Increases in the number of under-prepared students -- academically, socially, and behaviorally -- will continue.
- 2.7 The concept of life-long learning will become increasingly important.
- 2.8 Global perspectives on politics, social issues, and the economy will both influence and require changes in education, curriculum, and planning.
- 2.9 The ability to apply technical information and skills to real world and global situations will be expected of students.
- 2.10 Educators will assist students with understanding the influence of globalization.
- 2.11 Community outreach will become more integrated in the learning experience.
- 2.12 Assessment of overall institutional effectiveness and of student learning outcomes will continue in order to meet the demands for accountability.

Goals:

- 2.1 Adapt the design and delivery of courses, programs and services to address changing educational and training needs.**
- 2.2 Implement policies/processes for ensuring student success in our expanding distance learning programs.**
- 2.3 Infuse an atmosphere of respect and responsibility throughout the College community.**
- 2.4 Create a culture of assessment that celebrates improvement while addressing accountability.**
- 2.5 Ensure that the priorities of teaching and learning are paramount.**
- 2.6 Foster an environment of academic honesty and integrity.**
- 2.7 Integrate global perspectives into academic and co-curricular programs.**

DIRECTION 3: Attract, nurture, and retain human resource talent while promoting visionary and responsive leadership

Monroe Community College will identify innovative ways to attract, nurture, and retain a diverse, high-quality administration, faculty and staff. With the projected retirement of a large number of senior faculty and administrators, it will be critical to have a proactive plan for attracting, hiring and retaining administrators, faculty, and staff who reflect the diversity of the student population. Attracting and hiring employees through creative, flexible and competitive systems is likewise essential to meet the College's future human resource needs. Retaining employees will require that the College identify approaches for balancing needs of the institution with reasonable workloads. Initiatives that foster inclusion, leadership and participation among all College constituencies will lead to a clear definition and mutual understanding of the College's mission and strategic directions.

Lifelong learning and professional development opportunities both within and outside the College will foster self-renewal, professional growth, and community building. Members of the College community should be encouraged to assume leadership roles at the local, state, national and international levels.

As the organization continues to become more complex and multi-dimensional, open communication and collaboration will become increasingly important to maintain the fabric of the College community. Maintaining quality human resources, visionary leadership and a culture of excellence will require that adequate opportunities, time, encouragement, and financial support be made available to all members of the College community.

Assumptions:

- 3.1 The College will need to develop a recruitment plan which includes competitive salary schedules and benefits to attract and retain qualified administration, faculty and staff.
- 3.2 Recruitment of a diverse faculty will be a major emphasis.
- 3.3 Qualified adjunct faculty members will become increasingly difficult to attract within certain disciplines.
- 3.4 Competition for visionary leaders will become increasingly challenging.
- 3.5 A significant number of senior administration and faculty will retire.
- 3.6 Introducing new employees to the culture of MCC will be necessary for maintaining institutional cohesiveness and a collegial environment.
- 3.7 Staff development activities aimed at skill enhancement and renewal will be a prerequisite for improved institutional effectiveness.
- 3.8 Reallocated and/or increased faculty, professional, and support staff may be necessary to support student needs.

Goals:

- 3.1 Implement strategies to ensure ethnic and cultural diversity and inclusion.**
- 3.2 Assess and strengthen recruitment and retention initiatives.**
- 3.3 Prepare for transitions in senior leadership.**
- 3.4 Orient and integrate new employees into the culture and life of the College.**

- 3.5 **Implement processes for ensuring an appropriate alignment of workload and job responsibilities.**
- 3.6 **Encourage and support scholarship and personal growth through professional development activities and training.**
- 3.7 **Analyze and improve the flow of internal information.**

DIRECTION 4: Enrich and broaden the student experience

Monroe Community College will continue to be a center for learning both within and beyond the classroom. The College must offer services, programs and educationally purposeful activities in order to build a collaborative, supportive, intellectual and engaging environment for all students. This learning experience will empower students to take responsibility for their educational success and engagement in the life of the College and the community.

Instilling a consciousness of civility, good citizenship, community service and leadership will require partnerships with a variety of constituents, both internal and external to the College. Partnerships between academic and student services will be particularly critical in providing the groundwork for a focused learning community for students that recognizes the uniqueness of every individual.

Comprehensive career planning and academic advising services must continue to be enhanced to meet the needs of a broad-based group of students. Expanding the use of technology in courses, programs, services, and co-curricular activities must be emphasized to meet the academic, personal, cultural, and social development of students. Greater flexibility in the delivery of courses, programs, and services will be required and strategies to retain all students must be identified.

Assumptions:

- 4.1 Educators will assist students with understanding the influence of globalization.
- 4.2 Community outreach will become more integrated in the learning experience.
- 4.3 Innovative and responsive curriculum as well as co-curricular offerings will aid in attracting new students.
- 4.4 The College will need to support students' lifelong educational development by offering programs and services consistent with their needs, interests and abilities.
- 4.5 As challenges with under-prepared students increase, expanded student services will be required.
- 4.6 The College will continue to promote the 3'Rs (Respect, Responsibility, and Reality) in an effort to foster an atmosphere of civility
- 4.7 Innovative and responsive curriculum as well as co-curricular offerings will aid in attracting new students.

Goals:

- 4.1 **Foster an atmosphere that encourages and promotes citizenship and civility.**

- 4.2 Empower students to take responsibility for their educational success and engagement in the life of the College and the community.
- 4.3 Maximize learning opportunities through partnerships and collaborations.
- 4.4 Prepare students for engaging in a global economy and culturally diverse world.
- 4.5 Expand learning opportunities beyond the classroom.

DIRECTION 5: Promote responsible planning and use in the functionality and design of our physical environment

The quality, cleanliness, comfort, and general atmosphere of the buildings, classrooms and grounds are paramount to attracting students and employees to the College and are essential to providing a high quality learning and working environment. Further, the environment plays a vital role in facilitating activities that support scholarship, cultural richness, and community interaction.

The College will continue new construction and major renovations to its facilities. This will require creative design approaches to meet the future needs and learning styles of students as well as incorporating elements to ensure an efficient approach to operating costs. Likewise, the rapid evolution of technology, student demographics and economic trends will influence MCC's facilities. Multipurpose use facilities that are flexible and efficient to operate and maintain will be critical in response to these dynamics.

The College has the opportunity and responsibility to use valuable environmental resources carefully. Therefore, the College will need to incorporate the use of sustainability principles and perspectives in creating socially and environmentally responsible decisions that are economically sound and important to our future. As a member of the global community, MCC should embrace efforts to put conservation and sustainability as a central focus of its future expansion and renovation projects.

Assumptions:

- 5.1 Increased energy costs will continue to significantly impact the operating budget.
- 5.2 The college will need to become more self-sustaining and conservation conscious.
- 5.3 The need for infrastructure upgrading and modifications will continue to increase.

Goals:

- 5.1 **Design, enhance and maintain high-quality, multi-functional facilities in all new construction and renovation projects.**
- 5.2 **Promote and implement energy conservation and sustainability initiatives.**
- 5.3 **Capitalize on the development of the Renaissance Square project, Wolk Center and the field house.**

DIRECTION 6: Respond to fiscal challenges

Maintaining the quality and standards that are the hallmark of the College and responding to the growing and changing expectations of our constituents will require creative financial approaches. Plans for continued fiscal stability must focus on securing and increasing alternative revenue streams, and strategically and intentionally redistributing and conserving resources.

The College relies on state and county governments for a substantial portion of its revenue. Increasing competition for government funding will require MCC to expand current and identify new revenue streams. In light of our commitment to access, increases in tuition will not be the sole solution to meeting the College's financial challenges. The College will need to expand efforts to secure funds through private philanthropy and federal and state grants.

Redistribution and conservation of resources across disciplines, departments, and divisions will need to be considered more regularly and become our way of doing business. Consequently, College-wide resource management will need to be viewed as a more integrated system.

Fiscal challenges will require the College to approach its operations and fiscal management in ever more innovative ways. The support and cooperation of the College community will be an important factor in the success of meeting these challenges.

Assumptions:

- 6.1 The financial position of the College will remain relatively stable.
- 6.2 Student tuition and fees will increase incrementally and will remain the largest portion of the College's revenue stream.
- 6.3 In the field of education there will be increasing political and public scrutiny as well as funding shortfalls.
- 6.4 Additional public and grant funding will need to be actively pursued.
- 6.5 Contributions to the MCC Foundation will be critical in expanding scholarship assistance for students and providing incentive grants for college staff.
- 6.6 Maximizing alumni giving and resources will be necessary.
- 6.7 Budgetary constraints and contractual obligations, coupled with enrollment challenges, will impact the College's capacity to provide the resources to maintain comparable levels of service.
- 6.8 Attracting new student markets will be costly.
- 6.9 MCC Association support will become increasingly important for maintaining student services.
- 6.10 Health care costs will continue to significantly impact college budget.
- 6.11 Increased operational costs will occur with the opening of Renaissance Square.
- 6.12 The cost of services for under-prepared students and students with special needs – academic, social, behavioral, and physical – will increase.

Goals:

- 6.1 Increase financial support from individuals, corporations and private foundations.**

- 6.2 **Implement a College-wide resource management program that maximizes the use of the College's resources.**
- 6.3 **Actively and collaboratively identify cost saving strategies and creative approaches to contract negotiations that recognize pressing fiscal realities.**
- 6.4 **Increase county, state and federal support of the College in the areas of budgetary support and grants.**

DIRECTION 7: Ensure that technology supports and enhances the learning environment

Technology increasingly impacts all areas of the College, expanding access to education and services, improving pedagogy, and supporting ongoing operations. Current demographic trends, increasing competition, and evolving technology challenge the College to increase efforts to provide a cutting-edge environment. To remain competitive the College must be able to provide students with the knowledge, skills and experience to compete in a global economy. It must provide up-to-date technology, equipment and facilities.

Historically, MCC has been successful in the planning and implementation of innovative technology. Technological advances will demand constant vigilance to keep up with and take advantage of new possibilities for delivering education, training and services and for advancing ongoing operations. The College's technology plan must balance innovation and exploration with the need to maintain the existing technology infrastructure. Training and support for staff and students are essential in order to capitalize upon emerging technologies.

The increasing focus on technology will be a significant financial challenge requiring resources beyond the current funding levels. Private and public funding must be secured to support capital projects, technology enhancement, and the maintenance and replacement of equipment. To secure the technology necessary to support all aspects of the College's operations, the institution must remain efficient and responsible in its use.

Assumptions:

- 7.1 Technology choices will impact the type and extent of services and activities.
- 7.2 Students will expect access to, instruction in, and utilization of the latest technology
- 7.3 The increasing cost of technology will be a significant financial challenge requiring resources beyond the current funding level.
- 7.4 Technology will continue to increase access to learning opportunities and services, promote collaboration and communication and stimulate creativity.

Goals:

- 7.1 Encourage and support new discipline- and department-specific technology initiatives and training.**
- 7.2 Capitalize upon technology to increase access to College programs, academic support, and student services.**
- 7.3 Provide support for expanded distance learning initiatives.**
- 7.4 Continue to maintain and upgrade the technology infrastructure in support of student learning and support services.**
- 7.5 Implement strategies to maximize the effective and efficient use of technology.**
- 7.6 Develop comprehensive and financially responsible strategies to maximize technology.**

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