





Message from the president

This is an exciting but challenging time for higher education. Building on previous successes, Monroe Community College embraces our leadership role and continues to evolve to meet the changing landscape and shifting tides ahead. Continuous innovation and improvement are required to meet the needs of our students, community, and industry partners within a context strongly influenced by national and global actions and trends.

MCC's 2017-2021 Strategic Plan: Charting the Course will guide our work as we position the College to continue our long tradition of academic excellence and innovation in support of student success. Beginning with revitalized Vision and Mission statements, the Plan focuses the College's efforts in five directions: Learning First, Student Success, Career Pathways and Regional Economic Development, Organizational Culture, and Institutional Effectiveness. Each direction supports our shared mission and inspires how we serve our students, how we interact with our community, and how we move our College forward.

This Plan is intended to be a "living document" that is flexible and adaptable to the rapidly changing times in which we live and work. MCC will track, measure, and report our progress toward plan goals via dashboards and other tools.

I thank the dedicated members of our Strategic Planning Leadership Team and the many internal and external stakeholders (alumni, employers, educational partners, and community leaders) who contributed to this plan. It is only through such leadership and collaboration that MCC continues to inspire every day.

A handwritten signature in black ink, reading "Anne M. Kress".

Anne M. Kress
President
Monroe Community College



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.

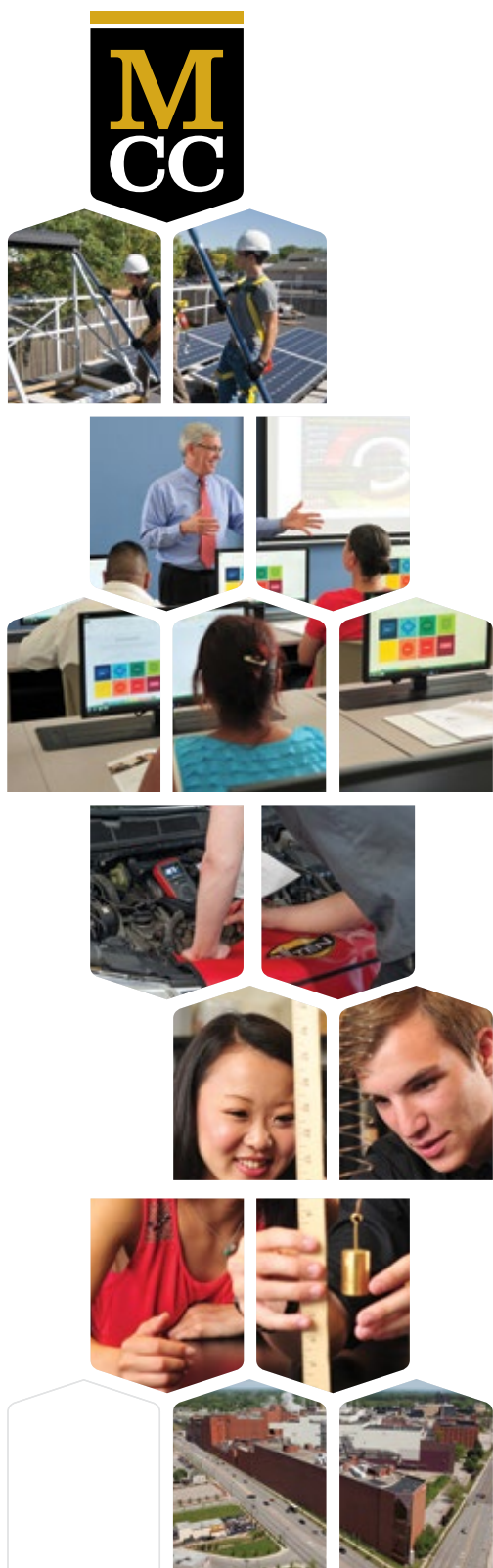


DIRECTION TWO:

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.

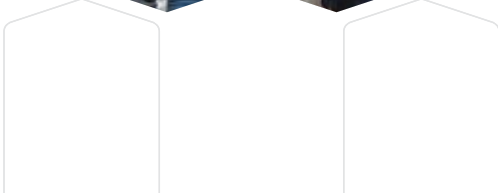
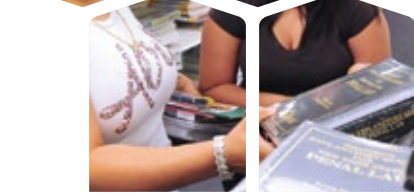
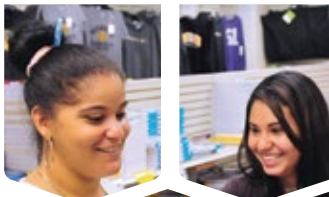
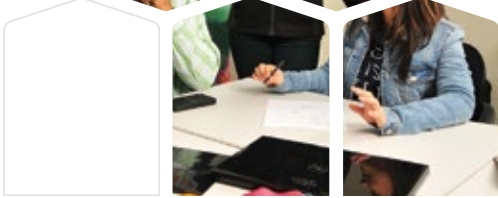


DIRECTION THREE:

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.



DIRECTION FOUR:

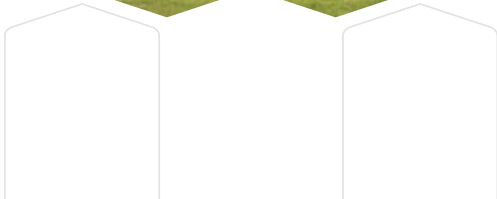
Organizational Culture

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.



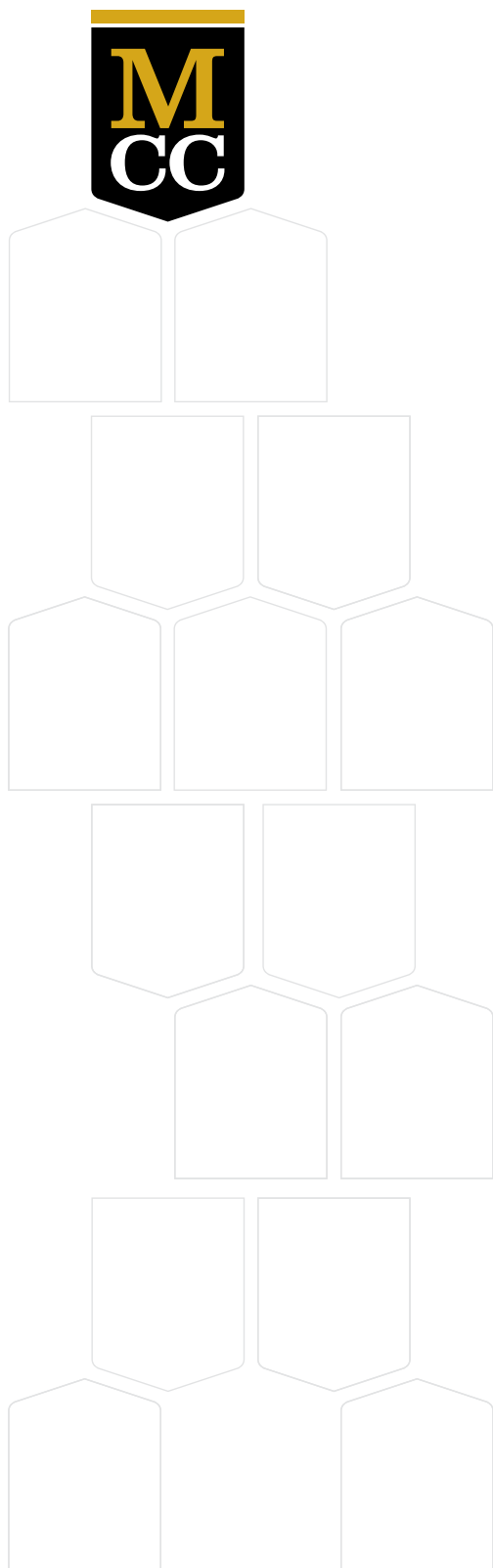
DIRECTION FIVE:

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.



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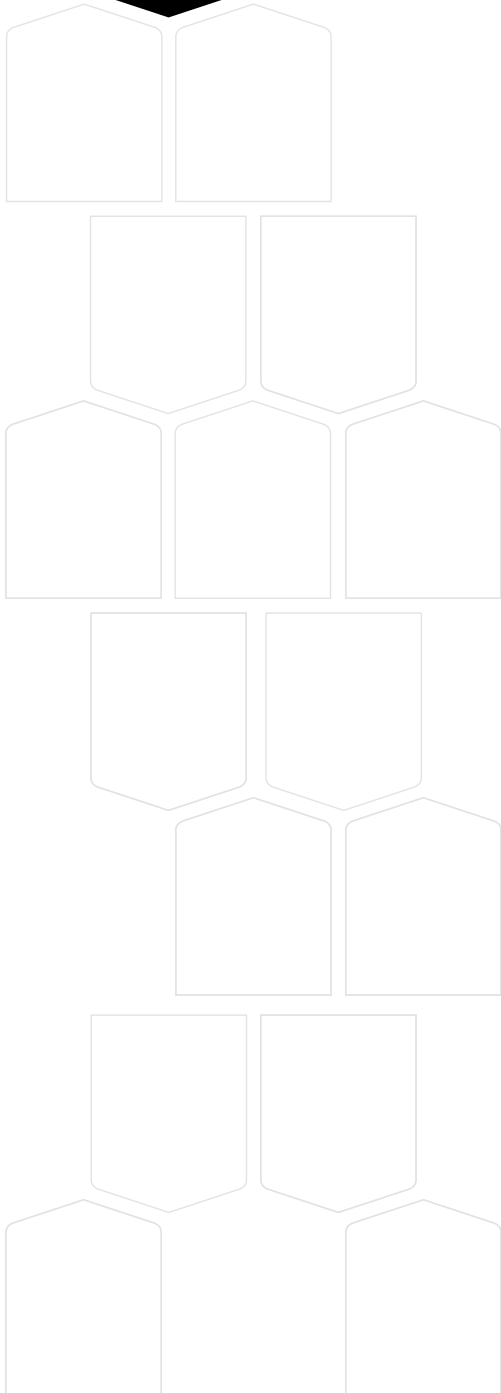
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Campus Locations

Brighton Campus

1000 East Henrietta Road
Rochester, NY
Phone 585.292.2200

Downtown Campus

321 State Street
Rochester, New York 14608
Phone: 585.685.6002

Applied Technologies Center

2485 West Henrietta Road
Rochester, New York 14623
Phone: 585.292.3700

Public Safety Training Facility

1190 Scottsville Road
Rochester, New York 14624
Phone: 585.753.3800

Economic & Workforce Development Center

321 State Street, 7th Floor
Rochester, New York 14608
Phone: 585.685.6004

Virtual Campus

www.monroecc.edu/academics/online-learning/
Phone: 585.292.3440



Monroe Community College

STATE UNIVERSITY OF NEW YORK

Inspiring every day.

1000 East Henrietta Road
Rochester, NY 14623
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www.monroecc.edu

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