



# *Vision*2027



**STRATEGIC  
PLAN**  
2022-2027

**Monroe  
Community  
College**

STATE UNIVERSITY  
OF NEW YORK



## **MCC Board of Trustees' Message**

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*Vision2027: Monroe Community College Strategic Plan 2022-2027* guides the College in its response to students and stakeholders and ensures more students graduate with the skills they need to succeed and contribute to society. Faculty and staff have asked the questions and explored the options that could make a difference in student lives and our community.

On behalf of the MCC Board of Trustees, I commend President Dr. DeAnna Burt-Nanna, our esteemed faculty, staff, and students and external partners and stakeholders for their contributions to this process.

*Vision2027* marks MCC's next phase of leadership and service and reinforces MCC's position among our nation's leading educational institutions.

Allen K. Williams, Chair  
Monroe Community College Board of Trustees





## President's Message

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Building on 60 years of academic and co-curricular excellence and innovation, Monroe Community College emerged in 2022 eager to inspire the way forward and meet this moment of opportunity—together. We launched a strategic planning process to address the contemporary challenges facing our students and community during a “virtual reawakening” of the importance of community colleges to economic recovery, growth, and prosperity following the COVID-19 pandemic.

At the heart of *Vision2027: Monroe Community College Strategic Plan 2022-2027* are the people—the perspectives of our dynamic and resilient faculty, staff, and students, complemented by invited feedback from community partners and supporters, including MCC alumni and educational partners at all levels. We engaged in over 60 listening sessions, 100’s of surveys and vibrant and inclusive discussions. Affirmed by the Board of Trustees in August 2022, *Vision2027* reflects nearly a full year of planning and reflection. My sincere thanks go to all who led and contributed to this process.

*Vision2027* features refreshed mission and vision statements and introduces MCC’s first diversity statement, setting the foundation for a more inclusive and collaborative culture in which everyone belongs and thrives. Maintaining a high-quality academic environment underlies each of our five strategic directives.

Using *Vision2027* as a guide, MCC will meet a unique moment in its evolution with a renewed commitment to good stewardship of resources (human, capital, and natural) and increased positive outcomes and value for the students and constituencies we serve.

MCC’s strength is its people at all levels of the organization, working together to transform lives and help create the future of public higher education.

Sincerely,

A handwritten signature in black ink that reads "Dr. DeAnna R. Burt-Nanna". The signature is written in a cursive, flowing style.

Dr. DeAnna R. Burt-Nanna  
President

# Vision2027

## Monroe Community College Strategic Plan 2022-2027

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STRATEGIC  
DIRECTIONS

*Vision2027: Monroe Community College Strategic Plan 2022-2027* serves as MCC’s blueprint for action as it re-envision the College’s service to its students, Monroe County, and the Finger Lakes region in an emerging, post-pandemic world. *Vision2027* combines both a return to the roots of higher education, seeking to engage students from diverse backgrounds and all Monroe County ZIP Codes, as well as a future look to the economic growth and vitality of the region and enhanced quality of life for residents. Through its examination of priorities to fulfill these aspirations, *Vision2027* outlines five strategic directions for the College for the next five years, with targeted goals to accomplish this vision.

*Vision2027* contains newly revised mission, vision, and core value statements and introduces MCC’s first Diversity, Equity, and Inclusion (DEI) statement. Under the leadership of MCC President Dr. DeAnna R. Burt-Nanna, College officers, and dedicated faculty and staff, the College is well-positioned to address challenges, including significant demographic and economic changes, and maximize opportunities to positively impact student lives and communities through public higher education. In collaboration with K-12 providers, colleague colleges and universities, community leaders, and business and industry partners, MCC stands ready to help address the priorities of the State of New York and the SUNY System.



## OUR MISSION

Monroe Community College transforms lives and communities, fostering the success of diverse students through affordable and innovative academic, career, technical, and workforce development programs. Our shared work inspires and champions excellence in higher education and builds global engagement and understanding.

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## OUR VISION

Monroe Community College champions equity, opportunity, innovation, and excellence while transforming students' lives and communities.

## **MCC Core Values**

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### **COMMUNITY**

We believe in meaningful partnerships among students, colleagues, departments, offices, and divisions within MCC as well as with local, regional, national, and global communities.

### **INCLUSIVENESS**

We commit to an environment of belonging in which everyone feels safe, valued, and respected by dismantling practices, policies, and procedures that uphold structural racism and other systemic inequities.

### **INTEGRITY**

We believe in respect, honesty, authenticity, accountability, and ethics in policies, actions, and behaviors.

### **EXCELLENCE**

We encourage innovation, creativity, critical analysis, and continuous assessment to improve teaching, learning, programs, services, and policies.

### **EMPOWERMENT**

We support learners and employees on their paths to intellectual, professional, and personal growth.

### **STEWARDSHIP**

We are accountable for the responsible management of human, fiscal, physical, and environmental resources and the information entrusted to us.

## **MCC Diversity, Equity, and Inclusion Statement**

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Monroe Community College expects and upholds equity, inclusion, and a sense of belonging in our educational programs, policies, campus life, employment, and community involvement. We believe that diversity enriches our lives and leads to understanding and appreciation of our differences and commonalities. In order to achieve academic and institutional excellence, we actively recruit, engage, and retain students, faculty, staff, and community partners who represent the diversity of our region, nation, and world.

# Strategic Directions and Goals

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Five high priority areas emerged from the work of the Strategic Planning Leadership Team. Priorities are identified as “Strategic Directions” for MCC for the next five years and are not listed in priority order. For each Strategic Direction, targeted Goals were identified to achieve that priority. Key performance Indicators (KPIs) will be identified to monitor progress annually towards the Strategic Directions and Goals as the plan is implemented.

## *Direction One:*

### ***Together as One***

*MCC’s students, faculty, staff, trustees, retirees, and alumni serve as ambassadors to meet the needs of our communities and create solutions. We will work intentionally as one institution across our campuses and sites and as a unit of SUNY.*

#### **GOALS**

- 1.1. Develop and implement the College’s Diversity, Equity, and Inclusion (DEI) plan to create a supportive and collaborative culture which nurtures a sense of belonging and being valued, and supports the health and wellness of both students and employees.
- 1.2. Strengthen the College’s commitment to community, service, and justice by aligning the College community with a more just and equitable world.
- 1.3. The MCC Downtown Campus will serve as a transformative and comprehensive educational and workforce development center, further positioning the College as an innovative leader at regional and global levels.





# Strategic Directions and Goals

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## Direction Two:

### **Student-centered College**

*MCC provides programs and services centered on current and prospective students to meet their unique needs and ongoing educational pursuits. The College is committed to creating a vibrant, welcoming culture of inclusion and belonging.*

#### **GOALS**

- 2.1. Provide holistic academic and support services to help students succeed and thrive personally and academically.
- 2.2. Identify, analyze, understand, and reduce equity gaps to increase access and improve outcomes.
- 2.3. Ensure user-friendly and inclusive multi-cultural and multi-lingual communications and services for diverse communities.
- 2.4. Identify and reduce barriers that impact student enrollment and success.
- 2.5. Define student success at MCC.





# Strategic Directions and Goals

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## Direction Three:

### **Enrollment Reimagined**

*MCC attracts and retains students by providing programs and supportive services structured to meet the needs of a diverse population. The College, through its diversified educational opportunities and delivery modes, enhances the quality of life and economic vitality of the region.*

#### **GOALS**

- 3.1. Develop, launch, and implement the new Strategic Enrollment Management (SEM) plan to maximize recruitment, retention, persistence, and completion.
- 3.2. Provide staff development with a focus on cross-training, professional growth, and customer service.
- 3.3. Deliver an innovative and flexible schedule to accommodate traditional and non-traditional students and their diverse learning modalities.
- 3.4. Promote clearly defined pathways and intrusive advising that supports students' personal and career advancement.
- 3.5. Offer and align credentials, certificates, and degree programs with transfer, career, and entrepreneurial opportunities.
- 3.6. Create bridges from non-credit to credit programs.
- 3.7. Promote the updated, strategic, and intentional marketing plan.



## Strategic Directions and Goals

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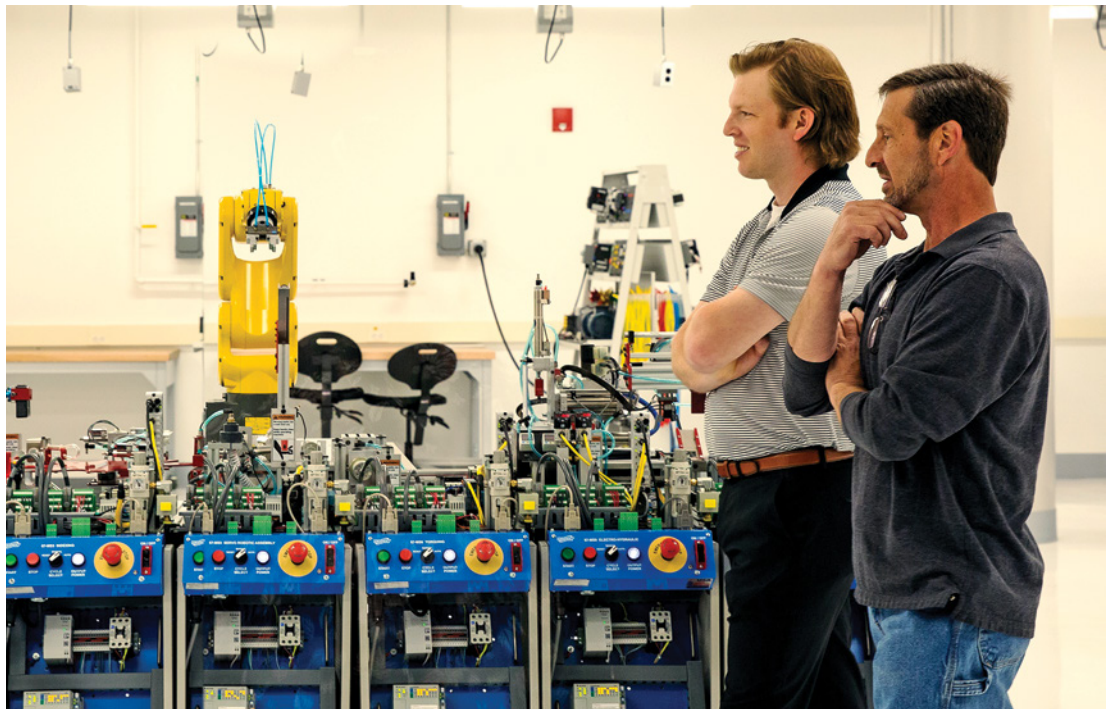
### *Direction Four:*

## **Community Engagement and Partnerships**

*MCC, through its local, regional, and international presence, engages with a wide network of educational and community partners.*

### **GOALS**

- 4.1. Expand and strengthen collaborations and partnerships to support the College mission.
- 4.2. Strengthen the College's commitment to civic, community, and global engagement.
- 4.3. Serve as a leader in economic and workforce development in the region, state, and nation.
- 4.4. Re-envision the role of College advisory boards.



# Strategic Directions and Goals

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## *Direction Five:*

### ***Institutional Effectiveness, Efficiency, and Sustainability***

*MCC provides effective programs and services through the efficient and sustainable use of resources. The College invests in its students, faculty and staff, facilities, and technology to provide an inclusive culture and relevant education.*

#### **GOALS**

- 5.1. Strengthen employee recruitment, onboarding, retention, technology training, professional development, and succession planning.
- 5.2. Invest resources into internal data-sharing, communications, decision-making, and systems integration.
- 5.3. Advance institutional effectiveness and organizational efficiency through integrated planning, collaboration, assessment, evidence-based decision-making and automation.
- 5.4. Develop a proactive fiscal strategy that promotes revenue growth and aligns programs, staffing, and facilities with College priorities.





## About MCC

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### ***Inspiring Since 1961***

Innovation has always been at the heart of Monroe Community College. For more than 60 years, MCC has evolved to meet the ever-changing needs of its students and community. The College has developed new and exciting degree programs, created unique educational and workforce initiatives, and built contemporary urban and suburban campus facilities.

MCC was established in 1961 under founding chairman, Samuel J. Stabins, M.D. MCC's first Board of Trustees comprised Rochester's leading professionals in business, health care, education and law as appointed by Monroe County and New York state. That same year, MCC was established as a member of the State University of New York (SUNY) System.

Carrying on the vision of its founders, MCC continues to provide a quality education at an affordable price. Today, the College offers more than 100 outstanding academic programs taught by award-winning faculty members for a much lower cost than private colleges. Since 1961, more than half a million people have been inspired by MCC. The traditions of innovation and value will continue for many years to come.

### ***Accreditation***

MCC is accredited by the Middle States Commission on Higher Education (MSCHE), one of seven regional accrediting associations serving higher education institutions in the United States, District of Columbia, Puerto Rico, and the Virgin Islands. MSCHE is a voluntary, non-governmental, institutional membership association.

Curricula are registered and approved by the New York State Department of Education and the State University of New York system.

MCC has been a member of the League for Innovation in the Community College since 1986. The League provides direction and leadership for experimentation and innovation in two-year colleges. Its members are recognized among the best community colleges in the United States and Canada.

# MCC Through the Years

- 1961** ● MCC is established as a unit of the State University of New York system.
- 1962** ● Leroy V. Good, Ph.D. is inaugurated as MCC's founding president. He had already established community colleges in three other states.
- 1962** ● MCC's Alexander Street Campus welcomes 720 students.
- 1965** ● MCC becomes the first college in the nation to receive accreditation within three years of its founding.
- 1968** ● A new campus on East Henrietta Road in Brighton opens to meet increasing enrollment needs.
- 1974** ● Comprehensive training of the region's first responders begins at the Public Safety Training Facility on Scottsville Road.
- 1980s** ● MCC becomes the fastest-growing community college in the state, increasing enrollment during the 1980s by more than 41%.
- 1986** ● MCC becomes a member of the League for Innovation in the Community College Board of Directors.
- 1991** ● To meet the needs of MCC's growing non-traditional student population, the Richard M. Guon Child Care Center opens.
- 1992** ● The Damon City Campus opens its doors in downtown Rochester to educate students in law, criminal justice, human services and K-12 teaching.
- 1997** ● The Applied Technologies Center on West Henrietta Road, opens to serve fast-growing industries such as precision tooling and machining, automotive technology, and HVAC/R.
- 2003** ● MCC launches its housing and residence life program with the dedication of Alice Holloway Young Commons, named in honor of MCC Board Chair Emerita Dr. Alice Holloway Young.
- 2003** ● To address the educational needs of those faced with responding to natural and intentional disasters, MCC's Homeland Security Management Institute opens.
- 2007** ● Agriculture and Life Sciences Institute opens.
- 2008** ● The Louis S. and Molly B. Wolk Center for Excellence in Nursing opens and earns LEED Silver certification.
- 2008** ● The PAC Center, an academic, fitness and recreational facility named after alumna Pamela Ann Chesonis '79 opens to support student learning, athletics and overall health and wellness on campus.
- 2011** ● MCC's Economic Development and Innovative Workforce Services division is established.
- 2015** ● Association of American Colleges and Universities selects MCC as one of 10 community colleges for the Developing a Community College Student Roadmap Project, leading to its national and state leadership in Guided Pathways.
- 2016** ● MCC launches the Schools@MCC.
- 2017** ● MCC's Downtown Campus opens at 321 State Street.
- 2020** ● MCC shifts to fully remote and online learning and services in response to the COVID-19 pandemic.
- 2022** ● State and county leaders and regional partners join MCC in opening the Finger Lakes Workforce Development Center at MCC's Downtown Campus.

## Vision2027 Background and Plan Development



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LISTENING  
SESSIONS

Development of the five-year plan began in Fall 2021. Firstly, MCC President Dr. DeAnna R. Burt-Nanna established a Strategic Planning Leadership Team (SPLT), co-chaired by an administrator, Valarie Avalone, and a faculty member, Jasna Bogdanovska. SPLT membership was carefully selected to include representation from all MCC campuses and sites and employee groups.

Secondly, a national consulting firm that works with community and technical colleges across the nation—the Collaborative Brain Trust (CBT)—was engaged to provide technical assistance, facilitate processes to ensure comprehensive data collection, and gather feedback from internal and external MCC stakeholders and students to be examined during the process. A robust and inclusive process was conducted, utilizing surveys, interviews, and 60 listening sessions with over 200 stakeholders to ensure a comprehensive discovery phase to guide plan development. CBT provided an objective lens and infused national best practices during plan development.

Thirdly, the President convened an inaugural Educational Partners Summit with leaders of local K-12 schools and two- and four-year colleges to discuss trends, identify issues, and determine action steps to build a college-going culture across all ZIP codes of our community.





## Plan Implementation and Accountability

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Following adoption of the *Vision2027* by the MCC Board of Trustees, the President will work with the Cabinet members to develop divisional and departmental action plans to accomplish the Goals. Implementation will include an identified work plan, measurable outcomes, and a timeline with tasks and milestone benchmarks. Accountabilities and responsibilities will be assigned, and a process will be established for monitoring and communicating progress. Progress will be shared at Board of Trustees meetings, as well as at individual departmental and college-wide forums or gatherings; published results will reside in official college communications.



## **Strategic Planning Leadership Team – Charge by the President**

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As the College began its work in developing this *Vision2027* Strategic Plan, Dr. DeAnna R. Burt-Nanna, President of Monroe Community College, established a Strategic Planning Leadership Team (SPLT), co-chaired by an administrator, Valarie Avalone, and a faculty member, Jasna Bogdanovska, to lead the effort. The SPLT was carefully selected with representatives from faculty, support staff, professional staff, and administration. It was comprised of individuals from the Brighton Campus, Downtown Campus, Applied Technology Center, and Public Safety Training Center; and included representatives from all divisions of the College.

The SPLT and its co-chairs function as a recommending body to the MCC President and the MCC Board of Trustees, who act in good faith to consider the SPLT's recommendations in making final decisions and determinations regarding plan priorities, content, and implementation.

The President authorized the engagement of a strategic planning consultant group, CBT, to serve as a resource to the SPLT, by leveraging its regional and national perspective on the higher education landscape at this critical juncture in the 60-year history of the College. Working with the consultant, the SPLT was charged with developing a five-year strategic plan ready for a first review by the Board during its June 2022 meeting, and with an anticipated approval at its August 2022 meeting. In addition, the SPLT was charged with a review of MCC's Mission, Vision and Core Value statements for alignment with the Plan's *Strategic Directions and Goals*.

Plan development was a highly-engaged process and included the voice of students, MCC employees, and diverse external partners. The SPLT's work, and the resulting *Vision2027* Plan, reflect MCC's core values, to innovate and "*inspire the way forward from the inside out,*" positioning MCC for unprecedented positive regional economic impact across its many communities and critical sectors of Monroe County and the Finger Lakes Region. The Plan's priorities are student-centric for today's and tomorrow's community, economic, and workforce needs; they are agile to adapt to changing needs over the plan's five-year span.

The resulting *Vision2027 Strategic Plan* provides a framework for integration of the many planning efforts underway in Academic Services, Enrollment Management, and Diversity, Equity and Inclusion. The Plan's *Strategic Directions and Goals* will be implemented through the development of actionable and measurable divisional plans, led by the respective members of the President's Cabinet.



**Strategic  
Planning  
Leadership  
Team**

**Valarie Avalone,**  
*Co-Chair,*  
Institutional Planning,  
Effectiveness  
and Accountability

**Jasna Bogdanovska,**  
*Co-Chair,*  
Visual and Performing Arts

Kelly Brown Lonis,  
Economic & Workforce  
Development Center

Antonia Custodio,  
Facilities

William Dixon,  
Institutional Research

Calvin J. Gantt,  
Diversity, Equity and  
Belonging

Tokeya Graham,  
English & Philosophy

Sarah Hagreen,  
Records & Registration

Margaret Kaminsky,  
STEM & Health

Matthew Lawson,  
Admissions

Joe Marchese,  
Controller's Office

Ryan Messenger,  
Student Services

Randy Pearl,  
Applied Technologies Center

Christina Rowley,  
World Languages & Cultures

Adrian Smalls,  
Law & Criminal Justice

Deborah C. Smith,  
Public Safety Training Facility

Eileen Wirley,  
Technology Services

Rosanna Yule,  
Community Relations



## College Officers

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**DeAnna R. Burt-Nanna, Ph.D.**  
President



**Kimberly McKinsey-Mabry, Ed.D.**  
Acting Provost and Vice President of Academic and Student Services



**Robin Cole Jr., D.Sc.**  
Vice President of Economic Development, Workforce and Career Technical Education



**Calvin J. Gantt, Ed.D.**  
Vice President of Diversity, Equity and Belonging and Executive Director, Downtown Campus



**Greg Hinton, M.B.A.**  
CFO and Vice President of Administrative Services



**Gretchen D. Wood, M.P.A.**  
Vice President of Institutional Advancement and Executive Director, MCC Foundation

*The following interim officers provided input and support during development of the strategic plan.*

**Darrell Jachim-Moore, M.A.**  
Interim CFO and Vice President of Administrative Services

**Kristin Sine-Kinz, M.B.A.**  
Acting Vice President of Economic Development, Workforce and Career Technical Education



# MCC Board of Trustees

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Allen K. Williams, *Chair*  
Gubernatorial Appointment (2012-2024)



Sabrina LaMar  
Local Appointment (2022-2025)



Dale R. Rehkopf II  
Local Appointment (2019-2028)



Daniel M. DeLaus, Jr., Esq.,  
*Vice Chair and Secretary*  
Local Appointment (2020-2028)



Daniele Lyman-Torres  
Local Appointment (2022-2025)



Grace S. Tillinghast  
Local Appointment (2009-2027)



My Linh Le  
Student Trustee (2022-2023)



Carla M. Palumbo, Esq.  
Gubernatorial Appointment (2016-2022)



Connie O. Walker, Esq.  
Gubernatorial Appointment (2021-2026)

*The following trustee provided input and support during development of the strategic plan.*

Paula Barlow  
Student Trustee, 2021-2022

## **HONORARY TRUSTEES**

- John L. Bartolotta
- Ilene L. Flaum
- Howard Konar
- Robert N. Latella
- Barbara P. Lovenheim
- Richard F. Mackey
- Claire S. Montgomery
- Nathan J. Robfogel
- Lois R. Tucker
- Richard S. Warshof
- Alice Holloway Young,  
*Chair Emerita*



**BRIGHTON CAMPUS**



**DOWNTOWN CAMPUS**



**APPLIED TECHNOLOGIES CENTER**



**PUBLIC SAFETY TRAINING FACILITY**

## **MCC CAMPUS LOCATIONS**

Brighton Campus | 1000 East Henrietta Road, Rochester, New York 14623 | Phone: 585.292.2200

Downtown Campus | 321 State Street, Rochester, New York 14608 | Phone: 585.292.2000

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

Virtual Campus | 1000 East Henrietta Road, Rochester, New York 14623 | Phone: 585.292.3440



**Monroe  
Community  
College**

STATE UNIVERSITY  
OF NEW YORK

**Inspiring every day.**

**[www.monroecc.edu](http://www.monroecc.edu)**

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