



Focus Forward 2027

Spring 2026 Update

The following report outlines the progress we have made on achieving the goals established in [Focus Forward 2027](#), ASA's divisional strategic plan - specifically since the last update issued to the College community in May of 2025.

Aligned with the College's strategic plan, *Vision2027*, *Focus Forward 2027* continues to guide College-wide efforts to strengthen student success, expand opportunity, and advance equity at every stage of the student experience.

Strategy 1: Develop a New Website

To strengthen marketing, improve information access, and reflect MCC's diversity and sense of belonging, the College is building a new website with a modern CMS, clearer navigation, and student-centered design.

Progress Update

The project remains on track for a Summer 2026 launch. Phase 1 of discovery and design work is finished, and content development and technical HTML build are underway. Extensive student and stakeholder feedback has shaped key design elements to ensure usability, clarity, and alignment with SEM and accessibility goals.

- Student-informed design foundation completed - Phase 1 delivered user personas, site structure, content inventory, and visual direction. Focus groups and stakeholder interviews shaped navigation, layout, and language.
- Key pages and content development underway - Homepage and program page prototypes were approved; SME interviews have begun, and teams across the College are preparing content for migration.
- Technical build and implementation in motion - HTML development and governance planning have started; Modern Campus was selected as CMS with confirmed Banner integration.
- Accessibility and compliance on track - MCC will move forward with a stand-alone catalog through Modern Campus to meet Title II EIT requirements. The project remains on schedule for pass-off to the vendor in February 2026.

Strategy 2: Communicate, Implement, and Evaluate a College-wide Marketing, Recruitment, and Retention Plan

To increase awareness of MCC, strengthen our brand identity, and drive enrollment growth, the College has launched a coordinated marketing and recruitment strategy designed to reach traditional students, adult learners, and key influencers across multiple platforms.

Progress Update

The FY26 campaign is underway in partnership with Epicosity and integrates strategy, production, and a full media plan. A key focus this year is data-informed decision making; real-time analytics now allow MCC to evaluate engagement and optimize messaging across all channels. Early performance trends are strong, indicating growing visibility and promising momentum for enrollment.

- Integrated campaign strategy launched - Epicosity is supporting strategy, production, and media planning across the full annual cycle, with new video and graphic assets in development.
- Audience-focused outreach in progress - Messaging is tailored for traditional students, adult learners, and influencers, with emphasis on high-engagement platforms such as YouTube, Instagram, TikTok, Snapchat, and emerging channels.
- Data-driven decision making now active - Epicosity's business intelligence dashboard provides real-time insights into spend, engagement, funnel performance, and behavioral trends to guide campaign adjustments.
- Early campaign performance is strong - September activity included over 10,000 impressions, 2,253 clicks, 358 conversions, and a 69% month-over-month increase in Apply-page traffic. Trends indicate high engagement and growing momentum toward enrollment goals.

Strategy 3: Revitalize the Downtown Campus

To strengthen the Downtown Campus as a destination for learning and community engagement, MCC will expand in-person pathway programs, deepen partnerships with four-year institutions, and better integrate credit and non-credit offerings to create seamless, degree-oriented opportunities for students.

Progress Update

The Future of Downtown Campus Committee was reconvened in Fall 2025 to reassess the long-term vision for the campus, explore major partnership opportunities, and address operational and facilities needs. At the same time, the campus expanded intentional student engagement efforts to strengthen belonging, support basic needs, and create a welcoming community space.

- Future of Downtown Campus Committee reconvened - Chaired by Dr. Calvin Gantt, the committee is reassessing the campus vision and academic footprint, shaping revitalization recommendations, and examining significant partnership opportunities such as the U of R dental clinic and Rochester Works relocation.
- Operational and facilities planning underway - The committee is addressing space allocation, construction timelines, and the impact of upcoming program moves while also reviewing campus needs related to dining, bookstore services, and building usage.
- Enhanced safety and wellness communication - Plans are in development to improve transparency, strengthen mental health response, and host campus town halls focused on safety and student well-being.
- Student engagement and belonging strengthened - A series of intentional, community-building events were held throughout the fall, beginning with *A Slice of Belonging* on September 15. Events included complimentary meals, basic needs support, Foodlink's Curbside Market, and opportunities for students and staff to connect and build community in shared space.

Strategy 4: Provide Connections to Meet Students' Basic Needs

To support student well-being and academic success, MCC continues to expand access to food, transportation, housing support, public benefits, and wellness resources through proactive outreach and system-level solutions.

Fall 2025 Progress Update

MCC has strengthened its basic needs infrastructure through data-informed investments, cross-campus coordination, and new community partnerships. Core supports - such as MCC Assist, DWIGHT food pantries, and RTS U-Pass - continue to meet immediate needs while informing long-term strategies for equity and student persistence.

- Expansion of core supports - RTS U-Pass usage grew to 143,000+ fare-free rides in 2024/25. The DWIGHT food pantries served over 7,100 individuals, including 2,400+ children. Housing insecurity was addressed through targeted support for 131 students.
- Evidence-based impact on persistence - MCC Assist awarded over \$100,000 in emergency funds last year. Students receiving basic needs scholarships outperformed the MCC persistence average by 9.6% (general aid) and 17.6% (housing).
- Wellness and financial stability programs - Health & Wellness hosted 76 events with 2,300+ unduplicated students. The Financial Coaching Program supported 36 students; 81% achieved at least one financial goal.
- Strategic work underway - The Hope Impact Partnership is developing a basic needs hub and planning a pilot for free daily breakfast. MCC is pursuing external funding to expand SNAP/WIC access, and an AI chatbot screened over 400 students for benefits in fall 2025.

Strategy 5: Support Students Financially

To improve student access and completion, MCC is expanding financial assistance and strengthening communication about available resources - while offering financial literacy support for both new and continuing students.

Fall 2025 Progress Update

This fall, MCC launched SUNY's Advancing Success in Associate Pathways (ASAP) program to provide structured academic, advising, and financial supports that help students stay on track to graduation. The program removes common cost barriers while connecting students with targeted advising and career readiness resources.

- SUNY ASAP launched at MCC - The first cohort began in fall 2025, offering financial assistance for textbooks, transportation, groceries, and other college-related expenses. Eligible Pell and TAP students may participate.
- Full cohort recruited for Year One - ASA and Enrollment colleagues recruited and formally accepted the maximum of 150 students into the inaugural program cohort.
- Hiring and staffing completed - Debra Joseph-McEwen was hired as Project Director, and Aysel Akkilic joined as Advising Specialist to lead student outreach and case-management support.

Strategy 6: Increase Success in Gateway Courses

To improve student momentum and close equity gaps, MCC continues to expand co-requisite offerings, strengthen learning assistance, provide faculty professional development, and implement a self-directed placement process for gateway math and English.

Progress Update

Efforts to improve gateway course success have expanded significantly. Math co-requisite sections continue to scale, faculty are engaging in focused professional development, and we are poised to pilot a self-directed placement model. Learning assistance usage remains strong, with growing demand for in-class workshops across disciplines.

- Expansion of math co-requisite offerings - MTH 065 launched as the co-requisite for College Algebra (MTH 165) with three sections in Fall 2025. Section increases from Fall 2024 to Fall 2025 included:
 - TRS 050/MTH 150 - +2 sections
 - MTH 060/160 - +2 sections
 - MTH 065/165 - +3 sections (new launch)
- Professional development for faculty - Thirteen faculty participated in the math summer institute, reporting strong progress on course learning outcomes and collaboration across disciplines.
- Placement improvements underway - Math self-directed placement will be piloted in Spring 2026, with plans for full implementation in fall 2026.
- Learning assistance remains strong - The TAAC served over 1,200 students in spring 2025 and facilitated 15 in-class workshops. The TAAC served over 1,200 students in spring 2025 and facilitated 15 in-class workshops. In Fall 2025, more than 1,300 students made 9,123 visits, and 56 Academic Coaching, Math, and Writing Consultant in-class workshops were delivered to 587 students.

Strategy 7: Integrate Developmental Education Best Practices into Gateway Course Curricula and Delivery

To improve student outcomes in gateway courses, MCC is redesigning targeted curricula and expanding cross-disciplinary professional development that embeds developmental education strategies into course delivery.

Progress Update

The Developmental Education Advisory Team continues its work this academic year, advancing collaborations that weave skill-building directly into high-enrollment courses. These efforts support students enrolled in introductory gateway courses by aligning academic support with course expectations.

- Contextualized support now embedded in gateway courses - One section of REA 100 is running this semester to support PSY 101 students through targeted reading instruction.
- Cross-disciplinary partnerships expanding - The collaboration between English-Philosophy and Psychology is serving as a model, with the Advisory Team exploring a similar structure for SOC 101.

Strategy 8: Close Achievement Gaps through Enhanced Holistic Advising

To improve persistence and completion for all students - and especially for those historically underserved - MCC is advancing a holistic, inescapable advising model that is DEI-informed, trauma-informed, and aligned with academic, transfer, and career pathways.

Progress Update

Advising and onboarding have been redesigned to shift from a transactional model to one that is proactive, personalized, and student centered. This work is guided by four core pillars: advising capacity, professional learning, student engagement, and technology.

- Expanded advising capacity - Two additional student success coaches were hired in Fall 2025 with SUNY Reconnect funds to support programs in Health Sciences, Physical Wellness, and Applied Sciences & Technologies. As of fall 2025, 22% of students are enrolled in high-wage programs (up from 20%), affecting 238 students.
- Increased student coverage and engagement - Student success coaches now advise 82% of all students in transfer pathways and most AAS programs. From June to August 2025, coaches interacted with 3,155 unique students.
- More intentional advising interactions - A shift to appointment-based scheduling reduced walk-ins and contributed to a 2% reduction in new-student melt from first day of class to census.
- Strengthened career and transfer services - Two grant-funded roles (applied learning coordinator and career success coach) were made permanent to increase continuity of service.
- Professional learning for advisors - Over summer 2025, student success coaches completed a two-day coaching workshop focused on expanding coaching competencies and practice.
- Technology assessment underway - Student Success & Advising Services is partnering with Instructional Technologies to evaluate advising tools and identify gaps in support.

Strategy 9: Plan, Direct, Coordinate, and Identify Gaps in Academic Program Mapping

To strengthen student momentum and improve alignment with workforce and transfer expectations, MCC is refining program mapping processes and integrating academic, advising, and career services into curriculum planning.

Progress Update

Efforts are underway to streamline program mapping, address gaps in alignment, and integrate employment and transfer pathways more intentionally. HelioCampus is being used to track outcomes and inform continuous improvement across departments.

- HelioCampus implementation advancing - All departments are onboarding to track annual student success metrics - including enrollment, retention, completion, transfer, and employment - disaggregated by student group.

- New leadership for assessment and review - Onboarded in August 2025, our new Associate Director of Assessment now oversees the rollout of standardized annual program review templates within HelioCampus.
- Cross-functional collaboration increasing - Academic departments are working with transfer and career services to refine program maps and align them more closely with industry standards and employment pathways.
- Continuous feedback loops developing - Employer and four-year partner input is being incorporated into program design to support relevance, clarity, and long-term student success.

Strategy 10: Ensure the Integrity, Value, and Transferability of the Curriculum

MCC is redesigning its program review model to ensure academic programs remain relevant, transferable, and aligned with regional workforce needs. This work integrates annual assessment, clear benchmarks, and responsive processes for improvement.

Progress Update

The newly staffed Career and Transfer Office is helping strengthen alignment between program content, transfer pathways, and employment outcomes. Program review processes are being refined to ensure findings inform decision-making and align with institutional priorities.

- Career and transfer office supporting curriculum alignment - The office is now positioned to contribute directly to annual program assessment, connecting academic programs to transfer and workforce expectations.
- Program Review Committee refining processes - Benchmarks and protocols are being developed to link program evaluation results to strategic priorities and resource allocation.
- SUNY alignment maintained - MCC representation on the SUNY Transfer Advisory Council and Office of Transfer and Articulation ensures MCC remains aligned with emerging standards and best practices statewide.

Strategy 11: Accelerate Program Completion

To reduce time to degree and support adult and returning students, MCC continues to expand opportunities for students to earn credit for prior learning (CPL) and credit by evaluation (CBE).

Progress Update

Work is underway to streamline CPL processes, increase visibility among students, and align collegewide practices with SUNY expectations. These efforts are designed to help students progress more quickly through their programs and recognize existing skills and experience.

- Ongoing implementation of CPL initiatives - MCC submitted a follow-up report to SUNY on the December 2024 CPL Action Plan and continues implementation across departments.
- Streamlined processes in development - Electronic forms for CPL requests and approvals are being finalized through Dynamic Forms to improve consistency and tracking.

- Expansion of CPL eligibility and awareness - Departments are identifying additional courses suitable for CPL assessment and updating webpages - including CELP exam information - to increase awareness among adult and returning students.
- Acceleration through gateway reform - Co-requisite models in English and math continue to eliminate developmental prerequisites and shorten time to degree.

Strategy 12: Ensure the Master Schedule Is Focused on Student Outcomes and Efficiency

To support student momentum and improve scheduling efficiency, MCC is refining the master schedule to align course offerings with student demand, reduce barriers to progression, and enable year-long academic planning.

Progress Update

The master schedule implementation team continues to meet regularly, guided by data-informed tools and ongoing collaboration with academic leadership. Efforts are focused on schedule optimization, resource efficiency, and improved visibility into student demand.

- Data-informed scheduling expanding - Ad Astra is being rolled out to optimize course offerings and align scheduling decisions with demand and completion goals.
- Responsive adjustments to course availability - Meetings with deans have led to increased sections of high-demand courses and more efficient use of instructional resources.
- Improved insight into student demand - A new unduplicated waitlist policy has been implemented to provide clearer data to support schedule adjustments.
- Emerging strategies for student progression - Planning is underway to develop strategies for course repeaters and to examine the effectiveness of late-start sections.
- Scheduling grid refinement underway - Work continues to align course availability with student needs and ensure pathways support timely progression.

Strategy 13: Establish and Employ an Academic and Student Affairs Technology Governance Team

To strengthen student success through effective technology integration, MCC is developing a coordinated governance structure that supports decision-making, aligns systems, and improves collaboration across Academic and Student Affairs and Technology Services.

Progress Update

Technology support within the division has been strategically realigned to improve coordination and ensure a unified approach to implementing and managing student success technologies. A comprehensive review of systems is underway to identify gaps, future needs, and opportunities for alignment with SUNY and institutional priorities.

- Realignment to strengthen coordination - Technology support positions within Academic and Student Affairs now report to the Associate Vice President for Instructional Services, improving consistency in implementation and support.
- Comprehensive review of student success systems - Current platforms, future requirements, and alignment with advising, retention, and instructional needs are undergoing assessment.
- Strategic planning in development - Findings from the review will guide decisions to optimize current systems or adopt new technologies, with consideration of SUNY's recent Student Success RFP.

Strategy 14: Establish the Monroe County Center for Teaching Excellence

To strengthen the regional educator pipeline, MCC will create a center that offers ongoing professional development, NYS certification support, and training for teachers, administrators, and paraprofessionals - helping to meet both pre- and post-graduation workforce needs across Monroe County.

Progress Update

The Educators' Resource Center for Monroe County is now operational and expanding services that support certification, continuing education, and professional growth. New microcredentials have launched, and required state trainings are underway, with both in-person and upcoming online options. These efforts position the Center as a regional resource for educators at every stage of their careers.

- Launch of new microcredentials - A suite of educator-focused microcredentials went live on MCC's website in Fall 2025, providing stackable, flexible pathways for educators seeking advanced skills. Enrollment data is forthcoming.
- Expansion of certification training - The Center now offers in-person DASA (Dignity for All Students Act) workshops; as of Fall 2025, 26 students have completed the training. An online version will launch this semester to expand access.
- Ongoing professional development for Monroe County educators - The Center continues to support teachers, administrators, and paraprofessionals by offering CTLE-aligned courses and certification-related training to meet regional workforce needs.

Strategy 15: Expand Dual Enrollment/College Now with a Focus on RCSD College Readiness

To increase early momentum and improve college readiness - especially for RCSD students - MCC is expanding College Now access, strengthening English and math pathways, and enhancing readiness programming across partner schools.

Progress Update

MCC has entered into a Cooperative Services (Co-SER) agreement with Monroe BOCES to expand access to college-level coursework across all 19 Monroe County districts. This partnership removes financial barriers, strengthens curriculum alignment, and supports growth in high-impact pathways that prepare students for success at MCC.

- Countywide access expanded through BOCES partnership - The Co-SER agreement broadens availability of College Now courses and lowers financial barriers for students and families.
- Growth in English and math pathways - College Now participation continues to increase, particularly in courses that build readiness for gateway English and math at MCC.
- Stronger coordination with school districts - The collaboration formalizes joint work on curriculum alignment, instructor credentialing, and long-term planning to support sustainable program expansion.

Strategy 16: Complete Middle States Commission on Higher Education Re-accreditation Process

To ensure continued institutional quality and compliance, MCC will support the MSCHE re-accreditation process by leveraging ASA administrative, professional, and faculty expertise throughout all phases of evaluation and reporting.

Progress Update

MCC's Self-Study Report was submitted to the Middle States Commission on Higher Education on December 23. Supported by 520+ pieces of evidence, the report demonstrates MCC's adherence to MSCHE's Standards for Accreditation and reflects the depth of collaboration across ASA. Next steps will focus on preparing MCC for the Self Study Evaluation Team's visit on March 22 through 25.

- ASA faculty and staff played a significant role in assembling evidence, drafting narrative sections, and ensuring the report accurately reflects MCC's commitment to institutional effectiveness and continuous improvement.