

Mesa Community College Strategic Plan 2015-2020





VISION

MCC — leading the way to success in our local and global community.

MISSION

MCC excels in teaching, learning, and empowering individuals to succeed in our local and global community. We serve as a resource for college and career readiness, transfer education, workforce development, and lifelong learning.

VALUES

Individuals & Community:

MCC encourages active citizenship and embraces the diversity of people and ideas.

Innovation:

MCC delivers cutting-edge instruction and service.

Integrity:

MCC upholds the highest standards of ethics and public stewardship.

Learning:

MCC champions individual student success that reflects the highest academic standards.

Service Excellence:

MCC makes a positive difference in the lives of our students, community members, and each other through meaningful relationships.

Mesa Community College Strategic Plan 2015-2020

2018 Update Overview

Strategic planning at Mesa Community College (MCC) is a dynamic, collaborative, and continuous process that sets the future direction for the college. Guided by our college's Vision, Mission, Values, and Student Learning Outcomes, the process ensures the long-term viability of our institution for our students and community and the effective and efficient use of public resources, ultimately aligning with and supporting the Maricopa County Community College District Strategic Plan. Strategic planning:

- Focuses on what the college as a whole will do to position for the future;

- Addresses large-scale issues affecting the college;

- Relies on input from internal and external environments; and

- Provides direction for operational activities throughout the college.

In 2018, the MCC Strategic Planning Committee reviewed the 2015-2018 MCC Strategic Plan and college key performance indicators (KPIs). This review indicated that the college is making progress toward many goals but still needs continued improvement in several areas to fully achieve the goals set forth in the 2015-2018 Strategic Plan. As a result of this review and conversations with college stakeholders, the Strategic Planning Committee proposed extending the 2015-2018 Strategic Plan through 2020 with the revisions included in this updated document.

Major revisions were related to incorporating the college's current work to become a Guided Pathways institution, adding a new Strategic Priority for Diversity, Equity and Inclusion, and removing outdated or completed initiatives. The MCC Shared Governance Council supported this proposal, and MCC President, Dr. Richard Haney, approved.



What has not changed in this revision is the core focus of our Strategic Plan: MCC students. The MCC Strategic Plan focuses goals on improving student success, access, experiences and learning through the different lenses of each Strategic Priority: Strategic Enrollment Management; Effective Teaching and Learning; and Diversity, Equity and Inclusion.

In the 2019-2020 year, the Strategic Planning Committee will engage the college community in a participatory process to re-examine our Mission, Vision and Values and revise our Strategic Plan to guide MCC into the next decade.

MCC Strategic Priorities 2018-2020

Strategic Enrollment Management

GOAL 1:

Guided Pathways

GOAL 2:

Student Access

GOAL 3:

Student Success

GOAL 4:

Student Satisfaction and Engagement

Effective Teaching and Learning

GOAL 1:

Guided Pathways

GOAL 2:

Student Learning

GOAL 3:

Student Experience and Instructional Innovation

Diversity, Equity and Inclusion

GOAL 1:

Create College DEI Plan and Framework

GOAL 2:

Eliminate Student Achievement Gaps

GOAL 3:

Foster Inclusive Campus Climate

GOAL 4:

Recruit/Retain Diverse Workforce



MCC Strategic Priority: Strategic Enrollment Management

Strategic Enrollment Management: Supporting student success from recruitment to completion.

Strategic Enrollment Management (SEM) represents a college wide collaborative effort to achieve our goals for student recruitment, persistence, transfer and graduation rates. The four SEM Goal areas include: Guided Pathways, Student Access, Student Success and Student Satisfaction and Engagement.

SEM Guiding Principles:

- Focus on students and community
- Promote cross-divisionally
- Advance long-term viability
- Encourage innovation
- Exhibit fiscal responsibility

SEM Goal and Objectives

- **SEM Goal 1: Guided Pathways** - Transform MCC into a Guided Pathways College to support all other SEM goals and objectives and align with Maricopa Transformation efforts.
- **SEM Goal 2: Student Access** - Outreach, recruitment, and marketing efforts support college enrollment and FTSE goals.
 - **Objective 2.1:** Yield 30% conversion rate from admissions to enrollment among key market segments.
 - **Objective 2.2:** Market penetration meets or exceeds NCCCBP median.
 - **Objective 2.3:** Recruitment, outreach and marketing support a diverse student body and expand access.



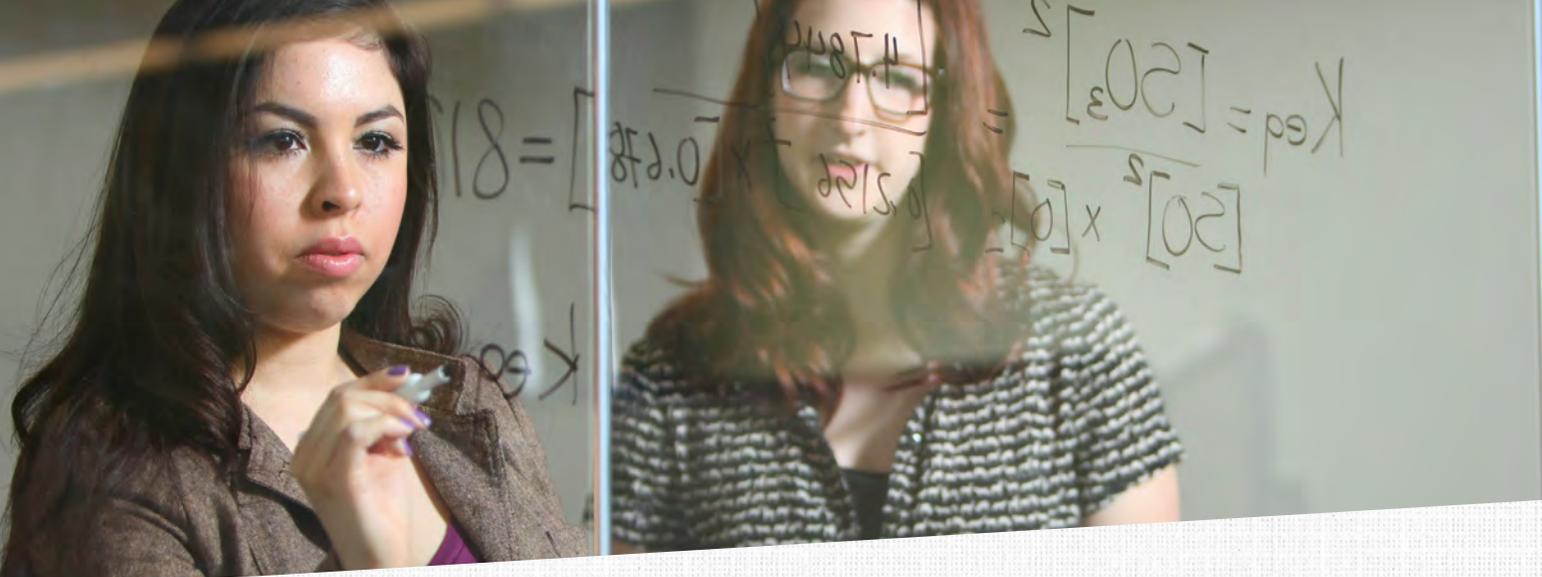
■ **SEM Goal 3: Student Success** - Increase student success, retention, persistence and completion.

- **Objective 3.1:** Increase student retention, persistence, and success rates to meet or exceed the NCCBP median.
- **Objective 3.2:** Increase student momentum to completion as measured by college-level credits earned in the first semester and year, successful completion of college-level math and English in the first year, and student enrollment intensity.
- **Objective 3.3:** Implement a comprehensive course management system/office that balances efficient and effective use of college resources and student needs.
- **Objective 3.4:** Current and relevant technologies are available to use both in the classroom and in all areas of student support to improve services related to retention and persistence efforts.
- **Objective 3.5a:** Increase the number of graduates and awards by 50% (2010 baseline) by year 2020 (aligned with MCCC goals based on President Obama's initiative).
- **Objective 3.5b:** Meet or exceed NCCBP median for completion and transfer rates.

- **Objective 3.6:** Provide up-to-date, in-demand programs that are highly attractive to potential students by conducting a comprehensive review of current program offerings in light of occupational forecasts related to sectors of job growth with the goal of developing evolving, in-demand programs designed for student success.
- **Objective 3.7:** Measure and develop goals for non-standard completions for non-traditional students (e.g. non-award seeking, personal interest, only here for a class, etc.).

■ **SEM Goal 4: Student Satisfaction and Engagement** - Increase student satisfaction and engagement across all support services and academic affairs.

- **Objective 4.1:** Satisfaction and engagement scores on national surveys administered at MCC will meet or exceed comparable national cohorts.
- **Objective 4.2:** MCC will have holistic student programming options that are both co-curricular and engaging, as measured by increasing satisfaction and engagement scores in the Community College Survey of Student Engagement and the Noel-Levitz Student Satisfaction Inventory.



MCC Strategic Priority: Effective Teaching and Learning

Effective Teaching and Learning: Crafting environments and experiences that foster the development of knowledge and abilities.

MCC will focus on understanding how our students learn and craft environments and experiences that foster the development of knowledge and abilities (MCC's 4C's Student Learning Outcomes). Students will experience the best of emerging teaching and learning experiences, which are often linked to technologies. Through the transformation of MCC into a Guided Pathways College, students will have access to creative and innovative program structures, student support, and modalities well-suited for these learning environments.

Effective Teaching and Learning (ETL) Goals and Objectives

ETL Goal 1: Guided Pathways - Transform MCC into a Guided Pathways College to help students identify their goals and needs and to chart clear routes to timely completion. Starting with courses shared among broadly-related areas of study, students will progress through carefully sequenced courses with recognizable academic milestones and integrated support services.

- **Objective 1.1:** MCC will establish and provide innovative and sustainable educational programs with clearly defined pathways that are responsive to community and industry needs and that prepare students to obtain educational and career goals.
- **Objective 1.2:** Align with the Maricopa Guided Pathways goals to increase enrollment to 10% for all students and 15% for underserved populations; increase graduation and transfer rates by 50%; increase retention rates by 10%; reduce average credit accumulation at graduation; and reduce the ratio of students to advisors



ETL Goal 2: Student Learning - MCC will focus on understanding how our students learn and will craft learning environments (physical and virtual) and experiences that foster the development of knowledge, attitudes, and abilities, particularly for MCC's 4Cs Institutional Student Learning Outcomes.

- **Objective 2.1:** Seek to understand how our students learn through the assessment of student learning and use those assessment results to improve teaching and learning.
- **Objective 2.2:** Build a culture of assessment around MCC's 4Cs Institutional Student Learning Outcomes across the curriculum and in co-curricular programs/activities, as evidenced by increased faculty participation in integrating the 4Cs into the curriculum and assessing the 4Cs at the course level, documented department initiatives related to the 4Cs in every department plan, and integration and assessment of the 4Cs in co-curricular programs and activities.

ETL Goal 3: Student Experience and Instructional Innovation - Students will experience the best of emerging teaching and learning experiences, as determined through informed improvement and scholarship of teaching and learning efforts, which are often linked to technologies.

- **Objective 3.1:** Hire, train, and sustain a highly motivated, talented, knowledgeable, and diverse workforce who are recognized for teaching and service excellence to ensure rigor and high levels of student success.
- **Objective 3.2:** Cultivate innovative teaching and learning practices and improve student outcomes through the use of emerging technology and proven instructional design methodologies.
- **Objective 3.3:** Leverage instructional technologies to facilitate student learning and eliminate barriers to success regardless of modality, including: low-cost/no cost course materials/textbooks, universal design, student engagement, and quality course design.



MCC Strategic Priority: Diversity, Equity and Inclusion

In Spring 2018, the MCC Shared Governance Council recommended a proposal submitted by the Strategic Planning Committee to add a Strategic Priority for Diversity, Equity and Inclusion (DEI). In Fall 2018, President Haney approved the proposal to create this new Strategic Priority. As the college develops a revitalized Shared Governance structure in 2019, an organizing and oversight body such as a council or a commission will be created to serve as the guiding force and clearinghouse for college DEI efforts in order to move this DEI Strategic Priority forward. This body will represent and advocate for DEI efforts within the college's redesigned Shared Governance model, which will clearly articulate roles, responsibilities, accountability and reporting structures related to DEI.

The newly created DEI organizing body will have cross-functional, collegewide representation and will be charged with assessing current and past DEI-related initiatives, committees and data in order to develop a comprehensive college DEI Plan, to include:

- A new framework for DEI at MCC that aligns with Guided Pathways, includes well-defined governance and committee structures, and identifies channels for open communication regarding DEI efforts
- Strategies to achieve the DEI Goals with Key Performance Indicators and Milestones
- An Action Plan to implement those strategies and accomplish the DEI Goals

The initial DEI Strategic Priority Goals listed below were recommended by the Strategic Planning Committee after review of the college's original DEI Proposal, consultation with campus stakeholders, a meta-analysis of diversity plans from other colleges, and an analysis of MCC student and workforce data.



DEI Goals and Objectives

DEI Goal 1: Create a College Diversity, Equity and Inclusion Plan and Framework

- **Objective 1.1:** By Fall 2019, create an organizing body such as a council or a commission (within Mesa's Shared Governance structure) with the charge to develop a comprehensive DEI Plan for MCC by Fall 2020, including a diversity framework, organizational structure, KPIs and an Action Plan.

DEI Goal 2: Eliminate Student Achievement Gaps

- **Objective 2.1:** Eliminate the achievement gaps for traditionally underserved students by increasing the course success, retention, and completion rates of all groups.

DEI Goal 3: Foster Inclusive Campus Climate

- **Objective 3.1:** In Spring 2019, employ an expert diversity consultant to help MCC assess the college's current climate and DEI efforts via an environmental scan, climate survey, focus groups, and campus discussions.
- **Objective 3.2:** Use consultant feedback to suggest conversations, structure, training, and processes to foster an inclusive campus climate and inform the creation of MCC's DEI Framework, DEI Plan, and DEI Goals.

DEI Goal 4: Recruit and Retain Diverse Workforce

- **Objective 4.1:** Ensure that our workforce is reflective of the communities we serve and has the tools, opportunities, and support needed to succeed.

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**MESA
COMMUNITY COLLEGE**
A MARICOPA COMMUNITY COLLEGE

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