College Leadership,

Utilizing the informed improvement process, the Strategic Planning committee has performed a review of MCC’s current Strategic Priorities in light of the following:

- Our college Vision, Mission, and Values.
- The college planned for a three-year cycle for our strategic priorities, and we are at the end of the first three-year cycle.
- Updated environmental scan data that provides current institutional context.
- Key Performance Indicators (KPI’s) related to the current strategic priorities are helping us assess our progress.

This review generated the following recommendations:

**Strategic Priority - Student Success and Retention**

The environmental scan and review of KPIs revealed:
1. Continued enrollment declines at MCC
2. Increased competition in our service area
3. Shifting demographics in our service area
4. National and regional occupational forecasts related to sectors of job growth as compared to MCC’s program mix- some incongruence noted
5. KPI review: While positive trends can be seen in student retention and successful completion, as well as in degree and certificate completers, MCC still remains below the National Community College Benchmark in several of the KPIs related to this priority

The Strategic Planning Committee’s recommendation is that this Strategic Priority should be expanded to encompass all aspects of Strategic Enrollment Management (SEM). While our current Strategic Priority of Student Success and Retention reflects the core of SEM (academic progress and goal attainment), SEM begins with recruitment and outreach then moves on to enrollment, academic progress, goal attainment, and post-goal attainment. Expanding this priority to encompass the other critical aspects of SEM (recruitment and outreach, enrollment, and post-goal attainment--i.e. life-long learning) will help the college respond to the environmental changes identified above, while maintaining an emphasis on the core of SEM: student success and retention. Prospective and current students will be supported from recruitment to completion.

This Strategic Priority would now be called:
**Strategic Enrollment Management: Supporting student success from recruitment to completion.**
**Strategic Priority - eLearning**

The environmental scan and review of KPIs revealed:

1. Increased competition combined with increased demand for alternative delivery methods (including creative/innovative program structures/modalities and learning spaces)
2. Recent development of MCC’s four C’s Student Learning Outcomes (Communication, Critical Thinking, Civic Engagement, and Cultural and Global Engagement)
3. Ongoing development of a comprehensive Academic Master Plan
4. KPI review: While the trend has been positive, in terms of course retention and success rates, Online and Hybrid modalities remain below “face-to-face” rates for several of these measures. Enrollment in Online and Hybrid courses has seen steady increases until this past year where it leveled off.

The Strategic Planning Committee’s recommendation is that this Strategic Priority should be expanded to encompass the entirety of teaching and learning. MCC will focus on understanding how our students learn and craft environments and experiences that foster the development of knowledge and abilities (MCC’s four C’s). Students will experience the best of emerging teaching and learning experiences, which are often linked to technologies. Students will have access to creative and innovative program structures and modalities (eLearning to name one) well-suited for these learning environments.

This Strategic Priority would now be called:

**Effective Teaching and Learning: Crafting environments and experiences that foster the development of knowledge and abilities.**
**Strategic Priority – Workforce Development**

The environmental scan and review of KPIs revealed:

1. National and regional occupational forecasts related to sectors of job growth as compared to MCC’s program mix- some incongruence noted
2. The potential outcomes of Maricopa Priorities
3. The need to develop signature programs to help us obtain a sustainable competitive advantage and provide a key foundation for SEM: emerging, in-demand programs that are highly attractive to potential students
4. KPI review: Positive trends can be seen for all KPIs related to this priority: AAS and CCL completion (already exceeding FY14-15 goals), workforce-related FTSE, and Workforce Connections participation rates

The current Strategic Priority was so broad it provided little in the way of a focusing, central goal to advance. The Strategic Planning committee’s recommendation is that this Strategic Priority will be focused on 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. MCC will provide up-to-date, in-demand programs that are highly attractive to potential students.

This Strategic Priority would now be called:

**Signature Career Pathways: Providing evolving, in-demand programs designed for student success.**
Strategic Priority – Resource Development

The environmental scan and review of KPIs revealed:

1. Expected funding declines related to enrollment declines
2. Increased success with private fundraising (Development)
3. Successful grant procurement and development
4. KPI review: While the trend in total grant proposals/requests and total number of awards have fluctuated, total award amounts for FY12-13 exceeded the FY13-14 goal. While more private grant proposals/requests and total number of private grants have been awarded, the trend in total award amounts have declined due to smaller awards. Due to limited longitudinal development (fundraising) data, trends have yet to be established. However, FY12-13 results indicated significant gains in all areas (Employee, Alumni, Retiree, and External giving) over FY11-12 and the number of employee and external donors for FY 12-13 exceeded FY13-14 goals.

The Strategic Planning Committee’s recommendation is that this Strategic Priority should no longer be at the college-wide Strategic Priority level. Development and grant procurement infrastructures have been established, including performance goals, and the tremendous activity in these areas the last three years has yielded significant results. Efforts towards resource development will continue in earnest, simply not focused on by the entirety of the college.
In summary, adopting these recommendations would mean MCC moves from four Strategic Priorities to the following three:

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

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

**Signature Career Pathways:** Providing evolving, in-demand programs designed for student success.

Your Strategic Planning Committee:

Matt Ashcraft, Co-chair, Dean, Research and Planning, Office of Research and Planning
Craig Jacobsen, Co-Chair, English Faculty and Curriculum Development Facilitator, English Department

Helice Agria, Coordinator of Technology Training Development, Center for Teaching and Learning
Debi Campbell, Philosophy Faculty, Philosophy and Religious Studies Department
Jeff Darbut, VP, Administrative Services (AS), Administrative Services Division
Dori Dipietro, Social Work Faculty and Director, Social Work Program, Cultural Science Department
Karla Gonzalez, Manager, Financial Aid Outreach, Student Financial Services Department
Erica Horihan, Coordinator, Student Life and Leadership (RM), Student Life and Leadership Department
Katherine Perry, Administrative Assistant to VP of AS, Administrative Services Division
Sasan Poureetezadi, VP of Information Technology, Information Technology Division
Christine Vassett, English Faculty, English Department
Meredith Warner, Dean, Student Affairs, Student Affairs Division