<table>
<thead>
<tr>
<th>GOAL 1: Student Access and Success</th>
<th>GOAL 2: Relevant and Innovative Education</th>
<th>GOAL 3: Create a Student-Focused Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement targeted and systemic student support initiatives to empower student goal achievement.</td>
<td>Ensure that educational opportunities are attentive to the needs of those we serve.</td>
<td>Create a culture of collaboration and respect that is committed to improving processes that support the MCCC Mission and Vision.</td>
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</tbody>
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| **Objective 1.1 – Improve Academic Advising**  
- Implement a 30-hour degree audit communication system for current students.  
- Create a task force to analyze the current advising process and make recommendations for improvement. | **Objective 2.1 – Relevant Programming**  
- Conduct a comprehensive needs assessment of current and potential programming to establish employer, industry, and student preferences useful in planning future strategic instructional endeavors.  
- Put forward a data-supported recommendation for programming that reflects industry and student preferences/needs. | **Objective 3.1 – Comprehensively assess the campus from a student-focused perspective**  
- Process map the student experience to identify key services, processes and physical environments to ensure that they are student-focused.  
- Collect data and devise an intervention plan that supports a more student-focused environment. |
| **Objective 1.2 – Student Driven Scheduling**  
- Conduct class schedule efficiency reporting to determine the best class scheduling times by division, program, etc.  
- Expand class delivery options by promoting the blended class modality to current faculty.  
- Develop a new class option entitled “student choice” where students can choose to complete a course completely online or choose to attend scheduled on-campus meetings with the instructor for more personalized instruction.  
- Explore offering more “late start” courses which start after the normal add period of the semester.  
- Develop structured online program pathways. | **Objective 2.2 – Experiential Learning**  
- Formalize an “experiential learning coordinator” position aimed at creating, organizing, and managing experiential learning opportunities.  
- Increase the number of experiential learning opportunities for students that meet employer, industry, and student needs and expectations. | **Objective 3.2 – Align Organizational Structure**  
- Evaluate human resources.  
- Analyze existing skills and determine organizational needs.  
- Build a plan to align human resources with the college’s strategic direction.  
- Transition people to meet the current and future needs of MCCC students. |
| **Objective 1.3 – Improve Academic and Non-academic Support Services**  
- Explore offering mental health crisis counseling services.  
- Streamline and expand academic boot camp offerings including the development of a reading and writing boot camp.  
- Make Brightspace shells available for all MCCC courses instead of the current request-only process and strongly encourage the use of Brightspace for all courses | **Objective 2.3 – Collaboration and Civility**  
Increase employee satisfaction as it relates to campus-wide collaboration and establish a culture of civility which promotes an atmosphere of equity embedded within all college interactions.  
- Develop a Campus Collaboration Committee charged with organizing a regular calendar of events/activities aimed at promoting employee collaboration and cohesiveness.  
- Explore the use of a consultant to conduct a civility/incivility assessment and provide recommendations based on findings.  
- Complete a comprehensive review and revision of applicable college policies that guide employee interaction and behavior.  
- Engage the campus in civility and team-building training. | **Objective 3.3 – Develop New Training and Professional Development Practices**  
- Incorporate individual development plans into the formal campus-wide employee evaluation process that supports the realignment of skills.  
- Support skills enrichment with professional development training recommended in employee development plans.  
- Build an inclusive culture with regular, mandatory and engaging training opportunities for all employees. |
| **Objective 2.4 – Focused Environment**  
- Engage the campus in civility and team collaboration and establish a culture of civility which promotes an atmosphere of equity embedded within all college interactions.  
- Develop a Campus Collaboration Committee charged with organizing a regular calendar of events/activities aimed at promoting employee collaboration and cohesiveness.  
- Explore the use of a consultant to conduct a civility/incivility assessment and provide recommendations based on findings.  
- Complete a comprehensive review and revision of applicable college policies that guide employee interaction and behavior.  
- Engage the campus in civility and team-building training. | **Objective 2.5 – Relevant Programming**  
- Conduct a comprehensive needs assessment of current and potential programming to establish employer, industry, and student preferences useful in planning future strategic instructional endeavors.  
- Put forward a data-supported recommendation for programming that reflects industry and student preferences/needs. | **Objective 3.4 – Adapt the Physical Environment**  
- Alter the physical environment to support student-focused learning.  
- Provide dedicated spaces throughout campus that foster inclusion, equity and celebrate cultural diversity.  
- Redesign spaces to optimize human resource capital and processes to better support student needs and preferences. |
Objective 2.4 – Shared Governance
Increase employee satisfaction with the College’s shared governance.
- Delineate and implement targeted strategies for improvement of the governance model based on governance model survey results.

Objective 2.5 – Portability of Courses
- Conduct an inventory of courses, programs, and opportunities for articulation and transfer, followed by a gap analysis to identify areas of opportunity.
- Increase opportunities for students to transfer courses and programs to university partners.

Objective 2.6 – Coordinated Partnerships
Increase and facilitate articulation, direct college, and dual enrollment opportunities for students through a well-organized and comprehensive effort.
- Strengthen collaborative relationships with regional educational partners.
- Formalize a coordinator position to oversee articulations, direct college, and dual enrollment opportunities.
- Conduct a comprehensive assessment of current courses and curricula that support coordinated partnerships, looking for opportunities to expand programming and create new opportunities.