Fall 2021 Strategic Planning Update

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2020-25 Strategic Planning Timeline

- Plan developed in 2019 after update to Mission, Vision, Values; Strategic Plan goals and objectives adopted by Board of Trustees in late February 2020.
- May-Oct. 2020: Strategic Planning Task Force (Now Committee)/Subcommittees developed – operating completely virtually – all the plan’s tactics in consultation with campus. (30-member committee and 9 subcommittees).
- November 2020:
  - More than 50 Strategic Planning tactics and timelines presented to the Board. Strategic Planning leadership team and subcommittees immediately began work on implementation.
  - Strategic Plan extended from 3 to 5 years to ensure that all tactics could be completed and proper evaluation could occur. Adopted by the Board in November 2020.
Tactics Completed or Partially Completed To Date

**Administration**
- Made recommendations on space to foster inclusion, equity, and celebrate cultural diversity.

**Instruction**
- Created a Boot Camp Task Force to evaluate current offerings and to explore future boot camps based on student need (e.g., reading and writing).
- Developed and required Brightspace training for all full-time and adjunct faculty.
- Incorporated class schedule efficiency (i.e., course enrollment out of capacity) into an Enrollment Analytics Dashboard.
- Hired an experiential learning coordinator.
Tactics Completed or Partially Completed To Date

**Enrollment Management and Student Success**

- Implemented a 30-hour degree audit communication system.
- Developed a task force to support college-wide assessment of mental health services for students.
  - Secured funding through The Foundation to enroll in the Healthy Minds Study in collaboration with the University of Michigan
- Inventoried existing articulation/transfer agreements with 4-year institutions.
- Selected a method for process mapping the student experience
  - SEM Works contracted and about 25 group stakeholder interviews with college personnel and students began in early September; MCCC administrators provided input via an extensive shared document to inform a situation analysis on a bevy of processes at MCCC that directly or indirectly impact the success of our students; and SEM works is reviewing pertinent research surveys/studies made available by the Office of Institutional Research and Accreditation, as well as the college’s complete organizational chart and various student communications efforts across multiple departments/divisions.
Tactics Completed or Partially Completed To Date

**Human Resources**
- Developed a Campus Collaboration Committee to organize and schedule events/activities.
- Reviewing college policies that specifically guide behavior regarding civility.
- Comprehensively reviewing and revising college policies that guide employee interactions.
- Engaging the campus in civility and team-building training (planning is ongoing).
- Incorporated the employee skills inventory into the evaluation process and provided training to supervisors regarding the skills inventory.

**President’s Office**
- Hired consultants to draft the MCCC Diversity, Equity, and Inclusion (DEI) Plan.
  - The consultants are working with a group of MCCC employees to draft the DEI Plan.
- Engaged the community in supporting MCCC DEI
  - CREED

**Other**
- The Governance Evaluation Committee delineated strategies for improvement of the shared governance model based on the 2019 survey findings.
Upcoming Projects

**Instruction**

- Continue to offer and assess late start courses via a task force.
- Continue promoting the blended class modality and develop a “student choice” modality.
- Develop structured online program pathways.
- Develop standardized minimum elements of Brightspace courses.
- Conduct a comprehensive assessment of regional, industrial, business partner, and labor market needs using the newly purchased Emsi/Burning Glass programs.
  - Training among the Deans is ongoing and facilitated by the IR Office.
- Conduct a comprehensive assessment of experiential learning needs (as related to the above project)
- Conduct a gap analysis to identify areas to increase articulation/transfer agreements and course transferability.
Upcoming Projects

- **Enrollment Management and Student Success**
  - Complete the process mapping of the student experience project.
  - Create a Task Force to analyze the current advising process and make recommendations for improvement.
  - Analyze existing course transfer inventory for top 4-year partners.
  - Establish standardized transfer and articulation guidelines and protocols, including centralizing recordkeeping, evaluation, and renewal.
  - In collaboration with Instruction, review and ensure alignment of general education requirements with the Michigan Transfer Agreement.
  - Hire or restructure a current position(s) to oversee articulations, direct college, and dual enrollment.
  - Identify current and potential partnerships related to articulation, direct college, and dual enrollment opportunities.
Upcoming Projects

- **Human Resources**
  - Supervisors to use skills inventory from evaluations to develop an Individualized Development Plan (IDP) for each employee.
  - Create a process for cross-training and mentoring.
  - Build and align human resources with the College’s strategic direction and based on the findings from the process mapping of the student experience.
  - Implement the DEI Plan.
  - Tie in DEI Plan efforts with the programming in the DEI Center (currently under construction).

- **Other**
  - The Governance Evaluation Committee will create a plan and implement the strategies for improving the shared governance model.