Fall 2021 Strategic Planning Update

Quri Wygonik, Director of Institutional Research, Planning, and Accreditation

Joe Verkennes, Director of Marketing and Communications

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.

- Next step: Develop tactics and timelines. Roadblock: COVID-19 pandemic begins in March.

- 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.

- January 2021: Some tactics and timelines updated. Objective 3.5, "Create a culture of Diversity, Equity, and Inclusion," adopted by the Board in May 2021. Five tactics added.

- Sept. 2021: First bi-annual report-out to Board on 2020-25 Strategic Plan progress. Next report to occur in Spring 2022.

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 purchases 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.

MONROE COUNTY COMMUNITY COLLEGE

enriching lives

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.