

2018 Monroe County Community College Mission, Vision and Values Evaluation

Summary Report

Table of Contents

I. EXECUTIVE SUMMARY4

II. INSTRUMENTATION 5

 A. Question/Item Description 5

III. DATA COLLECTION 12

IV. DATA ANALYSIS 13

V. RESULTS 14

 A. Demographic Data 14

Table 1. Demographic data, participant affiliation with MCCC14

 B. Familiarity with Current MCCC Vision, Mission and Values Statements16

Table 2. Participant familiarity with current MCCC vision statement16

Table 3. Participant familiarity with current MCCC mission statement16

Table 4. Participant familiarity with current MCCC values statement16

Figure 1. Comparison of participant familiarity with current MCCC vision, mission and values statements17

 C. Vision Statement Evaluation18

Table 5. Participant evaluation of which focus areas are reflected in current MCCC vision statement18

Table 6. Participant ranking of the most important (rank of “1”) focus areas to include in MCCC vision statement19

Figure 2. Comparison of participant identification of focus areas included in the current MCCC vision statement and focus areas ranked most important to be included in the vision statement20

 D. Mission Statement Evaluation21

Table 7. Participant evaluation of which focus areas are reflected in current MCCC mission statement21

Table 8. Participant ranking of the most important (rank of “1”) focus areas to include in MCCC mission statement22

Figure 3. Comparison of participant identification of focus areas included in the current MCCC mission statement and focus areas ranked most important to be included in the mission statement22

E. Values Statement Evaluation24

Table 9. Participant evaluation of which focus areas are reflected in current MCCC values statement24

Table 10. Participant ranking of the most important (rank of “1”) focus areas to include in MCCC values statement25

Figure 4. Comparison of participant identification of focus areas included in the current MCCC values statement and focus areas ranked most important to be included in the values statement26

VI. APPENDIX A: MCCC Vision Statement27

 A. Qualitative Comments: Additional Focus Areas to Add to MCCC Vision Statement27

 B. Qualitative Comments: Additional Comments Regarding MCCC Vision Statement32

VII. APPENDIX B: MCCC Mission Statement34

 A. Qualitative Comments: Additional Focus Areas to Add to MCCC Mission Statement34

 B. Qualitative Comments: Additional Comments Regarding MCCC Mission Statement38

VIII. APPENDIX C: MCCC Values Statement40

 A. Qualitative Comments: Additional Focus Areas to Add to MCCC Values Statement40

 B. Qualitative Comments: Additional Comments Regarding MCCC Values Statement41

EXECUTIVE SUMMARY

Purpose: The purpose of the 2018 Monroe County Community College Mission, Vision and Values Evaluation was to learn the perspective of MCCC community members of various affiliation regarding the potential need to revise the current language of the college mission, vision and values statements. The data collected using the questionnaire described in this summary report will be reviewed by a MCCC task force assigned to evaluate and revise, if necessary, the current mission, vision and values statements.

Instrumentation: The questionnaire contains a total of 16 items, 10 close-ended and 6 open-ended. The close-ended questions ask participants to comment on their familiarity with the current MCCC mission, vision and values statements and to discuss focus areas that were identified previously as important to include in each statement by a cohort of faculty, board of trustees, students, staff, and community members during a qualitative data collection effort in the context of the current statement language. More specifically, participants were asked to identify which of the focus areas they felt are already described in the current statements and then rank these focus areas in importance with a rank of 1 being most important. Open-ended items asked participants to provide additional focus areas they feel should be included in the MCCC mission, vision and values statements. Specific details regarding items included in the instrument are provided in the summary report.

Data Collection: Data were collected over a 2- week period. Participants in several MCCC affiliate groups, including the board of trustees, credit and non-credit seeking students, faculty, staff, business partners, and community members, were sent the invitation to participate in the electronic SurveyMonkey® questionnaire via a link provided to their preferred email. One invitation was sent at the beginning of data collection with no additional follow-up communication.

Data Analysis: Data were exported from SurveyMonkey® and analyzed using SPSS version 25. The exclusive analysis tool used to report frequency data was the descriptive statistics/case summary function. Specific data analysis and reporting techniques are discussed throughout the full summary report.

Results: Overall, participants suggested that focus areas such as affordability and student-focus or student-centeredness should be included in the MCCC vision statement, affordability should be included in the mission statement with less emphasis on opportunity, and less emphasis should be placed on diversity, integrity, and responsiveness to community needs compared to other focus areas already contained within the current values statement. Detailed results are described throughout the summary report.

INSTRUMENTATION

Question/Item Description

In total, 16 questions are included in the instrument with 10 being close-ended and 6 being open-ended. Included in the 16 questions is one demographic question that asks respondents to select all affiliations they currently have or previously have had with MCCC. The response options for this question are provided below:

1. Which of the following best categorizes your involvement with MCCC (check all that apply)?

Options:

- Current faculty (full-time)
- Former faculty (full-time)
- Current faculty (part-time)
- Former faculty (part-time)
- Current support staff/maintenance
- Former support staff/maintenance
- Current administrator/professional staff
- Former administrator/professional staff
- Current credit student
- Alumnus/former credit student
- Current non-credit student (lifelong learning or workforce training)
- Former non-credit student (lifelong learning or workforce training)
- Current Board of Trustees member
- Former Board of Trustees member
- Current member of any board at MCCC (alumni, foundation, program advisory, etc.)
- Former member of any board at MCCC (alumni, foundation, program advisory, etc.)
- Business/industry client of the Office of Workforce Development (Workforce Training)
- Donor
- Attended an event at MCCC
- MCCC retiree
- Other

Also asked as close-ended questions are 3 items that ask participants their familiarity with the current MCCC mission, vision and values statements on a 5- point response scale ranging from 1- extremely familiar, 2- very familiar, 3- somewhat familiar, 4- not so familiar, 5- not at all familiar. The questions provided below:

2. Before responding to question 2, please review the description of a vision statement below to provide you context as you complete this questionnaire:

"While a mission is a statement of what is, a vision is a statement of what or how you would like things to be – a picture of the future you are working to create, what you want Monroe County Community College to become. Without a vision of where we are going, how can we get there and how will we know when we have arrived? Without a vision, we can continue hiking various trails through our organizational life, only to discover that we may have arrived some place we really don't want to be."

Now, please describe how familiar you are with the current MCCC vision statement.

3. Before responding to question 3, please review the description of a mission statement below to provide you context as you complete this questionnaire:

"A mission statement deals with questions like: "Why are we here?" "Why do we exist?" "Why do we get up every day and do what we do?" "What is it we get paid for?" What functions does the organization perform?" "For whom?" "How?" The mission is a broad statement of organizational scope, purposes and operation that distinguishes Monroe County Community College from others."

Now, please describe how familiar you are with the current MCCC mission statement.

4. Before responding to question 4, please review the description of a values statement below to provide you context as you complete this questionnaire:

"Core values are extremely stable and change only very slowly over long periods of time. They form the basis for our organization's beliefs about life, ourselves and those around us, and the human potential of ourselves and others. Values and beliefs form our attitudes and guide our behavior. The behaviors we engage in are what people see around us, along with our skills and actions. MCCC's outer public shell of behaviors and skills may change rapidly and dramatically throughout the lifetime of the organization, but they are influenced by our environment and guided by our more stable core values and beliefs."

Now, please describe how familiar you are with the current MCCC values statement.

The next set of close-ended questions ask participants to identify all of the focus areas determined by pilot qualitative research they feel are included in the current MCCC mission, vision and values statement language. Accompanying each close-ended question for mission, vision and values are also two open-ended question asking participants; one asking participants to provide up to three additional focus areas they feel should be included in the statements and one asking participants to add any other comments regarding the mission, vision and values language. In one question for each statement participants are also asked to rank the focus area response options based on how important they feel it is to include each in the mission, vision, and values (a rank of 1 represents greatest importance). The questions and response options (focus areas) are provided below:

5. Please review the current MCCC vision statement provided in bold below. Select which of the following focus areas in the choices below you feel are reflected in the current MCCC vision statement. Select all that apply. If none of the choices below are reflected, please select "None."

Vision: Monroe County Community College will be an innovative and progressive higher education institution and our community's first choice for quality post-secondary education.

Options:

- Affordability
- Innovation
- Student-centered or student-focused
- Community
- Leadership
- Diversity
- Global awareness
- Quality
- None

6. Please provide up to three focus areas that you feel are missing from the current MCCC vision statement and that should be included (if you wish not to add suggestions, please leave the spaces below blank).

7. Please rank the focus areas in the choices below based on how important you feel it is that each is included in the MCCC vision statement (where a rank of 1 is most important). If you feel none of the choices should be included, rank the "None" choice as number 1.

Options:

- Affordability

- Innovation
- Student-centered or student-focused
- Community
- Leadership
- Diversity
- Global awareness
- Quality
- None

8. Please record any additional comments you have regarding the language that should be included in the MCCC vision statement. All positive and constructive feedback is encouraged.

9. Please review the current MCCC mission statement provided in bold below. Select which of the following focus areas in the choices below you feel are reflected in the current MCCC mission statement. Select all that apply. If none of the choices below are reflected, please select "None."

Mission: Monroe County Community College enriches and transforms lives by providing opportunity and excellence in higher education.

Options:

- Affordability
- Opportunity
- Enrichment
- Service
- Diversity
- Community
- None

10. Please provide up to three focus areas that you feel are missing from the current MCCC mission statement and that should be included (if you wish not to add suggestions, please leave the spaces below blank).

11. Please rank the focus areas in the choices below based on how important you feel it is that each is included in the MCCC mission statement (where a rank of 1 is most important). If you feel none of the choices should be included, rank the "None" choice as number 1.

Options:

- Affordability
- Opportunity
- Enrichment
- Service
- Diversity
- Community
- None

12. Please record any additional comments you have regarding the language that should be included in the MCCC mission statement. All positive and constructive feedback is encouraged.

13. Please review the current MCCC values statement provided in bold below. Select which of the following focus areas in the choices below you feel are reflected in the current MCCC values statement. Select all that apply. If none of the choices below are reflected, please select "None."

Core Values: Monroe County Community College is dedicated to these core values:

- Comprehensive educational offerings
- Instructional excellence
- Transformational learning
- Cultivation of informed and participating citizens
- Entrepreneurial and responsive leadership to community needs
- Cultural enrichment
- Affordability
- Accessibility
- Valuing human diversity
- Ethical integrity

- Accountability to students and stakeholders
- A source of pride for the residents of Monroe County

Options:

- Quality instruction
- Academic excellence
- Affordability
- Student-centered focus
- Diversity
- Ease of access to higher education
- Integrity
- Fiscal responsibility
- Responsiveness to community needs
- Evidence-based decision making
- Environmentally-focused
- None

14. Please provide up to three focus areas that you feel are missing from the current MCCC values statement and that should be included (if you wish not to add suggestions, please leave the spaces below blank).

15. Please rank the focus areas in the choices below based on how important you feel it is that each is included in the MCCC values statement (where a rank of 1 is most important). If you feel none of the choices should be included, rank the "None" choice as number 1.

Options:

- Quality instruction
- Academic excellence
- Affordability
- Student-centered focus
- Diversity
- Ease of access to higher education
- Integrity
- Fiscal responsibility
- Responsiveness to community needs
- Evidence-based decision making
- Environmentally-focused

- None

16. Please record any additional comments you have regarding the language that should be included in the MCCC values statement. All positive and constructive feedback is encouraged.

DATA COLLECTION

Data were collected over a 2-week period from 4/13/2018 to 4/27/2018. Respondents were sent the invitation to participate in the electronic SurveyMonkey® questionnaire via a link provided to their preferred email. There was no follow-up email or additional prompt sent to prospective participants. The email invitation was sent to the following total population (n=9,400) of persons with previous or current affiliations with MCCC:

- Current faculty (full-time)
- Former faculty (full-time)
- Current faculty (part-time)
- Former faculty (part-time)
- Current support staff/maintenance
- Former support staff/maintenance
- Current administrator/professional staff
- Former administrator/professional staff
- Current credit student
- Alumnus/former credit student
- Current non-credit student (lifelong learning or workforce training)
- Former non-credit student (lifelong learning or workforce training)
- Current Board of Trustees member
- Former Board of Trustees member
- Current member of any board at MCCC (alumni, foundation, program advisory, etc.)
- Former member of any board at MCCC (alumni, foundation, program advisory, etc.)
- Business/industry client of the Office of Workforce Development (Workforce Training)
- Donor
- Attended an event at MCCC
- MCCC retiree

All potentially identifiable information such as the date and time of completion were removed from the dataset to ensure anonymity and confidentiality of participation. At the end of the data collection period, data were exported from the data collection tool to SPSS version 25.

DATA ANALYSIS

Quantitative data were analyzed using SPSS version 25. The descriptive statistics or frequencies and case summary functions were used to calculate percentages for demographic data and other scale, “select all that apply” and ranking data. Methodology for specific calculations are as follows:

- **% of respondents out of total**= the percent representation of respondents in each employee grouping out of the total that responded (n=162, overall)
- **% response rate**= the percent of respondents out of the total population (all who were sent the invitation to participate via email)

Qualitative data were analyzed within the data collection software (SurveyMonkey®) using the common text function that identifies the most common words or phrases recorded in the open-ended items.

RESULTS

Demographic Data

Involvement with MCCC	n= # of participants	% of total participants
Current faculty (full-time)	12	7.41%
Former faculty (full-time)	2	1.23%
Current faculty (part-time)	8	4.94%
Former faculty (part-time)	3	1.85%
Current support staff/maintenance	13	5.02%
Former support staff/maintenance	2	1.23%
Current administrator/professional staff	8	4.94%
Former administrator/professional staff	1	0.62%
Current credit student	25	15.43%
Alumnus/former credit student	33	20.37%
Current non-credit student (lifelong learning or workforce training)	1	0.62%
Former non-credit student (lifelong learning or workforce training)	2	1.23%
Current Board of Trustees member	3	1.85%
Former Board of Trustees member	0	0.00%
Current member of any board at MCCC (alumni, foundation, program advisory, etc.)	9	5.56%
Former member of any board at MCCC (alumni, foundation, program advisory, etc.)	2	1.23%
Business/industry client of the Office of Workforce Development (Workforce Training)	3	1.85%
Donor	5	3.09%
Attended an event at MCCC	12	7.471%
MCCC retiree	0	0.00%
Other	18	11.11%

Table 1. Demographic data; participant affiliation with MCCC, overall % response rate: 1.72%

“Other” Categories:

- Community Partner
- Community Partner and Diversity Committee Member
- Vendor
- Security Staff
- former credit student, former part time staff. Sorry the above would not let me check more than one item
- government partner
- MCMC Admin
- Business partner
- Parent of former student
- taxpayer
- local public school superintendent
- Survey will not allow checking multiple categories. Currently on Advisory boards for Automotive and Welding programs, Adjunct instructor for Automotive/Engineering classes and working with Workforce development as an instructor.
- Resident
- Transfer Partner
- My 5 children and myself are heavily involved with the MCCC Prelude Choir and Agora Chorale, and have used the campus frequently with Monroe Community Players and Destination Dance, Lake Erie Shores Birding and attending concerts. We have also taken credit and non-credit classes over the years.
- Current credit student and student assistant (part time)
- Workforce Development partner
- Faculty Specialist

Familiarity with Current MCCC Vision, Mission and Values Statements

Familiarity with Current MCCC Vision Statement	n= # of participants	% of total participants (n=162)
Extremely familiar	14	8.64%
Very familiar	22	13.58%
Somewhat familiar	44	27.16%
Not so familiar	39	24.07%
Not at all familiar	43	26.54%

Table 2. Participant familiarity with current MCCC vision statement.

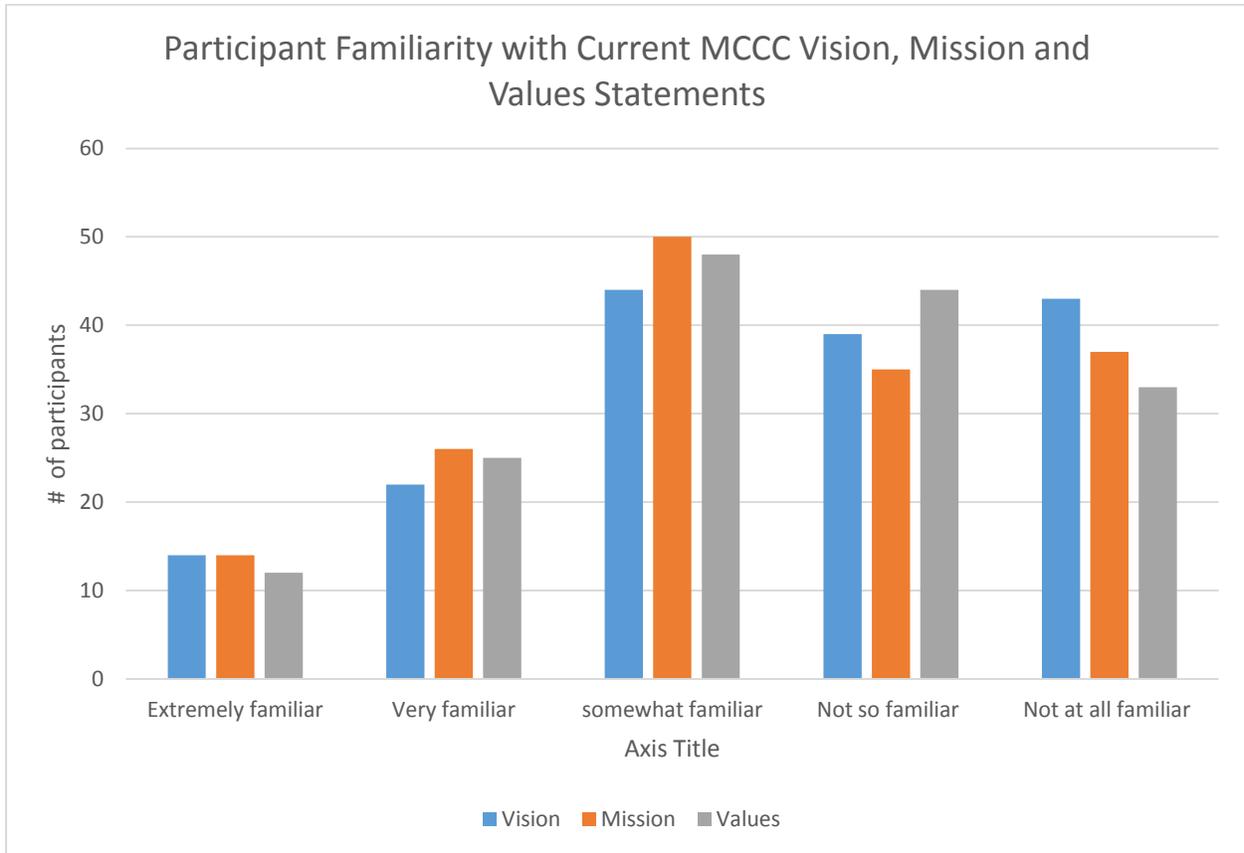
Familiarity with Current MCCC Mission Statement	n= # of participants	% of total participants (n=162)
Extremely familiar	14	8.64%
Very familiar	26	16.05%
Somewhat familiar	50	30.85%
Not so familiar	35	21.60%
Not at all familiar	37	22.84%

Table 3. Participant familiarity with current MCCC mission statement.

Familiarity with Current MCCC Values Statement	n= # of participants	% of total participants (n=162)
Extremely familiar	12	7.41%
Very familiar	25	15.43%
Somewhat familiar	48	29.63%
Not so familiar	44	27.16%
Not at all familiar	33	20.37%

Table 4. Participant familiarity with current MCCC values statement.

Figure 1. Comparison of participant familiarity with current MCCC vision, mission and values statements.



Overall, participants seem to be most familiar with the MCCC mission and values statements, compared to the vision statement. This conclusion is based on analysis of overall familiarity (extremely, very and somewhat familiar categories combined), compared to lack of familiarity (not so familiar and not at all familiar categories combined).

Vision Statement Evaluation

Focus Areas Present in Current MCCC Vision Statement	n= # of participants	% of total participants (n=162)
Affordability	46	28.40%
Innovation	106	65.43%
Student-Centered or Student-Focused	53	32.72%
Community	117	72.22%
Leadership	40	24.69%
Diversity	22	13.58%
Global Awareness	9	5.56%
Quality	93	57.41%
None	9	5.56%

Table 5. Participant evaluation of which focus areas are reflected in current MCCC vision statement.

Overall, participants felt that focus areas including innovation, community, and quality are present in the current MCCC vision statement language. Global awareness, diversity, and leadership were less present or identified by participants. A summary of focus areas that should be included in the MCCC vision statement, according to participants, are provided below. A detailed list of specific comments from participants is provided in **Appendix A**.

Summary Comments:

Additional focus areas to include in the MCCC vision statement:

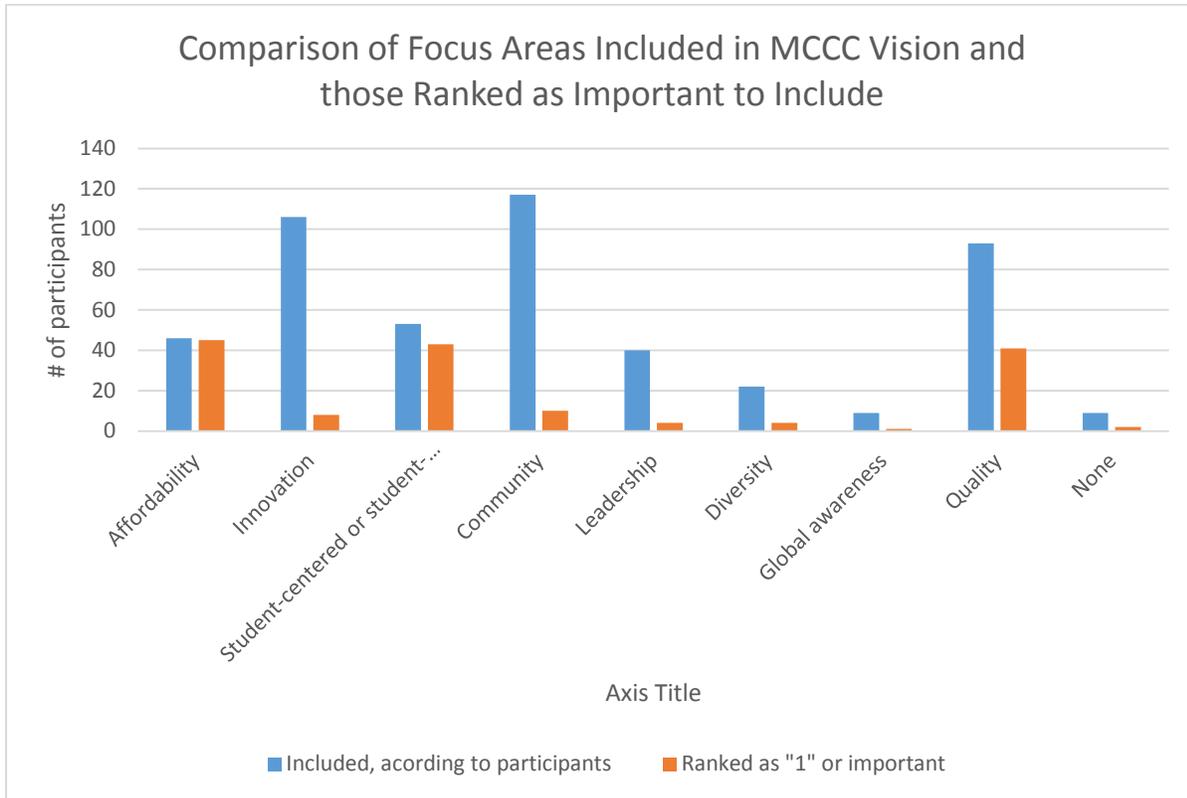
- Global awareness
- Student-focused
- Affordability
- Community
- Service
- First Choice
- Leadership
- Equality
- Quality

Focus Areas Ranked a “1” for Importance to be Included in Vision	n= # of participants	% of total participants (n=162)
Affordability	45	27.78%
Innovation	8	4.94%
Student-Centered or Student-Focused	43	26.54%
Community	10	6.17%
Leadership	4	2.47%
Diversity	4	2.47%
Global Awareness	1	0.62%
Quality	41	25.31%
None	2	1.23%

Table 6. Participant ranking of the most important (rank of “1”) focus areas to include in MCCC vision statement.

Participants felt that focus areas including affordability, student-centered or student-focused, and quality are the most important (ranked as “1”) to be included in the MCCC vision statement. Participants identified global awareness, leadership and diversity as less important to include in the vision statement.

Figure 2. Comparison of participant identification of focus areas included in the current MCCC vision statement and focus areas ranked most important to be included in the vision statement



In comparing the focus areas that are identified by participants as being present in the current MCCC vision statement and those that are ranked as most important (rank of “1”) to be included in the statement, there is disagreement for innovation, community, leadership and diversity. Specifically, innovation and community were commonly identified in the current vision statement language despite being ranked low in importance. This conclusion is similar, albeit less emphasized, for leadership, and diversity. Concepts of affordability, student-centered or student-focused, and quality are identified in the current vision statement and also ranked as important to be included.

Mission Statement Evaluation

Focus Areas Present in Current MCCC Mission Statement	n= # of participants	% of total participants (n=162)
Affordability	37	22.84%
Innovation	8	4.94%
Opportunity	129	79.63%
Enrichment	107	66.05%
Service	32	19.75%
Diversity	13	8.02%
Community	40	24.69%
None	10	6.17%

Table 7. Participant evaluation of which focus areas are reflected in current MCCC mission statement.

Overall, participants felt that focus areas including opportunity and enrichment are present in the current MCCC mission statement language. Diversity, service, and affordability were less present or identified by participants. A summary of focus areas that should be included in the MCCC mission statement, according to participants, are provided below. A detailed list of specific comments from participants is provided in **Appendix B**.

Summary Comments:

Additional focus areas to include in the MCCC mission statement:

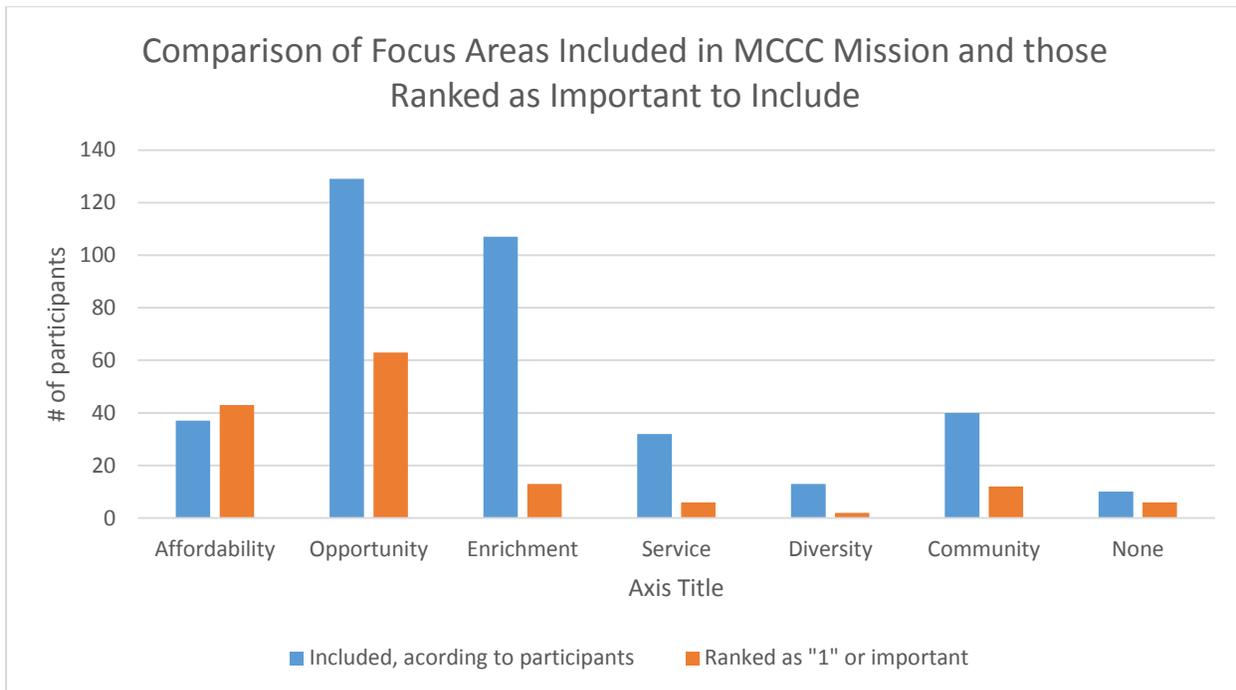
- Education
- Community
- Affordability
- Service
- Student Success
- Leadership
- Innovation

Focus Areas Ranked a “1” for Importance to be Included in Mission	n= # of participants	% of total participants (n=162)
Affordability	43	26.54%
Opportunity	63	38.89%
Enrichment	13	8.02%
Service	6	3.70%
Diversity	2	1.23%
Community	12	7.41%
None	6	3.70%

Table 8. Participant ranking of the most important (rank of “1”) focus areas to include in MCCC mission statement.

Participants felt that focus areas including affordability and opportunity are the most important (ranked as “1”) to be included in the MCCC mission statement. Participants identified service and diversity as less important to include in the mission statement.

Figure 3. Comparison of participant identification of focus areas included in the current MCCC mission statement and focus areas ranked most important to be included in the mission statement



In comparing the focus areas that are identified by participants as being present in the current MCCC mission statement and those that are ranked as most important (rank of “1”) to be

included in the statement, there is disagreement for opportunity, enrichment, and community. Specifically, enrichment was commonly identified in the current mission statement language despite being ranked low in importance. This conclusion is similar, albeit less emphasized, for community. Compared to other focus areas, affordability was not identified by many participants as included in the current mission statement although it was ranked as important to be included. Opportunity was identified in the current mission statement and ranked with high importance to be included.

Values Statement Evaluation

Focus Areas Present in Current MCCC Values Statement	n= # of participants	% of total participants (n=162)
Quality instruction	101	62.35%
Academic excellence	80	49.38%
Affordability	119	73.46%
Student-centered focus	55	33.95%
Diversity	82	50.62%
Ease of access to higher education	60	37.04%
Integrity	87	53.70%
Fiscal responsibility	54	33.33%
Responsiveness to community needs	85	52.47%
Evidence-based decision making	20	12.35%
Environmentally-focused	16	9.88%
None	5	3.09%

Table 9. Participant evaluation of which focus areas are reflected in current MCCC values statement.

Overall, participants felt that focus areas including quality instruction, affordability, diversity, integrity, and responsiveness to community needs are present in the current MCCC values statement language. Environmentally-focused and evidence-based decision making are less present or identified by participants. A summary of focus areas that should be included in the MCCC values statement, according to participants, are provided below. A detailed list of specific comments from participants is provided in **Appendix C**.

Summary Comments:

Additional focus areas to include in the MCCC values statement:

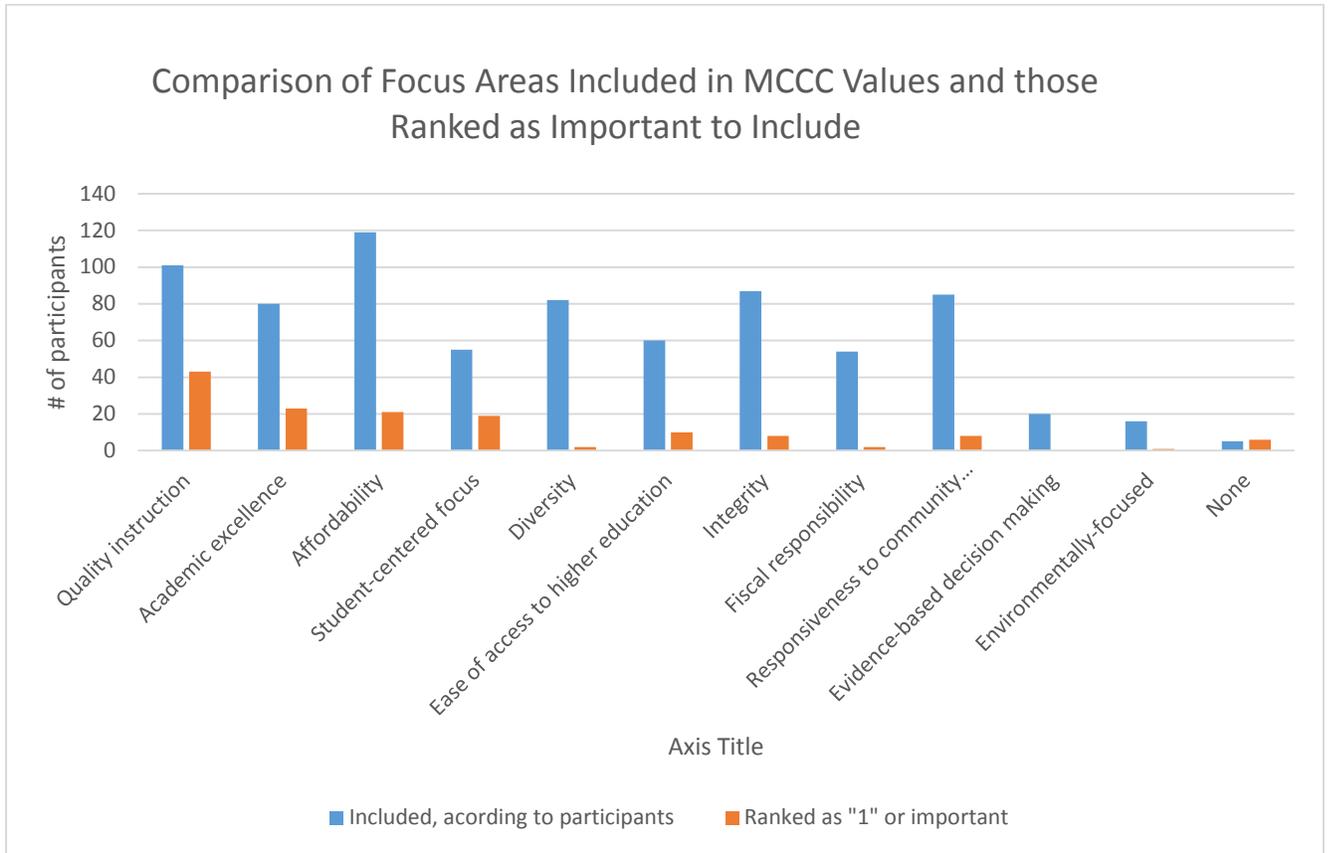
- Student-centered focus
- Students
- Community
- Excellence
- Affordable
- Ease of access
- Training

Focus Areas Ranked a “1” for Importance to be Included in Values	n= # of participants	% of total participants (n=162)
Quality instruction	43	26.54%
Academic excellence	23	14.20%
Affordability	21	12.96%
Student-centered focus	19	11.73%
Diversity	2	1.23%
Ease of access to higher education	10	6.17%
Integrity	8	4.94%
Fiscal responsibility	2	1.23%
Responsiveness to community needs	8	4.94%
Evidence-based decision making	0	0.00%
Environmentally-focused	1	0.62%
None	6	3.70%

Table 10. Participant ranking of the most important (rank of “1”) focus areas to include in MCCC values statement.

Participants felt that focus areas including quality instruction, academic excellence, affordability, and student-centered focus are the most important (ranked as “1”) to be included in the MCCC values statement. Participants identified diversity, fiscal responsibility, evidence-based decision making, and environmentally-focused as less important to include in the values statement.

Figure 4. Comparison of participant identification of focus areas included in the current MCCC values statement and focus areas ranked most important to be included in the values statement



In comparing the focus areas that are identified by participants as being present in the current MCCC values statement and those that are ranked as most important (rank of “1”) to be included in the statement, quality instruction, academic excellence, affordability, and student-centered focus are present in the current values statement and important to include. Diversity, integrity, and responsiveness to community needs are identified as being included in the current values statement but are not ranked as important to include, compared to other focus areas.

APPENDIX A: MCCC Vision Statement

Qualitative Comments: Additional Focus Areas to Add to MCCC Vision Statement

- Affordability
- Short term certificates of economic value
- N/A
- Affordability
- affordable
- affordability
- Global Awareness
- affordability
- student-focused
- Affordability
- community involvement
- Unmatched Value
- affordability
- Employees
- community service
- Affordable
- Local Employers
- counseling services---one-on one service
- Affordable
- No mention of affordability
- Theoretical challenges and multiple outcome
- student centered
- affordability
- student-centered
- Affordability
- Athletics
- Diversity
- Community college as the first choice in innovation
- Diversity
- Student centered
- Affordability
- student centered
- Focus on the community need - trades (partner with the trades)

- Student-focused
- Affordability
- College atmosphere
- Affordability
- Innovative majors/technical programs
- Leadership
- Global Awareness
- Affordability
- Diversity
- Community
- practical careers
- relevant training opportunities
- affordability
- affordable
- affordable
- Being an affordable bridge college for graduate degrees.
- diversity
- Diversity
- affordability
- encompassing
- student focused
- quality
- more affordable
- Community enrichment
- Diversity
- Affordability
- Student Success
- Customer service
- student centered
- Global Awareness

- Offers a broad spectrum of disciplines
- Higher Education
- Affordability
- student-centered or student focused
- Quality
- Simplicity - current vision is too long
- outreach
- engaging students
- Student focus
- integration of student opinion / leadership
- MCCC should be the first choice following High School once the person has eliminated inappropriate choices, based on program and cost.
- Student focus
- Affordability
- diversity
- Skill needs projection for near and long term future
- affordability
- Student focus
- Viability
- N/A
- accessibility
- Affordability
- diversity
- affordability
- Quality
- credited/transfer
- Technology
- love of learning
- Diversity (Programs and Students)
- Women's issues and overcoming obstacles
- community minded
- quality
- global awareness
- Meeting students needs for the future
- Affordability
- and leadership to take the community to a new level

- Sense of global citizenship
- affordable
- provide a link to employment - be valid
- Career oriented
- Buildings that are empty during summer and sundays
- Ethics
- Diversity
- Leadership
- Student focused
- Leadership
- automotive and appliance repair
- affordable
- cooperative
- Developing core skills within the field of study.
- Student-focused
- student focused
- problem solving
- quality
- affordability
- usable 2 year programs i.e. nursing, technology
- Student Centered
- Affordability
- Accommodating
- Civic Responsibility and Service
- Equal Roles for Transfer and Occupational Programs
- Retention
- diversity
- Sounds like it was drafted by a committee.
- resource
- promoting student success after MCCC
- Affordability
- Innovative
- equal opportunity
- Leadership
- Accreditation
- N/A

- valuable resource
- Student-Centered
- Infrastructure
- global citizens
- Inviting
- IT and preparing students to keep up, not catch up
- adaptable to changing needs
- educational partner
- Offering options for community needs
- Excellence in chosen field
- we do not need to only be a transfer vehicle
- Diverse
- sports
- Diversity
- Affordability
- shop classess
- transferrable
- partnerships with high schools
- quality
- value
- local
- Flexible
- Community Involvement
- Innovation that is more than lip service
- Life long learning
- Redundant. Our vision should be to fulfill our mission
- Student success
- Purpose Driven
- leadership
- Diversity

Qualitative Comments: Additional Comments Regarding MCCC Vision Statement

- Any language that could imply that credits here are viable--they transfer well to four-year universities. Also, 'practical' is a good word for some people who simply care about getting a degree to get better jobs and make more money. In other words, what are the real-world outcomes of degrees from MCCC? Lastly, I do think affordability is important because of the student loan dilemma that many students must consider.
- The training courses offered to businesses so they can provide compliance and knowledge to employees while maintaining affordability.
- include "non-traditional" students; offer trades, skills, cont ed workshops, certifications, apprenticeships.
- Affordable
- I think the “first choice for students” in the community is lacking. Both of my children had the option to pick MCCC when they graduated high school but instead choose a four year university. Their perception was that they had more options at a four year and would also get a better education. I don’t entirely agree with their thinking but I can understand their opinion.
- Forward Thinking, Affordable, and Market Ready
- MCCC needs to regain its place among community colleges that are innovative and progressive. Falling short in this area.
- Lucky to have mccc
- Global awareness is really important.
- Employer engagement. Stakeholder collaboration
- The college's top administrators are nowhere to be seen. The overall environment is sterile.
- The college's forte is affordability. It cannot compete with many 4 year institutions on education alone, they have greater resources. Stress the big factor you have over the larger, less nimble institutions. Appeal to the quality education at bargain rates campaign.
- Higher education is attained by any student with the use of all that student's abilities under the guidance of the institution that maintains updated materials and curriculum well beyond the current year.
- Community must be first, which leads into MCCC being the first choice for the community because of our innovative and affordable educational opportunities.
- I feel that cost and students should be in the statement because they are imperative to any future we have.
- We must be valid keeping mind that a four year degree is not always required. We are a community college, we need to fill the community need. We need the trades, they are in such high demand and should be respected and supported.

- Healthy choices and activities
- Appeal to the students' need to learn career oriented subjects and that credits can be transferred to 4 year colleges. Also affordability
- Focus on technical programs while still offering traditional college courses.
- I think the current statement has value. The only serious missing focus is affordability.
- ...
- Supportive environment
- accessible and inclusive
- . . . innovative, qualitative, quantitative, and progressive . . .
- Our Vision statement should include all of the focus areas currently considered, but should not lose sight of the guidance provided by our community. These are the donors that are truly supporting what our Community College is able to accomplish in the future. By reflecting what our community members are seeking, we empower ourselves to request our needs back to that same base community.
- MCCC already represents an innovative and progressive higher education institution. So why are you saying MCCC "will be". It should be the students 1st choice - for quality post-secondary education - not the community.
- Something reflecting the spectrum of arts, humanities, tech, and trades training. We have a variety of courses available for a Community College, and have ADAPTED to the economy and jobs environment while still providing core and enrichment courses.
- Recognize that MCCC is not the only choice students have. Recognize that MCCC operates in a competitive environment. Many faculty do not believe that, and many administrators feel the same way.
- Better Policies
- Preparing students to be globally aware, contributing world citizens so they may give back to their community
- I love the school as it is.
- We should aspire to quality.
- I feel both Core Values and the Mission statement are to the point, effective and a positive message
- Keep it simple. Vision: Become the first place students consider for education, the first place businesses go to for employees, and the first place universities recruit for transfer students.
- Make the statements student-centered.
- I feel if we try to incorporate all of the question 7 choices, our vision statement will be a meaningless collection of words.
- We are the only college in Monroe county so our Vision is not bold enough.

- I feel that its a little bit short. Adding lines such as work towards producing the leaders communities need.
- MCCC should be a "draw" rather than the only one left.
- Community focused
- perhaps affordability might be considered as well as diversity.

APPENDIX B: MCCC Mission Statement

Qualitative Comments: Additional Focus Areas to Add to MCCC Mission Statement

- Community
- Community
- N/A
- innovation
- Affordability
- employability
- the who part of lives
- affordability
- affordability
- affordability
- Diversity
- student-focused
- Students
- service
- diversity
- Security
- Higher education (not mentioned in the question above) should continue to be our main focus.
- career counseling and more assistance in planning academics
- Career path
- Again, affordable education to achieve these goals
- Too generic
- affordability
- educational leader
- leadership
- Service oriented citizenship
- Cost
- provide a valid service for all.
- Studies that lead to good jobs
- Technical courses
- Affordability
- Affordability
- Service

- growth
- Accomplished
- technical careers
- student focused
- affordability
- community
- Technology
- Diversity
- Student Success
- Customer service
- service
- Service
- MCCC is not a Junior College
- Life long learning
- community
- affordability
- enriches lives: redundant.
- resource
- Why isn't education a choice in question 10?
- Student success
- advanced training techniques
- The value of attending MCCC.
- Quality
- affordable
- Versatility
- affordability
- Service
- Affordability
- N/A
- quality
- Placement &/or transfer to Bachelor degree or job in career area
- more descriptors on Opportunity, towards what
- quality
- technical
- Value
- Innovation

- affordability
- love enriches and transforms
- Transferable credits
- Community connection
- student centered
- student-centered
- innovation technology
- Excellence
- Prepare those transferring to four year institutions
- Partner with unions and companies with classes for apprenticeships
- Leadership
- Community
- Community
- affordable
- partnerships
- enrichment
- Employment
- Affordability
- Afforability
- Accommodating
- Diversity
- The L-Building is running the campus
- Giving back to society
- diversity
- community
- best education
- Affordability
- state of the art learning facilities and equipment
- leadership
- diversity
- Community
- N/A
- what about impacting the community, economically and quality of life
- community
- Opportunity to do more both students and staff
- community

- academic excellence
- Value oriented education
- Prepare and encourage those seeking a trade
- Diversity
- Diversity
- Flexible
- Community
- The current Cabinet is scared to death of the L-Building
- Global awareness
- Innovation

Qualitative Comments: Additional Comments Regarding MCCC Mission Statement

- Same suggestions as the Vision.
- add "in our community"
- To me, a Mission statement can be longer than the vision statement. So you can be more specific. the vision is short and concise.
- Local...Exceptional Value
- Diversity, innovation, leadership building
- The college is creating an informed electorate, so something about the responsibilities of citizenship could be included.
- The terms "excellence" and "higher education" were not included in question 11. Both of them are important components of the mission statement and should continue to be included.
-
- community engagement
- community centered, leadership in community, opportunity centered
- Strong words
- Our mission should be to support, enrich, prepare and educate all community members to enable them to contribute to society in a meaningful and fulfilling way
- Healthy choices and activities
- ..
- Our Mission Statement should say to our community, "We are here for you". We should prove this statement is true by providing for that collective community in all that we do. Our Community College is and should continue to be more than just continued education. It should provide a "Meeting Place" for community members as a whole.
- Very well written as is.

- Higher education, not high school
- Embrace
- Global awareness, life long learning, contributing to community
- Once again, I love the school as it is.
- OK
- Prepare our students for the next step up! That's it. That should be the mission statement. That should be the total focus on EVERYTHING that we do.
- Address as student focused.
- I am confused why questions 10 and 11 don't include education. That is our first and foremost mission.
- very short and as this stated earlier, a mission statement conveys the how and why, so talk up how the facilities and faculty are superior
- affordability and diversity might be considered

APPENDIX C: MCCC Values Statement

Qualitative Comments: Additional Focus Areas to Add to MCCC Values Statement

- Welcoming to students outside Monroe County
- More focus on responsiveness to community needs
- N/A
- giving back to community
- employees
- fiscal responsibility
- academic excellence
- student services
- good student to faculty ratio
- student-centered
- Instructional excellence
- Be valid
- Student centered
- None
- The class must transfer to other institutions.
- diversity
- Student-centered focus
- student centered focus
- Employability
- Diversity
- Customer service
- Beautiful, pleasant, clean/safe convenient campus environment
- Diversity to a fault
- Life long learning
- The list already seems too long and students don't seem to be important.
- Diversity
- Inclusive
- Transparency
- Excellent source for area businesses employee training
- N/A
- students
- evidence based learning
- environmentally based

- data driven
- Valuing diversity
- Be affordable
- Ease of access
- Technical training
- Affordable
- Flexible
- Global awareness
- Academic excellence
- N/A
- value for education
- environmental focused
- diversity
- educational leader
- Cultivation of informed citizens
- provide transferable skills
- Flexibility and Online classes
- Student Centered
- Accommodating
- Contributing to community

Qualitative Comments: Additional Comments Regarding MCCC Mission Statement

- none - but I view part of "accessability" as diversity too. accessability to all. So some overlap. Of course there is value in infusing diversity (not already contained in the community) too. That is how I was thinking of diversity in this ranking exercise
- I did not find the "Values Statement" in the survey to compare. Survey was awkward and should have had "vision statement" or Value Statement listed with each question pertaining them specifically.
- Diversity in race, religion, gender, preference, and economic status are all important values.
- Honesty
- student engagement
- Please consider some language to address that we need to work together to achieve some community goals and that's why leadership and community are important
- Our education needs to be valuable. We need to embrace the trades and well as the transfer programs. communities need both to be harmoneous, productive, and progressive.

- Athletic programs would add value to MCCC educational experience
- In anything, the values statement is too wordy and unnecessarily redundant.
- ..
- Something that makes people aware that the college is a resource that belongs to the community (they are paying for it) and has many things to offer them even if they are not currently attending and they should feel comfortable seeking out the resources available to them at MCCC. I think some people don't get that. I also think your website needs a lot of work to convey this and make it easy to find all the "good stuff" at MCCC. It is difficult to find the mission and vision statements on the website. A person that is not already attending the college doesn't navigate the website very easily. A lot of important things are at the bottom in small print after you scroll all the way down and hunt through the small print...it's kind of like meeting someone but not being able to see their face and look them in the eye until you looked them all the way up, then all the way down, spin them around a few times and then...oh, there's your face, there's your eyes, there's your smile...nice to meet you. I think you want people having that "nice to meet you feeling" right away when they lay eyes on the home page.
- There are too many separate core values, a lot could be condensed. Diversity, affordability, and accessibility could be condensed into one point about providing an education to everyone.
- Virtual classrooms?
- Stick with who you are. Write your own mission statement, do use a coach.
- The values statement emphasizes quality education more than the mission and vision statements do.
- The state of the campus itself--safe/clean, accessible, amenities, attractive, beautiful, etc. This has improved very much over the last decades and the money/donations efforts should be recognized as essential in drawing and keeping the community's interests and values
- A comprehensive community college should have equality of focus on occupational and transfer programs.
- Highest Quality
- Preparing students for success on the global stage and to be contributing members of the world's society.
- As I've been saying, I love the school.
- OK
- Half of these are not even values. Perhaps things that we value. Values: Integrity. Openness. Fairness. Responsibility. Value statements define how people should behave.

- The current core values seems to be a long list of buzz words but may not have much meaning or impact to those who might actually read them.
- These need to be statements, not just words
- The value of attending.
- it would be challenging to improve very much any of the mission, vision, or values statements but the upcoming retreat may enlighten my views.