



DISTRICT STRATEGIC PLAN 2016-2021

Metropolitan Community College is dedicated to serving the educational needs of the community. The college programs are intended to help students understand themselves, the society of which they are a part, and the universe in which they live.

At the same time, MCC provides opportunities for students to develop occupational skills. Faculty, staff and administrators cooperate to create an environment that stimulates intellectual growth and nurtures academic freedom for students and instructors alike. The academic programs offered by MCC are designed to encourage lifelong learning.

The Board of Trustees affirms its commitment to MCC’s mission to provide access to educational opportunities in a supportive and caring environment that values diverse constituencies. Access to courses, programs, services or extracurricular activities is offered without regard to race, color, religion, sex, sexual orientation, gender identity, age, ancestry, national origin, or disability. Accordingly, the chancellor shall ensure the district is in compliance with applicable federal regulations.

Contents

- I. Mission2
- II. Vision2
- III. Strategic Themes2
 - 1. Student Success4
 - 2. Teaching and Learning4
 - 3. Equity, Diversity, and Inclusion4
 - 4. Resource Development and Alignment5
 - 5. Culture and Environment5
 - 6. Structure and Processes6
- IV. Strategic Plan – Theme Development Membership6

I. Mission

Preparing students, serving communities, creating opportunities.

II. Vision

Learning is the focus of everything we do at Metropolitan Community College. Student learning is central to our mission; employee learning is key to our strength; and organizational learning is the foundation for innovation and growth. Learning is a lifelong process. Learners are whole persons with intellectual, physical, emotional, spiritual, social, ethical, vocational, and economic dimensions. As learners, as facilitators of learning, and as an organization, we accept responsibility to:

- Manage learning and commit the time and energy that meaningful learning requires.
- Encourage free, open, and respectful exchange of ideas as a natural part of change.
- Synthesize tradition and innovation in order to enhance academic achievement.
- Design and implement structures and processes that promote learning.
- Draw on diversity to influence and inform learning.
- Engage in continuous assessment, reflection, and adaptation.
- Create a physical, social, and intellectual environment that supports learning.
- Build partnerships that promote individual, institutional, and community betterment.

III. Strategic Themes

In our continued efforts to achieve our mission, MCC engaged in a strategic planning process to guide our efforts in achieving our mission and vision. In preparation for the strategic planning process, MCC engaged with CLARUS Corporation in 2014 to identify opportunities (marketing, strategic enrollment, retention, etc.) that would demonstrably contribute to our mission. Similarly, MCC engaged the services of TWG to provide further marketing strategies and benchmarks through intentional branding.

In January 2015, Dr. Michel Hillman was appointed interim vice chancellor for academic affairs. Under Dr. Hillman's leadership, a Strategic Planning Steering Committee was established in the spring of 2015 to review the current state of the strategic plan and assist in planning efforts. Dennis Jones, president of the National Center for Higher Education Management Systems, was asked to review and analyze all data including IPEDS, the CLARUS and TWG reports and performance funding. Campus and community discussions, informed by the data collected, ultimately culminated in the identification of six strategic themes.

Shortly thereafter, MCC began drafting core values that would inform the strategic planning process. At the fall 2015 in-service, all employees were asked to participate in a strengths-

weaknesses-opportunities-threats (SWOT) analysis of each of the themes.

Six themes were collectively agreed upon to focus strategic plan efforts. The six themes were refined and collectively agreed upon through a shared governance process in spring 2016. Those themes are:

1. Student Success
2. Teaching and Learning
3. Equity
4. Resource Development
5. Culture and Environment
6. Structure and Processes

During the summer of 2016, six committees met to develop an overarching means by which the College can address each theme.

Dr. Carlos Peñaloza, vice chancellor of academic affairs, joined MCC in August 2016. Since his arrival, employees on all five MCC campuses and the Administrative Center have participated in two rounds of college-wide discussions. Facilitators were present at each meeting to help focus the conversations and solicit input and direction to include in the Strategic Plan. Materials from these discussions have been captured by recordings of the live feeds as well as collected response forms from each site.

Materials regarding the background and history have been updated on the MCC strategic plan page, <http://blogs.mcckc.edu/strategicplan>.

For further questions, concerns or input, employees can send communications to Strategic.Plan@mcckc.edu.

2016-2021 MCC Strategic Plan Theme Details

1. Student Success

Metropolitan Community College will maximize student success through data-informed decisions to support excellence in teaching, learning, and student-centered support services.

- Create an environment focused on student success by empowering faculty and staff to adopt best practices to improve student success and engagement.
- Move from a more generalized student success approach to adopting a personalized/individualized approach to student success.
- Meet state performance standards by increasing persistence, retention, and completion for all students.
- Close the achievement gap for underrepresented students through the intentional use of data and metrics to create robust support mechanisms and programs for students.
- Identify and remove institutional barriers to student completion.

2. Teaching and Learning

Metropolitan Community College will provide opportunities that enable success in academic, career, and personal pursuits by developing and delivering teaching to support learners at every stage of their lives.

- Integrate learning experiences (curricular and co-curricular) for students both inside and outside of the formal curriculum.
- Develop current and relevant credit and non-credit curriculum to meet the needs of the students and communities we serve.
- Support the ongoing learning and growth of faculty and staff through professional development opportunities and resources.
- Identify and provide clear pathways for students to transfer or complete degrees and certificates.
- Create alternative structures and policies to support efforts to improve teaching and learning.

3. Equity, Diversity, and Inclusion

Metropolitan Community College recognizes our obligation to work towards equity and inclusion and to embody the values of access and excellence. We provide fair treatment, access, opportunity, and advancement for all.

- Create and foster an environment that is respectful of diverse opinions and perspectives.

- Increase equity in student success throughout the student lifecycle using targeted approaches to bridge achievement gaps for underrepresented student populations.
- Recruit and retain employees to better reflect the diversity and emerging trends of the Kansas City Metropolitan area.
- Continue to develop an institutional infrastructure to promote diversity, inclusion, and equity for students, employees, and community.

4. Resource Development and Alignment

Metropolitan Community College will increase our ability to sustain and meet current and future institutional priorities while maintaining our accountability to our stakeholders by ensuring sound financial practices through aligning budget and resources with the strategic plan.

- Create a strategic finance plan to support data informed innovation and decision-making while promoting intelligent risk-taking.
- Increase revenue through alternative resource opportunities.
- Build talent and engage employees with a focus on collaboration, application of knowledge and skills, and high performance teams.
- Develop enrollment opportunities in new markets and underserved communities.

5. Culture and Environment

Metropolitan Community College is committed to providing an atmosphere that fosters and promotes opportunities to learn in a complex inclusive environment, one that encourages the engagement of difference and fosters the civility and respect of faculty, staff and students. An investment in our culture and environment will enhance the educational value and contributes to the institution's success.

- Explore opportunities to define, assess and evaluate our “culture and environment” within the structure of MCC.
- Promote effective communication and dissemination of information in our systems, functions, and decision-making processes at all levels of the institution.
- Foster collaboration, mutual support, and professionalism at all levels to ensure a collegial work environment and value.
- Develop an atmosphere of inclusion, civility and respect at all levels and functions within MCC.
- Recognize faculty, staff, administrators, officers, and student excellence, and celebrate the achievements.
- Use resources to create a sense of place and belonging for our students and employees.

6. Structure and Processes

Metropolitan Community College will increase operational efficiency by improving internal structures and processes so that our college functions more smoothly to maximize student and employee success.

- Ensure operational processes support the strategic priorities identified in this plan.
- Align campus, department, and committee operating plans to college priorities.
- Provide ongoing training on processes, systems and professional development for MCC employees.
- Maximize use of technology to support our students and employees.

IV. Strategic Plan – Theme Development Membership

Name	Title	Campus
Bobbie R. Gustin	Continuing Education Coordinator	Penn Valley
Katherine Ellis	Computer Science Instructor	Business and Technology
Karen S. Moore	Dean Of Student Development and Enrollment	Maple Woods
Utpal Goswami	President	Maple Woods
Debbie Beard	Student Services Specialist	Blue River
Stephanie Zerkel	English Instructor	Maple Woods
David C. Oehler	Dean Of Instruction	Maple Woods
Michael L. Banks	President	Blue River
Carlton Fowler	Enrollment Manager	Penn Valley
Christine C. Howell	English Instructor	Penn Valley
Melinda J. Johnson	Associate Dean of Student Development	Maple Woods
Joe Seabrooks	Former President	Penn Valley
Tony Ross	Interim President	Penn Valley
Elizabeth Robertson	Student Services Specialist	Penn Valley
Gretchen Blythe	Counseling	Longview
Monica Johnston	Performance Director - Institute for Workforce Innovation	Business and Technology
Kathrine B. Swanson	VC, Student Success and Engagement	Administrative Center

Lee A. Zech	Administrative Assistant	Maple Woods
Chris C. Morrow	Veterinary Technology Instructor	Maple Woods
Ryan E. Meador	Dean Of Student Development and Enrollment	Business and Technology
Kirk A. Nooks	President	Longview
Dan Ascherman	Marketing Manager	Administrative Center
Anne E. Nienheuser	Physics Instructor	Longview
Brian Bechtel	Associate Dean of Instruction	Maple Woods
Shelley Kneuvean	VC, Financial and Administrative Services	Administrative Center