



MOBERLY AREA COMMUNITY COLLEGE

STRATEGIC PLAN 2015-2018



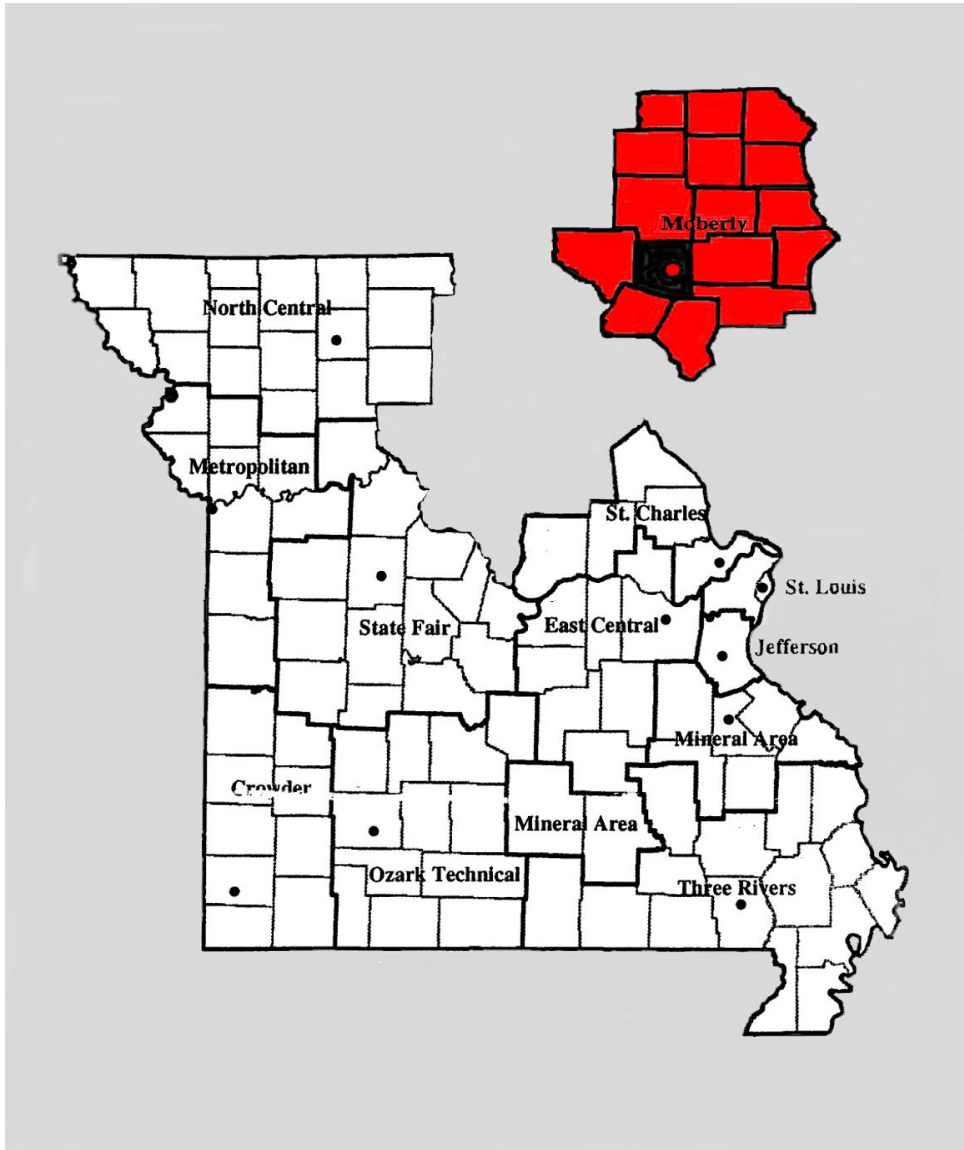
MOBERLY AREA COMMUNITY COLLEGE
Real Life. Real Knowledge. Real People.

Moberly Area Community College

101 College Avenue
Moberly, Missouri 65270

STRATEGIC PLAN

2015-2016 through 2017-2018



Serving the counties of Adair, Audrain, Boone, Chariton, Clark, Howard, Knox, Lewis, Macon, Marion, Monroe, Ralls, Randolph, Schuyler, Scotland, and Shelby

Moberly Area Community College

Mission

MACC provides dynamic and accessible educational opportunities that empower our students and enrich our communities.

Institutional Purposes

In order to anticipate and respond to the changing educational needs of the various communities the college serves, MACC will pursue this mission by providing:

Educational Programs and Services including college transfer, academic, and career/technical programs, as well as developmental education, continuing education, and other services that prepare students to be successful in the global community. Key to MACC degree programs is a general education component that ensures breadth of knowledge and promotes intellectual inquiry.

Support Services for Students to facilitate the development of skills needed to achieve their educational, professional, and personal goals. These services include but are not limited to academic advisement, assessment, articulation, career planning and placement, library and learning resources, and financial aid.

Open Admissions to ensure access to learning opportunities for students regardless of their diverse cultural, socio-economic, or academic background.

Commitment to Excellence in instruction and service by recruiting and retaining professional faculty and support staff and by providing appropriate facilities, equipment and technology.

A Collegiate Environment that creates opportunities for student engagement by offering co-curricular activities that enable learning and encourage student success in a safe atmosphere.

Community Partnerships and Cooperative Efforts with other educational institutions, business and industry, labor, governmental entities, private agencies, civic groups and organizations for educational and cultural development in the College service region. MACC provides opportunities for community participation in social, cultural and intellectual activities.

Support of Economic Development by offering innovative degree programs, credit and non-credit courses, entrepreneurial and small business services, workforce development activities, funding and partnership options, and the evaluation of opportunities to enhance the economic climate of our region.

Vision

MACC will be a dynamic institution noted for academic excellence, accessibility, innovation, and service to students and the community.

Institutional Values

We value learning.

We emphasize a supportive learning environment that fosters student success. Student learning and development are central to our mission. Quality instruction and innovative instructional approaches allow all students not only to prepare for careers but also to embrace learning as a lifelong process. We recognize that learning is a holistic process involving all members of the campus community. We participate in a culture of assessment to improve the effectiveness of teaching and learning.

We value people.

We respect our students, faculty, staff, alumni, and other supporters for their personal and professional worth and dignity. We honor academic freedom and encourage professional growth, individual development, and personal initiative. We protect individual privacy and safety.

We value our reputation for excellence.

We operate with and expect academic, personal, and professional integrity and are guided by high standards. Coalescing from leadership across all levels, this excellence focuses on honesty, respect, and dedication to the quality of our service to the students, our fellow employees, and the community. We solicit regular feedback to ensure that we are maintaining our reputation for excellence.

We value accessibility.

We provide affordable, convenient, and flexible educational opportunities for all learners. An open admissions philosophy is the foundation of accessibility.

We value diversity.

We encourage respect for individual differences in cultural, academic, and socioeconomic backgrounds. We strive to create global awareness by bringing global experiences to our students, faculty, staff, and community.

We value community outreach.

We are responsive to the needs of our constituents and are committed to the development and posterity of our service region. Seamlessly linked to institutions, businesses, and other stakeholders, we work collaboratively with these entities to satisfy the educational and training needs of our service region and to improve the quality of life for the citizens we serve.

We value participatory decision-making.

We emphasize a team approach as we work to achieve our educational mission. Communication and shared governance are central to building mutual trust and respect across all levels within the institution.

We value forward thinking.

We are prepared to meet the future. Innovative thinking and state of the art technology allow us to embrace growth and change.

We value our heritage.

As one of the oldest community colleges in the state, we respect the traditions and customs of our campus community.

We value stewardship.

We embrace sound management policy and practice responsible and efficient use of federal, state, and local resources.

MOBERLY AREA COMMUNITY COLLEGE
Strategic Plan 2015-2018

Table of Contents

Planning Process.....	1
Planning Cycle.....	5
Strategic Planning Flowchart.....	6
College Priorities & Focus Areas.....	7
Why the Priorities Are Part of the Plan.....	8
Priority 1: Academic Performance.....	9
Priority 2: Student Access.....	10
Priority 3: Student Experience.....	11
Priority 4: Employee Experience.....	12
Priority 5: Fiscal Sustainability.....	13
Priority 6: Community/Business Partnerships.....	14

Appendices

- A. Accomplishments
- B. Strategic Planning Process 2014-2015
- C. Strategic Plan Surveys

Planning Process

Strategic planning at Moberly Area Community College (MACC) is a dynamic effort involving all constituents of the College. The planning cycle for the new Master Plan (2015-2018) began in September 2014 with the appointment of a new 15-member Strategic Planning Committee (formerly the Master Plan Central Planning Council) and culminates with approval and implementation of the plan in August 2015.

Strategic Planning Committee

The committee has representatives from a variety of campus departments and off-campus sites and includes the following faculty, staff, and administrators:

	Member	Position
1	Susan Arment	Director of Institutional Development & Alumni Services
2	David Byland	Director of Student Services
3	Patti Cole	Assistant Professor of Physical Science
4	Valerie Darst	Director of Library Services
5	Paula Glover	Vice President for Instruction
6	Amy Hager	Director of Financial Aid
7	Meghan Holleran	Director of Institutional Effectiveness & Planning
8	Jeff Lashley	President
9	Lloyd Marchant	Chief Information Officer
10	Beth Marchbanks	Associate Professor of Language & Literature/Faculty Forum Chair
11	Michele McCall	Dean of Off-Campus Programs & Instructional Technology
12	Sara Sapp	Associate Professor of Mathematics
13	Gary Steffes	Vice President for Finance
14	Scott Taylor	Associate Professor of Marketing & Management
15	Susan Townsend	Resource Coordinator

Mission Document Review

During the planning process, the Strategic Planning Committee reviewed the College's mission documents and then revised the mission statement. As a result, the mission is now more succinct and it represents the essence of MACC. The Board of Trustees adopted the mission statement, which is included in this plan, on February 23, 2015.

Input Process

The Strategic Planning Committee began working towards developing the current strategic plan by soliciting and reviewing input provided by students, faculty, staff, department heads, committee representatives, alumni, advisory committee members, area educators, and partners at four-year institutions. Other sources of input included student and employee survey results, relevant institutional data, and regular interaction with various stakeholders. The review process also considered national, state, and local trends in education, as well as social, economic, and political factors that impact the College.

External Factors

External factors identified as having a significant impact on College activities and strategic planning were 1) continuing enrollment declines, 2) national focus on completion initiatives and accelerated routes through developmental education, 3) anticipated flat state funding, and 4) increased reporting at the state and federal level. These factors place increased

responsibilities for accountability, transparency, and self-evaluation on the College and make alignment of strategic planning at all levels essential.

SWOT Analysis

Early in the planning process the Strategic Planning Committee conducted a self-assessment by performing a Strengths, Weaknesses, Threats, and Opportunities (SWOT) analysis. Strengths identified during this process included the College's responsiveness to change and community needs, its financial stability, and a strong faculty and staff. Opportunities for growth that were identified and are addressed in this plan include improving the student retention and performance rates, implementing a more user-friendly student registration process, expanding marketing efforts, securing new revenue streams, addressing technology issues for students and employees, and expanding the College's connections in its service region communities.

Six Priorities

Through the planning process, six themes emerged which became the College's six broad priorities. Subcommittees were formed to draft the goals and strategies for each priority. The full committee reviewed the drafts and made additional revisions. President's Council also provided feedback. The priorities listed below are the areas of major focus for MACC over the next three years:

1. Academic Performance
2. Student Access
3. Student Experience
4. Employee Experience
5. Fiscal Sustainability
6. Community/Business Partnerships

Parts of the Plan

The committee organized the plan to include the following elements:

- College Priorities: 6 urgent/important College issues
- Focus Areas: 2-4 areas of emphasis to serve each priority (labeled "A", "B", "C", and "D")
- College Goals: 2-4 measurable objectives which state the desired results
- College Strategies: specific actions tied to a College Goal intended to help meet associated goals
- Primary Oversight: 1-3 administrators responsible for overseeing progress of overall priority
- Reporters: 1-2 employees who are responsible for initiating and/or providing support to those who carry out specific strategies and who are responsible for submitting biannual progress reports

New Departmental Role

A new component has been added to the College's planning process in the 2015-2018 Strategic Plan to provide all employees the opportunity to participate in the process. During Year 1 of the plan, department heads be responsible for soliciting input from members of their departments and developing (and submitting) departmental initiatives that address and advance the College's priorities, goals and/or strategies. Departments will identify which of the College-level goals and/or strategies their department goals will support. Department heads will monitor progress towards their goals and submit regular progress reports. During Year 1, department heads will submit their goals mid-fall and a progress report at the end of the spring semester. In Years 2 and 3, departments will submit progress reports twice a year. Annually, departments will be asked to review their goals/strategies and decide whether to continue them "as-is" into the next year or make adjustments.

Evaluation

MACC recognizes that evaluation is an integral part of attaining successful outcomes. Evaluation is a systemic process inherent in each of the goals identified in the plan. The strategies proposed have been designed to produce results that can be measured. Demonstrating success in achieving these strategies can be taken as evidence of achieving College goals since strong connections between the strategies and College goals have been established. The new process of departments setting goals and strategies to advance the College objectives will result in additional efforts and, hopefully, provide further evidence of the achievement of College goals.

Oversight/Reporters

Within each priority, the College assigned general oversight to up to three administrators. These administrators are responsible for monitoring the activities and progress of the goals and strategies tied to each priority. A maximum of three employees have been assigned as reporters for each strategy. The role of the reporter is to activate the people and/or systems needed to operationalize MACC strategies and then report on them. Progress reports provide a structured format for assessment of activities. (College-level reporters will prepare biannual progress reports.) The only positions identified in the plan are the administrators with oversight responsibility and employees with reporting responsibilities (positions listed in the "Reporters" column of the priorities). Clearly, many employees beyond the positions listed in the plan will play a critical role in initiating, tracking, and evaluating the success of strategies.

Reports to the College/Board

Compared to previous plans, this Strategic Plan format has been redesigned and the planning process has been modified so that the plan is more dynamic and user-friendly. The Strategic Planning Committee will remain active throughout the three-year plan. The committee will continue to review progress reports, prepare updates that will be shared college-wide and with the Board of Trustees, and evaluate the need for revisions to the plan. Evidence of the completion of strategies or the process of revision/adjustment of strategies is maintained in the Office of Institutional Effectiveness and Planning as well as in the offices of employees accountable for specific strategies.

Link to the Budget

To better articulate the link between the planning process and the College's budgeting process, budget requests for 2015-2016 included links to specific goals, objectives, or strategies of the 2011-2016 Master Plan. Department heads were asked to provide justification for significant dollar amounts (over \$1,000) or large variances from the previous year's actual budget. Linkages ensure that funds will be available, when needed, to accomplish the College goals. One goal in the 2015-2018 Strategic Plan is to "update the budget process to better align with strategic priorities." To that end, the Finance Department plans to develop a new budget template beginning with the 2016-2017 budget preparation. The Vice President for Finance also plans to develop and implement a budget preparation seminar focused on identifying budget implications of the College's strategic plan. These steps will more fully link institutional planning to the budget at MACC and will ensure that planning decisions are prioritized.

Planning Cycle

The plan is designed to be implemented over the course of three years. Progress towards established goals and strategies will be measured in progress reports that will be submitted by designated employees. During its annual review of the plan, the Strategic Planning Committee will determine if adjustments are needed to keep the plan on target. The effectiveness of the planning process at MACC results from varied factors built into the procedures. These factors include broad-based input for identification of needs and issues as well as the assignment of accountability for accomplishing stated goals and strategies. Planning will continue to evolve as it builds on the quality of the past and forms a vision for the future of MACC.

Responsibility for the Plan

The President is ultimately responsible for the implementation of the goals and strategies contained in the plan. Although the President does not have primary responsibility for each strategy, the College employees who have primary responsibility for each strategy are required to report to the President or his designee on progress towards accomplishment of those goals.

Planning Cycle

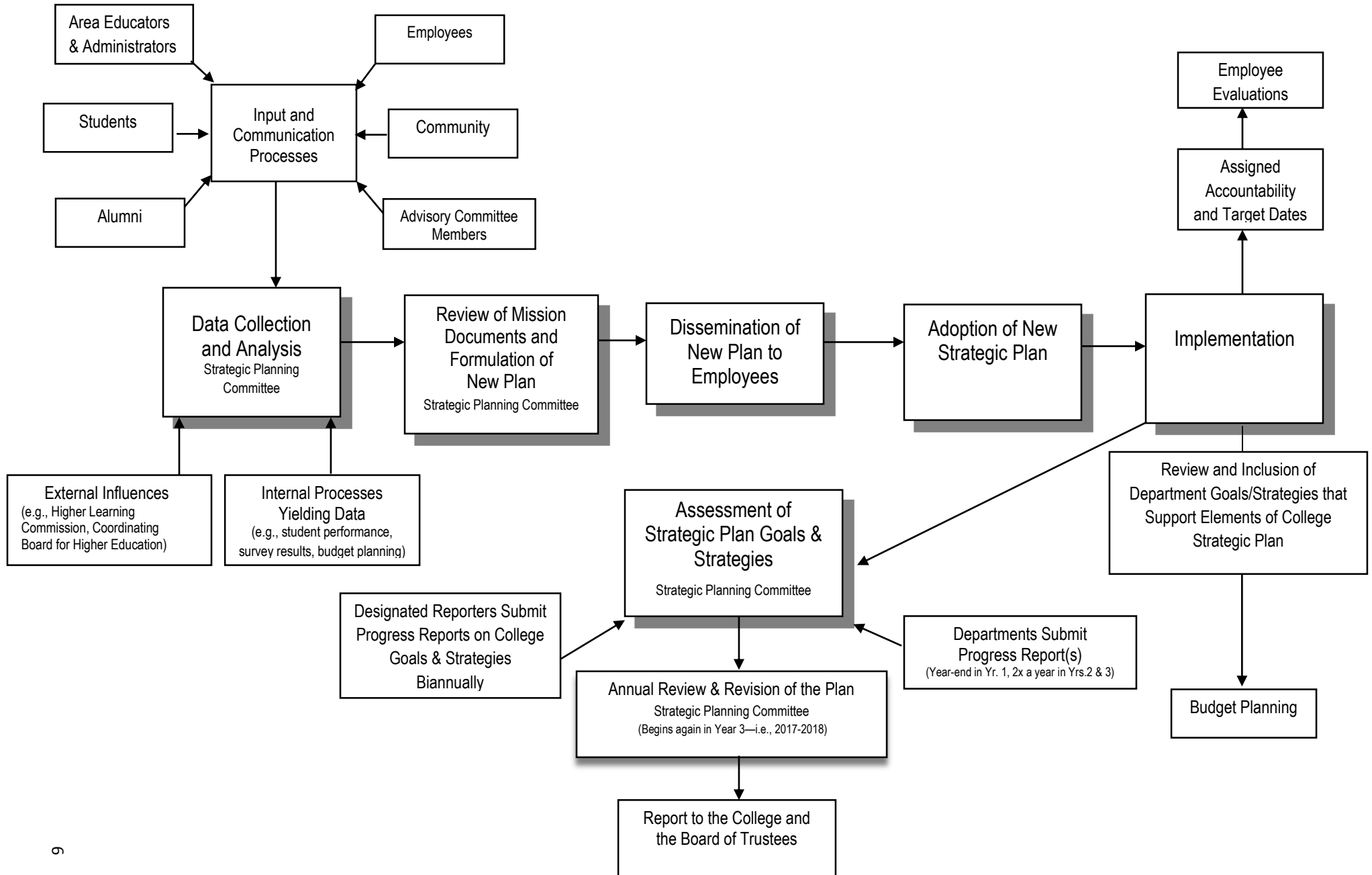
The MACC planning process is based on a three-year cycle, beginning with the dissemination of the Strategic Plan and implementation of activities. The Strategic Planning Committee will receive progress reports twice a year and will share biannual progress reports with the College and the Board of Trustees. Annually, the committee will conduct a formal review of the plan to determine whether an update is necessary. Any amendments to the Plan will be presented to President's Council and to the Board. A thorough assessment of the plan will be conducted in the third year (i.e., 2017-2018), and the 3-year cycle will begin again in 2018-2019. The Strategic Planning Committee reviews and refines each cycle of the planning process itself.

Implementation of New Plan (2015-2016)

	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JULY	AUG	FA16
•Strategic Planning Committee •Departments •College Reporters														
Plan approval and roll-out at Fall Workshop	■													
College reporters implement tracking system and submit progress updates	■	■			★					★				
Meet with departments to explain process for developing department goals	■	■	■											
Department heads solicit input from employees to develop department goals	■	■	★											
Departments implement strategies to reach goals and submit progress updates			■	■	■	■	■	■	■	★				
Post reports and distribute a mid-year strategic plan update						■	■							
Strategic Plan Committee reviews and evaluates annually whether to revise plan					■	■	■					■		
Share progress toward goals with the College and reestablish priorities														■

★ designates a deadline

Moberly Area Community College Strategic Planning Process



MACC provides dynamic and accessible educational opportunities that empower our students and enrich our communities.

College Priority 1

ACADEMIC PERFORMANCE

- Developmental Education
- Instruction
- Graduation
- Student Outcomes

College Priority 2

STUDENT ACCESS

- Recruitment
- Marketing
- Educational Offerings

College Priority 3

STUDENT EXPERIENCE

- Enrollment/Advising
- Student Support Services
- Student Engagement

College Priority 4

EMPLOYEE EXPERIENCE

- Performance Management
- Internal Communications

College Priority 5

FISCAL SUSTAINABILITY

- Foundation/Alumni
- Fiscal Efficiency
- Revenue Sources

College Priority 6

**COMMUNITY/BUSINESS
PARTNERSHIPS**

- Community Outreach
- Business & Governmental Relationships

Why the Six Priorities are Part of the Plan

<p>Priority 1: Academic Performance ~Developmental Education ~ Instruction ~ Graduation ~ Student Outcomes~</p> <ul style="list-style-type: none"> MACC’s reputation is based on its ability to provide the best possible educational experience for its students. There has been a national and statewide push for more accountability from higher education institutions. Institutions are under scrutiny to improve retention, revamp developmental education, and increase completion rates and student outcomes. MACC formally adopted a completion agenda when it joined the Missouri Completion Academy in 2013. The State of Missouri implemented a performance-funding model that allocates a portion of an institution’s total state funding based on five performance indicators. Four of the five performance indicators fall under the Academic Performance priority and are reflected in the goals of the plan. When the development of this plan began, the College had several retention/completion projects underway, but it was, and still is, in the early stages of collecting and analyzing data. MACC also did not have an established college completion goal. 	<p>Priority 2: Student Access ~Recruitment ~ Marketing ~ Educational Offerings~</p> <ul style="list-style-type: none"> Nationally, enrollment in community colleges has been on a downward trend, and MACC has been no exception. MACC has been fortunate enough in the past to not have to actively recruit students. With declines in enrollment, however, it has become essential to develop and implement more strategic and diverse marketing/recruitment plans that are consistent with MACC’s service region needs and its student population. Students may not be aware of the financial aid assistance that is available to them. Recruitment and marketing goals have been established by the College to increase overall enrollment as well as expand select programs. Three key growth areas that have been identified are dual credit, online, and Columbia. The College recognizes the need to develop new programs and provide alternate programming options to better meet the needs of students and to improve student success. 	<p>Priority 3: Student Experience ~ Enrollment/Advising~ Support Services ~ Student Engagement~</p> <ul style="list-style-type: none"> MACC has a high-touch advising system that is focused on student retention, completion, and success. However, this process is time consuming, and students want a more streamlined service. Many MACC students have not identified academic areas of interest. Integrating career and academic advising will provide more support to students. Approximately 75% of MACC students receive some type of financial aid. Pace, grades, and completion are required by financial aid programs, but the financial aid system and its requirements can be confusing to students. Research shows that student engagement is an important component for student success. Survey results indicate that students are interested in participating in organization and college-sponsored activities, but current participation levels are low.
<p>Priority 4: Employee Experience ~ Performance Management ~ Internal Communications~</p> <ul style="list-style-type: none"> MACC leadership/administration understands that the best way to serve students is through qualified, trained, and effective faculty and staff. The College recognizes the need to formalize Human Resources processes and to provide additional support, resources, and feedback to employees. The multi-campus organizational structure makes internal communications challenging. Survey results indicate that internal communications is an area that needs improvement. 	<p>Priority 5: Fiscal Sustainability ~ Foundation/Alumni ~ Fiscal Efficiency ~ Revenue Sources~</p> <ul style="list-style-type: none"> On the Federal level, funding has remained flat for higher education. MACC’s share of state aid per Full-Time Equivalent (FTE) student remains well below the statewide average. The State of Missouri’s implementation of a performance-funding model has placed restrictions on new monies appropriated to higher education. Costs associated with providing a quality education and learning environment continue to increase. Revenue constraints create a need to minimize increases in cost and identify unnecessary expenditures. 	<p>Priority 6: Community/Business Partnerships ~ Community Outreach ~ Business & Governmental Relationships~</p> <ul style="list-style-type: none"> One of MACC’s core institutional values is, “We value community outreach.” Ongoing advocacy efforts focused on community college issues are essential to being able to provide accessible, affordable, and quality education to students. MACC recognizes the value in aligning its priorities with those of workforce and economic development partners in response to regional labor market needs.

College Priority: **ACADEMIC PERFORMANCE**

(Primary Oversight: Vice President for Instruction, Dean of Academic Affairs, and Dean of Career & Technical Education)

A. Developmental Education

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
<p>1. Annually meet or exceed state requirements for performance funding in developmental English.*</p> <p>*Percentage of students who pass college-level English after passing developmental.</p>	<p>A-1-1 Establish, document, and report best practices for instructional quality of developmental English during 2015-2016.</p> <p>A-1-2 Develop and put into practice a more prescriptive curriculum for faculty teaching developmental English by the beginning of the fall 2016 semester.</p>	<ul style="list-style-type: none"> Dean of Academic Affairs (1,2)
<p>2. Annually meet or exceed state requirements for performance funding in developmental Math.**</p> <p>**Percentage of students who pass college-level Math after passing developmental.</p>	<p>A-2-1 Establish, document, and report best practices for instructional quality of developmental Math during 2015-2016.</p> <p>A-2-2 Develop and put into practice a more prescriptive curriculum for faculty teaching developmental Math by the beginning of the fall 2016 semester.</p> <p>A-2-3 Collect and analyze relevant data to recommend the most appropriate developmental math courses and course formats for target populations. Disseminate recommendations by the beginning of the fall 2016 semester.</p>	<ul style="list-style-type: none"> Dean of Academic Affairs (1-3)
<p>3. Increase the percentage of students who take advantage of opportunities to fulfill developmental requirements through alternate pathways each year of the plan.</p>	<p>A-3-1 Collect, analyze, and provide a summary report of relevant data to evaluate the effectiveness of each alternate pathway every semester beginning in the fall 2015 semester.</p> <p>A-3-2 Recommend modifications to course offerings at each location based on alternate pathways findings before the beginning of the fall 2016 semester.</p>	<ul style="list-style-type: none"> Dean of Academic Affairs (1, 2)

B. Instruction

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
<p>1. Implement faculty mentoring programs.</p>	<p>B-1-1 Implement Adjunct Faculty Mentoring Program at all locations by the beginning of the fall 2016 semester.</p> <p>B-1-2 Pilot the LOGOS Project Fellows Program in the fall 2016 semester. Implement program in spring 2017 at all locations.</p>	<ul style="list-style-type: none"> Instructional Deans (1) LOGOS Project Co-chairs (2)
<p>2. Formalize faculty oversight of course-specific curriculum.</p>	<p>B-2-1 Formalize and document the role and responsibilities of lead instructors for each course during 2015-2016.</p> <p>B-2-2 Establish and implement a schedule for the review/revision of course objectives and course content by the beginning of the fall 2016 semester.</p> <p>B-2-3 Offer faculty-led professional development at each location, including online, at least once a semester beginning in the fall 2016 semester.</p>	<ul style="list-style-type: none"> Instructional Deans (1-3) Site Directors (3)
<p>3. Ensure continued compliance of academic policies and procedures.</p>	<p>B-3-1 Develop and implement a schedule to review academic policies and procedures by the beginning of the fall 2016 semester.</p>	<ul style="list-style-type: none"> Vice President for Instruction (1)

C. Graduation

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
<p>1. Establish the following fall-to-fall retention rates by 2018:</p> <ul style="list-style-type: none"> ➤ First-time, full-time—In the top third of Missouri Community College Association (MCCA) institutions (Currently in bottom half—FA12 to FA13) ➤ First-time, part-time—In the top half of MCCA institutions (Currently in bottom fourth—FA12 to FA13) 	<p>C-1-1 Develop a Retention Manager Implementation Plan during fall 2015. The plan will include at least the following: 1) procedures for early alert and high-risk/at-risk students, 2) faculty and staff roles, 3) training schedule, 4) core interventions, and 5) a system for monitoring/reporting results.</p> <p>C-1-2 Implement Retention Manager Plan in spring 2016.</p> <p>C-1-3 Retention Committee will implement recommendations from the Student Engagement and Student Support Services subcommittees during 2015-2016 and 2016-2017.</p>	<ul style="list-style-type: none"> Dean of Student Services (1-3) Dean of Off-Campus Programs & Instructional Technology (1, 2)
<p>2. Establish a graduation rate that is in the top third of MCCA institutions. (Currently in top half—FA11 cohort)</p>	<p>C-2-1 Implement gateway courses (i.e., required before proceeding) by fall 2016.</p> <p>C-2-2 Develop reverse transfer data collection and follow-up practices before the beginning of the fall 2016 semester.</p> <p>C-2-3 Set enrollment and completion targets for each program beginning in fall 2016. Recommend to President's Council intervention plans for low-completion programs each November.</p>	<ul style="list-style-type: none"> Dean of Student Services (1) Dean of Off-Campus Programs & Instructional Technology (1) Reverse Transfer Coordinator (2) Instructional Deans (3)

D. Student Outcomes

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
<p>1. Establish a student transfer rate to 4-year institutions that is in the top half of MCCA institutions. (Currently in bottom fourth—FA11 cohort)</p>	<p>D-1-1 Identify and implement at least four new institutional activities and programs that will create a culture of transfer (e.g., Transfer Day) at each location by the summer 2016 session. Reevaluate annually.</p> <p>D-1-2 Develop a review cycle for articulation agreements and make them more accessible to students before the beginning of the fall 2016 semester.</p> <p>D-1-3 Hold at least two professional development sessions on transfer for advisors each semester beginning in spring 2016.</p>	<ul style="list-style-type: none"> Dean of Student Services (1, 3) Site Directors (1) Vice President for Instruction (2)
<p>2. Maintain licensure/pass rates above 90% for Allied Health Programs.</p>	<p>D-2-1 Implement academic coaching to provide support for at-risk nursing students by the beginning of the fall 2016 semester.</p> <p>D-2-2 Implement practices in nursing programs that incentivize student use of adaptive quizzing systems to improve test-taking skills during 2015-2016.</p>	<ul style="list-style-type: none"> Allied Health Director (1, 2)

College Priority: **STUDENT ACCESS**

(Primary Oversight: Dean of Student Services and Instructional Deans)

2

A. Recruitment

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
<p>1. Increase enrollment by 10% from fall 2015 to fall 2018 through targeted recruitment efforts.</p>	<p>A-1-1 Implement a strategic recruitment plan that targets desired MACC populations including high school, home-school, and A+ students during 2015-2016 (e.g., hosting on-site college visit days for high school students).</p> <p>A-1-2 Develop strategies to attract non-traditional (both degree and non-degree seeking) students during the 2015-2016 academic year. At a minimum, strategies should include promoting reverse transfer and hosting events for non-traditional and 4-year students and should be implemented by the beginning of the 2016-2017 academic year.</p> <p>A-1-3 Develop strategies to attract former MACC dual credit students to enroll following their high school graduation during 2015-2016. Implement strategies by the beginning of the 2016-2017 academic year.</p>	<ul style="list-style-type: none"> ▪ Dean of Student Services (1, 2) ▪ Dean of Off-Campus Programs and Instructional Technology (3)

B. Marketing

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
<p>1. Increase marketing efforts that capitalize on the strengths of the College.</p>	<p>B-1-1 Develop and implement a strategic marketing plan that includes the following during 2015-2016:</p> <ul style="list-style-type: none"> ➢ Identification and marketing to target groups for which MACC is a good fit, and ➢ Showcasing the value of academic and career/technical programs, and ➢ Differentiation of the strategy based on geographic location, and ➢ Capitalizing on growth potential of Columbia and online programs, and ➢ Highlighting the quality of MACC faculty and staff. <p>B-1-2 Communicate financial benefits of attending MACC and financial aid opportunities on a consistent basis, in a timely manner, and through a variety of mediums beginning in the 2015-2016 academic year.</p>	<ul style="list-style-type: none"> ▪ Director of Marketing and Public Relations (1) ▪ Director of Financial Aid (2)

C. Educational Offerings

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
<p>1. Develop new academic programs based on identified needs.</p>	<p>C-1-1 Develop short-term, skill-based, non-credit training to provide low-skill students with alternate pathways by the beginning of the fall 2018 semester.</p> <p>C-1-2 Develop at least one new initiative that capitalizes on enrollments that would typically begin at a 4-year institution (like the Blinn Model with Truman State University) before the beginning of the fall 2017 semester.</p>	<ul style="list-style-type: none"> ▪ Dean of Career & Technical Education (1) ▪ Vice President for Instruction (2)
<p>2. Expand dual credit program by 15% from fall 2015 to fall 2018.</p>	<p>C-2-1 Investigate dual-credit options for home-schooled students and make recommendations for serving these students by the beginning of fall 2016.</p> <p>C-2-2 Further develop dual credit opportunities with Columbia Public Schools.</p> <p>C-2-3 Expand dual credit online course enrollment.</p>	<ul style="list-style-type: none"> ▪ Instructional Deans (1) ▪ Dean of Off-Campus Programs & Instructional Technology (2, 3)
<p>3. Provide programming options that meet the needs of different student populations and that provide avenues for accelerated degree completion.</p>	<p>C-3-1 Research and propose a block scheduling implementation plan by the end of the spring 2017 semester. Pilot it in the fall 2017 semester.</p> <p>C-3-2 Promote and expand opportunities for credit for prior learning by the beginning of the fall 2018 semester.</p> <p>C-3-3 Investigate competency based education (CBE) during 2015-2016, work on program development during 2016-2017, and implement CBE principles within targeted programs during 2017-2018.</p>	<ul style="list-style-type: none"> ▪ Dean of Student Services (1) ▪ Dean of Off-Campus & Instructional Technology (1) ▪ Vice President for Instruction (2) ▪ Instructional Deans (3)

College Priority: **STUDENT EXPERIENCE**

(Primary Oversight: Dean of Student Services and Dean of Off-Campus Programs & Instructional Technology)

A. Enrollment/Advising

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
1. Minimize barriers to efficient enrollment.	A-1-1 Decrease enrollment wait times by simplifying self-enrollment and requiring degree-seeking students to use Academic Planner by fall 2016. A-1-2 Develop resources to establish self-enrollment stations during peak registration times at each location by fall 2016. A-1-3 Implement the use of Register Blast for enrollment at all locations by the beginning of the spring 2016 enrollment period. A-1-4 Advisors will reach out (via text, email, direct mail) to each advisee within one week of advising session to check on student understanding of information starting in spring 2016.	<ul style="list-style-type: none"> Dean of Student Services (1-4) Dean of Off-Campus Programs & Instructional Technology (1-4)
2. Increase career advising for students.	A-2-1 Designate academic advisors for student groups according to academic areas beginning in spring 2016. A-2-2 Advisors will receive training focused on career advising at least once a semester beginning in fall 2016. A-2-3 Identify and implement at least two strategies to communicate career information to students (e.g., videos) by the beginning of the 2017-2018 academic year.	<ul style="list-style-type: none"> Dean of Student Services (1, 2) Director of Career & Placement Services (2, 3)
3. Enhance availability and understanding of financial resources for students.	A-3-1 Investigate the feasibility of "Financial Aid TV" during 2015-2016 and report findings. A-3-2 Develop a communication plan to market financial aid workshops, emergency textbook assistance, and payment plans by the end of the spring 2016 semester. A-3-3 Identify and implement at least two strategies to communicate financial and scholarship information by the beginning of the 2017-2018 academic year. A-3-4 Investigate electronic funds transfer/direct deposit for student financial aid disbursement and refunds during 2016-2017. A-3-5 Identify and implement strategies to increase the use of the Student Assistance Program for students with financial hardships by the beginning of the fall 2017 semester.	<ul style="list-style-type: none"> Director of Financial Aid (1-3) Director of Business Services (4) Dean of Student Services (5)

B. Support Services

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
1. Increase student awareness of support services.	B-1-1 Develop a marketing plan to increase awareness of student support services during 2015-2016. B-1-2 Use Retention Manager to direct at-risk students to support services beginning in the spring 2016 semester. B-1-3 Hold biannual meetings/trainings for student support services staff to evaluate services and identify needs beginning in spring 2016.	<ul style="list-style-type: none"> Dean of Student Services (1-3) Dean of Off-Campus Programs & Instructional Technology (1-3)
2. Align the College website and myMACC to provide consistent student information.	B-2-1 The Web Oversight Committee will assess the following and make recommendations for improvement at least annually beginning in the 2015-2016 academic year: <ul style="list-style-type: none"> Student-friendliness of website, and Consistency of website with myMACC student pages, and Use of website and myMACC. 	<ul style="list-style-type: none"> Director of Marketing & Public Relations (1)

C. Student Engagement

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
1. Improve student identification with MACC.	C-1-1 Incorporate new mascot in recruiting/marketing materials and College events and a consistent use of colors and mascot during 2016-2017. C-1-2 Investigate an alumni mentoring program during 2015-2016. Program will link post-1995 graduates with current students pursuing like-degrees. Implement program during 2016-2017. C-1-3 Explore opportunities to create academic student interest groups during 2015-2016. Report findings to President's Council before the fall 2016 semester begins.	<ul style="list-style-type: none"> Director of Marketing & Public Relations (1) Director of Institutional Development & Alumni Services (2) Dean of Academic Affairs (3)
2. Increase opportunities for participation in organizations and events at all locations.	C-2-1 Each site will develop an annual plan to increase student engagement and will host at least one annual family-friendly event for students beginning in 2015-2016. C-2-2 Expand marketing of student organizations beginning in 2015-2016 academic year. C-2-3 Provide transportation from off-campus sites to student productions and musical events held on the Moberly campus beginning in 2015-2016.	<ul style="list-style-type: none"> Site Directors (1) Dean of Student Services (2) Dean of Off-Campus Programs & Instructional Technology (3)

College Priority: **EMPLOYEE EXPERIENCE**

(Primary Oversight: Vice President for Finance and Vice President for Instruction)

A. Performance Management

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
<p>1. Implement a consistent process for orienting, evaluating, and rewarding employees across departments and locations.</p>	<p>A-1-1 Convene a Performance Management Committee to accomplish the following during the 2015-2016 academic year:</p> <ul style="list-style-type: none"> ➢ develop standardized formats for job descriptions and employee evaluation forms, and ➢ establish guidelines and deadlines (including centralized recordkeeping) for initial probationary and annual employee evaluations, and ➢ review/revise new employee checklists and create department-specific checklists, as appropriate, and ➢ revise mentoring materials to clarify mentor roles and responsibilities, including a tracking system and follow-through measures. <p>A-1-2 Provide performance evaluation training to supervisors using new employee evaluation forms by the beginning of the fall 2016 semester.</p> <p>A-1-3 Implement new mentoring materials and system beginning in the fall 2016 session. Ensure that 100% of new employees are assigned and engaged with a mentor.</p> <p>A-1-4 Develop a training program and materials on the College's Jenzabar system to be implemented by the beginning of the fall 2016 semester.</p> <p>A-1-5 Establish expectation that all employees will submit professional goals and accomplishments to their supervisors as part of their employee evaluation during the 2016-2017 academic year.</p> <p>A-1-6 Explore and implement incentive options for the reward and recognition of increased employee productivity and effectiveness before fall 2018.</p>	<ul style="list-style-type: none"> ▪ Director of Human Resources (1-3, 5, 6) ▪ Chief Information Officer (4)
<p>2. Reinstitute formal new-hire orientations that are held every six months.</p>	<p>A-2-1 Develop an orientation program and materials (including online resources) that provide new employees a broad introduction to College operations. Begin scheduling new-hire orientations in the fall 2016 semester.</p>	<ul style="list-style-type: none"> ▪ Director of Human Resources (1)

B. Internal Communications

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
<p>1. Strengthen and focus College communication efforts.</p>	<p>B-1-1 Develop and implement a reporting structure and schedule that informs employees about new/revise policies, procedures, programs, initiatives, reports, and survey results during the 2015-2016 academic year.</p> <p>B-1-2 Share with the College biannual strategic plan updates beginning in the 2015-2016 academic year.</p> <p>B-1-3 Improve accessibility and use of an internal document management system for College communications during the 2015-2016 academic year.</p> <p>B-1-4 Schedule dean-led faculty meetings at each location at least once a semester beginning in the spring 2016 semester.</p> <p>B-1-5 Committee chairs and department coordinators will report/post goals and summaries of committee/department activities at least annually beginning in 2015-2016 academic year.</p>	<ul style="list-style-type: none"> ▪ Director of Institutional Effectiveness & Planning (1, 2) ▪ Director of Marketing & Public Relations (3) ▪ Director of Library Services (3, 5) ▪ Instructional Deans (4, 5)
<p>2. Improve effectiveness of operations through the development of departmental resource materials.</p>	<p>B-2-1 Develop/maintain Operational Manuals for each department that are vetted through a process that includes employees at all locations during the 2015-2016 academic year. Post drafts of online manuals for each department by the beginning of the summer 2016 session. Post complete manuals by summer 2017, and identify employee in each department responsible for making updates.</p>	<ul style="list-style-type: none"> ▪ Department Heads (1) ▪ Director of Library Services (1)

College Priority: **FISCAL SUSTAINABILITY**

(Primary Oversight: Vice President for Finance)

A. Foundation/Alumni

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
<p>1. Increase 2014-2015 Annual Club Giving by:</p> <ul style="list-style-type: none"> ➤ 50% in 2015-2016 ➤ 100% in 2016-2017 ➤ 125% in 2017-2018 	<p>A-1-1 Improve alumni communication through newsletters (twice annually) and by implementing a tracking system for follow-up calls, correspondence, and personal visits to discuss giving options beginning in 2015-2016.</p> <p>A-1-2 Host Annual Fundraising Gala beginning in 2015-2016.</p> <p>A-1-3 Send three alumni-giving appeals annually—within the two newsletters and in a separate year-end appeal beginning in 2015-2016.</p> <p>A-1-4 Increase Foundation Board representation by at least one member from each community with an MACC site by summer 2016.</p>	<ul style="list-style-type: none"> ▪ Director of Institutional Development & Alumni Services (1-4)
<p>2. Increase 2014-2015 Alumni Paid Membership by:</p> <ul style="list-style-type: none"> ➤ 15% in 2015-2016 ➤ 20% in 2016-2017 ➤ 25% in 2017-2018 	<p>A-2-1 Recruit recent alumni (post-1995 graduates) as officers during 2015-2016, and enroll 50 new post-1995 graduates as alumni members by fall 2018.</p> <p>A-2-2 Host annual alumni gatherings—2 within service region, 1 statewide, and 1 out-of-state beginning in 2015-2016.</p> <p>A-2-3 Investigate an online payment method for alumni membership and a donor database during 2015-2016.</p>	<ul style="list-style-type: none"> ▪ Director of Institutional Development & Alumni Services (1, 2) ▪ Director of Business Services (3)

B. Fiscal Efficiency

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
<p>1. Reduce percentage of fees/tuition turned over to collection agency for each fiscal year by 10% beginning in 2015-2016.</p>	<p>B-1-1 Implement tax offset program with the State of Missouri during 2015-2016.</p> <p>B-1-2 Expand financial literacy workshops/programs for students beginning in 2016-2017.</p> <p>B-1-3 Develop an at-risk collections program for early intervention during 2015-2016. Implement program in 2016-2017.</p>	<ul style="list-style-type: none"> ▪ Vice President for Finance (1) ▪ Director of Financial Aid (2) ▪ Director of Business Services (3)
<p>2. Limit increase in operation cost per student (IPEDS) to an amount below Consumer Price Index (CPI)-Education rate.</p>	<p>B-2-1 Segment cost categories annually and implement appropriate cost reductions.</p> <p>B-2-2 Identify procedural inefficiencies annually and implement strategies to address those identified.</p>	<ul style="list-style-type: none"> ▪ Vice President for Finance (1, 2) ▪ President’s Council (2)
<p>3. Update budget process to better align with strategic priorities.</p>	<p>B-3-1 Design and begin using new budget template that ties budget requests to strategic plan priorities, goals, and/or strategies beginning with the 2016-2017 budget preparation.</p> <p>B-3-2 Develop and implement a budget preparation seminar focused on identifying budget implications of the College’s strategic planning document in fall 2016.</p>	<ul style="list-style-type: none"> ▪ Vice President for Finance (1, 2)

C. Revenue Sources

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
<p>1. Expand revenue sources by establishing at least one new grant or business partnership each year.</p>	<p>C-1-1 Explore grant opportunities that are in alignment with College priorities annually. Pursue at least one new grant per year.</p> <p>C-1-2 Meet with at least two new potential business partners per year.</p>	<ul style="list-style-type: none"> ▪ Vice President for Instruction (1) ▪ Dean of Career & Technical Education (1, 2)
<p>2. Identify potential service markets and develop expansion projects.</p>	<p>C-2-1 Conduct feasibility study every other year to generate new revenue. Document and present findings of first study to President’s Council in the spring 2017 semester.</p>	<ul style="list-style-type: none"> ▪ Vice President for Finance (1) ▪ Vice President for Instruction (1)
<p>3. Review tuition/fee structure.</p>	<p>C-3-1 Make recommendations for new course/common fee structure by the end of 2015-2016. Implement new fee structure in 2016-2017.</p> <p>C-3-2 Analyze profitability of all auxiliary services. Prepare comprehensive report for President’s Council by December 2017.</p> <p>C-3-3 Review individual course costs during 2016-2017 and determine feasibility of instituting course-specific fees beginning in fall 2017.</p> <p>C-3-4 Determine feasibility of implementing program fees for Allied Health degree programs during 2016-2017 with implementation in 2017-2018.</p>	<ul style="list-style-type: none"> ▪ Vice President for Finance (1-4)

College Priority: **COMMUNITY/BUSINESS PARTNERSHIPS**

(Primary Oversight: Dean of Career & Technical Education and Dean of Off-Campus Programs & Instructional Technology)

A. Community Outreach

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
1. Expand community connections.	<p>A-1-1 Develop a calendar of significant community activities/events for each MACC site during the fall 2015 semester. Identify and schedule employee representatives to work community events beginning in 2015-2016. Maintain a list of MACC involvement in community activities/events at each location beginning in 2015-2016. Increase annual involvement at each location by 20%.</p> <p>A-1-2 Review and update membership on off-campus advisory committees and Career & Technical Education (CTE) program advisory committees during 2015-2016. Hold at least two advisory committee meetings (off-campus and CTE) per year.</p> <p>A-1-3 Establish expectation that each student organization and club initiate and/or host at least one community-based project per year beginning in 2016-2017.</p> <p>A-1-4 Encourage employees to be active in community/business/civic groups, and recognize involvement during employee evaluation process beginning in 2016-2017.</p> <p>A-1-5 Expand enrichment opportunities for community members by increasing non-credit course offerings annually by 20% beginning in 2016-2017.</p>	<ul style="list-style-type: none"> ▪ Site Directors (1, 2) ▪ Dean of Career & Technical Education (2) ▪ Dean of Student Services (3) ▪ Director of Human Resources (4) ▪ Dean of Career & Technical Education (5)
2. Develop new opportunities to host alumni/cultural/civic events.	<p>A-2-1 Offer facilities to at least two new community/business groups each year in Moberly, Columbia, Hannibal, Kirksville, and Mexico beginning in 2015-2016.</p> <p>A-2-2 Plan and host an alumni event in 2015-2016 celebrating MACC's national basketball championship teams.</p> <p>A-2-3 Host an annual Planned Giving Seminar beginning in 2015-2016.</p>	<ul style="list-style-type: none"> ▪ Site Directors (1) ▪ Director of Plant Operations (1) ▪ Director of Institutional Development & Alumni Services (2, 3)
3. Strengthen integration of MACC in the Columbia community.	<p>A-3-1 Identify top five organizations in Columbia that the College would benefit from participating in and the most appropriate MACC representative to join during the 2015-2016 academic year. Join organizations in 2016-2017.</p> <p>A-3-2 Increase participation in Columbia Chamber by attending regular membership meetings and joining two Chamber committees in 2015-2016 and by hosting one Chamber event in 2016-2017.</p> <p>A-3-3 Host annual Job Fair and Health Fair at the Columbia site beginning in 2016-2017.</p>	<ul style="list-style-type: none"> ▪ Columbia Site Director (1, 2) ▪ Allied Health Director (3) ▪ Director of Career & Placement Services (3)

B. Business & Governmental Relationships

COLLEGE GOALS	COLLEGE STRATEGIES	REPORTERS
1. Increase advocacy efforts focused on community college issues.	<p>B-1-1 Increase employee participation in Missouri Community College Association (MCCA) by 5% each year beginning in 2016-2017.</p> <p>B-1-2 Strengthen current and establish new connections with local/state political representatives (e.g., city councils, school boards, legislators for MACC service region) beginning in 2015-2016.</p>	<ul style="list-style-type: none"> ▪ Director of Human Resources (1) ▪ President (2)
2. Support local business and training needs in the service region.	<p>B-2-1 Develop a marketing plan for Entrepreneurship and Business Development Center (EBDC) programs and services during 2015-2016. Implement the plan during 2016-2017.</p> <p>B-2-2 Identify and pursue at least two new opportunities to provide business training through Corporate College each year of the plan beginning in 2015-2016.</p> <p>B-2-3 Partner with businesses in the service region to establish at least three new training sites by the fall 2018 semester.</p>	<ul style="list-style-type: none"> ▪ Director of the EBDC (1, 3) ▪ Coordinator of Corporate College (2)

APPENDICES

Appendix A: Accomplishments (2013-2014 through 2014-2015)

Appendix B: Strategic Planning Process 2014-2015

Appendix C: Strategic Plan Surveys

Mission Statement

Department/Committee Representatives

Foundation Board

Career & Technical Education (CTE) Advisory Committees

4-Year Partners

Dual Credit Teachers, Counselors, and Principals

Superintendents

APPENDIX A

Accomplishments from 2013-2014 and 2014-2015

Broad-based planning has resulted in significant gains that have become overall strengths of the College. These gains have taken many forms, ranging from providing increased access to accelerated routes through developmental education to renovation of campus facilities.

The following accomplishments, from the 2013-2014 and 2014-2015 academic years, highlight MACC's progress:

College-wide Initiatives

- Named New President, Vice President for Instruction, and Dean of Academic Affairs
- Selected to participate in the Missouri Completion Academy
- Formed Higher Learning Commission (HLC) Leadership Team in 2014-2015 to draft the Assurance Argument for reaccreditation in the Open Pathways System
- Hosted successful HLC site visits to Mexico and Hannibal sites in spring 2015
- Received full 5-year reaccreditation of nursing program
- Convened a Master Plan Committee to draft a new strategic plan (2015-2018) and a new mission statement
- Named Title IX Coordinator, developed Sexual Misconduct Policy, and implemented mandatory Title IX training for employees and select students
- Increased attendance at annual Art on the Block, UCAN2, and Summer2Discover events and received MCCA's Award of Distinction for the 2014 AOTB
- Provided additional opportunities for students, faculty, and staff to give input at listening posts (Pizza with the President) held at each location

Instruction

- Implemented multiple measures of placement, developmental education workshops, boot camps, and co-requisite courses
- Established new requirement for students to enroll in required developmental courses prior to or immediately following their first six credit hours
- Began hosting Dual Credit Faculty Orientations
- Expanded reverse transfer initiatives
- Strengthen Associate of Science (AS) degree curriculum for better transfer
- Received approval to offer AS degree at Columbia, Hannibal, Kirksville and Mexico sites
- Formed the LOGOS Project-- piloted One-Read in spring 2015
- Established partnership with MU to offer Architectural Studies Dual Enrollment Program
- Used Class of 49 funds to establish new physics lab and initiate a greenhouse and garden project
- Explored competency-based education models
- Collaborated with community partners to establish a Fire Academy
- Received funding to expand Mechatronics program through a mobile lab
- Secured approval to offer revamped Engineering Design & Development and Engineering Systems degrees and certificate programs in Moberly, Columbia, Hannibal, Kirksville and Mexico
- Developed Credit for Prior Learning Policy
- Increased Corporate College efforts
- Received numerous grants to support Career and Technical Education programs (e.g., Vocational Enhancement, Perkins, Missouri Department of Public Safety, Adult Education & Literacy)
- Developed new process for archiving attendance records to ensure federal compliance
- Added full-time Biological Science faculty position at Hannibal Higher Education Center

Student Services/Off-Campus Programs

- Implemented academic maps
- Increased dual credit offerings
- Increased international student enrollment by 30% from fall 2012 to fall 2014
- Implemented high school graduate summer enrollment events at three locations and several high schools
- Implemented student record system through Nolij (document imaging)
- Provide electronic transcript services through National Student Clearinghouse

Student Activities/Organizations

- Received Phi Theta Kappa 5-Star status
- Received DECA Executive Leadership Passport Award in 2015

Support Services

- Renamed Library and Learning Centers LARC (Library and Academic Resource Centers) to better reflect combined services
- Introduced direct billing for eTexts and increased use of online course resources
- Reviewed Learning Management Systems (LMS) platforms and selected Canvas for fall 2015 implementation
- Migrated faculty, staff and students to a more robust and secure domain

Plant Operations

- Opened new Hannibal facility that was made possible by local donors and state/federal agencies
- Expanded Columbia facility to better serve our students
- Opened renovated Area 27
- Remodeled all classrooms on the second floor of the Main Building in Moberly

Alumni

- Adopted advancement module in Jenzabar to increase alumni outreach efforts

Security

- Increased security measures across locations (e.g., cameras, Alertus, ALICE training, drills)

APPENDIX B
Strategic Planning Process
2014-2015

PROCESS	TIMELINE
<p>1. Appointed Strategic Planning Committee</p>	September 2014
<p>2. Reviewed mission documents</p> <ul style="list-style-type: none"> ▪ Revised mission statement 	October 2014
<p>3. Solicited feedback and gathered information</p> <ul style="list-style-type: none"> ▪ Surveyed the following groups for input on College priorities: <ul style="list-style-type: none"> ➤ Department/Committee Representatives ➤ Superintendents ➤ Advisory Committees ➤ Alumni ➤ Dual Credit Instructors, Counselors, Principals ➤ 4-Year Partners ➤ Foundation Members ▪ Conducted a self-assessment (SWOT analysis) ▪ Reviewed survey results and institutional data ▪ Solicited input from Retention Committee ▪ Identified six themes that became College priorities 	November-December 2014
<p>4. Drafted new plan</p> <ul style="list-style-type: none"> ▪ Formed subcommittees around College priorities ▪ Subcommittees drafted goals and strategies for priorities ▪ Reviewed and discussed drafts ▪ Developed timeline and reporting documents ▪ Revised plan and shared draft with President’s Council 	February-July 2015
<p>5. Finalized and distributed 2015-2018 Strategic Plan</p> <ul style="list-style-type: none"> ▪ Presented plan to Board of Trustees 	August 2015

APPENDIX C

Strategic Plan Surveys Distributed in 2014-2015

Mission Statement

Department/Committee Representatives

Foundation Board

Career & Technical Education (CTE) Advisory Committees

4-Year Partners

Dual Credit Teachers, Counselors, and Principals

Superintendents

Proposed Mission Statement

Please read the mission statements below and give us your feedback.

CURRENT MISSION STATEMENT:

Moberly Area Community College, a public institution of higher education, provides open admission to students and fosters excellence in learning through innovative educational programs and services that are geographically and financially accessible throughout our service region.

PROPOSED MISSION STATEMENT:

MACC creates dynamic, accessible pathways that prepare and empower our students and communities.

1. Do you think the proposed mission statement better represents MACC?

Yes

No

2. Please share your specific comments below.

Proposed Mission Statement

Thank you

Department/Committee Representative Feedback on College Priorities

Your Feedback as a Department/Committee Representative

You were specifically identified by the Master Plan Committee as someone who could provide good input as the committee drafts a comprehensive set of institutional goals. Please identify yourself below in case the committee has follow-up questions about your ideas.

1. Please type your name below

2. Please type your position/role at MACC below

Department/Committee Representative Feedback on College Priorities

College Priorities

As a department/committee representative, please identify 3-5 priorities (or goals) for the institution as a whole. In other words, if you were responsible for the allocation of the institution's time, money, and other resources over the next 5 years, what are the top 3-5 areas where you think the College should focus its efforts?

3. MACC Institutional Priority #1

4. MACC Institutional Priority #2

5. MACC Institutional Priority #3

6. MACC Institutional Priority #4

7. MACC Institutional Priority #5

Department/Committee Representative Feedback on College Priorities

What's next?

Your input will be carefully considered as the Master Plan Committee drafts a new strategic plan. Thank you for taking the time to share your thoughts about the areas in which you think the College should focus its efforts and resources.

Input from Foundation Board on Strategic Planning- 2014

The Foundation Board plays a valuable role in determining the future of MACC. Thank you for responding to the questions below.

1. What are MACC's strengths?

2. What should be improved at MACC?

3. What goals and/or activities should be a part of the future of MACC?

4. What new avenues for fundraising do you recommend?

5. Are there other foundation or alumni events you believe the College should develop and host?

Input from Foundation Board on Strategic Planning- 2014

Thank You

Thank you for your feedback. Your input will be shared with MACC's Master Plan Committee.

CTE Advisory Committee Input on MACC's Strategic Planning Process

1. What are MACC's strengths?

2. What should be improved at MACC?

3. What goals and/or activities should be a part of the future of MACC?

4. How effective are we at addressing the needs of your area/industry?

Input for MACC's Strategic Planning Process from 4-Year Partners

1. Your name:

2. Your position:

3. Your institution:

4. What are MACC's strengths?

5. What should be improved at MACC?

6. What goals and/or activities should be part of the future of MACC?

7. How could we be more effective in preparing MACC students for transfer to your institution?

8. Are there any collaborations or partnerships that you think we should pursue? If so, please explain.

9. Do you have any additional comments/suggestions that we should consider as we develop our new strategic plan?

Input for MACC's Strategic Planning Process from 4-Year Partners

Thank you

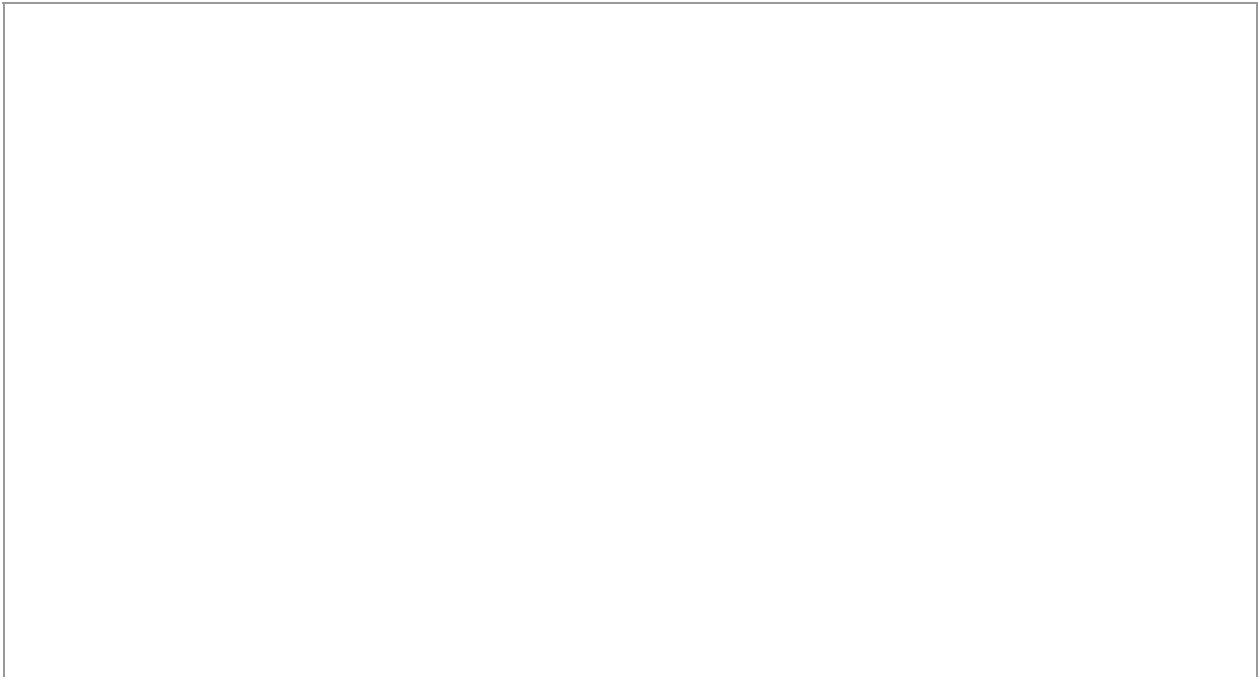
Thank you for taking the time to provide feedback. All survey responses will be reviewed by MACC's Central Planning Council.

Strategic Plan Survey for Dual Credit Teachers, Counselors, and Principals

1. What are MACC's strengths?

2. What should be improved about MACC?

3. What goals and/or activities should be a part of the future of MACC?

A large, empty rectangular box with a thin black border, intended for the user to write their response to the question above. The box is currently blank.

Superintendent Survey for Strategic Planning

As superintendents in our service region, you play a valuable role in determining the future of Moberly Area Community College. Thank you for responding to the questions below.

1. What are MACC's strengths?

2. What should be improved at MACC?

3. What goals and/or activities should be part of the future of MACC?

4. Which MACC and/or higher education topics would you like to be kept informed about?