

20-21 Annual Report

Mohave Community College

Respectfully Submitted

STACY KLIPPENSTEIN

President’s Report (5.020)	5
President’s Executive Summary	7
Realign: Year Zero.....	7
Reinvest: Adapting & Momentum in the New Normal.....	7
Reimagine: Service to Student & Community	8
Student and Community Engagement	9
Bullhead City Campus	9
Strategic Planning Alignment	9
Student Life.....	9
Community Engagement, Outreach, and Events.....	10
Foundation Chapter.....	11
Crisis Management and Safety	11
Covid-19 Response	11
Student and Community Engagement	12
Lake Havasu Campus	12
Student Engagement	12
Community Engagement.....	13
Student and Community Engagement	14
Neal Campus Kingman.....	14
Community Engagement.....	14
Student Engagement	15
Student and Community Engagement	16
North Mohave Campus	16
Student Life.....	16
Community Engagement.....	16
Instruction	18
Office of Career & Technical Education (CTE)	18
American Welding Society Accredited Testing Facility.....	18
Carl W. Perkins Postsecondary Grant.....	19
Career and Technical Education Programs.....	20
Welding	20
Culinary.....	20
Automotive Collision	20

Automotive Service	20
Heating, Ventilation, Air Conditioning and Refrigeration.....	21
Electrical Technology	21
Health Professions	22
Dental Programs	22
Emergency Medical Services.....	22
Fire Science Program.....	22
Medical Assisting, Phlebotomy, and Medical Coding & Billing	22
Nursing Programs.....	22
Physical Therapist Assistant Program	23
Radiologic Technology Program.....	23
Surgical Technology Program.....	23
General Education and Transfer.....	24
Library Services.....	24
Small Business Development Center	26
Office of Accreditation, Accommodation Services, and Title IX of the Center for Teaching and Learning.....	27
Accreditation	27
Accommodation Services.....	27
Title IX/VAWA	28
Enrollment Management & Student Services.....	29
Recruitment.....	29
Marketing and Public Information.....	30
Admissions and Enrollment.....	30
Veteran Services	30
Student Success	31
Assessment & Testing	31
Academic Advising	31
Student Success Centers.....	31
Financial Aid.....	32
Registrar	33
Employee Services	34
Employee Engagement Survey	34

Job Descriptions	34
Human Capital Management System (HCMS)	34
COVID Response – Employee Wellbeing and Recruiting Responses.....	35
Employee Engagement Committee	35
Telecommuting Policy.....	35
Applicant Recruiting	35
Facilities Management.....	36
Neal Campus Kingman Campus.....	36
Infrastructure	36
Renovations	36
Safety.....	36
Facilities Management.....	37
Bullhead City Campus	37
Infrastructure	37
Renovations	37
Exterior Maintenance	37
New Construction.....	37
Safety.....	37
Facilities Management.....	38
Lake Havasu Campus	38
Infrastructure	38
Safety.....	38
Exterior Maintenance	38
Facilities Management.....	39
North Mohave Campus	39
Infrastructure	39
Safety.....	39
Financial Services.....	40
Accounts Payable	40
Accounting and Finance	41
Bursar.....	41
Procurement.....	41
Budgeting	41

Information Technology 42
College Advancement & Foundation..... 44

President's Report (5.020)

The following is a report of enrollment. The enrollment data has not been audited and does not represent additions or deletions occurring **June 1, 2020 and June 30, 2021**. The final report will be sent to individual board members by U.S. mail when the enrollment data is finalized.

	2020-2021	2019-2020	2018-2019
1. FTSE:	2,037	2,371	2,228
2. Unduplicated Headcount:	4,356	5,682	5,539
3. Faculty:			
Full Time:	81	82	75
Associate/Facilitators:	200	165	207
4. Students not in the district:	482	423	402
<i>Unduplicated by Campus: when campuses are added together numbers may become duplicated. Because a student may attend courses across multiple campuses throughout the year, as well as, faculty can teach across multiple campuses throughout the year.</i>			
1. FTSE by Campus:			
NCK	340.00	445.00	399.72
LHC	279.00	412.00	375.50
BHC	424.00	566.00	525.55
NMC	60.00	67.00	87.42
DE	934.00	881.00	839.87
2. Headcount:			
NCK	1147	1340	1338
LHC	1010	1283	1157
BHC	1239	1539	1461
NMC	240	235	240
DE	2799	2943	2739

3. Faculty: Full Time:			
NCK	27	24	25
LHC	38	25	23
BHC	37	33	37
NMC	18	12	13
DE	52	43	38
3. Faculty: Associate:			
NCK	42	45	65
LHC	30	36	64
BHC	44	39	70
NMC	6	10	12
DE	111	90	94
4.Students not in the district:			
NCK	60	13	17
LHC	87	92	68
BHC	100	97	84
NMC	138	100	98
DE	357	335	266

President's Executive Summary

As the academic and fiscal years comes to an end, the College presents this 2020-2021 Annual Report to the Board of Governors the Mohave Community College. In accordance with policy and statute, enrollment and employment numbers regarding students and faculty are provided, along with additional operational reports from all college areas. For 50 years, MCC has served Mohave County and Western Arizona with a strong commitment to student access and success, community enrichment, and creating a skilled workforce. We continued to rely on the incredible fortitude and perseverance of the faculty, staff, and students of MCC in 2020-2021. The year was focused on adapting "post COVID", realigning our operations, reinvesting in priorities and initiatives and reimagining our service to students and the communities we serve. MCC is lucky to be filled with committed faculty and staff who embraced these ideals and whose adaptability and flexibility helped us "meet student where they are" and continue to improve lives and improve communities. MCC's focus for year 2020-2021 was to realign, reinvest and reimagine.

Realign: Year Zero

Strategic Plan Alignment Committee Co-Chair Shawn Bristle reported that the MCC strategic plan implementation efforts demonstrated the essential value of the Year Zero concept in 2020-2021. The organizational reorientation implicit in the 2020-2026 MCC Strategic Plan required significant disruption of traditional thinking and processes. A new committee structure was designed and over the course of the year, the structure evolved to share a common approach to action planning and goal development. Strategic planning committees and subordinate workgroups have achieved an important step--creation of the first comprehensive iteration of detailed action plans for the remainder of the plan's life. The internal document is a matrix serving as an internal reference by capturing a snapshot of every strategy, objective, action initiative with goals and measures, required resources, and key personnel for the next five years. The document also identifies strategic activities with overlapping goals and maps activity to HLC criterion. A focus on data-based decision making, as seen through developing dashboards and events like Data Day, is being deliberately assimilated throughout the organization.

Reinvest: Adapting & Momentum in the New Normal

MCC values its great people and the programs & services they provide to students, employers and our communities. The College took the opportunity in 2020-2021 to conduct an employee engagement survey, which provided valuable feedback to prioritize personnel and support initiatives going forward. A new Dean of Workforce Development and Regional Partnerships was hired to focus on regional and statewide workforce initiatives, supervising career and technical education, managing large grants, and organizing community education enhancing MCC's overall workforce training to better serve Mohave County.

Data from the survey also reinforced the need to improve College computing systems with solicitations for new Enterprise Resource System (ERP), Learning Management System (LMS), Human Resource/Payroll System (HRIS), Capital Planning and Work Order Management Systems (CPPS/CMMS) and Security Information and Event Management System (SIEM). These systems provide the framework to uphold MCC's values of accountability, integrity, responsiveness and quality.

Reimagine: Service to Student & Community

MCC's Information Technology team reimagined the modern classroom and researched, evaluated, tested and will soon deploy technologies that will allow more classes to connect to students who cannot or do not come to campus. As many as **fifteen new plural classrooms** will offer cutting edge video teleconference systems tied into touch screen computer workstations to provide a robust, flexible teaching environment. With the challenge of COVID, student life needed to be reimagined. Student Activities Council engaged students by finding new ways to use remote video conferencing and streaming technologies to interact, resulting in **record participation** from students and community members. Some events were so successful, we might continue to offer them via these modalities. The online version of New Student Orientation (NSO) was greatly enhanced with dynamic visuals and quality design. An on-ground version of NSO will also be offered in 2021-2022 and is a cross-departmental effort with Campus Deans and Instruction taking part in welcoming and orienting new students to MCC and the college experience. So far, close to **350 students have completed online orientation**, with an additional 112 signed up for on-ground orientation.

Student and Community Engagement

Bullhead City Campus

The Bullhead City Campus is thriving with opportunities for student involvement and community engagement occurring throughout the year. The Student Activities Council remained active in spite of their remote environment. The foundation chapter is reinventing itself, and crisis management training continues. The COVID-19 pandemic has drastically affected the Bullhead City Campus, but staff remains productive, purposeful, and positive.

Strategic Planning Alignment

The Bullhead City Campus dean of student and community engagement (DSCE) has been working on some major projects with the other DSCE's and with some of the strategic plan work groups. Foremost among these is an analysis of MCC's culture of inclusion. The strategy 3, objective 5 work group met throughout the year to consider action items. The DSCE has met with the college president to identify members of a task force that will be instrumental in strategically developing diversity initiatives that are appropriate and helpful to Mohave Community College.

A second project related to the strategic plan is to develop a college-wide case management system. Case management systems allow all departments across the college to communicate about student needs. The strategy 3, objective 5 work group, in coordination with the guided pathways task force, has created a five-year plan including action items to be accomplished.

A third strategic plan initiative is to redesign support services and resources to address factors of highest insecurities. The strategy 3, objective 5 work group has created an annual process to identify and respond to areas of greatest student need.

Fourth, the DSCE is collaborating with local community members to develop tactics that help us meet MCC's Big Intrepid Goal as well as the Arizona Achieve 60 initiative. This group, the Bullhead City HUB of the Northwest Attainment Committee, has chosen to focus on increasing enrollment and completion of 25 – 64-year-olds.

Student Life

For the second year in a row, the sitting Student Activities Council (SAC) president resigned mid- semester due to health issues. This year the vice president was Misty Knight. Misty expressed concern that she would not be able to fulfill the president's role. Nevertheless, she immediately went to work collaborating with other SAC members. Not only did they face the challenge of changing leadership mid-year, but they did it during a pandemic. All activities had to be conducted remotely. The SAC met the challenge with enthusiasm and creativity.

Their goal was to give the students the most enjoyable time as possible. As a result, student life has been very active this year.

Each of the student activities included a component celebrating the college's 50th anniversary. That theme turned up in trivia competitions, pumpkin decorations, photography, and open mic events. The club activities were all remote so they were open to students from across the college. Each event attracted students, staff, and even community members from around the county. There were multiple open mic nights, trivia events, and photography contests, poetry readings, book readings, and a full spirit week. College Daze included an e-sports contest. One of the favorite activities was a joint event with the BHC culinary club and the NCK psyched out club. They put on a Meat and Greet activity where Chef Alana showed how to create a beautiful charcuterie board. The art club put on another exciting event. They held a flash film festival that was hosted by Hollywood actor/producer Seamus Dever, a Bullhead City native. Each of the entries were between 30 seconds and 150 seconds long. The entries were all fascinating.

There is a new club at the Bullhead City Campus. Raquel Uriostegue, the SAC president elect, has joined with other students and advisor Jason Gee to form a women's soccer club. They will start recruiting new members in July.

Community Engagement, Outreach, and Events

The Bullhead City Campus continues its tradition of strong community engagement through partnerships, outreach, and events. In partnership with the city, the campus continues to house a laboratory space for the city pest abatement manager. The BHHS Legacy Foundation retains its suite in Building 1100 and maintains an extraordinarily high level of support for the college, college programs, and students. This year BHHS Legacy donated tens of thousands of dollars for scholarships for health profession students. In turn, the dental hygiene club and the Skeleton Crew volunteered for the Legacy Foundation's Backpack Buddies event.

The Bullhead City Campus also connects with the community by hosting public events. Pumpkinfest, Day of the Dead, and MCC Shines are highly anticipated annual events that were held remotely this year. The Pumpkinfest/Day of the Dead activities included an art show, a pumpkin decorating contest, student and faculty presentations, and a fun virtual book-reading event called, "Something Wicked This Way Zooms." And MCC Shines saw Santa reading to children over zoom.

Students and staff connect with the community in significant ways. In addition to Backpack Buddies, the dental hygiene department holds regular public dental hygiene clinics at a significant discount for community members. They also host a Give Kids a Smile event where the students clean children's teeth at no cost. The Student Activities Council (SAC) build bat boxes which were hung around the campus to help reduce the caddisfly population. SAC also groomed the nature trail behind campus. This trail has always been a favorite of community members, but during the pandemic, many more people enjoyed it as a way to safely get some fresh air.

The culinary club started a new tradition this year that benefits them and our community. The club created several delicious Thanksgiving and Easter meals. The only cost to the club was the food, so they were able to make the meals affordable (\$10 for a single meal), and they still raised funds for the club. There were many seniors who enjoyed these holiday meals.

Foundation Chapter

This year the Bullhead City Campus foundation did not do any live events due to the pandemic. However, the group has been reinvigorated in anticipation of getting back to face-to-face activities. Chief Bristle has agreed to start a community choir. The Voices of the River choir was a major fundraiser for the chapter in years past. It developed a fan base that still exists in the area. We will tap into that group for the concerts.

Additionally, the chapter has a new president who is enthusiastic about fundraising events and bringing more people on to the board. Between anticipation of the Voices of the River concert and next year's Con Com fundraiser, the Bullhead chapter is revitalized.

Crisis Management and Safety

Crisis management training continued even while the campus was closed. At one of the early meetings, faculty and staff were asked to consider what crisis situations they may come across while they were working remotely. They suggested that they might witness an emergency situation during a zoom session. The IT team, the faculty and staff councils, and the associate deans got together to determine a how best to respond to this unlikely situation. The IT team added student addresses to faculty screens, and the associate deans of instruction trained faculty on how to access those addresses. Toward the end of the semester, one of the BHC faculty members witnessed a student having a seizure while in a zoom class. This faculty member followed our protocol, he quickly accessed the student address information, and he called 911. The student got the help she needed.

Covid-19 Response

The Covid-19 pandemic has affected the Bullhead City Campus as it has the rest of Mohave Community College. The Bullhead City Campus has responded to the needs of our students, staff, and community. The biology department faculty extended their loads to safely meet student demand, developing and distributing lab kits to be used at home. Many other departments responded to student need in similar ways.

Even though the campus was closed for most of the year, the campus has met COVID-based community needs. The campus partnered with the local Kiwanis club to host a much-needed blood drive every six months. The college also continues to host Embry Women's Health as they conduct COVID-19 testing and administer COVID vaccines.

Student and Community Engagement

Lake Havasu Campus

Despite the pandemic, students, staff, and faculty continued to stay engaged and keep the local community involved in extra-curricular activities, participating in many community events either virtually or at a safe distance.

Student Engagement

The Fall 2020 semester started off with a week-long of online virtual events for the MCC community and continued throughout the semester with games, guest lectures, Student Activities Council (SAC) meetings, and even a concert. Staff, faculty, and students created a variety of events to keep the community engaged and involved.

In September, the College celebrated Hispanic Heritage Month with a number of virtual events. Loteria was hosted by various staff members during lunch hours. Dr. Michelle Tellez, a professor of Mexican-American Studies at the University of Arizona conducted two lectures via Zoom, Karla Bennet hosted a cooking demonstration on plant-based foods, and a Mariachi Rock fusion concert was held. All events were held virtually and viewed in the comforts of people's home.

In October, virtual Día de los Muertos festivities took place with an Art Show, Open Mic Night, and a lecture by renowned Day of the Dead curator, Consuelo Flores. Students, staff, and faculty also brought awareness to end domestic violence by wearing purple on October 22.

MCC celebrated Veteran's Day in November by hosting Senior Chief Ty Smith, a highly decorated retired Navy Seal. He shared his story and his love for serving his country and his passion for bringing awareness to the struggles of those who serve.

For Spring 2021, SAC hosted the Virtual AZ Humanities Spring Speaker Series. Arizona Humanities is a non-profit organization that inspires individuals to enjoy and share a life of learning. As part of MCC's diversity and inclusion efforts, it offered some of the following virtual events in the Spring of 2021: "Coded Messages and Songs of the Underground Railroad", "Hyenas in Petticoats – How Women Struggled Against Every Dirty Trick in the Books to Win the Vote!", "Pershing's Chinese: Asylum Seekers and Chinese Exclusion" Also in the Spring, MCC celebrated International Women's Day Celebration with "A Global Perspective on Indigenous Women's Rights" virtual presentation.

Shortly after Phase 3 of the return to campus plan was implemented in May, the Deans of Student and Community Engagement held the first annual Student Activities Council (SAC) Training and Leadership Retreat. Championed by Dean Maria Ayon, the purpose of the retreat was for newly elected and outgoing officers of the SAC and student clubs, as well as aspiring student leaders, to engage in a two-day training and overview of roles, responsibilities, duties, officer positions, conduct, privileges, and benefits of the SAC. All attendees participated in individual and team building activities along with presentations and workshops.

Community Engagement

The College continued to engage with its constituents by holding its semi-annual Community Advisory Council. Two virtual meetings were held, one during the Fall semester and one in Spring. Various community partners and entities participated including Lake Havasu City Mayor's office, LHSD, ASU/Lake Havasu, Economic Development, and other industries.

The Lake Havasu Dean of Student and Community Engagement personally participates in the following activities, organizations and initiatives: 50TH Anniversary of London Bridge Celebration with city of Lake Havasu, Community Advisory Group with ASU/Lake Havasu, Northwest Attainment and AZ60 Regional meetings, Coffee with the Mayor, Arizona Townhall "Creating Vibrant Communities"

Student and Community Engagement

Neal Campus Kingman

Community Engagement

The Mohave Community College Foundation Kingman Chapter, Anderson Toyota and the Neal Campus Kingman invited the public to a free Drive-In Movie event to celebrate MCC's 50th Anniversary. The college was founded in 1971, and the MCC foundation will be showing the 1971 release of Willy Wonka and The Chocolate Factory. Five "golden ticket" prizes were distributed to lucky attendees.

Neal Kingman campus hosted a virtual MCC Shines event where children could email their letters to Santa to help build up the Christmas magic. During the event, Fred the Elf needed Christmas magic to get back to the North Pole and it was up to the children of Kingman to get him back to where he belonged. Prior to sending the letters to Santa, children watched video with further instructions and a story read by Mrs. Claus.

During the 2020 election, NCK hosted a virtual presentation discussing The Mechanics of Voting with Mohave County Recorder Kristi Blair. Blair discussed how to register to vote, different ways to vote, what to expect on voting day, how votes are counted and more.

Dean Gilbert and Dean Cawley hosted a discussion session about James Baldwin for Black History Month

Kingman Community Advisory Council - 2 virtual meetings held and various community partners and entities participated including the City of Kingman's Mayor's office, WAVE-JTED, KUSD, Mohave County Economic Development, Kingman Chamber of Commerce, Kingman Police Department and other community partners. The conversation included how the college could play an important role in shaping young students' perceptions and expectations about post-secondary education. Participants comments fully align with MCC's Strategy 2 "K-12 Pipeline" action initiative. Participants also expressed appreciation for the strategic directions taken recently by the college and the approaches to community engagement including AZ at Work saw full alignment between their strategic goal and the goals of the college and the importance of further developing partnerships was a recurrent point of emphasis.

Student Engagement

Mohave Community College's MC4 Computer Club hosted, in collaboration with the City of Kingman, its Technology Recycling Drive on April 24 at the City of Kingman Public Works Yard, 3700 E. Andy Devine Ave. Residents were encouraged to discard their old or broken computers and technology devices.

Alpha Chi Omega, Neal Kingman Campus's chapter of the Phi Theta Kappa Honor Society hosted its induction ceremony. 23 new PTK members were inducted.

NCK SAC Vice President Ashlynn Clark and Secretary Michelle Drwal soldiered on. Michelle was also selected as All Arizona Academic Team Member.

Student and Community Engagement

North Mohave Campus

The North Mohave Campus experienced a crazy, yet exciting year. The biggest challenge was the COVID pandemic that spanned much of the year and resulted in a quarantined remote experience for everyone. During the hibernation NMC was able to undergo a process of realigning, reinvesting, and reimagining yielding a productive year 0 of the strategic plan.

Student Life

With the challenge of COVID, student life needed to be reimagined. Student Activities Council engaged students by finding new ways to use zoom to interact. Interesting enough the events resulting in record participation from students and community members. Some of the year's events were:

Welcome back week morphed into a college wide event where professional entertainers engaged students in activities like magic mind reading, origami, visual world tour, and innovative online instruction.

Students and community members participated in a pumpkin carving event where photos were emailed for later viewing / judging.

MCC shines was hosted over zoom where students, staff, and faculty counted down for a live lighting of the campus, and after was a short campus tour showing off the lighting.

Dean Gilbert and Dean Cawley hosted a discussion session about James Baldwin for Black History Month

Multiple events focused on the "No More Week" to bring awareness to domestic abuse.

MCC hosted a 9th grade career day where young students could explore possible career paths and plan their long-term educational journey.

This year's awards assembly was conducted over zoom for the entire college. The presentation was scintillating and highlighted the accomplishments of our top students. Sharing the experience across campuses brought a feeling of excitement and connectedness. This year PTK experienced tremendous growth with new Advisor Scott Sweet and Karen Harris. NMC's chapter was awarded the highest recognition for large percentage of students that joined.

Community Engagement

39+ local companies gathered for a large Business Expo where businesses, high school students, community members, county officials both Utah and Arizona, and MCC could interact and develop connections. The Career Fair was very well attended and brought excitement to the growth in the community.

In December NMC hosted a community advisory luncheon with the aim to serve local constituents. Many local business leaders, city officials, educational leaders, and the movers & shakers participated in the event. A discussion ensued on how MCC can better serve the community.

NMC continues to strengthen community partners. We have developed connections with educational institutions such as Masada Charter School, El Capitan High School, Centennial Park Academy, and Water Canyon High School.

NMC Foundation was in hibernation as well due to the pandemic. Fundraising activities were stalled and will be continued next year.

Instruction

Office of Career & Technical Education (CTE)

This year, the Office of Career and Technical Education was able to bring on board an administrative assistant and some specific benefits were realized:

Utilizing Sharepoint software, developed a repository for a wide assortment of information for the CTE programs so that information would be located in one centralized location, including course assessment data, budget information, promotional/recruitment information, monthly meeting notes, advisory session agendas, and proceedings, inventory lists, and much more. Because all college employees have access to the Sharepoint software, we can provide information to other departments, such as advising and the call center, to provide quick access to the needed information to serve students. The capability of Sharepoint will continue to be developed into 2021-22.

Added several regularly scheduled communicative opportunities, including monthly meetings with each department, the advisory committee meetings, the all-CTE team meetings, and the Friday Memo, which allows all who receive it both past and upcoming events and deadlines that they need to know. It places all initiative information into one easy-to-find location, is e-mailed to the team, and is archived to have access to historical activities and events.

While having an advisory committee has always been the goal of every CTE program, not all programs had been able to realize that goal due to a variety of factors. This year, however, every CTE program established or maintained an advisory committee. These meetings have occurred, and tentative dates for upcoming meetings have all been scheduled.

American Welding Society Accredited Testing Facility

Another essential addition to the Office of CTE was the Director of Weld Testing for the American Welding Society (AWS) Accredited Testing Facility (ATF). The Director accomplished a couple of essential activities that will serve the ATF in the future:

- Revision of the Quality Assurance Manual
- Creation of a guide for the visual inspection of welds that students, instructors, and the public can use to make a preliminary assessment of a weld based on standard welding criteria.
- Secured two contracts: Western Caseworks in Henderson, NV for weld testing. (\$5,328) and Mohave County One-Stop in Kingman, AZ for weld training and testing. (\$24,325)

Carl W. Perkins Postsecondary Grant

Nine CTE programs benefitted from MCC's involvement with the annual Carl W. Perkins Postsecondary Grant (Perkins). Because Perkins focuses on promoting nontraditional students into the program, a portion of the grant also helps in outreach and provides the Marketing Department some funding.

DEPT	Description	QTY	Total
ASE	Suspension/Steering System	1	\$15,766.95
DEN	ADEA Institutional Membership	1	\$851.00
DEN	Compressor/DryVac Installation Materials	1	\$600.00
DEN	Intraoral Scanner	1	\$18,290.92
DEN	Airstar 70 Compressor	1	
DEN	Mojave 2V7 Dry Vac	1	\$30,912.09
ELC	iPad for student engagement	12	\$5,030.91
ELC	iPad cases needed for iPad purchase	12	\$1,325.52
EMS	REALITi 360 Plus software	5	\$44,975.00
EMS	Autoclaves	4	\$12,600.00
MPIO	Outreach and Awareness Nontraditional	1	\$50,000.00
NUR	Pediatric Stretcher Crib (NMC, LHC, NCK)	3	\$4,350.00
NUR	Sim Junior (NMC)		-
NUR	Stryker Secure II Hospital Beds	3	\$5,250.00
SGT	Electrical Surgical Table w/accessories	1	\$8,999.46
VISCOM	iMacs for student use	20	\$26,451.20
WLD	OXY Lance	1	\$1,000.00
WLD	Robotic Welder Trainer	1	\$29,040.00
WLD	Fischer Bend Tester	1	\$6,010.80
ELC	Power Converter	1	\$18,800.00
HVAC	Heat Pump trainer	1	\$19,969.73
			\$300,223.58

In 2020-21, as a part of Perkins compliance, all Perkins eligible programs implemented Digital Information Sessions that the public could attend to gain information about the respective programs. Session attendees have included potential students and/or their parents, and community members. The results have been very positive and have resulted in one or more registrations occurring within 24 hours of a session. The plan for 2021-22 is to more proactively schedule these sessions so that MPIO can promote them more effectively.

Career and Technical Education Programs

Despite the effects of having only limited face-to-face involvement, all CTE programs continued to have labs, with minimal interruptions related to virus-derived quarantines. Completions for some 2019-20 students who had had virus-derived delays occurred during the fall. Additional completions for 2019-20 students will be realized following the 2020-21 summer term, as there was simply no way to accommodate the students. Completions for 2020-21 are as follows:

- Fall 2020-21: 65 students earned 83 certificates.
- Spring 2020-21: Projecting 62 students will receive 108 certificates.

Because all CTE programs are 12-month programs, except for Culinary, which begins a 12-month program in 2021-22, the Summer term will also generate many certificates. Still, data was not available at the time of this report to project the number of students and their completions.

Welding

It is great to see progress on the new location for the Welding Program in Bullhead City. This new structure will allow the program to have double the number of booths and further diversify the program. Future reports from CTE will provide greater detail on this project as it develops. Plans are for the program to roll out the program in the new location in Fall 2021-22.

Culinary

The Culinary Program has spent the past year solidifying its plans to become a 12-month program. With the curriculum process complete, the program was submitted to HLC for approval. Once approved, paperwork will move to the Department of Education for a Fall 2021-22 start plan. The Culinary Club also completed two new community fundraisers this year—Thanksgiving Dinner and Easter Dinner. Both were positively received and had excellent community participation.

Automotive Collision

The Automotive Collision program continued its winning ways this year with continued success with its students. One of the students' projects for their paint class is to design, prepare, paint, and finish a skateboard. Students take this project home with them upon completion. Another variation completed in some years is painting a mailbox. Both projects provide students with practice in the preparation and artistic methods related to painting on curves and around corners.

Automotive Service

This year, the Automotive Service program received a 2008 Chevy HHR donation from Findlay Chevrolet. This gift further strengthened the program by providing additional opportunities for students during lab sessions as they adapted to work on different vehicle makes and models. Thanks to the Perkins Grant, another addition will soon arrive.

This trainer isolates the suspension/steering systems in a vehicle. It will allow students to see how parts operate in concert with one another and visualize the whole system, and aid in building students' capacities to diagnose problems within the system. (The image at right is a sample of what the trainer will look like when ordered.)

Heating, Ventilation, Air Conditioning and Refrigeration

The HVAC program continues to provide the industry with technicians throughout the region. Students come from Kingman to Bullhead City or Lake Havasu to be trained and enter the field upon completion - sometimes before. The Bullhead program was at covid-restricted capacity all year. The team did a great job ensuring that the students didn't miss out on any lab opportunities. The program hopes to obtain some additional equipment for both Bullhead City and Lake Havasu programs moving forward. This trainer allows students to see pressure and temperature changes in real-time on a true-to-life heat-pump system that accurately depicts what technicians would see in the field. Trainers will be funded via the Perkins Grant, with plans to provide one for each campus.

Electrical Technology

The electrical faculty continued to strengthen the program while developing and learning to utilize all the different training aids and equipment. The program will complete the second cohort this summer, and early enrollment is promising for the Fall 2021 semester.

Dental Programs

Program faculty and staff excelled in the management of on-site clinical education in a worldwide environment where many dental teaching facilities and dental offices have not fully reopened. The program implemented Covid-related protocols associated with personal protective equipment, infection control measures, and clinical policies that kept students, patients, and staff safe. Even though several patients, students, and faculty developed the symptomatic disease, effective quarantine measures and the implemented covid-related protocols resulted in no disease spread. Amid full-time and partial weekend clinic/lab, new clinic equipment was bid, purchased, and installed. The new dental units, x-ray equipment, and sterilizers are in full use.

Emergency Medical Services

Richfield, Utah – Gained approval for new satellite campus offering from Utah Bureau of EMS, Committee on Accreditation of EMS Programs (CoAEMSP), and Higher Learning Commission (HLC). The program launched the first class at the beginning of the pandemic, and 15 students completed on May 7th. All students passed their NREMT psychomotor exam, 12 attempted the NREMT written exam, and all 12 have passed on the first attempt.

MCC campuses – we survived offering EMS education amidst the pandemic. While enrollments aren't at their usual highs, students completed their programs of study and the NREMT written and psychomotor exams.

Fire Science Program

FSC battled through Covid pretty well. The program started with 16 cadets in the fire academy and graduated 16. The fire science student numbers as a whole were about the same as in past semesters. As summer approaches, staff will be requesting an IGA with the AZCFSE to get small credit amounts for fire service-related training and promotion courses required by local departments. The department will also be outfitting the new mobile fire trailer with the necessary equipment for fire academies.

Medical Assisting, Phlebotomy, and Medical Coding & Billing

MCC campuses – student enrollments are increasing, and completions are on track. The program discovered ways to offer classes remotely, expand remote offerings, and consider more 5- and 8-week course sections.

Nursing Programs

During the past year, the nursing staff and faculty demonstrated high adaptability, innovation, and resilience. After determining that students would be unable to gain traditional clinical experiences, the nursing team quickly collaborated with NurseThink to secure the Swift River Medical Center virtual clinical product. The agreement and purchase happened efficiently; subsequently, the team learned the product and aligned the offerings to the course and program outcomes.

The alignment provided the ability for nursing leadership to have evidence that students were getting quality clinical experiences despite the restrictions of the clinical partner sites.

The nursing leadership conducted weekly Zoom sessions with students for the first two months of the covid crisis. These sessions were an opportunity to discuss concerns and fears the students had and to keep communication flowing. These immediate months were full of uncertainty and fear; these sessions helped the students, but they also allowed the nursing team to stay connected.

Physical Therapist Assistant Program

The PTA program received 16 applications in the spring/summer of 2019. Fourteen of the applicants accepted seats for the fall of 2020-21. Seven of the original 14 students remain. One student withdrew for medical reasons. Three students withdrew for personal family reasons; one student changed her mind and pursued a different direction. Two students did not pass one or more classes in the first semester and may return in the fall of 2021-22. Second-year students: Ten students completed the spring semester and graduated in May 2020, and are in line to sit for the national practicing physical therapist assistant exam in July 2021. Three of the ten students received full-time positions.

Program Outcomes

Class	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Board pass rates	70%	90%	100%	100%	92.3%	100%	100%	100%	100%	100%
Employment rate	100%	95%	100%	100%	100%	100%	100%	100%	100%	100%

The employment outlook for the PTA continues to grow with a projected 29% growth increase. MCC's program graduates continue to receive job opportunities with a 100% employment rate. The average median pay is \$49,970 per year. The average hourly rate is \$24.02 per hour. Data collected from the Bureau of Labor Statistics <https://www.bls.gov/ooh/healthcare/physical-therapist-assistants-and-aides.htm>

Radiologic Technology Program

During the covid Pandemic, the RAD Program students were involved with as much hospital volunteering as was possible. December 2020 saw the installation of a newly purchased, Digital Radiography unit. Now the students have practice access to an increase of 25% in the types of exams they could perform while in the lab, resulting in better preparation before entering the clinical sites. This purchase was made possible through extra grant money offered by the state of Arizona. In March 2021, the program completed the JRCERT Accreditation Interim Report with the goal of continued accreditation through April 2025.

Surgical Technology Program

The program director started providing information sessions via ZOOM with excellent attendance and plans to continue to do so in this manner. 2021 Graduates passed their boards with a 100% pass rate! Five of six 2021 graduates are working in the operating room. Three of which have been working in the OR since March.

General Education and Transfer

The COVID-19 pandemic required continued remote instruction for fall and spring terms. Faculty became more proficient in delivering content and learning experiences virtually and students found synchronous learning to be enjoyable, leading to the addition of synchronous course sections for the coming academic year. Faculty teams from across the college shared presentations of their virtual teaching experiences with their colleagues in a professional development day via zoom, showcasing the collective ingenuity and innovative and creative teaching strategies used to engage their students and ultimately provide learning experiences leading to increased student success in their courses.

General education faculty and their students found ways to stay connected and produce opportunities to engage in cocurricular activities virtually such as poetry readings, open mike nights, art shows, film contests, and zoom discussions on mental health issues. Faculty also made videos to share information on a plethora of non-academic topics such as how to access mental health services that were much appreciated by students.

Associate deans worked with local high schools to ensure dual enrollment courses were available in modalities students needed, supported high school faculty in their move to synchronous and online instruction and collaborated with student services with recruiting efforts.

Groundwork has been laid for program expansion and collaborative work will continue with community partners to provide students with credentials that will lead to employment.

Library Services

MCC Libraries provided a solid online presence during the 2020-21 academic year. Teams continued to design and add new resources that enhanced students' literacy skills and engagement with existing digital resources. Personnel hosted library activities virtually and maintained close collaboration with other MCC departments.

During the 2020-21 academic year, access to the digital collection soared to 102,353 full-text views, nearly double the access of 2019-20. Staff produced a new video series called Library Minute Hints that provided short, focused explanations of different library services, research tools, including eBooks, Google Scholar, Credo Mind Map, and highlighted available resources. LibAnswers was purchased to adapt library services to covid-19 precautions quickly.

The service integrated with the existing content management system to provide interactive chat, text messaging, a means for students to submit questions, and a searchable bank of frequently asked questions (FAQs) through the library website. Library staff received positive feedback on this new service from students, faculty, staff, and the public. The team looks forward to continuing this service even when campuses fully reopen.

To facilitate students' understanding and use of the global information environment, staff doubled the virtual research workshop schedule. Topics included library resources and services, developing research topics, evaluating resources, and the legal use of information. We also held a virtual two-day forum entitled Finding Info Like a Pro that explored different aspects of library services and information literacy. The forum included suggested itineraries tailored to different demographics, including incoming students, dual enrollment, current students, students looking to transfer to a university, and the public. Held in January and June 2021, session topics included "Copyright and Plagiarism in the Real World," "Finding Quality Resources on the Web," and "Introduction to Research and Writing." Librarians also continued traditional classroom library instruction sessions virtually and presented a total of 36 sessions.

Recognizing the need for student engagement during the covid-19 campus closures, library staff started the Online Game Connection, a Discord server that allowed MCC students, faculty, and staff to play and discuss games online. Library staff used the Discord server to host virtual intramurals for Super Smash Brothers, chess, and Words with Friends, and celebrated International Games Week 2020 for the fifth year in a row with a week of virtual events. Other virtual events included workshops on civic engagement, the release of Ovis issues 7 and 8, and writer's lunches.

MCC Libraries will continue to innovate new ways of delivering instruction in information literacy and critical thinking skills to MCC students. The Library's mission is to empower students to use information effectively in all its formats and support staff and faculty's intellectual and professional needs.

Small Business Development Center

MCC's SBDC annually sets goals based on a calendar year (January – December). In 2020, during the height of the covid-19 pandemic, the SBDC exceeded all targeted goals. Please note: webinar metrics listed below are not based on set goals.

Item	Value	Comments
New Jobs	97	Goal exceeded by 14% in 2020
Jobs Retained	18	Goal exceeded by 13% in 2020
Sales Increase	\$3,662,428	Goal exceeded by 22% in 2020
New Capital	\$3,834,588	Goal exceeded by 7% in 2020
Long Term Clients	26	Goal exceeded by 24% in 2020
Business Starts	37	Goal exceeded by 9% in 2020
New Clients Counseled	178	Out of a total of 232 active clients in 2020
Webinars Facilitated	29	Down by 10% from 2019 due to increase in time spent counseling clients
Webinar Attendees	366	Up by 127% over 2019
Avg Attendance per Webinar	12	Up by 160% over 2019
Grand Openings and Ribbon Cuttings Attended	10	Throughout Mohave County, AZ

More than 167 hours spent counseling SBDC clients and more than \$250,000.00 secured on behalf of SBDC clients for covid-19 relief funding, including grants disbursed by the Governor's office through Local First Arizona and grants and loan programs through the SBA and Treasury.

In January 2021, MCC SBDC client Andrea McAdow, millennial owner/operator of Rosebird Farms, Kingman, AZ, selected as one of eight small Arizona businesses featured in [America's SBDC 2021 Virtual Annual Report](#), a national report shared with Congressional and state legislators and also covered by [The Bee](#) and several other news organizations. MCC SBDC helped McAdow create a business plan to use USDA funds to expand her farm, add subscription sales and accept EBT cards at her whole food store adjacent to her farm.

In February 2021, SBDC panel participation at [Northwestern Arizona Future Food Producers Summit](#) with 144 attendees.

In March 2021, SBDC-counseled student client won the [HAVASTARTUP](#) business plan competition honoring entrepreneurship in Lake Havasu City with a business plan presentation and awards ceremony.

Office of Accreditation, Accommodation Services, and Title IX of the Center for Teaching and Learning

Accreditation

Dental Hygiene was reviewed by the Commission on Dental Accreditation (CODA) on April 27-28, 2021. The visit was conducted virtually and resulted in the MCC dental team enhancing attention to patient outcomes. The program has no continued monitoring, but CODA reviewers will return within the next 18 months to complete an in-person visit since the site visit was conducted virtually.

A Higher Learning Commission (HLC) reviewer visited the College April 28-30, 2021. Dr. Don Bird was here to complete a Multi-Location Visit where a sampling of additional locations of the College. Dr. Bird visited Kingman High School, Mohave Accelerated Learning Center, and the Western Arizona Law Enforcement Training Center. MCC fulfilled all of the expectations and obligations of the visit which resulted in a positive report by the HLC.

Arizona Board of Nursing (AZBON) visited reviewing the Practical Nursing program. The visit went well and the Nursing department had the opportunity to share the vast array of changes that have occurred over the past three years. The department expects recertification with no monitoring after the Education Committee of the AZBON meets this summer.

The College continues preparation for the next re-affirmation of accreditation comprehensive review scheduled for April 17-18, 2023. The MCC Steering Committee meets regularly to ensure that all units of the college are aware of the Criteria for Accreditation and are engaged in the preparation of the Assurance Argument and collection of evidences and prepared for the visit.

As the College moves into Year Nine of the ten-year cycle, the Steering Committee and HLC Writing Teams will write the Assurance Argument and compile the Federal Compliance Report. Draft completion of both documents is expected May 13, 2022.

Accommodation Services

During the past year, the pandemic overshadowed and impacted all aspects of operations. Moving to a virtual environment and increased social isolation proved to be particularly challenging for many of our students with disabilities and is evident in our data regarding the number of credits attempted by our students and their success rates. Students with temporary conditions such as pregnancy or COVID-19 also received support throughout the year. Several students were able to continue their classes successfully after becoming extremely ill. Adapting quickly, our office reimagined how best to support our struggling students. In the past, we directed students to our Student Success Centers when additional support was necessary. However, many of our students with disabilities have complex and unique challenges that require a skilled understanding of their disability-related challenges and innovative ideas and approaches to increase their ability to succeed.

We instated open virtual office hours for student drop-ins, and in spring, we started providing scheduled check-in meetings. Proactively scheduling routine check-in meetings provides a successful approach for improving our student retention and outcomes, as noted by the 10% increase in our student success rate from fall to spring.

	Summer	Fall	Spring	20-21 Year Total	19-20 Year Total
Number of Students	25	80	73	178	142
UG Credits Attempted	126	608	658	1392	1972
UG Credits Earned	114	437	539	1090	1417
Student Success Rate	90%	72%	82%	78%	72%

MCC reinvested in its note-taking assistance technology moving from Sonocent’s Audio Notetaker to Glean. Glean is a web-based platform accessible from any mobile device and functional with online and Zoom classes. Note-taking assistance technology, rather than traditional peer-note-taking accommodations, promotes student independence and ensures student’s responsibility for their note-taking. In addition, Glean provides an enhanced dashboard of data allowing us to monitor student activity to increase student usage and improve outcomes.

MCC is experiencing an increase in accommodation requests for students with mental health diagnoses. To address the needs of our students, staff, and any faculty members who may find themselves with students in crisis or may be struggling with burnout, in April, we hosted a Free Virtual Mental Health Well-Being Listening Session. Of the attendees that responded to our exit poll, 100% would like to see MCC provide more presentations regarding mental well-being in the future.

Mohave County young adults with intellectual disabilities will soon have more support in enrolling into MCC thanks to a partnership with Northern Arizona University’s Institute for Human Development Supporting Inclusive Practices in Colleges Program (SIP-C). Office of Accreditation, Accommodation Services, and Title IS will share office space and collaborate with NAU’s Campus Coordinator to help local students with intellectual disabilities seeking post-secondary education. The program will provide personal coaching and develop a peer mentor program.

Title IX/VAWA

On August 14, 2020 new Title IX regulations by the U.S. Department of Education became effective. The new regulations required significant changes to MCC Policies and Procedures, as well as restructuring and retraining the Title IX Response Team. For the 2020-21 academic year, Mohave Community College provided interactive student training for sexual misconduct prevention and awareness virtually. The training provided students with opportunities to engage and check for understanding as they proceed through the training. Due to limited in-person, campus-based interactions, there were very few Title IX investigations this year.

Enrollment Management & Student Services

The Enrollment Management and Student Services division of Mohave Community College delivers programs and services designed to support students' success from recruitment to completion and the transition to transfer and/or career. Reporting units within the division include Recruitment, Marketing and Public Information, Enrollment Management (includes Admissions and Enrollment, Financial Aid, Registrar and Veterans Services), and Student Success and Retention (consists of Academic Advising, Assessment and Testing, and Student Success Centers).

The department takes great pride in serving and supporting students in accomplishing their higher education goals, with this year providing exceptionally unique challenges and opportunities related to the covid-19 pandemic. The circumstances, paired with the College's Circle of Care philosophy, allowed Student Services boldness in actions, meeting students where they were to provide support and guidance accordingly for persistence and completion in incredibly difficult times.

Initiatives embraced recruitment, retention, and completion that enhanced outreach that prioritized connection, understanding, and flexibility. In addition, compliance was maintained, and funding was enhanced from numerous sources to provide increased support. Clean audits were received by Financial Aid, Veterans Services, and the Registrar during 2020-21, demonstrating a commitment to meeting that both federal and state compliance items.

Recruitment

Student Services kicked off a Recruit Back program – establishing an outreach plan with a financial incentive for those who earned some credit with MCC within the past two years, but stopped out and have yet to return. The approach was cross-departmental, involving Instruction and Campus Deans in the outreach. Students that had stopped out but were only a few credits shy of completing their degree or certificate were identified and encouraged by advisors to return and complete. So far, 14 individuals have returned as part of this initiative.

Student Services continued to advance the College's Strategic Plan to lay the groundwork for more students to enter and complete, with the development of Guided Pathways being a key in actions and discussions. While the pandemic caused enrollment challenges (down 20+ percent in both head and credit count), progress occurred. Success was found by developing and enhancing initiatives and practices that prioritize meeting the student where they are at - providing the necessary support even in the most difficult times.

Student Services refreshed its toolkit and approach when it came to attracting and engaging with new students. The majority of information sessions and application days moved online, small groups of face-to-face gatherings were arranged (3-5 students when determined safe), and scholarship structures were revised for additional utilization. Throughout the year, Student Services held and/or participated in 30+ virtual and in-person (when appropriate) recruitment and information events. In addition, staff presented information sessions in Spanish.

Marketing and Public Information

More than 120 news releases were generated in addition to 160+ printed/posted stories as a result of story tips and information to the media, further attracting students and keeping the community informed. Mohave Minutes, the college's monthly newscast that promotes student, staff, and faculty efforts and successes, received wide distribution via several platforms, including social media and cable television. In addition, 22 recruitment and commercial videos were created and distributed for recruitment and information purposes.

The college's website, www.mohave.edu, received 1.25M views in 2020-21, with viewers spending an average of 3:22 minutes on the pages they viewed. The percentage of new visitors to the website and social media fans and followers also slightly increased from the previous year. Viewership on YouTube significantly increased from last year (1.82M from 1.24M) – with a view rate of 45%, which is far above the average 15% view rate among most video providers on YouTube.

Additionally, MPIO worked closely with the statewide college groups to share the community college story with state lawmakers and stakeholders. This included work on a marketing toolkit that included a video and website assets to share the Reskilling and Recovery Plan.

Admissions and Enrollment

New logic was introduced to the admission application so that students were only shown questions relevant to them. Additional questions were added and/or enhanced to capture better the necessary information needed to support prospective and/or enrolled students. For example, the question, "Why did you choose MCC?" will inform the work of Strategy Group 1 - Enrollment for All. Furthermore, the application process was updated to capture inquiries, even when an applicant does not submit a fully completed application. This supports the development of a new admission funnel that identifies students that do not complete an admissions application and allows Student Services to better target outreach to support/convert them to admitted and enrolled students.

The Western Arizona Vocational Education Joint Technical District (WAVE/JTED) process was streamlined for self-registration, allowing students to register in courses more than a month earlier. The new approach aligns with typical registration at MCC, providing a more comprehensive college experience and preparation for future enrollment. More than 240 high school students participated in WAVE/JTED programming this year – allowing them to get a jump start on their college education.

Veteran Services

For Veterans, the semesterly process was also streamlined to request certification, payment deferral, and submit necessary documentation from the Veterans Administration using only one form. At the time of this report, 143 students used VA benefits for a total of \$286,418 and 2,453 credits. These numbers do not reflect summer certifications.

Student Success

The online version of New Student Orientation (NSO) was greatly enhanced with dynamic visuals and quality design. An on-ground version of NSO will be offered next month and is a cross-departmental effort with Campus Deans and Instruction taking part in welcoming and orienting new students to MCC and the college experience. The online orientation will become a last option for students as the benefits for students to attend and connect in an on-ground orientation outweigh the opportunities of the online version. Students can register for general education, CTE, or allied health on-ground orientation, depending on their interest area and corresponding Guided Pathway to strengthen onboarding and engagement.

NSO is key in retention practices. It helps new students establish relationships with fellow students, faculty, and staff while providing them with introductory information to the college. So far, close to 350 students have completed online orientation, with an additional 112 signed up for on-ground orientation.

Assessment & Testing

Multiple measures are a practice that supports placing students in courses via the use of numerous indicators – such as grade point average and performance in prior courses/subject matters. Research shows that multiple measures are a better indicator of success than a placement test in many cases.

Academic Advising

Students as a whole also benefited greatly from implementing the new student registration features in MCC's student information system, Jenzabar. One feature included turning on "my academic plans" (MAP) within the system for all students to see their guided pathway for their declared degree or certificate. Classes are preplanned and placed in sequence supporting continuous enrollment until program completion. Students access their MAP plan, make changes to the scheduled courses by deleting or adding semesters and have the ability to move classes on their schedule, a process monitored by academic advisors. This also furthered the case management model that Student Services implemented – where students are assigned to a specific advisor to assist and support them throughout their entire academic career at MCC. It supports the student holistically by allowing them to have one point of contact for all of their needs (academic and nonacademic), thereby building relationships and removing any barriers the student experiences along their academic journey.

Student Success Centers

Student success efforts, which relied heavily upon making and/or enhancing relationships with students, were put into overdrive. All services moved online with significant limitations to physical access of staff, depending on the college's pandemic phase(s). Tutoring, workshops, and other academic assistance, such as supplemental instruction, which focuses on offering help in historically difficult courses, were moved online and transcribed in Spanish. Advisors and the Veteran's Coordinator amped up communication as well. Close to 20,000 documented student contacts were made throughout the academic year.

Rather than being dismissed from school for a year or having limitations placed on the credit hours, students placed on academic dismissal or probation this year were allowed to continue without credit restriction. Instead, advisors and student success teams provided intense interventions which met both personal and academic needs whenever possible, allowing the most potential for success.

Financial Aid

The grading table was amended to include new covid-related withdrawal grades. The update allowed for the processing and tracking of financial aid benefits to assist the student now and during future enrollment.

Student Services heavily promoted emergency funding available to students for an array of personal issue expenses (e.g., child care, transportation, housing, etc.) as it impacts their academic performance. Overall, \$100,000 of emergency aid was made available to students through supplemental and emergency grant funding programs.

Additionally, the college provided grants to students through the federal government's CARES Act that was earmarked for students currently enrolled during the pandemic with a few other qualifiers. The timeline for the Early Start scholarship, funding that is made available to current high school juniors and seniors to cover 100-level college classes, was extended to include high school graduates that had recently graduated for summer and fall classes.

The Financial Aid team continued to work to improve access and affordability for all students. The team implemented the Percentage of Need packaging model for 2020-21. This model better addressed individual student need and program costs. It will expand for the 2021-22 years to further improve access for Mohave County residents. Both models provide aid to greater numbers of students than in previous years and consider the student's financial situation when offering grant assistance.

MCC students received more than \$7,760,000 in financial aid from federal, state, college, and private sources for the fall and spring of 20-21. Note: Summer aid figures were not available at the time of this report.

Pell Grants	\$4,728,618	1550 students
MCC Grants & Scholarships	\$751,563	791 students
Foundation Scholarships	\$237,343	160 students
Emergency Funding	\$111,142	131 students

MCC achieved its lowest cohort default rate (CDR), reflective of MCC students who defaulted on loans, in over ten years with the 2018 cohort. When announced in the fall, the official rate will be 11.3%, down from 37.2% when the three-year measure was introduced. The 2018 CDR also marks the achievement of having three consecutive years below 15%, an important milestone!

Registrar

This year, the Registrar's Office conferred 743 credentials with 362 degrees and 381 certificates by 570 students – the count includes more than 40 graduates who had stopped attending after 60 or more credits. A review of their records showed that they earned a degree or certificate but did not apply for graduation. Advising staff followed up and assisted them in completing the necessary paperwork for graduation. Commencement was a cause of extra celebration as last years' ceremony was virtual. This year, MCC offered two in-person ceremonies for 2019-20 graduates and 2020-21 graduates with a lot of work and organization done by Enrollment Management as the lead. The department implemented an RSVP system through required waivers that allowed MCC to maintain covid safety guidelines and make the most of the graduate's special day.

Employee Services

Throughout the 2020-2021 year, the Employee Services team focused on improving employee resources to ensure success. The year brought exciting, new initiatives and great opportunities to expand services to employees and the administration. The Employee Services team consistently put employees first and worked together to overcome the unique and difficult challenges of the past year.

Employee Engagement Survey

For the first time in a very long time, an employee engagement survey was distributed to MCC employees. Employee Services engaged the University of Texas at Austin to perform this service. Response rate was above average, and employee responses were overwhelmingly positive. Two focus areas, employee compensation and benefits, did receive less than stellar ratings. Overall, the survey provided valuable feedback which will help Employee Services prioritize initiatives going forward. This survey will be repeated on an annual basis, with the 2020-2021 year serving as a benchmark.

Job Descriptions

As happens every year, Employee Services spends time focusing on ways to improve and refine processes. Most notably, the team undertook a project to add competencies to job descriptions. These competencies identify the desired traits of a successful incumbent. A library of thirty-two competencies was created and shared with managers through the Manager's Toolkit on the MCC Employee Team Site in Sharepoint. Working with managers, Employee Services selected an average of 8-12 competencies for each vacant position and incorporated them into the job description. Employee Services will continue working with managers throughout this year to add job competencies to all positions at MCC. The team also revised existing job posting standards, adding engaging verbiage highlighting the College's new values identified through the Strategic Planning process. Employee Services is confident that these enhancements will provide great value by assisting in hiring quality individuals who are well-suited for their positions.

Human Capital Management System (HCMS)

Currently, the Employee Services team utilizes several disparate software systems to provide services to employees such as time and attendance tracking, performance management and document retention. The Employee Services team, assisted by the Procurement Director, engaged in a Request for Proposal (RFP) process for a new Human Capital Management System (HCMS). Several vendors submitted proposals for consideration, which were reviewed by a group consisting of Employee Services and Information Technology employees. Two vendors were selected as finalists and invited to present demonstrations to the group, after which a unanimous decision was reached. The selected vendor provides a system capable of performing functions necessary throughout the employee life cycle in one program. This new program will allow the Employee Services team to provide even better service to our employees, while also creating several self-service options for employees to access information on their own. Also, worth noting is that the new system includes a Learning Management System for employees, which will allow the Employee Services team to develop a more robust employee professional development program.

COVID Response – Employee Wellbeing and Recruiting Responses

Employee Services stepped forward to engage a newly remote workforce. Efforts included the use of the College's internal social media platform, Yammer. Each work day for several months, a member of the team posted on a specific topic using the hashtag #MCCDailyConnect. Posts ranged from recipes, to virtual museum tours, to information about mental and physical health while working remotely. While virtual connection is not a replacement for in-person interactions, employee responses were robust and engaging.

When the college enacted a "no face-to-face" business model, employees were moved to telecommuting/work-from-home status, an unprecedented arrangement which also affected recruiting efforts. Employee Services transitioned the traditional in-person interview process to the virtual world of Zoom. Hiring managers and hiring committee members stepped up to the challenge and immersed themselves in creating engaging virtual interview experiences for all candidates. Employee Services created a Zoom User Guide for applicants to support their experience in this unfamiliar environment.

Employee Engagement Committee

Summer 2020 saw the creation of a new committee focused on employee engagement, chaired by the Director of Employee Services. The committee's charge is to: actively promote a sense of community and belonging for employees of MCC through engagement, learning, and service opportunities; and work to foster employee relationships, optimize job and workplace satisfaction and recognize the great work of MCC's employees by creating an environment that values and supports employee engagement and promotes a health organization. The committee consists of twelve individuals representing the diverse population of MCC's employees.

Telecommuting Policy

One of the positive lessons learned during the COVID-19 pandemic revolved around workplace flexibility. Recognizing the feasibility of employee telecommuting on a long-term basis, the Employee Engagement Committee, with support from Employee Services, proposed a Telecommuting Policy allowing employees to request the ability to work remotely for part of their work week. The Telecommuting Policy has been approved, but implementation is on hold until restrictions related to the pandemic have been lifted and all employees have returned to working on campus.

Applicant Recruiting

Since July 1, 2020, Employee Services has received and reviewed over 1,400 applications for employment for 65 positions. On the average, five interviews (screening and ground) are held for each vacancy for an estimated total of more than 200 interviews over the course of the year. Due to the COVID-19 pandemic, most of these interviews were conducted using Zoom. Additionally, more than 350 job interest cards were collected electronically, allowing the system to automatically notify interested candidates when appropriate positions become available. There are currently 32 vacancies that will be filled in preparation for the next fiscal year.

Facilities Management

Neal Campus Kingman Campus

This last fiscal year was a challenging one due to the COVID 19 Pandemic. Facilities and other departments had some projects and needed maintenance projects delayed.

Infrastructure

NCK replaced a heavily corroded and leaking backflow that supplies a large portion of the campus. It could not pass inspection. Facilities and I.T. started a network cabling project in the 500 Bldg. currently Room 505 is complete. The concrete chess board outside of 600 Bldg. was stained red and white in preparation for a solar PV canopy to be installed. Exterior wall-pack lights have been replaced on the outside of the buildings to improve night visibility and security.

Facilities worked with the Welding Department on the installation of a Horizontal Band Saw. Power to the unit had to be installed along with some additional safety measures. Facilities worked with I.T. to palletize and move electronics for recycling drive held by the city. About 20 Pallets of outdated, or faulty electronics were recycled. The Campus wide camera install, controls and programming were completed by Alarmtek, I.T., and Facilities.

Renovations

Administration Bldgs. 100 and 101-HR had new interior lighting installed with a repair and adjustment of the ceiling grid. New ceiling tiles were installed as well. The carpeting and the wall base were replaced. The rooms were painted and all light switches, outlets and data port covers were replaced. Also, seven office desks were replaced.

The Beale St. Center underwent a full renovation. Including electrical, plumbing, HVAC, and Data. New spaces were created; Restrooms, Staff Lounge, Offices, Conference and Classrooms. Office space has been provided for the local Chamber of Commerce, the SBDC and a retail space has been created.

Grounds & Custodial improved the cleanliness of the interior and exterior property of the Neal Campus.

Facilities addressed needs of other departments, which improved relationships. Nursing and EMS departments by receiving and transporting multiple hospital beds and stretchers which were distributed to BHC, LHC, and NMC.

Safety

COVID- HVAC filtration was changed to Merv. 13 as recommended by the CDC

Facilities Management

Bullhead City Campus

Infrastructure

The campus water main, a 10" water manifold feeding all campus water showed severe corrosion over the previous year. In July and Aug. 2020, a new 10" pressure reducing valve was installed and the adjacent backflow device was re-built. System is working well and will be monitored monthly for any issues.

All network cabling in the 500 building was removed and new cat-6 cable installed with direct lines to switches in server room 500A. New ports were installed in each classroom to accommodate 24 student PC's and 1 instructor PC.

Renovations

In July and August 2020, the 300-building original 1982 restrooms were completely rebuilt to bringing the facilities up to ADA standards. All new plumbing, lighting, floor/wall tile and re-configured stalls were built.

The radiology x-ray room 1124 was renovated in January 2021 to accommodate a new x-ray machine, providing students with state-of-the-art instruction. All new electrical was installed for the new equipment as well as fresh paint for the space.

New staff offices were constructed in April 2021 within the existing classroom #4. New pre-fabricated wall systems, doors and windows created spaces for college staff and Northern Arizona University.

A Culinary Art's Project is in-progress to provide infrastructure for new dishwashing equipment, sinks, and re-configuring space to enhance student learning. Project will be finished by end of June.

Exterior Maintenance

The 900 and 1100 parking lots were repaired and seal-coated. The campus main entrance driveways were repaired and coated, new striping was installed.

New Construction

The new 2300 sf welding shop is currently under construction. This will provide an expanded instructional facility for the welding program. New instructional equipment is included. Completion by end of July is anticipated.

Safety

An unusual lightning storm in January 2021, produced a lightning strike outside 200 building. This strike resulted in extensive equipment damages including fire alarm panels/devices, network switches, and lighting systems. Even though it appears that all damage has been corrected we still occasionally find equipment malfunctioning.

COVID- HVAC filtration was changed to Merv. 13 as recommended by the CDC.

Facilities Management

Lake Havasu Campus

Infrastructure

Refresh of room 814; replacing flooring, lighting and fixtures. 300 and 800 buildings had termite infestations which have been remediated. Library blinds have been updated to freshen the space. Upgraded 45 thermostats to smart Wi-Fi models, only 15 thermostats are left to upgrade. When finished, a total of 105 will have been replaced.

Safety

500/600/700 buildings Fire Systems were upgraded; additional smoke detectors were added to meet Fire code. COVID- HVAC filtration was changed to Merv. 13 as recommended by the CDC. Electrical equipment was installed in the 100 building Welding Lab; additional 50-amp service to add a layer of safety. Compliance office inspected entire property for ADA/safety compliance, all items have been addressed

Exterior Maintenance

Added 40 Oleanders to the rear of the property to recreate Oleander wall. Added 20 tons of rock to fill in areas up and around 200 front entry. Added new grass area at side entry to 200 building approx. 800 sq. ft.

Facilities Management

North Mohave Campus

Infrastructure

Building 100 HVAC system received major repairs to make operational and for safety.

A gazebo was built to replace old structures and provide a collaborative space for students. Drainage and irrigation in-progress and will be completed by end of July.

Building 500 Nursing lab is being improved for storage, washer for linens and an observation room for a SIM Jr.

Safety

COVID- HVAC filtration was changed to Merv. 13 as recommended by the CDC.

Electrical issue in underground splice box was repaired.

Inoperable parking lot lighting fixtures were replaced to LED.

Building 200 science lab had extensive electrical repairs.

Building 200 HVAC was modified to increase fresh and to exhaust stale air for the lab space.

Financial Services

The 2020-2021 cycle was a productive year that resulted with increased efficiencies and improved transparency in financial reporting. The most significant addition was the department successfully holding a series of college finance workshops for both staff and faculty as well as the public. Due to the pandemic, the stakeholder meetings were held via zoom which allowed for a greater reach of communication.

The COVID-19 pandemic also resulted in a modality change for the external audit of the 2019-2020 financial statements. The year was successfully audited using a remote approach and resulted in zero findings. This was the first of a three-year cycle contract that was awarded the auditing firm of Cossolias, Wilson, Dominguez and Leavitt (CWDL) Certified Public Accountants to serve as the primary auditing firm. CWDL has a primary location in Scottsdale, AZ and has extensive experience in auditing community colleges.

As in previous years, an application was submitted and is currently being reviewed by the Government Finance Officers Association (GFOA) for a Certificate of Achievement for Excellence in Financial Reporting for fiscal year 2019-2020. The department has received this award for eight consecutive years.

The department successfully applied for COVID-19 related federal grant funds to assist in operations throughout the pandemic from a variety of government grant opportunities.

The department has continued efforts on seeking new and increasing current alternative revenue sources as a sustainable source of funding. The increased investment of fund balances and active treasury management philosophy has continued to result in higher positive returns. The department has increased investment income while still maintaining a highly risk adverse investment strategy.

Accounts Payable

The 2020-2021 P-Card program again maintained aggressive goals to increase the rebate amount over the amount received in 2019-2020. The P-Card program allows staff and faculty more flexibility and efficiency in purchasing. This program also allows budget managers to obtain supplies and services more effectively. The P-Card program continues to show success and aligns with the overall college strategic plan goals. The accounts payable department continues to incorporate paying larger college- wide invoices with the P-Card. Using this payment method reduces the issuance and mailing costs of paper checks, provides a more secure method of payment and maximizes the rebate benefit.

The department furthered efforts to move more vendors to the electronic payment method offered by the college. Electronic payments eliminate slower and costlier methods of mailing paper checks. Employees are reimbursed as vendors using this method as well.

Accounting and Finance

The department completed the 2019-2020 audit successfully, receiving an unqualified opinion (no findings of deficiencies). The department continues to revise formal documentation of processes and increase efficiencies and accuracy with a reporting template that minimizes changes to the MD&A and footnote section over the course of the audit.

Bursar

The Student Billing Department continued to play a very active role in developing and implementing student-facing policies, and demonstrated extremely efficient and consistent financial aid disbursements. Due to this exceptional service, the department received the Achieve Campus Efficiency (ACE) Award from BankMobile for the fourth year in a row. The Bursar's Office also disbursed CARES Act (Higher Education Emergency Relief) funds received from the federal government to over 3,200 students for the spring 19/20 and summer 19/20 semesters to assist students affected by the COVID pandemic. The second round of Higher Education Emergency Relief Fund (HEERF) was disbursed to over 3,400 students enrolled in the Spring 20/21 and Summer 20/21 semesters. Approximately \$3 million has been disbursed directly to students.

Procurement

During the 2020-2021 fiscal year, the office of procurement released numerous RFP's (Request for Proposal) for services and systems to improve College systems, enhance student support and increase efficiencies. The year was often referred to as the year of "alphabet soup" with many acronyms employed for software product discussions. These solicitations included the new Enterprise Resource System (ERP), Voice and Data Carrier Services, Student Assistance Program (SAP), Learning Management System (LMS), Human Resource/Payroll System (HRIS), Capital Planning and Work Order Management Systems (CPPS/CMMS) and Security Information and Event Management System (SIEM).

Budgeting

Declining enrollment resulting from the pandemic, transitioning state funding and the COVID-19 pandemic all created further need for a responsive budgeting model. The department incorporated these changes into mid-year financial scenarios to help adjust staffing and operating budgets accordingly. The current Strategic Plan for the College encourages continued examination of alignment of funding priorities as we look towards 2021-2022. The new Strategic Plan for the coming years increased the need to continuously align budget strategies to visionary college initiatives. Additionally, the department developed financial models considering fund balance and future revenue trends to support a renewed master facility plan and to incorporate a compensation package model into the budget for next year. The College's health insurance premiums increased in premiums for 2020-2021, and accounted for a large portion of the board approved compensation plan.

Information Technology

The Information Technology Department spent much of the year realigning to support a community working and learning from home – the team expanded and normalized support operations for distance learning, distance working, and college development as the college reacted to Covid-19. To address student needs we opened and expanded the computer loaner program, which provides computers to students in need. We also revamped the Information Technology website to be more student focused and moved employee resources to an internal SharePoint site to better facilitate support. Lastly the team researched and deployed a remote support tool that allows us to provide real time remote support to faculty, staff, and students no matter where they are. Empty campuses were sometimes an invitation to vandals, so the completion of the camera system was timely and allowed the college to provide evidentiary video to police on several occasions.

Supporting staff and the college mission took center stage during the limited service Covid -19 Phase 1 and 2 response plans. The IT department moved most staff to a work from home configuration, then immediately began focusing on how to make the college workforce more mobile and crisis resistant for the future. The mobile workforce project is currently underway and will provide full time faculty and staff mobile workstations and associated equipment and software to allow remote work while at home or while traveling for the college. As we replace desktops with laptops the desktop computers will be moved into classrooms, reinvesting that equipment to expand offerings in some computer labs and allowing programs to accommodate more students.

The technical support team helped familiarize faculty and staff with new software and hardware via a “Lunch and Learn” program where technicians offered training and Q&A sessions about Zoom, MS Teams, and other applications. In addition the technical support team reimaged the modern classroom and researched, evaluated, tested and will soon deploy technologies that will allow more classes to connect to students who cannot or do not come to campus. The Business Office helped our department find a way to fund as many as fifteen new plural classrooms that will offer cutting edge video teleconference systems tied into touch screen computer workstations to provide a robust, flexible teaching environment.

To support the college strategic plan and to reinvest, realign, and adapt to our changing circumstances the IT department has taken the lead in half a dozen significant Requests for Proposal in the past year. After 6 months of hard work, paperwork, and demos the RFP team for the new Student Information/Enterprise Resource Planning system selected Ellucian Colleague to replace Jenzabar One. The Learning Management RFP team spent months evaluating, demonstrating, and sandboxing LMS systems before finally selecting Instructure's Canvas as the LMS of the future for the college. IT staff participated in the evaluation and selection of the new HRIS system and look forward to deploying that system as soon as possible. In December 2020 the networking team negotiated an RFP to increase the speed and availability of telecommunication lines on all campuses while also reducing costs by 40%. In addition to the ERP, LMS, and HRIS capital projects the IT team will deploy the Security Incident and Event monitoring system, a new phone system, a new capital management system, and new software to manage non-credit learning offerings.

Lastly the IT team will continue to participate in state, local, and federal initiatives to expand broadband offerings and access to Mohave residents. The team provides representative to the locally run Mohave County Broadband initiative, the Arizona Route 66 Broadband team, and to organizations that work to improve access, including the Arizona Community College Technology Officers Association. In the coming year the IT department will complete projects that will completely redesign how the college does business – we look forward to being part of programs that will realign the college with the strategic plan and help our students find more opportunities and stronger communities.

College Advancement & Foundation

College Advancement redesigned Foundation processes and communication tools (financial reports, website, and quarterly newsletter) to enhance awareness, effectiveness and efficiency. The Foundation hired a legal firm to help them redesign bylaws from scratch to better align practices with the mission and changing college priorities. The bylaws were approved in late spring of 2021.

The MCC Foundation board responded to a request from college personnel to support a new model of student aid through sustained levels of funding. The MCC Foundation board passed a budget and budget process significantly expanding operating funds available to assist with presidential requests.

MCC employees responded to requests for support at All-Staff Day, with 96% of regular employees donating to the MCC Foundation.

Advancement personnel designed and implemented new alumni awards designed to draw attention to plans to re-initiate Alumni Association activities. A new position, Alumni Association Coordinator, will enhance departmental capacity to engage alumni on behalf of the college during the upcoming year.

Advancement personnel began working with an external consultant to develop a Foundation strategic plan better aligned to meet college needs.

Renewed chapter councils are engaged in planning activities for the remainder of the year and the upcoming year, demonstrating renewed commitment to fundraise and “friendraise” on behalf of the college.