



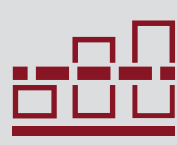
Strategy 1

ENROLLMENT FOR ALL

1.1 Increase the community college-going rate for students in the MCC service area.



GOAL
INCREASE
+34%



BASELINE
24%



PROGRESS
26%
(2022-2023) Cohort

Community college going rate is defined as a percent of Mohave county high school graduates enrolled at MCC within 12 months after graduating.

1.2 Implement a plan to increase access for students who historically have had lower enrollment rates.



GOAL
CREATE AND
IMPLEMENT A
STRATEGIC
ENROLLMENT
PLAN (SEP)



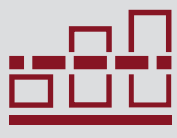
PROGRESS

During the 2023-2024 academic year, a strategic enrollment plan was developed to increase access for students who have historically had lower enrollment rates. **The plan is set to be implemented in the fall of the 2024-2025 academic year.** This approach focuses on targeted outreach, expanded support services, and collaboration with community partners. These initiatives are expected to result in a measurable increase in enrollment among underrepresented student populations, reflecting an ongoing commitment to equity and inclusion in education.

1.3 Increase enrollment of occupational learners in programs with industry-recognized credentials.



GOAL
INCREASE
+25%



BASELINE
720



PROGRESS
2,069
(2023-2024)

The scope of programs applicable to this objective was broadened for Year 3 to align with a list of CIP codes for classification as career and technical education (CTE) that the Arizona Department of Education has published for the 2023-2024 year.

1.4 Increase enrollment of high school learners via innovative dual, concurrent and early start offerings.



GOAL
700
NEW
HIGH SCHOOL
STUDENTS



BASELINE
580
NEW
HIGH SCHOOL
STUDENTS



PROGRESS
692
NEW
HIGH SCHOOL
STUDENTS
(2023-2024)



Strategy 2

ACADEMIC PROGRAMS & WORKFORCE DEVELOPMENT PARTNERSHIPS

2.1 Increase college readiness of Mohave County prospective students.



GOAL

INCREASE THE PARTICIPATION IN COLLEGE FOR KIDS BY 20%



BASELINE

140
ENROLLED IN
ACADEMIC YEAR
2023/2024



PROGRESS

College for Kids is being revamped to offer academic programs aligned with interest-based pathways. These pathways will let kids explore subjects they enjoy while building curiosity and skills for future education and careers. By focusing on both fun and long-term growth, the program will help students discover their passions and connect them to potential career paths, laying the groundwork for college readiness.

2.2 Improve student preparedness for careers and community engagement by expanding experiential learning opportunities with the support of external partnerships.



GOAL

MODIFY 3 COURSES

ONE ART COURSE, ONE SCIENCE COURSE AND ONE COMPUTER SCIENCE COURSE TO INCLUDE AN EXPERIENTIAL (WORK-BASED OR SERVICE) LEARNING COMPONENT BY JUNE 30, 2025



PROGRESS

A team has been created. A regular meeting schedule was developed to provide faculty development focusing on work-based or service learning components.

2.3 Enhance alignment of program growth and development with regional workforce and educational attainment needs through strengthened partnerships.



GOAL

DEVELOP A COMPREHENSIVE MCC PARTNERSHIP DEVELOPMENT ACTION PLAN

Outlines how the college will pursue proactive partnership development strategies over the next 3 to 5 years to fulfill the priority goals and objectives of the MCC Academic Master Plan (AMP) and overall Strategic Plan.



PROGRESS

A "MCC Partnership Development Action Planning Framework" has been developed to guide development of the MCC Partnership Development Action Plan". Plan development activities currently in process with engagement with the Deans of each of MCC's Instructional Divisions, as well as with Arizona@Work, CTED/Wave, Mohave County Economic Development Office, and the Kingman, Lake Havasu City, and Bullhead City Chambers of Commerce. Individual groups for each of these stakeholder groups will be combined to form the overall college's plan. The goal is to have a DRAFT of the comprehensive action plan completed by December 2024 with implementation of the action plans to begin in January 2025.

2.4 Implement academic planning and delivery models that address the scheduling, modality and program needs of the students we serve.



GOAL

ANALYZE TRENDS IN CURRENT SCHEDULING PRACTICES

IDENTIFY AREAS OF IMPROVEMENT WHERE COURSE OFFERINGS ARE NOT MEETING STUDENT NEEDS



PROGRESS

Implementation of Ad Astra, which combines scheduling data from academic programs, community and corporate education programs, and student life activities, to collect baseline data on course scheduling.

2.5 Promote a culture of faculty development supporting student achievement and program needs of the students we serve.



GOAL

DEVELOP RELATIONSHIPS THAT ENHANCE TEACHING THAT RESULTS IN HIGHER STUDENT SUCCESS

EXPANDING PEDAGOGICAL PRACTICES: INSTRUCTION, ASSESSMENT, CURRICULUM DESIGN AND INCLUSIVE TEACHING



PROGRESS

The pedagogical practices series had an attendance of 292. In addition, 60+ hours of individual and/or department consultations were also held. Performance surveys are distributed to continue the enhancement of the series and the individualized consultations.



Strategy 3 HOLISTIC APPROACH TO STUDENT SUCCESS

3.1 Increase fall to spring and spring to fall persistence for new and returning students.



GOAL

INCREASE

+5%

NEW STUDENTS OVERALL

PERSISTENCE

BASELINE

PROGRESS

YEAR 4

Fall 2018-19 to Spring 2018-19

68%

Fall 2022-23 to Spring 2022-23

70%

Spring 2018-19 to Fall 2019-20

40%

Spring 2022-23 to Fall 2023-24

54%

RETURNING STUDENTS OVERALL

PERSISTENCE

BASELINE

PROGRESS

YEAR 4

Fall 2018-19 to Spring 2018-19

59%

Fall 2022-23 to Spring 2022-23

58%

Spring 2018-19 to Fall 2019-20

45%

Spring 2022-23 to Fall 2023-24

49%

Persistence is measured by tracking students from one term to the next.

3.2 Increase Fall-to-Fall retention of credential-seeking new students.



GOAL

INCREASE 3 YEAR AVERAGE

+8%



BASELINE

42.7%

FALL-TO-FALL 3-YEAR AVERAGE 2018-2020



PROGRESS

48%

FALL 3-YEAR AVERAGE 2021-2023

3.3 Increase program/credential completion of new students (100%, 150%, 200%).



GOAL

INCREASE 1 AND 2 YEAR AVERAGE

+2%

1-YEAR CREDENTIALS

BASELINE

UP TO 100% BY 150% BY 200%

PROGRESS

YEAR 4 UP TO 100% BY 150% BY 200%

Fall 2018-19

9%

1%

.5%

Fall 2021-22

12%

1%

.2%

Spring 2018-19

8%

.3%

.3%

Spring 2021-22

6%

1%

2%

2-YEAR CREDENTIALS

BASELINE

UP TO 100% BY 150% BY 200%

PROGRESS

YEAR 4 UP TO 100% BY 150% BY 200%

Fall 2018-19

15%

3%

1%

Fall 2021-22

16%

3%

.2%

Spring 2018-19

8%

3%

.3%

Spring 2021-22

11%

2%

0%

New student cohort 2021-2022 is reporting against the most recent completed year 2023-2024.

3.4 Increase transfer-out rates for continuing educational attainment.



GOAL

INCREASE NEW TRANSFER STUDENTS

+5%



BASELINE

33%

TRANSFERRED 2018



PROGRESS

10%

TRANSFERRED 2022

3.5 Implement a plan to increase program/credential completion for students who historically have had lower program/credential completion outcomes.



GOAL

IMPLEMENT GUIDED PATHWAYS ESSENTIAL PRACTICES

TO HELP STUDENTS CHOOSE AND ENTER A PATHWAY, PROVIDE SERVICES THAT KEEP STUDENTS ON A PATHWAY, AND PROVIDE PROGRESS MONITORING AND A NETWORK OF SUPPORTS THAT GUIDES STUDENTS TO COMPLETION OF THEIR END GOALS.



PROGRESS

Several essential practices within the guided pathways framework are in various stages of adoption including but not limited to the development of a first-year experience course that ignites career aspirations and occupational interests. The CRM Advise progress monitoring and support system will begin implementation in fall semester 2024.



Strategy 4

FOUNDATIONS OF ORGANIZATIONAL SUCCESS: TECHNOLOGY, FACILITIES, PERSONNEL RESOURCES

4.1 Enhance employee capacity by supporting the achievement of annual professional development goals.



GOAL

DEVELOPMENT & IMPLEMENTATION OF
EMPLOYEE PROFESSIONAL
DEVELOPMENT PROGRAM
WITH

100%
PARTICIPATION



PROGRESS

100%
COMPLETED

The Employee Learning and Development program is fully implemented and being used.

4.2 Create a consistent learning environment that offers faculty, staff and students the same tools, equipment, and software using platform agnostic hardware and software, remote communication tools, and mobile technology.



GOAL

90%
OF LEARNING
SPACES EQUIPPED
WITH STANDARD TOOLS,
EQUIPMENT AND SOFTWARE.



PROGRESS

75%
COMPLETED

Nearing completion of transitioning to TVs and collaboration equipment in classrooms. Continuing the process of transitioning all spaces to new standards. Documenting standardized technology footprint for student, classroom, and employee work spaces in progress.

4.3 Minimize the college's vulnerability to cybersecurity threats.



GOAL

-25%
DECREASE IN ANNUAL
CYBERSECURITY
TEST FAILURES



PROGRESS

100%
COMPLETED

MCC's cybersecurity program has been completed and implemented. The action team is actively monitoring vulnerabilities and educating employees. Annual vulnerability test will provide KPI and the program may be adjusted as needed.

4.4 Develop and implement an annual budget process that provides resources aligned with the strategic plan and allocated to support efficient, sustainable management of strategic priorities.



GOAL

DEVELOPMENT &
IMPLEMENTATION OF
STRATEGIC PLAN-FOCUSED
BUDGET PROCESSES



PROGRESS

85%
COMPLETED

A budget schedule has been implemented and budget manager trainings are regularly scheduled. We are in the process of implementing additional budgeting software to enhance our current budget development tool. This enhancement will allow budget managers easy access to review the status of their budgets and run various reports.

4.5 Enhance data-driven decision making by developing and implementing a college-wide data governance plan addressing data standards, integrity, and access.



GOAL

DEVELOPMENT AND
IMPLEMENTATION OF
DATA GOVERNANCE
PLAN



PROGRESS

85%
COMPLETED

The data team has finished a draft of the MCC Data Governance Framework, and has provided it to the appropriate committee channels for approval. Additionally, work continues on aligning college documentation and information with the new Data Governance Framework.

4.6 Develop a college-wide facilities master plan that emphasizes design of ideal learning and working environments, sustainability and conservation practices, and capital resource stewardship.



GOAL

DEVELOPMENT AND
IMPLEMENTATION OF
FACILITIES MASTER
PLAN



PROGRESS

95%
COMPLETED

The MCC Facilities Master Plan is complete and implementation activities are near completion, with finalization of prioritization activities and creation of project portfolios. The FMP will be a dynamic document that will continue to evolve to align with college needs.

4.7 Develop a college-wide branding and marketing plan to support enrollment, institutional image and competitive position.



GOAL

DEVELOPMENT AND
IMPLEMENTATION OF
COLLEGE-WIDE
BRANDING AND
MARKETING PLAN



PROGRESS

45%
COMPLETED

This objective was added to the Strategic Plan in Spring 2024. The Office of college Communications continually gathers data to analyze the MCC market position and update the current living Marketing Plan. During 2023-24, branding data collection was conducted with student, employee and stakeholder focus groups. Creation of a new multi-year Marketing Plan will begin in FY26.