Mohave Community College
Strategic Plan - 2013-2016

Mission, Vision and Values

(Approved: January 11, 2013), (Updated June 13, 2013), (February 14, 2014)

MCC Mission Statement

The mission of Mohave Community College is to be a learning-centered institution, serving all constituencies, inspiring excellence through innovation and empowering students to succeed.

MCC Vision Statement

Mohave Community College strives to be recognized as a resource for educational, cultural and civic activities by the communities it serves.

MCC Values Statements

A. Building a Better Tomorrow through Learning

Learning is the core of the Mohave Community College mission. We acknowledge the importance of continuous learning to ensure the best possible future for everyone.

B. Accountability for the Future

The decisions made today affect individuals in the future. At Mohave Community College, we accept responsibility for our actions and decisions. We hold ourselves accountable to our students, our communities and to the generations that come after us. MCC decisions will be designed to fulfill its vision for the future, aiming to achieve reliable, long-term improvements over short-term expediency.

C. Integrity

We remain committed to our values. Our decisions are consistently and courageously made in alignment with our convictions. We consciously foster an atmosphere of openness and trust, making data-driven decisions that are balanced by a cultivated sense of compassion.

D. Responsiveness

We take pride in flexibly responding to our changing environment, promptly providing programs that are needed by our students and communities.

E. Quality

We aim for excellence in all that we do, while embracing the concept of efficiency.

F. Providing a Supportive Environment

Mohave Community College is committed to student success. We show respect to all and work to overcome barriers to honesty, trust and sincerity. We take pride in providing friendly service to our students and communities.

G. Having Fun

We embrace the concept of having fun and finding joy in our work and services.

Metrics, Strategic Goals, Implementation Activities

The strategic plan of Mohave Community College is to achieve an overall mission of providing learning that enhances lives by using…

…instruction and academic support, along with student services to…

…strengthen access, retention and completion.

	Access	Retention	Completion
Instruction and Academic Capacity	Cluster 1	Cluster 2	Cluster 3
Student Services	Cluster 4	Cluster 5	Cluster 6

Metrics

The community colleges in Arizona and across the nation recognize the importance of community colleges documenting their accomplishments to their stakeholders. In response, the Arizona Community College Presidents Council (ACCPC) has created the "Arizona Community Colleges: Long-Term Strategic Vision." The American Association of Community Colleges (AACC) has created the "Voluntary Framework of Accountability." These two documents list performance metrics against which Arizona community colleges will judge their performance. The 19 metrics adopted in the 2013-16 MCC Strategic Plan are taken from the Arizona Community College Presidents Council's strategic vision.

(It is important to note that the cohort identified for each individual metric varies. Metrics cannot be compared against each other unless the cohort being measured is the same. The identifying characteristics are not included in this report but are available in the AZ CC Long-Term Strategic Vision document.)

Each of the six metric clusters in the resulting grid of activity contains metrics to be achieved.

C1. MCC will utilize its <u>instructional and academic capacity</u> to strengthen <u>access</u> to MCC

C1-M1. Percent of student credit hours via alternate system/site
2012 Report 62%   2016 Report 62%   Arizona 59%
(Currently at the desired level)
2013 Report 64%   2014 Report 55%

C1-M2. Percent successfully completing developmental math
2012 Report 18%   2016 Report 28%   Arizona 28%
(Rise to the state-wide level in the 2012 report)
2013 Report 22%   2014 Report 31%

C1-M3.　Percent successfully complete development reading
　　　　　2012 Report 32%　　　　　2016 Report 47%　　　　Arizona 47%
　　　　　(Rise to the state-wide level in the 2012 report)
　　　　　2013 Report 37%　　　　2014 Report 44%

C2. MCC will utilize its <u>instructional and academic capacity</u> to strengthen <u>retention</u> at MCC

C2-M1.　College-level course successful completion rate
　　　　　2012 Report 78%　　　　　2016 Report 80%　　　　Arizona 74%
　　　　　(Rise to slightly above the state-wide level in the 2012 report)
　　　　　2013 Report 77%　　　　2014 Report 77%

C2-M2.　First college-level math and English completion rate
　　　　　2012 Report 67%　　　　　2016 Report 69%　　　　Arizona 69%
　　　　　(Rise to the state-wide level in the 2012 report)
　　　　　　2013 Report 78%　　　　2014 Report 77%

C3. MCC will utilize its <u>instructional and academic capacity</u> to strengthen <u>completion</u> at MCC

C3-M1.　Percent of learners who achieve successful community college outcome
　　　　　2012 Report 74%　　　　　2016 Report 77%　　　　Arizona 77%
　　　　　(Rise to the state-wide level in the 2012 report)
　　　　　2013 Report 85%　　　　2014 Report 96%

C3-M2.　Percent of occupational completers passing licensure exam within one year
　　　　　2012 Report 86%　　　　　2016 Report 90%　　　　Arizona (NA)
　　　　　(Rise to the practical maximum level
　　　　　2013 Report 87%　　　　2014 Report 88%

C4. MCC will utilize its <u>student services</u> to strengthen <u>access</u> to MCC

C4-M1.　Underserved populations as a percent of enrollment – minorities
　　　　　2012 Report 20%　　　　　2016 Report 20%　　　　Arizona 34%
　　　　　(The current level in the Mohave County population is 12%)
　　　　　2013 Report 22%　　　　2014 Report 23%

C4-M2.　Underserved populations as a percent of enrollment – Age 24+
　　　　　2012 Report 52%　　　　　2016 Report 48%　　　　Arizona 42%
　　　　　(The # of younger students will increase, causing the percent 24+ to drop)
　　　　　2013 Report 52%　　　　2014 Report 50%

C4-M3.   Underserved populations as a percent of enrollment – Pell
2012 Report 49%   2016 Report 49%   Arizona   33%
(Current level in close to maximum)
2013 Report 51%   2014 Report 48%

C4-M4.   Percent of high school graduates attending community college
2012 Report 36%   2016 Report 40%   Arizona   46%
(Planning a modest increase)
2013 Report 31%   2014 Report 30%

C5. MCC will utilize its <u>student services</u> to strengthen <u>retention</u> at MCC
C5-M1.   Percent of full-time completing 42 hours within 2 years
2012 Report 25%   2016 Report 35%   Arizona   45%
(Rise to the state-wide level in the 2012 report)
2013 Report 32%   2014 Report 27%

C5-M2.   Percent of part-time learners completing 24 hours within 2 years
2012 Report 45%   2016 Report 51%   Arizona   51%
(Rise to the state-wide level in the 2012 report)
2013 Report 47%   2014 Report 56%

C5-M3.   Fall to spring term retention rate
2012 Report 88%   2016 Report 93%   Arizona   91%
(Rise to the state-wide level in the 2012 report)
2013 Report 90%   2014 Report 92%

C5-M4.   Fall to fall retention rate
2012 Report 38%   2016 Report 57%   Arizona   77%
(Realistic increase)
2013 Report 73%   2014 Report 74%

C6. MCC will utilize its <u>student services</u> to strengthen <u>completion</u> at MCC
C6-M1.   Number of degrees and certificates awarded
2012 Report 972   2016 Report 1,100   (Realistic increase)
2013 Report 1,088   2014 Report 894

C6-M2.   Percent of degree-seeking learners who complete within six years
2012 Report 34%   2016 Report 40%   Arizona   30%
(Major emphasis increase)
2013 Report 34%   2014 Report 32%

C6-M3. Percent of learners who complete AGEC with six years
2012 Report   6%   2016 Report 16%   Arizona   16%
(Rise to the state-wide level in the 2012 report)
2013 Report 7%   2014 Report 7%

C6-M4. Number of in-state university transfers
2012 Report 148   2016 Report 200   (Realistic increase)
2013 Report 179   2014 Report 171

C6-M5. Percent of transfers with completed AGEC
2012 Report 45%   2016 Report 60%
(Realistic Increase)
2013 Report 67%   2014 Report 64%

Strategic Goals and Implementation Activities

Strategic Goals (the first level) are broad goals intended to achieve the established level for each metric. Implementation Activities (second level) are specific activities being implemented to achieve the goals.

The cells' ID numbers in ( ) indicate the specific metric cluster, in the grid above, that is impacted by the Implementation Activity.

At the end of each Implementation Activity, is the title of the MCC position responsible for that Activity. Also displayed is one of three types of "completion indicator."

- "Month/Year"
  Indicates the specific date by which the Implementation Activity is to be completed.
  (e.g. "07/14" means July, 2014)

- "Month/Year Ongoing" (e.g. 07/14 Ongoing)
  Can also indicate the specific date by which an ongoing activity will become fully activated.
  (e.g. "07/14 Ongoing" means July, 2014 and continue usage)

- "Ongoing" – means that the activity already is underway, but needs to be strengthened or upgraded into the future.
  (e.g. "Ongoing" means substantially upgraded or emphasized)

A. Establish the identity, purpose and philosophies of the Office of Instruction (OOI)

1. Create the mission statement for the OOI (C2, C3) – Dean of Instruction 03/13

   JUNE 2013 STATUS: The mission statement for the Office of Instruction, "Promoting excellence in student and learning-centered teaching", was completed in April 2013. ACTIVITY COMPLETED.

2. Create and/or update the philosophies of the OOI, assessment, curriculum and instructional technology (C2, C3) – Dean of Instruction 05/13

   JUNE 2013 STATUS: The philosophy of the Office of Instruction is to achieve the vision by using collaboration, communication, critical thinking, and creativity. ACTIVITY COMPLETED.

3. Develop and implement master course matrix that, by April of each year, provide for at least the coming two academic years of course schedules (C2, C3, C5, C6) – Dean of Instruction 04/13 Ongoing

   JUNE 2013 STATUS: Academic Chairs with the assistance of faculty completed a two-year master matrix in January 2013, which was distributed to student services for use. A two-year matrix specifically for the three AGEC's is in progress. The matrix will be updated every semester. ACTIVITY COMPLETED.

JANUARY 2014 UPDATE: The matrix was expanded from December 2013 to include the 2015-16 academic year and continues to be revised based on programmatic changes in curriculum, certificates, and degrees. This goal is on track.

JULY 2014 UPDATE: The master course matrix was completed a year ago. Due to the program mapping completed this year, the matrix will be updated by the discipline faculty prior to building the spring schedule.

B. Embed the Learning-Centered Philosophy into the culture of the college

   1. Create a college-wide definition of what it means to be a "learning-centered college," including, but not limited to, student learning, staff and professional learning, faculty learning and community learning (C1, C2, C3, C4, C5, C6) – Dean of Instruction 07/13

       JUNE 2013 STATUS: A college-wide definition of what it means to be a "learning-centered college," is in progress with anticipated completion by stated deadlines. Members of the Academic Standards, Resources and Planning Committee were provided an opportunity to provide feedback and the academic chairs are working as a team to craft the definition.

       JANUARY 2014 STATUS: The Academic Standards Committee is reviewing final drafts of definitions and should propose one at the January meeting.

       JULY 2014 STATUS: The Academic Standards Committee approved the mechanism to award credit for prior learning for earning national certification in specific disciplines, such as BUS and CIS (C1). This recommendation was sent to President's Council where it is currently under discussion.

   2. Create a common terminology for operational clarity (C1, C2, C3, C4, C5, C6) – Dean of Instruction Ongoing

       JUNE 2013 UPDATE: During the Spring 2013 semester, common terminology for hybrid, online, and on ground modalities was established. Review of college terminology is ongoing.

       JANUARY 2014 UPDATE: To date no changes have been implemented to the most recent definitions.

       JULY 2014 UPDATE: Common Terms for Hybrid, online, and on ground course offering modalities were established and are in the 14-15 Catalog.

   3. Provide resident and associate faculty with opportunity to conduct formalized projects designed to improve the amount of learning (objectives, methods, assessment and results review) (C2, C3) – Dean of Instruction Ongoing

JUNE 2013 UPDATE: During the Spring 2013 semester, Math faculty were provided the opportunity to redesign MCC's developmental math curriculum. During the summer of 2013, a Chemistry lab handbook is in development.

JANUARY 2014 UPDATE: Resident and associate faculty of developmental courses were invited and attended the developmental summit in Fall 2013. Currently the math faculties have created a proposal for placement alternatives for students who test into TRM courses. The science faculties are developing online formats for BIO100 and CHM 130 courses. These courses should be piloted in summer of 2014.

JULY 2014 UPDATE: Faculty are working on two formalized projects at this time: Open Educational Resources, which will be piloted this fall; and Writing Across the Curriculum, which is in its fourth and final year. A presentation of the WAC project will be given at HLC in April.

4. Encourage and support membership in professional academic and teaching associations (C2, C3) – Dean of Instruction Ongoing

   JUNE 2013 UPDATE: Faculty membership in professional academic and teaching associations will be addressed and encouraged at both faculty orientations in August 2013. The Office of Instruction will survey faculty and develop a roster to track memberships.

   JANUARY 2014 UPDATE: The Office of Instruction has been sharing information on professional associations routinely to the faculty.

   JULY 2014 UPDATE: When faculty return later in August, the Office of Instruction will conduct a survey to identify which professional organizations faculty currently hold membership. This information will be shared with Human Resources as part of the professional development plan for this year.

C. Improve assessment of and accountability for student learning outcomes.

   1. Design an effective assessment of student learning system that will identify minimal content knowledge and skill levels in all courses (C2, C3, C5, C6) – Dean of Instruction 07/13

      JUNE 2013 STATUS: The College utilizes Tk20 CampusWide™, a comprehensive assessment, planning, and reporting system designed for collecting and managing academic and non-academic departmental assessment activities. ACTIVITY COMPLETED.

   2. Create an action plan to use data obtained within the student learning system to assess, report and suggest areas in which to improve student learning (C2, C3, C5, C6) – Dean of Instruction 11/13

      JUNE 2013 STATUS: An action plan to use data obtained within the student learning system to assess, report and suggest areas in which to improve student learning is in progress with anticipated completion by stated deadlines.

JANUARY 2014 STATUS: The Office of Instruction has implemented Accudemia, which is tracking software for tutoring, in the Student Success Centers. This software will be implemented fully spring 2014. The Office of Instruction is currently reviewing, along with faculty, electronic evaluation tools to measure student learning as part of the course evaluation process. ACTIVITY COMPLETED

3. Implement assessment of student learning systems throughout the college (C2, C3, C5, C6) – Dean of Instruction 12/13 Ongoing

JUNE 2013 STATUS: The implementation of assessment of student learning system throughout the college is in progress. Currently, the Writing Across the Curriculum Project has been implemented. Each academic department identified one course in their discipline in which a writing sample assignment was administered for this study.

JANUARY 2014 STATUS: The Writing Across the Curriculum Project is active. Procedures used to guide the assessment of student learning systems are being identified, refined, and implemented. Assessments of student learning plans used to measure new general education student learning outcomes are being formulated now that the definitions have been approved. Implementation of the new general education studies is scheduled for the fall 2014 semester. Data from non-academic units are being used to formulate assessment of student learning systems for non-academic units. ACTIVITY COMPLETED.

JULY 2014 UPDATE: The Director of Assessment has oriented the new department chairs to the use of TK20, the system for tracking assessment, and will continue to train faculty in using TK20 to track the assessment projects in place. On August 11th, all resident faculty will participate in norming session as part of the WAC project. The results will be used to determine changes to the writing project.

4. Complete implementation of the system(s) in each section of all courses (C2, C3, C5, C6) – Dean of Instruction 07/15

JUNE 2013 STATUS: Complete implementation of the system(s) in each section of all courses is in progress with anticipated completion by stated deadlines.

JANUARY 2014 STATUS: Degree and certificate curriculum mapping is ongoing. Alignment of student learning outcomes to program and general education student learning outcomes is ongoing. Professional development in assessment of student learning and course design with assessment in mind is ongoing. Complete implementation of the system(s) in each section of all courses is in progress with anticipated completion by stated deadlines.

JULY 2014 STATUS: As noted above, the implementation of TK20 is currently underway. The assessments will align directly to the General Education Philosophies defined last year by the faculty.

5. Develop instructional strategies for improving degree, certificate and precollege course completion rates (C2, C3) – Dean of Instruction Ongoing

   JUNE 2013 UPDATE: Ongoing instructional strategies for improving degree, certificate and precollege-course completion rates include the development of the master course matrix, the developmental math redesign and mandatory faculty participation in the college's early-alert system, known as Starfish.

   JANUARY 2014 UPDATE: Certificate and Degree program faculty have been working with the Office of Instruction to create program pathways aimed at increasing completion. To date the following programs have revised their curriculum pathways for AY 14-15: CIS, ART, AJS, EMS, FSC, WLD, ACT, EGR, and PTA.

   JULY 2014 UPDATE: The Office of Instruction has worked directly with faculty to align program mapping to the General Education Philosophies and to provide students with a clear program map for completion. Revisions to programs based on these sessions will be processed this fall through the curriculum committee. The Academic Standards Committee also approved the first of two pathways for incoming students to earn credit for prior learning by accepting industry credentials and national certifications and awarding appropriate credit to the student.

D. Enhance practices that promote high-quality online course development

   1. Formally adopt the "Quality Matters" program (C2, C3) – Dean of Instruction 08/13

      JUNE 2013 STATUS: The Quality Matters program was adopted during the Spring 2013 semester. ACTIVITY COMPLETED.

   2. Initiate peer-to-peer course reviews prior to the start of academic terms (C2, C3) – Dean of Instruction 11/13 Ongoing

      JUNE 2013 STATUS: Twelve instructors participated in the Quality Matters Rubric Workshop in Spring 2013 and peer-to-peer course reviews will commence in Fall 2013. Additional instructors have been identified to receive training.

      JANUARY 2014 STATUS: Informal peer-to-peer course reviews took place between 12 instructors in the Fall 2013 term.   An additional 30+ associate faculty completed Quality Matters training in Fall 2013.   During the SP14 term, all associate faculty will be partnered with a fellow associate faculty peer for course reviews.   Beginning with the FA14 term, the goal is for faculty to have made updates to their courses based on feedback received from their peer during the SP14 and SU14 terms. ACTIVITY COMPLETED.

JULY 2014 UPDATE: The project to initiate peer-to-peer reviews was delayed due to updates in the Quality Matters program. The goal is to resume this fall when the faculty return in establishing this practice. The project to initiate peer-to-peer reviews was delayed due to updates in the Quality Matters program. The goal is to resume this fall when the faculty return in establishing this practice.

3. Designate "master course" status to select online courses that meet the "Quality Matters" course development standards (C2, C3) – Dean of Instruction 01/14 Ongoing

    JUNE 2013 STATUS: Designating "master course" status to select online courses that meet the Quality Matters course development standards is in progress with anticipated completion by stated deadlines.

    JANUARY 2014 STATUS: It is the goal of the Academic Chair to review online classes and work with faculty to designate a minimum of 10 master courses during the SP14 term.   Faculty who have created these courses will serve as the lead contact for that course/instructional area for other associate faculty.

    JULY 2014 STATUS: Master Courses have been created in biology and chemistry as part of the introduction to online offerings in those disciplines.

E. Establish practices that enhance effective instruction

    1. Provide training in teaching, to all new resident and associate faculty without previously demonstrated success in teaching at the community college level (C2, C3) – Dean of Instruction Ongoing

        JUNE 2013 UPDATE: A professional training and development series has been developed for Fall 2013. Academic chairs and program directors have been tasked to work together for future semesters. New faculty orientation is scheduled for August 7-9, 2013.

        JANUARY 2014 UPDATE: The Center for Excellence in Learning and Teaching has created a web site dedicated to offering resources for novice faculty. Faculties in the allied health programs have been given opportunities for professional development through select institutions offering courses in teaching methodology in the allied health fields. Currently Rad Tech has utilized this service for professional development.

        JULY 2014 UPDATE: This summer the Office of Instruction held an intensive training boot camp for the new department chairs and directors. New Faculty Orientation has been expanded to include a wider variety of college departments CELT continues to provide weekly training opportunities for all faculty. This year EDU 270 is being piloted with the EMS faculty as a potential training course for future faculty.

    2. Provide continuing education in the art of teaching for all resident and associate faculty (C2, C3) – Dean of Instruction Ongoing

JUNE 2013 UPDATE: Research is currently being conducted on creating an "Art of Teaching" class for all resident and associate faculty, including program specific classes.

JANUARY 2014 UPDATE: Faculty have access to Magna Commons and Sloan-C webinars to enhance teaching. This area continues to be developed.

JULY 2014 UPDATE: Beginning with this fall's new cohort of faculty, andragogy will be included as part of the new faculty orientation.

3. Develop a culture of innovation that encourages collegial discussion and innovation in teaching methods (C2, C3) – Dean of Instruction Ongoing

    JUNE 2013 UPDATE: On April 19, 2013, the Office of Instruction hosted a statewide summit, the first ever, to discuss developmental education. Resulting from that summit, the Office of Instruction created a MOOC (Massive Open Online Class) to encourage continuing the collegial discussion. The MOOC currently has 43 members.

    JANUARY 2014 UPDATE: The Office of Instruction is collaborating with Student Services to develop a MOOC for student orientation and success. The launch date is scheduled for mid-April 2014. The Office of Instruction is also requiring that each department research and adopt Open Education Resources for at least one course beginning in Fall 2014.

    JULY 2014 UPDATE: CELT continues to provide innovative methods of teaching and training to the faculty. Faculty were able to receive training in the use of Collaborate, Panopto, Lecture Capture, advanced Angel training, and other innovative methods for teaching.

4. Implement a formal instructor mentoring program (C2, C3) – Dean of Instruction 12/14 Ongoing

    JUNE 2013 STATUS: Faculty Council oversees the instructor mentoring program with the support and encouragement of the Office of Instruction. Formalizing the program is in progress with anticipated completion by stated deadlines.

    JANUARY 2014 STATUS: Faculty Council continues to coordinate mentors for new faculty. In the fall, all new resident faculties were assigned a mentor. ACTIVITY COMPLETED.

    JULY 2014 UPDATE: Faculty Association provides a form instructor mentoring program.

5. Review and restructure priorities, program offerings and the allocation or reallocation of resources as they relate to the improvement of student learning (C2, C3) – Dean of Instruction 07/14 Ongoing

    JUNE 2013 STATUS: The Office of Instruction is currently conducting departmental reviews that include the review and restructure priorities, program offerings and the allocation or

reallocation of resources as they relate to the improvement of student learning. A similar review will take place for all of instruction beginning in Fall 2013.

JANUARY 2014 STATUS: The first cohort is entering year two of the process: Culinary, Computer Information Science, Science and Public Safety. The next cohort of programs will begin their program review process: Business, English, Behavioral Science, Math, and Chemical Dependency.

JULY 2014 STATUS: The fees were restructured to align courses with appropriate fees based on need and replaced program fees. ACTIVITY COMPLETED.

F. Increase the level of communication and/or influence of MCC within the overall educational system and the communities we serve.

1. Outreach by faculty and program leadership with high school faculty, administration, staff and students (C1) – Dean of Instruction Ongoing

JUNE 2013 UPDATE: The Office of Instruction continues to support and strengthen the Dual Enrollment Advisory Committee. Faculty and program leadership participate in high school specific events such as Senior Day.

JANUARY 2014 UPDATE: During the spring orientation event in Jan, resident faculty on each campus met with dual enrollment faculty to begin discussions on ways to improve the communication between groups. Academic Chairs and Directors have been visiting schools to promote MCC programs; the Directors of Rad Tech and Practical Nursing attended the most recent event Career Day at Kingman High School.

JULY 2014 UPDATE: In Spring 2014, dual enrollment faculty went through the observation process similar to resident and associate faculty. Dual enrollment instructors either had a peer review their instruction or an academic chair.

2. Outreach by faculty and program leadership with employers and/or potential employers of MCC graduates in MCC terminal programs (C3) – Dean of Instruction Ongoing

JUNE 2013 UPDATE: Faculty and program leadership perform outreach with employers and/or potential employers via program specific advisory committees.

JANUARY 2014 UPDATE: Advisory Committees for CTE and Allied Health programs have routinely met and discuss the best strategies for connecting students to the workplace personnel. The Certified Production Technician program has participated in events showcasing the Mobile Learning Lab trailer, including the Kingman Chamber Mixer where dozens of potential employers were able to experience the lab first hand.

JULY 2014 UPDATE: Corporate Outreach offered a management series that had an enrollment of 263 students and plans to repeat the series in the future and will record the presentations

for participants who miss a session. The care giver program was established and will launch fall 2014.

G. Maximize use of technology in teaching, services and operations, measure and evaluate that use.

1. Create an instructional technology steering committee to review, research, comment and recommend technology solutions (C2, C3) – Director of Instructional Technology 03/13

    JUNE 2013 STATUS: An instructional technology steering committee was established. ACTIVITY COMPLETED.

2. Classrooms will be equipped with appropriate technology that encourages appropriate use of technological innovations to enhance learning and teaching (C2, C3) – Director of Instructional Technology 07/13 Ongoing

    JUNE 2013 STATUS: A review of instructional technology occurred during the Spring 2013 semester. Two new software programs, VoiceThread© and Panopto© have been added to the learning management system to enhance learning and teaching. Panopto provides lecture capture capabilities and VoiceThread allows students to upload, share and discuss documents, presentations, images, audio files and videos. ACTIVITY COMPLETED.

    JANUARY 2014 UPDATE: The RN classroom at the DAC has received a technology upgrade to enhance the student learning experience. The room received a SMART sympodium, document camera, wireless microphone and ceiling speakers along with dual projectors and powered screens. The podium allows for connection of an iPad or other device. The RN program has received new whiteboards in all classrooms. Three classrooms (one on each of the southern campuses) are equipped with iMacs for use in the new Vis-Com program.

    JULY 2014 UPDATE: The Apple TV and the Crestron Air Media devices are wireless technologies to be piloted this Fall semester. Three new student collaboration rooms (one per southern campus) have been created in the library. These rooms may be used to initiate or receive scheduled Collaborate courses. They will also allow for student study group meetings (online) between campuses. The room also students to wirelessly project their own laptop for on-campus group meetings. Two instructor collaboration rooms (LHC and NMC) will pilot the VADDIO conference system in an attempt to reduce travel costs yet increase collaborative work between campuses. This system also integrates with MCC – ITV system.

3. Assess the current learning management technology system (Angel) and determine if a new approach would be more robust in meeting the learning needs of students and faculty in fully online and traditional classrooms (C2, C3) – Director of Instructional Technology 12/13

    JUNE 2013 STATUS: Assessment of the current learning management system (Angel) is in progress by the Information Technology Advisory Committee with anticipated completion by stated deadlines.

JANUARY 2014 STATUS: The Information Technology Advisory Committee has developed a survey to determine what features are important in a new LMS. The results of the instructor survey are being reviewed. A student survey will be sent out in February.

JULY 2014 STATUS: Requests for Information have been received and reviewed. The committee is in the learning phase and await the return of the faculty for their input. A Request for Proposal is the next step.

4. Extend instructional and learning technologies beyond presentation hardware and software to laboratory technology to facilitate hands-on learning, whether in a computer lab, a general education lab, a career and technology lab or a mobile lab used off campus (C2, C3) – Director of Instructional Technology Ongoing

   a. Implement lecture capture in a limited number of classrooms – Director of Instructional Technology 03/13

      JUNE 2013 STATUS: The implementation of lecture capture in a limited number of classrooms is complete. ACTIVITY COMPLETED.

      JANUARY 2014 UPDATE: Currently, eleven classrooms are set-up to record and/or broadcast lectures with either Collaborate or Panopto software. Software and room equipment training is offered to instructors throughout the year.

      JULY 2014 UPDATE: MCC has thirteen dedicated lecture capture rooms across the 4 campuses. CELT provides additional support and equipment for individual instructors not scheduled in a dedicated room.

   b. Expand the use of tablet technology – Director of Instructional Technology 06/13

      JUNE 2013 STATUS: The use of tablet technology has been expanded. Tablets are now available for use in the CELT rooms on each campus. The E.M.S. program decided to require the use of tablets for its students as it is the technology used in the industry. ACTIVITY COMPLETED.

      JANUARY 2014 UPDATE: The Nursing program instructors have received iPads for use in the classroom. Initial training on iPad use occurred when the tablets were distributed. Ongoing training is scheduled to occur weekly with the Nurses. A competency based certificate is in development.

      JULY 2014 UPDATE: Apple TV devices are being piloted in a limited number of classrooms. This device allows the instructor to display the iPad onto the screen wirelessly.

5. Establish processes to evaluate IT infrastructure to identify gaps and remediation steps and costs when considering newer technologies (C1, C2, C3, C4, C5, C6) – Chief Information Officer (CIO) 07/13

   JUNE 2013 STATUS: The processes to evaluate IT infrastructure is in progress. A plan to identify remediation steps will be presented to Management Council in July 2013.

   JANUARY 2014 STATUS: The process is in development that is being used to identify gaps and remediation steps in the Information Technology infrastructure. Items are being identified in the infrastructure and plans for remediation are made on the case by case basis. ACTIVITY COMPLETED

6. Define technology solutions that are, as much as possible, "platform independent," "vendor neutral" and accessible, stable, redundant and effective (C2, C3) – Chief Information Officer (CIO) 07/13 Ongoing

   JUNE 2013 STATUS: Defining technology solutions that are, "platform independent," "vendor neutral" and accessible, stable, redundant and effective is in progress with anticipated completion by stated deadlines.

   JANUARY 2014 STATUS: These criteria are continually applied to all considered platforms and new technology that is implemented to enhance MCC's footprint and reduce reliance on any one particular vendor or framework. Ongoing review of technologies in place is occurring regularly to identify any areas where changes may further align Information Technology with these goals. ACTIVITY COMPLETED.

   JULY 2014 UPDATE: Through applications of these definitions, the Information Technology Department continues to define technology solutions that provide the ideal flexibility and agility to meet the demands of the user-base, while providing continuity and disaster recovery methods. Stability and effectiveness of the solution is always undergoing review to prevent a stagnant technology environment that is unable to provide optimal solutions to the user-base.

7. Provide small grants to faculty for instructional technology innovation (C2, C3) – Director of Instructional Technology 12/13 Ongoing

   JUNE 2013 STATUS: Procedures for small grants to faculty for instructional technology innovation are written and proposals can be submitted starting Fall 2013. ACTIVITY COMPLETED.

   JANUARY 2014 UPDATE: Faculty requests for Instructional Technology have been provided through CELT budget. Funds for a small grant program were not approved for the 2013 / 2014 academic year.

JULY 2014 UPDATE: Faculty requests for Instructional Technology have continued to be provided through CELT budget. Dedicated funds for a small grant program were not included in the 2014 / 2015 academic year.

8. Provide and support technology infrastructure used by others to support websites, blogs, wikis, social networking and emerging technologies as requested (C2, C3) – Chief Information Officer (CIO) Ongoing

    JUNE 2013 UPDATE: Information Technology has provided support for websites, blogs, wikis, social networking and emerging technologies by overseeing the conversion of the mohave.edu platform. Other installations include StarFish, NOLIJ-Perceptive Software and CampusLogic.

    JANUARY 2014 UPDATE: Through the use of MCC's infrastructure, Information Technology has been able to provide ongoing support for college technologies and emerging technologies. Included in these installations is StarFish, Nolij-Perceptive Software, Microsoft Sharepoint and other software platforms that bring ease of access to information for users.

    JULY 2014 UPDATE: The Information Technology Department continues to leverage virtualization technology, volume licensing and internal talent to provide varied and agile platforms to meet the demand for emerging technologies in the area of the web presence and functionality to the college user-base.

9. Provide 24/7 technological infrastructure support to enrollment, registration, course software and other critical systems (C2, C3, C4, C5 C6) – Chief Information Officer (CIO) 07/13 Ongoing

    JUNE 2013 STATUS: 24/7 support for enrollment, registration course software and other critical systems has been enabled through MCC-Connect. Technology staff are accessible when system issues are reported. ACTIVITY COMPLETED.

    JANUARY 2014 UPDATE: Staff continues to remain at ready for 24/7 support for all college business critical systems. Further disaster recovery plans have been implemented to facilitate quicker recovery in the event of a catastrophic failure of technology.

    JULY 2014 UPDATE: Through the continued use and monitoring of the 24/7 help desk ticketing system, the Information Technology Department works in conjunction with MCC Connect to provide maximum coverage with live interaction to the college base-user. Further monitoring and intervention systems are under investigation by the Information Technology Department to further meet the support needs of the college in a timely and efficient manner.

H. Increase course completion rates

1. Research the factors involved in encouraging and preventing student completion of college-level, certificate and precollege courses (C2, C3, C5, C6) – Dean of Student Services 03/13

JUNE 2013 STATUS: Research of the factors involved in encouraging and preventing student completion was conducted during the development of the Strategic Enrollment Management Plan, completed in March 2013. Continued research will be conducted by the Retention Subcommittee. ACTIVITY COMPLETED.

2. Develop student support and marketing strategies for improving degree, certificate and precollege course completion rates (C5, C6) – Dean of Student Services 06/13

   JUNE 2013 STATUS: Student support and marketing strategies for improving completion rates have been developed and incorporated into the Student Recruitment and Retention Plan. ACTIVITY COMPLETED.

I. Increase the impact of the Small Business Development Center and Corporate Education within Mohave County

   1. Distribute direct mail to new business license holders and chamber of commerce members – Dean of Instruction (C4) 03/13

      JUNE 2013 STATUS: The non-credit team (SBDC, Corporate Education and Community Education) will meet in June 2013 to further discuss how to use direct mail effectively. Currently, SBDC sends a post card to any new licensed business, and Corporate sends post cards every few years to Chamber of Commerce members across the county. SBDC uses an email marketing program called Constant Contact, provided by AZSBDC. The software offers many templates that can be used to create "email blasts" to market upcoming workshops and events as well as provides the sender a dashboard that shows how many emails were sent, opened, not opened, bounced back or contacts that opted out. Currently MCC SBDC has 669 active contacts entered in this program. ACTIVITY COMPLETED.

   2. Increase public presence of SBDC/CO on radio and in front of meetings of groups and organizations (C4) – Dean of Instruction 05/14

      JUNE 2013 STATUS: The non-credit team has identified 23 local affiliations already in place. By the end of July 2013, the Community and Corporate Education Managers will introduce each other to their respective hometown organizations. Corporate Outreach and MPIO are collaborating on marketing strategies.

      JANUARY 2014 STATUS: During the past six months, SBDC, and Community and Corporate Education (formerly Community and Corporate Outreach) have participated in over forty radio and civic and business meetings. MCC/Extended Campus hosted the Second Annual Statewide AZ Community & Corporate Educators Summit in September. MCC/SBDC staff presented a session entitled, "Fostering Relationships Using Social Media." Additionally, based on MCC public information records, the MCC SBDC press releases have accounted for 15% of all MCC items that regional media has printed since August 1, 2013.

JULY 2014 STATUS: The SBDC continue to participate in radio shows and use social media to get the word out about programs and to recruit potential faculty. This spring they recruited six new faculty. ACTIVITY COMPLETED.

3. Increase number of "hits" on SBDC/CO website pages and social media sites (C4) – Dean of Instruction 06/14

    JUNE 2013 STATUS: Tracking for "hits" on appropriate MCC Webpages is underway. Average monthly hits from July 2012 to April 2013 were: Corporate landing page - 90, SBDC landing page - 93, Community and Lifelong Learning - 227. SBDC web page is currently undergoing overhaul with the help of MPIO. Only SBDC has a Facebook page; Corporate and Community will be working with MPIO to have Facebook pages up and active by the end of the summer, 2013

    JANUARY 2014 STATUS: Webside and Facbook activity continues to be monitored. Facebook postings are intended to lead the reader to relevant MCC webpages, including MCC's Active Data Calendar and online registration system. The online registration system for non-credit MCC classes and events was activated in the fall, 2013, and makes it possible for participants to sign up and pay directly online.

    JULY 2014 STATUS: The departments are working with MPIO to track hits for requests. ACTIVITY COMPLETED.

4. Increase financial receipts for purchased services offered by SBDC/CO (C4) – Dean of Instruction 12/14

    JUNE 2013 STATUS: Initial financial projections for Corporate and SBDC were presented to the MCC President May 29, 2013. Community Education anticipates an initial business plans with at least two years' worth of projections by the end of July 2013.

    JANUARY 2014 STATUS: MCC SBDC office offered marketing assistance in Corporate Education's very successful Dealijng With Difficult People class in the fall. The class was offered via ITV so participants could attend at all campuses. Corporate and Community Education net financial reports for the first half of the 2013-2014 academic year were presented to the President in January of this year. ACTIVITY COMPLETED.

5. Complete review of all training programs (C2, C3) – Dean of 09/13

    JUNE 2013 STATUS: Review of all training programs has been completed. ACTIVITY COMPLETED.

6. Complete update of all training programs (C2, C3) – Dean of Instruction 12/13, 12/14, 12/15

    JUNE 2013 STATUS: Complete update of all training programs is in progress with anticipated completion by stated deadlines.

JANUARY 2014 STATUS: This is an ongoing activity. In preparation for the Spring 2014 Corporate Education Management Series, related training programs and course curricula are currently under review by the Corporate Education manager and the MCC SBDC Director.

JULY 2014 STATUS: The complete update of all training programs in an ongoing activity that will be reported on annually in January.

J. Investigate the feasibility of creating an MCC Prep Academy through which the college would provide higher skill levels for potential MCC students not yet qualified to enroll in college-level courses and no longer in high school.

1. Appoint a collaborative team to research and develop one or more concepts (C1, C4) – Dean of Instruction 07/13

JUNE 2013 STATUS: Appointment of a collaborative team to research and develop one or more concepts of a MCC Prep Academy is in progress with anticipated completion by stated deadlines. As the team will consist of faculty, it will begin meeting in Fall 2013.

JANUARY 2014 STATUS: The Office of Instruction is reviewing the needs of the developmental levels to determine the best model for MCC. ACTIVITY COMPLETED.

2. Identify the issues to be addressed by the MCC Prep concept (C1, C4) – Dean of Instruction 12/13

JUNE 2013 STATUS: Identifying the issues to be addressed by the MCC Prep concept will commence when the collaborative team begins meeting with anticipated completion by stated deadlines.

JANUARY 2014 STATUS: Currently Student Orientation and Success and developmental level courses are being considered for alternative delivery methods, such as a Massive Open Online Course. ACTIVITY COMPLETED.

3. Identify possible implementation and timeline options (C1, C4) – Dean of Instruction 12/13

JUNE 2013 STATUS: Identifying possible implementation and timeline options will commence when the collaborative team begins meeting with anticipated completion by stated deadlines.

JANUARY 2014 STATUS: Nothing to report at this time.

JULY 2014 STATUS: In April the Office of Instruction met with a team to discuss the feasibility of an MCC Prep Academy. The team decided the students would be better served by creating a Foundational Studies Department that included GED, PCS, ELA, and the TR classes. ACTIVITY COMPLETED.

4. Field test a limited number of the options in limited settings (C1, C4) – Dean of Instruction 08/14

   JUNE 2013 STATUS: A field test of a limited number of options in a limited setting will commence when if deemed feasible.

   JANUARY 2014 STATUS: Nothing to report at this time.

   JULY 2014 STATUS: In April the Office of Instruction met with a team to discuss the feasibility of an MCC Prep Academy. The team decided the students would be better served by creating a Foundational Studies Department that included GED, PCS, ELA, and the TR classes. ACTIVITY COMPLETED.

K. Increase the depth of knowledge about MCC students and the effect of MCC's efforts to enhance student learning and increase student satisfaction with support services

   1. Initiate a longitudinal study of students from admissions to completion or drop out (C1, C2, C3, C4, C5, C6)) – Director of Enrollment Management Services 03/13

      JUNE 2013 STATUS: The Office of Enrollment Management Services is still in the process of researching longitudinal study instruments that would be appropriate for community college cohorts.

      JANUARY 2014 STATUS: The Office of Enrollment Management Services will be working with Institutional Research and the Office of Instruction to initiate a longitudinal study beginning in fall 2014, focusing on entering students who are new to the college experience - collecting admission and registrar data and complementing the information with strategically placed surveys issued throughout the students' lifecycle at MCC.

      JULY 2014 STATUS: To provide further insight into this project, Student Services worked with Institutional Research to pull data from students who entered MCC in fall of 2010 and analyzed their progression at MCC – looking to see if they graduated, stopped-out, etc. to assist in developing surveys and timelines for this project. The study will still begin in fall 2014 – with the surveys and timeline still under development.

   2. Create one-time, term-based studies to corroborate and support longitudinal information (C1, C2, C3, C4, C5, C6)) – Director of Enrollment Management Services 06/13

      JUNE 2013 STATUS: The creation of a one-time, term-based studies to corroborate and support longitudinal information will commence upon completion of item K.1.

      JANUARY 2014 STATUS: The creation of a one-time, term-based studies to corroborate and support longitudinal information will consist of numerous feedback and data mechanisms, in accordance with K.1.

JULY 2014 STATUS: Status has not changed for this item, however it is important to note that the longitudinal study will take four – six years to complete, in accordance with the typical lifecycle of the community college student.

3. Formalize current efforts to gather subjective information on students, alumni after graduation and transfer students, concerning the completion or abandonment of their education goals (C1, C2, C3, C4, C5, C6)) – Director of Enrollment Management Services 06/13

    JUNE 2013 STATUS: The Office of Enrollment Services continues to utilize the graduation survey, as well as data provided by Financial Aid, to gather subjective information on students. Students are increasingly being asked to self-identify. ACTIVITY COMPLETED.

L. Determine the experiences of new students entering the college environment for the first time

1. Select methods needed to monitor this metric (C1, C2, C3, C4, C5, C6) – Dean of Student Services 06/13

    JUNE 2013 STATUS: The selection of method to monitor the experiences of new students entering the college environment for the first time is in progress with anticipated completion in Fall 2013.

    JANUARY 2014 STATUS: The quantitative and qualitative methods that are currently in place to monitor the experiences of new students entering the college for the first time include: Starfish early alert/early intervention reports, tutoring information, student life involvement and grade review analysis with gpa consideration. A formal student survey geared to first-time students is currently slated to be available in fall 2014 with the potential of focus groups to assess first-time student experience at MCC in summer 2014. ACTIVITY COMPLETED.

2. Upgrade all campus signage (directional and labeling) using a design that can easily and inexpensively be changed (C1, C2, C3, C4, C5, C6) – Executive Vice President 08/13

    JUNE 2013 STATUS: The upgrade of campus signage is in progress with anticipated completion of one of the four physical campuses by stated deadlines.

    JANUARY 2014 STATUS: Directional road signs were installed on the Neal Campus Kingman in July 2013. The NCK facilities department is currently installing lighted number signs on all buildings. Directional road signs for Lake Havasu will go out for quotes in February of 2014. LHC is planning to install lighted number signs on all buildings on the campus. The Bullhead City Campus already had acceptable signage and is looking to enhance and expand the use of signs in line with the other campuses. The North Mohave Campus, because of its limited number of structures, has less need for signage.

    JULY 2014 STATUS: Lake Havasu Campus signage quotes were received, reviewed and determined too costly. A second proposal is being considered.

3. Create cohort-based or other structures to teach entering students how to be college students (C1, C2, C3, C4, C5, C6) – Dean of Student Services 06/13 Ongoing

   JUNE 2013 STATUS: The non-credit New Student Orientation (ORT101) is mandatory for first time college students and is available on-ground or online. MCC also offers the one-credit STU101, Introduction to College Success and the three-credit STU103, Mastering Skills – College Success. The college also offers several "learning communities" with the intention creating cohorts of students. ACTIVITY COMPLETED.

   JANUARY 2014 UPDATE: MCC continues to offer the items mentioned above (ORT 101, STU 101 and STU 103).

   JULY 2014 UPDATE: MCC continues to offer the items mentioned above (ORT 101, STU 101 and STU 103).

4. Create cohort-based or other structures that provide ongoing mentoring in how to be a college student (C1, C2, C3, C4, C5, C6) – Dean of Student Services 06/13 Ongoing

   JUNE 2013 STATUS: Student Services has developed and will be implementing a pilot student mentoring program in Fall 2013. ACTIVITY COMPLETED.

   JANUARY 2014 UPDATE: Student services extended mentoring program implementation to summer and/or fall 2014 to involve staff via a "connection program "that is still in development. Programs, courses and funding are being reviewed to place student mentors where they will be most effective.

   JULY 2014 UPDATE: This project continues to be researched and evolve in accordance with student needs and funding to best utilize student mentors.

5. Make all forms and services available online and paperless (C4, C5, C6)- Dean of Student Services 06/13

   JUNE 2013 STATUS: In March 2013, the college convened an administrative processes meeting to jumpstart the conversion of all student forms and student services to be accessible either online paperless. Significant progress has been made to date, including the development of a "quick" application form.

   JANUARY 2014 STATUS: The College is in the process of utilizing Microsoft SharePoint to make all forms accessible online – student forms and student services is part of this project, with the goal of being paperless in April 2014.

   JULY 2014 STATUS: Due to programming issues, the College has not been able to go paperless via Microsoft SharePoint. However, has been able to streamline processes and eliminate and/or condense forms by utilizing JICS (MCC's student portal) and NOLIJ, which serves as an electronic filing cabinet for digitized documents and enables the automation of manual business processes with the use of workflows. With this technology, the withdrawal

process has gone paperless and a paperless grievance process will be launched at MCC in fall 2014 – in addition to other items and initiatives.

M. Reduce the percentage of new and continuing students who experience difficulties with registration and enrollment processes

1. Reach out to potential students more effectively to expand access to, and retention and success in higher education, especially for at-risk students (C4, C5, C6) – Dean of Student Services 06/13

    JUNE 2013 STATUS: Enrollment Management Services has developed a recruitment plan that includes strategies to reach out to potential students more effectively. Staff are also researching using the Jenzabar EX admissions module to allow for student inquiries. ACTIVITY COMPLETED.

2. Develop efficient processes and effective capabilities to reduce the percentage of new and continuing students who experience difficulties with registration and enrollment process (C4, C5, C6) – Dean of Student Services 06/14

    JUNE 2013 STATUS: A "quick" application has been developed to allow students more flexibility with the registration and enrollment process. ACTIVITY COMPLETED.

3. Create a process to assess all practices in student services (C4, C5, C6) – Dean of Student Services 06/13

    JUNE 2013 STATUS: In March 2013 an Administrative Processes meeting was convened to assess the efficiency and effectiveness of all student services practices. ACTIVITY COMPLETED.

4. Remove Community Outreach registration and enrollment to its own, streamlined system (C4, C5) – Dean of Student Services 03/13

    JUNE 2013 STATUS: Research in ongoing to identify alternative methods to streamline Community Education registration and enrollment, including the possibility of purchasing an additional Jenzabar EX module.

    JANUARY 2014 STATUS: Community Outreach registration, enrollment and payment has been moved to Active Data Exchange - a separate software that does not interact with the Jenzabar EX module. ACTIVITY COMPLETED.

N. Align recruitment and financial aid practices with enrollment goals and provide seamless service throughout the student lifecycle and beyond.

1. Take a data-driven approach to better understand students and borrowers and develop insights from these customers (C4, C5, C6) – Dean of Student Services 06/14

JUNE 2013 STATUS: Extensive measures have been taken in the last year to take a data-driven approach to better understand students and borrowers. MCC utilizes software (WebClient and CampusLogic), consultants (FAS and ECMC), and collects call data from MCC-Connect. MCC also works closely with the U.S. Department of Education. ACTIVITY COMPLETED.

2. Develop efficient procedures , practices and effective capabilities to reduce the percentage of new and continuing students who experience difficulties with financial aid processes (C4, C5, C6) – Dean of Student Services 06/14

   JUNE 2013 STATUS: Extensive measures have been taken in the last year to develop efficient procedures, practices and effective capabilities to reduce the percentage of new and continuing students who experience difficulties with the financial aid process. MCC utilizes software (WebClient and CampusLogic), consultants (FAS and ECMC), and collects call data from MCC-Connect. MCC also works closely with the U.S. Department of Education. ACTIVITY COMPLETED.

3. Strengthen the performance culture within the financial aid office (C4, C5, C6) – Dean of Student Services 06/13

   JUNE 2013 STATUS: In April 2013, the financial aid office was reorganized to increase efficiency and strengthen the performance culture. ACTIVITY COMPLETED.

O. Unify advising, enrollment and course offering systems to allow students and the college to plan for program completion services

1. Using the two-year Master Course Matrix (A.3.), create a semester-by-semester course plan for all students upon enrollment (C4, C5, C6) – Dean of Student Services 04/13 Ongoing

   JUNE 2013 STATUS: Student Service is in receipt of the two-year Master Course Matrix and continues to work on semester-by-semester course plan for all students upon enrollment. ACTIVITY COMPLETED.

   JANUARY 2014 UPDATE: Student services continues to advise and assist students based on the two-year Master Course Matrix in conjunction with the online course catalog.

   JULY 2014 UPDATE: Student services continues to advise and assist students based on the two-year Master Course Matrix in conjunction with the online course catalog.

2. Assign advising responsibility to program faculty when there is a resident faculty present and the student has selected a program (C1, C2, C3 C4, C5, C6) – Dean of Student Services 03/13 Ongoing

   JUNE 2013 STATUS: Advising responsibilities have been assigned to program faculty when there is a resident faculty present and the student has selected a program. Continued support and training will be required. ACTIVITY COMPLETED.

JANUARY 2014 UPDATE: Advising responsibilities continue to be assigned to program faculty when there is resident faculty present and the student has a selected a program, with continued support and training.

JULY 2014 UPDATE: Student Services has streamlined this process further by organizing group advising sessions with designated faculty, in conjunction with instruction. Further, faculty can now access student course history in one place and advise all students in their program without being assigned in the system.

P. Incorporate new recruitment methods and activities to increase student enrollment

1. Research recruiting methods and activities to increase enrollment of traditional, underserved and new constituencies (C4) – Dean of Student Services 03/13

    JUNE 2013 STATUS: The research of recruiting methods and activities to increase enrollment of traditional, underserved and new constituencies occurred during the development of the Strategic Enrollment Management Plan and the Recruitment and Retention Plan which were finalized in Spring 2013. ACTIVITY COMPLETED.

2. Establish processes and a timeline for implementation of an enhanced recruitment plan (C4) – Dean of Student Services 06/13

    JUNE 2013 STATUS: Processes and a timeline for implementation of the enhance recruitment plan have been completed. ACTIVITY COMPLETED.

3. Install best practices activities that have the greatest potential for success in recruitment (C4) – Dean of Student Services 06/13 Ongoing

    JUNE 2013 STATUS: The Office of Enrollment Management has increased the utilization of the Jenzabar EX admissions module as well as increasing efforts utilizing recruitment phone call campaigns. ACTIVITY COMPLETED.

    JANUARY 2014 UPDATE: The utilization of the Jenzabar EX module continues to be reviewed and enhanced. Recruitment efforts have been expanded and strengthened through established monthly outreach goals with admissions counselors and student services specialists and directors. A once-a- month event that is themed around a particular program or activity has also been implemented - allowing potential and current students to utilize MCC student services and become admitted and registered.

    JULY 2014 UPDATE: Student Services has made significant process in setting up the Jenzabar EX admissions module, with implementation set for late fall. The admissions module will allow student services to be more systematic in following up with prospective students regarding their interest in MCC and getting them admitted. Recruitment has continued with once-a-month events. Phone call campaigns to potential and interested students have strengthened with the involvement of the call center and advising staff.

4. Evaluate effectiveness of those activities (C4) – Dean of Student Services 06/14 Ongoing

    JUNE 2013 STATUS: Evaluating the effectiveness of new recruitment methods and activities is in progress with anticipated completion by stated deadlines.

    JANUARY 2014 STATUS: Attendance and contacts in addition to conversion rates are tracked with recruitment activities.

    JULY 2014 STATUS: Attendance and contacts in addition to conversion rates continue to be tracked with recruitment activities.

Q. Market bachelor's degree programs through MCC and partner universities

1. Team with university marketing departments to do joint promotion and awareness (C4) – Director of Marketing and Public Information 06/13 Ongoing

    JUNE 2013 STATUS: MPIO has made initial outreach to the three Arizona Universities. Currently, University marketing materials (posters) are available to the campuses for posting in the student services areas. ASU-Havasu and NAU were invited to share information booths at two community events (Balloon Festival and MoCo County Fair). MPIO plans to establish monthly telephone calls with marketing directors at the universities, including U of A. ACTIVITY COMPLETED.

    JANUARY 2014 UPDATE: MCC invited NAU and ASU@Havasu to share space at the County Fair and the Havasu Balloon Festival under a banner of "Higher Education in Mohave County." Neither participated at the County Fair, NAU was at the Balloon Festival. All three college logos were on the banner purchased by MCC. The PIO met several times with ASU@Havasu and helped to promote joint ASU/MCC events.

    JULY 2014 UPDATE: MPIO continues to provide occasional outreach to the Arizona Universities. NAU has been active in MCC's First Thursdays and MCC continues to work with ASU@Havasu regarding partnering in sporting events and promoting them accordingly.

2. Educate MCC advisors and faculty on the depth of opportunity in partner transfer, including two-plus-two, 90-30, and TAG programs (C4) – Dean of Instruction Ongoing

    JUNE 2013 UPDATE: The Office of Instruction, in conjunction with Student Services, has implemented monthly meetings that focus on curriculum and articulation.

    JANUARY 2014 UPDATE: The Curriculum & Articulation Office Coordinator has been attending the Student Services meeting to update advisors on new and revised curriculum changes that impact articulation. Program directors and coordinators have also been attending meetings to share information and answer questions regarding program changes.

JULY 2014 UPDATE: The Coordinator of Curriculum and Articulation has been updating articulation agreements with partner universities. The partnerships listed in the catalog are current as of today.

3. Enhance bachelor's degree promotion in the current marketing plan (C4) – Director of Marketing and Public Information Ongoing

    JUNE 2013 UPDATE: The new recruitment-oriented Expressions Magazine ran ads for the universities and a major article addressed how students move from high school through MCC through universities. Brochures, POS booklets, advertising will all continue to stress "start your bachelor's degree at MCC."

    JANUARY 2014 UPDATE: The November Expressions magazine again ran information about transfer opportunities. Transfer opportunities continue to be mentioned in advertising, press releases, recruitment brochures and direct mail. The PIO met several times with ASU@Havasu and helped to promote joint ASU/MCC events. The MPIO director and PIO met with ASU@Havasu in early January to discuss TAG. ASU@Havasu's recruiting priorities for TAG were substantially different so MCC will continue to promote the TAG agreements independently.

    JULY 2014 UPDATE: MCC continues to promote bachelor's degrees through it's marketing including MCC's website, press releases and additional advertising.

4. Assess the impact of marketing bachelor's degree programs on enrollment (C4) – Director of Enrollment Management Services 12/14 Ongoing

    JUNE 2013 STATUS: The assessment of the impact of marketing bachelor's degree programs on enrollment is in progress with anticipated completion by stated deadlines

    JANUARY 2014 STATUS: The assessment of the impact of marketing bachelor's degree programs on enrollment remains in progress with anticipated completion by stated deadlines.

    JULY 2014 STATUS: MCC has gathered qualitative as well as some quantitative data regarding the impact of marketing bachelor degree programs on its enrollment. Student interest is relatively low when it comes to enrolling or showing interest in any of the programs that state universities offer through MCC (ASUTag, MCC2NAU) that offer seamless transfer. However, many students often note and are interested in the transferability of MCC courses to state or other universities – with or without the completion of their associate's degree at MCC. MCC is currently looking at a better way to track this information.

R. Increase the number of students engaged in student life activities

    1. Create a year-long calendar of events/activities and aggressively promote awareness (C1, C2, C3, C4, C5, C6) – Dean of Student Services 03/13 Ongoing

JUNE 2013 STATUS: The creation of a year-long calendar of events/activities and aggressively promoting awareness is in progress.

JANUARY 2014 STATUS: The creation of a year-long calendar of events/activities and aggressively promoting awareness has been completed – with occasional or supplemental activities being added as needed per demand. ACTIVTY COMPLETED.

JULY 2014 UPDATE: Student Services has provided a calendar of suggested activities to the campus deans who now oversee student life and promote events and acties through campus flyers, press releases, social media and other mediums.

2. Increased participation in recreational activities, student life and leadership and campus clubs, the use of lounges and other student gathering areas (C1, C2, C3, C4, C5, C6) – Dean of Student Services 06/13 Ongoing

JUNE 2013 STATUS: Increased participation in recreational activities, student life and leadership and campus clubs, the use of lounges and other student gathering areas is in progress with anticipated completion by stated deadlines. ACTIVITY COMPLETED.

JANUARY 2014 UPDATE: Increased participation in recreational activities, student life and leadership and campus clubs, the use of lounges and other student gathering areas continues to be in progress. Campuses are offering new events, promoting participation and gathering areas and have enhanced services.

JULY 2014 UPDATE: Increased participation in recreational activities, student life and leadership and campus clubs, the use of lounges and other student gathering areas continues.

Workforce Development Goals and Activities

Mohave Community College recognizes the importance of providing education and training opportunities for community members who may want or need a more direct pathway into the workforce than traditional two-year and transfer-degrees may provide.   While the goals and activities below may not link directly to any specific metric cluster, they represent major strategies that support demand-driven, relevant skill preparation for high school students, job seekers and current workers.

S. Strategic Partnerships with economic development, the workforce system, area associations, state, county and municipal agencies, and educational institutions throughout the region.

   1. Build upon and expand existing partnerships with state, regional and local associations and businesses such as, but not limited to, KAMMA, WAVE/JTED, Goodwill of Northern Arizona. (C1, C4) – Dean of Instruction – ongoing, with annual growth/expansion identified May 2014, May 2015

       JUNE 2013 UPDATE: : A grant application for additional CPT (Certified Production Technology) equipment piece was submitted to WAVE/JTED Wednesday, May 29, 2013, for presentation at the June, 2013, WAVE/JTED meeting. CPT equipment has been ordered per Arizona Commerce Authority grant, a partnership with the City of Kingman. Meetings with Goodwill personnel have been ongoing in May, 2013 for the roll out of a work-readiness training partnership.

       JANUARY 2014 UPDATE: MCC hosted its first Corporate Education and Workforce Development Advisory Committee meeting on November 5th, 2013. Participants attended via ITV at each of the southern campuses. The MCC Community Education office plans to establish a similar advisory council this spring. MCC Corporate Education and the Office of Instruction introduced the Certified Production Technician (CPT) Program's Mobile Learning unit at the January 2014 Kingman Chamber Mixer. MCC Corporate Education is currently partnering with the Havasu Community Health Foundation in the development and submission for state approval of a non-credit assisted living caregiver training program.

       JULY 2014 UPDATE: Corporate Outreach and SBDC have worked closely with the Tri-City Council on a variety of projects including assisting the council in developing a vision. All members of the team are creating a consistent message about the opportunities for all students at MCC.

   2. Continue to collaborate with the Northern Arizona alliance of I-40 corridor Arizona community colleges to develop/sponsor training, education and testing programs.(C1, C4) – Dean of Instruction, ongoing, with annual growth/expansion identified May 2014, May 2015

JUNE 2013 UPDATE: Extended campus continues to meet quarterly with the Northern Arizona alliance of I-40 corridor community colleges. An Intergovernmental Agreement will be presented to the MCCCDGB in June 2013.

JANUARY 2014 UPDATE: The governing boards of the three I-40 corridor community colleges have signed an updated Intergovernmental Agreement (IGA) that will provide for I-40 collaboration as the colleges identify training needs.

JULY 2014 UPDATE:

T. Develop tiers of manufacturing-related trainings: for incumbent workers, high school students, and unemployed workers, that can lead to both non-credit certifications and college credit.

1. Stream-line continuing education and training programs in technical, mining, allied health and business areas. (C2, C5) - Dean of Instruction, December 2015.

JUNE 2013 STATUS: Stream-lining of continuing education and training programs in technical, mining, allied health and business areas is in progress with anticipated completion by stated deadlines.

JANUARY 2014 STATUS: The first cohort of CPT students have now completed their program. The program timeline was compressed to run between the fall and spring semesters, such that students attended each day for lectures, online review and hands-on lab. A fast-track option that can benefit experienced manufacturing employees is also available, where students are able to review course materials and sit for the CPT certification exams.

JULY 2014 STATUS: The new Care Giver Program will offer more continuing education opportunities in the communities beginning this fall. Corporate Outreach is holding more courses that offer CEU's for dental and chemical dependency workers.

2. For manufacturers and incumbent workers. (C3, C6) – Dean of Instruction, December 2014 and ongoing

a. Design manufacturing training in specific, identified areas as articulated modules.

JANUARY 2014 STATUS: As noted above, the CPT fast track program training is presented online at the student's own pace. After approximately 18 hours of online instruction, the student can sit for a testing assessment at MCC for certification in the four certified production technology disciplines.

JULY 2014 STATUS: The welding testing center is now fully operational and welders have gone through testing this summer.

b. Issue certificates of competency after successful completion of each training module.

JANUARY 2014 STATUS: As noted above, the CPT program provides for MSSC certificate assessment after completion of each training module (or, if taken for credit, of each CPT course). Successful completion of each module/course assessment leads to the student's award of the full CPT MSSC credential.

JULY 2014 STATUS: The AWS testing will provide welders who successfully pass the AWS tests to receive national certification. The Care Giver program will award certificates to those who successfully complete the program.

c. Define and develop more comprehensive credentials for employees who wish additional training.

JANUARY 2014 STATUS: In development, as MCC and KAMMA (Kingman and Mohave Manufacturers Association) are beginning discussions regarding the Mobile Lab and what additional trainings can benefit KAMMA employees.

JULY 2014 STATUS: Corporate Outreach and SBDC have provided training to the Tri-city Council as well as many small business employees and the MCCConnect employees.

3. For unemployed individuals.(C1, C4) – Dean of Instruction, December 2014 and ongoing

JUNE 2013 STATUS: Extended Campus has partnered with the Mohave County Workforce Development Division and continues to work closely with the Arizona Department of Economic Security.

JANUARY 2014 STATUS: Students in the first cohort of Mohave County One-stop/CPT program have now completed their training, and most have successfully completed all assessments. A second One Stop cohort is being planned.

JULY 2014 UPDATE: LWIB approved that addition of the AAS HIT program, Care Giver program, AAS Computer Graphic and Web Design, and AAS Network Support and Information Security to be offered through the One Stop.

4. For high school and career pathway development. (C1, C4) – Dean of Instruction, December 2014 and ongoing.

a. Design dual credit type of pathway leading to industry certification upon completion of high school.

JUNE 2013 STATUS: Design of a dual credit type of pathway leading to industry certification upon completion of high school is in progress with anticipated completion by stated deadlines.

JANUARY 2014 STATUS: The Offices of Instruction and Corporate Education have been in discussion with the local WAVE/JTED office regarding providing the CPT college credit certification program to student in the fall of 2014. WAVE/JTED provided funding for the purchase of equipment.

JULY 2014 STATUS: MCC is working with WAVE/JTED on a culinary program in LHC that will be housed in a new building and classrooms overseen by WAVE/JTED. Welding will be offered in BHC as dual enrollment this fall.

Support Goals and Activities

Support Goals and Activities are major efforts undertaken by MCC that will improve the quality and effectiveness of the college, but are not directly linked to any specific metric cluster within the overall grid.

U. Establish MCC as an advocate and resource for cultural activities

1. Create a college-wide Cultural Affairs Committee which will offer guidance on the creation of opportunities in fine and performing arts, educational lectures, seminars and experiences, and appreciation of diverse world communities and traditions – Dean of Extended Campus 05/13

    JUNE 2013 STATUS: Campus Deans met May 2013, to formulate committees/teams to represent both MCC cultural, civic and community involvement. The group concluded that because of the task overlap, one committee would better serve both goals. The Cultural Affairs & Civic Engagement Subcommittee was approved at the June President's Council. ACTIVITY COMPLETED.

2. Add new, cultural activity programs each year on each campus – Cultural Affairs Committee 05/14

    JUNE 2013 STATUS: Adding new, cultural activity programs each year on each campus is in progress with anticipated completion by stated deadlines.

    JANUARY 2014 STATUS: In addition to numerous perennial cultural events, residents in each of the Mohave Community College campus service areas witnessed additional fresh activities designed to enhance the quality, variety, and effectiveness of college service. The North Mohave Campus (NMC) hosted student artwork exhibits and sponsored significant off-campus musical performances by the MCC Choir in the 100 building, including a December performance in a local community center that sold out with over 600 attendees. In addition, Martin Luther King Jr. was honored twice at NMC to commemorate the 50th anniversary of his I have a dream speech: two YouTube videos were posted on the campus Facebook page, discussed in morning huddle and broadcast in the student lounge; in January the NMC library exhibited a MLK display for Civil Rights Day. The Lake Havasu Campus (LHC) Hodel Library was the site of the Second Saturday Story Time sequence, an Art-A-Fair event, and an open microphone Poetry Night hosted by the Student Activities Council (SAC). In addition to frequent art displays in the LHC Art Gallery, LHC was joined by the other campuses in a Success by Design live art competition that resulted in scholarship awards to winners. Highlights of new cultural activities at the Bullhead City Campus (BHC) include new author presentations offered both through Community Outreach program and through Hargrove Library-sponsored sessions. BHC SAC sponsored the React to Film series that featured new documentaries designed to stimulate thinking about contemporary issues. SAC also brought the Von Shakes rock band to perform at the BHC campus, and the campus enjoyed a trio of professional standup comics arranged through SAC. The BHC Art program hosted numerous successful art exhibits, competitions, and art sales events. The campus also continued to host the Foundation-sponsored Voices of the River choir, which simultaneously

provides ongoing performing arts opportunities to students and area residents as well as providing the means to fund a significant emergency grant program for local students. The Neal Campus Kingman (NCK) continues to be an advocate and resource for cultural activities. The Mohave Artists and Craftsmen Guild Art Show event displayed arts and crafts for regional citizens, while the library Saturday Story Time provided a learning opportunity for local kids. NCKs' SAC provided a Welcome Back Bash welcoming students back to the campus, and they also provided an end-of-the-semester support system by serving healthy snacks during Finals Week.

JULY 2014 UPDATE: Campus leadership continue to work hard on establishing MCC as an advocate and resource for cultural activities. All four campuses participated in the "Success by Design", a live art competition. The North Mohave Campus had an outstanding 17 entrants in the competition and took the opportunity to display artwork from the drawing classes during the event. Both the Lake Havasu Campus and the Bullhead City Campus held several Art Exhibits throughout the year. The Bullhead City Campus regularly hosts the River Valley Writers and the Historical-Cultural Committee as well as the Voices of the River Community Choir. Campus Dean Shawn Bristle facilitated a series of workshops Laughlin High School choir students in April 2014. Also in April, the Lake Havasu Campus supported the local dance community by hosting The En Croix Ballet's spring recital. BHC partnered with Southwest Behavior Health to serve as site host for a screening of *The Anonymous People* on 4/16/14. Approximately 30 attended, and strong appreciation for the college was expressed several times.

3. Aggressively market all MCC cultural activities throughout Mohave County – Director of Marketing and Public Information 05/14 Ongoing

   JUNE 2013 STATUS: MCC's PIO will promote cultural activities through print and electronic media and speaking engagements. MPIO will provide marketing materials in the form of posters, e-mail fliers, direct mail pieces, public service announcements, etc. where appropriate.

   JANUARY 2014 STATUS: The Public Information Officer continues to send media releases and public service announcements to area media when the campuses share the information about upcoming events. In addition, the events they post to the online calendar are Tweeted and posted on Facebook. The campuses have not requested posters or e-mail fliers, but they are encouraged to use the Graphic Design Request form at least one month in advance of the event to allow production and exposure time.

   JULY 2014 STATUS: The Public Information Officer continues to send media releases and public service announcements to area media when the campuses share the information about upcoming events. ACTIVITY COMPLETED.

V. Increase civic involvement of MCC in a community service roles within the MCC communities

   1. Determine methods needed to support and monitor this metric – Dean of Extended Campus 03/13

JUNE 2013 STATUS: Campus Deans met May 2013, to formulate committees/teams to represent both MCC cultural, civic and community involvement. The group concluded that because of the task overlap, one committee would better serve both goals. ACTIVITY COMPLETED.

2. Create a Community Involvement Committee on each campus with oversight college-wide – Dean of Extended Campus 05/13

    JUNE 2013 STATUS: The Cultural Affairs & Civic Engagement Subcommittee was approved at the June President's Council. ACTIVITY COMPLETED.

3. Add two new programs focusing on the college's role in community involvement each year on each campus – Cultural Affairs Committee 05/14

    JUNE 2013 STATUS: Adding two new programs focusing on the college's role in community involvement on each campus per year is in progress with anticipated completion by stated deadlines.

    JANUARY 2014 STATUS: MCC campuses repeatedly demonstrated deep connections to the communities in which they are located. The commitment to civic involvement was displayed in tremendously varied ways. Over the past six months, the NCK held many community services. During each week in September there was a voter registration event. The NCK lobby area was the site for a Constitution Day event with the American Legion and the Color Guard. Other community-oriented activities included the NCK Breast Cancer Awareness Event, the MC4 Club Technology Recycling Event, a successful SAC food drive for the Kingman Food Bank, and a Hualapai Mountain Park Winter Wonderland event put together by NCKs' Phi Theta Kappa chapter along with the Mohave County Parks and Rec Department. At LHC, "Trivia Challenge" was hosted by PTK in the fall, followed soon after by the well-attended Veterans Reception to honor MCC and community veterans. The Big Horn Decoders club also held a Technology Summit event in the fall. The LHC Foundation chapter supported (with candy) Halloween-style activities downtown at an LHC community event. Importantly, campus student organizations and campus departments renewed a sense of giving through the decorating and gift donations of the "Giving Trees" in which gifts are donated and disseminated to support local charities during the Thanksgiving and Christmas season. This is all a part of "MCC Shines," and the December event included Christmas lights throughout the campus. BHC hosted several economic development activities involving BREDA, civic partners, and private businesses, most recently hosting the new Moss Mine Advisory Council. A town hall meeting with Congressman Paul Gosar offered an intimate opportunity for students and area residents to interact with a U.S. legislator from Arizona. BHC co-hosted an event with the local Chamber of Commerce that was designed to acquaint residents with the Affordable Care Act, and the Mohave Electric Cooperative held its MEC Youth Tour Competition at the campus. A new community service organization, the Bullhead City Rotaract club got its start on the campus in 2013. The BHC SAC hosted many activities open to the public, including Outdoor Movie Nights and a well-received car show, intended to become an annual event, which resulted in the creation of a significant scholarship for ACT

students by a local car club, the River City Cruisers. Finally, a Pumpkin Fest event sponsored by the BHC Foundation chapter drew huge numbers of area residents and was staffed through a tremendous volunteer effort by campus employees and area service organizations. The North Mohave Campus hosted two civic events this year. In July the Dixie Field Office of the BLM held an open house at NMC for public discussion of a proposed road plan. In September, Constitution Day was celebrated with a coloring contest, live streaming, constitution brochures given to the middle school civics classes, and a library display.

- JULY 2014 STATUS: The commitment to civic involvement was displayed in varied ways by the MCC campuses since the last reporting cycle. The commitment to civic involvement was displayed in varied ways by the MCC campuses since the last reporting cycle. Both the Lake Havasu and Kingman campuses sponsored Voter Registration events. Kingman and North Mohave hosted successful Blood Drives. North Mohave and Lake Havasu supported Earth Day events. The Bullhead City Campus hosted a Vietnam Veteran's Day celebration, attended by Congressman Sonni Barrelli, Congresswoman Kelli Ward, Mayor Hakim and most of the Bullhead City Council, and approximately 40 community participants. The culinary program provided cake and refreshments, and significant appreciation was expressed to the college for hosting the event. The Kingman Campus partnered with the Disabled American Veterans to bring a mobile veterans service unit to the campus, the only stop for the unit in Mohave County. On the North Mohave Campus, over 70 members of the Colorado City community came to campus to attend a presentation on how to start a small business and NMC would like to connect with this group by offering beginning computer classes through community outreach courses. NCK worked with the Arizona Department of Economic Security to host a Job Fair on campus that had over fifty employers present. Campus leadership on the BHC campus continues to have significant ongoing positive interaction with the Bullhead Regional Economic Development Authority (BREDA) and been appointed the chair of that organization's membership/fundraising committee. The Bullhead City Campus has also played host to several electoral debates.

4. Expand service learning and other community service activities – Dean of Instruction 12/15

   JUNE 2013 STATUS: Expanding service learning and other community service activities is in progress with anticipated completion by stated deadlines.

   JANUARY 2014 STATUS: Initial discussions with the Office of Instruction are planned for spring 2014 regarding potential service learning goals and ways such learning might be incorporated into college curricula.

   JULY 2014 STATUS: Expanding service learning and other community service activities is in progress with anticipated completion by stated deadlines.

W. Maximize utilization of MCC's human resources

   1. Implement a wellness incentive plan – Director of Human Resources 04/13

JUNE 2013 STATUS: Human Resources implemented a wellness incentive plan beginning in October 2012 with the gathering of baseline data. MCC had the highest participation rate of any organization in the Mohave Insurance Consortium and one of the highest participation rates of any organization in the State. Participation was voluntary in for FY13. ACTIVITY COMPLETED.

2. Complete wellness plan enrollment with 85% employee participation – Director of Human Resources 06/15

    JUNE 2013 STATUS: Reaching an 85% employee participation in the wellness incentive plan is in progress with anticipated completion by stated deadlines. MCC partners with three programs to support employee wellness: Interactive Health Solutions (wellness evaluations), Alliance Work Partners (employee assistance program) and the Arizona School Board Association Insurance Trust (ASBAIT) Wellness Program (Healthy U).

    JANUARY 2014 STATUS: 90 members participated in Interactive Health Solution's wellness evaluations in October of 2013 which represents approximately 32% of the employees on MCC's medical coverage. Of the 90 members, 58 were Repeat Participants and 32 were New Participants with 75.6% Over the Age 40.

    JULY 2014 STATUS: MCC will again offer Interactive Health Solution's wellness evaluation in October 2014. Data shows that employers who offer a strong financial incentive yield an engagement level of 80% or better. HIPAA allows up to 30% of the insurance premium to be used as an incentive.

3. Develop a staffing model based upon national standards as a reference guide for making staffing decisions – Director of Human Resources 12/13

    JUNE 2013 STATUS: Research of staffing model based upon national standards as a reference guide for making staffing decision is in progress with anticipated completion by stated deadlines.

    JANUARY 2014 STATUS: A staffing model is in progress with an anticipated completion date of March 2014.

    JULY 2014 STATUS: A proposed staffing model based upon national standards to use as a reference guide for making staffing decisions was completed and submitted to the Office of the President in May of 2014. ACTIVITY COMPLETED.

4. Fully implement staffing model – Director of Human Resources 12/14

    JUNE 2013 STATUS: Implementation of a staffing model will commence upon completion of W.3. with anticipated completion by stated deadlines.

    JANUARY 2014 STATUS: Implementation of a staffing model will commence upon completion of W.3. with anticipated completion by stated deadlines.

JULY 2014 STATUS: MCC used the developed model to estimate staffing needs based on student FTSE for 2014-15, resulting in a corresponding reduction in force. MCC will further refine the process and continue to utilize the model throughout 14-15 to determine next year's staffing needs.

5. Establish processes to evaluate IT staff skills to identify gaps and remediation steps and costs when considering new technologies – Chief Information Officer (CIO) 07/13

   JUNE 2013 STATUS: Processes to evaluate IT staff skills to identify gaps and remediation steps is in progress with anticipated completion by stated deadlines.

   JANUARY 2014 STATUS: Training opportunities and minimum technical qualifications have been reviewed to bring the IT staff in to a standard base of operations. Staff feedback has been vital in identifying sources for ongoing skill improvement and implementation of programs to ensure baseline technical skills are reached. ACTIVITY COMPLETED.

X. Add four-year budget projection for use by senior management in financial planning to the normal one-year, detailed budgeting process – Dean of Business Services 05/13 Ongoing

JUNE 2013 STATUS: Financial Services has narrowed available software products down to $5,000 range, and plan to evaluate the software costs and capabilities in a matrix, and follow up with other Higher Ed users.

JANUARY 2014 STATUS: Budgeting software was determined to be too costly. The Business Office developed an in-house automated budgeting system using existing software Nolij, Info Maker, and Jenzabar EX in November 2013. The detailed budget will be projected out three years and the general budget outline projected into years four and five. The development and automation of the budget and its reporting will be an on-going project for the department. ACTIVITY COMPLETED.

JULY 2014 UPDATE: Budget requests were successfully requested using the electronic Nolij process. Detail requests were taken for three years out in the future and can now be reported on along with all other financial information stored in Jenzabar EX.

Y. Provide new and remodeled physical facilities

1. Create a philosophical basis for campus footprint planning and facilities zone plans for all four physical campuses – Executive Vice President 12/13

   JUNE 2013 STATUS: Creation of a philosophical basis for campus footprint planning and facilities zone plans for the four physical campuses is in progress with anticipated completion of August 2013.

   JANUARY 2014 STATUS: A draft of the campus footprint planning and facilities zone plans for the four physical campuses will be presented at the February 2014 Governing Board Workshop. ACTIVITY COMPLETED.

Z. Enhance the quality of the MCC image within the community

1. Determine current benchmarks and establish appropriate timelines and techniques required to monitor this metric – Director of Marketing and Public Information 03/13

   JUNE 2013 STATUS: A community survey from 2012 was analyzed and compared to the benchmarks established by the CLARUS report 10 years ago. Recommendations about opportunities for enhancing image and reputation of the college were submitted to Enrollment Management Services and the Office of the President. Additional surveys of high school students, high school counselors and the public at large should be conducted. ACTIVITY COMPLETED.

2. Create Community Involvement Teams on each campus with college-wide oversight – four physical campus deans 06/13

   JUNE 2013 STATUS: Campus Deans met May 14, 2013, to formulate committees/teams to represent both MCC cultural, civic and community involvement. The group concluded that because of the task overlap, one committee would better serve both goals. The subcommittee was approved at the June President's Council. ACTIVITY COMPLETED.

3. Each year, on each campus, add two new, formal public relations programs that increase exposure to the community and enhance MCC's image – four physical campus deans 06/14

   JUNE 2013 STATUS: Adding two new, formal public relations programs per campus that increase exposure to the community and enhance MCC's image is in progress with anticipated completion by stated deadlines.

   JANUARY 2014 STATUS: Most or all of the new activities implemented to enhance the college's contributions to cultural and civic activity (U & V above) also enhance the quality of the MCC image within the community. The North Mohave Campus has enhanced the quality of its image within the community with the expansion of existing programs as well as with new ones. In July the campus created a branding plan to use paint, banners, flags and other items to give a MCC/Bighorn splash in our public spaces and in our classrooms. The branding effort was extended to all college campuses. Banners and wall displays have been installed across the campus and the college. Also, in July, the college president and the NMC campus dean met with community leaders to determine their needs. These visits between the campus dean and community leaders continue. One of our staff members, Leyessa (Leysi) Dockstader, was selected to present a workshop at the National Collegiate Leadership Conference. NMC has expanded its participation in October community events to include the City of Hurricane Pumpkin Festival where hundreds of children and their parents visited the SAC display. And the Pumpkin Chunkin' event now includes a follow-up Chunkin' exhibition for local high school science classes. The new LHC 100 Building, housing Art & HVAC programs, was received as a valued-added contribution by the college to the community. The public has already started to take pride in the new facility and the tremendous offerings provided. The branding initiative previously mentioned provided a splash of color and collegiate atmosphere in campus public spaces and classrooms. To date, LHC has several areas painted, the college

and campus metrics posted (3), "Light Pole Banners" up posted, along with locations identified for each of the "History", "Personality Wall", and "Motivational Banners." BHC and all college campuses implemented a monthly First Thursday event intended to increase interest and enrollment. BHC initiated and plans to repeat a cosmic bingo activity to add a sense of fun at some of the events, and contact with County One-Stop personnel has resulted in plans for upcoming events associated with First Thursdays to provide training and raise awareness of job-seeking skills. Recently, outreach attempts have been made to the retirement and winter visitor populations through combined efforts with the Chamber of Commerce, Foundation personnel, and community partners. Local MCC personnel will appear on local television programming, and an MCC flyer was added to Chamber of Commerce welcome packets. The NCK response to the branding initiative include the creation of refreshed painting, motivational banners, light pole flags; and Bighorn window decals. Still in the graphic design process are the following: personality wall photos and graphic accents, and a Campus Welcome wall graphic.

JULY 2014 STATUS: MCC's campuses are always looking for opportunities to increase exposure to the community and enhance MCC's image. This summer (2014), both the North Mohave Campus and the Lake Havasu City Campus are offering programs that focus on Mohave County's elementary age students. NMC offered Summer Camp for Kids where children ages 7 - 10 enjoyed a week of learning and discovery with a different subject each day, including: Magic in the Kitchen, Test those Treats, Welcome your Winged Friends, and Take Home the Gold (marshmallow catapults). The LHC campus introduced an eight week story time and craft program for preschool aged children. The themes included dinosaurs, music, food, animals, weather, time, the Fourth of July, and the importance of sleep. For each session incorporated early literacy skills that help children prepare for reading later. The response from parents and children was overwhelmingly positive. BHC Junior High students participated in a campus scavenger hunt in April, with several staff volunteers leading eight group of students with their teachers. The activity was considered to be a success, acquainting junior high students with the campus and staff in a fun, positive manner. The Kingman campus supported a Summer Block Party in downtown Kingman in early June with live entertainment, Boomer the MCC Mascot, games and the Mobile Learning Lab.

4. Recreate economic impact study model using current data and EMSI template and provide continuing updates to taxpayers on the benefits of the college to the county's economy—Dean of Institutional research, annually each June

JUNE 2013 UPDATE: Recreating an economic impact study using current data is in progress with anticipated completion by stated deadlines.

JANUARY 2014 UPDATE: Recreating an economic impact study using current data is in progress.

JULY 2014 UPDATE: Recreating an economic impact study using current data is in progress.

AA. Business services will provide support for making major college systems paperless:

1. Installation of NOLIJ document management system – Executive Vice President 07/13

   JUNE 2013 STATUS: Installation of NOLIJ document system is complete. ACTIVITY COMPLETED.

2. 75% of all financial transactions will be electronic – Associate Dean of Business Services 12/15

   JUNE 2013 STATUS: Financial Services has the HigherOne "Pay" card functionality ready for Payroll purposes with a 7/1/13 implementation date. Evaluation of internal controls needed for the "P" card for Purchasing is in progress. The Bursar's Office has already achieved 85% of financial transactions electronic document processing.

   JANUARY 2014 STATUS: Payroll has achieved electronic direct deposits of 93.4 %. Accounts Payable just initiated a system of automated payments and has achieved electronic payments to vendors of 21.4%. Purchasing/Procurement has attained 100% of purchase orders created and approved electronically. The Bursar's Office working through Nolij, electronic DCR's, and Higher One has achieved 80.3% electronic processing of receipts and disbursements. The Business Office will shortly launch Chase Bank's purchase card system Smart Data. This "P" card will be rolled out to a limited number of college employees for testing. This will greatly reduce the number of RPO's, PO's, and checks processed.

   JULY 2014 STATUS: A renewed push toward electronic processing pushed payroll direct deposit to 94.3% and electronic accounts payable disbursements to 25.9%. Electronic accounts payable disbursements have seen steady increases over the prior 3 years. This effort is coupled with a P-Card rollout to all budget managers that will reduce the number of disbursement transactions. Though P-Cards were not distributed until the 4th quarter the number of purchase orders declined 15.3%.

3. 75% of all operational transactions will be electronic – Associate Dean of Business Services 12/15

   JUNE 2013 STATUS: To date, Financial Services has converted 55% of Payroll and Accounts Payable hardcopy into digital documents through NOLIJ.

   JANUARY 2014 STATUS: An estimated 85 to 90% reduction in paperwork from Human Resources to Payroll has been achieved, including W-4's, A-4's, EAF's, pay statements, and pay vouchers all processed through Nolij workflows. Budget requests are now captured through Nolij and stored directly in the EX database. Purchasing/Procurement is now receiving 100% of the project request form the campuses electronically in the Nolij format. The Bursar's Office is now storing 3rd party and VA paper work in Nolij as well, but figures are not available at this point.

   JULY 2014 STATUS: The paperwork flow from HR to Payroll is now almost fully electronic. Nolij workflows are in place for Jenzabar permissions requests, budget requests, and project requests. An automated email process has been created to send notifications to vendors based

on electronic payments disbursed. The email confirms the invoices being paid for and ensures proper application of the credit.

4. Achieve 85% Tier-One software user problem resolution capability after the first request for assistance for all ticket requests – Executive Vice President 12/13

   JUNE 2013 STATUS: In order to measure Tier-One software user problem resolution success, the Help Desk utilizes the software Manage Engine. The Business Office is now working with IT to capture the essential data to be collated and reported to measure progress.

   JANUARY 2014 STATUS: This goal was initially the responsibility of the Dean of Business Services Dean when the Administrative Computing group reported to that office. When the AC Group was assigned to the Dean of Student Services the responsibility for this task moved under that office.

   JULY 2014 STATUS: Since the Strategic Plan was drafted, ticket resolution has been re-tiered such that MCC Connect (the Call Center) handles all helpdesk requests that come in via phone, email or ticket. Thus the Call Center is now tier one. The Call Center assists where its staff can, and then assigns to various software managers (e.g., Jenzabar to the administrative computing office, Angel learning management system to the online learning systems coordinator, etc.). As of this status date, the Call Center and software managers are being asked to record what percentage of their help desk requests have to be pushed to a higher level of assistance. This information will be reported at the next Strategic Plan update.

5. Develop an inventory, budgeting and equipment tracking system for instructional technology – Chief Information Officer (CIO) 07/13

   JUNE 2013 STATUS: Information Technology is the process of consulting with Financial Services to utilize the Jenzabar EX Fixed Assets module to develop an inventory, budgeting and equipment tracking system.

   JANUARY 2014 STATUS: Information Technology has implemented an inventory system within the helpdesk system to track equipment, software licensing status, workstation operational status and support contract renewal dates. Separate budgeting software is currently being investigated by the department for use. ACTIVITY COMPLETE

BB.   IT Security
   1. Define a data backup solution suitable for the college with offsite storage of data media – Chief Information Officer (CIO) 07/13

   JUNE 2013 STATUS: Information Technology has identified a data backup solution suitable for the college with offsite storage of data media and is awaiting budget approval. ACTIVITY COMPLETED:

2. Secure equipment and co-location, on-ground or virtual, to support the college's systems – Chief Information Officer (CIO) 07/13

JUNE 2013 STATUS: Information Technology has identified an on-ground co-location to support the college's systems and is awaiting budget approval. ACTIVITY COMPLETED.

The grid below displays the relationship of the performance metrics (C1 through C6) and the Implementation Activities intended to create achievement of the metrics.

Metric Clusters Cross Referenced with Strategic Goals and Implementation Activities	C1	C2	C3	C4	C5	C6
Number of Linkages -->	22	45	47	41	30	29
A. Office of Instruction						
1. Mission statement		X	X			
2. Philosophies		X	X			
3. Master course matrix		X	X		X	X
B. Student learning outcomes						
1. "Learning-centered" definition	X	X	X	X	X	X
2. Common terminology	X	X	X	X	X	X
3. Faculty projects		X	X			
4. Faculty professional membership		X	X			
C. Student learning outcomes						
1. Design assessment of student learning systems		X	X		X	X
2. Create action plan		X	X		X	X
3. Implement student learning system		X	X		X	X
4. Complete implementation of student learning system		X	X		X	X
5. Develop strategies to improve completion rates		X	X			
D. Online Course Development						
1. Adopt "Quality Matters" program		X	X			
2.Peer to Peer Course Reviews		X	X			
3.Designate "master course" status		X	X			
E. Practices that enhance effective instruction						
1. Train faculty new in teaching		X	X			
2. Art of teaching continuing education		X	X			
3. Develop culture of innovation		X	X			
4. Implement mentoring program		X	X			
5. Review/restructure priorities, offerings and resources		X	X			
F. MCC influence within overall education system						
1. Outreach to high school faculty	X					
2. Outreach to employers			X			
G. Maximize use of technology						
1. Instructional technology steering team		X	X			
2. Classroom technology		X	X			
3. Learning technology		X	X			

	1	2	3	4	5	6
4a. Lecture capture		X	X			
4b. Tablet technology		X	X			
4c. Voice Thread technology		X	X			
5. Evaluate IT infrastructure	X	X	X	X	X	X
6. Platform independent solutions		X	X			
7. Faculty instructional technology grants		X	X			
8. Provide general technology tools		X	X			
9. Provide 24/7 technology support		X	X	X	X	X
H. Increase course completion rates						
1. Research factors affecting completion		X	X		X	X
2. Implement student support programs					X	X
I. Small Business Development Center/Corporate Outreach						
1. Direct mail to new businesses and chamber members				X		
2. Increase SBDC/CO on radio and in local groups				X		
3. Increase SBDC/CO website hits				X		
4. Increase SBDC/CO financial receipts				X		
5. Review training programs		X	X			
6. Update training programs		X	X			
J. MCC Prep Academy						
1. Appoint research and development team	X			X		
2. Identify issues to be addressed	X			X		
3. Identify implementation options	X			X		
4. Field test a limited number of options	X			X		
K. Increase depth of knowledge about students						
1. Initiate longitudinal studies	X	X	X	X	X	X
2. Create longitudinal information	X	X	X	X	X	X
3. Formalize subjective information collection	X	X	X	X	X	X
L. Determine experiences of first-time enrollees						
1. Select monitoring methods	X	X	X	X	X	X
2. Upgrade campus signage	X	X	X	X	X	X
3. Create methods to teach "how to be a college student"	X	X	X	X	X	X
4. Create methods of monitoring	X	X	X	X	X	X
M. Reduce registration and enrollment difficulties						
1. Reach potential students more effectively				X	X	X
2. Reduce student difficulties with registration and enrollment				X	X	X
3. Create process to assess student services				X	X	X
4. Move Community Outreach reg. and enroll. to its own system				X	X	
N. Align recruitment and financial aid with enrollment and services						
1. Develop data to better understand students and borrowers				X	X	X
2. Reduce percent of students with financial aid process difficulties				X	X	X
3. Strengthen performance culture in financial aid office				X	X	X
O. Unify advising, enrollment and course offering systems						
1. Create semester-by-semester student course plan				X	X	X
2. Assign program students to program faculty	X	X	X	X	X	X
P. Incorporate new recruiting methods						
1. Research methods to increase enrollment				X		
2. Establish plan for enhancing enrollment				X		

3. Initiate efforts to increase enrollment				X		
4. Evaluate effectiveness of efforts to increase enrollment				X		
Q. Market bachelor's degree programs through partners						
1. Connect with university marketing departments				X		
2. Educate MCC advisors and faculty				X		
3. Enhance BA promotion in MCC marketing plan				X		
4. Assess impact of effort on enrollment				X		
R. Increase students engaged in student life activities						
1. Create full-year plan and promote awareness	X	X	X	X	X	X
2. Increase use of student activities programs/facilities	X	X	X	X	X	X
S. Strategic Partnerships						
1. Build upon and expand existing partnerships	X			X		
2. I-40 Corridor Alliance	X			X		
T. Tiers of manufacturing-related trainings						
1.Streamline continuing education in technical, mining, etc.		X			X	
2. Manufacturers and incumbent workers			X			X
3.For unemployed individuals	X			X		
4. For high school and career pathway development	X		X			

Appendix A
Steps to Prepare the Plan

May – June	Internal Listening Posts – 18 sessions Faculty, staff, students and community persons nominate factors to be included in plan (103 pages, single spaced – about 4,000 ideas)
June	Identify key concepts from Listening Posts, consolidate duplications and remove non-strategic ideas (19 pages – about 700 ideas)
June 25	President's Council Select the key concepts to be used for listing of Strategic Plan activities (not develop the activities for each concept)
July 23	President's Council 1. Preliminary draft strategic goals and activities 2. Preliminary draft of metric goals
September	Finalize goals and activities Finalize metrics and their target levels Assign responsibility for activities to college administrators Select project completion dates
October	Internal and External Listening Posts – 10 sessions Faculty, staff, students and community persons review draft of 2013-16 MCC Strategic Plan
October 22	President's Council Last review of draft
October 26	President Kearns Last review of draft
November 9	Submission to MCC Board of Governors