

MOHAVE COMMUNITY COLLEGE
STRATEGIC PLAN 2010-2013

Strategic Plan Responsibilities and Timing

I	Levels				Description	Who	Month	Year
	II	III	IV	V				
					Voluntary Framework of			
A	1				Accountability	President	June	2011
A	2	a			Quality teaching initiatives	Dean of Instruction	July	2011
					Curriculum and Assessment			
A	2	a	(1)		assessment process	Specialist	Dec	2012
A	2	a	(2)		college advisory committees	Dean of Instruction	Aug	2010
A	2	a	(3)		standards for instructional design	Instructional Designer	Jan	2011
A	2	a	(4)		faculty evaluation	Dean of Instruction	June	2010
A	2	a	(5)		job specification documents	Dean of Instruction	Apr	2010
A	2	a	(6)		career and technical programs	Academic Chairs	June	2012
A	2	b			Professional development	Dean of Instruction	July	2011
A	2	c			Integration of learning technology			
A	2	c	(1)		instructional technology plan	Dean of Instruction	Jan	2011
A	2	c	(1)	(a)	instructional technology tools	Instructional Designer	June	2011
A	2	c	(1)	(b)	learning-style diversity	Instructional Designer	Jan	2011
A	2	c	(1)	(c)	learning strategies and pedagogies	Academic Chairs	Jan	2011
					Director of Institutional			
A	2	c	(1)	(d)	technology on student learning	Information	July	2013
A	2	c	(1)	(e)	course management system	Dean of Instruction	Aug	2011
A	2	c	(1)	(f)	instructional technology practices	Instructional Designer	July	2010
A	2	c	(2)		instructional technology	Instructional Designer	July	2010
A	2	c	(3)		collaborate	Dean of Instruction	Jan	2011
A	2	c	(4)		share with partners	Dean of Distance Education	Jan	2011
A	2	d			Developing partnerships			
A	2	d	(1)		connections and partnerships	VP of Instruction and SS	June	2011
A	2	d	(2)		academic partners	Dean of Instruction	June	2011
					redesign of the Arizona higher			
A	2	d	(3)		education	President	June	2011
A	2	d	(4)		framework of accountability	President	June	2011
A	2	d	(5)		transfer articulation meetings	Dean of Instruction	June	2010
A	2	e			Community Advisory Groups	Dean of Instruction	June	2011
A	2	f			Providing accurate information	Dean of Instruction	June	2011
A	3				Student Support			
A	3	a			Student Success	Dean of Student Services	June	2012
A	3	a	(1)		enrollment management plan	Dean of Student Services	June	2011
A	3	a	(2)		brand/image studies	Director of MPIO	June	2012
A	3	a	(3)		manage stop-outs	Dean of Student Services	June	2012
A	3	a	(4)		metrics for determining staff size	Dean of Student Services	June	2011

A	3	a	(5)	effectiveness of all components	Dean of Student Services	June	2011
A	3	b		Advising	Dean of Student Services	June	2011
A	3	b	(1)	cross training	Dean of Student Services	June	2010
A	3	b	(2)	online e-advising	Dean of Student Services	June	2010
A	3	b	(3)	financial aid advisement workshops	Dean of Student Services	June	2011
A	3	b	(4)	meet with assigned advisor	Dean of Student Services	June	2010
A	3	c		Information Sources			
A	3	c	(1)	listing of college resources students with behavior or distress issues	Dean of Student Services	June	2013
A	3	c	(2)	listing of community services resources	VP of Instruction and SS	June	2011
A	3	c	(3)	resources	Dean of Student Services	June	2010
A	3	d		Student Services Technology	Dean of Student Services	June	2012
A	3	d	(1)	paperless admission	VP of Instruction and SS	June	2010
A	3	d	(2)	electronic advising software	Dean of Student Services	June	2010
A	3	d	(3)	financial aid video	Director of Financial Aid	June	2011
A	3	e		Leadership	Dean of Student Services	June	2011
A	3	e	(1)	Student Activities Council	Dean of Student Services	June	2011
A	3	e	(2)	separate student activity fees	Dean of Student Services	Feb	2010
A	3	e	(3)	intramural Sports programming	Director of Student Life	June	2012
B				Cultural			
B	1			Diverse Culture Climate	Diversity Officer	June	2011
B	1	a		Cultural Forums	Dean of Instruction	Sept	2010
B	2			Community Partnerships	VP of Instruction and SS	Jan	2011
B	2	a		Activities	Dean of Instruction	June	2010
B	2	b		Displays	Dean of Instruction	June	2010
B	2	c		Publications	Dean of Student Services	June	2010
B	3			Global Awareness Forums	VP of Instruction and SS	June	2012
B	3	a		Annual Theme	Dean of Student Services	June	2011
B	3	b		Grant Writing	VP of Instruction and SS	June	2012
B	3	c		Travel Forums	Dean of Instruction	June	2011
B	3	d		Sister City	VP of Instruction and SS	Aug	2012
B	3	e		Budget	VP of Administration	Feb	2010
B	4			Course Content Inclusion	VP of Instruction and SS	June	2010
B	4	a		Global Issues	Dean of Instruction	Dec	2011
B	4	b		Study Abroad	Dean of Student Services	June	2012
B	5			Cultural in Distance Education	Dean of Distance Education	June	2012
C				Civic			
C	1			Students			
C	1	a		Civic Responsibility	Dean of Student Services	Mar	2010
C	1	b		Green Campaign	Dean of Student Services	Jan	2011
C	1	c		Education/Activities	Dean of Instruction	Dec	2010
C	1	d		Political Forums	Campus Deans	Aug	2010

C	1	e	Ethics Awareness	VP of Instruction and SS	Aug	2010
C	1	f	Service Learning	Dean of Instruction	Dec	2010
C	2		Staff/Faculty			
C	2	a	Community Relationships	President	July	2010
C	2	b	Civic Education	Director of Human Resources	June	2010
C	2	c	Service Delivery	President	June	2011
C	2	d	Ethical Awareness	Director of Human Resources	Aug	2010
C	3		Fine and Performing Arts			
C	3	a	Life Performance	Campus Deans	July	2010
C	3	b	Arts Activities	Campus Deans	Jan	2011
C	3	c	AZ Arts Commission	VP of Instruction and SS	June	2012
D			Resources			
D	1		Financial			
D	1	a	Existing	Director of Financial Services	Feb	2010
D	1	a	(1) operating practices	Director of Financial Services	Feb	2010
D	1	a	(2) operating efficiencies	Director of Administrative SS	Feb	2010
D	1	a	(3) contracts	Director of Administrative SS	Feb	2010
D	1	a	(4) cost accounting principles	Director of Budget	Feb	2010
D	1	a	(5) operating/funding model	VP of Instruction and SS	July	2010
D	1	a	(6) staffing model	Director of Human Resources	July	2010
D	1	a	(7) business office operating practices	Director of Financial Services	Feb	2010
D	1	a	(7) (a) cash management and operating	Controller	June	2010
D	1	a	(7) (b) debt management	Controller	Apr	2010
D	1	a	(8) Reduce accounts receivable	Controller	July	2010
D	1	a	(8) (a) Collections	Bursar	July	2010
D	1	a	(8) (b) Prevention	Director of Financial Aid	July	2010
D	1	a	(9) loan default management	Director of Financial Aid	July	2010
D	1	a	(10) Return to Title IV	Director of Financial Aid	July	2010
D	1	b	New	President	Feb	2010
D	1	b	(1) federal funding	VP of Instruction and SS	Feb	2010
D	1	b	(2) private and foundation funding	AVP for Advancement	Feb	2010
D	1	b	(3) bond issue	AVP for Advancement	Feb	2011
D	1	c	Budgeting and Planning			
D	1	c	(1) financial sustainability policy	President	Feb	2010
D	1	c	(2) financial dashboard	Controller	May	2010
D	1	c	(3) college committee structure	President	Mar	2010
D	1	c	(4) Cross-reference strategic plan	VP of Instruction and SS	Feb	2010
D	1	c	(5) 5 year strategic budgeting	Director of Budget	July	2010
D	1	c	(5) (a) strategic budget	Director of Budget	July	2010
D	1	c	(5) (b) on-demand reporting	Director of Budget	Sept	2010
D	1	c	(5) (c) comparative analysis reporting	Director of Budget	Oct	2010
D	2		Infrastructure			
D	2	a	Physical Facilities			

D	2	a	(1)	facilities master plan	President	June	2010
D	2	a	(2)	bond issue	President	Oct	2010
D	2	a	(3)	facility standards	Green Projects Committee	Aug	2010
D	2	a	(4)	“green” initiatives	Dean of Instruction	Aug	2010
D	2	a	(5)	strategic management plan	Director of Facilities	Mar	2010
D	2	a	(6)	crisis management plan	Director of Facilities	June	2010
D	2	a	(7)	campus safety	Director of Facilities	June	2010
D	2	a	(8)	hazardous chemicals	Director of Facilities	June	2010
D	2	b		Technology			
D	2	b	(1)	Document needs	AVP for IT	Mar	2010
					Director of Instructional		
D	2	b	(2)	instruction technology plan	Technology	Mar	2010
D	2	b	(3)	IT systems into the green	AVP for IT	June	2010
D	2	b	(4)	network infrastructure	AVP for IT	Mar	2010
					Director of Instructional		
D	2	b	(5)	technology and software	Technology	Mar	2010
D	2	b	(6)	backup power and redundancy	Director of Infrastructure	Mar	2010
D	2	b	(7)	technology to improve the efficiency	AVP for IT	Jan	2012
D	2	b	(8)	technology for training	AVP for IT	Mar	2010
D	3			Communications			
D	3	a		Students	Dean of Student Services	Apr	2010
D	3	b		Faculty	Dean of Instruction	Apr	2010
D	3	c		Staff	Director of Human Resources	Apr	2010
D	3	d		Community	Director of MPIO	Aug	2010
D	4			Human Resources			
D	4	a		Operating Technologies	Director of Human Resources	June	2010
D	4	b		Wellness	Director of Human Resources	June	2010
D	4	c		Collegiality	Director of Human Resources	June	2010
D	4	d		Employee Appreciation	Director of Human Resources	June	2010
D	4	e		Professional Growth	Director of Human Resources	June	2010

Strategic Plan
Mohave Community College
Through June 30, 2013
(February 12, 2010)

MCC Mission Statement

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

MCC Values Statements

1. 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.

2. 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 who come after us. MCC decisions will be designed to fulfill our vision for the future, aiming to achieve reliable, long-term improvements over short-term expediency.

3. 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.

4. Responsiveness

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

5. Quality

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

6. 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.

7. Having Fun

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

MCC Vision Statement

Mohave Community College is recognized as the center of educational, cultural and civic activities by the communities it serves.

MCC Goals and Projects Supporting Those Goals

- A. **Educational:** Mohave Community College supports an academic learning-centered community through implementation of quality teaching initiatives, professional development, integration of learning technology, development of partnerships, delivery of effective student support services, and by providing accurate information and advising.
1. **Voluntary Framework of Accountability (VFA):** MCC will become involved with the VFA outcomes and educational standards being developed by the American Association of Community Colleges. (President – June 2011)
(The VFA is an accountability system designed to measure outcomes and processes specific to community colleges. It provides opportunities for colleges to benchmark their student progress and completion data against appropriate peers, and to provide stakeholders with key information on the colleges. The VFA is expected to focus on the number of graduates and transfers to degree granting institutions.)
 2. **Instruction:** Implement teaching and learning methodologies that effectively engender knowledge and understanding in students, in an environment that uses the latest in effective learning technology and is grounded in the needs of the communities.
 - a. **Quality teaching initiatives:** Implement a process for the evaluation of instruction (Dean of Instruction – July 2011)
 - (1) Develop a comprehensive assessment process for all academic programs and services (Curriculum and Assessment Specialist – Dec 2012)
 - (2) Redefine the makeup and purpose of college advisory committees (Dean of Instruction – Aug 2010)
 - (3) Develop and implement standards for instructional design and delivery (Instructional Designer – Jan 2011)
 - (4) Refine the faculty evaluation process (Dean of Instruction – June 2010 ongoing)
 - (5) Update the faculty job specification documents (Dean of Instruction – Apr 2010)
 - (6) Reassess current career and technical programs, including review of current offerings (Academic Chair – June 2012)
 - b. **Professional development:** Expand MCC's Professional Training and Development program (Dean of Instruction – July 2011)
 - c. **Integration of learning technology:** Support faculty with the integration, assessment, design, development, implementation and assessment of appropriate instructional technology within the curriculum to enhance teaching and learning.
 - (1) Develop an instructional technology plan that supports and empowers faculty through the effective use of technology for teaching, with careful attention to individual pedagogical styles and instructional goals. (Deans of Instruction and Distance Education – Jan 2011).
 - (a) Identify and introduce effective instructional technology tools and techniques that are congruent with MCC faculty pedagogies. (Instructional Designer – June 2011 ongoing)
 - (b) Increase awareness and support of learning-style diversity, information literacy and technology literacy. (Instructional Designer – Jan 2011 ongoing)
 - (c) Introduce learning strategies and pedagogies based on student successes and learning theory. (Academic Chairs – Jan 2011 ongoing)
 - (d) Evaluate the impact of technology on student learning. (Director of Institutional Information – July 2012)

- (e) Fully utilize MCC's course management system such that all MCC courses have an engaging and active course site. (Dean of Instruction – Aug 2011)
 - (f) Strengthen communication and the sharing of best instructional technology practices among faculty. (Instructional Designer – July 2010 ongoing)
 - (2) Stay current with instructional technology opportunities, efforts and innovations through professional consortia, industry communications, seminars and other learning events. (Instructional Designer – July 2010 ongoing)
 - (3) Develop new ways to collaborate with the library and other academic units to provide better technological support for teaching and learning. (Dean of Instruction – Jan 2011 ongoing)
 - (4) Include in the technology plan actions to share expenses, resources, knowledge and skills through communication and closer collaboration with partners. (Dean of Distance Education – Jan 2011)
 - d. **Developing partnerships:** MCC recognizes that quality partnerships are often necessary in order to ensure quality and rigor while maximizing resources.
 - (1) Develop and extend connections and partnerships with a broad variety of community resources for students (VP of Instruction and Student Services – June 2011 ongoing)
 - (a) Develop working relationships with local economic development agencies, service organizations, and chambers of commerce in each service area.
 - (b) Seek partnership opportunities with organizations not currently partnering with MCC.
 - (c) Advance relationships with state legislators and local political entities
 - (d) Foster stronger partnerships between employers and faculty and program directors
 - (2) Work in close collaboration with academic partners throughout Mohave County, Arizona and beyond (Dean of Instruction – June 2011 ongoing)
 - (a) Continue to develop and advance “Dual Enrollment” programs
 - (b) Build partnerships with private and public systems to advance the education of Mohave County residents.
 - (3) Participate in the redesign of the Arizona higher education system (President – June 2011 ongoing)
 - e. **Community Advisory Groups:** Continue to maintain, develop and improve Advisory Groups in direct correlation with existing and developing programs. (Dean of Instruction- June 2011)
 - f. **Providing accurate information:** Provide timely and accurate academic information for all constituencies (Dean of Instruction – June 2011)
 - (1) Create schedule of reports needed through the annual cycle
 - (2) Provide timely and accurate information for advising of students
 - (3) Create a culture where information is broadly disseminated and easily accessed by constituencies
 - g. **Facility Standards:** Develop classroom and academic facility technology and construction standards (VP for Instruction and Student Services – June 2010) (moved to D-2-a-4)
3. **Student Support:** Provide the services needed to accomplish a smooth progression through admission, assessment, financial planning, career definition, entry into educational programs, social and cultural development, and employment or university transfer
- a. **Student Success:** Provide comprehensive programs and services to enhance student recruitment, retention and success (Dean of Student Services – June 2012)

- (1) Develop an enrollment management plan through analyses of internal and external data that incorporates all activities related to recruitment and retention. (Dean of Student Services – June 2011)
 - (2) Conduct brand/image studies to understand the perceptions of MCC among prospective students, parents and employers (Director MPIO – June 2012)
 - (3) Aggressively manage stop-out students by strengthening academic advising and collaborative strategies to help them re-enroll. (Dean of Student Services – June 2012)
 - (4) Create metrics for determining staff size needed to support student service initiatives. (Dean of Student Services – June 2011)
 - (5) Evaluate the effectiveness of all components of the enrollment, advising and registration processes. (Dean of Student Services – June 2011)
 - (6) Broaden support to struggling students through campus and online tutoring (Dean of Students—July 2010)
- b. **Advising:** Provide accurate information and advising (Dean of Student Services – June 2011)
- (1) Develop an ongoing, comprehensive cross training program for academic and financial aid advisors and frontline staff (Dean of Student Services – June 2010)
 - (2) Develop a system and guidelines for online e-advising. (Dean of Student Services – June 2010)
 - (3) Develop financial aid advisement workshops that financial aid application students are required to attend before registration. (Dean of Student Services – June 2011)
 - (4) Require students to meet with assigned advisor once each term. (Dean of Student Services – June 2010)
- c. **Information Sources:** Create a protocol for referring students to appropriate information sources.
- (1) Develop a complete listing of college resources, for placement online and hard-copy, which includes all departments, services and their functions. (Dean of Student Services – June 2013)
 - (2) Develop policies and procedures for training staff to familiarize them with appropriate resources for students with behavior or distress issues. (VP for Instruction and Student Services – June 2011).
 - (3) Create a comprehensive referral system and listing of resources available in local communities that will assist students in areas of health, childcare, financial assistance, transportation, etc. (Dean of Student Services – June 2010)
- d. **Student Services Technology:** Analyze existing and future technologies that support student services activities (Dean of Student Services – June 2012)
- (1) Develop procedures and protocols for paperless admissions (VP of Instruction and Student Services – June 2010)
 - (2) Research and recommend for purchase, electronic advising software (Dean of Student Services – June 2010)
 - (3) Create a financial aid informational video for placement on the website. (Director of Financial Aid – June 2011)
- e. **Leadership:** Create leadership opportunities through the development of student leadership organizations (Dean of Student Services – June 2011)
- (1) Develop Student Activities Council as the umbrella under which all student clubs and organizations function. (Dean of Student Services – June 2011)

- (2) Create proposal and rationale for student activity fee to support student programming and leadership. (Dean of Student Services – Feb 2010)
- (3) Investigate all aspects of intramural sports programming (Student Life Coordinator – June 2012)

- B. **Cultural:** Become a conduit between businesses, organizations, foundations and the arts to strengthen understanding of the world through education.
1. **Diverse Culture Climate:** Create a college-wide climate that emphasizes the importance of diverse cultures, attitudes, values and thought (Diversity Officer – June 2011)
 - a. **Cultural Forums:** Develop lecture series showcasing diverse cultures, and create college-wide forums which provide for the discussion of different cultures. (Dean of Instruction – Sept 2010)
 2. **Community Partnerships:** Partner with community groups to advance the values of culture to the college, the community, the nation and the world. (VP for Instruction & Student Services – Jan 2011)
 - a. **Activities:** Identify existing and emerging community groups that support cultural activities (Dean of Instruction – June 2010)
 - b. **Displays:** Set up cultural displays open to the public on each campus and publicize them. (Dean of Instruction – June 2010)
 - c. **Publications:** Highlight community partnerships and cultural activities in college publications (MPIO – June 2010)
 3. **Global Awareness Forums:** Provide forums, through a variety of delivery systems, facilities and support for state, national and international organizations, to foster global awareness. (VP of Instruction and Student Services – June 2012)
 - a. **Annual Theme:** Set a Global theme for each year with supporting activities, publications and presentations throughout the year. (Dean of Student Services – June 2011)
 - b. **Grant Writing:** Engage in grant writing to develop additional funding for touring groups, artists in residence, etc. (VP of Instruction and Student Services – June 2012)
 - c. **Travel Forums:** Host forums on international travel and culture. (Dean of Instruction – June 2011)
 - d. **Sister City:** Develop a Sister City-style program designed to nourish people-to-people relationships between the college and cities around the world through a variety of educational, cultural, commercial and cooperative programs. (VP of Instruction and Student Services – Aug 2012)
 4. **Course Content Inclusion:** Incorporate global awareness in every course and program to provide students and the communities the opportunity to learn and grow within the global society. (VP of Instruction and Student Services – June 2010)
 - a. **Global Issues:** Institute global issues as a part of every course. (Dean of Instruction – Dec 2011)
 - b. **Study Abroad:** Develop study-abroad program for students. (Dean of Student Services – June 2012)
 5. **Distance Education Component:** Develop parallel programs for select online classes in a virtual environment (Dean of Distance Education – June 2012)

- C. **Civic:** Promote active citizenship within the college community.
1. **Students:** Engage students in citizenship
 - a. **Civic Responsibility:** Develop a plan to promote civic responsibility through student participation in campus and community activities (Dean of Student Services – Mar 2010)
 - b. **Green Campaign:** Develop a student-based green campaign (Dean of Student Services – Jan 2011)
 - c. **Education/Activities:** Create a plan to integrate civic education/activities into the learning environment (Dean of Instruction – Dec 2010)
 - d. **Political Forums:** Host candidate forums to support political awareness (Campus Dean – Aug 2010 ongoing)
 - e. **Ethics Awareness:** Create a plan to increase ethics awareness (VP of Instruction and Student Services – Aug 2010)
 - f. **Service Learning:** Examine creation of service learning as a component of educational programs (Dean of Instruction – Dec 2010)
 2. **Staff/Faculty:** Engage staff and faculty in citizenship
 - a. **Community Relationships:** Develop a plan to engage faculty and staff in broadening relationships with the community (President – July 2010)
 - b. **Civic Education:** Create a plan to integrate civic education into the organizational environment (Director of Human Resources – June 2010)
 - c. **Service Delivery:** Create an atmosphere of service delivery to all constituencies by staff and faculty (President – June 2011)
 - d. **Ethics Awareness:** Create a plan to increase ethics awareness (Director of Human Resources – Aug 2010)
 3. **Fine and Performing Arts:** Provide programs and activities in the fine and performing arts for the college and the community.
 - a. **Live Performance:** Develop and implement a plan to bring live performances to each campus. (Campus Deans – July 2010)
 - b. **Arts Activities:** Create and implement a plan to foster opportunities for participation in fine and performing arts activities (Campus Deans – Jan 2011).
 - c. **AZ Arts Commission:** Reconnect with the Arizona Commission of the Arts (VP of Instruction and Student Services – June 2012)
- D. **Resources:** Provide resources needed to achieve the mission and vision
1. **Financial:** Continue to improve the stability of the financial structure
 - a. **Existing:** Maximize the use of existing funds (Director of Financial Services – Feb 2010 ongoing)
 - (1) Design new operating practices to reduce costs and improve productivity (Director of Financial Services – Feb 2010 ongoing)
 - (2) Enhance operating efficiencies (e.g. outsource vs. in-house, contract analysis) (Director of Administrative Support Services – Feb 2010 ongoing)
 - (3) Review contracts to reduce expenses and/or generate increased revenues (Director of Administrative Support Services – Feb 2010 ongoing)
 - (4) Introduce cost accounting principles to the budget process and business unit review (Director of Budget – Feb 2010 ongoing)

- (5) Implement a break-even operating/funding model for all programs (VP Instruction and Student Services – July 2010)
 - (6) Create a staffing model for each business unit of college (Director of Human Resources – July 2010)
 - (7) Review and improve business office operating practices (Director of Financial Services - Feb 2010 ongoing)
 - (a) Create cash management strategies and operating procedures (Controller – June 2010 ongoing)
 - (b) Create debt management strategies and operating procedures (Controller – Apr 2010 ongoing)
 - (8) Reduce amount in accounts receivable balances write off by 50% within 1 year, and 90% within 2 years (Controller – July 2010)
 - (9) Review and update student loan default management plan annually (Director of Financial Aid - July 2010)
 - (10) Create a plan to reduce the Return to Title IV refunds (Director of Financial Aid - July 2010)
 - b. **New:** Obtain new sources of funding (President – Feb 2010 ongoing)
 - (1) Expand access to federal funding opportunities (VP Instruction and Student Services – Feb 2010 ongoing)
 - (2) Create and implement a plan to secure private and foundation funding opportunities (AVP for Advancement – Feb 2010 ongoing)
 - (3) Establish a plan for a bond issue appeal (AVP for Advancement – Feb 2011)
 - c. **Budgeting and Planning:** Develop new and refine existing budgeting and planning systems that are more efficient and more effective.
 - (1) The board will develop a financial sustainability policy that ensures the college’s financial strength is not compromised (President – Feb 2010)
 - (2) Develop a “financial dashboard” for Governing Board and Administration (Controller – May 2010)
 - (3) Align college committee structure with strategic plan (President – Mar 2010)
 - (4) Cross-reference strategic plan with HLC accreditation criterion (VP Instruction and Student Services – Feb 2010 ongoing)
 - (5) Implement a five-year strategic budgeting process (Director of Budget - July 2010 ongoing)
 - (a) Enhance use of analytic tools to create strategic budget (Director of Budget – July 2010)
 - (b) Develop the capability of on-demand reporting (Director of Budget – Sep 2010)
 - (c) Design a comparative analysis reporting system (Director of Budget – Oct 2010)
2. **Infrastructure:** Maintain and improve the infrastructure needed to support the mission and vision.
- a. **Physical Facilities:** Upgrade, replace or add the physical facilities and technology needed to provide for the on- and off-campus needs of the educational and operational programs
 - (1) Review and update the current facilities master plan, including the adequacy of the campus acreage at all four campus locations (President – June 2010)

- (2) Complete a land usage plan for the BLM land donated to MCC in Golden Valley and Beaver Dam that will permit permanent transfer of the property to MCC (President—June 2010)
 - (3) Establish a schedule for a bond issue appeal (President – Oct 2010)
 - (4) Develop construction and technological standards for academic, student services, student life, and administrative facility spaces (furniture, telcom, equipment, décor, etc), utilizing “green” resources (Green Project Committees – Aug 2010)
 - (5) Integrate “green” initiatives and planning throughout all college departments (Dean of Instruction – Aug 2010)
 - (6) Create a five year strategic management plan for deferred maintenance, renovations, vehicles and durable goods (Director of Facilities – Mar 2010)
 - (7) Review and update the college crisis management plan quarterly (Director of Facilities – June 2010 ongoing)
 - (a) Develop and implement a schedule for monthly testing of the crisis management plan
 - (8) Create a plan that regularly evaluates campus safety (Director of Facilities – June 2010 ongoing)
 - (9) Inventory and catalog all hazardous chemicals in labs, classrooms, and other on-campus facilities, and evaluate for continued use (Director of Facilities – June 2010)
 - b. **Technology:** Improve the quantity and quality of the technology resources in accomplishing the mission and vision of the college
 - (1) Document current and future needs for technology (AVP for Information Technology – Mar 2010)
 - (2) Implement the instruction technology plan identified in the Education-Instruction Goal (Director of Instructional Technology – Mar 2010)
 - (3) Design and connect IT systems into the green initiatives where appropriate, efficient and justified (AVP for Information Technology – June 2010 ongoing)
 - (4) Assess current status and upgrade needs for network infrastructure and develop a road map for current and future needs (AVP for Information Technology – Mar 2010)
 - (5) Create and implement a technology and software refresh program (Director of Instructional Technology – Mar 2010)
 - (6) Assess current status and upgrade needs for backup power and redundancy (Director of Infrastructure – Mar 2010)
 - (7) Discover and implement means of using technology to improve the efficiency and effectiveness of all college units and activities (AVP for Information Technology – Jan 2012)
 - (8) Identify current and future training needs for all personnel to remain current in use of existing technology and aware of potential for future technological solutions (AVP for Information Technology – Mar 2010)
3. **Communications:** Establish a system of communication that is efficient and effective in reaching students, staff/faculty and our communities
- a. **Students:** Create a holistic communication system for receiving information from and passing information to students (Dean of Students – Apr 2010 ongoing)
 - b. **Faculty:** Create a holistic communication system for receiving information from and passing information to faculty (Dean of Instruction – Apr 2010 ongoing)

- c. **Staff:** Create a holistic communication system for receiving information from and passing information to staff (Director of Human Resources – Apr 2010 ongoing)
 - d. **Community:** Create a holistic communication system for receiving information from and passing information to our communities (Director of MPIO – Aug 2010 ongoing)
4. **Human Resources:** Seek continual improvement and investment in the services provided to faculty and staff necessary to attract, develop, motivate and retain a diverse workforce within a supportive work environment.
- a. **Operating Technologies:** Expand the use of technology to enhance human resources services (Director of Human Resources – June 2010)
 - (1) Online applications
 - (2) Evaluation systems
 - (3) Employee on-boarding
 - (4) Create HR frequently asked questions and online employee advising capability
 - (5) Initiate a monthly employee newsletter
 - b. **Wellness:** Research, develop and implement a dynamic and meaningful worksite wellness program to educate and promote employee wellness (Director of Human Resources – June 2010)
 - (1) Identify the health and wellness needs of all MCC employees
 - (2) Recommend programs and services that assist faculty and staff to optimize their wellness and enhance personal and professional productivity
 - (3) Develop recommendations that incorporate wellness initiatives and wellness issues into campus professional development
 - (4) Develop a resource needs analysis and funding plan for all recommendations
 - c. **Collegiality:** Develop and implement a plan to enhance a spirit of collegiality (Director of Human Resources – June 2010).
 - (1) Develop recommendations to provide common, memorable and positive experiences during professional development activities
 - (2) Seek to provide opportunities for a wider variety of faculty and staff to interact and participate in the committee structure
 - (3) Promote regular meetings across departments, campuses and the college as a whole to increase understanding of the college system in its entirety and appreciation for colleagues' roles and responsibilities
 - d. **Employee Appreciation:** Develop and implement a program to encourage high morale and engagement, and create a culture of acknowledgment and appreciation for employee contributions (Director of Human Resources – June 2010)
 - (1) Develop recommendations to provide management and supervisory training in employee engagement techniques
 - (2) Develop recommendations to create a culture of employee recognition for job excellence and organizational dedication
 - (3) Provide ongoing evaluation of position specifications to provide timely correction and appropriate guidance regarding job expectations to employees
 - (4) Annually review salary comparison data and make recommendations to provide competitive compensation to all faculty and staff, as far as the economy and budget allows

- (5) Establish an effective means of communicating to the staff the successes of the college and their part in that success
- e. **Professional Growth:** Improve and sustain the professional growth of faculty and staff through expanded learning opportunities to improve knowledge and skills (Director of Human Resources – June 2010)
 - (1) Develop recommendations to create an inviting culture for learning by promoting an environment that expects and celebrates faculty and staff learning and facilitates and encourages colleagues to share knowledge and expertise with others in formal and informal settings
 - (2) Expand MCC's comprehensive faculty and instructional staff development plan and educate employees regarding the plan
 - (3) Design a periodic assessment of the knowledge and training needs of all MCC employees, as identified organizationally and by employees themselves
 - (4) Incorporate training for knowledge deficiencies into annual professional development events
 - (5) Create a measureable systemic structure to consistently provide dynamic professional growth of individuals and the organization