

MCC Mohave
Community
College

IMPROVING LIVES. IMPROVING COMMUNITIES.



Strategic Planning

2020 - 2026

UPDATES



Strategic Planning Update

Creating and implementing a new strategic plan for the college is such an enormous and transformational undertaking that it becomes difficult to comprehend in its entirety and impossible to fully explain in a concise manner. To help the college community stay connected to strategic plan developments, the Institutional Effectiveness and Alignment Committee will release periodic updates. At times, we will share a big-picture perspective to help everyone see the whole. The bulleted items immediately below provide a high-level perspective summarizing major developments to date.

- **2019-20:** MCC students, regional community members and college employees collaborated to identify primary areas of focus and goals for the next six years of college operations
- **June 11, 2020:** The MCC Board of Governors approved the new 2020 – 2026 MCC Strategic Plan, featuring the following consensus-driven key elements:
 - A new mission statement proclaims our institutional identity
 - A new vision statement indicates where we want to be
 - The Bighorn Intrepid Goal inspires action
 - New values statements inform how we work
 - The MCC Student Experience Statement provides a guide and inspiration for meeting student needs
 - Four strategies demonstrate the broad area of focus for the next six years:
 - Enrollment for All
 - Academic Programs & Workforce Development Partnerships
 - Holistic Approach to Student Success
 - Foundations of Organizational Success with Technology, Facilities, Personnel Resources
- **Fall 2020:** “Year Zero” of strategic plan implementation began, the transition from prior ways of operating to new ways informed by the new plan
 - New committee structure reflects emphasis on cross-functional engagement, collaboration, and strategic priorities
 - Four strategic committees representing the four strategies in the strategic plan began implementation of action plans and development of infrastructure necessary to achieve strategic goals and monitor progress
 - Finance, Audit and Budget Committee (FAB) began to develop new budget processes that allocate resources to strategic priorities
 - Institutional Effectiveness and Alignment Committee (IEAC) serves as a coordinating body for strategic plan action, monitoring and planning
 - Guided Pathways Committee began exploration to assist and coordinate transformational action comprising MCC’s shift toward a guided pathways model
 - Data Subcommittee began work to develop data infrastructure, processes and a data-informed organizational culture
 - Grants Subcommittee began work to develop processes and structures necessary for effective pursuit of grant opportunities

Each item in the list above reduces complex work performed by dozens of individuals (or more) over weeks and months to a manageable snippet. Members of IEAC will also share more detailed reviews of

groups working on strategic projects. This time, we will examine the preliminary work of the Strategy One Committee, Enrollment for All.

Chaired by Michelle Brehmeyer and June Weiss, the current members of the Enrollment for All Committee are Nicole Castillo, Abigail Jaimes-Gomez, Trever Holland, Heather Patenaude, Don Weide, Ana Masterson, Sharon Hanks, Shelly Castaneda, Meghan Knox, James Jarman, and Maria Ayon. The aim of the Strategy One Committee, is to create and sustain enrollment opportunities to ensure access for anyone interested in learning and personal growth. Five objectives identify specific results that we plan to achieve:

- 1.1 Increase the community college-going rate for students in the MCC service area.
- 1.2 Increase the enrollment of underserved student populations from the MCC service area.
- 1.3 Increase enrollment of occupational learners in programs with industry-recognized credentials.
- 1.4 Increase enrollment of high school learners via innovative dual, concurrent and early start offerings.
- 1.5 Develop a student aid disbursement structure to assist in growing enrollment.

Taking on work that was already underway to address Objective 1.5, Project Lead Heather Patenaude and her team have been identifying potential weighted initiatives to provide additional funding to certain student populations through a “percentage of need” model of student aid disbursement. The team has shared compiled research involving enrollment and withdrawal data, unconverted FAFSAs, and county demographic statistics. Potential student groups for consideration include adult learners, first generation, “Golden Years” and/or veterans. Testing of the concept is expected by December 2020.

Project Leads Abigail James-Gomez and Meghan Knox are working with a team addressing Objective 1.2 through an action item to provide employee training regarding different cultures in target areas in the hopes of establishing better understanding of cultural diversity. The group has been reviewing data about underserved populations and considering desired areas of focus for training, while considering how to coordinate with the overlapping efforts of the Strategy Three team.

Addressing Objective 1.4 through an action project analyzing student groups matriculating from high school directly to MCC with the intent to tailor MCC efforts to improve conversion rates, Project Lead (and committee co-chair) June Weiss and her team have begun reviewing data. Hoping to determine characteristics of students likely to enroll and be successful, the team has reviewed dual/concurrent student data involving GPA, time of registration, placement test scores, enrollment in developmental courses, and enrollment goals. Exploration of delivering a survey is underway.

Project Lead (and committee co-chair) Michelle Brehmeyer leads an action team addressing Objective 1.3 to identify viable Career and Technical Education (CTE) programs. The team is exploring market demand data and reviewing noncredit programs that may lead to a credential. Year Zero goals for the group are to establish baseline data and formulate a measure of progress for the objective.