

# Mid Michigan Community College Strategic Plan

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## 2011-2015

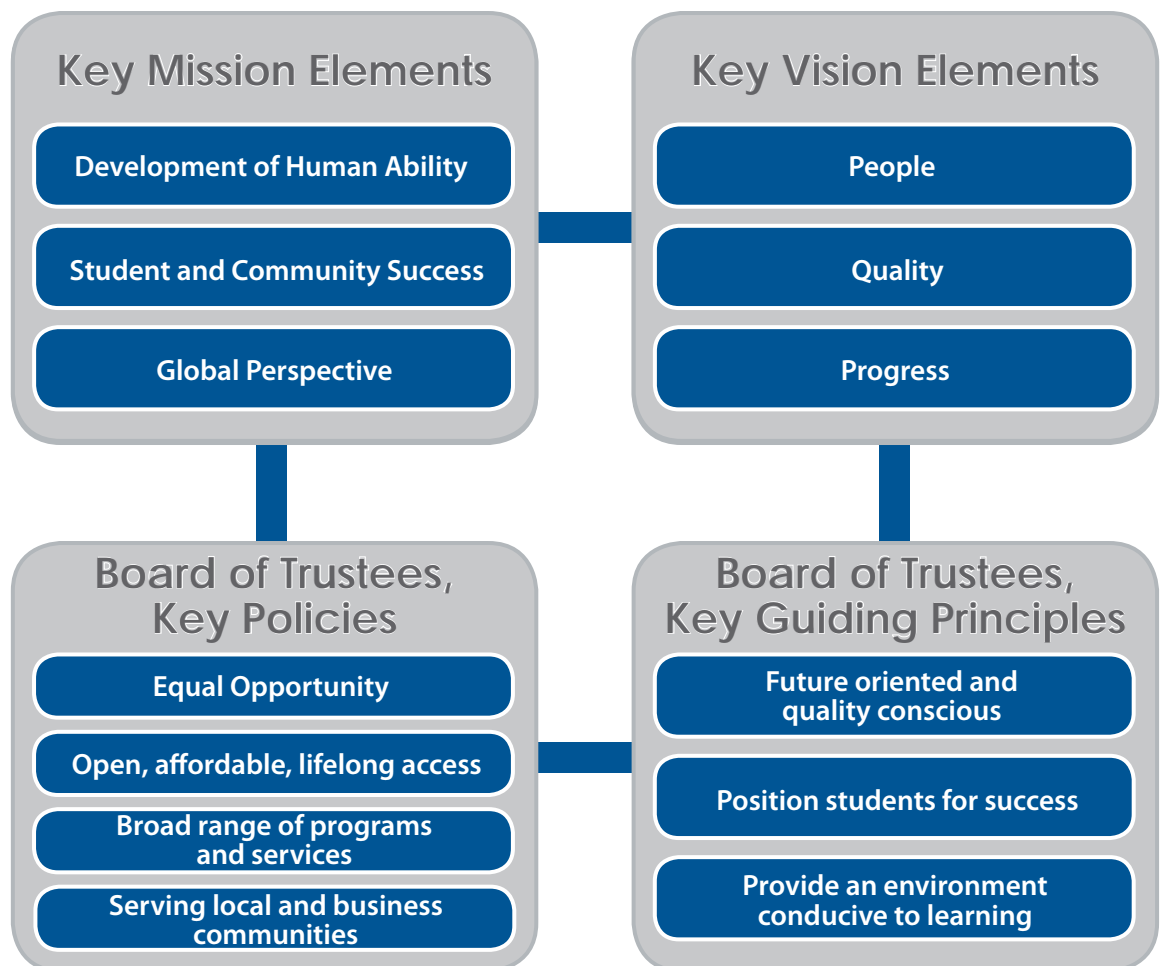


Mid Michigan  
Community College

Great careers start here.

# The Foundations of Strategic Planning

Anything built to last must have a solid foundation. This strategic plan was built on the principles, concepts, and visions that have been well established over the years and have become a part of the Mid Michigan Community College culture. We drew from the college's mission and vision statements, prior strategic plans, and key policies to outline those artifacts from our past that influence our actions today. These long standing elements provide a foundation upon which to build a plan for our future.



# Environmental

## Key Elements

Like our last strategic plan, this plan was developed using input from all stakeholder groups. Harnessing the feedback from students, staff, and community members, we started with an expansive examination of our Strengths, Weaknesses, Opportunities, and Threats. Recognizing that a strategic plan should push an organization to grow, we then asked those same stakeholders to recommend strategies for how the college might improve its operations and services. Their suggestions for our “future state” proved invaluable as we determined the objectives and strategies outlined in this plan.

Enduring Goal #1 - Enabling Student Success	
<b>Strategic Assumptions</b> Michigan Community College Association	<ul style="list-style-type: none"> <li>Increasing calls for accountability regarding student success</li> <li>Redefinition of credentialing</li> <li>Long-term, community colleges will be operating in a declining enrollment environment</li> </ul>
<b>Stakeholder Input: SWOT Analysis</b>	<b>Strengths: MMCC . . .</b> <ul style="list-style-type: none"> <li>Focuses on students</li> <li>Provides accessibility</li> <li>Is flexible and responsive</li> <li>Prepares graduates well</li> </ul>
	<b>Weaknesses: MMCC . . .</b> <ul style="list-style-type: none"> <li>Limits scope, locations and amenities</li> <li>Has the challenges of a commuter campus</li> <li>Has staffing issues</li> <li>Needs to improve communication</li> </ul>
	<b>Opportunities: MMCC can . . .</b> <ul style="list-style-type: none"> <li>Refresh and expand programming</li> <li>Transition students more effectively based on goals</li> <li>Capitalize on student focus</li> </ul>
	<b>Threats: MMCC must . . .</b> <ul style="list-style-type: none"> <li>Manage growth effectively</li> <li>Constantly improve to maintain overall quality</li> <li>Be responsive to customers</li> </ul>
<b>Stakeholder Suggested Strategies</b>	<ul style="list-style-type: none"> <li>Help students overcome barriers</li> <li>Help students integrate into their learning environment</li> <li>Concentrate on first-generation, underprepared students</li> <li>Help students attain personal goals</li> <li>Address student college and life barriers</li> <li>Streamline all processes impacting students</li> </ul>

## Environmental Key Elements

Enduring Goal #2 - Enhancing Employee Success	
<b>Strategic Assumptions</b> Michigan Community College Association	Increasing legislative and regulatory threats to institutions and local control
<b>Stakeholder Input: SWOT Analysis</b>	<b>Strengths: MMCC . . .</b> <ul style="list-style-type: none"> <li>Has a workforce that is adaptable, dedicated, and talented</li> <li>Is responsive to the needs of multiple stakeholders</li> </ul>
	<b>Weaknesses: MMCC . . .</b> <ul style="list-style-type: none"> <li>Has staffing issues, including being overly dependent on part-time employees</li> <li>Internal communications need to be improved</li> </ul>
	<b>Opportunities: MMCC can . . .</b> <ul style="list-style-type: none"> <li>Take intentional steps to create a climate of respect and trust</li> <li>Provide meaningful feedback on employee performance</li> <li>Create ways for employees to interact cross-departmentally and share best practices</li> <li>Build on the use of technology to streamline work and reduce redundancy</li> </ul>
	<b>Threats: MMCC must . . .</b> <ul style="list-style-type: none"> <li>Manage rapid growth and implement continuous quality improvement</li> <li>Recruit and retain qualified, talented employees who will seek to appreciate and to enhance the MMCC culture</li> </ul>
<b>Stakeholder Suggested Strategies</b>	<ul style="list-style-type: none"> <li>Create a culture of trust and respect</li> <li>Develop a community of shared expectations and best practices</li> <li>Create formal communication strategies</li> <li>Develop more consistent employee recognition systems</li> <li>Improve adjunct and part-time orientation, training, and rewards strategies</li> <li>Ensure employee accountability</li> <li>Provide more effective training and professional development for all employees</li> </ul>

# Environmental Key Elements

Enduring Goal #3 - Engaging the Community	
<p><b>Strategic Assumptions</b> Michigan Community College Association</p>	<ul style="list-style-type: none"> <li>• The public compact in support of higher education is under question</li> <li>• The sustainability of the comprehensive mission is under question</li> <li>• Community colleges will be asked to significantly align and integrate with other educational entities</li> <li>• Community colleges will play a bigger role in economic and workforce development</li> </ul>
<p><b>Stakeholder Input: SWOT Analysis</b></p>	<p><b>Strengths: MMCC . . .</b></p> <ul style="list-style-type: none"> <li>• Is flexible and responsive to multiple stakeholders</li> <li>• Develops effective partnerships</li> </ul>
	<p><b>Weaknesses: MMCC . . .</b></p> <ul style="list-style-type: none"> <li>• Shares with other community colleges a lack of prestige and misperceptions about quality and/or transferability</li> <li>• Has staffing issues</li> <li>• Needs to improve external communication</li> </ul>
	<p><b>Opportunities: MMCC can . . .</b></p> <ul style="list-style-type: none"> <li>• Refresh and expand programming</li> <li>• Develop more creative marketing strategies using multiple technologies</li> <li>• Transition students more effectively to senior institutions or the workplace</li> </ul>
	<p><b>Threats: MMCC must . . .</b></p> <ul style="list-style-type: none"> <li>• Be responsive to partners and changes in the external environment</li> <li>• Be active in opposing threats to local control</li> </ul>
<p><b>Stakeholder Suggested Strategies</b></p>	<ul style="list-style-type: none"> <li>• Develop more robust marketing</li> <li>• Develop intentional interaction with communities</li> <li>• Use data to ensure stakeholder demand is being addressed</li> <li>• Develop centers of excellence</li> </ul>

## Environmental Key Elements

Enduring Goal #4 - Ensuring Institutional Effectiveness	
<p><b>Strategic Assumptions</b> Michigan Community College Association</p>	<ul style="list-style-type: none"> <li>• Increasing calls for accountability regarding our ability to manage costs/financial efficiency</li> <li>• Increasing legislative and regulatory threats to institutions and local control</li> <li>• Long-term, community colleges will be operating in a declining enrollment environment</li> <li>• Community colleges will be asked to significantly align and integrate with other educational entities</li> <li>• Community colleges will be increasingly called upon to redefine the fundamental value proposition – credentialing – as new competition emerges</li> </ul>
<p><b>Stakeholder Input: SWOT Analysis</b></p>	<p><b>Strengths: MMCC . . .</b></p> <ul style="list-style-type: none"> <li>• Develops effective partnerships</li> <li>• Manages scarce resources effectively</li> </ul>
	<p><b>Weaknesses: MMCC . . .</b></p> <ul style="list-style-type: none"> <li>• Lacks adequate funding and relies heavily on tuition</li> <li>• Has staffing issues</li> </ul>
	<p><b>Opportunities: MMCC can . . .</b></p> <ul style="list-style-type: none"> <li>• Refresh and expand programming</li> <li>• Build on nontraditional revenue streams</li> <li>• Mitigate operational inefficiencies</li> <li>• Eliminate nonessential programs or services</li> <li>• Redesign cost allocation (i.e. customer vs institutional support)</li> </ul>
	<p><b>Threats: MMCC must . . .</b></p> <ul style="list-style-type: none"> <li>• Be responsive to partners and changes in the external environment</li> <li>• Manage growth and practice continuous quality improvement</li> <li>• Be responsive to changes in enrollment trends including underprepared students</li> <li>• Be active in opposing threats to local control</li> </ul>
<p><b>Stakeholder Suggested Strategies</b></p>	<ul style="list-style-type: none"> <li>• Clarify and streamline job duties</li> <li>• Ensure efficient equipment and facilities</li> <li>• Ensure college-wide procedures are effective and efficient</li> </ul>



# Enduring Goal #1

## Enabling Student Success

The success of MMCC is tied inexorably to the success of our students. To that end, we must provide relevant, high quality instruction, programming, and services that adapt to diverse learning styles, that enhance students' ability to perform in a global society, that support career advancement, and/or that facilitate successful transfer to a senior institution.



### AQIP Category: Helping Students Learn

#### Strategy 1.1: Improve Student Success

##### Objective:

- Restructure Degree Programs

##### *Outcome measures:*

- Completion of Degree Restructure

##### Objective:

- Enhance quality through the use of technology and innovative teaching techniques based on best practices

##### *Outcome measures:*

- Increase credential completion rates; increase graduation rates to 18%; increase completion of developmental sequence

##### Objective:

- Develop and implement fully online degree programs

##### *Outcome measures:*

- Completion of initiative

##### Objective:

- Submit RFP for Student Support Services Grant

##### *Outcome measures:*

- Identify supporting data needs and complete application by next cycle

##### Objective:

- Imbed current best practices in developmental curriculum to better transition underprepared students to college-level courses

##### *Outcome measures:*

- Improve progression of developmental students through their first semester of college-level courses by 10%

## Enduring Goal #1 Enabling Student Success

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### AQIP Category: Accomplishing Other Distinctive Objectives

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#### Strategy 1.2: Align Workforce Programming

**Objective:**

- Expand programming to capture emerging needs (agribusiness, plastics, MICUP)

**Outcome measures:**

- Develop proposals for 2 new programs

#### Strategy 1.3: Maximize K-12 Pathways

**Objective:**

- Implement Objectives of Talent Search Grant

**Outcome measures:**

- 75% of TS participants will enroll in college upon graduation; 35% of TS participants will complete postsecondary credential within 6 years

**Objective:**

- Enhance support for Students of Promise participants

**Outcome measures:**

- 75% of SOP participants will enroll in college upon graduation

**Objective:**

- Improve College Readiness (Middle College, CTE, dual enrolled, etc.)

**Outcome measures:**

- Increase % of incoming students prepared to do college level coursework

### AQIP Category: Understanding Student Needs

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#### Strategy 1.4: Improve Services to Students

**Objective:**

- Implement Objectives of Title III Grant

**Outcome measures:**

- Meet or exceed established grant targets

**Objective:**

- Enhance effectiveness of academic advising services

**Outcome measures:**

- Student Satisfaction Evaluations meet or exceed peer institutions; number of undeclared students reduced by 25%

**Objective:**

- Develop Reverse Transfer Plan

**Outcome measures:**

- Pilot plan with 1 primary transfer institution; Develop successful plan with 3 other institutions

**Objective:**

- Enhance Retention Program Initiatives

**Outcome measures:**

- Fall to next semester retention rates improve; Fall to fall retention rates increase to 56%; graduation rates increase to 18%

**Objective:**

- Address Non-Academic Barriers to Student Success

**Outcome measures:**

- Increase Student Centeredness on the Noel Levitz SSI from 5.42 to 5.52 by 2015



# Enduring Goal #2

## Enhancing Employee Success

The success of MMCC depends on our employees. We must provide effective leaders who value and support high standards of performance using clear direction and open, honest communication. We must work collaboratively to create, nurture, and sustain a culture of mutual support and service. To do so we must align and support employees in positions that most effectively utilize, develop, and challenge their talents.



### AQIP Category: Valuing People

#### Strategy 2.1: Enhance Service to Internal and External Stakeholders

**Objective:**

- Enhance new employee on-boarding initiatives to the department and college

**Outcome measures:**

- Completion of Initiative; Evaluations from participants

**Objective:**

- Develop and Implement a Service Culture

**Outcome measures:**

- Student and employee evaluations or survey responses

**Objective:**

- Enhance understanding and ability to work effectively with diverse populations

**Outcome measures:**

- Student and employee satisfaction survey response

**Objective:**

- Conduct and respond to Employee Climate Survey (PACE)

**Outcome measures:**

- Completion of the PACE Survey; Employee Feedback on Responsiveness to the Survey Results

**Objective:**

- Completion of Faculty Senate and ESPA Negotiations

**Outcome measures:**

- Negotiations are completed in a timely and effective manner to meet both institutional and staff member needs

## Enduring Goal #2 Enhancing Employee Success

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### AQIP Category: Leading and Communicating

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#### Strategy 2.2: Enhance Leadership & Communication Effectiveness

**Objective:**

- Enhance communication and meeting effectiveness

**Outcome measures:**

- PACE Survey Results and Employee Feedback on Communication Effectiveness

**Objective:**

- Develop and implement Leadership Training and Development Initiatives

**Outcome measures:**

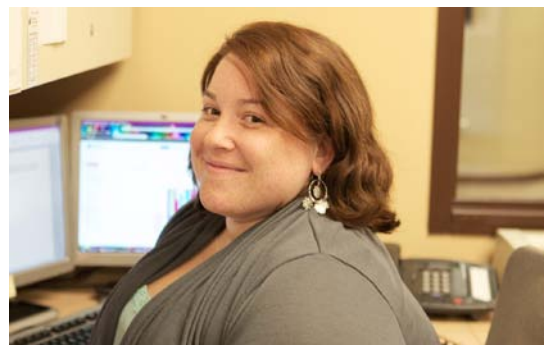
- Participant evaluation of professional development programs; employee feedback on leadership effectiveness

**Objective:**

- Develop and implement a New Employee Handbook

**Outcome measures:**

- Completion of project



# Enduring Goal #3

## Engaging the Community

The success of MMCC depends on the support of the communities we serve. Consequently, we must continuously and deliberately develop and maintain mutually beneficial relationships with our multiple communities. At the same time, we must provide leadership in uniting our communities by positioning MMCC as a regional service provider. We must identify and prioritize the most significant needs of our communities, assuring that our activities align closely with our mission.



### AQIP Category: Building Collaborative Relationships

#### Strategy 3.1: Develop and utilize effective marketing techniques

**Objective:**

- Develop a comprehensive communication and marketing plan

**Outcome measures:**

- Completion and communication of marketing plan to include speaking points about key MMCC initiatives and positional stances

#### Strategy 3.2: Engage the community

**Objective:**

- Engage the community in a capital campaign to enhance the development of Centers of Excellence

**Outcome measures:**

- Capital campaign meets or exceeds targeted goals for friend and fundraising

**Objective:**

- Develop divisional community interaction plans to include K-16, seniors, business and industry, municipalities and social services

**Outcome measures:**

- Completion and implementation of divisional community interaction plans



## Enduring Goal #3 Engaging the Community

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### Strategy 3.3: Ensure stakeholder input

#### Objective:

- Engage stakeholders in the development of new credit and non-credit programs or services

#### Outcome measures:

- Develop and implement one or more new credit and non-credit programs or services that reflect stakeholder needs

#### Objective:

- Conduct regular and periodic stakeholder surveys or information gathering initiatives

#### Outcome measures:

- Completion of surveys or stakeholder feedback sessions and recommended plan of action(s)



# Enduring Goal #4

## Improving Institutional Effectiveness

The success of MMCC depends on the way we work. In an unstable state and national environment, we must create our own stability yet be agile to serve the needs of both our internal and external customers. In times of economic uncertainty, we must develop and use our precious human, financial, and physical resources prudently and efficiently. We must ensure that our means of making decisions, communicating, and planning are streamlined yet inclusive. We must put the principles of the Academic Quality Improvement Program at the center of our operations, using data to guide our constant pursuit of excellence.



### AQIP Category: Supporting Institutional Operations

#### Strategy 4.1: Enhance institutional processes

**Objective:**

- Ensure a safe learning and work environment

**Outcome measures:**

- Develop and implement a security and safety plan that meets governmental and institutional requirements

**Objective:**

- Enhance academic schedule building process to address instructional and student needs

**Outcome measures:**

- Successful implementation of Ad Astra software and use of analytics to enhance effectiveness of scheduling decisions

**Objective:**

- Enhance the availability and use of financial data

**Outcome measures:**

- Financial data is available and used to enhance decision making

## Enduring Goal #4 Improving Institutional Effectiveness

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### AQIP Category: Measuring Effectiveness

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#### Strategy 4.2: Enhance organizational effectiveness

**Objective:**

- Review organizational processes and programs for continuous quality improvement

**Outcome measures:**

- Develop a prioritized plan for analyzing and improving processes and programs to ensure effectiveness and efficiency

#### Strategy 4.3: Ensure high quality facilities and equipment

**Objective:**

- Develop an effective capital asset management and replacement plan

**Outcome measures:**

- Implement plan to ensure capital projects are completed as authorized by the Board of Trustees and timely and cost effective replacement of capital assets occurs

**Objective:**

- Develop a system for identifying and prioritizing annual equipment purchases, including Perkins related expenses.

**Outcome measures:**

- Timely and cost effective expenditures that are integrated with Perkins funding requirements

### AQIP Category: Planning Continuous Improvement

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#### Strategy 4.4: Develop and provide for a continuous quality improvement framework

**Objective:**

- Develop a quality improvement framework to ensure effective timing and implementation of the Strategic Plan

**Outcome measures:**

- Implementation of Quality Improvement Process to ensure accountability and attainment of goals and objectives

**Objective:**

- Ensure that MMCC meets accreditation requirements

**Outcome measures:**

- Completion of AQIP Systems Portfolio and initiatives as required for continued accreditation

**Objective:**

- Meet or exceed state and federal mandates for community colleges

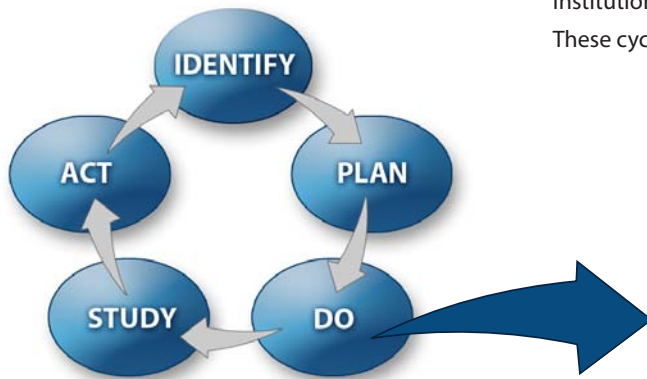
**Outcome measures:**

- Ensure accountability for state and national mandates and success indicators as required



# Identify - Plan - Do - Study - Act Cycle

## Strategic Plan Level



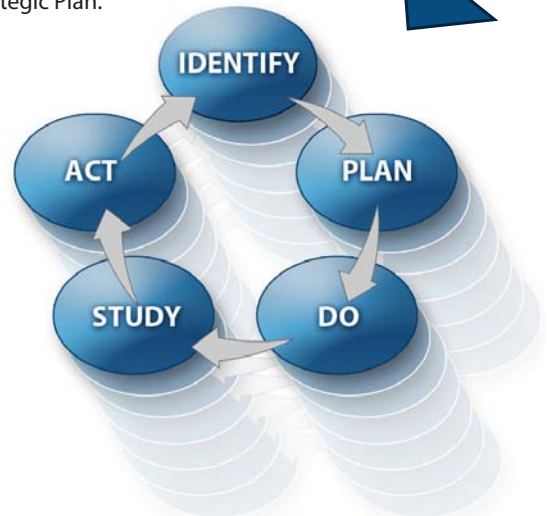
## Institutional Level

Institutional Action Projects follow their own IPDSA cycle. These cycles will affect the Strategic Plan Level cycle.



## Departmental and Individual Level

Departmental and Individual Action Projects will support Institutional Action Projects and the Objectives of MMCC'S Strategic Plan.



### Identify:

- Environmental Scanning
- Key Mission Concepts
- Key Vision Elements
- Board of Trustees, Key Policies
- Board of Trustees, Key Guiding Principles

### Plan:

- Visioning
- Establish Continuous Quality Improvement Systems

### Do:

- Determine Institutional Action Projects
- Author Institutional Action Projects
- Assign Institutional Action Projects
- Implement Continuous Quality Improvement Systems

### Study:

- Solicit Feedback on Action Projects
- Test Measurables

### Act:

- Refine Action Projects
- Repeat IPDSA Cycle