

The Institutional Mission Achievement Plan (MAP)

Mission Statement

Our mission at Metropolitan Community College is to serve our community with distinction. We are a role model in higher education. We will deliver:

- Quality learning opportunities
- Lifelong educational programs
- Services that support personal and professional enrichment and training
- Programs and services which stimulate economic and workforce development
- Courses and programs which provide a transferable path to baccalaureate institutions
- Career/vocational education supporting business and economic partnerships

A positive learning environment that promotes student success

Overall Strategies to maximize mission achievement:

1. Understand current, emerging and future needs in our service area
2. Champion service area constituent access (reduce barriers) to education, awareness and need fulfilling opportunities
3. Excel at assessment
4. Proactively uncover and encourage community potential
5. Seek quality outcomes through personal, social and economic enrichment
6. Leverage all available resources to best serve our mission and strategies

Primary Priorities

A vast majority of MCC's resources are rightfully committed to ongoing activities of teaching, student support and other organizational support services that allow the college to function. It is the efforts of all faculty and staff to excel in performing their daily duties that assures MCC provides quality service to our community.

The following is the executive summary of what is planned to help us build on what we already do so well, as we continuously work to improve our mission achievement outcomes. Additionally, Area and Cost Center MAPs, as well as other operational and infrastructure plans such as Budget and the Master Facilities Plan, are all important components of our Institutional MAP.

The major initiatives in FY 2011-12 are to continue to expand our capacity to meet the demand for our services and to progress on our Higher Learning Commission accreditation project.

Executive Summary MAP:

Category 1, *Helping Students Learn and Faculty Teach*

- ❖ Monitor bottlenecks, physical capacity and instructional resources, to meet demand while assuring continued quality
- ❖ Improve and expand credit course online delivery and enhance non-credit/continuing education online delivery
 - Work with, train and hire faculty that can create and support online growth
 - Further involve faculty and staff to advance delivery and support of appropriate online education, providing additional resources as needed
 - Investigate new markets within MCC's service area and when appropriate, consider other regional and national specialized training if it provides local benefits
- ❖ Expand efforts with high schools and others to provide programs/services that provide early college opportunities and improve post-secondary education awareness
- ❖ Provide faculty training and development that:
 - facilitates effective curriculum and academic delivery
 - promotes inclusive teaching and learning
 - supports the Adjunct Faculty Institute as it is developed in the Pathways Project
- ❖ Improve learning support services, including developmental education
- ❖ Study and implement processes that effectively minimize book costs for students
- ❖ New programs/curriculum
 - With the opening of the Washington County Center, fully implement Process Operations Technology program
 - Continue to identify and seize opportunities to support the emerging green economy

Category 2, *Accomplishing Other Distinctive Objectives*

- ❖ Enhance grant and fund-raising capabilities and outcomes
 - Engage external stakeholders with MCC through a strategic resource development communications plan, including a reinstated community giving campaign
 - Improve use of internal stakeholders to grow MCC's resource development capacity by implementing an initiative that includes college-wide professional development in grants and fund-raising and program fund support
 - Fully implement the new institutional grants procedures, including grant writing training, grant management training, and new supportive resources for grant managers
 - Successfully launch MCC Alumni Association, including membership development, communication, and involvement mechanisms
 - Conduct fund-raising efforts for capital projects that emerge from master facilities planning
- ❖ Continue to advance cultural awareness and civic opportunities in MCC's service area
 - Explore hosting more civic activities that strengthen MCC's community relationships/partnerships and improve opportunities for mission achievement
 - Enhance communication and engagement with the Fort Omaha neighborhood
- ❖ Implement operational plans for the ICA/Alumni Conference Center

Category 3, *Understanding Students' and Other Stakeholders' Needs*

- ❖ Expand and enhance first contact outcomes
 - Study and implement changes which maximize web awareness, access and use
 - Complete evaluation of Datatel portal and eAdvisor and implement
 - Conduct WebAdvisor training to key staff and students
 - Review call center staffing and resources

- Study and implement other findings
- ❖ Continue implementing the new advising model, including effective use of online advising, orientation, information gathering at enrollment, and advisor responsibilities
- ❖ Continue implementing improvements to career services
- ❖ Seek ways to effectively use assessment tools such as PACE and CCSSE to improve services to all constituencies
- ❖ Improve outreach and student access to needed services
 - Continue to seek ways to make the best use of scholarship/aid monies
 - Restructure the service function in Financial Aid to students and staff.
 - Establish enrollment centers at all locations and continue to improve enrollment processes
 - Continue to explore the need for public transportation to all locations and the need for inter-campus transportation
 - Continue to implement steps to improve parking at all locations

Category 4, ***Valuing People***

- ❖ Enhance faculty and staff training and development
 - Continue to implement a college-wide employee training system
 - Provide training online when merited
- ❖ Continue to advance a culture that promotes equity, diversity, access and inclusion
 - Bridge the gap between minority and economically disadvantaged communities and academic achievement by providing a culturally sensitive and ethnically diverse faculty and staff

Category 5, ***Leading and Communicating***

- ❖ Pursue a state aid funding formula that is fair to MCC's service area
- ❖ Further advance inclusiveness and communication within MCC and with external stakeholders
 - Encourage communication and freedom of expression among students, staff, faculty and other stakeholders
 - Continue to integrate planning, budget and operations, so the emerging planning/budget process effectively supports each work process and each person's job
 - Consistently acknowledge the importance of teaching, serving students and other key processes; and communicate an appreciation for everyone who helps MCC achieve quality outcomes
 - Improve the ability to effectively collect and address external input and emerging expectations/opportunities
- ❖ Define high-level desired outcomes, guide funding priorities and assessment of operational outcomes, and revise the mission statement
- ❖ Continue Higher Learning Commission Pathway accreditation project

Category 6a, ***Supporting Organizational Operations***

- ❖ Constantly evaluate and deploy support resources to best leverage the capacity of areas that directly serve students
- ❖ Continue to implement industry standards for information technology security standards
- ❖ Continue electronic imaging initiative
- ❖ Complete disaster recovery and business continuity plan for technology areas
- ❖ Implement an appropriate electronic archiving capability
- ❖ Evaluate best practices and improve processes as appropriate
 - Evaluate priorities based on need
 - Enhance Datatel Colleague system use
- ❖ Support the review and analysis of technology needs for new and renovated spaces
- ❖ Continue implementing sustainability practices

Category 6b, ***Providing Physical Facilities and Infrastructure***

- ❖ Evaluate and respond with appropriate remedies to any emerging facility barriers to student access to MCC services
- ❖ Begin phasing work on Master Facilities Plan
- ❖ Prepare to receive three Army buildings and decide purpose
- ❖ Complete other capital projects, including emerging initiatives, as prioritized
- ❖ Continue implementing sustainability practices
 - Begin study for state grant on energy savings: building 10, Fort, Mahoney building at South and Elkhorn Valley, and expect to implement at one or more of the buildings in 2011-12

Category 7, ***Measuring Effectiveness***

- ❖ Review data used to measure student outcomes and improve as appropriate
 - Define important units of measurement, such as retention and completion
- ❖ Use PACE (workplace climate) survey to guide improvement and communication efforts

Category 8, ***Planning Continuous Improvement***

- ❖ Further enhance the Mission Achievement Planning Process (MAPPING), including:
 - function descriptions, expectations and measurement documentation, and continued development of supporting systems and processes
 - periodic institutional quality analysis and technology reviews of each significant function
- ❖ Provide opportunities that:
 - advance understanding of MAPPING and continuous improvement
 - encourage individual and work group thought and input, facilitated by effective college/division/area/cost center/work group/supervisor communication
- ❖ Work to align job descriptions and performance reviews with desired outcomes, including continuous improvement

Category 9, ***Building Collaborative Relationships***

- ❖ Collaborate with external stakeholders to increase awareness and subsequent enrollment of disenfranchised community members (including low-income and first generation)
- ❖ Partner with four-county chambers of commerce, area businesses, non-profit organizations, and/or Nebraska Workforce Development to develop training programs for the professional training of the employed, pre-employed, and under-employed
- ❖ Partner with community organizations and educational vendors to provide expanded life-long personal enrichment education that meets the changing demographics of MCC's service area
- ❖ Collaborate with area high schools and private initiative career development programs to successfully prepare/engage area youth in postsecondary education
- ❖ Partner with area public schools to offer affordable continuing education (non-credit) classes
- ❖ Maintain and expand transfer articulation agreements with regional/national universities
- ❖ Strengthen relationships with local law enforcement and emergency management agencies
- ❖ Collaborate with community organizations to create educational programs and demonstration projects distinguishing MCC as a leader in sustainable practices
- ❖ Effectively engage community advisory groups to assist in the identification of curriculum improvements and enhanced MCC services
- ❖ Work with governmental agencies, foundations, and private individuals to expand the availability of scholarships, grants, and other educational funding resources
- ❖ Build collaborative relationships with local government, state legislature, and fellow community colleges to foster collective support of equitable funding solutions and local control/accountability