

# Strategic Plan 2013 - 2016

## Vision I: Learning

### Excellence and vitality in teaching and learning

*The college prepares all students for academic, professional and personal success. It provides a stimulating learning environment that offers multiple approaches to learning and helps all students realize their unique potential. The college's broad range of programs engages students through challenging curricula that respond to an ever-changing world.*

- Goal I.1.** Implement the college's 2013-2023 Education Master Plan and achieve the goals for 2013-2016 through strategies that further the pathways of new ideas, knowledge, and pedagogies that recognize the realities of 21<sup>st</sup> Century students.
- Goal I.2.** Promote and support the empowerment of learners to become advocates for their own success through the use of data-driven performance measures and innovative best practices that will result in enriched student outcomes.
- Goal I.3.** Strengthen faculty professional development opportunities with guidance from best practices to support innovative programs and pedagogies and to increase the use of instructional technology.
- Goal I.4.** Develop a program for sharing and supporting best practices related to instructional methods and practices for adjunct faculty.
- Goal I.5.** Infuse courses with essential employment skills and workforce development initiatives targeted to meet student and employer needs.
- Goal I.6.** Provide a comprehensive array of academic services that support the needs of diverse learners through the creation of student-centered, innovative learning environments.
- Goal I.7.** Partner with K-12 districts on the implementation of and curriculum alignment with Common Core State Standards (CCSS), Partnership for Assessment of Readiness for College and Careers (PARCC), and supporting programs and activities.

## Vision II: Student Success

### An inclusively welcoming and nurturing college, focused on student engagement & success

*The college welcomes all potential students, recognizing and addressing all student concerns and needs as it seeks to promote student learning, academic success and overall well-being.*

- Goal II.1.** Implement best practices that ensure students will experience a welcoming and customer service-oriented environment that is respectful and open to all; develop and enhance student-to-faculty-and-staff connections and student-to-student connections from first contact.
- Goal II.2.** Develop and implement innovative practices in student connections through recruitment, admissions, advisement, counseling, and retention, and achieve the goals outlined in "The First Thirty: MCCC's Plan for its First Year Students" and "A Culture of Completion and Transfer: MCCC's Plan for Outcomes-Oriented Student Engagement."
- Goal II.3.** Develop and implement a comprehensive and data-driven Enrollment Management Plan that optimizes enrollment and completion with a concentration on retention in accordance with the college's dashboard indicators.
- Goal II.4.** Identify and infuse the relevant principles of "A Call to Action: Commitment to College Completion" through coordination and implementation of major initiatives that connect with students in advising support and success in learning.



*Innovation.  
Learning.  
Success.*

## Vision III: Effectiveness

### Research, planning and assessment that ensure institutional effectiveness

*The college creates and sustains a culture of assessment and evidence-based planning for improvement in all academic programs, student services and administrative functions. It supports effective teaching and learning, student achievements, excellence in educational service areas, and improvement in professional and process development. Planning and decision-making are characterized by data driven analyses and goal directed purposes.*

- Goal III.1.** Strengthen the college-wide assessment effort to ensure student success by utilizing innovative leadership and dedicated human, fiscal, pedagogical, and technological resources.
- Goal III.2.** Implement departmental and programmatic benchmarks that reflect national, state, and local standards to assess institutional effectiveness and to improve student success outcomes both qualitatively and quantitatively.
- Goal III.3.** Integrate data and analysis into college-wide planning and decision-making processes across all college activities to improve institutional effectiveness and instruction and to achieve the college's mission and goals.

## Vision IV: Resources

### Institutional resources for emerging educational needs

*The college effectively and efficiently supports student learning through excellent employees, facilities, and technology and ensures growth of the necessary financial resources and directed allocation consistent with its core mission.*

- Goal IV.1.** Advance the Trenton Vision as an educational hub for the capital region by partnering with other higher-education institutions and state/local governmental entities, by renovating and expanding the Trenton location, and by hosting specific programs to optimize the use of all facilities.
- Goal IV.2.** Increase the number of institutional, corporate, and individual donor partnerships with internal and external stakeholders to augment financial resources through the persistence of a successful capital campaign.
- Goal IV.3.** Improve collaboration among faculty, administration, and grant staff on identifying, applying for and securing grants to assist and supplement student success, engagement, and institutional pride.
- Goal IV.4.** Implement goals of the Facilities Master Plan in support of a creative teaching and learning environment; implement the Technology Strategic Plan to provide an integrated strategy regarding state-of-the-art technology incorporating social media and internet access for student and faculty instructional use.
- Goal IV.5.** Expand revenue growth opportunities.
- Goal IV.6.** Create and implement a human resource development plan.

## Vision V: Culture and Diversity

### A college culture marked by celebration of diversity, effective communication and institutional pride

*The college maintains a community culture that embraces the values and experiences of staff, students and all those potentially served by the institution. Communication within this diverse community utilizes a variety of modes that operate top-down, bottom-up and laterally, and reaches all individuals affected.*

- Goal V.1.** Promote a college culture that fosters meaningful communication among students, faculty, and staff, and encourages MCCC pride.
- Goal V.2.** Provide opportunities for students, faculty, staff and all those potentially served by the institution to experience and interact with the college's diverse community and to enlighten and expand the knowledge of and appreciation for human diversity and unity.
- Goal V.3.** Uphold and respect the uniqueness of students, faculty, and staff through the development and promotion of policies, programs, activities and pedagogies that celebrate diversity of thought and experience.
- Goal V.4.** Bolster connections between students and the advisement process with greater mindfulness and respect for student individuality.

## Vision VI: Community Engagement

### Community engagement, outreach and partnerships

*The college reaches out to employers, organizations and individuals and establishes partnerships and collaborations that improve learning and services for learners throughout the community.*

- Goal VI.1.** Expand the MCCC Alumni & Friends Association network through innovative programs on- and off-campus that engage alumni in the life of the college and provide career support and other services.
- Goal VI.2.** Synchronize learning outcomes of the non-degree programs that serve as educational pathways for pre-college students, such as youth programs, workforce certificates, and non-credit ESL, by strengthening the linkage with the credit-course pipeline as well as building new community and K-12 partnerships.
- Goal VI.3.** Support student transfer and completion by expanding the number of degree and certificate programs offered on campus through the University Center, coordinating articulation and dual-admission agreements, improving transfer and completion advising, and supporting excellence through key programs.
- Goal VI.4.** Increase public and private partnerships to foster internships, co-ops, workforce development, community-service opportunities, and other practical and professional experiences that will enhance learning for all constituents and support the transition to job placement or job opportunities.

## Vision VII: Awareness

### Marketing programs and services to a diverse and dynamic community

*The college vigorously and persistently markets the value of its programs, services and staff. The college promotes particular services after assessing the needs of the designated target audiences.*

- Goal VII.1.** Increase direct interaction with students, potential students, and stakeholders through the use of social media, video and interactive technology.
- Goal VII.2.** Market the college brand through the introduction of new media applications appropriate to all target audiences, including traditional students, non-traditional students, alumni, and other constituencies.
- Goal VII.3.** Students, faculty, staff, and alumni will serve as ambassadors, marketing the value of MCCC programs and services by raising the profile of the college through interaction with all community stakeholders, supported by coordination with appropriate departments and utilizing the arts and special activities as a portal for promotion.