



MORGAN
COMMUNITY COLLEGE

Strategic Plan

Fall 2018 – Spring 2023
Extended through Fall 2024



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During the 2018 Academic Year, the Strategic Planning Team carried out thorough analysis of the college's current strategic positions through the use of structured business analysis methods including SWOT, market analysis, process mapping, and brainstorming. The mission, vision, and values, the foundational elements of the strategic plan, were reviewed and revised. As a part of the Colorado Community College System, the planning team also ensured that these foundational elements align with the system's strategic plan. (<https://www.cccs.edu/wp-content/uploads/documents/StrategicPlan.pdf>) MCC's 2018-2023 plan was extended through fall 2024 to align with the Colorado Community College's strategic plan update timeline.



To advance the college's mission and vision, the team developed five objectives with related strategies and performance measures.

- Student Access
- Student Success
- Teaching Excellence
- Community Leadership and Partnership
- Operational Effectiveness

Student Access “refers to the ways in which educational institutions and policies [strive to ensure] that students have equal and equitable opportunities to take full advantage of their education.”²

Strategies for Student Access

- 1. Develop Relevant Programs** – MCC will review community and local industry needs and develop quality programs that support these needs.

Key Performance Measures:

- Develop 1 new program annually.
- Have 10 students enrolled in new programs within 3 years.

- 2. Outreach to Underserved Populations** – Ensuring MCC is meeting the diverse needs of service area residents is critical to achieving the overall objective of student access.

Key Performance Measures:

- Reduce enrollment gap of underserved populations by at least 1% annually.

- 3. Financial Support for Students** – MCC must commit to continuing to provide financial assistance whenever possible to help remove financial barriers to higher education.

Key Performance Measures:

- Reduce student median loan amount.

- 4. Concurrent Enrollment Redesign** – MCC has been a leader in Concurrent Enrollment since the first classes were delivered to area high schools in 1988. Ongoing success in concurrent enrollment will require a review of current structures and development of new approaches to ensure the college is meeting the needs of high school students.

Key Performance Measures:

- Increase number of concurrent enrollment students earning a Certificate/Degree.
- Increase average credits earned by concurrent enrollment students.

- 5. Align Facilities with Program Needs** – With the development of new programs and shifting populations, MCC will review existing facilities to identify future needs, a major component of the Master Plan.

Key Performance Measures:

- Increase enrollment 5% annually at new MCC facilities.

¹ *Glossary of Educational Reform. (n.d.). Access Definition. Retrieved February 26, 2018, from <https://www.edglossary.org/access/>*

While “Access” relates to providing equitable opportunities for students to attend college, “Student Success” conveys MCC’s commitment to ensuring students attain the educational goals they are pursuing.

Strategies for Student Success

- 1. Increase Retention & Persistence** – Retention and Persistence are indicators of student satisfaction of their academic progress as well as the likelihood of continuing to completion.

Key Performance Measures:

- Increase retention rates by 1% annually.
- Increase persistence rates by 1% annually.

- 2. Increase Graduation & Transfer Rates** – These rates serve as indicators of students’ achievement of academic goals.

Key Performance Measures:

- Increase transfer rate by 1% annually.
- Increase graduation rate by 1% annually.

- 3. Grow Community & Continuing Education Opportunities** –MCC aims to provide learning opportunities that meet community and continuing education needs.

Key Performance Measures:

- Develop, offer, and fill 3 community or continuing education courses per year.

The Schreyer Institute for Teaching Excellence defines an excellent teacher as “one who contributes positively to the learning environment by providing exceptional energy, keen interest in students, and extraordinary strengths in:

- Subject Matter Expert
- Pedagogical Expert
- Excellent Communicator
- Student-Centered Mentor
- Systematic and Continual Assessor¹²

Strategies for Teaching Excellence

- 1. Foster an Inclusive and Supportive Environment** – The Instructional Division will continuously review opportunities to enhance the teaching environment.

Key Performance Measures:

- Increase faculty rating on "Great Colleges to Work For" survey:
 - Teaching environment
 - Policies, resources, & efficiency

- 2. Increase Utilization of Professional Development** – As a key to teaching excellence, faculty should regularly develop original thoughts on their subject specialty, pedagogical approach, and assessment practices.

Key Performance Measures:

- Maintain/increase faculty participation rates in external professional development. (Headcount & number of professional development events attended)

- 3. Promote Innovative Strategies to Reach Students** – In light of MCC's expansive service area and growing demand by students, faculty will develop modern distance education opportunities including online and interactive video courses.

Key Performance Measures:

- Increase percentage of distance education trained faculty.
- Exceed the Colorado Community College Distance Education enrollment rate.

² Schreyer Institute for Teaching Excellence. (n.d.). Definition of Teaching Excellence. Retrieved March 1, 2018, from <http://www.schreyerinstitute.psu.edu/Definition/>

A major component of Colorado Community Colleges is to “conduct community service programs.”³ MCC is committed to addressing broad economic and cultural needs of communities across the service area.

Strategies for Community Success

- 1. Build a Skilled Workforce** – “Higher levels of educational attainment lead to a more skilled and productive workforce, producing more efficiently a higher standard of goods and services, which in turn forms the basis for faster economic growth and rising living standards.”⁴

Quality Indicators:

- Monitor instructional program relevancy by comparing graduates against regional workforce needs.
- Track employment for students in chosen fields.

- 2. Support Economic Development** – MCC serves as a leader for economic diversification by building a skilled workforce, supporting community initiatives, and partnering with local economic development organizations.

Quality Indicators:

- Maintain active MCC representation with community economic development organizations.
- Sponsor economic development activities and organizations.
- Perform and evaluate economic impact studies.

- 3. Enhance Arts & Culture** – The MCC Center for Arts and Community Enrichment (CACE) enhances the quality of lives in our community through artistic, cultural, social, and intellectual activities.

Key Performance Measures:

- Maintain/increase number of CACE events.
- Maintain/increase attendance at CACE events.

Quality Indicators:

- Qualitative survey of CACE participants for impact.

- 4. Promote Equity** – The College seeks to understand where community members are coming from and providing support and resources for them to be successful.

Quality Indicators:

- Maintain active MCC representation with community/cultural development organizations.

³ Colorado Revised Statutes: Title 23. Post-Secondary Education, s 23(60-102)(1), 2017

⁴ A Skilled Workforce for Strong, Sustainable and Balanced Growth. (2011). Retrieved March 16, 2018, from <https://www.oecd.org/g20/summits/toronto/>

Operational Effectiveness includes any activity that promotes effective leadership, positive employee development, operational improvements, effective use of available resources, or improvement of the strategic positioning of the college.

Strategies for Operational Effectiveness

- 1. Increase opportunities for staff professional development** – Professional development is a critical element to ensuring staff continue to be competent educational leaders.
Key Performance Measures:
 - Improve individual and group participation in professional development activities.

- 2. Develop external resources to meet ongoing needs of MCC** – Engaging community partners to develop external resources are critical to the college's sustainability.
Key Performance Measures:
 - Increase outside resources 3% over the prior year.

- 3. Promote a diverse college workforce** – Promoting a diverse workforce engages the diverse community, improves overall college performance, promotes innovation, and fosters a positive work environment.
Key Performance Measures:
 - Close faculty/staff representation gaps.

- 4. Promote healthy work-life balance** – A good work/life balance enables employees to feel more in control of their working life and lead to increased productivity, reduced stress, and increased retention.
Key Performance Measures:
 - Conduct an employee satisfaction survey in alternating years.
 - Support wellness activities.