



PRESENTATION HANDOUT

Integrating Your Institutional Strategic Plan with Your Strategic Enrollment Plan

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Our Conversation

- The strategic planning process and the resulting plan
- Integration with the strategic enrollment plan
- Discussion

MCC At A Glance

- Rural community college
- Founded in 1971
- Fifth largest county in the U.S.
- Serving over 5,200 students
- Four campus locations: Kingman, Bullhead City, Lake Havasu, Colorado City
- 26% Hispanic serving
- 70% First-Generation
- Low-Income

MCC At A Glance





STRATEGIC PLANNING PROCESS AND RESULTING PLAN

SEPT. 6
Committee
Members
announced
& Employee
Brainstorm
Sessions

OCT 14
College and
Community
Surveys

NOV. 8
Mission/
Vision Board
Workshops

JAN. 13
Future Summit

FEB. 24 WEEK
Strategic Planning
Committee Scan to
Plan Presentations/
Workshop/Strategy
Drafting

MARCH 16 WEEK
Objectives
Workshop/Community
Focus Groups

MAY 4 WEEK
Action Planning
Workshops and
Workgroup
Sessions



OCT 4
Committee's
First Meeting

NOV. 7
Student
Experience
Workshop

JAN. 10
Mission/Vision
Board Workshops

**JAN. 21
- FEB. 24**
Strategic
Planning
Committee
Scan to Plan
Research

**FEBRUARY/
MARCH**
Values
Workshops

APRIL 6 WEEK
Community
Gallery
Feedback
Sessions

MAY/JUNE
Finalized
Strategic Plan

Arizona Community College Coordinating Council Strategic Vision Outcomes

Ten Community College Districts – serving over 300,000 students

Part of Achieve60AZ Initiative

Strategic Vision Outcomes data are related to 33 short term, mid range, long term, and follow up metrics. These data identify areas of strength, as well as places where Mohave Community College (MCC) will need to continue to expand access (12), increase transfer and completion (18), and improve alignment with workforce needs (3).

Strategic Vision Metric Themes

Access Metrics

- Developmental Education Course Success
- Developmental Education Course Success with Progression
- Underserved Populations
- Cost
- Alternative Course Delivery
- Enrollment

Transfer and Completion Metrics

- College Level Gateway Course Success
- Progression
- Completion
- Retention
- Transfer Rate
- Transfer Attainment
- AGEC Attainment

Occupational Alignment Metrics

- Occupational Enrollment
- Occupational Attainment
- Occupational Offerings

The MCC Strategic Plan

- **Mission** – MCC Serves our communities, empowering students to succeed through innovative pathways and quality education.
- **Vision** – Improving lives. Improving Communities. Bridging possibility to purpose and prosperity.

The MCC Strategic Plan

B.I.G. – MCC Bighorn Intrepid Goal

All adults who have not yet completed a post-secondary degree will be inspired to attain the credential, certificate, or degree they seek from Mohave Community College by 2030.

The MCC Strategic Plan

Strategy 1: Enrollment for All

Objectives

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.

The MCC Strategic Plan

Strategy 2: Academic Programs & Workforce Development Partnerships

Objectives

- 2.1 Increase college readiness of Mohave County prospective students.
- 2.2 Improve student preparedness for careers and community engagement by expanding experiential learning opportunities with the support of external partnerships.
- 2.3 Enhance alignment of program growth and development with regional workforce and educational attainment needs through strengthened partnerships.
- 2.4 Implement academic planning and delivery models that address the scheduling, modality and program needs of the students we serve.
- 2.5 Promote a culture of faculty development supporting student achievement and program needs of the students we serve.

The MCC Strategic Plan

Strategy 3: Holistic Approach to Student Success

Objectives

- 3.1 Increase two-year credit threshold rates.
- 3.2 Increase Fall-to-Fall retention rate for credential-seeking students.
- 3.3 Increase program completion rates (150% of normal time).
- 3.4 Increase transfer-out rates to support bachelor's degree attainment.
- 3.5 Implement support services and activities aimed to increase the educational and personal success of underserved student populations.

The MCC Strategic Plan

Strategy 4 Foundations of Organizational Success: Technology, Facilities, Personnel Resources

Objectives

- 4.1 Enhance employee capacity by supporting the achievement of annual professional development goals.
- 4.2 Create a consistent learning environment that offers faculty, staff and students the same tools, equipment, and software using platform agnostic hardware and software, remote communication tools, and mobile technology.
- 4.3 Minimize the college's vulnerability to cybersecurity threats.
- 4.4 Develop and implement an annual budget process that provides resources aligned with the strategic plan and allocated to support efficient, sustainable management of strategic priorities.

The MCC Strategic Plan

Strategy 4: Foundations of Organizational Success: Technology, Facilities, Personnel Resources

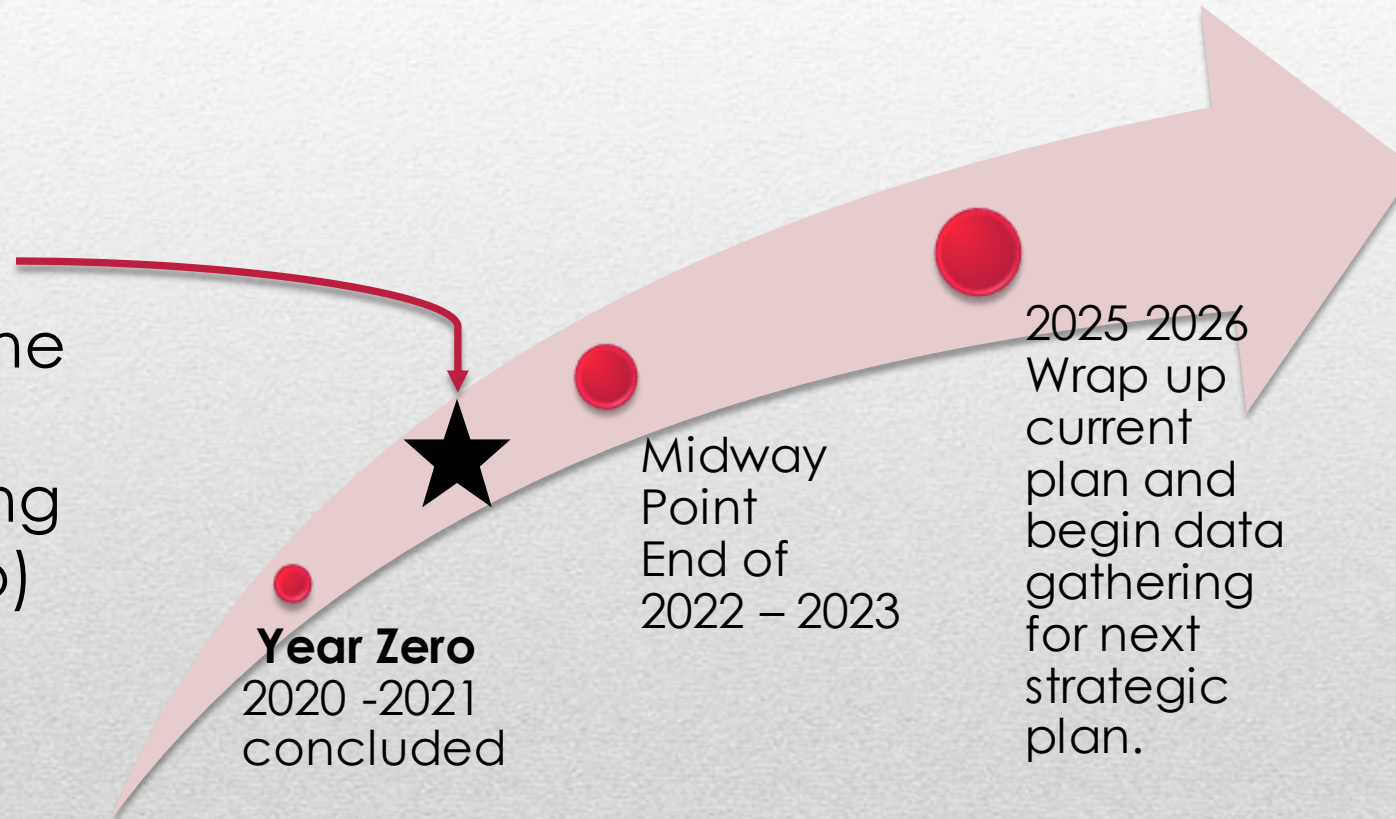
Objectives

4.5 Enhance data-driven decision making by developing and implementing a college-wide data governance plan addressing data standards, integrity, and access.

4.6 Develop a college-wide facilities master plan that emphasizes design of ideal learning and working environments, sustainability and conservation practices, and capital resource stewardship.

MCC Strategic Planning, 2020 - 2026

We're about HERE in the process. (Beginning Year Two)



Year Zero
2020 -2021
concluded

Midway
Point
End of
2022 - 2023

2025 -2026
Wrap up
current
plan and
begin data
gathering
for next
strategic
plan.

STRATEGIC ENROLLMENT PLAN

Organizing Around Guided Pathways – Areas of Interest

Four Pillars

Clarify the Path



Create Clear
Curricular
Pathways to
Employment
and Further
Education

Enter the Path



Help Students
Choose and
Enter Their
Pathway

Stay on the Path



Help Students
Stay on
Their Path

Ensure Learning



Follow Through, and
Ensure that Better
Practices are
Providing Improved
Student Results.

Organizing Around Guided Pathways

Pillar One - Clarifying Pathways to Student End Goals

- Are our programs designed to guide and prepare students to enter further education and employment in fields of importance to our region?
- Are further education and employment targets clearly specified for every program?
- How clearly are our programs mapped out?
- Do students know which courses they should take and in what sequence?
- Are the courses that are critical for success in each program clearly identified?

Organizing Around Guided Pathways

Pillar Two – Helping Students to Enter a Pathway

- How do we help new students choose a program of study, particularly the many who do not have clear plans for college and careers?
- How well do we help students succeed in the gateway courses for our main program areas (such as nursing and allied health, business, education and social services, social and behavioral sciences, arts and humanities, STEM, etc.)?
- How do we ensure that students enter a program of study as quickly as possible?
- Do we help students who are unlikely to be accepted into limited-access programs (such as nursing or culinary arts) to find other viable program pat

Organizing Around Guided Pathways

Pillar Three – Keeping Students on the Pathway

- How well do we monitor students' program choices and progress toward completing their program's requirements?
- Do students know how far along they are in their programs and what they have left to do to complete them?
- Are we able to identify when students are at risk of deviating from their program plans? How effective are we at intervening to help students get back on track?
- Does the way we schedule courses enable students to take courses when they need them, plan their lives around school from one term to the next, and complete their programs on time?

Organizing Around Guided Pathways

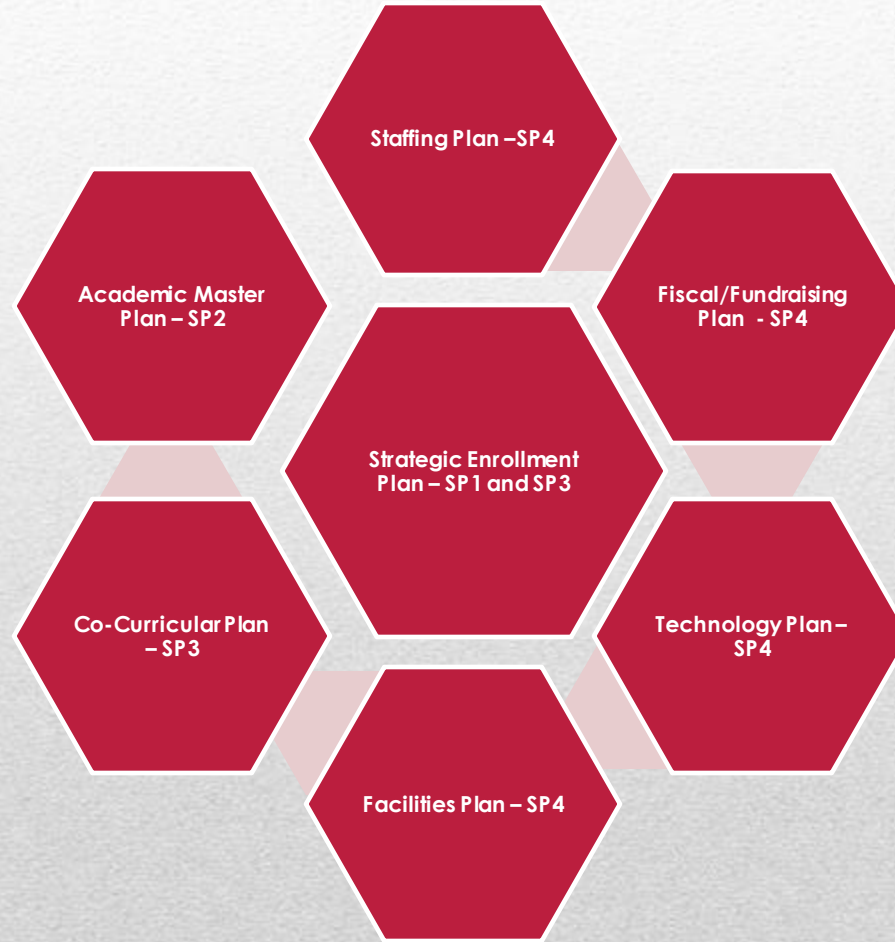
Pillar Four – Ensuring that Students are Learning

- How well defined are the learning outcomes for each of our programs?
- Are program learning outcomes aligned with the skills and knowledge students need to succeed in the four-year college majors and employment opportunities targeted by each program?
- Are assignments and exams designed to evaluate whether students are building essential skills and mastering learning outcomes across each program?

Framework for Enrollment Growth

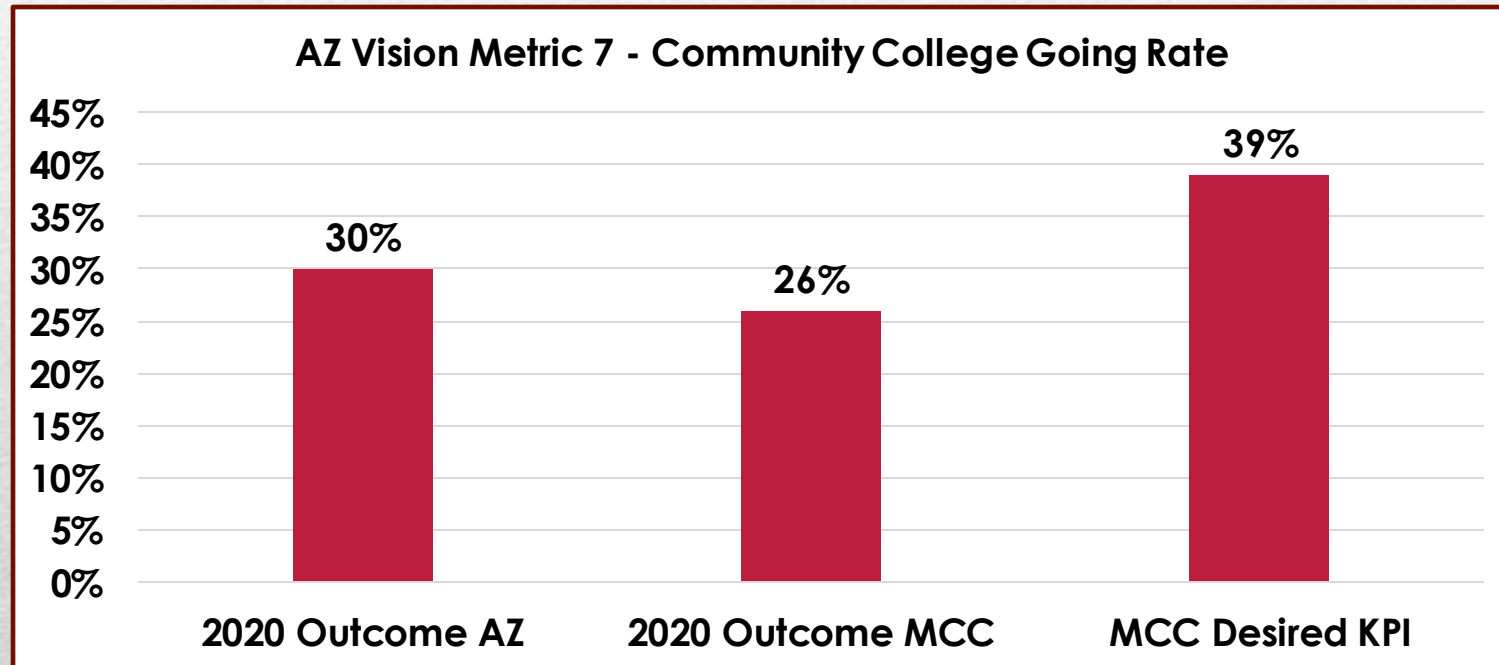


Strategic Planning and Enrollment Planning Integration



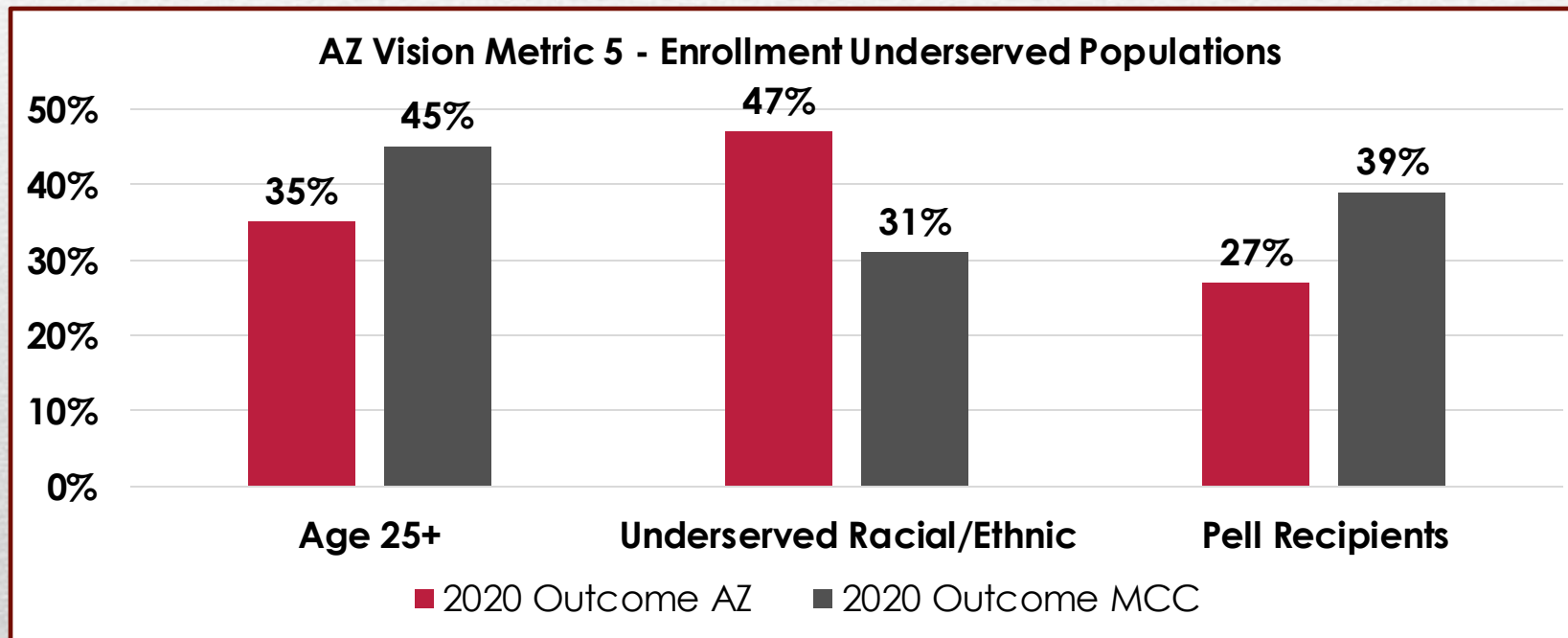
Strategy 1 – Enrollment for All

Objective 1.1 Increase the community college-going rate for students in the MCC service area.



Strategy 1 – Enrollment for All

Objective 1.2 Increase the enrollment of underserved student populations from the MCC service area - AZ Vision Metric 5 - KPI 15% collective increase – assessing if KPI is too low, May data, Need to add Summer

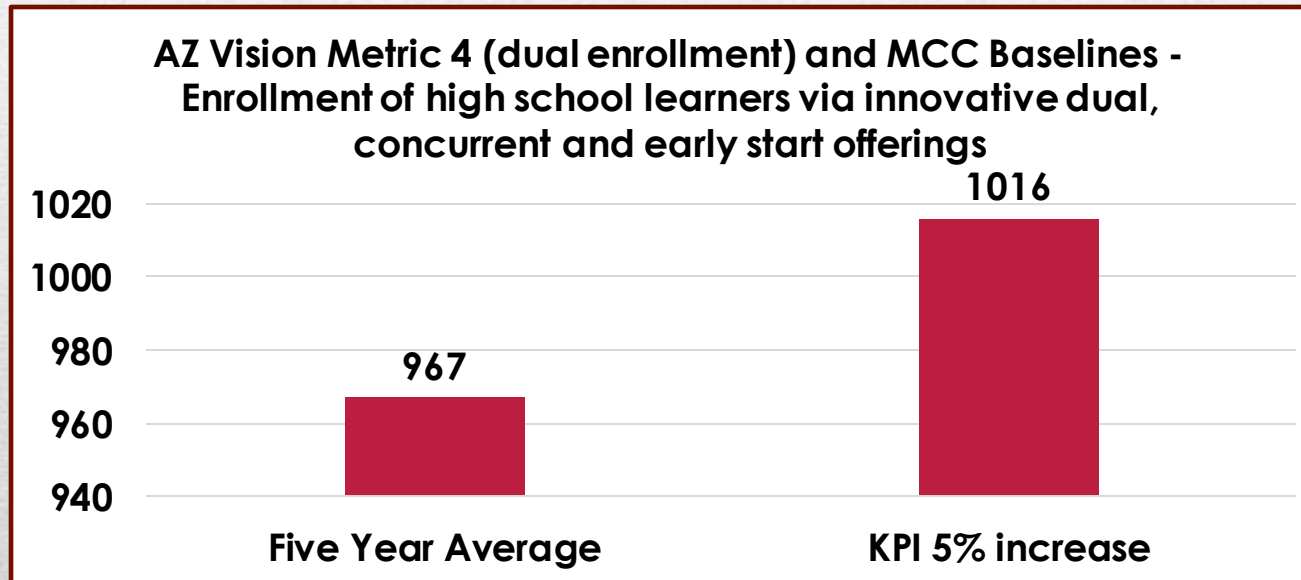


Strategy 1 – Enrollment for All

Objective 1.3 Increase enrollment of occupational learners in programs with industry-recognized credentials. – MCC metric – KPI was 25% increase – Met during year zero – KPI under review

Strategy 1 – Enrollment for All

Objective 1.4 Increase enrollment of high school learners via innovative dual, concurrent and early start offerings. – AZ Vision Metric 4 and MCC data. – KPI Under Review



Strategy 1 – Enrollment for All

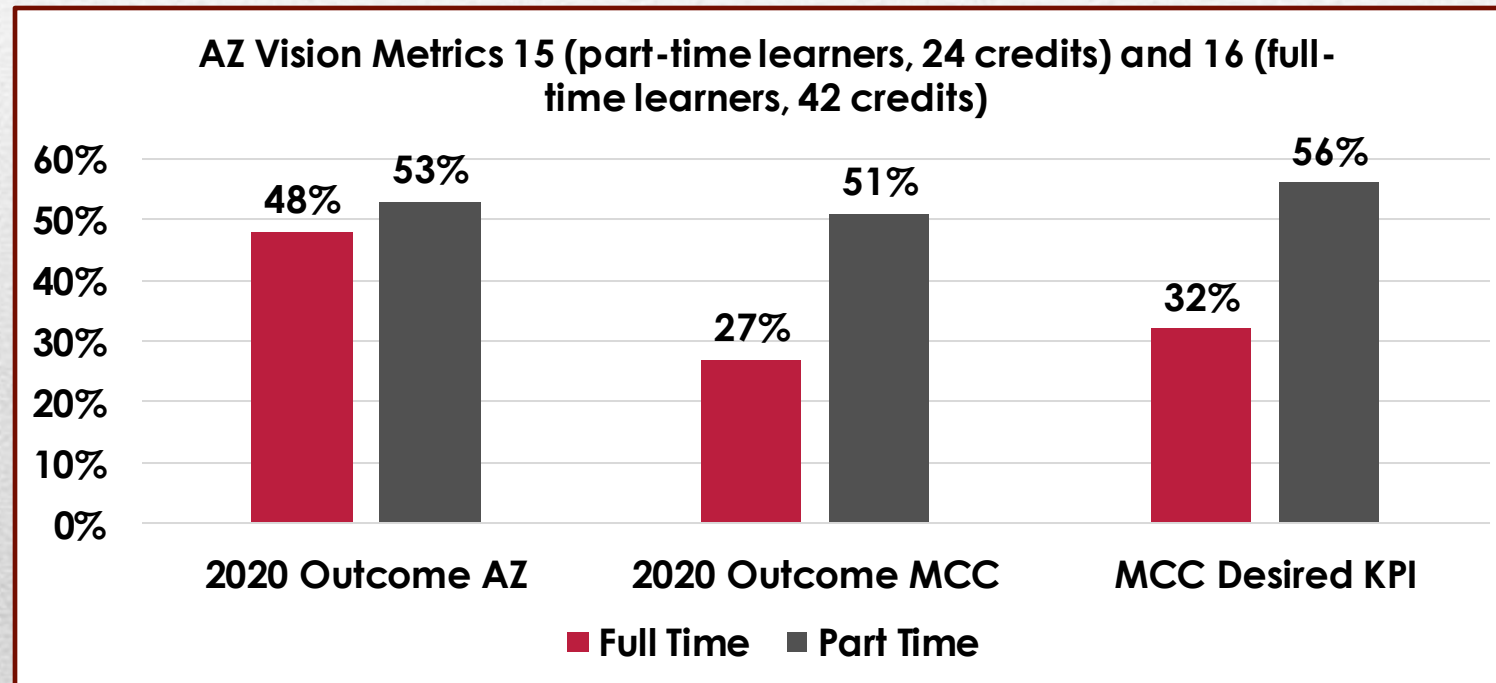
Objective 1.5 Develop a student aid disbursement structure to assist in growing enrollment – MCC data – Percentage of Need Model Completed – Under Review each year.

SP -1, Year One Planned Practice Improvements to achieve the KPIs of the plan

- Implement Strategic Enrollment Management Plan
- Implement Customer Relations Management Software
- Address the needs of prospective students from underserved populations.
- Expand non-credit and credit-awarding opportunities for programs with industry-recognized credentials (IRC).
- Strengthen relationships with K12 partner institutions to increase enrollment in dual enrollment, concurrent enrollment and early start programs.
- Develop a plan to increase access for K12 students to prepare them for college-level courses.
- Improve awarding of financial aid and other financial assistance programs.
- Find a software that will bridge the gap between the Financial Aid office and MCC Foundation that will improve efficiency.

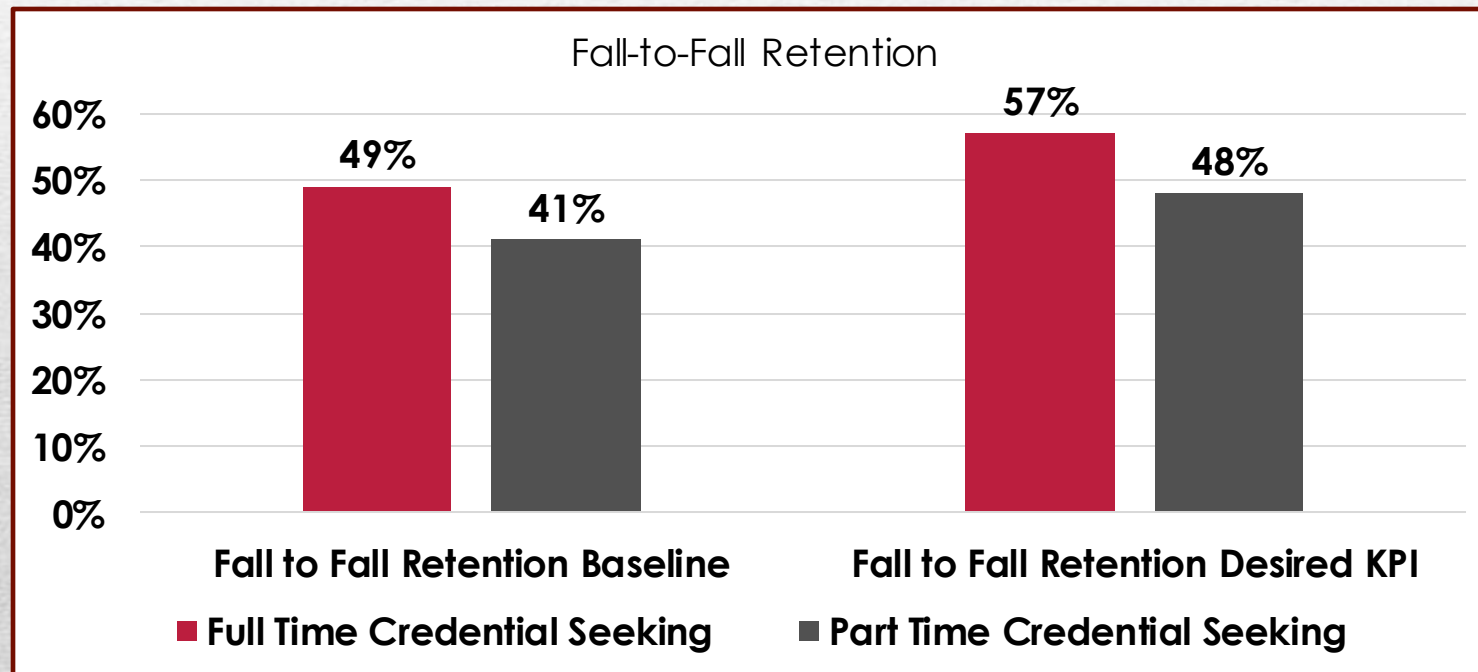
Strategy 3 – Student Success

Objective 3.1 Increase two-year credit threshold rates. – AZ Vision Metrics 15 (part-time learners, 24 credits) and 16 (full-time learners, 42 credits)



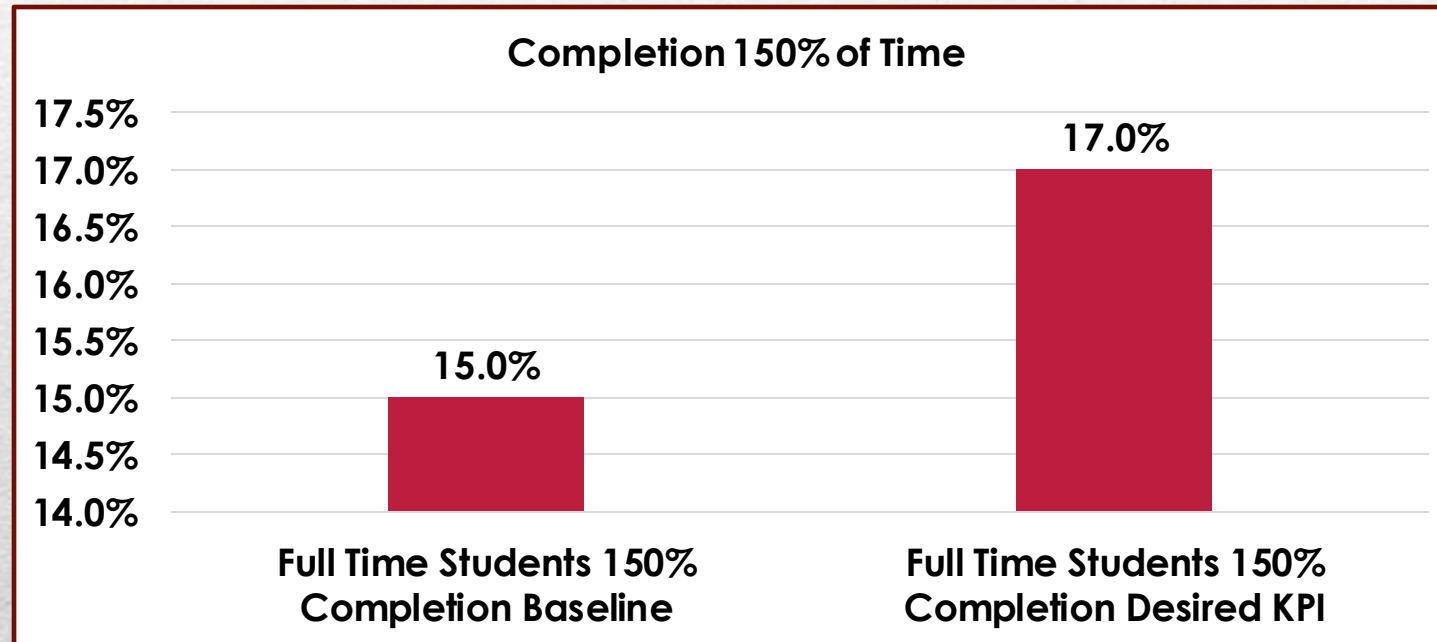
Strategy 3 – Student Success

Objective 3.2 Increase Fall-to-Fall retention rate for credential-seeking students. – MCC metric



Strategy 3 – Student Success

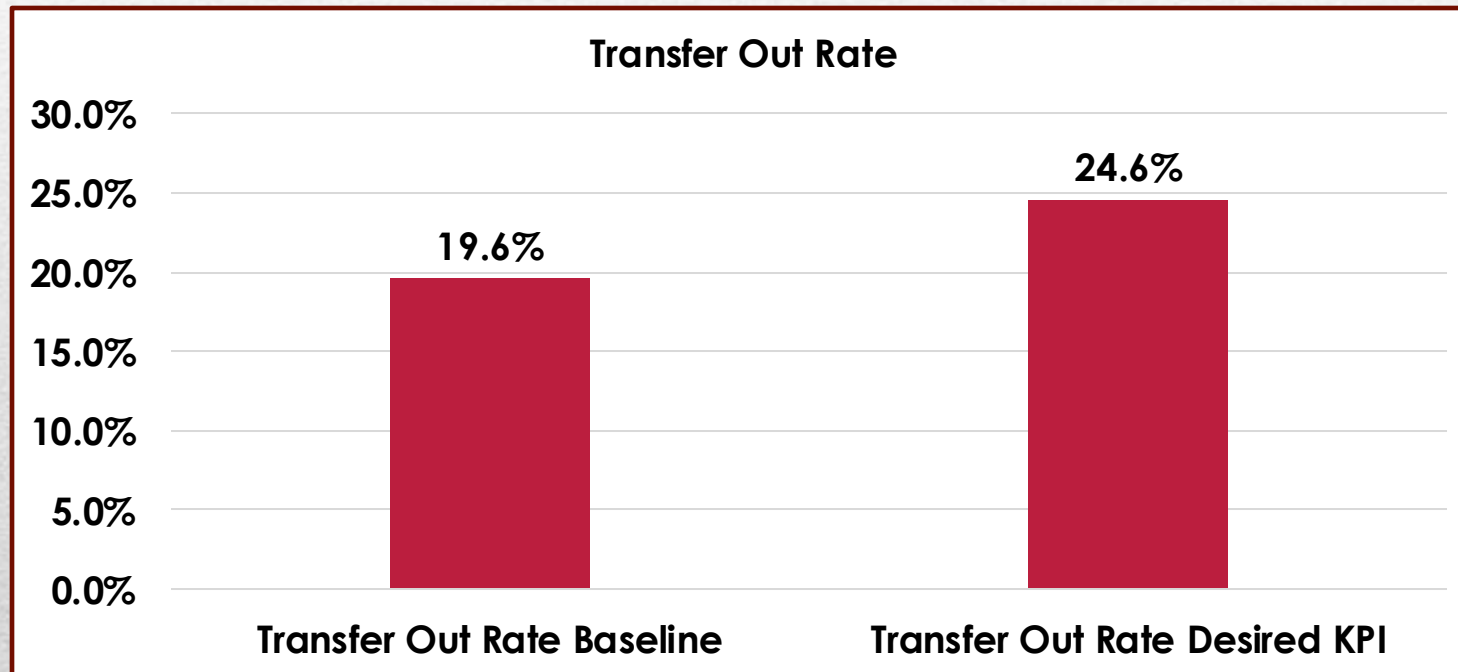
Objective 3.3 Increase program completion rates (150% of normal time, MCC metric, full-time students only, under review).



Note: National Average is about 23%

Strategy 3 – Student Success

Objective 3.4 Increase transfer-out rates to support bachelor degree attainment (MCC metric).



Strategy 3 – Student Success

Objective 3.5 Implement support services and activities aimed to increase the educational and personal success of underserved student populations.

- AZ Vision Metric Subpopulations – but not an actual AZ Vision Metric
- Baselines, definitions of educational and personal success and KPI under development

SP -3, Year One Planned Practice Improvements to achieve the KPIs of the plan

- Advising - Finish-N-2 Program
- Advising - Full time is 15 credits
- First-year transition (Guided Pathways, orientation, FYE, and extended orientation)
- CAN: Congratulating, Alerting, and Nudging Communications (early alert/text/chatbot)
- Faculty Program Specific Advising
- Career Coaching/Success Coach
- Math Progression
- Targeted Groups (Underserved populations, programs, others) – Data Review – Program Completion

SP -3, Year One Planned Practice Improvements to achieve the KPIs of the plan

- Reduce Degree Changes
- Career & Transfer Fair
- First -Year Pathway Seminars (FYS) (not FYE) (Faculty Driven)
- Develop second-year transitions Program (30+ credits)
- Comprehensive evaluation of current institutional DEI practices related to underserved populations.
- Establish a guiding team of administrators, faculty, and staff to consider broader institutional structures and processes essential to providing holistic student support and building institutional capacity.
- Redesign support services and resources to address factors of highest insecurities.

The Plan

- Continue to raise awareness and share metrics with all planning teams, divisions and departments.
- Develop action plans which intentionally manage the metrics.
 - Strategic Planning Goal Teams
 - Deans, Area of Interest Coordinators, Faculty, Enrollment Management, Student Success, Deans of Student and Community Engagement, Academic Support, etc.
- Develop interim performance reporting approaches.
- Improve our ranks

Communication of Progress (KPIs) through Online Infographics



Strategic Planning
2020 - 2026

Strategy 1



Strategy 2



Strategy 3



Strategy 4



GOAL

DEVELOPMENT & IMPLEMENTATION OF
EMPLOYEE PROFESSIONAL
DEVELOPMENT PROGRAM
WITH

100%
PARTICIPATION



PROGRESS

40%
COMPLETED

The NeoEd LEARN module, part of the **HRIS implementation**, is **in configuration and should be functional by the end of FY22**. Once the employee learning platform is in place, the Employee Learning and Develop Manger will finalize the employee development program and procure essential content libraries to support employee learning. **Program launch anticipated for FY23.**



MCC Mohave
Community
College

IMPROVING LIVES. IMPROVING COMMUNITIES.

Our contact information

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