MCC Strategic Priorities: 2002-2006

Priority One: Academic Affairs

Provide excellence in education to prepare students for a diverse and changing world.

- Provide effective instructional programs for the first two years of university-parallel curricula to prepare students for successful transfer to senior institutions
- Provide preparation for immediate employment by offering A.S., A.A.S. and one-year (or less) vocational-technical certificate programs that are responsive to the needs of the business community
- Improve student success rates in developmental education
- Work with local and regional school districts to reduce the level of need for student academic remediation
- Promote and strengthen programs aimed at attracting and training future teachers and nurses
- Fully integrate the FIPSE core competencies (21st century skills) into the general education curriculum
- Enhance MCC’s distance learning offerings in both credit and non-credit courses
- Increase the number of computer certification programs offered
- Provide enriched educational experiences for academically talented students
- Strengthen MCC’s Information Literacy programming
- Investigate additional “community service learning” activities for possible curriculum integration
- Design a common (baseline) template for course syllabi
- Establish online availability to faculty handbooks, support materials and course syllabi
- Increase the percentage of students who pass the College Level Academic Skills Test (CLAST)
- Craft strategies that promote student success in high-risk courses
- Research the use of “learning contracts” and make a recommendation on their adoption
- Strengthen the Student Life Skills (SLS 1101) course
- Promote the use of active-learning teaching strategies
- Offer additional “late-start” and “mini-term” courses (increase use of variable class scheduling)
- Enhance e-book collection
- Increase the number of student internship, externship and fieldwork experiences available
- Increase the use of student portfolios (traditional and electronic)
Create a Teaching Assistance Center (Resource Center)
Provide for the ongoing enhancement and recognition of teaching excellence
Continue to support faculty updating their knowledge in their disciplines
Implement a formal mentoring program for new full-time and adjunct faculty
Strengthen adult education/GED as a means to transition into College credit programs

**Priority Two: Student Support Services**

*Enhance student success by providing quality student and academic support services.*

Expand intellectual, artistic, cultural and personal enrichment opportunities and maintain extracurricular learning experiences for all students
Enhance student access by expanding recruitment efforts and increasing financial aid resources and services
Offer additional online student services (orientation, advising, etc.)
Increase the number of articulation agreements and other cooperative arrangements with baccalaureate degree-granting institutions
Fully implement the Title III Access to Success initiative
Create student Learning Centers (centralize student learning labs)
Explore the possibility of increasing the number of online office hours among faculty
Strengthen student academic advising
Increase the number of minority students enrolled at the College
Expand job placement services
Increase student enrollment by 3% annually
Increase graduation rates by 5% annually
Increase student retention by 5% annually
Fully utilize all components of the Florida Academic Counseling and Tracking System (FACTS) as a part of MCC’s comprehensive advising program
Continuously review and improve the College’s class scheduling process
Initiate an Early Warning System for high risk courses
Introduce Supplemental Instruction to high risk courses
Strengthen the Peer Tutor program
Initiate the use of a “smart card” student ID
Develop service learning transcripts
Streamline the College’s financial aid process
Provide an individualized academic plan for all students
Explore and apply best practices for welcoming and retaining international students
- Reduce excess credit hours (learning productivity issue)
- Expand weekend offerings (Weekend College)
- Introduce a non-returning “student survey”
- Investigate the possibility of reestablishing Club Time for both campuses (specific days and times)
- Consider the implementation of block scheduling
- Continue to provide quality adaptive support to students with disabilities
- Establish a Peer Assistance Center (targeting returning adult students)
- Continue to expand the Summer Bridge Program

**Priority Three: Technology**

*Expand and improve the technology of the College so as to better prepare students for the 21st century and to better serve faculty and staff.*

- Ensure that students and staff have access to state-of-the-art computers as well as training in the use of technology for research and learning (technology refresh program)
- Provide every student with an institutional e-mail account
- Provide every adjunct professor with an institutional e-mail account
- Complete the SCT Banner conversion
- Expand the use of video-teleconferencing
- Upgrade the computer network infrastructure on each campus
- Equip classrooms with multimedia teaching and learning resources
- Enhance MCC’s Intranet and website
- Explore the possibility of adopting digitalized copiers and fax equipment
- Increase the use of wireless connectivity options across campus
- Explore the use of holographic technology as a teaching tool
- Increase faculty/staff support and training on Banner applications and on the development of Crystal Reports

**Priority Four: Assessment, Evaluation and Accountability**

*Develop an ongoing system of program evaluation, long-term planning and self-assessment to meet institutional goals and enhance institutional effectiveness.*

- Be in 100% compliance with the Southern Association of Colleges and Schools (SACS) accreditation principles
- Create a culture of assessment and accountability
- Conduct a community needs assessment study to ensure the currency of the curriculum as well as continuing education programs and services
Strengthen the documentation of student success and satisfaction through improved evaluation processes
Implement assessment and accountability measures at all levels (institutional, program-specific, course-specific, student-specific)
Promote the use of classroom-based assessment techniques
Strengthen the assessment of MCC’s General Education program
Strengthen the assessment of MCC’s Developmental Education program
Strengthen the assessment of MCC’s Distance Learning program
Improve documentation related to the use of assessment/evaluation findings aimed at continuous improvement in all areas and at all levels of College operations
Ensure the capacity for an adequate level of institutional research
Develop a process to ensure that budgeting reflects the priorities of the strategic plan

Priority Five: Finances
Maintain and enhance institutional fiscal responsibility and accountability.

Expand the revenue base of the College
Have all College Rules, Policies and Procedures updated and available both in hardcopy and on MCC’s Intranet
Seek alternative external funding sources and revenue diversification
Review current tuition, fees and financial aid policies in order to assure that the College is maximally accessible and price competitive
Review opportunities to share resources with area secondary and post-secondary educational institutions
Coordinate development of the budget process with the strategic planning process, including division and departmental planning
To the extent possible, streamline administrative functions with an emphasis on quality, productivity and cost effectiveness
Review all College forms, place on network shared drive
Increase faculty participation in the solicitation of grants and other external funding opportunities
Strategically increase the number and range of areas in which the College successfully competes for grant funding
**Priority Six: Facilities**

*Acquire and maintain the facilities, equipment and learning resources to support the educational and training objectives of the College.*

- Commit human and financial resources necessary to enhance the aesthetic appeal, public image and safety of the College
- Consider future expansion sites to promote additional access to College programs and services
- Ensure the adequacy of parking at all sites
- Add directories to all buildings
- Update signage at all College locations
- Continue commitment to improve landscaping
- Install an irrigation system throughout all parts of each campus
- Improve campus drainage
- Improve campus lighting
- Upgrade furniture in classrooms, labs and offices
- Improve athletic facilities (Bradenton campus)
- Renovate library facilities
- Renovate Art building
- Renovate Music building
- Replace buildings 5A & 5B (construct Academic Resource Center)
- Retrofit Life Fitness Center on Venice campus to make better use of the facility
- Continue to create a more uniform “look” at each campus/site
- Expand the funding base for deferred maintenance, renovations, remodels and new construction through student fees, bonding future revenues, as well as grant and matching-fund opportunities
- Explore possibility of identifying joint-use facilities with regional educational partners (K-12 and universities)

**Priority Seven: Human Resources**

*Create and maintain initiatives for the recruitment, development and retention of high quality faculty and staff necessary to achieve the educational and training objectives of MCC.*

- Enhance professional development opportunities and activities to maintain excellent faculty and staff committed to students and quality education
- Review and revise the personnel evaluation process
- Provide a working environment that empowers College employees
- Provide additional opportunities to solicit employee improvement suggestions
- Provide leadership training to mid-managers
- Develop and implement an employee recruitment plan that encourages and supports a diverse faculty and staff
- Identify methods to improve the orientation and mentoring programs that assist new faculty and staff with assimilation into the College community
- Periodically review comparative staffing ratios to help assure units are adequately staffed
- Expand the Wellness program to provide activities which assist with safety and lifestyle changes to reduce workers’ compensation losses and health claims
- Develop a plan for maintaining employee salaries at a competitive market level
- Continue emphasis on *customer service* training
- Identify additional ways for adjuncts to have greater interaction with students and College initiatives
- Expand the Job Evaluation Project to evaluate administrative and professional support job descriptions and salary structure to provide internal and external equity
- Decrease turnaround time in employee recruitment
- Research and implement non-monetary reward programs to recognize meritorious service
- Implement an Employee Assistance Plan to provide direct support and referral services to assist College personnel in dealing with personal concerns and crises
- Develop a multi-year staffing plan to meet the needs of projected growth and the strategic plan of the College

**Priority Eight: Community Outreach**

*Contribute to the sustainable social, cultural and economic growth of Manatee and Sarasota counties.*

- Foster additional partnerships with K-12 institutions and community agencies
- Increase public and legislative awareness and support
- Increase involvement in state-level lobbying
- Develop additional customized training programs for business and industry
- Provide an increased number of teleconferences for local residents and businesses
- Enhance the productivity of the Small Business Development Center
- Strengthen links between MCC and the State University System
- Strengthen MCC’s FACC membership and on-campus programming
**Priority Nine: College Image**

*Enhance the College’s image, visibility and distinction as an institution.*

- Promote a sense of community among students, faculty and staff through effective interpersonal, group and organizational communications
- Publish and implement a comprehensive marketing plan
- Develop dedicated marketing strategies to target underrepresented and other special populations
- Make additional efforts to develop and maintain contact with alumni – consider the establishment of an Office of Alumni Affairs
- Increase use of program-specific advertising
- Heighten efforts to market MCC internally (enhance internal communications)
- Increase the use of the Web as a marketing, recruitment and communication tool
- Develop and publish a College-wide Annual Report
- Develop a sales/marketing kit targeted at business and industry in an effort to increase workforce development programming and services

**Priority Ten: Institutional Advancement**

*The Foundation will continue to secure and manage private resources to enhance the educational opportunities for Manatee Community College’s students, faculty and staff.*

- Develop fund raising strategies to increase available resources for capital and general purposes
- Develop a recognition and stewardship program
- Develop alumni participation and support
- Invest and manage endowments to ensure the highest return with minimal risk
- Provide opportunities for involvement in the life of the College
- Create an identity and image that evokes credibility, vision and distinction
- Improve communication with Foundation constituent groups including the media
- Create an improved organization structure of alumni, staff and friends of Manatee Community College that functions effectively within a changing environment
- Enhance the strategic planning and assessment processes of the Foundation
- Ensure the highest professional and ethical standards as well as excellence in all aspects of fund raising, asset management and fund administration