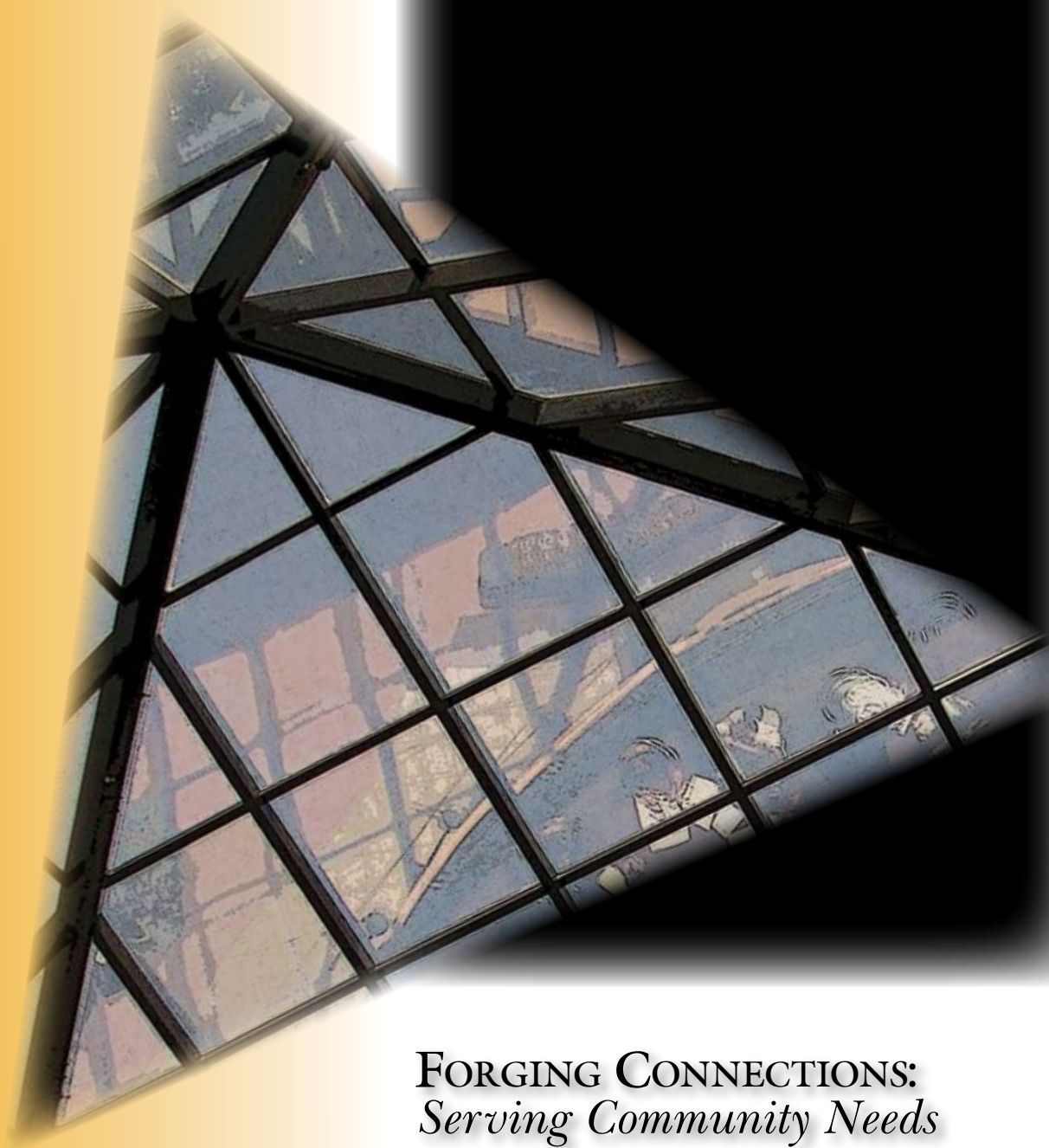


2007-2011
Strategic Plan

**MONROE
COMMUNITY
COLLEGE**



FORGING CONNECTIONS:
Serving Community Needs

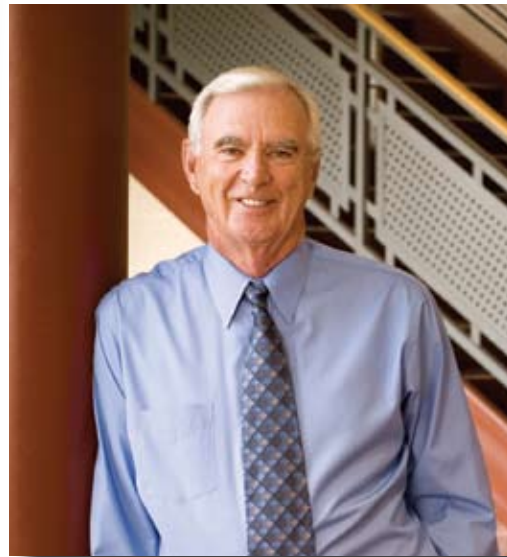
from the President

Now, more than ever, Monroe County requires a highly educated workforce and citizenry, new knowledge, effective public services and a vibrant economy.

In achieving that end, MCC plays a critical role in creating the human and intellectual capital for our community by connecting with secondary schools, higher education institutions, businesses, government and community residents.

Monroe Community College's 2007-2011 Strategic Plan sets forth a blueprint for addressing the changes required by a knowledge-based economy, globalization, and evolving technologies. The plan reaffirms the student success and access elements of the College's mission while maintaining its focus upon teaching excellence, the hallmark of MCC.

The plan sets forth a series of strategic directions and corresponding goals which the College will pursue over the next four years. It affirms the critical role that collaboration and partnerships play in the quest to fulfill our mission. In a very real sense, our success depends upon our ability to connect with and nurture relationships with current and prospective students, college employees, businesses, public officials, educational institutions, community organizations and other constituencies.



As we implement this plan, we remain steadfast in our commitment to providing a supportive learning environment through linkages between our academic and co-curricular programs. Efforts to link students to civic responsibility will continue to evolve, as will efforts to connect students to the global economy and a culturally-diverse world.

I am excited about the College's future and confident that this plan will provide a framework and direction for the College as it continues to fortify the quality of life within our community.

A handwritten signature in black ink that reads "R. Thomas Flynn". The signature is written in a cursive style.

R. Thomas Flynn
President
Monroe Community College



Vision and Mission

VISION

To make quality education and training accessible, thereby improving the quality of life of the individual and our community.

MISSION

The mission of Monroe Community College is to provide access to high quality education and training programs to a diverse community. Student success is the College's highest priority.

In fulfilling its mission, the College is committed to excellence in teaching, comprehensiveness, lifelong learning and citizenship. The College embraces its role as a stimulus for economic development and values partnerships, innovation and educational leadership.

CORE VALUES

- Shared vision and mission
- Student success
- Access
- Lifelong learning
- Excellence in teaching
- Curriculum
- Diversity
- Civility and citizenship
- Data-driven decision making
- Teamwork
- Partnerships
- Effective communication
- Institutional effectiveness
- Assessment
- Innovation



Promoting Excellence in Teaching and Learning

Student success and excellence in teaching are the hallmarks of the College. The College must keep effective teaching in front of competing priorities. In light of advances in pedagogy, fields of specialization, and technology, the College should make an aggressive commitment to ensure that faculty members have the knowledge, skills, tools and support necessary to maintain their excellence.

The quality of and access to our degree, certificate and training programs will remain priorities. Greater flexibility in the delivery of courses, programs, and services will be required to meet the needs of a variety of student populations. Traditional degree programs will continue to be the core of our curriculum. Programs must effectively incorporate traditional liberal arts with workplace-oriented knowledge and skills. Transfer programs should remain consistent with requirements of four-year colleges. Timely and efficient program and course approval processes will facilitate the continuous alignment of our curricula with the needs and goals of our students. This alignment will be measured on an ongoing basis through a broad and inclusive program of assessment.

The College is a community dedicated to advancing education through interdivisional cooperative efforts that maximize student learning. The College will take advantage of the

diversity of the student body to promote respect within the College community and deepen awareness of our global interdependence. The College community must work collaboratively in the development of educationally purposeful activities and programs that expand the mind, enrich the character of the student, and promote academic integrity.



- 1.1 Ensure that the priorities of teaching and learning are paramount in departments, courses and programs.
- 1.2 Adapt the design and delivery of courses, programs and services to address changing educational and training needs.
- 1.3 Create a culture of assessment that celebrates improvement while addressing accountability.
- 1.4 Foster an environment of academic honesty and integrity while infusing an atmosphere of respect and responsibility throughout the College community.
- 1.5 Implement policies and processes for ensuring student success in our expanding distance learning programs.
- 1.6 Integrate global perspectives into academic and co-curricular programs.

Enriching and Broadening the Student Experience

The College will continue to be a center for learning both within and beyond the classroom. Services, programs and educationally purposeful activities should be provided to build a collaborative, supportive, intellectual and engaging environment for all students. These learning experiences should empower students to take responsibility for their educational success and engage in the life of the College and our community.

Instilling a consciousness of civility, decency, respect and sensitivity to members of the College community is paramount. Similarly, citizenship through community service should be encouraged. Partnerships between academic and student services will be particularly critical in providing the groundwork for a focused learning community for students that recognizes the uniqueness of individuals.

Comprehensive career planning and academic advising services must continue to be enhanced to meet the broad-based needs of students. Expanding the use of technology in services and co-curricular activities must be emphasized to meet the academic, personal, cultural and social development of students. Greater flexibility in the delivery of courses, programs and services will be required. Strategies to retain students must be strengthened.

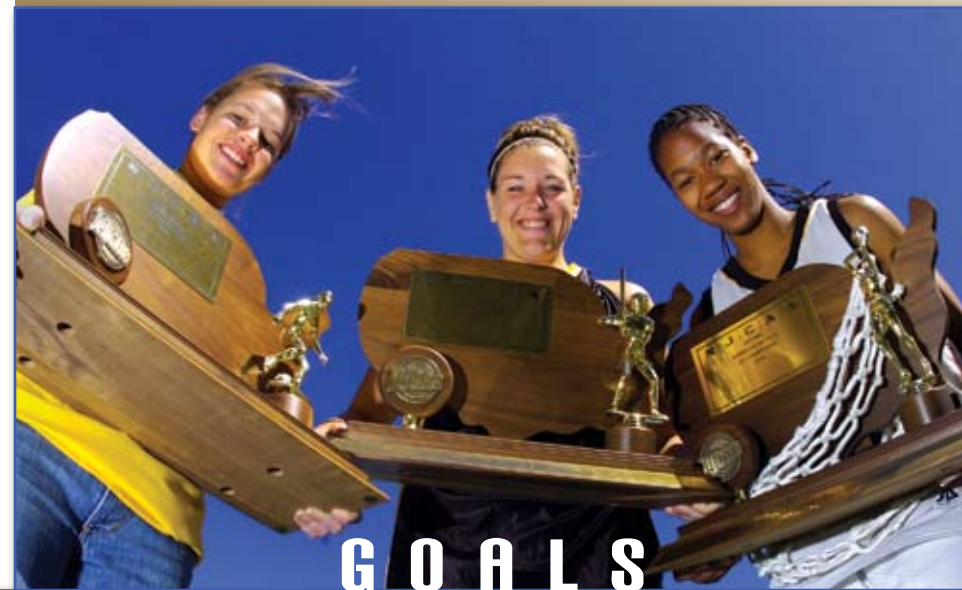


Photo: Courtesy of Jamie Germano, Democrat and Chronicle

- 2.1 Foster an atmosphere that encourages and promotes citizenship, civility and civic engagement.
- 2.2 Empower students to take responsibility for their educational success and engagement in the life of the College and the community.
- 2.3 Maximize student learning opportunities through partnerships and collaborations.
- 2.4 Prepare students to engage in a global economy and culturally diverse world.
- 2.5 Expand learning opportunities beyond the classroom.

Responding to Enrollment, Community and Workforce Needs

The College will respond to community and workforce needs by strengthening enrollment initiatives and strategic partnerships. Enrollment must be a college-wide responsibility. Competition for student enrollment will increase dramatically due to projected declines in the Monroe County population and high school enrollment. Consequently, the College will be compelled to aggressively identify and secure new student populations and improve retention. Innovative and responsive curricula, co-curricular activities, services, public relations and marketing will be critical in attracting new and diverse student populations. Strategic partnerships with high schools, colleges and community agencies will also play a significant enrollment role. Likewise, the College will need to broaden its image among its various constituencies to emphasize the College's comprehensive nature. This image building will require ownership by all members of the College community.

Evolving industry needs and expectations will require the College to train and educate a competitive workforce to support and strengthen the local economy. The College must respond rapidly and appropriately in the design and delivery of credit, non-credit and credentialed workforce skills training. Strategic partnerships will play a significant role in increasing programs and services to the workforce sector and strengthening the economy of the area.

Mutually beneficial partnerships with community-based organizations and government agencies will continue to emerge. These partnerships will be an invaluable resource in growing enrollment and addressing workforce needs as the College responds to the community within the scope of its mission.



GOALS

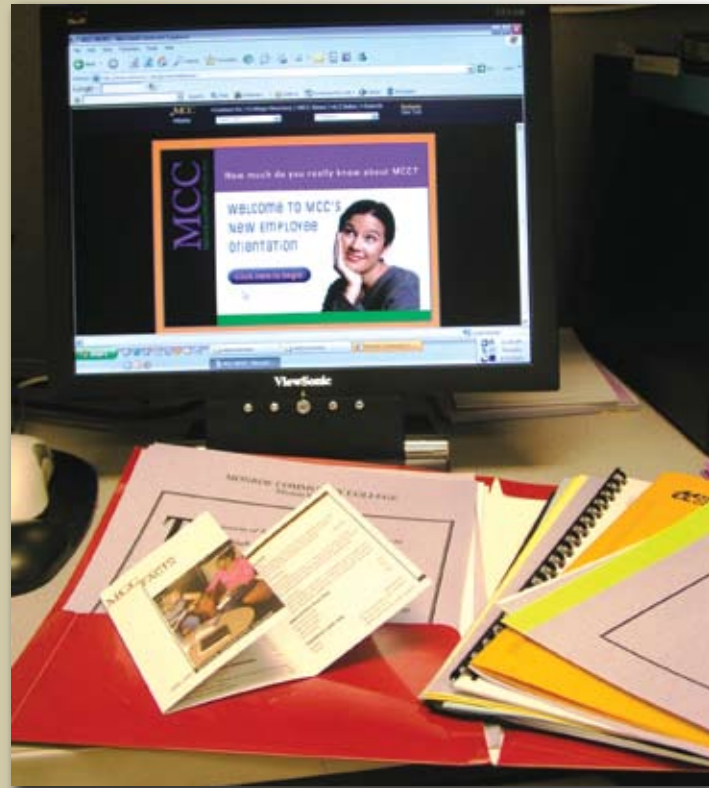
- 3.1 Enhance the College's visibility, positive image and brand through marketing, public relations and other strategies.
- 3.2 Increase market share of currently served populations and identify new student cohorts.
- 3.3 Maintain and develop new partnerships with high schools, colleges and community organizations in an effort to increase enrollment.
- 3.4 Pursue and expand partnership opportunities with business and community organizations in response to changing workforce and community needs.
- 3.5 Position the College among business and community leaders as a key component in the economic future of this community.
- 3.6 Track and assess college-wide retention initiatives and implement retention strategies while maintaining academic excellence.

Building Upon Human Capital

The College must identify innovative ways to attract, nurture, and retain a diverse, high-quality administration, faculty and staff. With the projected retirement of a large number of senior faculty and administrators, it will be critical to have a proactive plan for attracting, hiring and/or retaining administrators, faculty, and staff who reflect the diversity of the student population. Attracting and hiring employees through creative, flexible and competitive systems is essential to meet the College's future human resource needs.

Retaining employees will require approaches for balancing needs of the institution with reasonable workloads. Lifelong learning and professional development opportunities both within and outside the College should foster self-renewal, professional growth, and community building. Initiatives that foster inclusion, leadership and participation among all constituencies will lead to a clear definition and mutual understanding of the College's mission and strategic directions. Faculty and staff should be encouraged to assume leadership roles at the local, state, national and international levels.

As the organizational structure continues to become more complex and multi-dimensional, open communication and collaboration will become increasingly important. Maintaining quality human resources, visionary leadership and a culture of excellence will require that adequate opportunities, time, encouragement, and financial support be made available to all members of the College community.



GOALS

- 4.1 Assess and strengthen recruitment initiatives.
- 4.2 Implement strategies to ensure diversity and inclusion.
- 4.3 Identify and train individuals in preparation for future leadership positions at the College.
- 4.4 Orient new employees and integrate them into the culture and life of the College.
- 4.5 Implement processes for ensuring an appropriate alignment of workload and job responsibilities.
- 4.6 Encourage and support professional and personal growth through development activities and training.

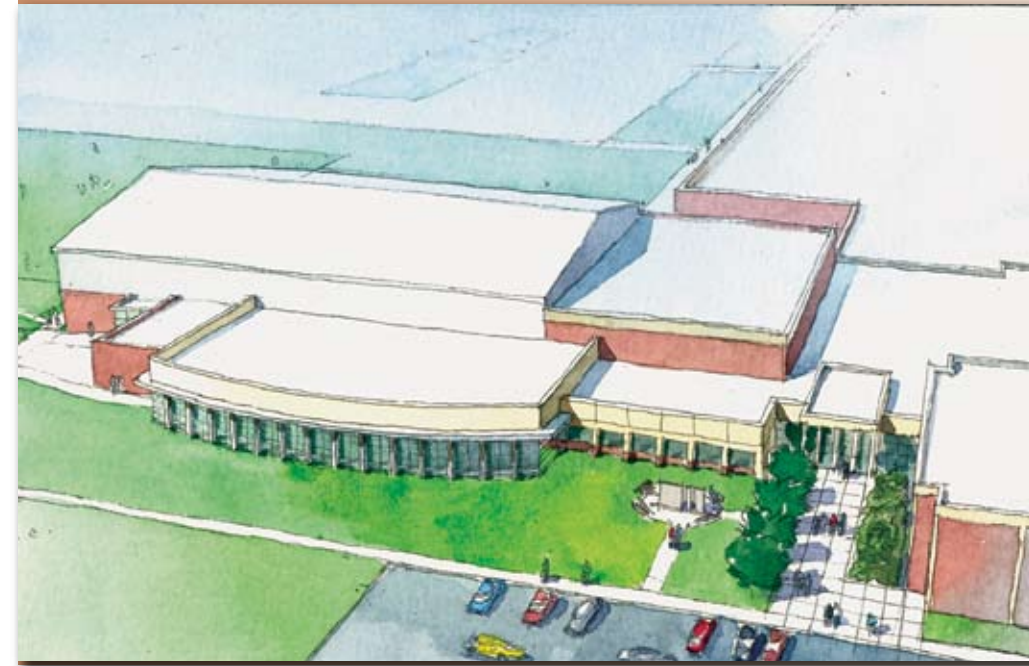
Enhancing our Physical Environment

The College should design and maintain attractive and functional campuses and promote responsible use of our physical environment. The quality, cleanliness, comfort, and general atmosphere of the buildings, classrooms and grounds are important considerations for attracting students and employees and are essential to providing a high-quality learning and working environment. Further, the environment plays a vital role in enhancing activities that support scholarship, cultural richness, and community interaction.

To continue to provide a quality learning environment, the College will proceed with new construction and major renovations to its facilities. Responsible planning to meet the future needs and learning styles of students will require creative designs which take into account student demographics, economic trends and the rapid evolution of technology. Multipurpose facilities that are flexible and efficient to operate and maintain will be critical to meet future needs while containing operating costs.

The College has the opportunity and responsibility to use valuable environmental resources carefully. In view of the volatility of energy markets and increased costs, the College will need to be proactive in identifying cost-saving measures. Conservation and sustainability principles and perspectives are essential for making socially, economically and environmentally responsible decisions. As a member of the global community, MCC should embrace efforts to make conservation and sustainability an important focus of its future expansion and renovation projects.

Damon City Campus at Renaissance Square, preliminary rendering



PAC Center, a fitness and recreation facility, preliminary rendering

GOALS

- 5.1 Design, enhance and maintain high-quality, multifunctional facilities.
- 5.2 Promote and implement energy conservation and viable sustainability initiatives.
- 5.3 Capitalize on the development of the Renaissance Square project as the educational hub of the city.

Responding to Fiscal Challenges

Responding to an uncertain fiscal future within the context of its mission will challenge the College. Maintaining the quality and standards that are the hallmark of the College and responding to the growing and changing expectations of our constituents will require creative financial approaches. Plans for continued fiscal stability, consistent with our mission, must focus on securing and increasing alternative revenue streams and strategically and intentionally redistributing and conserving current resources.

Since the College relies on state and county governments for a substantial portion of its revenue, increased competition for government funding will require MCC to expand current and identify new revenue streams. In light of its commitment to access, increases in tuition cannot be the sole solution for meeting financial challenges. Efforts to secure funds through private philanthropy and federal and state grants will need to be expanded.

Redistribution and conservation of resources across disciplines, departments and divisions will need greater consideration and become our way of doing business.

Consequently, college-wide resource management will need to be viewed as a more integrated system.

Fiscal challenges will require the College to approach its operations and fiscal management in innovative and responsible ways. The support and cooperation of the College community will be an important factor in the success of meeting these challenges.



GOALS

- 6.1 Garner financial support from individuals, corporations and private foundations.
- 6.2 Implement a college-wide resource management program that maximizes the use of the College's resources.
- 6.3 Identify cost-saving strategies that recognize pressing fiscal realities.
- 6.4 Increase county, state and federal support.

Enhancing the Learning Environment through Technology

Technology expands access to education and services, improves pedagogy and supports ongoing operations. Technology will continue to advance at a rapid pace and become infused in all areas of study. Demographic trends, increasing competition and evolving technology will challenge the College to continue to provide a cutting-edge environment within a climate of constraining finances. To remain competitive we must be able to provide students with the knowledge, skills and experience to compete in a global economy through up-to-date technology, and equipment.

Historically, MCC has been successful in the planning and implementation of innovative technology. Technological advances will demand constant vigilance to keep up with and take advantage of new possibilities for delivering education, training and services and for advancing ongoing operations. Training and support for faculty, staff and students are essential to capitalize upon emerging technologies.

The increasing focus on technology will be a significant financial challenge requiring resources beyond the current funding

levels. The College's Technology Plan must balance innovation and exploration with the need to maintain the existing technology infrastructure. Private and public funding must be secured to support capital projects, technology enhancement and the maintenance and replacement of equipment. To secure the technology necessary to support all aspects of the College's operations, the institution must remain efficient and responsible in its use.



GOALS

- 7.1 Encourage and support new discipline- and department -specific technology initiatives and training.
- 7.2 Capitalize upon technology to increase access to College programs, academic support and student services.
- 7.3 Provide support for expanded distance learning initiatives.
- 7.4 Continue to maintain and upgrade the technology infrastructure in support of student learning, teaching and support services.
- 7.5 Implement strategies to maximize the effective and efficient use of technology.
- 7.6 Develop comprehensive and financially responsible strategies to maximize technology.

Key Performance Indicators

Throughout the duration of the plan, the College will monitor its effectiveness both quantitatively and qualitatively. The College's *Suggested Key Performance Measures* document will be used as the primary vehicle for measuring the overall effectiveness of the plan. The College's achievements and improvements in institutional efficiencies and effectiveness will be communicated to the community. Additional key performance measures for the strategic directions will be identified as division/department action steps are developed.

EXAMPLES OF KEY PERFORMANCE MEASURES INCLUDE:

- Student Opinion – Academic/Personal Growth and Quality of Learning Environments
- Student Goal Achievement (graduation rate, transfer, job placement, etc.)
- Enrollment by Program, Course, Delivery Mode and Market Segment
- Employer Satisfaction with Workforce Training and Education
- Student Job Placement and Transfer Rates
- Student Involvement in the Community (co-ops, internships, volunteerism)
- Student Success Resulting from Pre-College Instruction (dual credit, non-credit, etc.)
- Economic Impact on Local Economy
- MCC Return on Government Investment
- Expansion of Human Resource Talent Bank (number of applicants, ethnic and gender distribution, etc.)
- Employee Satisfaction with College Work Environment
- Ethnic Distribution by Department and Division
- Professional Development Participation Levels
- Retention Rates by Program
- Revenue Sources (sponsor, state, student, grants, Foundation)
- Financial Cost Comparisons to SUNY Average
- Capital Square Feet Comparisons – SUNY
- Financial Support for Technology and Equipment
- Faculty/Staff/Student Participation in College, Local, State and National Leadership Activities
- Achievement of SUNY Mission Review Objectives
- Energy Conservation Studies
- Impact of Assessment on Learning Outcomes



FOR MORE INFORMATION

Any questions regarding “Forging Connections: Serving Community Needs” should be directed to the Office of Planning, 585.292.3013.

An electronic version of “Forging Connections: Serving Community Needs” can be accessed on the Monroe Community College web site under “Planning.”

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In the operation of its programs and activities, the recruitment and employment of faculty and staff members, and in the recruitment, admission, retention and treatment of students, Monroe Community College does not discriminate on the basis of age, color, creed, disability, marital status, national origin, race, sex, sexual orientation, or veteran status as either disabled or of the Vietnam era.



BRIGHTON CAMPUS

1000 E. Henrietta Road, Rochester, NY 14623

DAMON CITY CAMPUS

228 East Main Street, Rochester, NY 14604

APPLIED TECHNOLOGIES CENTER

2485 West Henrietta Road, Rochester, NY 14623

PUBLIC SAFETY TRAINING FACILITY

1190 Scottsville Road, Rochester, NY 14624

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