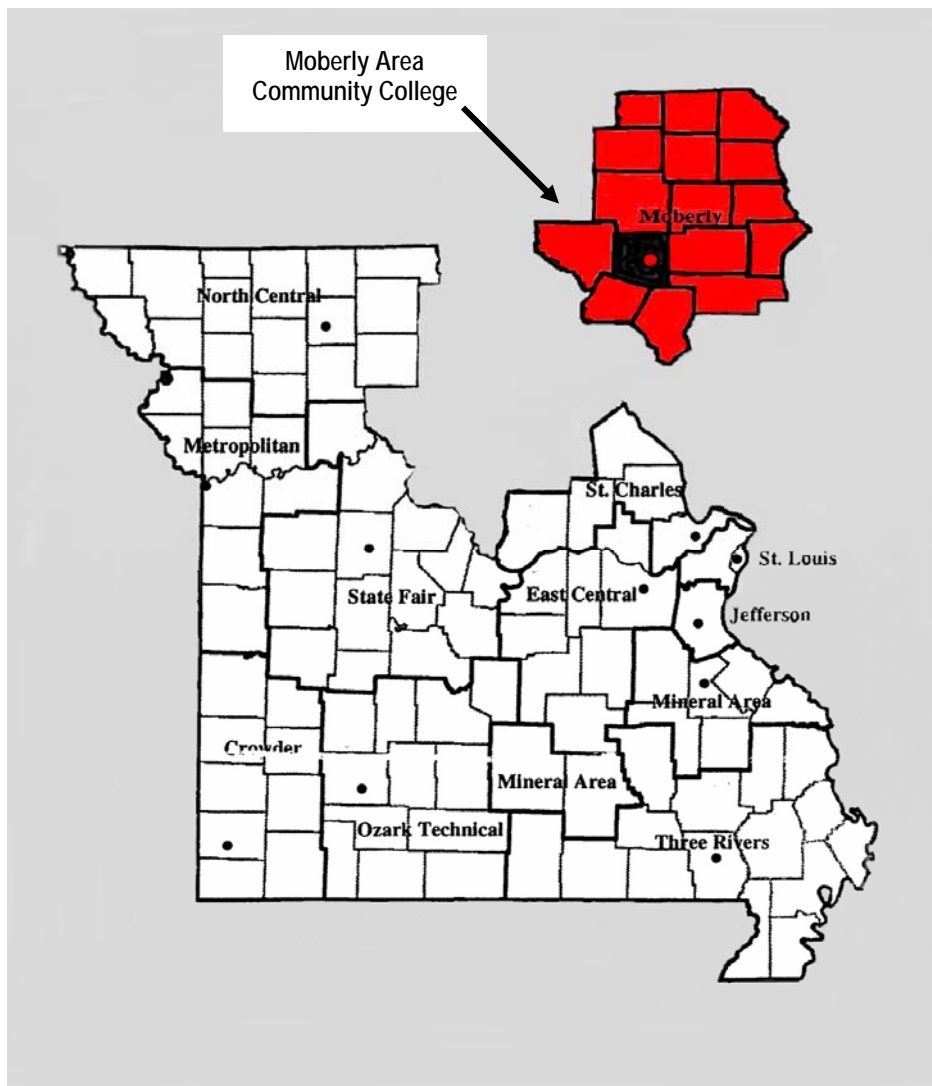


MASTER PLAN 2005-2010

MOBERLY AREA COMMUNITY COLLEGE



Serving the counties of Schuyler, Scotland, Clark, Adair, Knox, Lewis, Macon, Shelby, Marion, Chariton, Randolph, Monroe, Ralls, Howard, Audrain, and Boone in northeast Missouri

**MOBERLY AREA COMMUNITY COLLEGE
MASTER PLAN 2005-2010**

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Master Plan Planning Process

PLANNING PROCESS

Strategic planning at Moberly Area Community College is an ongoing activity involving all constituents of the College: faculty, staff, students, administration, and members of the community. The process resulting in the 2005-2010 Master Plan was implemented in academic year 2004-2005 by an eight-member Central Planning Council including representation from the administration, faculty, and staff. The purpose of the Central Planning Council is to ensure that all constituents have an avenue for input into the strategic planning process. It organizes and directs biennial planning meetings with College constituents.

During the 2004-2005 planning process, members of the faculty, staff, administration, student body, and community were given the opportunity to have input through the use of comment cards distributed across multiple sites. Council members solicited input via interviews with supervisors of departments and chairs of multiple institutional committees. Goals resulting from departmental self-studies were incorporated into the planning process as well, with input from department heads. College employees were given the opportunity to participate in the construct of the College's vision and value statements. Members of the Central Planning Council facilitated brainstorming sessions. Themes emerging from these sessions were crafted into the vision and value statements included in this Master Plan.

Other sources utilized throughout the planning process include the College's previous five-year Master Plan, the Mission Statement, results from the assessment of the College's support services, departmental goals, advisory committee meetings, and regular interaction with students, faculty, staff, and community members. The review

Master Plan Planning Process

process also considered national, state, and local trends in education; science and technology; and social, economic, and political factors, which impact the College. The information contained in this Master Plan, while impacted by current factors, puts forth a plan for the future that incorporates a broad perspective.

Results of the above planning strategies are reviewed by President's Council, which establishes priorities for inclusion in the Master Plan, suggests corrective actions, assigns implementation to specific staff, and identifies resources needed. The planning process for this Master Plan appears in Appendix A. The Master Plan is ultimately sanctioned by the Board of Trustees. Following discussion and approval by the Board, the President distributes the plan college-wide, and implementation begins. Evaluation is conducted annually by President's Council, and the President or her designee makes semi-annual progress reports to all staff and a mid-cycle progress report to the Board of Trustees.

The Master Plan is reviewed and adjusted each planning cycle to determine which priorities should be carried into the future, which have been accomplished, and which may no longer be relevant. Because of the ongoing nature of the plan, an objective may remain and be addressed for a number of years. Many of the current Master Plan items are designated as "ongoing," reflecting that the College has accomplished the objective and is maintaining its current status.

Through the strategic planning process at MACC, major objectives are identified and action plans developed to meet these objectives. As a result of the planning process, the areas below emerged as the areas of major focus for MACC over the next five years:

Master Plan Planning Process

- ❑ Promote effective communication strategies internally as well as externally
- ❑ Continue to review and adjust program accessibility and course offerings, considering the needs of the service region
- ❑ Maintain instructional quality and focus on student learning
- ❑ Continue to keep pace with rapidly changing technology
- ❑ Provide high-quality support services to facilitate achievement of students' educational goals
- ❑ Value people

EVALUATION

MACC recognizes that evaluation is an integral part of attaining successful outcomes. Evaluation is a systematic process inherent in each of the objectives listed in the Plan. The specific activities proposed have been designed to produce results that can be measured. Demonstrating success in achieving these objectives can be taken as evidence of achieving College goals, since strong connections between the objectives and the College goals have been clearly established.

The staff responsible for accomplishing each objective are also charged with developing and conducting evaluation strategies. Progress reports provide a structured format for assessment of activities. MACC staff prepare periodic progress reports that are submitted to the appropriate Dean or supervisor and communicated to the President's Council through standard College procedures. Ongoing data collection, analysis, and reporting enable staff to monitor progress toward attainment of objectives and to answer these questions:

Master Plan Planning Process

1. Have strategies been carried out as scheduled?
2. Do the activity timelines still appear to be attainable?
3. Are the activity timelines reasonable and attainable?

The documentation provided by staff allow the President's Council and other evaluators to determine whether tasks are being completed as planned, to gauge the likelihood of achieving the desired outcomes, or to determine the necessity of revising strategies. In addition, Master Plan progress reports are posted quarterly on the College website, providing feedback to the public regarding progress toward institutional goals. Evidence of the completion of objectives or the process of revision/adjustment of objectives is maintained in a Master Plan file.

ACCOMPLISHMENTS

Broad-based planning has resulted in many significant gains that have become overall strengths of the College. The following accomplishments, resulting from the previous planning cycle, highlight MACC's progress:

- ❑ Approval of AAS degree in Medical Laboratory Technology
- ❑ Approval of AA degree at Edina, Hannibal, and Columbia sites
- ❑ Approval of Teacher Education program
- ❑ Accreditation by the National Association for Industrial Technology
- ❑ Revision of faculty evaluation system
- ❑ Development of an Honors program
- ❑ Implementation of student, faculty, and staff satisfaction surveys
- ❑ Adoption of new scholarship eligibility guidelines
- ❑ Implementation of summer orientation

Master Plan Planning Process

- ❑ Enhancement of instructional technology
- ❑ Addition of faculty positions
- ❑ Expansion of articulation agreements
- ❑ Promotion of global education and multiculturalism
- ❑ Renovation of main building classrooms and Blue Room
- ❑ Construction of sidewalks
- ❑ Development of Foundation mini-grants
- ❑ Implementation of wellness activities

OBJECTIVES RECONSIDERED

As the Master Plan is reviewed and revised, objectives are sometimes found unattained as a result of the many factors influencing the College's institutional goals. Among these are fiscal, human, and physical resource availability. Unattained objectives explored within the College's 2003-2008 Master Plan included development of certain new AAS degrees and expansion of instructional facilities in the form of a Performing Arts Center and a Writing Center.

PLANNING VISION

The effectiveness of the planning process at Moberly Area Community College results from varied factors built into the procedure. These factors include broad-based input for identification of needs and issues as well as the assignment of accountability for accomplishing stated objectives. The results of strategic planning at MACC over the last two decades have substantiated its effectiveness. Such planning will continue to

Master Plan Planning Process

evolve as it builds on the quality of the past and forms a vision for the future of Moberly Area Community College.

This Master Plan format and planning cycle are intended to be perpetual in nature; an updated Master Plan will be completed every two years following the planning cycle identified on page 7. Thus, the next planning cycle will begin in September 2006.

The President is ultimately responsible for the implementation of the goals and objectives contained in the Master Plan. Although the President is not indicated as having primary responsibility for each objective, those persons assigned primary responsibility are required to report to the President or her designee on progress toward accomplishment of objectives.

Master Plan Planning Cycle

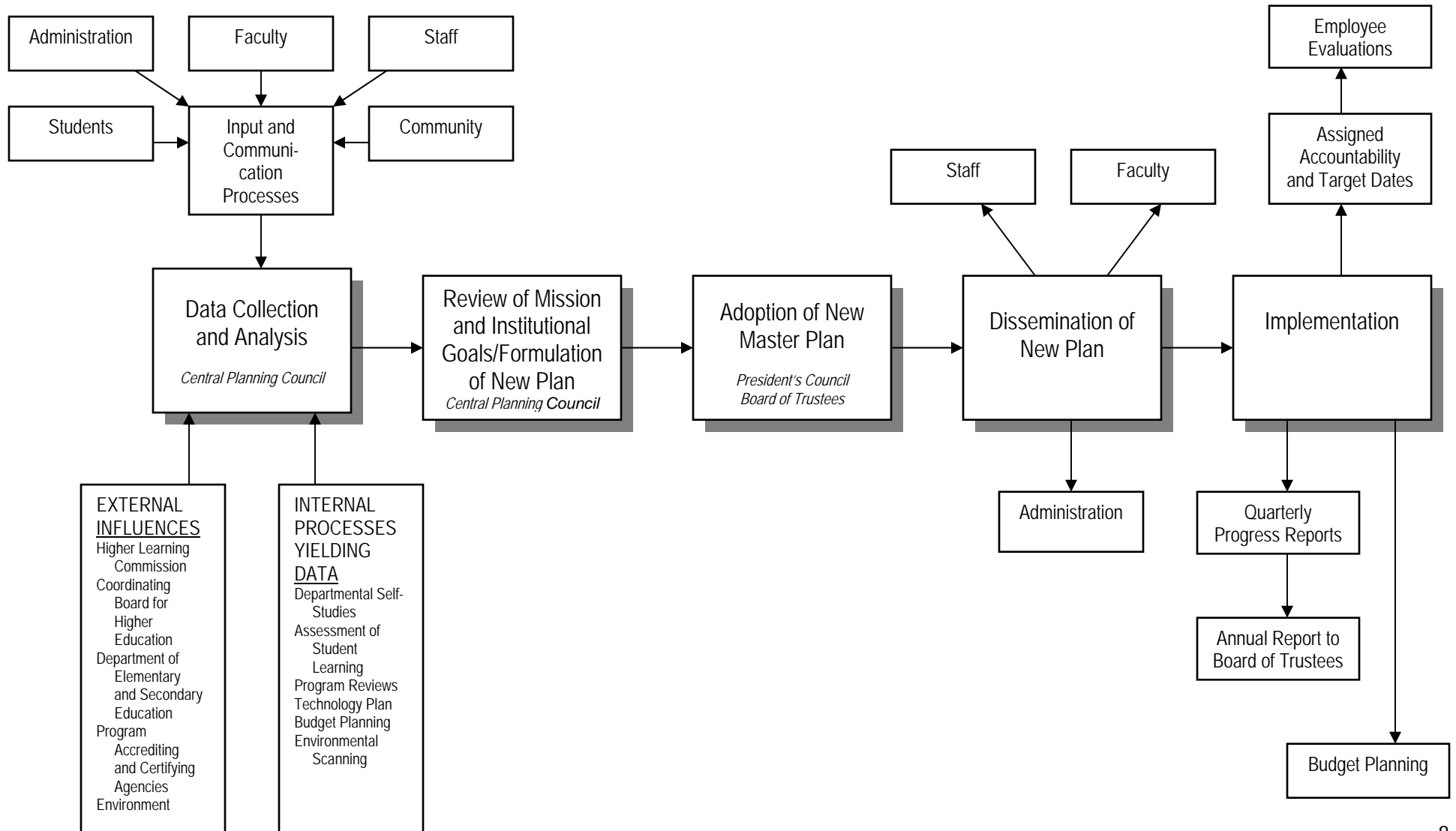
The MACC planning process is based on a two-year cycle, beginning with dissemination of the Master Plan and implementation of activities. Planning committee meetings and evaluation of the Plan are conducted every two years. Major amendments to the Plan may be presented to the Board of Trustees for approval on an individual basis, as needed, prior to the next planning cycle. Progress reports are made semi-annually by the President or her designee. The Central Planning Council reviews and refines each cycle of the planning process itself.

Sept	President appoints Central Planning Council and solicits input from all staff on goals and objectives for next edition of the Master Plan.
Oct—Nov	Central Planning Council reviews and revises planning process.
Oct—Dec	Faculty, staff, and student committees hold planning sessions.
Dec—Jan	President's Council reviews and updates current Plan and makes recommendations for the new Plan.
Feb—Mar	Central Planning Council prepares a draft of the new Master Plan.
Mar—May	President's Council reviews draft Plan and recommends changes or additions.
May—July	Final draft is prepared.
July	Master Plan is presented to the Board of Trustees for approval.
Aug	President distributes Plan to all faculty and staff and presents a progress report.*

*After distribution of the Plan, one year lapses before the next planning cycle begins.

Master Plan Planning Flowchart

Moberly Area Community College Strategic Planning Process



Master Plan Mission Statement

Mission

The mission of Moberly Area Community College is to foster excellence in learning. As a publicly supported institution of higher education, MACC will provide open admission to educational programs and services that are geographically and financially accessible throughout northeast Missouri.

Institutional Purposes

In order to anticipate and respond to the changing educational needs of the various communities the college serves, MACC will pursue this mission by providing:

Educational Programs and Services including college transfer and technical programs, developmental and continuing education, and other services that prepare students to fulfill their role in the global community. Key to MACC degree programs is a general education component that ensures breadth of knowledge and promotes intellectual inquiry.

Support Services for Students that facilitate the achievement of their educational, professional, and personal goals. These services include but are not limited to academic advisement, assessment, articulation, career planning and placement, library and learning resources, financial aid, innovative instruction, and co-curricular activities.

Commitment to Excellence in instruction and service by recruiting and retaining professional faculty and support staff.

Open Admissions to ensure access to learning opportunities for students of diverse cultural, socio-economic, and academic backgrounds.

A Collegiate Environment that includes appropriate facilities, equipment, and staffing to enable learning and encourage student success.

Community Partnerships and Cooperative Efforts with other educational institutions, business and industry, labor, governmental entities, private agencies, civic groups, and organizations for educational, cultural, and economic development in the college service region. MACC provides opportunities for community participation in social, cultural, and intellectual activities.

Vision Statement

MACC will be a dynamic institution noted for academic excellence, accessibility, innovation, and service to students and the community.

Institutional Values

We value learning.

We emphasize a supportive learning environment that fosters student success. Student learning and development are central to our mission. Quality instruction and innovative instructional approaches allow all students not only to prepare for careers but also to embrace learning as a lifelong process. We recognize that learning is a holistic process involving all members of the campus community. We participate in a culture of assessment to improve the effectiveness of teaching and learning.

We value people.

We respect our students, faculty, staff, alumni, and other supporters for their personal and professional worth and dignity. We honor academic freedom and encourage professional growth, individual development, and personal initiative.

We value diversity.

We encourage respect for individual differences in cultural, academic, and socioeconomic backgrounds. We strive to create global awareness by bringing global experiences to our students, faculty, staff, and community.

We value accessibility.

We provide affordable, convenient, and flexible educational opportunities for all learners. An open admissions philosophy is the foundation of accessibility.

We value community outreach.

We are responsive to the needs of our constituents and are committed to the development and posterity of northeast Missouri. Seamlessly linked to institutions, businesses, and other stakeholders, we work collaboratively with these entities to satisfy the educational and training needs of our service region and to improve the quality of life for the citizens of northeast Missouri.

We value participatory decision-making.

We emphasize a team approach as we work to achieve our educational mission. Communication and shared governance are central to building mutual trust and respect across all levels within the institution.

We value forward thinking.

We are prepared to meet the future. Innovative thinking and cutting edge technology allow us to embrace growth and change.

We value our reputation for excellence.

We operate with integrity and are guided by high standards. Coalescing from leadership across all levels, this excellence focuses on honesty, respect, and dedication to the quality of our service to the students, our fellow employees, and the community. We solicit regular feedback to ensure that we are maintaining our reputation for excellence.

We value our heritage.

We respect the traditions and customs of our campus community.

Master Plan Institutional Goals

- GOAL 1:** Provide exemplary instructional programs at the postsecondary level and adult levels.
- GOAL 2:** Provide effective programs and services in support of the teaching/learning process.
- GOAL 3:** Maintain sound institutional management practices.
- GOAL 4:** Provide and promote cultural enrichment opportunities.
- GOAL 5:** Strengthen assessment of all areas of the College.
- GOAL 6:** Engage in cooperative and mutually supportive relationships with businesses, institutions, and other organizations within the service area.
- GOAL 7:** Increase positive awareness of all College programs and services throughout the service area.
- GOAL 8:** Incorporate a global perspective and appreciation for diversity within the College community.
- GOAL 9:** Ensure the quality of buildings, grounds, equipment, and vehicles in support of the teaching/learning mission.
- GOAL 10:** Increase external funding sources to ensure the quality and vitality of instructional programs and support services.
- GOAL 11:** Create an environment that promotes the growth and well-being of all members of the College community.

Goal 1: Provide exemplary instructional programs at the postsecondary and adult levels.

Objective	Activities/Outcomes	Staff Assigned	Status/Target Completion Date
1. Continue the development of new certificate and AAS degree programs.	<ol style="list-style-type: none"> 1. Conduct feasibility, interest, and needs assessment. 2. Collect and analyze local, regional, and national occupational data. 3. Compile information regarding course and certification (if applicable) requirements. 4. Identify funding needs. 5. Develop and submit program proposals to internal and external bodies. 6. Employ experts to develop curriculum. 7. Pilot programs. 	Dean of Career and Technical Education* Director of Career and Technical Programs Director of Institutional Effectiveness and Planning Director of Workforce and Technical Education Director of Allied Health Division Chairs Faculty Consultants	Ongoing
2. Continue implementation and maintenance of state and national accreditation/certification in career programs.	<ol style="list-style-type: none"> 1. Identify standards not yet met and prepare plans to meet standards. 2. Prepare plan for each program to meet credentialing standards and seek approval, as warranted. 3. Develop/amend course syllabi as needed. 4. Publicize College programs that lead to certifications and revise College printed material to include information on certification. 5. Maintain existing accreditations. 	Dean of Career and Technical Education* Director of Career and Technical Programs Director of Workforce and Technical Education Division Chairs Faculty	Ongoing
3. Secure approval to offer appropriate existing or new degree programs at off-campus sites.	<ol style="list-style-type: none"> 1. Secure Board approval. 2. Develop proposal and submit to CBHE. 3. Notify all stakeholders of CBHE action. 	Director of Institutional Effectiveness and Planning* Dean of Academic Affairs Dean of Career and Technical Education Associate Dean of Off-Campus Programs and Instructional Technology Director of Finance Director of Workforce and Technical Education	Ongoing

	<ol style="list-style-type: none"> 5. Schedule opportunities for interaction between full-time and adjunct faculty such as workshops conducted by individual faculty. 6. Improve channels of communication between full-time and adjunct faculty. 7. Schedule orientations for adjunct faculty. 		
8. Respond to business and industry needs.	<ol style="list-style-type: none"> 1. Develop labs to accommodate occupational training needs. 2. Purchase training equipment. 3. Increase marketing efforts. 4. Expand delivery methods of training and services to business and industry throughout the service region. 5. Review feasibility of expanding ACT services to other off-campus sites. 6. Utilize program advisory committees in an advisory capacity. 	Dean of Career and Technical Education* Director of Workforce and Technical Education * Associate Dean of Off-Campus Programs and Instructional Technology Director of Institutional Development, Marketing, and Public Relations	2005-2007
9. Continue to develop class scheduling options responsive to student needs.	<ol style="list-style-type: none"> 1. Conduct interest and needs assessments. 2. Develop a plan for a collaborative, campus-wide effort to develop class schedules, using statistical analysis as appropriate and available. 3. Identify procedures for schedule development (considering availability of faculty, room availability, interest, prerequisites, attention to crossover classes and efficient facility usage, etc.) 4. Develop appropriate course sequencing to conform to alternative scheduling formats. 5. Practice effective enrollment management. 	Associate Dean of Off-Campus Programs and Instructional Technology* Director of Academic Services* Director of Career and Technical Programs* Director of Workforce and Technical Education * Dean of Career and Technical Education Dean of Academic Affairs Directors of Off-Campus Sites Registrar Faculty	2005-2007
10. Expand and promote the Honors program.	<ol style="list-style-type: none"> 1. Explore possibility of career and technical Honors courses. 2. Continue development of AA Honors courses. 3. Produce promotional literature. 	Dean of Academic Affairs* Dean of Career and Technical Education* Directors of Off-Campus Sites Chair of Honors Committee Faculty	2005-2007

Goal 2: Provide effective programs and services in support of the teaching/learning process.

Objective	Activities/Outcomes	Staff Assigned	Status/Target Completion Date
1. Increase the scope of support services available to students.	<ol style="list-style-type: none"> 1. Provide in-services for faculty and staff to increase familiarity with available resources (software programs, library services, tutors, labs, etc.) 2. Promote familiarity with available resources among students. 3. Continue MOBIUS membership and extended services. 4. Identify additional fiscal and human resources needed. 5. Respond to tutoring needs of students at on- and off-campus sites. 	Dean of Academic Affairs* Dean of Career and Technical Education* Director of Learning Center Director of Library Services Director of On-Campus Evening Services Directors of Off-Campus Sites Vocational Counselor Job Placement Coordinator	Ongoing
2. Provide appropriate services for special needs populations.	<ol style="list-style-type: none"> 1. Provide opportunities for faculty and staff to become familiar with services for special needs students. 2. Monitor compliance among faculty and staff with procedures and accommodations for students with documented disabilities under the ADA. 3. Continue to recruit and retain non-traditional students. 	Dean of Student Services* Dean of Academic Affairs* Dean of Career and Technical Education* Directors of Off-Campus Sites* Special Needs Advisor*	Ongoing
3. Increase student satisfaction with College services.	<ol style="list-style-type: none"> 1. Utilize feedback gathered from student surveys and course evaluations. 2. Utilize feedback from departmental self-studies to ensure continuous improvement of services. 	Department Heads (Support Services)* Dean of Academic Affairs Dean of Career and Technical Education Assessment of Support Service Committee	Ongoing
4. Increase the parity of off-campus to on-campus services.	<ol style="list-style-type: none"> 1. Upgrade and expand electronic full-text databases. 2. Increase and maintain staff training of all Resource Room and Library personnel at all campuses. 3. Implement point-of-sale system for bookstore. 4. Increase bookstore services at off-campus sites. 5. Improve communication between service areas. 6. Include staff in planning for new services. 	Associate Dean of Off-Campus Programs and Instructional Technology* Director of Library Services* Bookstore Manager* Vice President for Finance Department Heads	Ongoing 2005-2006
5. Routinely review and adjust scholarships available to students.	<ol style="list-style-type: none"> 1. Identify sources of funding. 2. Monitor guidelines and criteria for consideration. 3. Publicize availability of scholarships. 	Vice President for Finance* Dean of Student Services* Director of Financial Aid*	Ongoing

6. Increase student retention efforts.	<ol style="list-style-type: none"> 1. Monitor student retention rates. 2. Implement/enhance identified strategies in SEAM retention plan (mentoring, placement, advising, paired courses, orientation, classroom instruction and assessment). 3. Seek out sources to support retention efforts, such as TRIO grants. 	Dean of Student Services* Director of Institutional Effectiveness and Planning* Retention Committee	Ongoing
7. Implement effective academic advising system.	<ol style="list-style-type: none"> 1. Study current advising system and assess effectiveness. 2. Promote communication regarding advising issues. 3. Develop and promote uniform advising guidelines. 4. Train faculty and advisors college-wide. 	Dean of Student Services* Associate Dean of Off-Campus Programs and Instructional Technology* Dean of Academic Affairs Dean of Career and Technical Education	2005-2006
8. Continue student orientation.	<ol style="list-style-type: none"> 1. Assess effectiveness of orientation. 2. Revise as needed. 	Dean of Student Services* Retention Committee	Ongoing
9. Implement online registration and billing system.	<ol style="list-style-type: none"> 1. Identify and install necessary hardware and software. 2. Prepare training materials. 3. Schedule training of staff and students. 4. Publish guidelines for use of the system. 5. Publicize system in all College publications. 6. Study impact of online registration on academic advising. 	Dean of Student Services* Director of Technology and Computer Services* Business Manager	2005-2008
10. Implement an effective scheduling system.	<ol style="list-style-type: none"> 1. Appoint committee to investigate scheduling software. 2. Make recommendations to President's Council. 	Dean of Academic Affairs* Dean of Career and Technical Education* Associate Dean of Off-Campus Programs and Instructional Technology*	2005-2007
11. Ensure that student policies are well publicized.	<ol style="list-style-type: none"> 1. Publicize critical student policies requiring greater awareness. 2. Develop and implement awareness/ marketing strategies to increase comprehension. 3. Maintain web version of student handbook. 4. Continue to publish student bulletin. 	Dean of Student Services*	Ongoing
12. Provide effective, state-of-the-art instructional technology.	<ol style="list-style-type: none"> 1. Sustain/maintain current equipment. 2. Assess usage of computer labs and need for additional labs and their location. 3. Upgrade and add classroom and lab equipment, software, instructional materials, and administrative support equipment as deemed necessary. 4. Maintain a proactive replacement plan for classroom computers. 	Dean of Academic Affairs* Dean of Career and Technical Education* Associate Dean of Off-Campus Programs and Instructional Technology* Director of Technology and Computer Services*	Ongoing

Goal 3: Maintain sound institutional management practices.

Objective	Activities/Outcomes	Staff Assigned	Status/Target Completion Date
1. Maintain fiscal stability of the institution.	<ol style="list-style-type: none"> 1. Monitor status of local, state, and federal funding. 2. Respond proactively to fluctuating levels of funding. 3. Educate legislators on funding issues. 4. Maintain sound fiscal management practices. 5. Pursue additional funding sources when appropriate and available. 6. Ensure Master Plan informs and guides budget planning. 	President* Vice President for Finance* Dean of Academic Affairs Dean of Career and Technical Education Associate Dean of Off-Campus Programs and Instructional Technology	Ongoing
2. Increase awareness, clarity, and understanding of employment policies.	<ol style="list-style-type: none"> 1. Rewrite policies to improve clarity as needed. 2. Create strategies for employee awareness of policy changes. 	Director of Institutional Effectiveness and Planning* Director of Personnel	Ongoing
3. Adjust staffing levels as warranted.	<ol style="list-style-type: none"> 1. Investigate, design, and implement a formal process to adjust staffing levels. 2. Monitor productivity. 3. Monitor use of overtime. 4. Monitor number of tasks assigned as applicable. 5. Monitor income generated as applicable. 6. Convert full-time staff to a 40-hour week as warranted. 7. Cross-train staff across all campuses as necessary. 	President* Department Heads* Dean of Academic Affairs Dean of Career and Technical Education	Ongoing
4. Adjust the number of faculty positions as warranted.	<ol style="list-style-type: none"> 1. Monitor enrollment. 2. Monitor hours within subject areas staffed by adjunct instructors. 3. Monitor overload hours. 4. Monitor tasks assigned/non-instructional duties. 5. Prioritize needs. 6. Recommend adjustments based on results of program reviews. 	President* Dean of Academic Affairs* Dean of Career and Technical Education* Associate Dean of Off-Campus Programs and Instructional Technology*	Ongoing
5. Evaluate effectiveness of organizational hierarchy.	<ol style="list-style-type: none"> 1. Study job titles and responsibilities of peer institutions for consistency and appropriateness with MACC. 2. Revise job titles as deemed appropriate. 3. Revise organizational chart to reflect needs of College. 	President* President's Council	2005-2007

6. Increase effectiveness of organizational processes.	<ol style="list-style-type: none"> 1. Maximize effectiveness of approval processes while minimizing paperwork and time delays. 2. Assess effectiveness of meeting internal client needs. 3. Adjust processes according to data collected. 4. Implement feedback loop. 5. As feasible, implement computerized forms and electronic transmission to reduce the quantity of paper generated. 	Vice President for Finance* Director of Technology and Computer Services* Department Heads and Directors*	Ongoing
7. Investigate the possibility of expanding the size of the College taxing district.	<ol style="list-style-type: none"> 1. Monitor the legislative process required. 2. As requested, respond to school districts' requests to enjoin College taxing district. 	President* President's Council Board of Trustees	Ongoing
8. Increase the institutional research capability.	<ol style="list-style-type: none"> 1. Identify data elements necessary to support outcomes assessment and institutional performance reporting. 2. Conduct internal assessments to collect institutional effectiveness data. 3. Disseminate internal documents to report outcomes assessment and institutional performance data. 4. Maximize capabilities of current system to meet necessary data needs. 	Director of Technology and Computer Services* Director of Institutional Effectiveness and Planning* Dean of Career and Technical Education Director of Career and Technical Programs	Ongoing
9. Maintain a robust campus-wide computer network.	<ol style="list-style-type: none"> 1. Evaluate current and projected hardware and software needs on a continuous basis. 2. Determine intranet needs of users. 3. Establish intranet capabilities within current system as needed. 4. Continue to upgrade campus e-mail capabilities. 	Director of Technology and Computer Services* Technology Committee	Ongoing 2005-2006
10. Increase opportunities for staff training on the CARS system.	<ol style="list-style-type: none"> 1. Develop and publicize training modules. 2. Publicize CARS training/networking opportunities. 3. Identify source of training funds. 	Director of Technology and Computer Services*	Ongoing
11. Ensure compliance with evolving state and federal regulation and accreditation requirements.	<ol style="list-style-type: none"> 1. Continue loan default management techniques. 2. Monitor SEVIS requirements. 3. Monitor HIPAA compliance. 4. Monitor FERPA compliance. 5. Review institutional processes to ensure adherence with NCA requirements. 6. Investigate AQIP accreditation. 7. Abide by EEO regulations. 8. Identify evolving policy changes with potential compliance requirements (e.g. Equity in Athletics Disclosure Act, Crime Awareness and Campus Security Act, Americans with Disabilities Act) 	Dean of Student Services* Director of Institutional Effectiveness and Planning* Director of Financial Aid* Director of Plant Operations* Director of Personnel* Dean of Academic Affairs Dean of Career and Technical Education Director of Security Athletic Director	Ongoing

Goal 4: Provide and promote cultural enrichment opportunities.

Objective	Activities/Outcomes	Staff Assigned	Status/Target Completion Date
1. Increase opportunities for students, faculty, and staff to participate in visual arts, musical, literary, and performing arts events.	<ol style="list-style-type: none"> 1. Schedule fine arts exhibits and competitions. 2. Host artists-in-residence. 3. Schedule and promote performing arts events. 4. Identify available grant funds from the Missouri Arts Council and other sources. 5. Coordinate graphic arts/fine arts exhibits in Center. 6. Build the Endowment for the Arts Fund. 7. Promote the use of the Agora for creative presentations, performances, and class sessions. 8. Explore opportunities for students at off-campus sites to participate in cultural events. 	Dean of Academic Affairs* Director of Institutional Development, Marketing, and Public Relations Directors of Off-Campus Sites Fine Arts Faculty Gallery Director	Ongoing
2. Maintain partnership with and support of Moberly Area Council on the Arts.	<ol style="list-style-type: none"> 1. Appoint faculty/staff to serve on MACA Board. 2. Assist in identifying appropriate programs for presentation on campus. 3. Assist in developing marketing efforts to promote programs. 4. Develop an annual calendar of cultural/ humanities events including speakers, art exhibits, theatrical productions, musical presentations, and film series. 	Dean of Academic Affairs* Director of Institutional Development, Marketing, and Public Relations Fine Arts Faculty MACA Administrator	Ongoing
3. Maximize the potential of the Graphic Arts/Fine Arts Center.	<ol style="list-style-type: none"> 1. Promote the Center through marketing. 2. Develop courses, short programs, etc., available in the Center. 3. Schedule fine arts exhibits and competitions. 	Dean of Academic Affairs* Gallery Director* Dean of Career and Technical Education Director of Institutional Development, Marketing, and Public Relations Fine Arts Faculty Graphic Arts Faculty	Ongoing

Goal 5: Strengthen assessment of all areas of the College.

Objective	Activities/Outcomes	Staff Assigned	Target Completion Date
1. Assess student learning outcomes in career/ technical and academic programs.	<ol style="list-style-type: none"> 1. Develop and use meaningful methods to assess learning outcomes (e.g., CLA exam and departmental finals). 2. Provide for feedback loops. 3. Promote and document the use of assessment results to improve student learning. 4. Update program assessment plans annually. 5. Review and update General Education Reporting Matrix for 42-hour block. 	Assessment Advisory Committee* General Education Assessment Panel* Dean of Academic Affairs Dean of Career and Technical Education Director of Institutional Effectiveness and Planning	Ongoing
2. Assess the effectiveness of developmental education.	<ol style="list-style-type: none"> 1. Monitor performance of developmental education students (e.g., performance in subsequent college-level courses, graduation rates, and other relevant measures) 2. Promote and document the use of assessment results to improve student learning. 3. Review and update developmental education assessment plan annually. 4. Continue participation in Missouri Developmental Education Consortium. 	Director of Learning Center* Assessment Advisory Committee* Director of Institutional Effectiveness and Planning	Ongoing
3. Monitor the success rates of transfer students.	<ol style="list-style-type: none"> 1. Identify available sources of data to track students who transfer from MACC to other institutions. 2. Identify performance indicators to measure success of transfer students. 3. Adopt strategies to track transfer students. 4. Use assessment results to improve transfer programs. 	Assessment Advisory Committee* Dean of Academic Affairs Dean of Student Services Director of Institutional Effectiveness and Planning	Ongoing
4. Assess the outcomes of workforce and continuing education.	<ol style="list-style-type: none"> 1. Identify performance indicators for program. 2. Determine methods to measure outcomes. 3. Identify and collect available sources of data. 4. Use assessment results to improve program. 	Assessment Advisory Committee* Director of Institutional Effectiveness and Planning Director of Workforce and Technical Education	Ongoing
5. Assess the quality of support services.	<ol style="list-style-type: none"> 1. Continue cycle of support services assessment. 2. Employ consistent method of assessment among all support services. 3. Ensure/document use of results to improve the quality of services. 	Assessment of Support Services Committee* Director of Institutional Effectiveness and Planning Assessment Advisory Committee Departmental Staff	Ongoing

6. Maintain an effective and useful process for the evaluation of administration.	<ol style="list-style-type: none"> 1. Review and revise the evaluation of administration process as needed. 2. Explore additional methods of evaluating administrative performance, such as portfolios. 	Administrative Evaluation Committee* Director of Institutional Effectiveness and Planning* Assessment Advisory Committee	Ongoing
7. Maintain an effective and useful process of program evaluation.	<ol style="list-style-type: none"> 1. Gather appropriate data for review process. 2. Refine evaluation process as necessary. 3. Use results from evaluation to improve programs. 4. Complete feedback loop. 	Dean of Academic Affairs* Dean of Career and Technical Education* Director of Institutional Effectiveness and Planning Assessment Advisory Committee	Ongoing
8. Strengthen evaluation of all MACC faculty, including adjunct instructors.	<ol style="list-style-type: none"> 1. Develop a written plan describing the manner, frequency, and follow-up of evaluation of adjunct and off-campus instructors. 2. Ensure administrative evaluation of instruction and timely follow-up each semester. 3. Provide for student evaluation of instruction and timely administrative follow-up each semester. 4. Strengthen the feedback loop for faculty evaluations. 	Dean of Academic Affairs* Dean of Career and Technical Education* Associate Dean of Off-Campus Programs and Instructional Technology Assessment Advisory Committee	Ongoing
9. Increase shared responsibility for assessment of student learning.	<ol style="list-style-type: none"> 1. Encourage faculty exploration of the use of assessment in the context of research on learning. 2. Conduct staff development sessions on assessment topics. 3. Support faculty use of assessment results for program improvement. 4. Present annual assessment report to Board. 5. Provide for public recognition to individuals, groups, and academic units making noteworthy progress in assessing and improving student learning. 6. Devise strategies to ensure that faculty develop and implement their assessment plans more fully. 7. Provide for student involvement in assessment committee membership and assessment-related activities. 8. Promote student understanding of assessment through articles in student paper, information given to prospective students, etc. 	Dean of Academic Affairs* Dean of Career and Technical Education* Assessment Advisory Committee* Dean of Student Services Director of Institutional Effectiveness and Planning Staff Development Coordinator	Ongoing

<p>10. Provide resources and structures in support of the assessment program for student learning.</p>	<ol style="list-style-type: none"> 1. Maintain/increase assessment budget as necessary. 2. Provide faculty release time or additional pay for assessment-related activities. 3. Develop an assessment resource manual. 4. Maintain Institutional Effectiveness website. 5. Maintain an active Assessment Advisory Committee. 6. Maintain emphasis on assessment and student learning through course syllabi. 7. Evaluate and document changes made based on assessment results. 	<p>Dean of Academic Affairs* Dean of Career and Technical Education* Assessment Advisory Committee* President Director of Institutional Effectiveness and Planning</p>	<p>Ongoing</p>
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Goal 6: Engage in cooperative and mutually supportive relationships with businesses, institutions, and other organizations within the service area.

Objective	Activities/Outcomes	Staff Assigned	Status/Target Completion Date
1. Increase efforts to provide a seamless transition for students from secondary to postsecondary education through the articulation process.	<ol style="list-style-type: none"> 1. Revise and maintain a handbook of articulation. 2. Continue to develop new articulation agreements. 3. Continue to coordinate and strengthen partnerships with secondary schools and with business and industry. 4. Continue to utilize a career pathways approach in linking postsecondary goals to College career programs. 5. Continue to promote career preparation education for all students. 6. Continue to educate and involve postsecondary advisors in the use of career pathways. 7. Investigate other funding sources for Tech Prep initiatives. 	Coordinator of Tech Prep* Dean of Career and Technical Education Director of Career and Technical Programs Director of Workforce and Technical Education Faculty	Ongoing
2. Increase efforts to ensure a seamless transition from MACC to four-year institutions through articulation and transfer agreements.	<ol style="list-style-type: none"> 1. Continue articulation processes with four-year institutions. 2. Expand the number of articulation agreements with four-year institutions. 3. Ensure an accurate academic advising process. 4. Establish formal process for working with four-year institutions using MACC facilities. 	Dean of Career and Technical Education* Dean of Academic Affairs* Dean of Student Services* Associate Dean of Off-Campus Programs and Instructional Technology Faculty	Ongoing
3. Increase faculty/staff/administration's involvement in community affairs within service region.	<ol style="list-style-type: none"> 1. Increase awareness of opportunities to participate in community affairs. 2. Support participation in leadership development programs. 3. Enable employees to attend organization and committee meetings during working hours, as needed. 4. Make recommendations regarding representation of the College on community affairs committees. 	Department Heads* Division Chairs* Faculty	Ongoing
4. Explore opportunities for service learning projects.	<ol style="list-style-type: none"> 1. Encourage education and involvement in faculty-driven service learning projects. 2. Work with organizations and instructors to coordinate and develop service learning activities. 3. Revise curricula as needed. 	Dean of Career and Technical Education* Dean of Academic Affairs* Coordinator of Tech Prep Faculty	Ongoing

<p>5. Engage in activities supporting the Jim Sears Northeast Technical Center.</p>	<ol style="list-style-type: none"> 1. Develop curriculum responsive to operational costs, business/industry need, and student need. 2. Promote partnerships to support activities and funding. 3. Provide needed adult continuing education courses. 4. Explore cooperative arrangements with other educational institutions. 	<p>Dean of Career and Technical Education* Associate Dean of Off-Campus Programs and Instructional Technology* Director of Workforce and Technical Education Faculty</p>	<p>Ongoing</p>
<p>6. Establish partnerships to expand the reach of MACC programs and services.</p>	<ol style="list-style-type: none"> 1. Expand relationships with middle school guidance counselors and teachers to encourage college preparation and attendance in traditional and non-traditional careers. 2. Build formal training and apprenticeship programs with employers. 3. Continue partnerships to provide college credit and support services to area secondary schools. 4. Expand partnerships with civic and business organizations throughout the service region. 	<p>Associate Dean of Off-Campus Programs and Instructional Technology* Director of Workforce and Technical Education* Coordinator of Tech Prep* Director of Career and Technical Programs Vocational Counselor</p>	<p>Ongoing</p>

Goal 7: Increase positive awareness of College programs and services throughout the service area.

Objective	Activities/Outcomes	Staff Assigned	Status/Target Completion Date
<p>1. Develop and implement a comprehensive marketing plan incorporating a “learner-centered” philosophy.</p>	<ol style="list-style-type: none"> 1. Develop annual advertising plan including innovative recruitment strategies. 2. Analyze all printed promotional materials produced by MACC and modify as needed. 3. Audit current advertising practices. 4. Study use of TV and other media (direct mail, oral presentation, tours, posters, web page) 5. Improve consistency and coordination of College-wide marketing efforts, ensuring consistent College image between all printed materials. 6. Encourage department-level responsibility for promoting programs, services, and accomplishments through the Marketing Department. 7. Channel information to appropriate people. 8. Develop a new family of promotional brochures and pamphlets. 	<p>Director of Institutional Development, Marketing, and Public Relations* Marketing Committee* Associate Dean of Off-Campus Programs and Instructional Technology Off-Campus Counselor</p>	<p>Ongoing</p>
<p>2. Continue to enhance the service region's perception of the College.</p>	<ol style="list-style-type: none"> 1. Identify new ways to communicate activities and accomplishments to the service region. 2. Increase visibility and involvement of faculty, staff, and administrators in the service region. 3. Involve members of the service region in College task forces and advisory committees. 4. Seek input from the service region in College planning. 5. Provide community education, career focus, and customized training opportunities throughout the service region. 6. Coordinate a process for maintaining high quality College web pages. 7. Establish partnerships with organizations throughout the service region to promote visual and performing arts activities. 8. Participate in community-based events in the service region. 9. Sponsor and support activities, such as workshops and conferences, that enhance the College's position as a regional force for economic and workforce development. 	<p>Dean of Career and Technical Education* Director of Institutional Development, Marketing, and Public Relations* Marketing Committee* Dean of Academic Affairs Associate Dean of Off-Campus Programs and Instructional Technology Technology Committee</p>	<p>Ongoing</p>

<p>3. Examine student policies from a marketing perspective to ensure they are clear and succinct.</p>	<ol style="list-style-type: none"> 1. Review policies for clarity. 2. Revise policies as needed and make recommendations. 3. Study impact of policies for off-campus and dual credit students. 	<p>Marketing Committee* Dean of Student Services Director of Institutional Development, Marketing, and Public Relations Department Supervisors</p>	<p>Ongoing</p>
<p>4. Implement strategic planning for each off-campus site in concert with the College master plan.</p>	<ol style="list-style-type: none"> 1. Ensure off-campus representation on Master Planning Committee. 2. Solicit College-wide and community input and utilize results from off-campus self-studies. 3. Determine goals for each site. 	<p>Associate Dean of Off-Campus Programs and Instructional Technology* Director of Institutional Effectiveness and Planning Directors of Off-Campus Sites</p>	<p>Ongoing</p>

Goal 8: Incorporate a global perspective and appreciation for diversity within the College community.

Objective	Activities/Outcomes	Staff Assigned	Status/Target Completion Date
1. Promote diversity among the student population by attracting and retaining minority students.	<ol style="list-style-type: none"> 1. Assign responsibility for minority recruitment activities. 2. Determine minority enrollment in area schools and provide appropriate information. 3. Examine goals, performance, and outcomes of former minority students. 4. Improve advisement to minority students. 5. Increase diversity among recruiting and advising staff. 6. Provide support services. 7. Develop minority student organizations. 8. Review promotional materials for diversity aspects. 	Dean of Student Services* Dean of Academic Affairs Dean of Career and Technical Education Marketing Committee	Ongoing
2. Promote diversity among the student population by attracting and retaining international students.	<ol style="list-style-type: none"> 1. Examine goals, performance, and outcomes of former international students. 2. Maintain familiarity with health requirements and other issues particular to international students. 3. Research services available to international students at similar colleges. 4. Increase communication with international admission offices at area universities. 5. Develop support services to increase students' chances for success. 6. Promote Global Education Committee activities. 7. Develop and implement a faculty/ international student mentoring program. 8. Utilize international students as educational resources (address classes, give community programs, etc.) 	Dean of Student Services* Dean of Academic Affairs Dean of Career and Technical Education Chair of Global Education Committee Marketing Committee	Ongoing
3. Foster institutional appreciation of diversity.	<ol style="list-style-type: none"> 1. Promote policies that attract diverse faculty and staff, including consideration of geographical and institutional diversity. 2. Promote travel classes/curriculum. 3. Attract and promote cultural events. 4. Actively participate in Missouri Consortium for Global Education (MCGE). 5. Celebrate International Education Week across all sites. 6. Promote goals and objectives of Multicultural Club. 	Dean of Academic Affairs* Dean of Career and Technical Education* Associate Dean of Off-Campus Programs and Instructional Technology Chair of Global Education Committee Multicultural Club	Ongoing

<p>4. Increase faculty opportunities for instructional exchange programs and sabbaticals.</p>	<ol style="list-style-type: none"> 1. Gather and disseminate information about exchange opportunities. 2. Submit written request to participate in exchange programs, as appropriate. 3. Evaluate sabbatical leave policy and recommend revisions, as warranted. 4. Offer staff development opportunities on international topics, such as student study/travel trips. 	<p>Dean of Academic Affairs* Dean of Career and Technical Education Chair of Global Education Committee Faculty</p>	<p>Ongoing</p>
<p>5. Incorporate a multicultural/global perspective into all curricula.</p>	<ol style="list-style-type: none"> 1. Expand curricula in all programs for the presence of a multicultural/global perspective. 2. Promote Semester Abroad participation for faculty and students. 3. Create Study Abroad scholarship program for students. 4. Continue to disseminate information about methods incorporating a multicultural/global perspective. 5. Explore feasibility of additional student exchange programs. 6. Explore collaborative arrangements for offering foreign languages. 7. Host international visitors. 8. Review and revise Global Studies Certificate and expand as needed. 	<p>Dean of Academic Affairs* Dean of Career and Technical Education* Chair of Global Education Committee Missouri Consortium for Global Education Representative Multicultural Club</p>	<p>Ongoing</p>

Goal 9: Ensure the quality of buildings, grounds, equipment, and vehicles in support of the teaching/learning mission.

Objective	Activities/Outcomes	Staff Assigned	Status/Target Completion Date
1. Perform facilities maintenance projects as needed to include state maintenance and repair operations.	<ol style="list-style-type: none"> 1. Compile annual prioritized list of renovation/repair projects. 2. Identify funding sources. 3. Solicit bids. 4. Complete projects. 5. File reports as needed. 	Director of Plant Operations* Physical Plant Manager	Ongoing
2. Expand instructional facilities as needed. <ul style="list-style-type: none"> - Career Center - Writing Center - MACC Columbia Higher Education Center - MACC Hannibal Area Higher Education Center - Advanced Technology Center 	<ol style="list-style-type: none"> 1. Examine enrollment patterns. 2. Evaluate facilities usage. 3. Conduct feasibility studies. 4. Identify funding sources. 5. Develop recommendation(s)/plans. 6. Secure CBHE site approval as needed. 	President* Director of Plant Operations* Dean of Academic Affairs* Dean of Career and Technical Education* Associate Dean of Off-Campus Programs and Instructional Technology*	2005-2008
3. Build residential facilities as needed.	<ol style="list-style-type: none"> 1. Evaluate age and condition of current buildings. 2. Conduct feasibility studies. 3. Identify funding sources. 4. Develop recommendation(s)/plans. 	President* Dean of Student Services* Director of Plant Operations* Vice President for Finance	2007
4. Develop Alumni Center on main campus.	<ol style="list-style-type: none"> 1. Prepare for grand opening in conjunction with 80th anniversary. 2. Promote and support the Center. 	Director of Alumni Services* President Director of Institutional Development, Marketing, and Public Relations	2007
5. Maintain adequate College vehicle fleet.	<ol style="list-style-type: none"> 1. Maintain a five-year vehicle replacement plan. 2. Review need for additional off-campus site vehicles. 	Director of Plant Operations* Physical Plant Manager	Ongoing
6. Monitor storage needs of the College.	<ol style="list-style-type: none"> 1. Monitor items in storage. 2. Investigate additional storage sites as needed. 3. Continue to auction items no longer used by the College. 	Director of Plant Operations*	Ongoing

7. Purchase, replace, or upgrade facilities-related equipment as needed.	<ol style="list-style-type: none"> 1. Maintain quality classroom equipment and furniture. 2. Maintain quality office equipment and furniture. 3. Utilize other purchasing options, such as surplus auctions. 4. Investigate installation of electrical power source and lighting for the Agora. 5. Continue to modernize telephone system. 	Director of Plant Operations* Dean of Academic Affairs Dean of Career and Technical Education Associate Dean of Off-Campus Programs and Instructional Technology	Ongoing
8. Provide necessary student and faculty parking.	<ol style="list-style-type: none"> 1. Address parking perceptions of students. 2. Maintain up-to-date parking maps. 3. Promote use of Reed Street parking lot. 4. Explore additional parking alternatives. 	Director of Plant Operations* Director of Security*	Ongoing
9. Ensure compliance with EPA, OSHA, and DNR regulations for colleges.	<ol style="list-style-type: none"> 1. Educate College personnel on compliance requirements. 2. Encourage and expand recycling efforts. 3. Explore and promote energy conservation 	Director of Plant Operations* Physical Plant Manager All Departments	Ongoing
10. Provide safe and secure campuses.	<ol style="list-style-type: none"> 1. Provide additional lighting at each site as necessary. 2. Monitor security reports for each campus. 3. Maintain secure campus computer network. 4. Investigate pedestrian safety issues. 5. Construct sidewalks to connect facilities on the main campus. 	Director of Plant Operations* Director of Security* Associate Dean of Off-Campus Programs and Instructional Technology Director of Technology and Computer Services	2005-2007

Goal 10: Increase external funding sources to ensure the quality and vitality of instructional programs and support services.

Objective	Activities/Outcomes	Staff Assigned	Status/Target Completion Date
1. Raise funds for targeted endowment funds.	<ol style="list-style-type: none"> 1. Establish annual monetary goals. 2. Develop funding campaign goals and outcomes. 3. Draft funding campaign plan. 4. Identify potential sources of endowment giving. 	President* Director of Institutional Development, Marketing, and Public Relations* Director of Institutional Effectiveness and Planning	Ongoing
2. Increase College funding through planned giving.	<ol style="list-style-type: none"> 1. Identify planned giving purposes. 2. Provide professional development opportunities for staff. 3. Provide for one-on-one discussions between director/officers and potential donors. 	President* Director of Institutional Development, Marketing, and Public Relations* Foundation Director Foundation Officers	Ongoing
3. Expand the alumni giving program.	<ol style="list-style-type: none"> 1. Develop strategies to strengthen alumni giving. 2. Continue dues notices. 3. Solicit volunteers in the alumni giving planning and implementation process. 4. Develop marketing strategies. 5. Utilize web page to help implement marketing strategies. 6. Define purposes and annual goals. 7. Develop annual plan of work. 8. Develop strategies to strengthen ties of younger alumni to College. 9. Continue strategies utilizing alumni as a source of giving for special fundraising purposes. 10. Support alumni giving through activities in Alumni Center. 	President* Director of Alumni Services Director of Institutional Development, Marketing, and Public Relations	Ongoing
4. Increase the use of foundation and alumni funding for instructional and support needs.	<ol style="list-style-type: none"> 1. Maintain a fund for instructional and staff support. 2. Develop procedures for requesting funding for instructional or staff needs. 3. Market the availability of funds, general purpose of funds, and procedures for requesting support. 	President Director of Institutional Development, Marketing, and Public Relations* Foundation Officers	Ongoing
5. Increase faculty/staff awareness of grant opportunities.	<ol style="list-style-type: none"> 1. Provide professional development opportunities. 2. Promote collaboration/cooperation in the writing of grants. 3. Develop support services for grant writers. 4. Explore the feasibility of a stand-alone grants/development office. 	President Dean of Academic Affairs* Dean of Career and Technical Education* Director of Institutional Effectiveness and Planning*	Ongoing

Goal 11: Create an environment that promotes the growth and well-being of all members of the College community.

Objective	Activities/Outcomes	Staff Assigned	Status/Target Completion Date
1. Provide staff wellness activities.	<ol style="list-style-type: none"> 1. Develop fitness and leisure activities for individual and group participation. 2. Promote availability of fitness opportunities to faculty, staff, and the community. 	Activity Center Director* Wellness Committee*	Ongoing
2. Improve internal communications and communications between main campus and off-campus sites.	<ol style="list-style-type: none"> 1. Provide appropriate technology and current software upgrades to assist the communication process. 2. Continue using technology for communicating administrative information. 3. Identify other avenues for information dissemination. 4. Encourage information sharing at all levels. 5. Provide opportunities for off-campus personnel to visit main campus and vice versa. 	Dean of Academic Affairs* Dean of Career and Technical Education* Associate Dean of Off-Campus Programs and Instructional Technology Director of Technology and Computer Services	Ongoing
3. Improve the quality of the adjunct teaching experience at MACC.	<ol style="list-style-type: none"> 1. Enhance the pay scale. 2. Provide accessible staff development opportunities, evening opportunities, etc. 3. Investigate providing for professional development opportunities for continuing adjunct faculty. 4. Survey adjunct faculty to determine what benefits/perquisites are important to them. 5. Establish pay for adjunct travel. 6. Implement additional avenues of inclusiveness. 7. Provide private space for student conferences. 8. Provide up-to-date support materials. 9. Replicate support opportunities for off-campus adjuncts. 10. Provide Adjunct Excellence in Teaching Award. 11. Develop and implement full-time instructor/adjunct mentoring program. 12. Develop and implement full-time instructor observation of adjuncts. 13. Ensure cross-site availability and quality of equipment, labs, etc. 	Dean of Academic Affairs* Dean of Career and Technical Education* Vice President for Finance Associate Dean of Off-Campus Programs and Instructional Technology	Ongoing

4. Hold College-wide departmental and/or faculty retreats.	<ol style="list-style-type: none"> 1. Establish a planning committee. 2. Conduct an interest assessment. 3. Explore locations and costs. 4. Develop a plan of work. 	Dean of Academic Affairs* Dean of Career and Technical Education* Department Heads Division Chairs	Ongoing
5. Improve employee job satisfaction.	<ol style="list-style-type: none"> 1. Conduct employee satisfaction surveys. 2. Expand "Professional Growth Opportunity" policy. 3. Develop a policy regarding use of flex-time among salaried and hourly personnel. 4. Develop additional means of valuing and recognizing employees. 	Director of Personnel* MACCA Salary Committee* President's Council Director of Institutional Effectiveness and Planning	Ongoing
6. Improve internal and external customer satisfaction.	<ol style="list-style-type: none"> 1. Offer ongoing staff developments. 2. Train supervisors in best practices. 3. Establish evaluation options for assessing customer service. 4. Establish options for affirming good work. 	Department Heads and Supervisors* Assessment of Support Services Committee	Ongoing

APPENDICES

Appendix A *Strategic Planning Process 2004-2005*

Appendix B *Comment Cards*

Appendix C *Project Update Report*

**Moberly Area Community College
Strategic Planning Process
2004-2005**

PROCESS	TIMELINE
1. Central Planning Council appointed.	Sept 2004
2. Information gathered by Central Planning Council. <ul style="list-style-type: none"> ▪ Master Plan progress reports reviewed. ▪ Current status of goals and objectives from the 2003-2008 Master Plan studied. ▪ Goals reviewed in context of Mission Statement. ▪ Results of departmental self-studies reviewed. ▪ College-wide input solicited via comment cards. ▪ Student input solicited via comment cards. ▪ Community input solicited via comment cards. ▪ Accountable staff interviewed. ▪ Input solicited from standing College committees. ▪ Major planning themes identified: <ul style="list-style-type: none"> ○ Instructional quality ○ Technology ○ Communication ○ Support services ○ Programs and courses ○ Employee satisfaction • Project update report distributed College-wide documenting Central Planning Council's progress. 	Sept 2004 – Feb 2005
3. Information synthesized and plan revised. <ul style="list-style-type: none"> ▪ Draft plan placed on College website for two-week comment period. ▪ Draft plan reviewed by President's Council. 	Feb – May 2005
4. 2005-2010 Master Plan finalized and distributed. <ul style="list-style-type: none"> • Plan approved by President's Council and Board of Trustees. 	June – Aug 2005

Faculty and Staff Comment Cards (distributed college-wide)

The Central Planning Council needs your input as they update the current Master Plan. Please respond to the following and drop this card into intercampus mail by January 31.

What would you do to improve MACC?

Student Comment Cards (distributed to selected classes across five sites)

The Central Planning Council needs your input as it updates MACC's current Master Plan. The Master Plan provides a road map for the future of MACC. Student feedback is necessary for the College to provide effective and efficient educational opportunities. Please respond to the following:

What would you do to improve MACC?

Community Comment Cards (distributed to advisory committees at Mexico, Hannibal, and Kirksville and to selected individuals in Moberly)

The Central Planning Council needs your input for strategic planning purposes. Community stakeholders play a valuable role in determining the future of Moberly Area Community College. Please respond to the following and drop this card into the mail by March 25.

What goals and/or activities should be a part of the future of Moberly Area Community College?

Master Planning Project Update

The Central Planning Council continues its work in revising the College's five-year *Master Plan*. College-wide input has been solicited through various avenues. The new *2005-2010 Master Plan* will include vision and value statements. The Central Planning Council has drafted the following statements based on the input that they received from planning sessions held during the fall semester with faculty and staff. The Council welcomes constructive feedback on the following statements. Comments should be received by **February 28**.

MACC VISION STATEMENT

MACC will be a dynamic institution noted for academic excellence, accessibility, innovation, and service to students and the community.

MACC VALUE STATEMENTS

- ❖ **We value learning.**
We emphasize a supportive learning environment that fosters student success. Student learning and development are central to our mission. Quality instruction and innovative instructional approaches allow all students not only to prepare for careers but also to embrace learning as a lifelong process. We recognize that learning is a holistic process involving all members of the campus community. We participate in a culture of assessment to improve the effectiveness of teaching and learning.
- ❖ **We value people.**
We respect our students, faculty, staff, alumni, and other supporters for their personal and professional worth and dignity. We honor academic freedom and encourage professional growth, individual development, and personal initiative.
- ❖ **We value diversity.**
We encourage respect for individual differences in cultural, academic, and socioeconomic backgrounds. We strive to create global awareness by bringing global experiences to our students, faculty, staff, and community.
- ❖ **We value accessibility.**
We provide affordable, convenient, and flexible educational opportunities for all learners. An open admissions philosophy is the foundation of accessibility.
- ❖ **We value community outreach.**
We are responsive to the needs of our constituents and are committed to the development and posterity of northeast Missouri. Seamlessly linked to institutions, businesses, and other stakeholders, we work collaboratively with these entities to satisfy the educational and training needs of our service region and to improve the quality of life for the citizens of northeast Missouri.
- ❖ **We value participatory decision-making.**
We emphasize a team approach as we work to achieve our educational mission. Communication and shared governance are central to building mutual trust and respect across all levels within the institution.
- ❖ **We value forward thinking.**
We are prepared to meet the future. Innovative thinking and cutting edge technology allow us to embrace growth and change.
- ❖ **We value our reputation for excellence.**
We operate with integrity and are guided by high standards. Coalescing from leadership across all levels, this excellence focuses on honesty, respect, and dedication to the quality of our service to the students, our fellow employees, and the community. We solicit regular feedback to ensure that we are maintaining our reputation for excellence.
- ❖ **We value our heritage.**
We respect the traditions and customs of our campus community.

COMMENT CARDS

Comment cards were distributed throughout January to seek input for the planning process. Categorized by dominant themes, the following is a sampling of comments (paraphrased) received by the Central Planning Council. Due to space constraints, the items represent only a small selection of the comments received. The Central Planning Council wishes to thank everyone for their input. All input will be considered for the final plan.

Faculty and Staff Comments

Job Satisfaction

- Work toward more competitive salaries for faculty and staff.
- Ensure adequate staffing levels.
- Offer improved dental and vision benefits.

Equipment and Technology

- Add/upgrade classroom technology.
- Implement system for completing forms online.

Physical Facilities

- Secure permanent building for Columbia site.
- Remove lockers in Main Building.
- Build a theater.

Instructional Issues

- Provide more tutors across all sites.
- Offer more foreign languages.
- Expand programs as necessary to accommodate enrollment growth but maintain balance with main campus enrollment.

Policies and Procedures

- Simplify purchasing procedures.
- Reduce add/drop period to one week.

The Central Planning Council welcomes your input regarding this project update. Please contact a committee member below with your comments.

- Paula Glover (Chair), Director of Institutional Effectiveness and Planning
- Mary Fine, Instructor of Mathematics
- Artie Fowler, Director of the Kirksville/Edina Higher Education Center
- Jeff Lashley, Dean of Academic Affairs
- Jane Kay Orton, Director of Career and Technical Programs
- Dustin Pascoe, Assistant Professor of Language and Literature
- Sonny Raines, Director of Workforce and Technical Education
- Ben Taylor, Dean of Career and Technical Education

Student Comments

Courses/Offerings

- Offer more classes in Columbia, Hannibal, Kirksville, Mexico, and Moberly.
- Offer more electives.
- Build more flexibility into the schedule.

Technology

- Offer more online classes.
- Add/upgrade student computers.
- Offer students online access to grades, registration, course information, etc.
- Install ATM on main campus.

Facilities

- Secure permanent, larger facilities in Hannibal and Columbia.
- Have an MACC store at off-campus sites.
- Provide more student parking.
- Add more study areas.

Support Services

- Provide more tutoring and special needs services.
- Provide additional food choices (e.g., food court at Columbia, breakfast, student refrigerator)
- Expand library at all sites.
- Improve student advising.
- Provide more opportunities for student involvement.

Policies and Procedures

- Allow food and drink in the classroom.
- Increase time between classes.
- Improve registration/enrollment processes.

Financial Issues

- Provide more affordable books and better buy-back rates.
- Provide more scholarships.
- Reduce activity fee for off-campus sites or provide additional activities.