



MOBERLY AREA COMMUNITY COLLEGE

Strategic Plan

2025-2029



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PRESIDENT'S WELCOME



Greetings:

I am excited to introduce you to the 2025-29 MACC Strategic Plan. You will find that this plan is guided by the MACC Mission, which states “MACC provides dynamic and accessible educational opportunities that empower our students and enrich our communities.” Strategies have been identified that will ensure the College improves in five key areas, which are informed by our Vision and Values. This plan has been developed through the hard work of the Strategic Planning Committee, its Chair and Vice Chairs, and informed by input sought from employees, students, and community partners. We owe our thanks to everyone involved as they have created a plan that will effectively lead MACC into its second century of building a stronger community for those we serve.

This strategic plan places students at the center of all we do. It ensures we focus on their success while remaining responsive to the needs of employers in our service region. This plan empowers MACC to train and educate students who are prepared to meet current workforce needs, and to be prepared for the challenges and opportunities the future may bring, regardless of the career path they pursue. The plan provides a road map to get better at what we already do, through a process of evaluation and data-guided reflection. As a result, MACC will adopt changes and develop new programs that will continue to effectively serve students and employers.

It is my pleasure to share the 2025-29 plan with all of you. It provides a strong foundation for the continuing success of MACC, our students, and our communities. Thank you to everyone who participated in the plan’s development. It clearly affirms our Mission and it is a living representation of MACC values.

Sincerely,

A handwritten signature in black ink, appearing to read "Todd Martin", written in a cursive style.

Todd Martin, PhD | President

PLANNING OVERVIEW

Moberly Area Community College regularly engages in strategic planning efforts as a means of continuous improvement. MACC's strategic planning process involves assessing institutional progress, identifying outcome-based strategies, measuring performance results, and ultimately fostering an institutional culture of accountability and growth. We recognize that strategic planning is central to decision-making and ensures our operations embody our institutional mission, vision, and values; comply with the mandates established by the state and federal government, as well as our accrediting bodies, and preserve our operational and fiscal health, both now and in the future (SCUP, 2024).

MACC's consistent strategic planning and proper documentation of associated activities satisfies Criterion 4.C of the Higher Learning Commission's (HLC) Criteria for Accreditation. Specifically, Criterion 4.C (effective 09/2025) states, "The institution engages in systematic strategic planning for quality improvement. It relies on data, integrating its insights from enrollment forecasts, financial capacity, student learning assessment, institutional operations and the external environment."

To get suggestions for this plan, the Executive Director of Institutional Effectiveness and Planning / Strategic Plan Chair scheduled a series of Feedback Sessions. These were held at each campus and online, and all faculty and staff were invited to attend. A Microsoft Form was also disseminated for those who could not attend any of the sessions or who may not have wanted to provide their feedback in that setting.

Following the dissemination of results from a recent Employee Satisfaction Survey, the Employee Satisfaction Work Group was formed and partially tasked with developing employee-focused strategies for the 2025-2029 Strategic Plan.

In Fall 2024, Amy See, Registrar, and Dr. Allison Hollenbeck, Instructor of Biological Science, were named the Vice Chairs of the 2025-2029 Strategic Plan.

The 2025-29 Strategic Plan leadership hosted two Live SWOT Analysis sessions during the FA24 Collegewide Professional Development Day.

Starting in December 2024, a Community Feedback Survey was disseminated. Employees were asked to share the link with members of their community organizations to receive as many responses as possible. This survey closed in January 2025 and received 81 responses.

In January 2025, members of President's Council engaged in a comprehensive review of the institution's mission, vision, values, and institutional purpose statements. The group made minor adjustments to the vision statement and agreed to combine the values and institutional purpose statements into streamlined value statements. Employees were able to review the decisions made and provide feedback. That feedback (from 34 employees) was reviewed in President's Council and used to produce the final draft of our mission, vision, and values.

The Strategic Planning Committee for the 2021-2025 plan gathered in April 2025 to close out the current plan and provide feedback on what should appear in the next plan.

Every strategy and metric included in this plan was developed in collaboration with the associated departments and/or individuals. Members of President's Council have thoroughly reviewed the contents of this plan and provided feedback at various stages in the development process. President's Council approved the final draft of this plan and submitted it for Board approval in July 2025.

This plan, which balances realistic goal setting with ambition and vision, will function as an integral framework through which operations are conducted. This plan will encourage MACC to pursue progress while continuing to embody our mission of empowering our students and enriching our communities.

For additional context on MACC's strategic planning efforts, view the previous plans listed below:

- [2021-2025 Strategic Plan](#)
- [2018-2021 Strategic Plan](#)
- [2015-2018 Strategic Plan](#)
- [2011-2016 Master Plan](#)
- [2009-2014 Master Plan](#)



MISSION

MACC provides dynamic and accessible educational opportunities that empower our students and enrich our communities.

VISION

MACC strives to be an institution of choice known for academic excellence, student success, innovation, and responsiveness to community and workforce needs.

VALUE STATEMENTS

Learning: We promote the importance of lifelong learning by providing high-quality instruction and holistic student support services, offering engaging and enriching cocurricular activities, and encouraging intellectual inquiry.

Excellence: We consistently engage in assessment and continuous improvement to achieve excellence in instruction, student services, operations, and facilities.

Access: MACC makes higher education accessible to all through our open admissions policy, our emphasis on affordability, our Access and Disability Services office, and flexible coverage across our sixteen-county service region.

Belonging: MACC welcomes every student, employee, and community member--regardless of background--into an affirming and respectful environment.

Integrity: We pledge ourselves to the highest standards of ethical conduct in all operations. In the classroom, we champion academic freedom, rigor, and honesty. In holding ourselves accountable, we model the integrity we expect from our students.

Service: MACC is dedicated to enthusiastic service to students, within our communities, and among colleagues.



Strategies & Metrics

1 PRIORITY 1 INSTRUCTIONAL EXCELLENCE

Strategy 1.1

Improve course navigation and accessibility through streamlined instructional design standards, specifically those which prioritize enhancing course design, supporting faculty development, and elevating the student experience.

Metrics

1. Number of high-enrollment courses applying Quality Matters (QM) standards
2. Number of faculty who have completed at least one official QM workshop
3. Number of faculty who have completed the Quality Matters Peer Reviewer Course
4. Student satisfaction with the online course experience
5. Students' experiences locating resources in Canvas course sites

Strategy 1.2

Expand the implementation of innovative and evidence-based teaching and learning practices to provide a quality education for all students.

(Anticipated action items: *Investigate the capacity for incorporating high-impact practices in the classroom; Design and implement an assessment fair to showcase the efforts of faculty and staff striving to improve students learning and the student experience)*

Metrics

1. Students scoring proficient in assessment of identified ISLOs
2. Faculty participation in ISLO assessment
3. Number of course design professional development sessions each semester
4. Number of collaborative faculty-driven and hosted professional development sessions each semester

Strategy 1.3

Expand professional development opportunities on artificial intelligence that promote our institution's understanding of ways to responsibly and ethically use AI across academic and administrative domains.

Metrics

1. Number of academic dishonesty reports submitted by faculty due to inappropriate use of AI
2. Number of AI newsletters published
3. Number of AI-focused breakout sessions at each PD day
4. AI usage guidelines created for employees to protect sensitive information and institutional data
5. Best practices identified among faculty using AI tools to enhance pedagogy and course design

Strategy 1.4

Nurture new and low-enrollment academic programs in ways that maximize potential for success.

Programs

- | | |
|--------------------------------------|--|
| 1. Advanced Manufacturing Technology | 6. Veterinary Technology |
| 2. AS Computer Science | 7. Cybersecurity Certificate |
| 3. AS Engineering | 8. Respiratory Care (Starts FA25) |
| 4. Surgical Technology | 9. Aviation Commercial Pilot (Starts FA26) |
| 5. Behavioral Health Support | |

2 **PRIORITY 2** STUDENT SUCCESS

Strategy 2.1

Engage in multiple strategies seeking to realize our vision of being the “institution of choice” for MACC students.

Metrics

1. Students’ reported overall satisfaction rate with their experience at MACC
2. Students’ reported desire to enroll at MACC again
3. Percent of students who state that they would recommend MACC to their family and friends

Strategy 2.2

Prioritize the student voice as a primary data source in data-informed decision-making processes.

Metrics

1. Response rate to the Ruffalo Noel Levitz Student Satisfaction Inventory
2. Response rate to MACC’s Student Satisfaction Survey
3. Response rate to MACC’s Graduate Satisfaction Survey
4. Number of student advisory committee meetings held

Strategy 2.3

Expand and promote initiatives and resources designed to close gaps in academic outcomes.

***(Anticipated action items:** Establish a R1SE Committee; Develop and maintain a glossary of higher education terminology)*

Metrics

1. Number of tutoring sessions each semester
2. Number of first-generation students participating in R1SE programming each semester
3. Percent of first-generation students with a GPA of 2.0 or higher at the end of their first term
4. Percent of first-generation students with a GPA of 0.0 at the end of their first term
5. Number of in-person and virtual check-in sessions held for students to meet with advisors

Strategy 2.4

Implement focused strategies designed to improve student retention and completion.

***(Anticipated action items:** Establish a Strategic Enrollment Management & Retention (SEM-R) Committee)*

Metrics

1. Collegewide fall-to-fall and fall-to-spring retention rates
2. Retention rates for non-traditional degree-seeking students
3. Retention rates for first-time first-generation degree-seeking students

Strategy 2.5

Engage students in “next steps” initiatives that support student transitions beyond MACC.

***(Anticipated action items:** Develop a transfer follow-up survey for AA, AAT, and AS graduates; Review the oversight of and process for administering the 180-Day Survey)*

Metrics

1. Percent of AA, AAT, and AS graduates who transfer
2. Percent of students who enter the workforce in related positions
3. Percent of students in transfer programs (AA, AAT, AS) indicating and/or updating their intended transfer institution
4. Percent of graduates who attend the transfer institution they indicated

3 PRIORITY 3 OPERATIONAL EFFECTIVENESS

Strategy 3.1

Eliminate or modify outdated processes to increase operational efficiency and accuracy.

(Anticipated action items: *Establish the Operational Review Committee***)**

Metrics

1. Process updates/changes completed
2. Employees' confidence in cross-divisional and cross-departmental collaboration

Strategy 3.2

Expand the evaluation of non-instructional departments through a refined Departmental Review process.

(Anticipated action items: *Develop an annual update document for off-year reporting in Departmental Review cycle***)**

Metrics

1. Number of departments participating in the Departmental Review cycle
2. Employees' belief that they have opportunities to contribute to important decisions in their department
3. Number of completed Departmental Reviews
4. Number of completed Annual Updates

Strategy 3.3

Foster a culture of data-informed decision-making.

(Anticipated action items: *Establish a Data Governance Council; Develop Data Request Ticketing System; Implement Data Dashboards***)**

Metrics

1. Number of data requests submitted
2. Data dashboards implemented
3. Data definitions adopted
4. Resources created on data governance and structure



4 **PRIORITY 4**

EMPLOYEE CULTURE

Strategy 4.1

Enhance MACC's employee awards program to promote meaningful recognition of faculty and staff for innovation, dedication, excellence, and service.

(Anticipated action items: Conduct review of Employee Appreciation Banquet, Years of Service gifts, and employee awards)

Metrics

1. Faculty satisfaction with recognition of innovative and high-quality teaching
2. Faculty and staff satisfaction with institutional recognition and awards programs
3. Faculty and staff feelings of being regularly recognized for their contributions

Strategy 4.2

Increase rates of engagement with employee satisfaction instruments (e.g., ModernThink, Employee Satisfaction Survey) to support a culture of data-informed decision-making.

Metrics

1. Response rate to the ModernThink/Great Colleges to Work For survey
2. Response rate to MACC's Employee Satisfaction Survey

Strategy 4.3

Effectively leverage best practices in communication and shared decision-making to promote an institutional culture of shared governance, mutual trust and respect, and transparency.

Metrics

1. Number of data-informed revisions to existing policies or proposals for new policies
2. Employees' sense that changes that impact them are discussed with them prior to being implemented
3. Employees' sense that we're all on the same team at this institution

Strategy 4.4

Expand professional development opportunities that enhance knowledge, develop skills, and promote employee growth and satisfaction.

(Anticipated action items: Employee-led review of the performance evaluation tool and process)

Metrics

1. Employees' utilization rate of discounted tuition partnership with Central Methodist University (CMU)
2. Employees' utilization rate of professional growth benefit
3. Percent of completed employee evaluations
4. Perceived meaningfulness and effectiveness of the annual performance evaluation instrument and process

5 PRIORITY 5 COMMUNITY ENGAGEMENT

Strategy 5.1

The MACC Foundation will implement dynamic donor engagement strategies to increase annual, endowed, and planned philanthropic revenue.

(Anticipated action items: Review how to leverage the results of the feasibility study to engage in a larger fundraising campaign; Create standardized marketing materials for employees to share at community meetings)

Metrics

1. Average annual gift amount
2. Number of unique donors giving annually to the MACC Foundation
3. Amount given to the Foundation's annual fund
4. Number of Alumni Magazines published
5. Follower base for the MACC Alumni & Foundation Facebook page

Strategy 5.2

Expand MACC's community engagement by offering community engagement classes.

Metrics

1. Proposal developed for a Community Education Course Pilot program

Strategy 5.3

Cultivate mutually beneficial partnerships with businesses and industries within our communities.

(Anticipated action items: Explore potential for securing strategic partnerships with businesses and industries & develop plan of action)

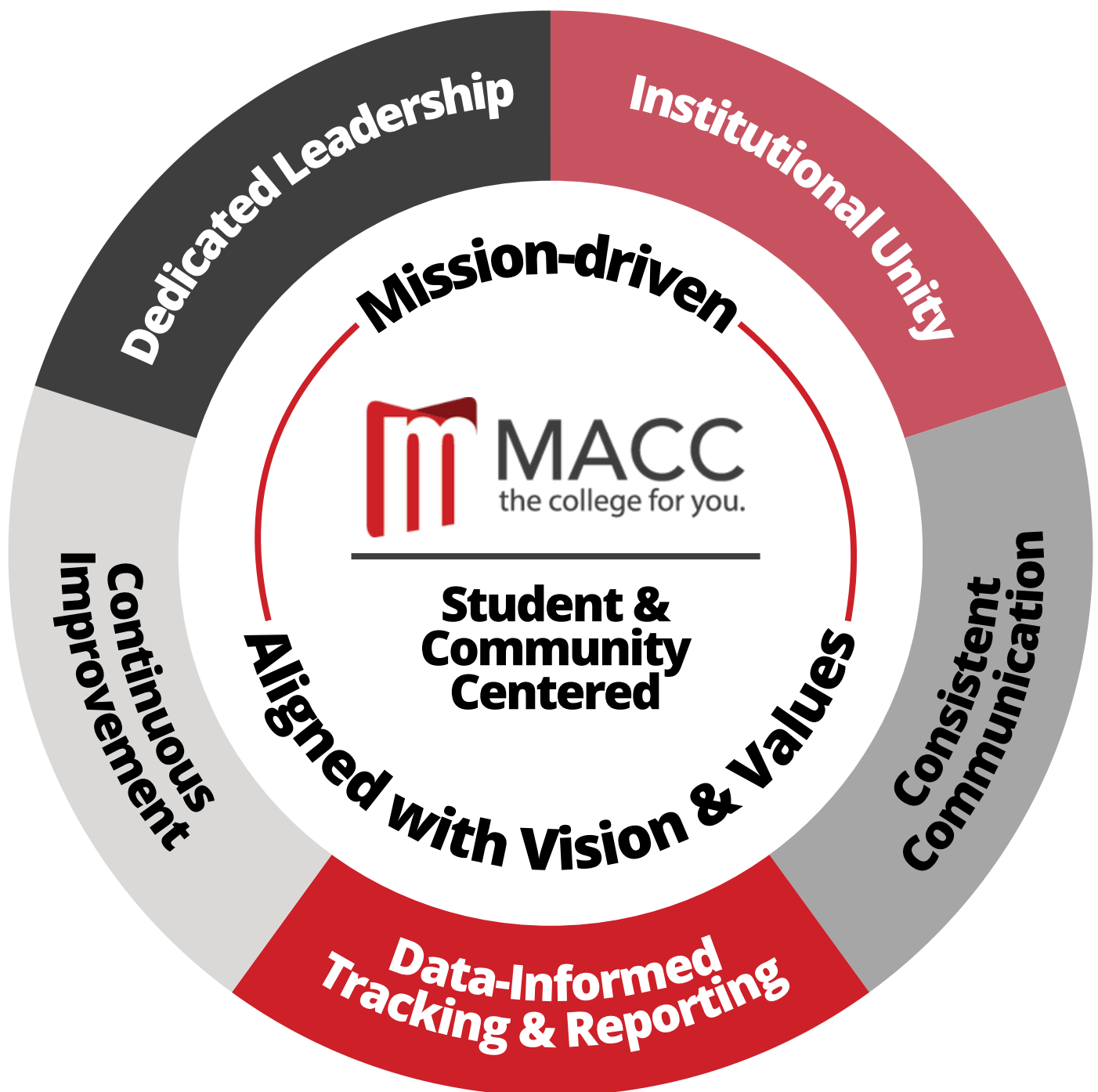
Metrics

1. Total endowed scholarships awarded



NEXT STEPS: IMPLEMENTATION

Implementation of the 2025-2029 Strategic Plan will be conducted through the lens of MACC's Strategic Planning framework (shown below).



KEY TERMS & DEFINITIONS

To ensure everyone is on the same page regarding our strategic planning language, this sample portion has been included as an example to demonstrate the jargon in context. Bolded terms are defined below.

Strategy 3.1: Eliminate or modify outdated processes to increase operational efficiency and accuracy.

Measure / Metric	Baseline	Target	Leads	Source
Process updates/changes completed	4-yr. avg: 3/yr.	Min. 2 per year	ORC	Committee minutes

Baseline	Baselines are data points (often a minimum or starting point) used for comparative purposes. Baselines may be calculated differently depending on the metric (in this example, we calculated the average number of process changes completed during the four-year lifespan of the previous plan).
Leads	Any individual, department, or group listed as a lead will be responsible for facilitating the work associated with a given metric. They will also be the contact point for progress updates, and will be involved with the Strategic Planning Committee.
Metric	Metrics are listed under each strategy, and they are the items we are measuring. You might hear them referred to as measures, deliverables, or KPIs (key performance indicators).
Priority	The priorities are the five focus areas or “branches” of this strategic plan. They include: Instructional Excellence, Student Success, Operational Effectiveness, Employee Culture, and Community Engagement.
Source	The source is where data will be pulled from during monitoring updates, as well as the document used to calculate the baseline. This promotes transparency and helps to ensure accuracy in tracking.
Strategy	In this plan, “strategies” refer to the broader focus areas that define each priority. In our previous plan, we have referred to strategies as goals. This shift in language was made to communicate flexibility in altering a strategy as needed rather than preserving a fixed goal, even if it isn't the best fit.
Targets	Targets are components of metrics; specifically, they are the specific thresholds we are aiming to cross or action items we hope to complete.



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