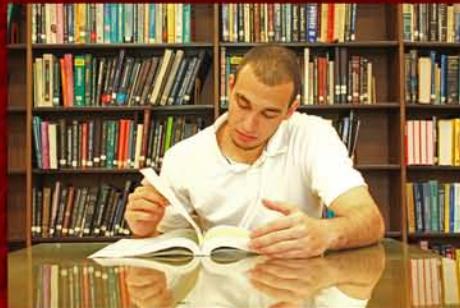


MOBERLY AREA COMMUNITY COLLEGE

# MASTER PLAN

2009-2014

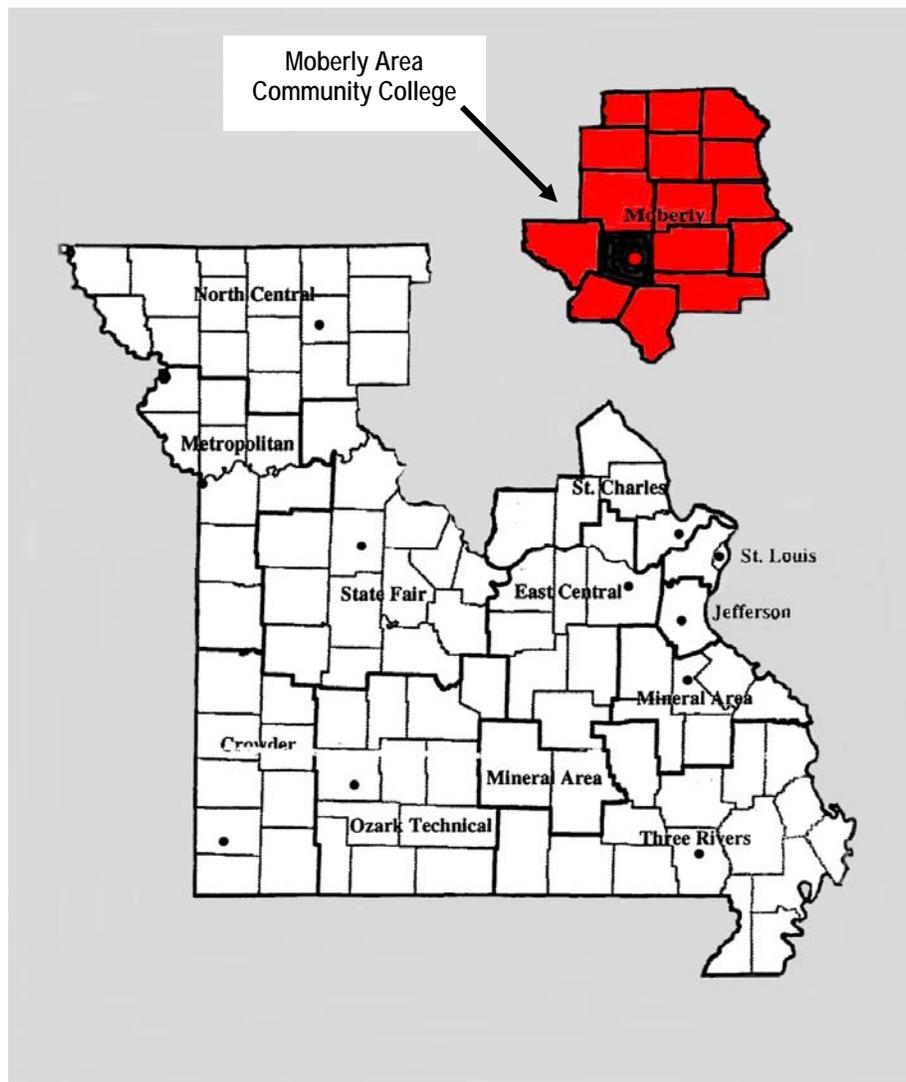


[www.MACC.EDU](http://www.MACC.EDU)

# MOBERLY AREA COMMUNITY COLLEGE

101 College Avenue  
Moberly, Missouri 65270-1304

## MASTER PLAN 2009-2010 through 2013-2014



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 2009-2014**

TABLE OF CONTENTS

Planning Process .....	1
Evaluation.....	4
Objectives Reconsidered.....	6
Planning Vision .....	6
Accomplishments .....	8
Planning Cycle.....	11
Planning Flowchart.....	12
Mission Statement .....	13
Vision and Value Statements .....	14
Institutional Goals.....	16
Master Plan Objectives, Activities, and Timeframes	
Goal 1: Instructional Programs .....	17
Goal 2: Programs and Support Services .....	22
Goal 3: Institutional Management Practices.....	30
Goal 4: Cultural Enrichment.....	35
Goal 5: Assessment.....	36
Goal 6: Cooperative Relationships.....	42
Goal 7: Awareness of Programs and Services .....	46
Goal 8: Diversity.....	49
Goal 9: Buildings, Grounds, Equipment, and Vehicles.....	52
Goal 10: External Funding Sources.....	57
Goal 11: Growth and Well-Being.....	61
Goal 12: Technology.....	64
Appendices	
A. Strategic Planning Process 2008-2009	
B. Comment Cards	
C. Project Update Report	

# Moberly Area Community College 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 2009-2014 Master Plan was implemented in academic year 2008-2009 by a fifteen-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 2008-2009 planning process, the Central Planning Council first reviewed and updated the College's Mission and Vision documentation to better reflect the increasing growth of the College and to address an increased call for accountability and transparency from stakeholders at all levels. This updated documentation was adopted by the Board of Trustees in November 2008 and is included in the 2009-2014 Master Plan document.

When the formal master planning process began in December 2008, 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. Area educators, adjunct faculty and College alumni were also asked to participate in the process by submitting comment cards. Goals resulting from departmental self-studies were incorporated into the planning process as well, with input from department heads.

Other sources utilized throughout the planning process include the College's previous five-year Master Plan, the newly updated Mission and Vision documentation, results from the

## Moberly Area Community College Planning Process

---

assessment of the College's support services, departmental goals, advisory committee meetings, and regular interaction with students, faculty, staff, and community members.

The review process also considered national, state, and local trends in education; science and technology; and social, economic, and political factors which impact the College. External factors identified as having a significant impact upon College activities and strategic planning during the next Master Plan cycle were re-accreditation of the College by the Higher Learning Commission in 2011-2012 and implementation of the Coordinated Plan by the Missouri Department of Higher Education. Both factors place increased responsibilities for accountability, transparency, and self-evaluation upon the College and make alignment of strategic planning at all levels critically important.

In considering these factors, the Central Planning Council carefully reviewed the Program to Evaluate and Advance Quality (PEAQ) accreditation requirements and the Coordinated Plan documentation during the planning process. A crosswalk was created to show linkages between all of the College's strategic planning documentation and the increased responsibilities set forth in these documents and to help determine specific strengths and opportunities for growth in future planning processes.

Strengths identified during this process included strong commitments by the College to community engagement and service, providing high-quality educational programs and services, and sound stewardship of all internal and external resources. Opportunities for growth that were identified and will be addressed in the 2009-2014 Master Plan include increasing access to educational programs and services throughout the service region, adding additional courses and degree programs to better meet student needs, increasing

## Moberly Area Community College Planning Process

---

utilization of assessment data to enhance student learning, and enhancing awareness and understanding of the College's strategic planning documentation.

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. Quarterly progress reports ensure the completion of plan objectives in a timely fashion 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 identify priorities that should be carried into the future, have been accomplished, or may no longer be relevant. Because of the continual nature of the plan, an objective may remain and be addressed for a number of years. As a result, some strategies and tactics are designated as "ongoing" to reflect that the College continues to pursue these activities.

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:

- ❑ Utilizing assessment results to further enhance student learning
- ❑ Expanding and enhancing communication with all College stakeholders
- ❑ Fully developing and implementing a comprehensive distance education plan
- ❑ Developing additional academic and career/technical degree and certificate programs to meet evolving educational needs of students in the service region

# Moberly Area Community College Planning Process

---

- ❑ Expanding quality support services at all MACC sites to further facilitate achievement of students' educational goals
- ❑ Implementing additional measures to improve employee satisfaction
- ❑ Increasing student access to educational programs and services throughout the service region

## **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 strategies proposed have been designed to produce results that can be measured. Specific tactics have been identified from these strategies to further clarify the types of actions that will be taken during the next plan cycle and timelines have been added to ensure that the tactics are accomplished in a timely fashion. Demonstrating success in achieving these tactics 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 members 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 quarterly 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:

## Moberly Area Community College Planning Process

---

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

Due to evaluation and data collection concerns voiced during implementation of the 2007-2012 Master Plan, the Central Planning Council carefully reviewed the current plan structure and staff assigned list for clarity and accuracy during the 2008 planning cycle. After much discussion, it was decided to modify the existing plan format to create a more action-centered document that better articulated specific College plans during the five years.

Staff assigned lists for each objective were reviewed and adjusted as appropriate to reflect changing responsibilities of staff members and to include new staff positions created since the last planning cycle. Asterisks were used to designate primary reporting responsibility and to clarify staff members responsible for Master Plan data collection and reporting.

The traditional Master Plan reporting form was redesigned to incorporate changes made to the Master Plan format and content. Specific quarterly reporting dates were set and will be distributed through all internal communication channels. Additionally, a Web 2.0 site was created to allow staff members increased flexibility in reporting plan activities and accomplishments.

The documentation provided by staff allows 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.

## Moberly Area Community College Planning Process

---

Evidence of the completion of objectives or the process of revision/adjustment of objectives is maintained in a Master Plan file in the Office of Institutional Effectiveness and Planning as well as in the offices of individuals accountable for specific objectives.

### **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. These factors include fiscal, human, and physical resource availability. Unattained objectives explored within the College's 2007-2012 Master Plan included expanding the size of the College taxing district, holding departmental and faculty retreats, and implementing an online billing system for students.

### **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 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 11. Thus, the next planning cycle will begin in September 2010.

## Moberly Area Community College Planning Process

---

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.

## ACCOMPLISHMENTS

Broad-based planning has resulted in many significant gains that have become overall strengths of the College. These gains have taken many forms, ranging from renovation and upgrade of campus facilities to the introduction of new degree programs and educational services. True to College values and purposes, many of these accomplishments reflect the joint efforts of multiple College departments to improve the educational experience for all students. Other accomplishments reflect the College's commitment to forming local partnerships that benefit all college stakeholders.

The following accomplishments, resulting from the previous planning cycle, highlight MACC's progress:

- ❑ Constructed and hosted Grand Opening of the Entrepreneurship and Business Development Center
- ❑ Installed wireless internet access (WiFi) at all MACC sites
- ❑ Graduated first students from Associate of Arts in Teaching (AAT), Honors, and Global Studies programs
- ❑ Created a memory garden honoring deceased MACC colleagues
- ❑ Received an "Exemplary Practices" award from the Community College Business Officers Organization
- ❑ Joined Adopt-A-Highway program
- ❑ Completed and hosted Grand Opening of MACC Alumni Museum
- ❑ Added additional faculty and staff positions to accommodate enrollment growth
- ❑ Received certification from Missouri Department of Secondary and Elementary Education to GED testing at the Main Campus and Kirksville sites

## Moberly Area Community College Planning Process

---

- ❑ Developed student view book for use in recruitment efforts
- ❑ Created a Multicultural student organization
- ❑ Added websynchronous course delivery options to Computer Information Technology and Early Childhood degree programs
- ❑ Partnered with schools in Missouri Health Professions Consortium to seek approval to provide Occupational and Physical Therapy Assistant degree programs
- ❑ Received national accreditation for Medical Laboratory Technician program
- ❑ Partnered with Moberly Chamber of Commerce to create local SCORE (Service Corps of Retired Executives) chapter
- ❑ Expanded alternative course scheduling and placement testing options to better meet student needs
- ❑ Launched myMACC web portal to enhance and expand communication among faculty, staff, and students
- ❑ Expanded library database services at all MACC sites
- ❑ Created Students Monitored by Academic Retention Teams (SMART) program
- ❑ Restructured Computer Services Department to better meet faculty, staff, and student needs
- ❑ Received favorable review from Higher Learning Commission multi-site visit in April 2008
- ❑ Received approval from the Higher Learning Commission in May 2009 to offer the Associate of Arts (AA) degree in an online format
- ❑ Hosted multiple exhibitions and contests in the Graphic Arts/Fine Arts center
- ❑ Implemented faculty assessment workshop program

## Moberly Area Community College Planning Process

---

- ❑ Created standardized grading rubrics for general education courses
- ❑ Hosted multiple events for area middle-school students through UCAN2 program
- ❑ Redesigned college website to better meet the needs of faculty, staff, and students
- ❑ Launched “Real Life. Real Knowledge. Real People.” tagline and branding initiative
- ❑ Redesigned financial aid materials to better address student concerns
- ❑ Participated in multiple fairs, festivals, and community events throughout the service region
- ❑ Received media coverage on CNN for “Worst Darn Art Show” gallery event
- ❑ Partnered with local civic and community leaders to increase minority student recruitment and enrollment
- ❑ Added Arabic classes to college curriculum
- ❑ Renovated multiple offices, classrooms, and public areas at various MACC sites
- ❑ Began offering classes on the University of Missouri-Columbia and Stephens College campuses
- ❑ Implemented Hound Alerts emergency notification program
- ❑ Created 15 additional Smart Classrooms at various MACC sites

## Planning Cycle

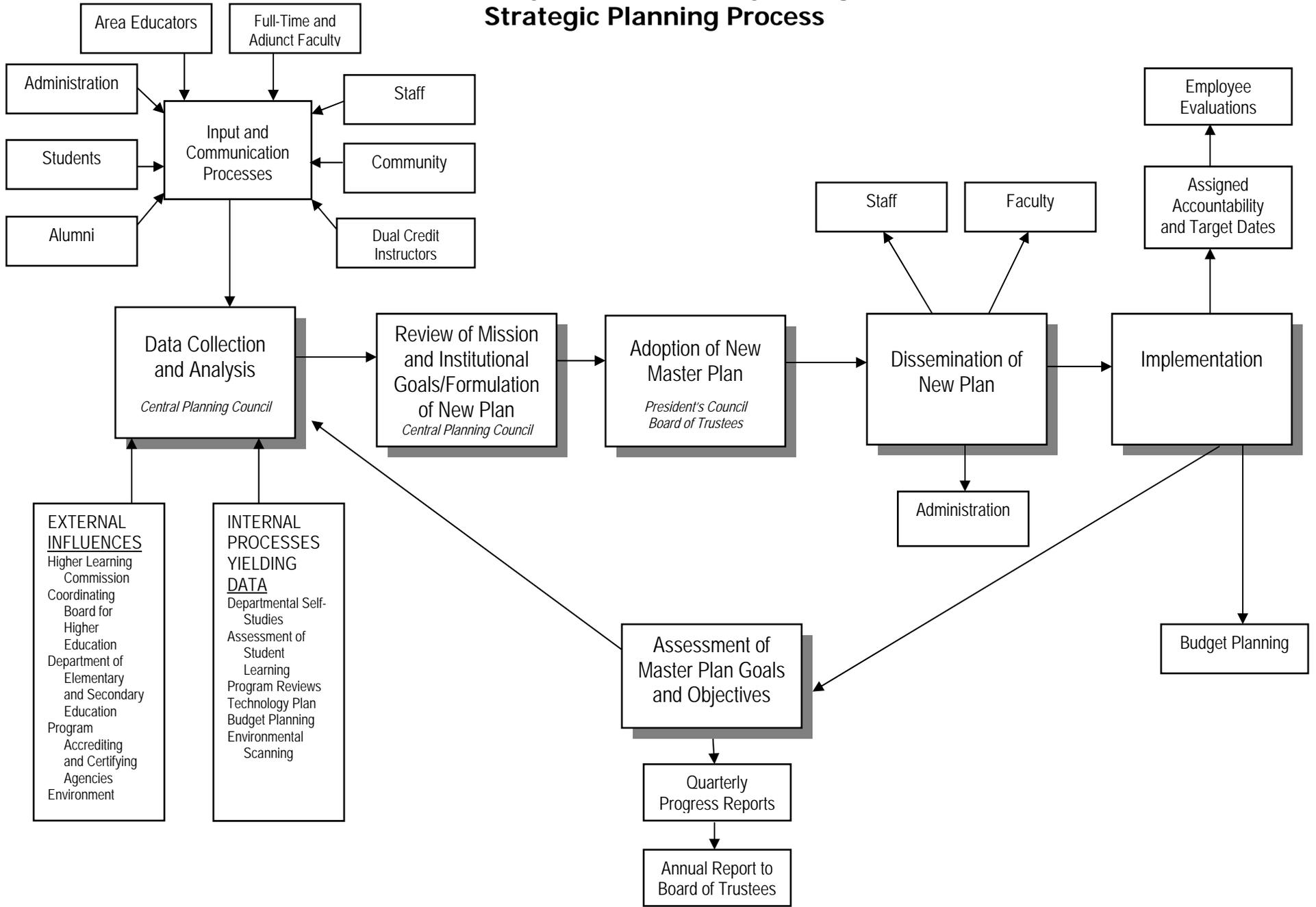
The MACC planning process is based on a two-year cycle, beginning with dissemination of the Master Plan and implementation of activities. Planning committee meetings and evaluation of the Plan are conducted every two years. Major amendments to the Plan may be presented to the Board of Trustees for approval 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.

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

# Moberly Area Community College Strategic Planning Process

MACC Master Plan



# Moberly Area Community College Mission Statement

---

## Mission

Moberly Area Community College, a public institution of higher education, provides open admission to students and fosters excellence in learning through innovative educational programs and services that are geographically and financially accessible throughout our service region.

## 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, academic, and career/technical programs, as well as developmental education, continuing education, and other services that prepare students to be successful 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*** to facilitate the development of skills needed to achieve 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, and financial aid.

***Open Admissions*** to ensure access to learning opportunities for students regardless of their diverse cultural, socio-economic, or academic background.

***Commitment to Excellence*** in instruction and service by recruiting and retaining professional faculty and support staff and by providing appropriate facilities, equipment and technology.

***A Collegiate Environment*** that creates opportunities for student engagement by offering co-curricular activities that enable learning and encourage student success in a safe atmosphere.

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

***Support of Economic Development*** by offering innovative degree programs, credit and non-credit courses, entrepreneurial and small business services, workforce development activities, funding and partnership options, and the evaluation of opportunities to enhance the economic climate of our region.

## 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 protect individual privacy and safety.

### **We value our reputation for excellence.**

We operate with and expect academic, personal, and professional 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 accessibility.**

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

### **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 community outreach.**

We are responsive to the needs of our constituents and are committed to the development and posterity of our service region. 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 we serve.

### **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.

## Moberly Area Community College Vision and Values

---

**We value forward thinking.**

We are prepared to meet the future. Innovative thinking and state of the art technology allow us to embrace growth and change.

**We value our heritage.**

As one of the oldest community colleges in the state, we respect the traditions and customs of our campus community.

**We value stewardship.**

We embrace sound management policy and practice responsible and efficient use of federal, state, and local resources.

## **Institutional Goals**

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

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

<b>Objective 1:</b> Develop new certificate and degree programs and expand existing programs as appropriate.		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Conduct ongoing interest, feasibility, and needs assessments including analysis of local, regional, and national occupational data.</li> <li>2. Identify potential funding sources and partnerships.</li> <li>3. Develop and submit program proposals seeking approvals from the appropriate internal and external governing bodies.</li> </ol>	<p><b>Fall 2009</b> Launch online AA degree program</p> <p><b>Fall 2009</b> Secure Missouri Department of Higher Education approval to offer Computer Information Technology program at all MACC sites</p> <p><b>Fall 2009</b> Launch Business Accounting Technology certificate program</p> <p><b>Fall 2009</b> Offer Medical and Legal/Executive options within Business and Office Technology certificate program</p> <p><b>Spring 2010</b> Launch Occupational Therapy Assistant AAS degree program</p> <p><b>Fall 2010</b> Launch Physical Therapy Assistant AAS degree program</p> <p><b>Annually</b> Review internal and external survey data to determine additional areas of interest and opportunities for growth</p> <p><b>Ongoing</b> Compile information regarding necessary course and program requirements</p>	<p>Vice President for Instruction*</p> <p>Dean of Career and Technical Education*</p> <p>Dean of Academic Affairs*</p> <p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Director of Institutional Effectiveness and Planning*</p> <p>Vice President for Finance</p> <p>Director of Career and Technical Programs</p> <p>Director of Academic Services</p> <p>Director of Workforce and Technical Education</p> <p>Director of Nursing and Allied Health Programs</p> <p>Division Chairs</p> <p>Faculty</p>

**Objective 2:** Continue implementation and maintenance of state, national and industry accreditations and certifications in degree and certificate programs.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Conduct ongoing analysis of certification and accreditation requirements.</li> <li>2. Identify appropriate accrediting agencies and standards.</li> <li>3. Prepare plan for each program to meet credentialing standards and seek approval as warranted.</li> <li>4. Maintain existing accreditations and certifications.</li> <li>5. Seek additional accreditation and certification opportunities where available and appropriate.</li> </ol>	<p><b>Summer 2009</b> Complete re-certification of Emergency Medical Technician (EMT) classes</p> <p><b>Fall 2009</b> Complete re-accreditation of Moberly ADN and PN programs</p> <p><b>Ongoing</b> Monitor academic and industry trends to determine where additional certifications are appropriate</p> <p><b>Ongoing</b> Utilize stakeholder feedback to determine where additional accreditations and certifications are needed</p>	<p>Vice President for Instruction*</p> <p>Dean of Career and Technical Education*</p> <p>Director of Career and Technical Programs*</p> <p>Dean of Academic Affairs</p> <p>Dean of Off-Campus Programs and Instructional Technology</p> <p>Director of Academic Services</p> <p>Director of Workforce and Technical Education</p> <p>Director of Nursing and Allied Health Programs</p> <p>Division Chairs</p> <p>Faculty</p>

**Objective 3:** Value and promote effective teaching among all faculty.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Facilitate communications and collaboration between full-time and adjunct faculty.</li> <li>2. Provide faculty support for the instructional process.</li> <li>3. Ensure effective classroom instruction.</li> <li>4. Support and promote faculty participation in discipline-specific professional organizations.</li> </ol>	<p><b>Annually</b> Hold faculty assessment workshops during fall and spring semesters</p> <p><b>Annually</b> Nominate Governor's Award for Excellence in Teaching award recipient</p> <p><b>Annually</b> Select Adjunct Excellence in Teaching award winners</p> <p><b>Annually</b> Ensure administration of instructional evaluations to all classes</p> <p><b>Ongoing</b> Provide faculty release time and other services in support of the instructional process</p>	<p>Vice President for Instruction*</p> <p>Dean of Career and Technical Education*</p> <p>Dean of Academic Affairs*</p> <p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Director of Career and Technical Programs</p> <p>Director of Academic Services</p> <p>Directors/Coordinators of Off-Campus Sites</p> <p>Division Chairs</p>

	<p><b>Ongoing</b> Schedule orientations, workshops, and other professional development opportunities for faculty</p> <p><b>Ongoing</b> Utilize multiple modes of instructional evaluation to assist faculty in improving their classroom instruction</p> <p><b>Ongoing</b> Maintain faculty memberships in discipline-specific professional organizations</p>	
<b>Objective 4:</b> Identify and respond to business and industry training needs.		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Submit applications for and administer Missouri Customized Training Projects.</li> <li>2. Develop a plan to conduct additional interest, feasibility and needs analysis of local industry as needed.</li> <li>3. Develop and offer classes and programs to accommodate the needs of college constituents.</li> <li>4. Increase marketing of career and technical education, business and industry programs.</li> <li>5. Expand delivery of training and services to business and industry throughout the College service region.</li> <li>6. Utilize program advisory committees to ensure continuous program improvement.</li> </ol>	<p><b>Semi-Annually</b> Hold program advisory committee meetings</p> <p><b>Annually</b> Administer Missouri Customized Training Projects</p> <p><b>Ongoing</b> Create and distribute up-to-date program information</p> <p><b>Ongoing</b> Create and distribute program promotional posters</p> <p><b>Ongoing</b> Utilize current technology to expand the reach of class and program offerings</p> <p><b>Ongoing</b> Hold training classes and programs for area businesses as needed</p> <p><b>Ongoing</b> Maintain individualized communications with workforce investment boards, economic developers, business owners, and related agencies</p>	<p>Dean of Career and Technical Education*</p> <p>Director of Workforce and Technical Education*</p> <p>Director of Career and Technical Programs*</p> <p>Vice President for Instruction</p> <p>Dean of Off-Campus Programs and Instructional Technology</p> <p>Director of Institutional Development, Marketing, and Public Relations</p> <p>Division Chairs</p> <p>Faculty</p>

**Objective 5:** Develop programming and facilities to promote entrepreneurship throughout the service region.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Investigate possible funding sources.</li> <li>2. Study successful entrepreneurship programs to determine ideas for potential implementation at the Entrepreneurship and Business Development Center.</li> <li>3. Identify and develop partnerships at the local, state, and national levels.</li> <li>4. Develop and maintain Entrepreneurship and Business Development Center advisory committee.</li> <li>5. Promote Entrepreneurship and Business Development Center programs and services throughout the service region.</li> </ol>	<p><b>Fall 2009</b> Form Entrepreneurship and Business Development Center advisory committee</p> <p><b>Annually</b> Attend local and national entrepreneurship conferences and workshops as appropriate</p> <p><b>Ongoing</b> Make programming and facilities recommendations to administration</p> <p><b>Ongoing</b> Apply for grant funding as available and appropriate</p> <p><b>Ongoing</b> Utilize College website and local media outlets to promote Entrepreneurship and Business Development Center activities throughout service region</p>	<p>Dean of Career and Technical Education* Director of Workforce and Technical Education* Director of Career and Technical Programs* Director of Institutional Development, Marketing, and Public Relations</p>

**Objective 6:** Provide opportunities for students to enrich their educational experience.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Increase student participation in unique educational opportunities.</li> <li>2. Regularly assess effectiveness of unique educational programs and adjust as needed.</li> <li>3. Continue curriculum development for the Honors, Study Abroad, and Global Studies Certificate programs.</li> <li>4. Investigate ways to make unique educational programs more financially accessible to students.</li> </ol>	<p><b>Fall 2010</b> Investigate feasibility of developing study abroad scholarship program to offset student expenses</p> <p><b>Annually</b> Award Honors program scholarships to students</p> <p><b>Ongoing</b> Monitor student participation and achievement in unique educational programs</p> <p><b>Ongoing</b> Utilize student feedback to determine disciplines where additional courses are needed</p> <p><b>Ongoing</b> Utilize College website and myMACC to promote unique education programs to students</p>	<p>Vice President for Instruction* Dean of Academic Affairs* Director of Institutional Development, Marketing, and Public Relations Faculty</p>

**Objective 7:** Fully develop and implement comprehensive distance learning plan.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Promote awareness of distance learning opportunities to faculty, staff, students, and the community.</li> <li>2. Increase online course offerings.</li> <li>3. Encourage faculty development of online course offerings.</li> <li>4. Clarify elements of common online syllabi as needed.</li> <li>5. Explore emerging technologies for methods of expanding instructional delivery.</li> <li>6. Educate faculty, staff, and students about technology-based plagiarism issues.</li> <li>7. Develop guidelines to ensure the safe and appropriate use of social networking sites by faculty, staff, and students.</li> <li>8. Broaden, update, and publicize copyright policies.</li> </ol>	<p><b>Fall 2009</b> Distribute social networking statement of advice to faculty, staff, and students</p> <p><b>Fall 2009</b> Offer online sections of intermediate and college algebra courses to students</p> <p><b>Spring 2010</b> Develop a mentor/liaison program for online instructional staff.</p> <p><b>Spring 2010</b> Investigate purchase of plagiarism-detecting software</p> <p><b>Annually</b> Promote online course offerings during college orientation sessions</p> <p><b>Annually</b> Send staff to distance education and copyright conferences and workshops as appropriate</p> <p><b>Annually</b> Review College policies from distance learning perspective and adjust as needed</p> <p><b>Ongoing</b> Provide training on distance education tools to faculty and staff</p> <p><b>Ongoing</b> Review student satisfaction survey data to determine disciplines where additional online classes are needed</p> <p><b>Ongoing</b> Encourage participation in distance learning collaboration site</p>	<p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Distance Learning Committee*</p> <p>Dean of Academic Affairs*</p> <p>Dean of Career and Technical Education*</p> <p>Director of Library Services*</p> <p>Vice President for Instruction</p> <p>Chief Information Officer</p> <p>Director of Institutional Development, Marketing, and Public Relations</p> <p>Directors/Coordinators of Off-Campus sites</p>

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

<b>Objective 1: Evaluate and improve support services available to students.</b>		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Increase faculty, staff, and student knowledge of and familiarity with available support services.</li> <li>2. Respond to tutoring needs of students at on- and off-campus sites.</li> <li>3. Provide access to academic and career/technical specific software programs in all computer labs.</li> <li>4. Utilize institutional and external data and feedback to ensure continuous improvement of services.</li> <li>5. Increase physical and virtual library resources available to students.</li> </ol>	<p><b>Fall 2009</b> Investigate funding support for expansion of tutoring program</p> <p><b>Fall 2009</b> Use Noel-Levitz survey data to measure satisfaction with MACC services</p> <p><b>Annually</b> Maintain MOBIUS membership and purchase additional electronic resources as warranted</p> <p><b>Annually</b> Update online library tutorials</p> <p><b>Annually</b> Use annual student satisfaction and 180-day student follow-up survey data to determine where services can be improved</p> <p><b>Ongoing</b> Provide in-services for faculty and staff to increase familiarity with available resources</p> <p><b>Ongoing</b> Utilize College Orientation course to provide information about available support services to students</p>	<p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Dean of Academic Affairs*</p> <p>Dean of Career and Technical Education*</p> <p>Dean of Student Services*</p> <p>Associate Dean of Student Services</p> <p>Director of Library Services</p> <p>Directors/Coordinators of Off-Campus Sites</p> <p>Director of Career and Placement Services</p> <p>Assessment of Support Services Committee</p>

**Objective 2:** Increase support services available to online students.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Evaluate available services and analyze institutional survey data to determine where additional support services are needed.</li> <li>2. Monitor online enrollment trends to determine appropriate staffing levels.</li> <li>3. Monitor and adjust staffing as needed to ensure consistent provision of support services.</li> <li>4. Investigate emerging technologies as means of offering additional support services to students.</li> <li>5. Investigate feasibility of increasing email capability and digital storage space for online students.</li> </ol>	<p><b>Fall 2009</b> Create virtual office for all online classes</p> <p><b>Spring 2010</b> Modify current eCollege survey instrument to include support services questions</p> <p><b>Annually</b> Send staff to support services conferences and workshops as appropriate</p> <p><b>Ongoing</b> Train staff members in online-specific support services as needed</p> <p><b>Ongoing</b> Review online class modules for ADA compliance and update as necessary</p> <p><b>Ongoing</b> Research email and digital storage software options</p> <p><b>Annually</b> Review institutional survey data to determine where additional services are needed</p>	<p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Dean of Student Services*</p> <p>Special Needs Coordinator*</p> <p>Dean of Academic Affairs</p> <p>Dean of Career and Technical Education</p> <p>Distance Learning Committee</p>

**Objective 3:** Provide appropriate programs and services for special populations.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Develop and maintain partnerships with area schools and correctional facilities to offer adult education and literacy courses.</li> <li>2. Provide placement and assessment testing services to non-traditional students.</li> <li>3. Provide facilities and resources as possible to support adult education and literacy courses throughout the service region.</li> <li>4. Partner with area service agencies to provide career training and support resources to displaced workers and other special populations.</li> <li>5. Increase faculty and staff awareness of and familiarity with available services for special populations.</li> <li>6. Monitor faculty and staff compliance with ADA accommodations and procedures.</li> <li>7. Continue expansion and improvement of existing services for students with special needs.</li> <li>8. Celebrate the achievements of students from special populations.</li> </ol>	<p><b>Fall 2009</b> Offer adult education and literacy classes at Salisbury High School</p> <p><b>Fall 2010</b> Develop and distribute site-specific special services resource guides</p> <p><b>Annually</b> Offer GED testing at Main Campus and Kirksville MACC site</p> <p><b>Annually</b> Nominate regional Breaking Traditions Award honorees</p> <p><b>Annually</b> Hold GED recognition ceremony</p> <p><b>Ongoing</b> Offer alternative class scheduling options for students with special needs</p> <p><b>Ongoing</b> Distribute information about available special support services to appropriate student populations</p> <p><b>Ongoing</b> Offer college courses at Women's Diagnostic and Correctional Facility in Vandalia, MO</p> <p><b>Ongoing</b> Provide facilities for adult education and literacy courses on the Main Campus and at the Advanced Technology Center</p>	<p>Dean of Student Services*</p> <p>Director of Career and Placement Services*</p> <p>Director of Adult Education and Literacy*</p> <p>Special Services Coordinator*</p> <p>Vice President for Instruction</p> <p>Dean of Academic Affairs</p> <p>Dean of Career and Technical Education</p> <p>Directors/Coordinators of Off-Campus Sites</p> <p>Support Services Coordinator</p>

**Objective 4:** Maintain and expand efforts to make college financially accessible throughout the service region.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Maintain and expand partnerships with state and regional social services agencies to provide financial aid and vocational resources to appropriate populations.</li> <li>2. Investigate and apply for additional sources of funding to offset student tuition costs.</li> <li>3. Enhance financial aid services and resources at all MACC sites.</li> <li>4. Publicize institutional scholarship opportunities throughout service region.</li> <li>5. Strengthen and expand partnerships with A+ schools throughout the region.</li> <li>6. Monitor institutional scholarship guidelines and selection criteria in light of student demographics and financial resources and adjust as needed.</li> <li>7. Host financial aid seminars and events for students and parents throughout the service region.</li> <li>8. Provide institutional support and leadership to federal and state college funding initiatives.</li> <li>9. Provide opportunities for students to use available work-study funding.</li> <li>10. Provide financial aid incentives to College employees.</li> <li>11. Maintain student loan default prevention program in conjunction with the Missouri Department of Higher Education.</li> <li>12. Collaborate with MACC foundation to secure additional external donor funding for the creation of student scholarships.</li> </ol>	<p><b>Fall 2009 and Fall 2012</b> Review and update institutional scholarship guidelines and criteria</p> <p><b>Annually</b> Provide list of transfer scholarships to graduating students</p> <p><b>Annually</b> Send updated scholarship information to area high schools for distribution</p> <p><b>Annually</b> Promote available work-study positions to students</p> <p><b>Annually</b> Host College Goal Sunday program for area high school students</p> <p><b>Annually</b> Promote Senior Summer Start program for Moberly High School students</p> <p><b>Ongoing</b> Host financial aid seminars and workshops at area schools</p> <p><b>Ongoing</b> Maintain and expand College financial aid website</p> <p><b>Ongoing</b> Maintain membership on the Missouri Community College Association and the Missouri Department of Elementary and Secondary Education A+ Advisory Boards</p> <p><b>Ongoing</b> Offer financial planning workshops and seminars to students</p> <p><b>Ongoing</b> Provide tuition waivers for College employees, spouses, and dependents</p>	<p>Vice President for Finance*</p> <p>Director of Financial Aid*</p> <p>President</p> <p>Vice President for Instruction</p> <p>Dean of Student Services</p>

**Objective 5:** Continue development of class scheduling options responsive to student needs.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Conduct student interest and needs assessments.</li> <li>2. Develop appropriate course sequencing to conform to alternative scheduling formats.</li> <li>3. Analyze internal survey data to determine student scheduling preferences.</li> </ol>	<p><b>Spring 2010</b> Revise internal survey instruments to include increased emphasis on scheduling preferences</p> <p><b>Annually</b> Administer student satisfaction surveys</p> <p><b>Ongoing</b> Review internal survey data and make scheduling adjustments as appropriate</p> <p><b>Ongoing</b> Continue implementation of a collaborative, campus-wide effort to develop class schedules</p> <p><b>Ongoing</b> Practice effective enrollment management</p>	<p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Director of Academic Services*</p> <p>Director of Career and Technical Programs*</p> <p>Directors/Coordinators of Off-Campus Sites*</p> <p>Vice President for Instruction</p> <p>Dean of Career and Technical Education</p> <p>Dean of Academic Affairs</p> <p>Director of Institutional Effectiveness and Planning</p>

**Objective 6:** Increase student retention efforts.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Monitor student retention rates.</li> <li>2. Coalesce retention efforts of various departments into a unified College-wide effort.</li> <li>3. Utilize enrollment and assessment data in identifying at-risk students.</li> <li>4. Implement retention program.</li> </ol>	<p><b>Fall 2009</b> Implement Students Monitored By Academic Retention Teams (SMART) program</p> <p><b>Fall 2009</b> Revise College Orientation course curriculum to have increased emphasis on retention</p> <p><b>Annually</b> Host summer orientation session for students</p> <p><b>Ongoing</b> Review enrollment and student success data to determine effectiveness of retention efforts</p>	<p>Dean of Student Services*</p> <p>Dean of Academic Affairs*</p> <p>Dean of Career and Technical Education*</p> <p>Vice President for Instruction</p> <p>Retention Committee</p>

**Objective 7: Improve academic advising system.**

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Review current advising system for effectiveness.</li> <li>2. Expand and enhance College-wide communication about advising issues.</li> <li>3. Maintain and promote uniform advising guidelines.</li> <li>4. Continue academic advising training for all faculty and advising staff.</li> <li>5. Increase advisor awareness and understanding of articulation agreements.</li> <li>6. Increase student knowledge and understanding of advising process.</li> </ol>	<p><b>Fall 2009</b> Revise college orientation course curriculum to have increased emphasis on degree planning</p> <p><b>Spring 2010</b> Revise internal survey instruments to include specific questions about the quality of academic advising</p> <p><b>Spring 2010</b> Form committee to review current advising system and make recommendations for improvement</p> <p><b>Annually</b> Review advising folders and literature and revise as needed</p> <p><b>Ongoing</b> Use myMACC to communicate advising processes to faculty and students</p> <p><b>Ongoing</b> Post articulation agreements on myMACC and College website to increase accessibility for faculty, staff, and students</p> <p><b>Ongoing</b> Review student satisfaction and success data to determine advising effectiveness</p>	<p>Dean of Student Services*</p> <p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Dean of Academic Affairs*</p> <p>Dean of Career and Technical Education*</p> <p>Associate Dean of Student Services*</p> <p>Academic Advisors</p> <p>Vice President for Instruction</p> <p>Director of Academic Services</p> <p>Director of Career/Technical Education</p> <p>Directors/Coordinators of Off-Campus sites</p> <p>Faculty</p>

**Objective 8:** Increase awareness and understanding of College policies.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Publicize policies in an effective manner.</li> <li>2. Improve and coordinate communication of policies and procedures within the College community.</li> </ol>	<p><b>Monthly</b> Email Board of Trustees meeting summary containing policy updates to faculty and staff</p> <p><b>Ongoing</b> Discuss policy changes at staff workshops and departmental meetings</p> <p><b>Ongoing</b> Review existing College policies for clarity and revise as needed</p> <p><b>Ongoing</b> Post College policies on myMACC and College website for review by faculty, staff, and students</p> <p><b>Ongoing</b> Monitor impact of policies for Off-Campus and dual credit students and adjust as needed</p>	<p>President* President's Council* Director of Personnel* Directors/Coordinators of Off-Campus Sites Department Heads</p>

**Objective 9:** Ensure success of developmental students.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Create formal process to ensure results from assessment are utilized to inform changes to developmental education program.</li> <li>2. Provide support for and encourage communication among developmental education instructors.</li> <li>3. Monitor placement scores to ensure that students are ready for college-level work.</li> <li>4. Continue participation in state and national developmental education organizations and initiatives.</li> <li>5. Review all support services for developmental students to ensure their needs are being met.</li> </ol>	<p><b>Fall 2009</b> Implement pre/post writing assessment to monitor progress of Fundamentals of English (DEV022) students</p> <p><b>Fall 2009</b> Review English placement scores and assessment instruments and revise as appropriate</p> <p><b>Annually</b> Provide designated time for developmental instructors to meet and discuss student learning improvement</p> <p><b>Annually</b> Appoint staff representative to Missouri Developmental Education Consortium</p>	<p>Dean of Academic Affairs* Special Needs Coordinator* Director of Learning Center* Coordinator of Learning Center* Director of Institutional Effectiveness and Planning Directors/Coordinators of Off-Campus Sites Developmental Education Faculty</p>

	<p><b>Ongoing</b> Analyze results of student achievement in developmental courses</p> <p><b>Ongoing</b> Compare developmental education student outcomes to non-developmental education student outcomes</p> <p><b>Ongoing</b> Centralize and publicize resources for developmental education</p> <p><b>Ongoing</b> Research placement and assessment options for developmental students</p>	
<b>Objective 10:</b> Provide opportunities for student involvement through organizations.		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Develop guidelines for financial support of student organizations.</li> <li>2. Encourage faculty and staff participation in and support of student organization activities.</li> </ol>	<p><b>Fall 2009</b> Provide all organization sponsors and leadership with a formal set of College funding guidelines</p> <p><b>Annually</b> Provide list of campus organizations to students and promote student participation</p> <p><b>Ongoing</b> Develop additional opportunities for the College to support student organizations</p>	<p>Dean of Student Services*</p> <p>Vice President for Finance*</p> <p>Associate Dean of Student Services</p>

**Goal 3: Maintain sound institutional management practices.**

<b>Objective 1: Use Master Plan to guide budgetary considerations.</b>		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Implement budget workshop for department heads at the beginning of the budget process with an emphasis on financial resources needed to fund strategies of the Master Plan.</li> <li>2. Implement budget workshop for department heads prior to presenting final budget for Board approval.</li> </ol>	<p><b>Annually</b> Hold budget workshops for department heads</p> <p><b>Annually</b> Revise budget as needed</p> <p><b>Annually</b> Review budget needs associated with Master Plan</p> <p><b>Annually</b> Create budget for next fiscal year</p> <p><b>Ongoing</b> Discuss need for financial resources to fund Master Plan strategies with President's Council</p>	<p>President*</p> <p>Vice President for Finance*</p> <p>President's Council</p> <p>Board of Trustees</p>
<b>Objective 2: Maintain fiscal stability of the institution.</b>		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Monitor and respond to projected and actual levels of local, state, and federal funding.</li> <li>2. Maintain sound fiscal management practices.</li> <li>3. Monitor and develop additional internal control procedures.</li> </ol>	<p><b>Spring 2010</b> Develop internal control procedures manual</p> <p><b>Annually</b> Attend and participate in legislative appropriations hearings as appropriate</p> <p><b>Annually</b> Coordinate independent audit of College financial statements</p> <p><b>Annually</b> Revise budget in mid-year to respond to current dynamics</p>	<p>President*</p> <p>Vice President for Finance*</p> <p>Vice President for Instruction*</p> <p>Director of Business and Accounting Services*</p> <p>Dean of Student Services</p> <p>Dean of Academic Affairs</p> <p>Dean of Career and Technical Education</p> <p>Dean of Off-Campus Programs and Instructional Technology</p>

**Objective 3: Advocate for community college issues.**

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Communicate with legislators regularly to keep them informed of emerging community college issues and to analyze and discuss the impact of current and proposed legislation.</li> <li>2. Volunteer service to state and national legislative committees as appropriate.</li> <li>3. Support and participate in organizations and agencies that advocate for community colleges.</li> </ol>	<p><b>Annually</b> Attend the Association of Community College Trustees legislative forum</p> <p><b>Annually</b> Retain membership on the Missouri Community College Association Presidents and Chancellors Legislative committee</p> <p><b>Annually</b> Collaborate with the MCCA legislative committee to produce Legislative Guide</p> <p><b>Annually</b> Retain membership in the American Association of Community Colleges and Association of Community College Trustees</p> <p><b>Ongoing</b> Organize and host receptions for legislators as appropriate</p> <p><b>Ongoing</b> Attend house and senate hearings and provide testimony as appropriate</p>	<p>President*</p> <p>Vice President for Instruction*</p> <p>Vice President for Finance*</p> <p>President's Council</p> <p>Board of Trustees</p>

**Objective 4:** Increase awareness, clarity, and understanding of employment policies.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Rewrite policies to improve clarity as needed.</li> <li>2. Create strategies to enhance employee understanding of policy changes.</li> <li>3. Utilize technology to promote awareness of policies.</li> <li>4. Provide staff development opportunities focusing on employment policies and issues.</li> </ol>	<p><b>Fall 2011</b> Develop online new employee orientation</p> <p><b>Annually</b> Conduct benefits fair for employees</p> <p><b>Annually</b> Review employment policies and revise as needed</p> <p><b>Ongoing</b> Post employment policies and appropriate personnel forms on myMACC for use and review by faculty and staff</p> <p><b>Ongoing</b> Include policy information in new employee orientation session</p> <p><b>Ongoing</b> Review online policy handbook and update as needed</p>	<p>Director of Personnel*</p> <p>Vice President for Finance*</p> <p>Directors/Coordinators of Off-Campus Sites*</p> <p>President's Council</p> <p>Supervisors</p>

**Objective 5:** Evaluate and adjust administrative and support staffing levels as warranted.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Monitor use of overtime.</li> <li>2. Analyze and evaluate College programs and adjust staff accordingly.</li> <li>3. Analyze and evaluate auxiliary programs and adjust staff accordingly.</li> <li>4. Cross-train staff as necessary.</li> <li>5. Utilize internal and external data to determine appropriate staffing levels.</li> </ol>	<p><b>Fall 2010</b> Create employee cross-training matrix</p> <p><b>Fall 2010</b> Create and distribute employee primary and secondary responsibility list for critical College functions</p> <p><b>Annually</b> Generate College-wide overtime report for review by President's Council</p> <p><b>Annually</b> Review data from departmental self-study process to determine areas for adjustment</p> <p><b>Ongoing</b> Revise organizational chart as needed based on adjustments to staff</p>	<p>President*</p> <p>Vice President for Instruction*</p> <p>Vice President for Finance*</p> <p>Dean of Academic Affairs</p> <p>Dean of Career and Technical Education</p> <p>Dean of Off-Campus Programs and Instructional Technology</p> <p>Dean of Student Services</p> <p>Director of Personnel</p> <p>Department Heads</p>

**Objective 6:** Adjust the number of faculty positions as warranted.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Monitor student enrollment trends.</li> <li>2. Monitor adjunct/overload hours within subject areas staffed by adjunct instructors.</li> <li>3. Prioritize needs based on teaching discipline and campus and make adjustments as needed.</li> <li>4. Monitor non-instructional duties and tasks assigned to faculty.</li> </ol>	<p><b>Annually</b> Generate adjunct/overload report for review by President's Council</p> <p><b>Annually</b> Recommend adjustments based on results of program reviews to President's Council</p> <p><b>Ongoing</b> Adjust full-time teaching positions as needed based on enrollment trends</p>	<p>President*</p> <p>Vice President for Instruction*</p> <p>Vice President for Finance*</p> <p>Dean of Academic Affairs</p> <p>Dean of Career and Technical Education</p> <p>Dean of Off-Campus Programs and Instructional Technology</p>

**Objective 7:** Ensure compliance with evolving state and federal regulations and institutional accreditation requirements.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Develop a comprehensive list of federal, state, and other regulatory requirements.</li> <li>2. Review and formalize primary/secondary staff responsibility for various compliance issues.</li> <li>3. Provide staff development opportunities for those responsible for compliance and accreditation requirements.</li> <li>4. Identify and subscribe to appropriate information services to monitor and respond to evolving compliance requirements.</li> <li>5. Update internal policies and procedures, as needed, to meet federal and state compliance guidelines.</li> <li>6. Research and proactively respond to evolving institutional accreditation requirements.</li> </ol>	<p><b>Fall 2010</b> Create and distribute compliance inventory report</p> <p><b>Spring 2012</b> Complete re-accreditation of College by Higher Learning Commission</p> <p><b>Annually</b> Review compliance report and adjust as needed</p> <p><b>Annually</b> Send staff to Higher Learning Commission conferences and workshops as appropriate</p> <p><b>Ongoing</b> Subscribe to compliance and human resources list-serves as appropriate</p> <p><b>Ongoing</b> Identify areas where additional compliance information is needed</p>	<p>Vice President for Instruction*</p> <p>Vice President for Finance*</p> <p>Dean of Student Services*</p> <p>Director of Institutional Effectiveness and Planning*</p> <p>Director of Financial Aid*</p> <p>Director of Personnel*</p> <p>Director of Plant Operations*</p> <p>Director of Security*</p> <p>President</p> <p>Department Heads</p>

**Objective 8:** Serve as good stewards of federal, state, and local resources.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Continue assessment of College departments and implement appropriate strategies to promote efficiency.</li> <li>2. Utilize instructional program review data to determine the best use of College programming resources.</li> <li>3. Implement sustainable initiatives to limit negative impact on our environment.</li> <li>4. Adopt, expand, and promote Go Green Committee initiatives.</li> </ol>	<p><b>Fall 2009</b> Expand Go Green Web 2.0 site and promote to faculty and staff</p> <p><b>Annually</b> Evaluate departmental self-study and program review data and make adjustments as needed</p>	<p>President* Go Green Committee* President's Council* Directors/Coordinators of Off-Campus Sites Department Heads</p>

**Objective 9:** Ensure alignment of strategic planning at all MACC sites.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Solicit College-wide and community input in strategic planning processes.</li> <li>2. Review goals for each site and revise as needed.</li> <li>3. Communicate Off-Campus activities throughout the college community.</li> <li>4. Maintain active student and community site-specific advisory groups.</li> <li>5. Utilize site-specific assessment data to guide strategic planning changes.</li> <li>6. Review site-specific facilities planning documents and revise as needed.</li> </ol>	<p><b>Semi-Annually</b> Meet with Off-Campus Site Directors to address concerns and review goals</p> <p><b>Semi-Annually</b> Hold site-specific student and community advisory group meetings</p> <p><b>Annually</b> Purchase site-specific Noel-Levitz survey data</p> <p><b>Annually</b> Review site-specific crisis management plans and revise as needed</p> <p><b>Annually</b> Administer Assessment of Support Services Surveys</p> <p><b>Ongoing</b> Ensure representation of Off-Campus programs on Master Planning Committee</p> <p><b>Ongoing</b> Provide comment cards at all MACC sites</p>	<p>Dean of Off-Campus Programs and Instructional Technology* Directors/Coordinators of Off-Campus Sites* Director of Institutional Effectiveness and Planning* Director of Plant Operations* President Vice President for Instruction Vice President for Finance Director of Security Director of Institutional Effectiveness and Planning</p>

**Goal 4: Provide and promote cultural enrichment opportunities.**

<b>Objective 1:</b> Increase opportunities for students, faculty, and staff to participate in visual arts, musical, literary, and performing arts events.		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>Promote the use of the Agora for creative presentations, performances, and public events.</li> <li>Provide opportunities to increase student exposure to and participation in cultural events.</li> <li>Identify and pursue additional funding sources for arts events.</li> <li>Promote use of the Graphic Arts/Fine Arts Center.</li> </ol>	<p><b>Annually</b> Coordinate and schedule graphic arts/fine arts exhibits and competitions</p> <p><b>Annually</b> Apply for grant funding from the Missouri Arts Council and other sources as available and appropriate</p> <p><b>Annually</b> Schedule and promote performing arts events</p> <p><b>Ongoing</b> Host artists-in-residence</p>	<p>Dean of Academic Affairs*</p> <p>Gallery Director*</p> <p>Director of Institutional Development, Marketing, and Public Relations*</p> <p>Dean of Career and Technical Education</p> <p>Directors/Coordinators of Off-Campus Sites</p> <p>Fine Arts Faculty</p> <p>Graphic Arts Faculty</p>
<b>Objective 2:</b> Maintain partnership with and support of Moberly Area Council on the Arts.		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>Appoint faculty and staff to serve on Moberly Area Council of the Arts Board.</li> <li>Assist Moberly Area Council of the Arts Board in identifying, developing, and promoting appropriate events in the community and on campus.</li> <li>Assist Moberly Area Council on the Arts in soliciting community feedback about programming and planning efforts.</li> </ol>	<p><b>Annually</b> Develop and distribute fine arts event calendar</p> <p><b>Annually</b> Conduct Missouri Arts Council Satisfaction Survey</p> <p><b>Annually</b> Conduct Moberly Area Council on the Arts Satisfaction Survey</p> <p><b>Annually</b> Ensure College representation on the Moberly Area Council of the Arts Board</p>	<p>Director of Institutional Development, Marketing, and Public Relations*</p> <p>Moberly Area Council on the Arts Administrator*</p> <p>Dean of Academic Affairs</p> <p>Gallery Director</p> <p>Fine Arts Faculty</p>

**Goal 5: Utilize assessment results to drive performance improvement in all areas of the College.**

<b>Objective 1: Use assessment data to improve student learning outcomes in career/technical and academic programs.</b>		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Develop and use meaningful methods to assess learning outcomes.</li> <li>2. Create formal process to ensure results from classroom assessment are utilized to improve student learning.</li> <li>3. Communicate assessment results to stakeholders.</li> <li>4. Ensure that assessment occurs at institutional, program, and course levels.</li> <li>5. Increase shared responsibility for assessment of student learning.</li> <li>6. Develop additional assessment methods specific to online learning.</li> <li>7. Fully integrate assessment of online student learning outcomes into General Education Assessment Plan.</li> <li>8. Stay current on assessment literature and trends at the national and state level.</li> </ol>	<p><b>Quarterly</b> Publish Assessment in Action Newsletter</p> <p><b>Fall 2009</b> Expand the use of Classroom Assessment Techniques (CATS) in all MACC classes</p> <p><b>Fall 2009</b> Update and revise Institutional Effectiveness Plan</p> <p><b>Fall 2009</b> Implement new career and technical education program assessment plans</p> <p><b>Annually</b> Review program assessment plans and revise as needed</p> <p><b>Annually</b> Analyze grade distribution and retention rates for online students</p> <p><b>Annually</b> Distribute Assessment Annual Report to the Board of Trustees and all College personnel</p> <p><b>Annually</b> Obtain ACT CAAP linkage report to assess value added learning</p> <p><b>Annually</b> Hold faculty workshops and discipline-specific meetings during fall and spring semesters to discuss student learning improvement</p> <p><b>Annually</b> Monitor student transfer success data</p>	<p>Vice President for Instruction*</p> <p>Dean of Academic Affairs*</p> <p>Dean of Career and Technical Education*</p> <p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Director of Institutional Effectiveness and Planning*</p> <p>Director of Learning Center*</p> <p>General Education Assessment Panel</p> <p>Assessment Advisory Committee</p>

	<p><b>Ongoing</b> Expand General Education Plan to include additional courses</p> <p><b>Ongoing</b> Post and maintain assessment data on College website</p> <p><b>Ongoing</b> Participate and provide leadership in state-level assessment initiatives</p> <p><b>Ongoing</b> Collect online-student specific success data</p>	
--	--	--

**Objective 2:** Strengthen assessment of workforce and technical education.

<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Identify methodologies for determining performance indicators and outcomes measurements.</li> <li>2. Identify and collect data from appropriate sources.</li> <li>3. Review available data and make training adjustments as needed.</li> <li>4. Utilize data from Missouri Customized Training applications to determine training priorities.</li> </ol>	<p><b>Annually</b> Prepare Workforce and Technical Education Activity report for use in College-wide reporting</p> <p><b>Annually</b> Present Workforce and Technical Education Activity report to administration and the Board of Trustees for review</p> <p><b>Annually</b> Review Workforce and Technical Education Activity assessment plan and revise as needed</p> <p><b>Annually</b> Collect and review data from Missouri Customized Training program applications</p>	<p>Dean of Career and Technical Education*</p> <p>Director of Workforce and Continuing Education*</p> <p>Director of Career and Technical Programs*</p> <p>Director of Institutional Effectiveness and Planning*</p> <p>Vice President for Instruction</p> <p>Assessment Advisory Committee</p>

**Objective 3: Use assessment data to improve the quality of support services.**

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Continue regular and consistent assessment of support services departments.</li> <li>2. Make recommendations for departmental improvement based on self-study reports.</li> <li>3. Review and revise satisfaction survey instruments for relevance and currency.</li> <li>4. Utilize external survey instruments to measure student satisfaction.</li> </ol>	<p><b>Fall 2009</b> Revise support services survey instrument</p> <p><b>Annually</b> Continue departmental self-study process</p> <p><b>Annually</b> Administer Noel-Levitz student satisfaction surveys at all MACC sites</p> <p><b>Annually</b> Distribute and evaluate results of Noel-Levitz student satisfaction surveys</p> <p><b>Ongoing</b> Implement changes based on findings in departmental self-study data</p>	<p>Vice President for Instruction*</p> <p>Director of Institutional Effectiveness and Planning*</p> <p>Assessment of Support Services Committee*</p> <p>Department Heads*</p> <p>Assessment Advisory Committee</p>

**Objective 4: Maintain an effective and useful process for the evaluation of all employees.**

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Review and revise the employee evaluation process as needed.</li> <li>2. Recommend changes to evaluation guidelines as appropriate.</li> <li>3. Revise administration evaluation schedule as needed.</li> <li>4. Continue annual evaluation process of certified and classified staff.</li> <li>5. Continue process of administrative and student evaluation of instruction with timely follow-up each semester.</li> <li>6. Strengthen feedback loop for all evaluations.</li> </ol>	<p><b>Fall 2009</b> Investigate feasibility of making administrative survey instrument available online</p> <p><b>Annually</b> Conduct administrative evaluations during fall semester and revise process as needed</p> <p><b>Annually</b> Review staff evaluation forms and revise as needed</p> <p><b>Annually</b> Complete faculty evaluation cycle</p> <p><b>Ongoing</b> Present administrative evaluation guideline changes to Board of Trustees for approval</p>	<p>Vice President for Finance*</p> <p>Vice President for Instruction*</p> <p>Director of Personnel*</p> <p>Supervisors*</p> <p>Administrative Evaluation Committee</p>

	<p><b>Ongoing</b> Perform observations of adjunct instructors on a regular cycle</p> <p><b>Ongoing</b> Utilize lead instructors in conducting adjunct observations</p>	
<b>Objective 5:</b> Maintain an effective and useful process of instructional program evaluation.		
<b>Strategies</b>	<b>Timelines/Outcome</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Gather appropriate data for review process.</li> <li>2. Create formal process to ensure results from evaluations are utilized to improve programs.</li> </ol>	<p><b>Fall 2010</b> Review and update program review schedule</p> <p><b>Annually</b> Create program review summary report to share with division chairs and Board of Trustees</p> <p><b>Annually</b> Broaden faculty and staff input into program review process</p> <p><b>Annually</b> Disseminate program review results to Assessment Advisory Committee and appropriate division chairs</p> <p><b>Annually</b> Provide updates regarding changes to programs in each subsequent program review to document changes</p>	<p>Dean of Academic Affairs*</p> <p>Dean of Career and Technical Education*</p> <p>Vice President for Instruction</p> <p>Director of Institutional Effectiveness and Planning</p> <p>Director of Academic Services</p> <p>Director of Career and Technical Programs</p>

**Objective 6:** Promote a culture of assessment.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Promote and publicize a culture of assessment to internal and external stakeholders.</li> <li>2. Provide resources and structures in support of the assessment program for student learning.</li> <li>3. Encourage faculty exploration of the use of assessment in the context of research on learning.</li> <li>4. Provide public recognition for individuals, groups, and academic units making noteworthy progress in assessing and improving student learning.</li> <li>5. Promote student service on and involvement in assessment committees and assessment-related activities.</li> <li>6. Promote student awareness and understanding of assessment practices through various means such as the student newspaper, myMACC, and College website.</li> <li>7. Revise “assessment results” section of departmental self-study form to include specific questions about external data reporting and benchmarking.</li> <li>8. Provide and promote incentives to encourage staff utilization of assessment data.</li> </ol>	<p><b>Fall 2009</b> Finish revision and implementation of “assessment results” section of departmental self-study form</p> <p><b>Fall 2010</b> Develop an assessment resource manual for faculty and staff</p> <p><b>Monthly</b> Hold Assessment Advisory Committee meetings during academic year</p> <p><b>Quarterly</b> Highlight faculty and staff assessment efforts in Assessment in Action Newsletter</p> <p><b>Annually</b> Monitor and adjust assessment budget as necessary</p> <p><b>Annually</b> Conduct faculty assessment workshops during fall and spring semesters</p> <p><b>Annually</b> Award assessment stipend through Assessment Advisory Committee</p> <p><b>Annually</b> Present Assessment Annual Report to Board of Trustees for review</p> <p><b>Annually</b> Appoint student representatives to College Assessment committees</p> <p><b>Annually</b> Provide faculty release time or additional pay for assessment-related activities.</p> <p><b>Ongoing</b> Expand and maintain Institutional Effectiveness website</p>	<p>President*</p> <p>Vice President for Instruction*</p> <p>Director of Institutional Effectiveness and Planning*</p> <p>Dean of Academic Affairs*</p> <p>Dean of Career and Technical Education*</p> <p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Director of Institutional Development, Marketing, and Public Relations*</p> <p>Assessment Advisory Committee</p> <p>Assessment of Support Services Committee</p> <p>Staff Development Coordinator</p>

	<b>Ongoing</b> Maintain emphasis on assessment and student learning through course syllabi	
<b>Objective 7: Increase institutional research capability.</b>		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Identify data elements necessary to support outcomes assessment and institutional performance reporting.</li> <li>2. Conduct internal assessments to collect institutional effectiveness data.</li> <li>3. Disseminate internal documents to report outcomes assessment and institutional performance data.</li> <li>4. Maximize capabilities of current database system to meet necessary data needs.</li> <li>5. Educate staff about availability and appropriate use of institutional data.</li> <li>6. Examine current institutional research structure and investigate the feasibility of adding additional internal or external research staff.</li> <li>7. Conduct analysis of training needs in conjunction with departmental self-studies.</li> <li>8. Increase and expand staff training of CARS database.</li> <li>9. Explore acquisition of additional data mining software.</li> <li>10. Develop virtual institutional data library for use by faculty and staff with reporting responsibilities.</li> </ol>	<p><b>Fall 2009</b> Modify “staff development” section of self-study document to address training concerns</p> <p><b>Fall 2009</b> Create institutional data inventory</p> <p><b>Fall 2009</b> Create institutional survey calendar</p> <p><b>Fall 2009</b> Develop site map and guidelines for institutional data library website</p> <p><b>Fall 2010</b> Schedule meetings with vendors to discuss additional research options</p> <p><b>Annually</b> Distribute student census data to faculty and staff for use in internal and external reporting</p> <p><b>Annually</b> Send staff members to conferences and training workshops as appropriate</p> <p><b>Annually</b> Utilize Noel-Levitz survey data for institutional benchmarking comparisons</p> <p><b>Annually</b> Participate in state and national outcomes benchmarking processes</p> <p><b>Ongoing</b> Develop training modules for CARS database and train staff members as appropriate</p>	<p>Chief Information Officer*</p> <p>Director of Institutional Effectiveness and Planning*</p> <p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Dean of Academic Affairs*</p> <p>Dean of Career and Technical Education*</p> <p>Vice President for Finance</p> <p>Vice President for Instruction</p> <p>Assessment Advisory Committee</p> <p>Assessment of Support Services Committee</p>

**Goal 6: Engage in cooperative and mutually supportive relationships with businesses, institutions, and other organizations within the service area.**

<b>Objective 1:</b> Increase efforts to provide a seamless transition for students from secondary to postsecondary education.		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Evaluate and strengthen partnerships with secondary schools.</li> <li>2. Implement federal Programs of Study to create stronger alignment from secondary to post-secondary career and technical education programs.</li> <li>3. Promote benefits of college preparation to students.</li> <li>4. Participate in state initiatives to improve transition from secondary to postsecondary education.</li> <li>5. Increase dual credit opportunities and support services to area high school students.</li> <li>6. Expand relationships with school guidance counselors and teachers to encourage college preparation and participation in academic and career/technical programs.</li> <li>7. Expand partnerships with local, state, and federal organizations to enhance employment training opportunities for College constituents.</li> </ol>	<p><b>Ongoing</b> Develop new and maintain and revise existing articulation agreements as needed</p> <p><b>Annually</b> Attend high school college fairs and recruiting events as appropriate</p> <p><b>Ongoing</b> Educate and involve postsecondary advisors in use of Programs of Study</p> <p><b>Ongoing</b> Utilize Connect.Edu as part of the advising process</p> <p><b>Ongoing</b> Participate in Missouri Department of Elementary and Secondary Education Programs of Study training initiatives</p> <p><b>Ongoing</b> Administer COMPASS placement test in local high schools to assess college readiness</p> <p><b>Ongoing</b> Develop partnerships with additional high schools to offer dual credit courses</p> <p><b>Ongoing</b> Coordinate and host UCAN2 events for area middle schools</p>	<p>Dean of Career and Technical Education*</p> <p>Dean of Academic Affairs*</p> <p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Dean of Student Services*</p> <p>Coordinator of Tech Prep*</p> <p>Vice President for Instruction</p> <p>Director of Career and Technical Programs</p> <p>Director of Academic Services</p> <p>UCAN2 committee</p> <p>Division Chairs</p> <p>Faculty</p>

**Objective 2:** Increase efforts to ensure a seamless transition from MACC to four-year institutions.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Expand the number of articulation agreements with four-year institutions.</li> <li>2. Encourage faculty and staff to build relationships with their counterparts at four-year institutions.</li> <li>3. Publicize and promote articulation agreements to faculty, staff, and students.</li> </ol>	<p><b>Fall 2009</b> Launch Mizzou Connections program with the University of Missouri-Columbia</p> <p><b>Fall 2009</b> Finalize ADN articulation agreement with University of Missouri-Columbia BSN program</p> <p><b>Spring 2010</b> Host meetings with faculty from 4-year institutions and MACC faculty</p> <p><b>Ongoing</b> Post articulation agreements on myMACC and College website</p> <p><b>Ongoing</b> Evaluate and update existing articulation agreements</p> <p><b>Ongoing</b> Formalize additional articulation agreements with other schools as appropriate</p>	<p>Dean of Career and Technical Education*</p> <p>Dean of Academic Affairs*</p> <p>Vice President for Instruction*</p> <p>Dean of Off-Campus Programs and Instructional Technology</p> <p>Dean of Student Services</p> <p>Faculty</p>

**Objective 3:** Promote a culture of community engagement.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Expand partnerships with civic and business organizations throughout the service region.</li> <li>2. Make recommendations regarding representation of the College on community affairs committees.</li> <li>3. Compile inventory of current College participation in community and civic activities to determine areas where service can be expanded.</li> <li>4. Support participation of Off-Campus Directors/Coordinators at each MACC site in community and civic activities.</li> <li>5. Promote incorporation of service learning activities into course curriculum as appropriate.</li> <li>6. Promote and provide resources for student organization community service projects.</li> <li>7. Encourage use of College facilities for community meetings and events.</li> <li>8. Communicate College participation in community organizations to all constituents.</li> </ol>	<p><b>Spring 2010</b> Create College-wide community service inventory</p> <p><b>Annually</b> Maintain Chamber of Commerce membership at all MACC sites</p> <p><b>Annually</b> Participate in Adopt-A-Highway program</p> <p><b>Annually</b> Participate in community festivals and events at all MACC locations</p> <p><b>Ongoing</b> Encourage faculty, staff, and administration to incorporate community engagement activities into yearly professional goals</p> <p><b>Ongoing</b> Expand and maintain faculty, staff, and administration memberships in community committees and organizations</p> <p><b>Ongoing</b> Discuss faculty, staff, and administration participation in community events at President's Council meetings</p> <p><b>Ongoing</b> Provide information to faculty, staff, and students about community service opportunities</p> <p><b>Ongoing</b> Host community meetings and events in College facilities at all MACC sites</p> <p><b>Ongoing</b> Utilize various avenues to increase stakeholder knowledge of College community service involvement</p>	<p>President*</p> <p>Vice President for Finance*</p> <p>Vice President for Instruction*</p> <p>President's Council*</p> <p>Board of Trustees</p> <p>Off-Campus Directors/Coordinators</p>

**Objective 4:** Promote and support economic development throughout the MACC service region.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Develop partnerships with regional economic development organizations.</li> <li>2. Promote Entrepreneurship and Business Development Center (EBDC) programs and services.</li> <li>3. Facilitate business and economic development seminars and training sessions.</li> <li>4. Assist area companies with financial and training needs.</li> <li>5. Provide state, national, and industry certification, licensure and educational assessment testing services to individuals.</li> <li>6. Provide continuing and community education training opportunities throughout the service region.</li> <li>7. Sponsor and support activities that enhance the College's position as a regional force for economic and workforce development.</li> </ol>	<p><b>Fall 2009</b> Develop partnership with Missouri Small Business Development Center to make College Entrepreneurship Center an official SBDC location</p> <p><b>Annually</b> Coordinate training and reimbursement process for area companies as appropriate</p> <p><b>Ongoing</b> Deliver licensure, certification, and educational assessment tests</p> <p><b>Ongoing</b> Develop and distribute Entrepreneurship and Business Development Center promotional materials</p> <p><b>Ongoing</b> Host events in Entrepreneurship and Business Development Center</p> <p><b>Ongoing</b> Collaborate with Linn State Technical College, Macon Area Technical Center, and Macon Economic Development office to bring additional educational opportunities to Macon community</p> <p><b>Ongoing</b> Meet with Northeast Missouri Workforce Investment Board, regional economic developers, Chambers of Commerce, and area businesses for educational needs assessments</p>	<p>Director of Workforce and Technical Education *</p> <p>Dean of Career and Technical Education*</p> <p>Business &amp; Industry Specialist*</p> <p>Director of Career and Technical Programs*</p> <p>Director of Institutional Development, Marketing, and Public Relations</p> <p>Directors/Coordinators of Off-Campus sites</p>

**Goal 7: Increase positive awareness of College activities throughout the service area.**

<b>Objective 1:</b> Implement a comprehensive marketing plan incorporating a “learner-centered” philosophy.		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Maintain a comprehensive advertising plan including innovative recruitment strategies.</li> <li>2. Analyze current advertising practices and adjust as appropriate.</li> <li>3. Conduct market research in relevant venues.</li> <li>4. Define College brand by using a consistent image in advertising for all campuses.</li> <li>5. Encourage department-level responsibility for promoting programs, services, and accomplishments through the Marketing Department.</li> <li>6. Promote open communication between College staff and Marketing Committee concerning all promotional efforts.</li> </ol>	<p><b>Fall 2009</b> Develop publicity, graphic, and web design request form for distribution on myMACC</p> <p><b>Fall 2010</b> Redesign of College catalog and launch of updated branding initiative</p> <p><b>Fall 2010</b> Review and update marketing plan</p> <p><b>Annually</b> Review and update advertising plan</p> <p><b>Ongoing</b> Review promotional materials and modify as needed</p> <p><b>Ongoing</b> Promote College branding initiative</p> <p><b>Ongoing</b> Analyze assessment data from student satisfaction and Noel-Levitz surveys to determine effectiveness of communication efforts</p>	<p>Director of Institutional Development, Marketing, and Public Relations*</p> <p>Marketing Committee*</p> <p>Dean of Off-Campus Programs and Instructional Technology</p> <p>Coordinator of Off-Campus Programs</p>

**Objective 2:** Build upon the College’s reputation for academic excellence.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Increase avenues for communicating academic activities and accomplishments to the service region.</li> <li>2. Participate in and provide leadership to state and national educational initiatives and collaborations.</li> <li>3. Involve alumni and members of the service region in College task forces and advisory committees.</li> <li>4. Provide formal internship opportunities for students with area employers.</li> <li>5. Establish partnerships with educational organizations throughout the service region.</li> <li>6. Continue support of staff participation in leadership initiatives.</li> </ol>	<p><b>Fall 2009</b> Offer certificate program in conjunction with Central Christian College of the Bible</p> <p><b>Fall 2009</b> Offer ROTC classes at Kirksville site in partnership with Truman State University</p> <p><b>Annually</b> Present “Year in Review” to Board of Trustees</p> <p><b>Ongoing</b> Expand Mizzou Connections program partnership with the University of Missouri-Columbia</p> <p><b>Ongoing</b> Maintain and expand student internship program with Thomas Hill Power Plant</p> <p><b>Ongoing</b> Utilize various avenues for promoting achievements and accomplishments of faculty, staff, and students</p> <p><b>Ongoing</b> Communicate faculty and staff participation in external leadership activities to all constituents</p> <p><b>Ongoing</b> Encourage and support participation in student competitions at the regional, state, and national level</p> <p><b>Ongoing</b> Expand partnership with Missouri Health Professions Consortium to develop and offer Occupational and Physical Therapy Assistant degree programs</p> <p><b>Ongoing</b> Explore additional internship opportunities with area businesses</p>	<p>Vice President for instruction*</p> <p>Dean of Academic Affairs*</p> <p>Dean of Career and Technical Education Programs*</p> <p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>President</p> <p>Directors/Coordinators of Off-Campus Sites</p> <p>Director of Institutional Development, Marketing, and Public Relations</p> <p>Marketing Committee</p>

**Objective 3:** Develop College web site as a marketing and communications tool.

Strategies	Timeliness/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Develop and implement process for expansion and updating of website content.</li> <li>2. Encourage departmental ownership of updating website content.</li> <li>3. Utilize College web site as a means of communicating with College constituents.</li> <li>4. Investigate feasibility of adding dynamic content, RSS feeds, blogs, chat capabilities and podcasts to College website.</li> <li>5. Utilize website to promote faculty, staff, student and College achievements.</li> </ol>	<p><b>Fall 2009</b> Launch redesigned MACC website</p> <p><b>Spring 2010</b> Develop website content update request form for distribution on myMACC</p> <p><b>Ongoing</b> Train specific departmental staff in updating website content</p> <p><b>Ongoing</b> Maintain current and accurate information on website</p> <p><b>Ongoing</b> Utilize sidebar on College website to highlight accomplishments by faculty, staff, and students</p> <p><b>Ongoing</b> Post College policies and institutional research data on site as appropriate</p>	<p>Director of Institutional Development, Marketing &amp; Public Relations*</p> <p>Web Oversight Committee*</p> <p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Director of Institutional Effectiveness and Planning</p>

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

<b>Objective 1: Recruit and retain minority students.</b>		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Monitor institutional and regional minority enrollment trends.</li> <li>2. Coordinate minority recruitment activities among appropriate staff members.</li> <li>3. Solicit feedback from minority students about their experience at MACC.</li> <li>4. Utilize student feedback to develop and improve support services for minority students.</li> <li>5. Increase diversity among recruiting and advising staff.</li> <li>6. Develop minority student organizations.</li> <li>7. Ensure that marketing and promotional materials represent a diverse population.</li> </ol>	<p><b>Fall 2009</b> Explore potential partnerships with minority organizations at four-year institutions</p> <p><b>Annually</b> Recruit minority students at area college and career fairs</p> <p><b>Annually</b> Promote and celebrate events of significance to the minority community</p> <p><b>Annually</b> Use existing student assessment instruments to gather additional minority data</p> <p><b>Annually</b> Annually review census and enrollment data</p> <p><b>Ongoing</b> Advertise faculty and staff positions in publications that reach diverse audiences</p> <p><b>Ongoing</b> Review marketing materials from a diversity standpoint and revise as needed</p>	<p>Dean of Student Services*</p> <p>Associate Dean of Student Services*</p> <p>Director of Personnel*</p> <p>Dean of Academic Affairs</p> <p>Dean of Career and Technical Education</p> <p>Dean of Off-Campus Programs and Instructional Technology</p> <p>Marketing Committee</p> <p>Assessment of Support Services Committee</p>

**Objective 2:** Recruit and retain international students.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Solicit feedback from international students about their experience at MACC.</li> <li>2. Ensure that appropriate processes and materials are in place to meet the unique needs of international students.</li> <li>3. Develop partnerships with other colleges and universities to address unique international student issues such as support services, admissions, and advising.</li> <li>4. Utilize student feedback to develop and improve support services for international students.</li> <li>5. Develop and promote programs highlighting international themes through the Global Education Committee.</li> <li>6. Provide opportunities for faculty and staff mentoring of international students through Multicultural Club activities.</li> <li>7. Provide networking opportunities for international students.</li> </ol>	<p><b>Annually</b> Review and update international student handout</p> <p><b>Annually</b> Sponsor and promote events in conjunction with International Education Week</p> <p><b>Annually</b> Review international student policies and revise as needed</p> <p><b>Annually</b> Host college orientation session specifically geared to international students</p> <p><b>Annually</b> Revise existing student assessment instruments to gather additional international student data</p> <p><b>Annually</b> Host social events for international students</p> <p><b>Ongoing</b> Use SEVIS data to monitor international student enrollment trends and track student visa status</p> <p><b>Ongoing</b> Provide resources for Multicultural Club activities</p> <p><b>Ongoing</b> Ensure administration participation in International Advisory Board activities</p> <p><b>Ongoing</b> Maintain international student health insurance program</p> <p><b>Ongoing</b> Utilize international students as educational resources throughout the college and community</p> <p><b>Ongoing</b> Utilize assessment data to guide adjustments to international student support services</p>	<p>Dean of Student Services*</p> <p>Associate Dean of Student Services*</p> <p>Dean of Academic Affairs</p> <p>Dean of Career and Technical Education</p> <p>Global Education Committee</p> <p>Multicultural Club</p> <p>Marketing Committee</p>

**Objective 3:** Foster appreciation of diversity among students, faculty, and staff.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Develop and promote policies that attract diverse faculty and staff, including consideration of geographical and institutional diversity.</li> <li>2. Promote classes with travel component.</li> <li>3. Incorporate a multicultural/global perspective into curricula as appropriate.</li> <li>4. Attract and promote cultural events.</li> <li>5. Encourage faculty participation in Missouri Consortium for Global Education.</li> <li>6. Create study abroad scholarship program to offset student expenses and encourage participation in the study abroad program.</li> <li>7. Promote faculty opportunities for instructional exchange programs and sabbaticals.</li> </ol>	<p><b>Fall 2009</b> Formalize institutional diversity policy for inclusion in College policy handbook</p> <p><b>Fall 2009</b> Explore collaborative arrangements for offering and receiving foreign language courses</p> <p><b>Annually</b> Appoint faculty representative to the Missouri Consortium for Global Education</p> <p><b>Annually</b> Host international speakers</p> <p><b>Annually</b> Offer and promote study abroad classes to students</p> <p><b>Annually</b> Review Global Studies Curriculum and revise as necessary</p> <p><b>Ongoing</b> Promote availability of Global Studies certificate program to faculty, staff, and students</p> <p><b>Ongoing</b> Provide facilities and resources to student organizations hosting events celebrating diversity</p> <p><b>Ongoing</b> Send faculty mentor to Canterbury for study abroad program</p> <p><b>Ongoing</b> Support opportunities for faculty travel through Missouri Consortium for Global Education</p>	<p>President*</p> <p>Vice President for Instruction*</p> <p>Dean of Student Services*</p> <p>Dean of Academic Affairs*</p> <p>Dean of Career and Technical Education*</p> <p>President's Council</p> <p>Director of Personnel</p> <p>Global Education Committee</p> <p>Multicultural Club</p>

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

**Objective 1:** Evaluate and update College facilities in order to provide an atmosphere that is modern, pleasant, and conducive to learning.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Compile annual prioritized list of renovation/repair projects to include State maintenance and repair appropriations.</li> <li>2. Upgrade campus grounds to ensure an inviting atmosphere.</li> <li>3. Maintain quality classroom and office equipment and furniture.</li> <li>4. Maintain an accurate inventory of College equipment and furniture.</li> <li>5. Provide necessary student and faculty parking.</li> <li>6. Maintain adequate College vehicle fleet.</li> <li>7. Monitor storage needs of the College.</li> <li>8. Monitor and respond to faculty, staff, and student facility concerns.</li> </ol>	<p><b>Annually</b> Identify funding sources and solicit bids</p> <p><b>Annually</b> Maintain a five-year vehicle replacement plan and review need for additional vehicles</p> <p><b>Annually</b> Review and update College equipment and furniture inventory</p> <p><b>Ongoing</b> Maintain and update Main Campus, Advanced Technology Center, Jim Sears Northeast Technical Center, and Kirksville Higher Education Center facilities as needed.</p> <p><b>Ongoing</b> Review internal survey data and comment card feedback to address concerns as needed</p> <p><b>Ongoing</b> File federal and state compliance reports as needed</p> <p><b>Ongoing</b> Purchase, replace, or upgrade facilities related equipment as needed.</p> <p><b>Ongoing</b> Address student parking perceptions and concerns</p> <p><b>Ongoing</b> Promote use of Reed Street parking lot</p> <p><b>Ongoing</b> Auction items no longer in use by the College</p>	<p>Director of Plant Operations*</p> <p>Physical Plant Manager*</p> <p>President</p> <p>Vice President for Finance</p> <p>Vice President for Instruction</p>

**Objective 2:** Expand instructional facilities as needed at the Columbia Higher Education Center and the Hannibal Area Higher Education Center.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Evaluate needs of surrounding communities.</li> <li>2. Review internal analysis of site-specific facilities and instructional needs.</li> <li>3. Develop specific recommendations and plans to address issues raised during internal and external analysis.</li> <li>4. Identify and secure additional sources of funding.</li> </ol>	<p><b>Fall 2009</b> Partner with Affordable Community Education to secure funding for building at Hannibal MACC site</p> <p><b>Fall 2009</b> Develop plans for moving MACC-Columbia site to Parkade Center</p> <p><b>Ongoing</b> Monitor institutional and regional enrollment trends</p> <p><b>Ongoing</b> Analyze internal survey data to determine site-specific areas of concern</p> <p><b>Ongoing</b> Gather planning input from community advisory committees</p> <p><b>Ongoing</b> Continue support of capital campaign for MACC-Hannibal site</p>	<p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Director of Plant Operations*</p> <p>President</p> <p>Columbia MACC Site Director</p> <p>Hannibal MACC Site Director</p> <p>Vice President for Finance</p> <p>Vice President for Instruction</p> <p>Dean of Academic Affairs</p> <p>Dean of Career and Technical Education</p>

<b>Objective 3: Continue modernization of campus facilities.</b>		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Redesign cafeteria facilities to create a modern, student-friendly space.</li> <li>2. Redesign library facilities to create an environment that supports the student learning process.</li> <li>3. Modernize electrical system in the Main Building to better meet current College needs and allow for future expansion of services.</li> <li>4. Continue to improve office and classroom climates by replacing antiquated heating and cooling systems with modern, efficient HVAC systems.</li> </ol>	<p><b>Fall 2009</b> Begin renovations to cafeteria facilities in Main Building</p> <p><b>Fall 2009</b> Begin renovations to library facilities in Main Building</p> <p><b>Fall 2009</b> Research telephone and voicemail systems for purchase by College</p> <p><b>Ongoing</b> Evaluate and update operating systems in campus buildings as necessary</p> <p><b>Fall 2009</b> Hire electrical engineer to evaluate Main Building operating systems and make recommendations for repair</p>	<p>Director of Plant Operations*</p> <p>Physical Plant Manager*</p> <p>Director of Library Services*</p> <p>Director of Institutional Services*</p> <p>Ad Hoc Cafeteria Committee*</p> <p>Vice President for Finance</p> <p>Vice President for Instruction</p> <p>Chief Information Officer</p>
<b>Objective 4: Continue to implement green facilities initiatives at all campuses.</b>		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Reduce dependency on traditional energy sources.</li> <li>2. Identify areas for energy conservation and educate College personnel on the need for energy conservation efforts.</li> <li>3. Complete implementation of green cleaning practices at all campuses.</li> <li>4. Continue the College's recycling program and increase education and awareness of the program.</li> </ol>	<p><b>Annually</b> Provide workshops for faculty and staff about green topics</p> <p><b>Ongoing</b> Explore potential alternative energy sources</p> <p><b>Ongoing</b> Promote recycling program at all MACC sites</p>	<p>Director of Plant Operations*</p> <p>Physical Plant Manager*</p> <p>Go Green Committee*</p> <p>President</p> <p>President's Council</p>

**Objective 5:** Develop comprehensive Facilities Master Plan.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Monitor and standardize facility-related purchasing practices for all campus sites.</li> <li>2. Explore the need for a centralized purchasing office for College furnishings and equipment.</li> <li>3. Review current and expected future concerns of each MACC facility.</li> <li>4. Develop and maintain an action plan to address immediate, short-term, and long-term facilities needs at all MACC sites.</li> <li>5. Identify and pursue additional sources of funding to address facilities concerns.</li> </ol>	<p><b>Quarterly</b> Visit off-campus sites and meet with directors to address concerns</p> <p><b>Annually</b> Review action plan to determine budgeting priorities for upcoming fiscal year</p> <p><b>Ongoing</b> Utilize assessment data to determine priorities and make adjustments to facilities master plan</p> <p><b>Ongoing</b> Develop specific plans and budgeting requests to address facilities concerns</p>	<p>Director of Plant Operations*</p> <p>Physical Plant Manager*</p> <p>President</p> <p>Vice President for Finance</p> <p>Vice President for Instruction</p>

**Objective 6:** Provide safe and secure campuses.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Monitor security reports for each campus and adjust staffing as needed.</li> <li>2. Investigate pedestrian safety issues and make repairs to sidewalks and other areas at each site as needed.</li> <li>3. Review and update Crisis Management Plan as needed.</li> <li>4. Monitor and respond to faculty, staff, and student safety concerns.</li> <li>5. Provide training for faculty, staff and students about crisis management and campus safety.</li> </ol>	<p><b>Spring 2010</b> Revise internal survey instruments to include additional questions about campus security</p> <p><b>Annually</b> Compile security statistics for each campus and report to outside agencies as appropriate</p> <p><b>Annually</b> Review Crisis Management plan and committee list and update as needed</p> <p><b>Annually</b> Provide crisis management and security training sessions at faculty and staff workshops</p> <p><b>Annually</b> Send staff members to campus safety conferences and workshops as appropriate</p> <p><b>Ongoing</b> Review internal survey data and student comment cards to determine safety priorities</p> <p><b>Ongoing</b> Monitor lighting at all MACC sites and adjust as needed</p> <p><b>Ongoing</b> Promote and utilize Hound Alerts program as a means of communicating with faculty, staff, and students during crisis situations</p>	<p>Director of Plant Operations*</p> <p>Physical Plant Manager*</p> <p>Director of Security*</p> <p>Directors/Coordinators of Off-Campus Sites</p>

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

<b>Objective 1: Raise funds for MACC Foundation and targeted endowments.</b>		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Develop fundraising goals with foundation board members.</li> <li>2. Develop annual campaign goals and objectives.</li> <li>3. Identify potential sources of Foundation and endowment funding.</li> <li>4. Develop strategies to strengthen alumni giving.</li> <li>5. Continue to build the Endowment for the Arts Fund.</li> </ol>	<p><b>Quarterly</b> Publish alumni newsletter with gift-giving opportunities</p> <p><b>Fall 2009</b> Mail Endowment for the Arts donor appeal letter</p> <p><b>Fall 2010</b> Host Endowment for the Arts fundraiser</p> <p><b>Annually</b> Mail campaign materials to potential donors</p> <p><b>Annually</b> Plan Endowment for the Arts fundraising events</p> <p><b>Annually</b> Update foundation and donor awareness goals</p> <p><b>Annually</b> Update donor lists</p> <p><b>Annually</b> Distribute foundation annual giving report through alumni newsletter</p>	<p>President*</p> <p>Vice President for Finance*</p> <p>Director of Institutional Development, Marketing, and Public Relations*</p> <p>MACC Foundation board members*</p> <p>Board of Trustees</p> <p>Director of Alumni Services</p> <p>MACC Endowment for the Arts committee</p>

**Objective 2:** Increase College funding through planned giving efforts.

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Expand planned giving program.</li> <li>2. Honor donor contributions to the College.</li> <li>3. Provide opportunities for interaction between Foundation board members and potential donors.</li> </ol>	<p><b>Fall 2009</b> Host scholarship donor appreciation luncheon</p> <p><b>Fall 2010</b> Host donor appreciation event</p> <p><b>Annually</b> Host planned giving seminar for potential donors</p> <p><b>Annually</b> Distribute planned giving materials to potential donors</p> <p><b>Ongoing</b> Provide donor development training for appropriate administration and staff</p>	<p>President*</p> <p>Director of Institutional Development, Marketing, and Public Relations*</p> <p>Vice President for Finance*</p> <p>Board of Trustees</p> <p>MACC Foundation board members</p>

**Objective 3: Strengthen alumni ties to MACC.**

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Solicit alumni volunteers to help with planning and executing alumni events.</li> <li>2. Develop alumni web page that keeps alumni informed and encourages association involvement.</li> <li>3. Develop marketing strategies to strengthen ties of younger alumni to College.</li> <li>4. Renew alumni interest in College through activities in the alumni museum.</li> </ol>	<p><b>Fall 2009</b> Launch alumni page on MACC website</p> <p><b>Spring 2010</b> Create promotional brochure highlighting benefits of alumni association membership</p> <p><b>Quarterly</b> Publish alumni newsletter</p> <p><b>Annually</b> Host alumni night at Greyhound basketball game</p> <p><b>Annually</b> Host alumni reunion day and banquet</p> <p><b>Annually</b> Host events highlighting new exhibits in MACC alumni museum</p> <p><b>Annually</b> Add alumni organization promotional materials to student diploma mailings</p> <p><b>Ongoing</b> Participate in area events and festivals as appropriate</p> <p><b>Ongoing</b> Utilize web page to implement marketing strategies</p>	<p>Director of Alumni Services*</p> <p>Director of Institutional Development, Marketing, and Public Relations*</p> <p>President*</p> <p>Director of Library Services</p>

<b>Objective 4: Administer and promote internal instructional support grant programs.</b>		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>Maintain funding for instructional and staff support.</li> <li>Maintain guidelines for instructional and staff funding requests.</li> <li>Market mini-grant and Endowment for the Arts programs and guidelines to all College personnel.</li> </ol>	<p><b>Semi-Annually</b> Email all College personnel about mini-grant program opportunities</p> <p><b>Annually</b> Email all College personnel about Endowment for the Arts funding opportunities</p> <p><b>Annually</b> Administer mini-grant and Endowment for the Arts programs</p> <p><b>Annually</b> Review guidelines for funding requests and revise as needed</p> <p><b>Annually</b> Review mini-grant and endowment financial statements and adjust program funding as needed</p>	President* Director of Institutional Development, Marketing, and Public Relations* President's Council MACC Foundation officers
<b>Objective 5: Increase faculty and staff utilization of grant opportunities.</b>		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>Provide and promote professional development opportunities for grant-writing.</li> <li>Develop plan for the creation of a College-wide grant-writing and development staff position.</li> <li>Promote faculty and staff grant collaborations with partner institutions and organizations.</li> </ol>	<p><b>Fall 2009</b> Develop grant-writing incentive program for faculty and staff</p> <p><b>Fall 2009</b> Write proposal detailing duties of grant-writing and development staff position</p> <p><b>Annually</b> Host grant-writing workshops for faculty and staff</p> <p><b>Annually</b> Increase number of grant applications submitted</p>	President* Vice President for Instruction* Dean of Academic Affairs Dean of Career and Technical Education Director of Off-Campus Programs and Instructional Technology Director of Institutional Effectiveness and Planning

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

<b>Objective 1: Coordinate staff wellness activities.</b>		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Develop/coordinate fitness and leisure activities for individual and group participation.</li> <li>2. Promote availability of fitness opportunities to faculty, staff, and the community.</li> </ol>	<p><b>Quarterly</b> Hold Wellness Committee Meetings</p> <p><b>Annually</b> Develop list of wellness activities</p> <p><b>Ongoing</b> Inform faculty and staff about opportunities for participation in wellness activities and programs</p> <p><b>Ongoing</b> Promote fitness opportunities to the Moberly community</p>	<p>Vice President for Finance*</p> <p>Wellness Committee*</p> <p>Activity Center Director</p>
<b>Objective 2: Improve internal communications.</b>		
<b>Strategies</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Provide appropriate tools and materials to facilitate communication between faculty, staff, and administration.</li> <li>2. Provide opportunities for faculty and staff to visit all MACC locations.</li> <li>3. Utilize faculty forum as an avenue to promote communication between faculty and administration.</li> <li>4. Utilize Administrative Professionals organization to promote communication between administrative professionals and administration.</li> </ol>	<p><b>Quarterly</b> Host College-wide administrative professionals meetings</p> <p><b>Annually</b> Appoint Faculty Forum chairperson to serve on President's Council</p> <p><b>Annually</b> Provide transportation to College events such as spring flings, fall picnics, and faculty and staff workshops</p> <p><b>Ongoing</b> Increase and promote use of myMACC to communicate with faculty, staff, and students</p>	<p>President*</p> <p>President's Council*</p> <p>Chief Information Officer*</p> <p>Directors/Coordinators of Off-Campus Sites</p> <p>Faculty Forum Chair</p>

**Objective 3: Improve the quality of the adjunct teaching experience at MACC.**

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Continue to evaluate and adjust adjunct compensation.</li> <li>2. Promote communication with and develop additional avenues of inclusiveness for adjunct faculty.</li> <li>3. Improve the adjunct instructor teaching environment and resources as possible.</li> <li>4. Recognize adjunct teaching contributions and excellence.</li> <li>5. Explore additional perks for adjunct faculty.</li> </ol>	<p><b>Annually</b> Review adjunct pay schedule and adjust as feasible</p> <p><b>Annually</b> Select Adjunct Excellence in Teaching award winners</p> <p><b>Annually</b> Conduct focus group sessions with adjunct faculty</p> <p><b>Ongoing</b> Continue development of resource materials for adjunct faculty</p> <p><b>Ongoing</b> Encourage full-time instructor/adjunct mentoring</p> <p><b>Ongoing</b> Increase professional development opportunities for adjunct instructors</p>	<p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Dean of Academic Affairs*</p> <p>Dean of Career and Technical Education*</p> <p>Vice President for Instruction</p> <p>Vice President for Finance</p> <p>MACCA Salary Committee</p>

**Objective 4: Improve employee job satisfaction.**

Strategies	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Develop and implement a comprehensive plan to assess employee job satisfaction.</li> <li>2. Develop and implement comprehensive Professional Development training program for faculty and staff.</li> <li>3. Develop a flex-time policy for salaried faculty and staff.</li> <li>4. Develop and implement additional means of valuing and recognizing employees when appropriate.</li> <li>5. Encourage creative use of campus facilities to hold departmental retreats and workshops.</li> </ol>	<p><b>Fall 2009</b> Investigate feasibility of creating an Employee of the Month program</p> <p><b>Fall 2009</b> Compile list of innovation and service awards available to faculty and staff and encourage nominations as appropriate</p> <p><b>Fall 2009</b> Post list of faculty and staff award winners on MACC website</p> <p><b>Fall 2010</b> Investigate inclusion of certifications into Professional Development program</p>	<p>President*</p> <p>President's Council*</p> <p>Director of Personnel*</p> <p>MACCA salary committee</p> <p>Director of Institutional Effectiveness and Planning</p> <p>Department Heads</p> <p>Assessment of Support Services Committee</p> <p>Assessment Advisory Committee</p>

	<p><b>Fall 2011</b> Present flex-time policy for approval by Board of Trustees</p> <p><b>Annually</b> Review employee satisfaction survey instruments and revise as needed</p> <p><b>Annually</b> Conduct employee, salary, and support services satisfaction surveys</p> <p><b>Annually</b> Analyze data from employee satisfaction survey and make adjustments as needed</p> <p><b>Annually</b> Recognize innovation and service award winners at employee appreciation banquet</p> <p><b>Annually</b> Review current professional development policies and revise as needed</p> <p><b>Annually</b> Review employee job descriptions and update as necessary</p> <p><b>Ongoing</b> Utilize and promote use of peer recognition</p>	
--	--	--

**Goal 12: Provide effective, state-of-the-art technology and appropriate support services for faculty, staff, and students.**

<b>Objective 1:</b> Provide instructional technology equipment and resources to support and enhance student learning.		
<b>Strategies</b>	<b>Timeliness/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Continue schedule of purchasing, maintaining, and replacing instructional technology equipment at all MACC sites.</li> <li>2. Continue process of monitoring, evaluating, and expanding instructional technology facilities and administrative support at all MACC sites.</li> <li>3. Expand instructional technology training for faculty and staff.</li> <li>4. Evaluate the effectiveness of various forms of instructional technology equipment in enhancing student learning.</li> <li>5. Monitor and respond to faculty, staff, and student instructional technology concerns.</li> <li>6. Evaluate current instructional technology structure and provide additional resources as appropriate.</li> <li>7. Monitor emerging technology and instructional methodologies and integrate as appropriate.</li> <li>8. Utilize external technologies and services to meet instructional technology needs where appropriate.</li> </ol>	<p><b>Annually</b> Review instructional technology resources, facilities, staffing and budgets to make adjustments as appropriate</p> <p><b>Annually</b> Review equipment maintenance and purchasing schedules at all MACC sites and make changes as appropriate</p> <p><b>Annually</b> Review instructional technology assessment data and make adjustments as needed</p> <p><b>Annually</b> Survey faculty and staff to determine instructional technology needs and usage</p> <p><b>Annually</b> Send appropriate staff members to instructional technology conferences, workshops, and training sessions</p> <p><b>Ongoing</b> Review internal data to proactively respond to faculty, staff, and student concerns as needed</p> <p><b>Ongoing</b> Utilize external vendors as appropriate</p>	<p>Chief Information Officer*</p> <p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Vice President for Instruction</p> <p>Director of Academic Services</p> <p>Director of Career and Technical Programs</p> <p>Directors/Coordinators of Off-Campus Sites</p> <p>Instructional Technology Clearinghouse Committee</p> <p>Assessment of Support Services Committee</p>

**Objective 2:** Fully implement and expand online application and registration process.

Strategies	Timeliness/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Provide and maintain the necessary computer hardware/software and technical support to ensure successful operation of the online application and registration process.</li> <li>2. Expand staff training for online application and registration process.</li> <li>3. Promote use of online application and registration process to faculty, staff, and students.</li> <li>4. Provide ongoing support services for faculty, staff, and students using online registration program.</li> <li>5. Streamline enrollment process for online courses.</li> </ol>	<p><b>Fall 2009</b> Complete upgrade and integration of online application into myMACC portal and CX database system</p> <p><b>Spring 2010</b> Work with eCollege to address concerns with online enrollment process</p> <p><b>Spring 2010</b> Create online college application that addresses the unique needs of international and returning students</p> <p><b>Semi-Annually</b> Hold meetings of ad hoc myMACC committee</p> <p><b>Ongoing</b> Make adjustments to online registration software as warranted</p> <p><b>Ongoing</b> Provide training opportunities and instructional materials to appropriate staff</p> <p><b>Ongoing</b> Utilize various avenues of promoting online application and registration process to faculty, staff, and students</p> <p><b>Ongoing</b> Assess effectiveness of online application and registration process and make adjustments as warranted</p> <p><b>Ongoing</b> Study impact of online application and registration process in academic advising and make adjustments as appropriate</p>	<p>Chief Information Officer*</p> <p>Dean of Student Services*</p> <p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Directors/Coordinators of Off-Campus Sites</p> <p>Ad Hoc myMACC committee</p>

**Objective 3:** Fully implement online student payment system.

Strategies	Timeliness/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Provide and maintain the necessary computer hardware/software and technical support to ensure successful operation of the online billing and payment system.</li> <li>2. Continue and expand staff training for online billing and payment software.</li> <li>3. Promote use of online payment option to students.</li> <li>4. Provide ongoing support services to students using online payment system.</li> <li>5. Assess cost and effectiveness of online payment system and make adjustments as warranted.</li> </ol>	<p><b>Spring 2010</b> Complete upgrade, integration, and testing of online payment system into CX database system</p> <p><b>Ongoing</b> Make adjustments to online payment software as warranted</p> <p><b>Ongoing</b> Provide training opportunities and instructional materials to appropriate staff</p> <p><b>Ongoing</b> Utilize various avenues of promoting online payment option to faculty, staff, and students</p>	<p>Chief Information Officer* Director of Business and Accounting Services* Vice President for Finance</p>

**Objective 4:** Investigate feasibility of purchasing college-wide scheduling/room/facilities management software.

Strategies	Timeliness/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Draft recommendations and software proposal for review by President's Council.</li> <li>2. Investigate funding sources for purchase of software.</li> </ol>	<p><b>Summer 2009</b> Form committee to research various classroom management software packages</p> <p><b>Summer 2009</b> Meet with and solicit bids from software vendors</p> <p><b>Spring 2010</b> Present recommendations to President's Council for review</p> <p><b>Ongoing</b> Review available grant opportunities for appropriateness</p>	<p>Chief Information Officer* Dean of Off-Campus Programs and Instructional Technology* Vice President for Finance* Vice President for Instruction Dean of Academic Affairs Dean of Career and Technical Education Director of Plant Operations Directors/Coordinators of Off-Campus Sites</p>

**Objective 5:** Maintain five-year College-wide technology plan.

Strategies	Timeliness/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Continue process of evaluating, purchasing, and replacing campus computer hardware and software.</li> <li>2. Evaluate current methods of data transport among faculty, staff, and students and provide appropriate tools to facilitate the transfer process.</li> <li>3. Maintain and publicize policies and procedures to ensure appropriate use of technology resources by faculty, staff, and students.</li> <li>4. Monitor, evaluate, and expand technology support staffing at all MACC sites as appropriate.</li> <li>5. Strengthen wireless internet access capabilities at all MACC sites.</li> <li>6. Provide the necessary staffing and equipment to maintain the College web site and stay current with developments in technology.</li> <li>7. Provide resources to maintain Jenzabar-CX testing and training database for staff use.</li> <li>8. Educate faculty, staff, and students about online security issues such as viruses, file downloads, phishing, and identity theft.</li> <li>9. Monitor College website activities through Web Oversight Committee.</li> </ol>	<p><b>Spring 2010</b> Determine feasibility of using Voice Over Internet Protocol (VOIP) phone technology at all MACC sites and develop recommendations for replacement of existing phone system</p> <p><b>Annually</b> Review technology resources, facilities, staffing and budgets to make adjustments as appropriate</p> <p><b>Annually</b> Review equipment replacement and purchasing schedules at all MACC sites and make changes as appropriate</p> <p><b>Annually</b> Review campus computing policy and revise as appropriate</p> <p><b>Annually</b> Provide internet security and identity theft training and instructional materials to faculty, staff, and students</p> <p><b>Ongoing</b> Add additional Wireless connection points at all MACC sites as appropriate</p> <p><b>Ongoing</b> Provide updated virus software to all faculty, staff, and students</p> <p><b>Ongoing</b> Hold Web oversight committee meetings as needed</p> <p><b>Ongoing</b> Provide necessary tools, staffing, and storage space to maintain virtual institutional data library</p>	<p>Chief Information Officer*</p> <p>Dean of Off-Campus Programs and Instructional Technology*</p> <p>Vice President for Finance*</p> <p>Directors/Coordinators of Off-Campus Sites</p> <p>Director of Institutional Development, Marketing, and Public Relations</p> <p>Technology Committee</p> <p>Computer Services Directors</p> <p>Computer Services Coordinators</p>

**Objective 6:** Utilize technology to enhance efficiency of College operations.

Strategies	Timeliness/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Continue to utilize Elluminate and videoconferencing in College meetings to reduce staff travel time.</li> <li>2. Conduct data and operations-focused needs assessment of College departments to determine where additional internal and external resources are needed to create improvement.</li> <li>3. Revise "operations and technology" section of departmental self-study document to include specific questions about data collection and retrieval.</li> <li>4. Update list of available technologies and data sources for distribution to faculty and staff.</li> <li>5. Monitor and respond to faculty, staff, and student technology concerns.</li> <li>6. Promote communication between department heads and computer services support staff to identify technology concerns and implement solutions.</li> <li>7. Assess the need for and investigate the purchase of specific outside technologies to increase efficiencies in daily College operations.</li> <li>8. Increase the timeliness of approval processes by using electronic methods when feasible.</li> </ol>	<p><b>Fall 2009</b> Investigate the purchase of laser check writing software and equipment for payroll department</p> <p><b>Fall 2009</b> Fully implement ezLaborManager payroll software</p> <p><b>Fall 2009</b> Finish revision and implementation of "operations and technology" section of departmental self-study form</p> <p><b>Spring 2010</b> Investigate feasibility of creating automated loan roster posting process for financial aid department</p> <p><b>Annually</b> Attend technology conferences and workshops as appropriate</p> <p><b>Annually</b> Review employee and student satisfaction data to determine areas for improvement</p> <p><b>Ongoing</b> Provide staff training for Elluminate and videoconferencing resources</p>	<p>Chief Information Officer*</p> <p>Director of Institutional Effectiveness and Planning*</p> <p>Vice President for Finance*</p> <p>Dean of Off-Campus Programs and Instructional Technology</p> <p>Director of Personnel</p> <p>Director of Financial Aid</p> <p>Department Heads</p>

## **APPENDICES**

Appendix A     *Strategic Planning Process 2008-2009*

Appendix B     *Comment Cards*

Appendix C     *Project Update Report*

**Moberly Area Community College  
Strategic Planning Process  
2008-2009**

PROCESS	TIMELINE
1. <b>Central Planning Council appointed</b>	Sept 2008
2. <b>Review of Mission and Vision Documentation</b>	Sept-Oct 2008
3. <b>Adoption of updated Mission and Vision Documentation by Board of Trustees</b>	Nov 2008
4. <b>Information gathered by Central Planning Council</b> <ul style="list-style-type: none"> <li>• Master Plan progress reports reviewed</li> <li>• Current status of goals and objectives from the 2007-2012 Master Plan studied</li> <li>• Goals reviewed in context of updated Mission Statement</li> <li>• Results of departmental self-studies reviewed</li> <li>• College-wide staff and student input requested via comment cards</li> <li>• Community input requested via comment cards</li> <li>• Alumni, Area Educator and Dual Credit faculty input requested via comment cards</li> <li>• Faculty and staff with primary responsibility for objectives in current plan interviewed</li> <li>• Input requested from standing College committees</li> <li>• Major planning themes identified: <ul style="list-style-type: none"> <li>○ Assessment</li> <li>○ Communication</li> <li>○ Programs and courses</li> <li>○ Support services</li> <li>○ Employee satisfaction</li> <li>○ Student accessibility</li> </ul> </li> </ul>	Nov 2008 – Jan 2009
5. <b>Information synthesized and plan revised</b> <ul style="list-style-type: none"> <li>• Project update report distributed College-wide documenting Central Planning Council's progress</li> <li>• Draft plan reviewed by President's Council</li> </ul>	Feb – May 2009
6. <b>2009-2014 Master Plan finalized and distributed</b> <ul style="list-style-type: none"> <li>• Draft plan placed on College website for two-week comment period</li> <li>• Plan approved by President's Council and Board of Trustees</li> </ul>	May- June 2009

Master Plan Central Planning Council Members: Deanne Fessler (chair), Dr. Evelyn Jorgenson, Paula Glover, Candy Dowlin-Greene, Dustin Pascoe, Jeff Lashley, Sandra Marek, Michele McCall, Greg Mosier, Jaime Morgans, Terry Nelson, Eric Ross, Gary Steffes, Valerie Darst, Kristine Zauke, Deanna Blickhan

**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 December 22.

**What would you do to improve MACC?**

**Student Comment Cards (distributed to selected classes at all sites)**

The Central Planning Council needs your input to update 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 in Mexico, Columbia, Hannibal, and Kirksville and to selected individuals in Moberly)**

MACC's 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 December 29. Thank you.

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

**Adjunct Faculty Comment Cards (distributed to Adjunct faculty at all sites)**

The Central Planning Council needs your input to update the current Master Plan. As an adjunct faculty member, you play a valuable role in shaping the College's future. Please respond to the question below.

**What would you do to improve MACC?**

**Dual Credit Faculty Comment Cards (mailed to Dual Credit instructors)**

MACC's Central Planning Council needs your input for strategic planning purposes. As a faculty member teaching dual credit courses, you 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 December 29. Thank you.

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

**Alumni Comment Cards (mailed to College Alumni)**

The Central Planning Council needs your input to update 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?**

**Area Educator Comment Cards (mailed to schools throughout the service region)**

MACC's Central Planning Council needs your input for strategic planning purposes. Area educators 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 December 29. Thank you.

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

## Master Planning Project Update

June 2009

The Master Plan Central Planning Council has been busy revising the College's 5-year Master Plan. Input from faculty and staff, students, and community members was requested via comment cards distributed in February and March. For this planning cycle, adjunct and dual credit faculty were also asked for their suggestions and ideas.

The list below represents a small sampling of comments submitted to the Central Planning Council. They have been organized by constituent group and dominant themes. All comments are considered during the planning process.

### Faculty and Staff Comments

#### Job Satisfaction

- Provide more support for professional activities and development
- Improve benefits

#### Instruction

- Offer more classes in the evening
- Consider adding more degree options

#### Technology

- Add voice mail to phone system
- Offer more services online
- Provide more technology training
- Streamline paperwork processes

#### Physical Facilities

- Update current facilities
- Offer more storage spaces

#### Other

- Offer more activities for students
- Increase marketing of College programs
- Strengthen relationships with school districts and communities
- Review current holiday schedule

### Adjunct/Dual Credit Faculty Comments

#### Job Satisfaction

- Increase opportunities for interaction among adjuncts and full-time faculty
- Provide office space
- Improve benefits

#### Instruction

- Allow adjuncts to choose textbooks
- Provide proctors for exams

### Student Comments

#### Courses/Offerings

- Offer more courses at Off-Campus sites
- Offer more courses online
- Expand evening classes

#### Physical Facilities

- Provide more parking
- Increase the variety of selection in vending machines
- Secure larger facilities in Hannibal and Columbia
- Increase library and cafeteria hours of service

#### Technology

- Improve wireless internet access
- Offer more services online
- Improve computer labs
- Provide additional technical support

#### Support Services

- Offer more tutoring
- Improve advising
- Improve enrollment process

#### Financial Issues

- Decrease the costs of textbooks
- Offer more transfer scholarships

### Community/Area Educator/Alumni Comments

#### Courses/Offerings

- Develop more degree programs
- Increase communication about articulation to 4-year schools

#### Other

- Further market College programs
- Build better relationships with businesses



[www.MACC.EDU](http://www.MACC.EDU)