

MOBERLY AREA COMMUNITY COLLEGE  
**MASTER PLAN**  
2011-2016



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# **MOBERLY AREA COMMUNITY COLLEGE**

101 College Avenue  
Moberly, Missouri 65270-1304

## **MASTER PLAN 2011-2012 through 2015-2016**



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

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## 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 2011-2016 Master Plan was implemented in academic year 2010-2011 by a twenty-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.

When the master planning process began in fall 2010, members of the faculty, staff, administration, student body, and community were given the opportunity to have input through the use of comment cards. Area educators, adjunct faculty, advisory groups, and College alumni were also asked to participate in the process. Instead of following the traditional process of distributing paper comment cards at each site, an electronic comment card was created and the link emailed to the aforementioned groups as well as promoted on the College's website and Facebook page to ensure that the greatest number of stakeholders were reached. In addition to greatly reducing the amount of physical resources used, this updated process resulted in a nearly 100% increase in the amount of comments collected from the last master planning process.

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

## Moberly Area Community College Planning Process

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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 further implementation of the Coordinated Plan by the Missouri Department of Higher Education, actual and anticipated cuts to state funding, and increased reporting at the state and federal level. These 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 improve communication with stakeholders at all levels, the ability to respond quickly and adapt to internal and external changes, and sound stewardship of all resources. Opportunities for growth that were identified and will be addressed in the 2011-2016 Master Plan include expanding the use of technology to increase the efficiency of daily operations, adapting the strategic planning process to be more dynamic and transparent, increasing utilization of assessment data to enhance student learning, and enhancing awareness and understanding of the College's strategic planning documentation.

## Moberly Area Community College Planning Process

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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. Bi-annual 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
- ❑ Further utilizing emerging technologies to provide enhanced instruction and support services to students
- ❑ Increasing institutional research capacity
- ❑ Responding to greatly increased reporting requirements at the state and federal levels

## 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 prepares 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:

Have strategies been carried out as scheduled?

1. Do tactics still appear to be attainable?
2. Are the tactic timelines reasonable?

Due to ongoing evaluation and data collection concerns voiced during implementation of the 2007-2012 and 2009-2014 Master Plans, the Central Planning Council carefully reviewed the current plan structure and staff assigned list for clarity and accuracy during the 2010 planning cycle. After much discussion, it was decided to update the existing plan format to better differentiate between ongoing activities and more time-specific plans during the next five years.

## Moberly Area Community College Planning Process

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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 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. In response to concerns expressed during the College's mock accreditation visit in spring 2011, the planning process was modified to be more dynamic. Staff members will make progress reports in the first and third quarters through a Web 2.0 site created specifically for master plan reporting and members of the College's administrative team will meet during the second and fourth quarters to review plan structure and content, making adjustments as needed. Data collected during each quarter will be shared college-wide and with the Board of Trustees using appropriate methods to ensure that the planning process is more transparent and that the results are better communicated to all stakeholders.

To better articulate the link between the Master Plan and the College's Budget, budget requests for FY2011-12 included links to specific goals, objectives, or strategies of the Master Plan. These linkages insure that funds will be available, when needed, to accomplish the College's goals.

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. 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 2009-2014 Master Plan included expanding institutional research capacity through external sources, creation of a centralized purchasing department, and adoption of a college-wide diversity policy.

## **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 2014.

## **Moberly Area Community College Planning Process**

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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.

# Moberly Area Community College Accomplishments

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## 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, from the 2011-2012 and 2012-2013 academic years, highlight MACC's progress:

- ❑ Secured Missouri Department of Higher Education approval to offer the Industrial Technology AAS and Certificate programs at the MACC-Columbia site
- ❑ Created new Mechatronics AAS degree, certificate, and short-term certificate options within the Industrial Technology program
- ❑ Participated in the National Community College Benchmarking Project (NCCBP)
- ❑ Developed partnership with St. Charles Community College to offer Medical Laboratory Technician program at the Mexico site
- ❑ Received Federal TAACT grant through Missouri Community College Association (MoHealthWins) to offer Medical Laboratory Technician program virtually
- ❑ Created 15 short-term Certificate of Specialization programs in conjunction with existing CTE programs to allow students greater flexibility in completing their degree programs
- ❑ Held Faculty Assessment workshops during fall and spring semesters
- ❑ Redesigned developmental math and English curriculum and began offering computer-assisted sections of developmental coursework
- ❑ Completely revised faculty and staff satisfaction with support services survey instrument to gather additional information about employee needs

## Moberly Area Community College Accomplishments

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- ❑ Combined Learning Center and Library facilities on the Main Campus to better meet student needs
- ❑ Offered "Moving MACC" fitness challenge for employees
- ❑ Implemented online payment system for student accounts
- ❑ Secured approval from the Missouri Department of Higher Education and the Missouri State Board of Nursing to offer the LPN bridge program at the Mexico site
- ❑ Secured Missouri Department of Higher Education approval to offer the Marketing and Management AAS and Certificate program at the Columbia, Hannibal, Mexico, and Kirksville sites
- ❑ Launched LPN bridge program at the Advanced Technology Center
- ❑ Appointed a developmental math faculty coordinator to oversee redesign of the college's developmental math curriculum
- ❑ Developed and launched an adjunct professional development program
- ❑ Purchased Nursing Simulation utilizing computerized simulation manikins and electronic health records management software for nursing programs at the Mexico and Kirksville sites and on the Main Campus
- ❑ Purchased nook tablets for circulation among faculty and students
- ❑ Hosted internal technology conferences to familiarize faculty and students with technology used at MACC
- ❑ Added additional staffing to the Office of Access and ADA services to better meet student demand
- ❑ Implemented student assistance program through H and H Associates
- ❑ Began offering annual student satisfaction survey online to better reach students and to gather additional information about online students
- ❑ Formed a student science club
- ❑ Added off-campus representatives at each MACC site to SGA
- ❑ Offered multiple college-wide training sessions on campus violence and firearm safety for faculty, staff, and students

## Moberly Area Community College Accomplishments

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- ❑ Received full 10-year re-accreditation with no follow-up from the Higher Learning Commission in fall 2011
- ❑ MACC's SBTDC published had several articles published in national and local publications
- ❑ The SBTDC co-founded with the Moberly Economic Development Corporation the Grow Mid-Missouri partnership to promote business development throughout the service region
- ❑ Offered community education classes in Certified Nurse Assistant, Certified Medication Technician, and Insulin Administration through the EBDC
- ❑ Developed and launched a Teamwork and Leadership program for faculty and staff
- ❑ Created a college-wide Behavior Intervention Team (BIT) to monitor and respond to at-risk student behavior
- ❑ Implemented a college-wide Tobacco Free Policy
- ❑ Completed redesign of alumni newsletter

# Moberly Area Community College Planning Cycle

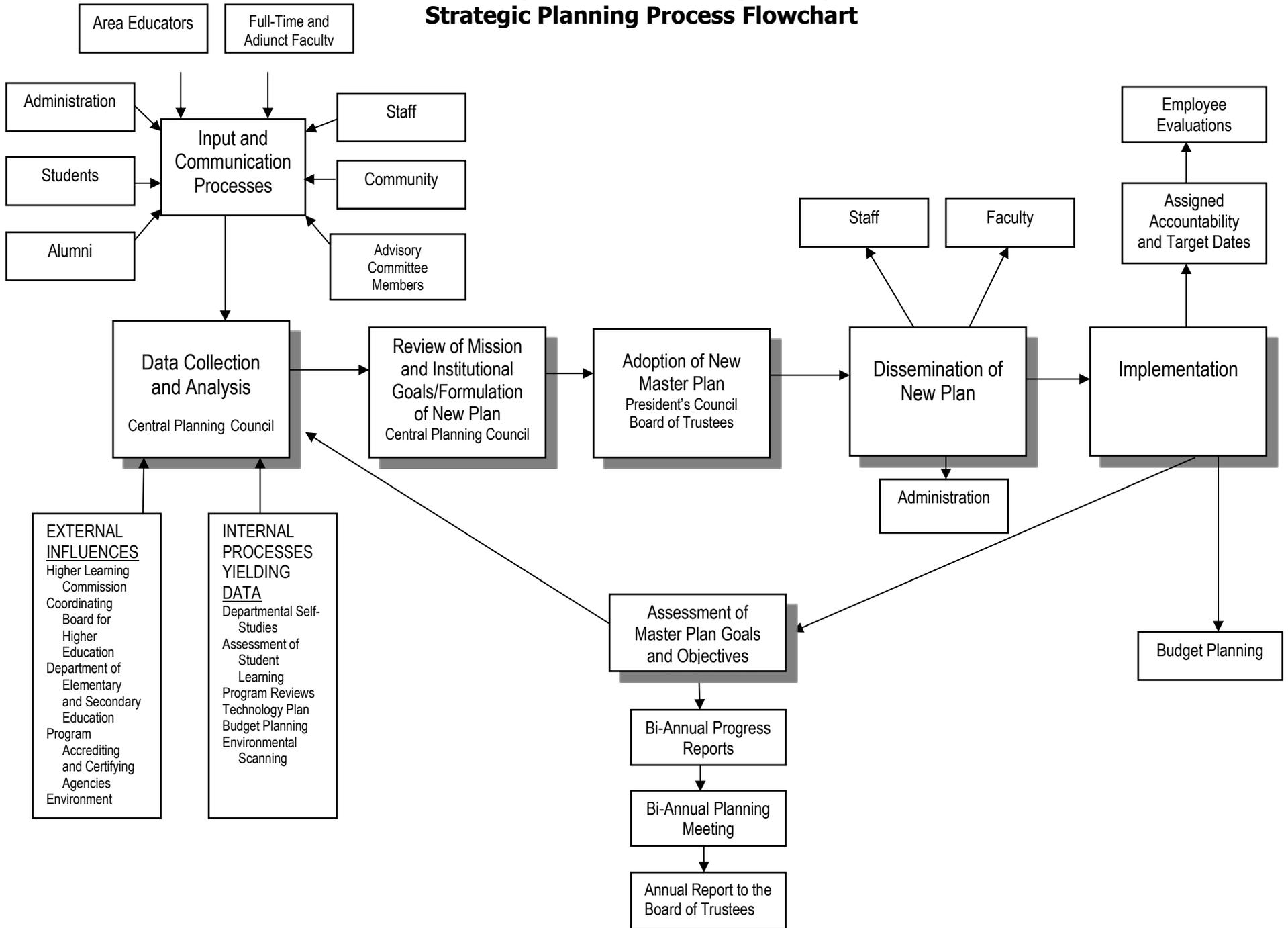
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## Planning Cycle

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</b>	Staff report master plan updates using Web 2.0 site
<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>Jan</b>	Administrative team meets to discuss Master 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>Apr</b>	Staff report master plan updates using Web 2.0 site
<b>May-Jun</b>	Final draft is prepared
<b>July</b>	Master Plan is presented to the Board of Trustees for approval Administrative team meets to discuss master plan
<b>Aug</b>	President distributes Plan to all faculty and staff and presents a progress report

# Moberly Area Community College Strategic Planning Process Flowchart



# Moberly Area Community College

## Mission and Purposes

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### **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.

# Moberly Area Community College

## Vision and Values

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### **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.

## Moberly Area Community College Vision and Values

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***We value participatory decision-making.***

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

***We value forward thinking.***

We are prepared to meet the future. Innovative thinking and 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.

# Moberly Area Community College Institutional Goals

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## **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: Instructional Programs

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.                             <ul style="list-style-type: none"> <li>• Review internal and external survey data to determine additional areas of student interest and opportunities for growth</li> <li>• Compile information regarding necessary course and program requirements</li> </ul> </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>Summer 2013</b> Submit grant proposal for DOL TAAACCT grant to develop academic boot camps and provide short-term training for participants to obtain Manufacturing Skills Standards Council (MSSC) certification</p> <p><b>Fall 2013</b> Launch Mechatronics program at MACC-Columbia site</p> <p><b>Fall 2013</b> Explore possibility of offering additional options within the Associate of Science Degree program</p>	<p>Vice President for Instruction Dean of Academic Affairs**/*** Dean of Career and Technical Education**/*** Dean of Off-Campus Programs and Instructional Technology Director of Institutional Effectiveness and Planning Vice President for Finance Director of Career and Technical Programs Director of Academic Services Director of Entrepreneurship and Business Development Center Director of Nursing and Allied Health Programs Division Chairs Faculty</p>

<b>Objective 2:</b> Continue implementation and maintenance of state, national and industry accreditations and certifications in degree and certificate programs.		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Conduct ongoing analysis of industry 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.                             <ul style="list-style-type: none"> <li>• Monitor academic and industry trends to determine where additional certifications are appropriate</li> </ul> </li> <li>4. Maintain existing accreditations and certifications.</li> <li>5. Seek additional accreditation and certification opportunities where available and appropriate.                             <ul style="list-style-type: none"> <li>• Utilize stakeholder feedback to determine where additional accreditations and certifications are needed.</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Complete re-accreditation of Mexico Practical Nursing program</p> <p><b>Fall 2013</b> Complete re-accreditation of Medical Laboratory Technician Program</p> <p><b>Spring 2014</b> Complete process to add Manufacturing Skills Standards Council (MSSC) certification for Certified Production Technician (CPT) to Mechatronics program.</p>	<p>Dean of Career and Technical Education**/*** Director of Nursing and Allied Health Programs** Dean of Academic Affairs**/*** Vice President for Instruction Dean of Off-Campus Programs and Instructional Technology Director of Career and Technical Programs Director of Academic Services Director of Entrepreneurship and Business Development Center Division Chairs Faculty</p>

<b>Objective 3: Value and promote effective teaching among all faculty.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Facilitate communications and collaboration between full-time and adjunct faculty.                             <ul style="list-style-type: none"> <li>• Invite adjuncts to participate in staff development sessions</li> </ul> </li> <li>2. Provide faculty support for the instructional process.                             <ul style="list-style-type: none"> <li>• Provide faculty release time and other services in support of the instructional process</li> <li>• Schedule orientations, assessment workshops, and other professional development opportunities for faculty</li> </ul> </li> <li>3. Ensure effective classroom instruction.                             <ul style="list-style-type: none"> <li>• Utilize multiple modes of instructional evaluation to assist faculty in improving their classroom instruction</li> <li>• Conduct observations of dual-credit faculty members</li> </ul> </li> <li>4. Support and promote faculty participation in discipline-specific professional organizations.                             <ul style="list-style-type: none"> <li>• Maintain faculty memberships in discipline-specific professional organizations</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Resume hosting luncheon workshop for dual credit faculty</p> <p><b>Spring 2014</b> Investigate and employ methods for increasing adjunct attendance at professional development workshops</p> <p><b>Spring 2014</b> Develop discipline specific workshops with full-time faculty for dual credit instructors.</p> <p><b>Fall 2014</b> Distribute General Education Assessment information packets to adjunct faculty.</p> <p><b>Fall 2014</b> Pilot an evaluation system in which online course instructors will receive course evaluations from lead instructors.</p> <p><b>Fall 2014</b> Allocate additional resources to enhance faculty professional development opportunities</p> <p><b>Ongoing</b> Survey faculty to determine professional development needs and interests</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>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>

<b>Objective 4:</b> Provide opportunities for students to enrich their educational experience.		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Increase student participation in unique educational opportunities.                             <ul style="list-style-type: none"> <li>• Utilize College website and My MACC to promote unique education programs to students</li> </ul> </li> <li>2. Regularly assess effectiveness of unique educational programs and adjust as needed.                             <ul style="list-style-type: none"> <li>• Monitor student participation and achievement in unique educational programs</li> </ul> </li> <li>3. Continue curriculum development for the Honors, Study Abroad, and Global Studies Certificate programs.                             <ul style="list-style-type: none"> <li>• Utilize student feedback to determine disciplines where additional courses are needed</li> </ul> </li> <li>4. Investigate ways to make unique educational programs more financially accessible to students.                             <ul style="list-style-type: none"> <li>• Award Honors program scholarships to students</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Explore additional avenues for marketing alternative educational programs to students</p> <p><b>Fall 2013</b> Develop a method for assessing student participation in and impact of alternative educational programs</p> <p><b>Spring 2014</b> Investigate feasibility of developing study abroad scholarship program to offset student expenses</p>	Dean of Academic Affairs**/** Vice President for Instruction** Director of Marketing and Public Relations Faculty

<b>Objective 5:</b> Fully develop and implement comprehensive distance learning plan.		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Promote awareness of distance learning opportunities to faculty, staff, students, and the community.                             <ul style="list-style-type: none"> <li>• Promote online course offerings during college orientation sessions</li> </ul> </li> <li>2. Increase online course offerings.                             <ul style="list-style-type: none"> <li>• Review student satisfaction survey data to determine disciplines where additional online classes are needed</li> </ul> </li> <li>3. Encourage faculty development of online course offerings.                             <ul style="list-style-type: none"> <li>• Encourage participation in distance learning collaboration site</li> </ul> </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, copyright, and distance education issues.                             <ul style="list-style-type: none"> <li>• Send staff to distance education and copyright conferences and workshops as appropriate</li> <li>• Provide training on distance education tools to faculty and staff</li> </ul> </li> <li>7. Broaden, update, and publicize copyright policies.</li> <li>8. Review College policies from distance learning perspective and adjust as needed</li> </ol>	<p><b>Summer 2013</b> Develop evaluation checklist for evaluation of online courses by lead instructors and revise online course audit form</p> <p><b>Fall 2013</b> Add evaluation of online courses to the rotation for lead instructors</p> <p><b>Spring 2014</b> Revise the MACC Distance Learning Plan with the Distance Learning Committee</p> <p><b>Summer 2014/ Summer 2015</b> Hold annual MACC Technology Conference</p> <p><b>Ongoing</b> Provide training and in-service activities to assist faculty, staff, and students in identifying and preventing e-security threats</p> <p><b>Ongoing</b> Develop and enhance additional methods of verifying student identity</p>	Dean of Off-Campus Programs and Instructional Technology**/** Director of Instructional Technology**/** Distance Learning Committee Dean of Academic Affairs Dean of Career and Technical Education Chief Information Officer Director of Library Services Director of Marketing and Public Relations Directors/Coordinators of Off-Campus sites

## Goal 2: Programs and Support Services

Provide effective programs and services in support of the teaching and learning process.

**Objective 1:** Provide effective and appropriate support services to students.

Strategies*	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Increase faculty, staff, and student knowledge of and familiarity with available support services.                             <ul style="list-style-type: none"> <li>• Provide in-services for faculty and staff to increase familiarity with available resources</li> <li>• Utilize College Orientation course to provide information about available support services to students</li> </ul> </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.                             <ul style="list-style-type: none"> <li>• Evaluate available services and analyze institutional survey data to determine where existing services can be improved or additional support services are needed</li> </ul> </li> <li>5. Increase physical and virtual library resources available to students.                             <ul style="list-style-type: none"> <li>• Update online library tutorials</li> <li>• Maintain MOBIUS membership and purchase additional electronic resources as warranted</li> <li>• Monitor and increase college bandwidth and wireless access as appropriate</li> </ul> </li> <li>6. Monitor and adjust staffing as needed to ensure consistent provision of support services.                             <ul style="list-style-type: none"> <li>• Monitor online enrollment trends to determine appropriate staffing levels.</li> <li>• Train staff members in online-specific support services as needed</li> </ul> </li> <li>7. Investigate emerging technologies as means of offering additional support services to students.                             <ul style="list-style-type: none"> <li>• Send staff to support services conferences and workshops as appropriate</li> </ul> </li> <li>8. Improve academic advising system.                             <ul style="list-style-type: none"> <li>• Review advising folders and literature and revise as needed</li> <li>• Review student satisfaction and success data to determine advising effectiveness</li> <li>• Increase advisor awareness and understanding of articulation agreements.</li> <li>• Maintain and promote uniform advising guidelines.</li> <li>• Use MyMACC to communicate advising processes to faculty and students</li> </ul> </li> </ol>	<p><b>Summer 2013</b> Add back-up CTE advisor to Career Center who can assist in Columbia</p> <p><b>Fall 2013</b> Improve student support by modifying internal processes for advisors, financial aid and business office to fully utilize desk-top access to scanned applications, transcripts and enrollment forms</p> <p><b>Fall 2013</b> Implement Academic Planner digital advising tool college-wide through SKL 101 classes</p> <p><b>Fall 2013</b> Send staff to NACADA(National Advising) and MACADA(State Advising) Conferences</p> <p><b>Fall 2013</b> Review SmartThinking and Turnitin products</p> <p><b>Spring 2014</b> Add additional advisor to Columbia location</p>	<p>Dean of Off-Campus Programs and Instructional Technology**/** Dean of Student Services**/** Director of Instructional Technology** Dean of Academic Affairs Dean of Career and Technical Education Director of Library Services Director of Career and Placement Services Assessment of Support Services Committee Academic Advisors Director of Academic Services Director of Career and Technical Programs Off-Campus Site Directors</p>

<b>Objective 2: Provide appropriate programs and services for special populations.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<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.                             <ul style="list-style-type: none"> <li>• Offer college courses at Women’s Diagnostic and Correctional Facility in Vandalia, MO</li> </ul> </li> <li>2. Provide placement and assessment testing services to non-traditional students.                             <ul style="list-style-type: none"> <li>• Offer GED testing at Main Campus and Kirksville MACC site</li> </ul> </li> <li>3. Provide facilities and resources as possible to support adult education and literacy courses throughout the service region.                             <ul style="list-style-type: none"> <li>• Provide facilities for adult education and literacy courses on the Main Campus and at the Advanced Technology Center</li> </ul> </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.                             <ul style="list-style-type: none"> <li>• Review online class modules for ADA compliance and update as necessary</li> </ul> </li> <li>7. Continue expansion and improvement of existing services for students with special needs.                             <ul style="list-style-type: none"> <li>• Distribute information about available special support services to appropriate student populations</li> <li>• Offer alternative class scheduling options for students with special needs</li> </ul> </li> <li>8. Celebrate the achievements of students from special populations.                             <ul style="list-style-type: none"> <li>• Nominate regional Breaking Traditions Award honorees</li> <li>• Hold GED recognition ceremony</li> </ul> </li> </ol>	<p><b>Annually</b>                      Hold GED recognition ceremony at the Moberly Multipurpose Auditorium</p>	Coordinator of Access and ADA Services**/** Director of Career and Placement Services**/** Director of Adult Education and Literacy**/** Dean of Off-Campus Programs and Instructional Technology Director of Career and Technical Programs Dean of Student Services Director of Instructional Technology Dean of Academic Affairs Off-Campus Site Directors Support Services Coordinator

<b>Objective 3:</b> Maintain and expand efforts to make college financially accessible throughout the service region.		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<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.               <ul style="list-style-type: none"> <li>• Send updated scholarship information to area high schools for distribution</li> <li>• Provide list of transfer scholarships to graduating students</li> <li>• Promote Senior Summer Start program for high school students</li> </ul> </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.               <ul style="list-style-type: none"> <li>• Host College Goal Sunday program for area high school students</li> <li>• Host financial aid seminars and workshops at area high schools</li> </ul> </li> <li>8. Maintain comprehensive financial aid website.</li> <li>9. Provide institutional support and leadership to federal and state college funding initiatives.               <ul style="list-style-type: none"> <li>• Maintain membership on the Missouri Community College Association and the Missouri Department of Elementary and Secondary Education A+ Advisory Boards</li> </ul> </li> <li>10. Provide opportunities for students to use available work-study funding.</li> <li>11. Provide financial aid incentives to College employees.               <ul style="list-style-type: none"> <li>• Provide tuition waivers for College employees, their spouses, and dependents</li> </ul> </li> <li>12. Maintain student loan default prevention program in conjunction with the Missouri Department of Higher Education.</li> <li>13. Collaborate with MACC foundation to secure additional external donor funding for the creation of student scholarships.</li> </ol>	<p><b>Spring 2014</b> Host FAFSA Frenzy event for community</p> <p><b>Winter 2013-2014</b> Visit high schools in service region and present financial aid workshops</p> <p><b>Fall 2013</b> Provide Default Prevention awareness seminar during staff development training.</p> <p><b>Fall 2013</b> Participate in Completion Academy to learn tools to improve retention.</p> <p><b>Fall 2013</b> Investigate the possibility of virtual financial aid advising</p>	<p>Dean of Off-Campus Programs and Instructional Technology**/** Director of Financial Aid**/** President Vice President for Finance Dean of Student Services Off-Campus Site Directors</p>

<b>Objective 4:</b> Continue development of class scheduling options responsive to student needs.		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Conduct student interest and needs assessments.                             <ul style="list-style-type: none"> <li>• Administer student satisfaction surveys</li> </ul> </li> <li>2. Develop appropriate course sequencing to conform to alternative scheduling formats.                             <ul style="list-style-type: none"> <li>• Continue implementation of a collaborative, campus-wide effort to develop class schedules</li> <li>• Practice effective enrollment management</li> </ul> </li> <li>3. Analyze internal survey data to determine student scheduling preferences and make adjustments as appropriate.</li> <li>4. Investigate feasibility of purchasing college-wide scheduling/room/facilities management software.</li> </ol>	<p><b>Fall 2013</b> Survey students about course offerings</p> <p><b>Spring 2013</b> Review reports from Academic Planner regarding student wants and needs for course schedule by semester</p> <p><b>Spring 2013</b> Review college-wide scheduling software and make recommendations</p>	<p>Dean of Off-Campus Programs and Instructional Technology**/**                      Director of Academic Services**                      Director of Career and Technical Programs**                      Off-Campus Site Directors                      Vice President for Instruction                      Dean of Career and Technical Education                      Dean of Academic Affairs</p>

<b>Objective 5:</b> Improve student retention.		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Monitor student retention rates.                             <ul style="list-style-type: none"> <li>• Review enrollment and student success data to determine effectiveness of retention efforts</li> </ul> </li> <li>2. Coalesce retention efforts of various departments into a unified College-wide effort.                             <ul style="list-style-type: none"> <li>• Host summer orientation session for students</li> </ul> </li> <li>3. Utilize enrollment and assessment data in identifying at-risk students.</li> <li>4. Enhance and expand SMART retention program.</li> </ol>	<p><b>Fall 2013</b> Participate in the Missouri Completion Academy</p> <p><b>Fall 2013</b> Incorporate Finish Line student retention module into student database system</p> <p><b>Fall 2013</b> Focus advising efforts on retention and persistence</p> <p><b>Fall 2014</b> Plan fall faculty workshop with increased emphasis on retention</p>	<p>Dean of Student Services**/**                      Dean of Off-Campus Programs and Instructional Technology**/**                      Dean of Academic Affairs**                      Dean of Career and Technical Education**                      Vice President for Instruction                      Retention Committee                      Chief Information Officer</p>

<b>Objective 6:</b> Ensure success of developmental students.		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Provide support for and encourage communication among developmental education instructors.                             <ul style="list-style-type: none"> <li>• Provide designated time for developmental instructors to meet and discuss student learning improvement</li> <li>• Centralize and publicize resources for developmental education</li> </ul> </li> <li>2. Monitor placement scores to ensure that students are ready for college-level work.                             <ul style="list-style-type: none"> <li>• Analyze results of student achievement in developmental courses</li> <li>• Compare developmental education student outcomes to non-developmental education student outcomes</li> </ul> </li> <li>3. Continue participation in state and national developmental education organizations and initiatives.                             <ul style="list-style-type: none"> <li>• Appoint staff representative to Missouri Developmental Education Consortium</li> </ul> </li> <li>4. Review all support services for developmental students to ensure their needs are being met.                             <ul style="list-style-type: none"> <li>• Research placement and assessment options for developmental students</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Explore alternative methods of developmental reading instruction</p> <p><b>Fall 2013</b> Explore multiple measures for making placement decisions</p> <p><b>Spring 2014</b> Develop additional methods for tracking developmental student data</p>	<p>Dean of Academic Affairs**/**                      Director of Learning Center**                      Coordinator of Learning Center                      Director of Access and ADA services                      Director of Institutional Effectiveness and Planning                      Off-Campus Site Directors                      Developmental Education Faculty                      Off-Campus Resource Coordinators</p>

<b>Objective 7:</b> Increase involvement in and awareness of student organizations.		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Encourage faculty and staff participation in and support of student organization activities.</li> <li>2. Develop additional opportunities for the College to support student organizations</li> </ol>	<p><b>Fall 2013</b> Launch Student Science Club on Main Campus</p> <p><b>Fall 2013</b> Hold Student Club Recruitment Fair at all locations during fall flings</p>	<p>Dean of Student Services**/**                      Director of Marketing and Public Relations**                      Vice President for Finance                      Dean of Off-Campus Programs and Instructional Technology                      Off-Campus Site Directors</p>

### Goal 3: Institutional Management Practices

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. Require that Master Plan linkage is evident in all budget proposals. Specific goals, objectives, or strategies must be listed.</li> <li>3. Insure that each budget proposal presented to the Board of Trustees effectively addresses Master Plan funding needs.</li> </ol>	<p><b>Fall 2013</b> Design budget guidelines for FY12-13 budget proposals</p> <p><b>Spring 2014</b> Create standard form for linking budget proposals to Master Plan</p>	Vice President for Finance**/** President** Board of Trustees President's Council

<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.                             <ul style="list-style-type: none"> <li>• Attend and participate in legislative appropriations hearings as appropriate</li> </ul> </li> <li>2. Maintain sound fiscal management practices.                             <ul style="list-style-type: none"> <li>• Coordinate independent audit of College financial statements</li> <li>• Revise budget in mid-year to respond to current dynamics</li> </ul> </li> <li>3. Monitor and develop additional internal control procedures.</li> </ol>	<p><b>Summer 2013</b> Increase college's prime reserve ratio to .40 by the end of the fiscal year</p>	Vice President for Finance**/** President** President's Council

<b>Objective 3: Advocate for community college issues.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<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.                             <ul style="list-style-type: none"> <li>• Organize and host receptions for legislators as appropriate</li> <li>• Attend house and senate hearings and provide testimony as appropriate</li> </ul> </li> <li>2. Volunteer service to state and national legislative committees as appropriate.                             <ul style="list-style-type: none"> <li>• Retain membership on the Missouri Community College Association Presidents and Chancellors Legislative committee</li> <li>• Collaborate with the MCCA legislative committee to produce Legislative Guide</li> </ul> </li> <li>3. Support and participate in organizations and agencies that advocate for community colleges.                             <ul style="list-style-type: none"> <li>• Attend the Association of Community College Trustees legislative forum</li> <li>• Retain membership in the American Association of Community Colleges and Association of Community College Trustees</li> <li>• Continue to participate in DHE and DESE initiatives.</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Attend the American Community College Trustee Leadership Congress</p> <p><b>Spring 2014</b> Host legislative reception</p> <p><b>Spring 2014</b> Attend the Association of Community College Trustee legislative forum</p> <p><b>Spring 2014</b> Attend the Missouri Community College Legislative Rally Day at the Missouri State Capital</p> <p><b>Spring 2014</b> Participate in MCCA Legislative Week activities</p>	President**/** Vice President for Instruction Vice President for Finance President's Council Board of Trustees

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

Strategies*	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Review and rewrite policies to improve clarity as needed.</li> <li>2. Create strategies to enhance employee understanding of policy changes.                             <ul style="list-style-type: none"> <li>• Conduct benefits fair for employees</li> </ul> </li> <li>3. Utilize technology to promote awareness of policies.                             <ul style="list-style-type: none"> <li>• Post employment policies and appropriate personnel forms on MyMACC for use and review by faculty and staff</li> <li>• Email Board of Trustees meeting summary containing policy updates to faculty and staff</li> <li>• Post College policies on MyMACC and College website for review by faculty, staff, and students</li> <li>• Review online policy handbook and update as needed</li> </ul> </li> <li>4. Provide staff development opportunities focusing on employment policies and issues.                             <ul style="list-style-type: none"> <li>• Include policy information in new employee orientation session</li> <li>• Discuss policy changes at staff workshops and departmental meetings</li> </ul> </li> <li>5. Monitor impact of policies for Off-Campus and dual credit students and adjust as needed.</li> </ol>	<p><b>Fall 2013</b> Add annotations to College Policy manual</p> <p><b>Spring 2014</b> Provide staff training sessions on College policy</p> <p><b>Fall 2014</b> Develop online new employee orientation and procedure</p> <p><b>Fall 2013</b> Identify and attend appropriate workshops and conferences related to college policies</p>	<p>Director of Human Resources**/** Department Heads** Off-Campus Site Directors** Supervisors** President President's Council Chief Information Officer</p>

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

Strategies*	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Analyze and evaluate College programs and adjust staff accordingly.                             <ul style="list-style-type: none"> <li>• Revise organizational chart as needed based on adjustments to staff</li> <li>• Adjust full-time teaching positions as needed based on enrollment trends</li> <li>• Recommend adjustments based on results of program reviews to President's Council</li> <li>• Monitor non-instructional duties and tasks assigned to faculty</li> <li>• Prioritize needs based on teaching discipline and campus and make adjustments as needed.</li> </ul> </li> <li>2. Analyze and evaluate auxiliary programs and adjust staff accordingly.                             <ul style="list-style-type: none"> <li>• Review data from departmental self-study process to determine areas for adjustment</li> </ul> </li> <li>3. Cross-train staff as necessary.</li> <li>4. Utilize internal and external data to determine appropriate staffing levels.                             <ul style="list-style-type: none"> <li>• Monitor use of overtime</li> <li>• Monitor adjunct/overload hours within subject areas staffed by adjunct instructors</li> <li>• Generate College-wide overtime report for review by President's Council.</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Develop improvement plan for drafting program based on problems identified in 2012 program review</p>	<p>Vice President for Instruction**/** Vice President for Finance**/** President Dean of Academic Affairs Dean of Career and Technical Education Dean of Off-Campus Programs and Instructional Technology Director of Personnel Department Heads</p>

<b>Objective 6:</b> Ensure compliance with evolving state and federal regulations and institutional accreditation requirements.		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Provide staff development opportunities for those responsible for compliance and accreditation requirements.                             <ul style="list-style-type: none"> <li>• Send staff to Higher Learning Commission conferences and workshops as appropriate</li> </ul> </li> <li>2. Identify and subscribe to appropriate information services to monitor and respond to evolving compliance requirements.</li> <li>3. Update internal policies and procedures, as needed, to meet federal and state compliance guidelines.</li> <li>4. Research and proactively respond to evolving institutional accreditation requirements.</li> </ol>	<p><b>Fall 2013</b> Establish Institutional Compliance and Review Committee</p> <p><b>Fall 2013/ Spring 2014</b> Complete transition and required activities of The Open Pathway reaffirmation process with the Higher Learning Commission</p> <p><b>Fall 2013</b> Establish College Drug and Alcohol policy in compliance with 34 CFR Part 86, and review biennially</p> <p><b>Fall 2013</b> Review and update Consumer Information requirements as often as required. Distribute to students and staff annually</p>	<p>Vice President for Finance**/** Director of Plant Operations**/** Dean of Student Services**/** Director of Institutional Effectiveness and Planning**/** Director of Financial Aid**/** Vice President for Instruction Director of Personnel Director of Security President Department Heads</p>

<b>Objective 7:</b> Serve as good stewards of federal, state, and local resources.		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<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 and departmental self-study 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 2013</b> Review cafeteria services with an emphasis on green initiatives</p> <p><b>2013-2014</b> Send appropriate staff to state, regional, or national conference focused on sustainability and develop 2-3 new initiatives for MACC</p>	<p>President* Go Green Committee* President's Council* Off-Campus Site Directors Department Heads</p>

### Goal 4: Cultural Enrichment

Provide and promote cultural enrichment opportunities.

<b>Objective 1:</b> Increase opportunities for student, faculty, staff and community member participation 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>1. Promote the use of the Agora for creative presentations, performances, and public events.</li> <li>2. Provide opportunities to increase student and community exposure to and participation in cultural events.                             <ul style="list-style-type: none"> <li>• Schedule and promote performing arts events</li> <li>• Host cultural events at off-campus sites as appropriate</li> <li>• Send event postcards throughout service region</li> </ul> </li> <li>3. Identify and pursue additional funding sources for arts events.                             <ul style="list-style-type: none"> <li>• Apply for grant funding from the Missouri Arts Council and other sources as available and appropriate</li> </ul> </li> <li>4. Promote use of the Graphic Arts/Fine Arts Center.                             <ul style="list-style-type: none"> <li>• Coordinate and schedule graphic arts/fine arts exhibits and competitions.</li> </ul> </li> </ol>	<p><b>Annually</b> Host Art on the Block event</p> <p><b>Ongoing</b> Host cultural exhibits and speakers</p>	Director of Marketing and Public Relations**/** Dean of Academic Affairs** Gallery Director Off-Campus Site Directors Fine Arts Faculty Graphic Arts Faculty Dean of Off-Campus Programs and Instructional Technology Global Education Committee Multicultural Club

<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>1. Appoint faculty and staff to serve on Moberly Area Council of the Arts Board.</li> <li>2. Assist Moberly Area Council of the Arts Board in identifying, developing, and promoting appropriate events in the community and on campus.                             <ul style="list-style-type: none"> <li>• Develop and distribute fine arts event calendar</li> </ul> </li> <li>3. Assist Moberly Area Council on the Arts in soliciting community feedback about programming and planning efforts.                             <ul style="list-style-type: none"> <li>• Conduct Missouri Arts Council satisfaction survey.</li> </ul> </li> <li>4. Manage Arts council grants and funding as appropriate.                             <ul style="list-style-type: none"> <li>• Manage funding from Missouri Arts Council Community Arts Grant and Missouri Touring Grant</li> </ul> </li> </ol>	<p><b>Annually</b> Create promotional materials for MACC Performing Arts Series</p> <p><b>Annually</b> Send out Moberly Arts Council annual donor appeal</p> <p><b>Annually</b> Conduct Missouri Arts Council satisfaction survey</p> <p><b>Annually</b> Produce performing arts series events</p>	Director of Marketing and Public Relations**/** Moberly Area Council on the Arts Administrator** Dean of Academic Affairs Gallery Director Fine Arts Faculty

### Goal 5: Assessment

Utilize assessment results to drive performance improvement in all areas of the College.

**Objective 1:** Use assessment data to improve student learning outcomes in career/technical and academic programs.

Strategies*	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Develop and use meaningful methods to assess learning outcomes.                             <ul style="list-style-type: none"> <li>• Expand the use of Classroom Assessment Techniques (CATS) in all MACC classes</li> <li>• Obtain ACT/CAAP linkage report to assess value added learning</li> <li>• Hold faculty workshops and discipline-specific meetings during fall and spring semesters to discuss student learning improvement</li> <li>• Monitor student transfer success data</li> </ul> </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.                             <ul style="list-style-type: none"> <li>• Update and revise Institutional Effectiveness Plan</li> <li>• Publish Assessment in Action Newsletter</li> <li>• Distribute Assessment Annual Report to the Board of Trustees and all College personnel</li> <li>• Post and maintain assessment data on College website</li> </ul> </li> <li>4. Ensure that assessment occurs at institutional, program, and course levels.</li> <li>5. Increase shared responsibility for assessment of student learning.                             <ul style="list-style-type: none"> <li>• Review program assessment plans and revise as needed</li> </ul> </li> <li>6. Develop additional assessment methods specific to online learning.                             <ul style="list-style-type: none"> <li>• Analyze grade distribution and retention rates for online students</li> </ul> </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.                             <ul style="list-style-type: none"> <li>• Participate and provide leadership in state-level assessment initiatives</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Broaden assessment process to include more artifacts from dual credit</p> <p><b>Fall 2013</b> Department Coordinators communicate information on and expectations regarding participation in General Education assessment activities.</p> <p><b>Fall 2013</b> Add program review for Entrepreneurial and Business Development Center to program review rotation.</p> <p><b>Fall 2013</b> General Education Panel will begin educating themselves on and sharing information with faculty about Common Core Standards.</p> <p><b>Fall 2013</b> General Education Panel will begin educating themselves on and sharing information with faculty about HLC Open Pathways Accreditation Model</p> <p><b>Spring 2014</b> Investigate assessment software available with purchase of new learning management systems to facilitate general education assessment activities.</p> <p><b>Spring 2014</b> Gen Ed assessment goals and requirements will be included in Common Syllabi</p> <p><b>Summer 2014</b> Complete General Education Assessment Report for 2013-2014</p>	<p>Dean of Career and Technical Education**/**</p> <p>Dean of Academic Affairs**/**</p> <p>Director of Institutional Effectiveness and Planning**/**</p> <p>Vice President for Instruction</p> <p>Dean of Off-Campus Programs and Instructional Technology</p> <p>Vice President for Finance</p> <p>Director of Career and Technical Programs</p> <p>Director of Academic Services</p> <p>Director of Entrepreneurship and Business Development Center</p> <p>Director of Nursing and Allied Health Programs</p> <p>Division Chairs</p> <p>Faculty</p>

<b>Objective 2: Assess services provided by Entrepreneurship and Business Development Center.</b>		
<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.                             <ul style="list-style-type: none"> <li>• Prepare Workforce and Technical Education Activity report for use in College-wide reporting</li> </ul> </li> <li>3. Review available data and make training adjustments as needed.                             <ul style="list-style-type: none"> <li>• Review Workforce and Technical Education Activity assessment plan and revise as needed</li> </ul> </li> <li>4. Utilize data from Missouri Customized Training applications to determine training priorities.                             <ul style="list-style-type: none"> <li>• Collect and review data from Missouri Customized Training program applications.</li> </ul> </li> <li>5. Share data with college stakeholders as appropriate                             <ul style="list-style-type: none"> <li>• Present Workforce and Technical Education Activity report to administration and the Board of Trustees for review</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Develop Workforce and Technical Education Activity Quarterly reporting</p> <p><b>Fall 2013</b> Add EBDC to program review process</p> <p><b>Annually</b> Complete Small Business Development Technology Center (SBDTC) Annual Report and share with administration</p> <p><b>Ongoing</b> Generate Monthly revenue reports beginning in Fall 2013 to illustrate growth in state-funded customized training</p>	<p>Director of Entrepreneurship and Business Development Center **/**</p> <p>Director of Small Business Technology Development Center**/**</p> <p>Dean of Career and Technical 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>

<b>Objective 3: Use assessment data to improve the quality of support services.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Continue regular and consistent assessment of support services departments.                             <ul style="list-style-type: none"> <li>• Continue departmental self-study process</li> </ul> </li> <li>2. Make recommendations for departmental improvement based on self-study reports.</li> <li>3. Implement changes based on findings in departmental self-study data</li> <li>4. Review and revise satisfaction survey instruments for relevance and currency.</li> <li>5. Utilize external survey instruments to measure student satisfaction.                             <ul style="list-style-type: none"> <li>• Administer Noel-Levitz student satisfaction surveys at all MACC sites</li> <li>• Distribute and evaluate results of Noel-Levitz student satisfaction surveys</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Complete departmental self-studies of Off-Campus Programs and Institutional Services departments</p> <p><b>Spring 2014</b> Complete departmental self-studies of Student Services and Plant Operations departments</p>	<p>Director of Institutional Effectiveness and Planning**/**</p> <p>Assessment of Support Services Committee</p> <p>Assessment Advisory Committee</p>

<b>Objective 4: Maintain an effective and useful process for the evaluation of all employees.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Review and revise the employee evaluation process as needed.                             <ul style="list-style-type: none"> <li>• Conduct administrative evaluations during fall semester and revise process as needed</li> </ul> </li> <li>2. Recommend changes to evaluation guidelines as appropriate.                             <ul style="list-style-type: none"> <li>• Review staff evaluation forms and revise as needed</li> <li>• Present administrative evaluation guideline changes to Board of Trustees for approval</li> </ul> </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.                             <ul style="list-style-type: none"> <li>• Complete faculty evaluation cycle</li> <li>• Perform observations of adjunct instructors on a regular cycle</li> </ul> </li> <li>6. Utilize lead instructors in conducting adjunct observations</li> <li>7. Strengthen feedback loop for all evaluations.</li> </ol>	<p><b>Fall 2013</b> Evaluate current system of employee evaluations and determine to what degree employees are being evaluated</p>	<p>Director of Human Resources**/** Supervisors** Vice President for Finance Vice President for Instruction Administrative Evaluation Committee</p>

<b>Objective 5: Maintain an effective and useful process of instructional program evaluation.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Gather appropriate data for review process.                             <ul style="list-style-type: none"> <li>• Broaden faculty and staff input into program review process</li> </ul> </li> <li>2. Create formal process to ensure results from evaluations are utilized to improve programs.                             <ul style="list-style-type: none"> <li>• Review and update program review schedule</li> <li>• Provide updates regarding changes to programs in each subsequent program review to document changes</li> </ul> </li> <li>3. Strengthen Feedback loop.                             <ul style="list-style-type: none"> <li>• Share information from program reviews with stakeholders as appropriate Disseminate program review results to Assessment Advisory Committee and appropriate division chairs.</li> </ul> </li> </ol>	<p><b>Summer/Fall 2013</b> Complete Business Office Education, Medical Laboratory Technician, and Entrepreneurial Business Development Center program reviews</p> <p><b>Summer/Fall 2013</b> Complete AAT and AS program reviews</p> <p><b>Annually</b> Distribute program review information to appropriate stakeholders</p>	<p>Dean of Academic Affairs**/** Dean of Career and Technical Education**/** Vice President for Instruction Director of Institutional Effectiveness and Planning Dean of Off-Campus Programs and Instructional Technology</p>

<b>Objective 6: Promote a culture of assessment.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Promote and publicize a culture of assessment to internal and external stakeholders.               <ul style="list-style-type: none"> <li>• Hold Assessment Advisory Committee meetings during academic year</li> <li>• Present Assessment Annual Report to Board of Trustees for review</li> <li>• Expand and maintain Institutional Effectiveness website</li> <li>• Maintain emphasis on assessment and student learning through course syllabi</li> </ul> </li> <li>2. Provide resources and structures in support of the assessment program for student learning.               <ul style="list-style-type: none"> <li>• Monitor and adjust assessment budget as necessary</li> <li>• Award assessment stipend through Assessment Advisory Committee</li> </ul> </li> <li>3. Encourage faculty exploration of the use of assessment in the context of research on learning.               <ul style="list-style-type: none"> <li>• Highlight faculty and staff assessment efforts in Assessment in Action Newsletter</li> <li>• Conduct faculty assessment workshops during fall and spring semesters</li> </ul> </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.               <ul style="list-style-type: none"> <li>• Appoint student representatives to College assessment committees</li> </ul> </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.               <ul style="list-style-type: none"> <li>• Provide faculty release time or additional pay for assessment-related activities.</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Disseminate and discuss results of Career and Technical Education student satisfaction survey</p> <p><b>Fall 2013</b> Present Assessment Annual Report to the Board of Trustees</p> <p><b>Fall 2013</b> Continue updates to Institutional Effectiveness website</p> <p><b>Fall 2013</b> Distribute and discuss college-wide satisfaction survey data as appropriate</p>	<p>Director of Institutional Effectiveness and Planning**/**</p> <p>Dean of Academic Affairs**/**</p> <p>Dean of Career and Technical Education**/**</p> <p>President</p> <p>Vice President for Instruction</p> <p>Dean of Off-Campus Programs and Instructional Technology</p> <p>Director of Marketing, and Public Relations</p> <p>Director of Institutional Development and Alumni Services</p> <p>Assessment Advisory Committee</p> <p>Assessment of Support Services Committee</p> <p>Staff Development Coordinator</p>

**Objective 7:** Increase institutional research capability.

Strategies*	Timelines/Tactics	Staff Assigned
<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.               <ul style="list-style-type: none"> <li>• Utilize Noel-Levitz survey data for institutional benchmarking comparisons</li> <li>• Participate in state and national outcomes benchmarking processes</li> </ul> </li> <li>3. Disseminate internal documents to report outcomes assessment and institutional performance data.               <ul style="list-style-type: none"> <li>• Distribute student census data to faculty and staff for use in internal and external reporting</li> </ul> </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.               <ul style="list-style-type: none"> <li>• Send staff members to conferences and training workshops as appropriate</li> <li>• Develop training modules for CARS database and train staff members as appropriate</li> </ul> </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 2013</b> Investigate potential for creating position of institutional researcher</p> <p><b>Fall 2013</b> Continue enhancements to institutional resource library</p> <p><b>2013-2014</b> Purchase and implement Cognos suite of data-reporting tools</p> <p><b>Fall 2013</b> Distribute NCCBP benchmarking data reports to President's Council</p> <p><b>Fall 2013</b> Distribute Noel-Levitz student survey data reports to administration and assessment committees 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: Cooperative Relationships

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

**Objective 1:** Increase efforts to provide a seamless transition for students from secondary to postsecondary education.

Strategies*	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Evaluate and strengthen partnerships with secondary schools.                             <ul style="list-style-type: none"> <li>• Develop new and maintain and revise existing articulation agreements as needed</li> </ul> </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.                             <ul style="list-style-type: none"> <li>• Attend high school college fairs and recruiting events as appropriate</li> <li>• Increase staff participation in UCAN2 activities</li> <li>• Expand UCAN2 events to other schools in service region</li> </ul> </li> <li>4. Participate in state initiatives to improve transition from secondary to postsecondary education.                             <ul style="list-style-type: none"> <li>• Participate in Missouri Department of Elementary and Secondary Education articulation initiatives</li> </ul> </li> <li>5. Increase dual credit opportunities and support services to area high school students.                             <ul style="list-style-type: none"> <li>• Develop partnerships with additional high schools to offer dual credit courses</li> <li>• Administer COMPASS placement test in local high schools to assess college readiness</li> </ul> </li> <li>6. Expand relationships with school guidance counselors and teachers to encourage college preparation and participation in academic and career/technical programs.                             <ul style="list-style-type: none"> <li>• Coordinate and host UCAN2 events for area middle schools</li> </ul> </li> <li>7. Expand partnerships with local, state, and federal organizations to enhance employment training opportunities for College constituents.</li> </ol>	<p><b>Fall 2013</b> Offer dual credit to Columbia Public Schools, Southern Boone County and Paris high schools</p> <p><b>Fall 2013</b> Partner with Kirksville Area Tech Center and Columbia Career Center for dual credit in the PN Programs</p> <p><b>Fall 2013</b> Form Entrepreneurship and Business Development Center advisory committee</p> <p><b>Spring 2014</b> Offer dual credit partnership to Hannibal High School</p> <p><b>Spring 2014</b> Host Career/College Expo at the MACC-Columbia Higher Education Center</p> <p><b>Annually</b> Schedule meetings between MACC and area tech school faculty, advisors, and other appropriate staff</p> <p><b>Spring Annually</b> Host Career/College Expo In Activity Center. Invite area high schools to attend</p> <p><b>Spring Annually</b> MACC invites all guidance counselors within the service area to a day of college workshops and presentations by MACC faculty and staff.</p> <p><b>Ongoing</b> Develop relationship with administration of Columbia Area Career Center and expand dual credit offerings there</p>	<p>Dean of Career and Technical Education**/*** Dean of Academic Affairs**/*** Director of Financial Aid**/*** Dean of Off-Campus Programs and Instructional Technology Dean of Student Services Off-Campus Program Coordinators Vice President for Instruction Director of Career and Technical Programs Director of Academic Services UCAN2 committee Division Chairs 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. Maintain and expand the number of articulation agreements with four-year institutions.                             <ul style="list-style-type: none"> <li>• Evaluate and update existing articulation agreements</li> </ul> </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>Summer 2013</b> Host meetings with Central Missouri at Warrensburg to discuss possibility of articulation with drafting, industrial technology, and mechatronics program</p> <p><b>Fall 2013</b> Develop fully online articulation agreements with 4-year institutions. Developing fully online articulation agreement with MU Bachelor of Educational Studies degree program</p> <p><b>Fall 2013</b> Explore articulation agreement with Western Governor’s University</p> <p><b>Spring 2014</b> Incorporate articulation agreements into online procedures manual</p> <p><b>Ongoing</b> Review and revise existing articulation agreements</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>

<b>Objective 3: Promote a culture of community engagement.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Expand partnerships with civic and business organizations throughout the service region.               <ul style="list-style-type: none"> <li>• Maintain Chamber of Commerce membership at all MACC sites</li> <li>• Participate in Adopt-A-Highway program</li> <li>• Participate in community festivals and events at all MACC locations</li> </ul> </li> <li>2. Make recommendations regarding representation of the College on community affairs committees.               <ul style="list-style-type: none"> <li>• Discuss faculty, staff, and administration participation in community events at President’s Council meetings</li> </ul> </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 faculty, staff, and administration at each MACC site in community and civic activities.               <ul style="list-style-type: none"> <li>• Provide information to faculty, staff, and students about community service opportunities</li> <li>• Encourage faculty, staff, and administration to incorporate community engagement activities into yearly professional goals</li> </ul> </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 College facilities for community meetings and events.               <ul style="list-style-type: none"> <li>• Host community meetings and events in College facilities at all MACC sites</li> </ul> </li> <li>8. Communicate College participation in community organizations to all constituents.               <ul style="list-style-type: none"> <li>• Utilize various avenues to increase stakeholder knowledge of College community service involvement</li> </ul> </li> </ol>	<p><b>2013-2014</b> Participate in Adopt-A-Highway program</p> <p><b>2013-2014</b> Promote college-wide participation in community service activities at all MACC sites</p>	<p>President**/** President’s Council** Board of Trustees Off-Campus Site Directors</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.                             <ul style="list-style-type: none"> <li>• Meet with Northeast Missouri Workforce Investment Board, Macon Area Economic Development Corporation, regional economic developers, Chambers of Commerce, and area businesses for educational needs assessments</li> </ul> </li> <li>2. Promote economic development programs through Entrepreneurship and Business Development Center.                             <ul style="list-style-type: none"> <li>• Develop and distribute Entrepreneurship and Business Development Center promotional materials</li> </ul> </li> <li>3. Facilitate business and economic development seminars and training sessions.                             <ul style="list-style-type: none"> <li>• Utilize feedback to identify activities which promote economic development.</li> </ul> </li> <li>4. Assist area companies with financial and training needs.                             <ul style="list-style-type: none"> <li>• Coordinate training and reimbursement process for area companies as appropriate</li> </ul> </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.                             <ul style="list-style-type: none"> <li>• Host events in Entrepreneurship and Business Development Center</li> </ul> </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>Ongoing</b> Meet with economic development organizations within the service area</p> <p><b>Ongoing</b> Strengthen Grow Mid-Missouri program partnership with Moberly Area Chamber of Commerce and Moberly Area Economic Development Corporation</p>	<p>Director of Entrepreneurship and Business Development Center **/**                      Director of Small Business Technology Development Center**/**                      Dean of Career and Technical Education                      Business and Industry Specialist                      Director of Career and Technical Programs                      Director of Institutional Marketing and Public Relations                      Off-Campus Site Directors</p>

<b>Objective 5: Identify and respond to business and industry training needs.</b>		
<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 Programs (CTP) and New Jobs Training Programs (NJTP).</li> <li>2. Develop and offer classes and programs to accommodate the needs of college constituents.                             <ul style="list-style-type: none"> <li>• Hold training classes and programs for area businesses as needed</li> </ul> </li> <li>3. Increase marketing of career and technical education, business and industry programs.                             <ul style="list-style-type: none"> <li>• Regularly distribute program information and promotional materials</li> </ul> </li> <li>4. Expand delivery of training and services to business and industry throughout the College service region.                             <ul style="list-style-type: none"> <li>• Utilize current technology to expand the reach of class and program offerings</li> </ul> </li> <li>5. Utilize program advisory committees to ensure continuous program improvement.                             <ul style="list-style-type: none"> <li>• Hold program advisory committee meetings</li> <li>• Maintain individualized communications with workforce investment boards, economic developers, business owners, and related agencies.</li> </ul> </li> <li>6. Assist area companies with financial and training needs.                             <ul style="list-style-type: none"> <li>• Coordinate training and reimbursement process for area companies as appropriate.</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Utilize the current technologies of Facebook and Constant Contact to expand the reach of class and program offerings</p> <p><b>Spring 2014</b> Work with economic developers in Audrain and Boone County on #BOOM conference.</p> <p><b>Fall 2014</b> Explore opportunities for additional business and industry training</p>	<p>Director of Entrepreneurship and Business Development Center **/**</p> <p>Dean of Career 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 Marketing and Public Relations</p> <p>Division Chairs</p> <p>Faculty</p>

<b>Objective 6: Promote and Support entrepreneurship activities throughout the MACC service region.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Investigate possible funding sources and utilize as appropriate.</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.                             <ul style="list-style-type: none"> <li>• Attend local and national entrepreneurship conferences and workshops as appropriate</li> </ul> </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.                             <ul style="list-style-type: none"> <li>• Utilize College website and local media outlets to promote Entrepreneurship and Business Development Center activities</li> <li>• Regularly distribute program information and promotional materials.</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Form Economic and Business Development Center Advisory Committee</p> <p><b>Spring 2014</b> Form Economic and Business Development Center Advisory Committee action plan</p>	<p>Director of Entrepreneurship and Business Development Center**/**</p> <p>Director of Small Business Technology Development Center**/**</p> <p>Director of Career and Technical Programs</p> <p>Dean of Career and Technical Education</p> <p>Director of Marketing and Public Relations</p> <p>Director of Institutional Development and Alumni Services</p>

**Goal 7: Awareness of Programs and Services**

Increase positive awareness of College activities throughout the service area.

**Objective 1:** Implement a comprehensive marketing plan incorporating a “learner-centered” philosophy.

Strategies*	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Maintain a comprehensive advertising plan including innovative recruitment strategies.                             <ul style="list-style-type: none"> <li>• Review and update advertising plan</li> <li>• Review and update marketing plan</li> </ul> </li> <li>2. Analyze current advertising practices and adjust as appropriate.</li> <li>3. Conduct market research in relevant venues.                             <ul style="list-style-type: none"> <li>• Analyze assessment data from student satisfaction and Noel-Levitz surveys to determine effectiveness of communication efforts</li> </ul> </li> <li>4. Define College brand by using a consistent image in advertising for all campuses.                             <ul style="list-style-type: none"> <li>• Review promotional materials and modify as needed</li> <li>• Promote College branding initiative</li> </ul> </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 2013</b> Explore &amp; create social media presence, creating viral experience</p> <p><b>Fall 2013</b> Create Branding Guide</p> <p><b>Fall 2013</b> Create streaming web presence for Greyhound program</p> <p><b>Fall/Spring 2013-14</b> Reinvigorate Branding Initiative</p>	<p>Director of Marketing and Public Relations**/** Marketing Committee** Dean of Off-Campus Programs and Instructional Technology Off Campus Program Coordinators</p>

<b>Objective 2: Build upon the College's reputation for academic excellence.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Increase avenues for communicating academic activities and accomplishments to the service region.                             <ul style="list-style-type: none"> <li>• Present College-wide "Year in Review" to Board of Trustees for review</li> <li>• Utilize various avenues for promoting quality and value of educational programs</li> <li>• Expand partnership with Missouri Health Professions Consortium to develop and offer Occupational and Physical Therapy Assistant degree programs</li> </ul> </li> <li>2. Participate in and provide leadership to state and national educational initiatives and collaborations.                             <ul style="list-style-type: none"> <li>• Continue support of staff participation in leadership initiatives</li> <li>• Encourage and support participation in student competitions at the regional, state, and national level</li> </ul> </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.                             <ul style="list-style-type: none"> <li>• Maintain and expand student internship program with Thomas Hill Power Plant</li> <li>• Explore additional internship opportunities with area businesses</li> </ul> </li> <li>5. Establish partnerships with educational organizations throughout the service region.                             <ul style="list-style-type: none"> <li>• Expand Mizzou Connections program partnership with the University of Missouri-Columbia</li> </ul> </li> <li>6. Communicate faculty and staff participation in external leadership activities to all constituents.</li> </ol>	<p><b>Fall 2013</b> Create a journal chronicling award winning students and faculty</p> <p><b>Fall 2013</b> Establish partnership with St. Charles Community College through MoHealthWins for Medical Lab Technician program</p> <p><b>Spring (ongoing)</b> Marketing and Management students participate annually in regional, state, and national DECA competitions</p> <p><b>Ongoing</b> Strengthen internship program with 3M corporation in Columbia, MO</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>Off-Campus Site Directors</p> <p>Director of Marketing and Public Relations</p> <p>Director of Institutional Development and Alumni Services</p> <p>Marketing Committee</p>

<b>Objective 3: Maintain and update College web site as a marketing and communications tool.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<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.                             <ul style="list-style-type: none"> <li>• Train specific departmental staff in updating website content</li> </ul> </li> <li>3. Utilize College web site as a means of communicating with College constituents.                             <ul style="list-style-type: none"> <li>• Post College policies and institutional research data on site as appropriate</li> </ul> </li> <li>4. Utilize website sidebar to promote faculty, staff, student and College achievements.</li> </ol>	<p><b>Fall 2013-Spring 2014</b> Staff will recruit at every high school college-fair and at all major alternative schools in our 16 county service area.</p> <p><b>Fall 2013</b> Continue participation in the Mid-Missouri Advisors to Internationals Network (international advisors from mid-MO colleges &amp; universities)</p> <p><b>Fall 2013</b> Explore joint recruitment with Columbia College of Japanese students for the 2+2 program</p>	<p>Director of Marketing and 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: Diversity**

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

<b>Objective 1:</b> Recruit and retain minority students.		
<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.                             <ul style="list-style-type: none"> <li>• Annually review census and enrollment data</li> </ul> </li> <li>2. Coordinate minority recruitment activities among appropriate staff members.                             <ul style="list-style-type: none"> <li>• Recruit minority students at area college and career fairs</li> </ul> </li> <li>3. Solicit feedback from minority students about their experience at MACC.                             <ul style="list-style-type: none"> <li>• Use existing student assessment instruments to gather additional minority data</li> </ul> </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.                             <ul style="list-style-type: none"> <li>• Advertise faculty and staff positions in publications that reach diverse audiences</li> <li>• Promote and celebrate events of significance to the minority community</li> </ul> </li> <li>6. Develop minority student organizations.</li> <li>7. Ensure that marketing and promotional materials represent a diverse population.                             <ul style="list-style-type: none"> <li>• Review marketing materials from a diversity standpoint and revise as needed</li> </ul> </li> </ol>	<p><b>Fall 2013-Spring 2014</b> Staff will recruit at every high school college-fair and at all major alternative schools in our 16 county service area.</p> <p><b>Fall 2013</b> Continue participation in the Mid-Missouri Advisors to Internationals Network (international advisors from mid-MO colleges &amp; universities)</p> <p><b>Fall 2013</b> Explore joint recruitment with Columbia College of Japanese students for the 2+2 program</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> <p>Marketing Committee</p> <p>Assessment of Support Services Committee</p> <p>Director of Human Resources</p>

<b>Objective 2: Recruit and retain international students.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<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.               <ul style="list-style-type: none"> <li>• Review, update, and expand International Student Handout as needed</li> <li>• Annually review international student policies and revise as needed</li> <li>• Host college orientation session geared to the specific needs and unique concerns of international students</li> <li>• Use SEVIS data to monitor international student enrollment trends and track student visa status</li> <li>• Maintain international student health insurance program</li> </ul> </li> <li>3. Develop partnerships with other colleges and universities to address unique international student issues such as support services, admissions, and advising.               <ul style="list-style-type: none"> <li>• Ensure administration participation in International Advisory Board activities</li> </ul> </li> <li>4. Utilize student feedback to develop and improve support services for international students.               <ul style="list-style-type: none"> <li>• Use existing student assessment instruments to gather additional international student data</li> <li>• Make adjustments to support services for international students as needed based on results of assessment data</li> </ul> </li> <li>5. Develop and promote programs highlighting international themes through the Global Education Committee.               <ul style="list-style-type: none"> <li>• Sponsor and promote events in conjunction with International Education Week</li> </ul> </li> <li>6. Provide opportunities for faculty and staff mentoring of international students through Multicultural Club activities.               <ul style="list-style-type: none"> <li>• Provide facilities and resources for Multicultural Club activities</li> </ul> </li> <li>7. Provide networking opportunities for international students.               <ul style="list-style-type: none"> <li>• Host social events for international students</li> <li>• Utilize international students as educational resources throughout the college and community</li> </ul> </li> </ol>	<p><b>Spring 2014</b>            Explore needs of non-native English speaking students in college English courses</p>	Dean of Student Services**/** Dean of Academic Affairs**/** Dean of Career and Technical Education Global Education Committee Multicultural Club Marketing Committee

<b>Objective 3: Foster appreciation of diversity among students, faculty, and staff.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<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.               <ul style="list-style-type: none"> <li>• Offer and promote study abroad classes to students</li> </ul> </li> <li>3. Incorporate a multicultural/global perspective into curricula as appropriate.               <ul style="list-style-type: none"> <li>• Review Global Studies Curriculum and revise as necessary</li> <li>• Promote availability of Global Studies certificate program to faculty, staff, and students</li> </ul> </li> <li>4. Attract and promote cultural events.               <ul style="list-style-type: none"> <li>• Provide facilities and resources to student organizations hosting events celebrating diversity</li> <li>• Host international speakers and exhibits</li> </ul> </li> <li>5. Encourage faculty participation in Missouri Consortium for Global Education.               <ul style="list-style-type: none"> <li>• Provide opportunities for faculty travel in conjunction with the Missouri Consortium for Global Education</li> </ul> </li> <li>6. Promote faculty opportunities for instructional exchange programs and sabbaticals.               <ul style="list-style-type: none"> <li>• Send faculty mentor to Canterbury for study abroad program</li> </ul> </li> </ol>	<p><b>Fall 2014</b> Send MACC faculty advisor to Canterbury as part of study abroad program</p> <p><b>Fall 2014</b> Expand offering of courses with globalized/multicultural component</p> <p><b>Annually</b> Send MACC students to Canterbury for study abroad program</p>	<p>Vice President for Instruction**/** Dean of Student Services**/** President Dean of Academic Affairs Dean of Career and Technical Education President's Council Director of Human Resources Global Education Committee Multicultural Club</p>

### Goal 9: Buildings, Grounds, Equipment and Vehicles

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.                             <ul style="list-style-type: none"> <li>• Purchase, replace, or upgrade facilities related equipment as needed.</li> </ul> </li> <li>2. Upgrade campus grounds to ensure an inviting atmosphere.                             <ul style="list-style-type: none"> <li>• Maintain and update Main Campus, Advanced Technology Center, Jim Sears Northeast Technical Center, and Kirksville Higher Education Center facilities as needed.</li> </ul> </li> <li>3. Maintain quality classroom and office equipment and furniture.                             <ul style="list-style-type: none"> <li>• Utilize results from program reviews to upgrade facilities</li> </ul> </li> <li>4. Maintain an accurate inventory of College equipment and furniture.                             <ul style="list-style-type: none"> <li>• Review and update College equipment and furniture inventory</li> </ul> </li> <li>5. Provide necessary student and faculty parking.                             <ul style="list-style-type: none"> <li>• Address student parking perceptions and concerns</li> <li>• Promote use of Reed Street parking lot</li> </ul> </li> <li>6. Maintain adequate College vehicle fleet.                             <ul style="list-style-type: none"> <li>• Maintain a five-year vehicle replacement plan and review need for additional vehicles</li> </ul> </li> <li>7. Monitor storage needs of the College.                             <ul style="list-style-type: none"> <li>• Auction items no longer in use by the College</li> </ul> </li> <li>8. Monitor and respond to faculty, staff, and student facility concerns.                             <ul style="list-style-type: none"> <li>• Review internal survey data and comment card feedback to address concerns as needed</li> </ul> </li> <li>9. Evaluate and respond to needs of surrounding communities.                             <ul style="list-style-type: none"> <li>• Monitor institutional and regional enrollment trends</li> <li>• Partner with Affordable Community Education to secure funding for building at Hannibal MACC site</li> <li>• Review internal analysis of site-specific facilities and instructional needs.</li> <li>• Analyze internal survey data to determine site-specific areas of concern</li> <li>• Gather planning input from community advisory committees</li> </ul> </li> <li>10. Develop specific recommendations and plans to address issues raised during internal and external analysis.</li> <li>11. Continue modernization of campus facilities                             <ul style="list-style-type: none"> <li>• Continue to improve office and classroom climates by replacing antiquated heating and cooling systems with modern, efficient HVAC systems.</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Expand office space and study areas at the Columbia site</p> <p><b>Fall 2013</b> Complete renovations to cafeteria facilities in Main Building and open redesigned cafeteria</p> <p><b>Fall 2013</b> Finalize plans to modernize electrical system in the Main Building to better meet current College needs and allow for future expansion of services.</p> <p><b>Spring 2014</b> Begin reconstruction and modernization of electrical system in Main Building</p> <p><b>2013-2014</b> Finalize funding for Main Building electrical system update and expansion project.</p> <p><b>2011-2012</b> Complete construction of new MACC-Hannibal facility</p>	<p>Director of Plant Operations**/** Physical Plant Manager** President Vice President for Finance Vice President for Instruction Site Directors Dean of Academic Affairs Dean of Off-Campus Programs and Instructional Technology</p>

<b>Objective 2: 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.                             <ul style="list-style-type: none"> <li>• Explore potential alternative energy sources</li> </ul> </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.                             <ul style="list-style-type: none"> <li>• Provide workshops for faculty and staff about green topics</li> <li>• Promote recycling program at all MACC sites</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Launch new online system for submission of college forms/approval processes</p> <p><b>Fall 2013</b> Finalize plans to expand and improve campus recycling program</p>	Director of Plant Operations**/** Go Green Committee** Physical Plant Manager President President's Council Department Heads

<b>Objective 3: Develop comprehensive Facilities Master Plan.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Monitor and standardize facility-related purchasing practices for all campus sites.</li> <li>2. Review current and expected future concerns of each MACC facility.                             <ul style="list-style-type: none"> <li>• Visit off-campus sites and meet with directors to address concerns</li> </ul> </li> <li>3. Develop and maintain an action plan to address immediate, short-term, and long-term facilities needs at all MACC sites.                             <ul style="list-style-type: none"> <li>• Review action plan to determine budgeting priorities for upcoming fiscal year</li> <li>• Utilize assessment data to determine priorities and make adjustments to facilities master plan</li> </ul> </li> <li>4. Identify and pursue additional sources of funding to address facilities concerns.                             <ul style="list-style-type: none"> <li>• Develop specific plans and budgeting requests to address facilities concerns</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Explore and develop linkages between the Facilities Master Plan and the College's Master Plan</p>	Director of Plant Operations**/** Assistant Director of Plant Operations** President Vice President for Finance Vice President for Instruction
<ol style="list-style-type: none"> <li>1. Review site-specific facilities planning documents and revise as needed.                             <ul style="list-style-type: none"> <li>• Review site-specific crisis management plans and revise as needed</li> </ul> </li> </ol>		

### Goal 10: External Funding Sources

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

Objective 1: Raise funds for MACC Foundation and targeted endowments.		
Strategies*	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Develop fundraising goals with foundation board members.                             <ul style="list-style-type: none"> <li>• Update foundation and donor awareness goals</li> </ul> </li> <li>2. Develop annual campaign goals and objectives.</li> <li>3. Identify potential sources of Foundation and endowment funding.                             <ul style="list-style-type: none"> <li>• Publish alumni newsletter with gift-giving opportunities</li> <li>• Update donor lists</li> </ul> </li> <li>4. Develop strategies to strengthen alumni giving.                             <ul style="list-style-type: none"> <li>• Mail campaign materials to potential donors</li> <li>• Distribute Foundation annual giving report through alumni newsletter</li> </ul> </li> <li>5. Continue to build the Endowment for the Arts Fund.                             <ul style="list-style-type: none"> <li>• Plan Endowment for the Arts fundraising events</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Implement comprehensive alumni and foundation donor database in new software</p> <p><b>Annually (Fall)</b> Create and distribute Annual Foundation Appeal letter to potential donors</p> <p><b>Fall 2013</b> Implement online giving option via macc.edu</p> <p><b>Spring 2014</b> Host Endowment for the Arts fundraising event</p> <p><b>Fall 2013 and Spring 2014</b> Publish alumni newsletter with gift-giving opportunities</p> <p><b>2013-2014</b> Incorporate Jenzabar Alumni Management and Advancement software into current student database system</p>	<p>Director of Institutional Development and Alumni Services**/**                      Director of Marketing and Public Relations**                      President                      Vice President for Finance                      MACC Foundation Board Members                      Board of Trustees                      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.                             <ul style="list-style-type: none"> <li>• Host planned giving seminar for potential donors</li> <li>• Distribute planned giving materials to potential donors</li> <li>• Provide donor development training for appropriate administration and staff</li> </ul> </li> </ol>	<p><b>Ongoing</b> Create planned giving presentation folder</p> <p><b>Ongoing</b> Identify employees college-wide for use in development efforts</p> <p><b>Annually (Spring)</b> Host scholarship donor/recipient reception</p> <p><b>Annually (as needed)</b> Provide donor development training for appropriate administration and staff</p>	<p>Director of Institutional Development and Alumni Services**/**                      Director of Marketing and Public Relations**                      President                      Vice President for Finance                      Board of Trustees                      MACC Foundation Board Members</p>

<b>Objective 3: Strengthen alumni ties to MACC.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<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 presence that keeps alumni informed and encourages association involvement.</li> <li>3. Develop marketing strategies to strengthen ties of younger alumni to College.                             <ul style="list-style-type: none"> <li>• Publish alumni newsletter</li> <li>• Host alumni night at Greyhound basketball game</li> <li>• Host alumni reunion day and banquet</li> <li>• Add alumni organization promotional materials to student diploma mailings</li> <li>• Participate in area events and festivals as appropriate</li> </ul> </li> <li>4. Renew alumni interest in College through activities in the alumni museum.</li> </ol>	<p><b>Fall 2013 and Spring 2104</b> Publish alumni newsletter</p> <p><b>Fall 2013 and Spring 2014</b> Host alumni and friends social/gatherings in Moberly, St. Louis, and other areas where MACC staff will be traveling</p> <p><b>Spring 2014</b> Host Alumni and Friends Banquet and Brothers Ox/NGN Induction Ceremony</p> <p><b>Annually (spring)</b> Add alumni organization promotional materials to student diploma mailings</p> <p><b>Annually (as needed)</b> Meet with MACC Alumni Association to plan events and encourage alumni involvement</p>	<p>Director of Institutional Development and Alumni Services**/***</p> <p>Director of Marketing and Public Relations**</p> <p>President</p> <p>Director of Library Services</p>

<b>Objective 4: 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>1. Promote faculty and staff grant collaborations with partner institutions and organizations.</li> <li>2. Encourage and support collaboration between faculty, staff, and the Office of Institutional Development and Alumni Relations.                             <ul style="list-style-type: none"> <li>• Increase faculty and staff awareness and understanding of the office of institutional development.</li> </ul> </li> <li>3. Provide and promote professional development opportunities for grant-writing.                             <ul style="list-style-type: none"> <li>• Host grant-writing workshops for faculty and staff</li> </ul> </li> <li>4. Maintain funding for instructional and staff support.                             <ul style="list-style-type: none"> <li>• Administer mini-grant and Endowment for the Arts programs</li> <li>• Review mini-grant and endowment financial statements and adjust program funding as needed</li> </ul> </li> <li>5. Maintain guidelines for instructional and staff funding requests.                             <ul style="list-style-type: none"> <li>• Review guidelines for funding requests and revise as needed</li> </ul> </li> <li>6. Market mini-grant and Endowment for the Arts programs and guidelines to all College personnel.                             <ul style="list-style-type: none"> <li>• Email all College personnel about mini-grant program opportunities</li> <li>• Email all College personnel about Endowment for the Arts funding opportunities</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Develop grant-writing action plan</p> <p><b>Spring 2014</b> Host grant-writing workshops for faculty and staff</p> <p><b>Annually (Fall and Spring)</b> Administer mini-grant and Endowment for the Arts programs</p> <p><b>Spring Annually</b> Submit grant proposals for Vocational Enhancement, AEL, and Perkins funding</p> <p><b>Spring Annually</b> Submit grant proposals for Vocational Enhancement, AEL, and Perkins. So far, funded every year.</p> <p><b>Annually (ongoing)</b> Increase faculty and staff awareness and understanding of the office of institutional development</p>	<p>Director of Marketing and Public Relations**/***</p> <p>Director of Institutional Development and Alumni Services**/***</p> <p>President</p> <p>President's Council</p> <p>MACC Foundation officers</p>

### Goal 11: Growth and Well-Being

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

#### Objective 1: Create a safe and healthy work environment.

Strategies*	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Develop/coordinate fitness and leisure activities for individual and group participation.                             <ul style="list-style-type: none"> <li>• Hold Wellness Committee Meetings</li> <li>• Develop list of wellness activities</li> </ul> </li> <li>2. Promote availability of fitness opportunities to faculty, staff, and the community.                             <ul style="list-style-type: none"> <li>• Inform faculty and staff about opportunities for participation in wellness activities and programs</li> <li>• Promote fitness opportunities to the Moberly community</li> </ul> </li> <li>3. Monitor security reports for each campus and adjust staffing as needed.                             <ul style="list-style-type: none"> <li>• Compile security statistics for each campus and report to outside agencies as appropriate</li> </ul> </li> <li>4. Investigate pedestrian safety issues and make repairs to sidewalks and other areas at each site as needed.                             <ul style="list-style-type: none"> <li>• Monitor lighting at all MACC sites and adjust as needed</li> </ul> </li> <li>5. Review and update Crisis Management Plans at all MACC sites as needed                             <ul style="list-style-type: none"> <li>• Review Crisis Management plan and committee list and update as needed</li> </ul> </li> <li>6. Monitor and respond to faculty, staff, and student safety concerns.                             <ul style="list-style-type: none"> <li>• Review internal survey data and student comment cards to determine safety priorities</li> <li>• Promote and utilize Hound Alerts program as a means of communicating with faculty, staff, and students during crisis situations</li> </ul> </li> <li>7. Provide training for faculty, staff and students about crisis management and campus safety.                             <ul style="list-style-type: none"> <li>• Provide crisis management and security training sessions at faculty and staff workshops</li> <li>• Send staff members to campus safety conferences and workshops as appropriate</li> </ul> </li> </ol>	<p><b>Fall/Spring Annually</b> Offer yoga class on the Main Campus and other fitness courses at off-campus sites as appropriate</p> <p><b>2013-2014</b> Install video surveillance equipment in Main Campus Bookstore and Activity Center</p> <p><b>Fall 2013</b> Review and update consumer information disclosures as often as required and distribute to staff and students annually</p>	<p>Wellness Committee**/**                      Director of Security**/**                      Director of Plant Operations**                      Activity Center Director                      Physical Plant Manager                      Off-Campus Site Directors</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.                             <ul style="list-style-type: none"> <li>• Increase and promote use of MyMACC to communicate with faculty, staff, and students</li> </ul> </li> <li>2. Provide opportunities for faculty and staff to visit all MACC locations.                             <ul style="list-style-type: none"> <li>• Provide transportation to College events such as spring flings, fall picnics, and faculty and staff workshops</li> </ul> </li> <li>3. Utilize faculty forum as an avenue to promote communication between faculty and administration.                             <ul style="list-style-type: none"> <li>• Appoint Faculty Forum chairperson to serve on President's Council</li> </ul> </li> <li>4. Utilize Administrative Professionals organization to promote communication between administrative professionals and administration.                             <ul style="list-style-type: none"> <li>• Host College-wide administrative professionals meetings</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Develop and launch online archive of President's Council notes</p> <p><b>Spring 2014</b> Redesign strategic planning process to be more transparent and dynamic</p> <p><b>Fall 2014</b> Resume MACC Leadership and Teamwork staff development program</p>	<p>President**/** President's Council** Chief Information Officer* Off-Campus Site Directors Faculty Forum Chair</p>

<b>Objective 3: Improve the quality of the adjunct teaching experience at MACC.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Continue to evaluate and adjust adjunct compensation.                             <ul style="list-style-type: none"> <li>• Review adjunct pay schedule and adjust as feasible</li> </ul> </li> <li>2. Promote communication with and develop additional avenues of inclusiveness for adjunct faculty.                             <ul style="list-style-type: none"> <li>• Conduct focus group sessions with adjunct faculty</li> <li>• Encourage full-time instructor/adjunct mentoring</li> </ul> </li> <li>3. Improve the adjunct instructor teaching environment and resources as possible.                             <ul style="list-style-type: none"> <li>• Continue development of resource materials for adjunct faculty</li> </ul> </li> <li>4. Recognize adjunct teaching contributions and excellence.                             <ul style="list-style-type: none"> <li>• Select Adjunct Excellence in Teaching award winners</li> </ul> </li> <li>5. Explore additional perks for adjunct faculty.                             <ul style="list-style-type: none"> <li>• Increase professional development opportunities for adjunct instructors</li> </ul> </li> </ol>	<p><b>Fall 2013</b> Expand Adjunct Faculty Mentoring Program</p> <p><b>Fall 2013</b> Promote adjunct faculty online teaching repository</p> <p><b>Annually</b> Host listening sessions between administration and adjunct faculty</p>	<p>Dean of Off-Campus Programs and Instructional Technology**/** Dean of Academic Affairs**/** Dean of Career and Technical Education** Vice President for Instruction Vice President for Finance MACCA Salary Committee</p>

<b>Objective 4: Improve employee job satisfaction.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Develop and implement a comprehensive plan to assess employee job satisfaction.               <ul style="list-style-type: none"> <li>• Conduct employee, salary, and support services satisfaction surveys</li> <li>• Analyze data from employee satisfaction survey and make adjustments as needed</li> </ul> </li> <li>2. Develop and implement comprehensive Professional Development training program for faculty and staff.               <ul style="list-style-type: none"> <li>• Review current professional development policies and revise as needed</li> <li>• Review employee job descriptions and update as necessary</li> </ul> </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.               <ul style="list-style-type: none"> <li>• Post list of faculty and staff award winners on MACC website</li> <li>• Recognize innovation and service award winners at employee appreciation banquet</li> <li>• Utilize and promote use of peer recognition</li> </ul> </li> <li>5. Encourage creative use of campus facilities to hold departmental retreats and workshops.</li> </ol>	<p><b>Fall 2013</b> Investigate feasibility of creating an Employee of the Month program</p> <p><b>Fall 2013</b> Compile list of innovation and service awards available to faculty and staff and encourage nominations as appropriate</p> <p><b>Fall 2013</b> Review employee satisfaction survey instruments and revise as needed</p> <p><b>Spring 2014</b> Present flex-time policy for approval by Board of Trustees</p> <p><b>Spring 2014</b> Investigate inclusion of certifications into Professional Development program</p>	<p>Director of Human Resources**/** President** President's Council** MACCA salary committee Director of Institutional Effectiveness and Planning Department Heads Assessment of Support Services Committee Assessment Advisory Committee</p>

## Goal 12: Technology

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

**Objective 1:** Provide instructional technology equipment and resources to support and enhance student learning.

Strategies*	Timelines/Tactics	Staff Assigned
<ol style="list-style-type: none"> <li>1. Continue schedule of purchasing, maintaining, and replacing instructional technology equipment at all MACC sites.                             <ul style="list-style-type: none"> <li>• Review equipment maintenance and purchasing schedules at all MACC sites and make changes as appropriate</li> </ul> </li> <li>2. Continue process of monitoring, evaluating, and expanding instructional technology facilities and administrative support at all MACC sites.                             <ul style="list-style-type: none"> <li>• Review instructional technology resources, facilities, staffing and budgets to make adjustments as appropriate</li> </ul> </li> <li>3. Expand instructional technology training for faculty and staff.                             <ul style="list-style-type: none"> <li>• Send appropriate staff members to instructional technology conferences, workshops, and training sessions</li> </ul> </li> <li>4. Evaluate the effectiveness of various forms of instructional technology equipment in enhancing student learning.                             <ul style="list-style-type: none"> <li>• Review instructional technology assessment data and make adjustments as needed</li> </ul> </li> <li>5. Monitor and respond to faculty, staff, and student instructional technology concerns.                             <ul style="list-style-type: none"> <li>• Survey faculty and staff to determine instructional technology needs and usage</li> <li>• Review internal data to proactively respond to faculty, staff, and student concerns as needed</li> <li>• Hold meetings of ad hoc MyMACC committee (Michele) – see Dr. Grant</li> </ul> </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.                             <ul style="list-style-type: none"> <li>• Utilize external vendors as appropriate</li> </ul> </li> <li>9. Fully implement and expand online application and registration process.                             <ul style="list-style-type: none"> <li>• Provide and maintain the necessary computer hardware/software and technical support to ensure successful operation of the online application and registration process.</li> <li>• Expand staff training for online application and registration process.</li> <li>• Promote use of online application and registration process to faculty, staff, and students.</li> </ul> </li> <li>10. Streamline enrollment process for online courses.                             <ul style="list-style-type: none"> <li>• Study impact of online application and registration process in academic advising and make adjustments as appropriate</li> </ul> </li> </ol>	<p><b>Ongoing</b> Expand sound capabilities to additional SMART classrooms to facilitate Elluminate</p> <p><b>2013-2014</b> Add additional computer services staff to meet growing instructional technology needs</p> <p><b>Fall 2013</b> Evaluate current online learning platform for cost-effectiveness and efficiency</p> <p><b>Fall 2013</b> Fully implement online student graduation application</p>	<p>Chief Information Officer                      Director of Instructional Technology**/**                      Dean of Off-Campus Programs and Instructional Technology**/**                      Dean of Student Services                      Off-Campus Site Directors                      Vice President for Instruction                      Director of Academic Services                      Director of Career and Technical Programs                      Off-Campus Site Directors                      Instructional Technology Clearinghouse Committee                      Assessment of Support Services Committee                      Ad Hoc MyMACC committee</p>

<b>Objective 2: Maintain College-wide technology plan.</b>		
<b>Strategies*</b>	<b>Timelines/Tactics</b>	<b>Staff Assigned</b>
<ol style="list-style-type: none"> <li>1. Continue process of evaluating, purchasing, and replacing campus computer hardware and software.               <ul style="list-style-type: none"> <li>• Review equipment replacement and purchasing schedules at all MACC sites and make changes as appropriate</li> </ul> </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.               <ul style="list-style-type: none"> <li>• Review college computing policy and revise as appropriate</li> <li>• Review college social media policy and best practices guidelines and update as appropriate</li> </ul> </li> <li>4. Monitor, evaluate, and expand technology support staffing at all MACC sites as appropriate.               <ul style="list-style-type: none"> <li>• Review technology resources, facilities, staffing and budgets to make adjustments as appropriate</li> <li>• Add additional Wireless connection points at all MACC sites as appropriate</li> </ul> </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.               <ul style="list-style-type: none"> <li>• Provide internet security and identity theft training and instructional materials to faculty, staff, and students</li> <li>• Provide updated virus software to all faculty, staff, and students</li> </ul> </li> <li>9. Monitor College website activities through Web Oversight Committee.               <ul style="list-style-type: none"> <li>• Hold Web oversight committee meetings as needed</li> </ul> </li> <li>10. Provide necessary tools, staffing, and storage space to maintain virtual institutional data library.</li> </ol>	<p><b>Fall 2013</b> Continue improvements and upgrades to wireless access at all MACC sites</p> <p><b>Fall 2013</b> Continue upgrades to college-wide virtual computing environment</p>	<p>Chief Information Officer**/** Dean of Off-Campus Programs and Instructional Technology** Vice President for Finance Off-Campus Site Directors Director of Marketing and Public Relations Technology Committee Computer Services Directors Computer Services Coordinators</p>

**Objective 3:** Utilize technology to enhance efficiency of College operations.

Strategies*	Timelines/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.                             <ul style="list-style-type: none"> <li>• Provide staff training for Elluminate and videoconferencing resources</li> </ul> </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.                             <ul style="list-style-type: none"> <li>• Review employee and student satisfaction data to determine areas for improvement</li> </ul> </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>2013-2014</b> Continue college-wide implementation of Nolij Document Imaging/management software</p> <p><b>Fall 2013</b> Create electronic operations and procedures manual</p>	<p>Chief Information Officer**/** Dean of Off-Campus Programs and Instructional Technology**/** Director of Institutional Effectiveness and Planning Vice President for Finance Director of Human Resources Director of Financial Aid Department Heads</p>

## **Appendices**

**Appendix A            Strategic Planning Process 2010-2011**

**Appendix B            Electronic Comment Card**

**Appendix C            Project Update Report**

**Appendix A:  
Strategic Planning Process  
2010-2011**

<b>PROCESS</b>	<b>TIMELINE</b>
1. <b>Central Planning Council appointed</b>	September 2010
2. <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 2009-2014 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>○ Technology</li> <li>○ Institutional Research Capacity</li> <li>○ Increased Accountability/Transparency</li> </ul> </li> </ul>	Oct-Dec 2010
3. <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>	Jan-May 2011
4. <b>2011-2016 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>	July 2011

Master Plan Central Planning Council Members: Deanne Fessler (chair), Dr. Evelyn Jorgenson, Paula Glover, Jeff Lashley, Sandra Marek, Michele McCall, Greg Mosier, Eric Ross, Gary Steffes, Valerie Darst, Tony Killian, Ruth Jones, Julie Perkins, Lloyd Marchant, Lynn Walker, Beth Lewis, Jane Roads, Susan Burden, Jennifer Haynes

**Appendix B:  
Electronic Comment Card Survey  
Distributed to MACC Stakeholders  
2012-2013**

## **Appendix C: Master Planning Project Update July 2013**

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 electronic survey distributed in December 2012. Adjunct and dual credit faculty, alumni, CTE advisory groups, and area business partners 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

- Improve salaries and benefits
- Improve college-wide communication at all levels

#### Instruction

- Offer a wider variety of scheduling options
- Consider adding more degree options

#### Technology

- Post more college forms online
- Provide more technology training
- Streamline paperwork processes
- Improve wireless internet access at all sites

#### Physical Facilities

- Update current facilities and equipment
- Expand available technology in classrooms

#### Other

- Offer more activities for students
- Increase marketing of College programs
- Strengthen relationships with school districts, and communities, and area businesses
- Improve student retention
- Streamline registration and enrollment processes
- Offer online enrollment

### **Adjunct/Dual Credit Faculty Comments**

#### Job Satisfaction

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

#### Instruction

- Allow adjuncts to choose textbooks
- Provide proctors for exams

### **Student Comments**

#### Courses/Offerings

- Offer more courses and degree programs at Off-Campus sites
- Offer more courses online
- Offer more foreign language courses

#### Physical Facilities

- Finish building permanent Hannibal location
- Improve cafeteria services
- Expand Columbia site

#### Technology

- Improve wireless internet access at all sites
- Offer more services online
- Improve computer labs

#### Support Services

- Offer more resources at off-campus sites
- Expand advising hours
- Streamline enrollment and registration processes
- Offer online enrollment and registration

#### Financial Issues

- Decrease the costs of textbooks
- Streamline financial aid application process

### **Community/Area Educator/Alumni/Advisory Group Comments**

#### Courses/Offerings

- Develop more degree programs
- Expand dual-credit offerings
- Offer additional Allied Health programs

#### Other

- Develop a more active alumni group
- Offer more opportunities for alumni to be involved with the College
- Build better relationships with businesses