

STRATEGIC PLAN 2019-2024

Strategic Planning Process

The Strategic Planning Committee conducted an environmental scan, including independent research, Higher Learning Commission feedback and stakeholder surveys in 2017 through 2018. The results were used to ascertain areas in which the college should focus for improvement and to meet the future needs of its stakeholders.

In spring 2019, Strategic Planning Committee members, with oversight from at least one Cabinet member, were selected to chair sub-committees to further analyze priorities and stakeholder needs to define goals and develop objectives for their respective priority. This process allows for greater participation from faculty and staff across campus.

Strategic Planning Committee

The Strategic Planning Committee was divided into five primary categories to analyze the outcomes and develop goals to improve effectiveness and further the college mission and vision. Below are employees that served on the Strategic Planning Committee within the 2017-2019 planning period.

Student Learning

Julie Downs
Amy Henson
Jay Miller
Jennifer Sikes
Diana Stuart (d)
Stacy Wilfong
Traci Weissmueller

Diversity

Leslie Evans
Diana Stuart (d)

Mission Outcomes

Dan Jaycox
Addie Scoggin
Julie Sheets (d)
Michele Dane
Jean Merrill-Doss
Brandi Craig
Shaun Braswell (c)
Darrick Hall
Julia Dill
Andrea Kemper (c)
Amy Henson (d)

Meeting Needs

Jake Long
Bev Hickam
Pam Watkins (c)
Roger McMillian (d)
Melissa Hopkins
Danielle Basler
Kevin Thurman
Chris Klusmeyer

Operations

Shirley Hofstetter
Barry Wilfong (c)
Rodney Resigner
Jeff McCreary
Steve Kurtz
Sarah Haas
Chad Pipkin
Diana Stuart
Rich Flotron (c)

Institutional Priorities

- **Meeting Community Needs**
- **Elevating Our Diverse and Inclusive Environment**
- **Assessing Student Learning**
- **Improving Operational Effectiveness**
- **Maximizing Mission Outcomes**

Priority: Meeting Community Needs

Mineral Area College’s vision is to be recognized as an innovative and significant education institution that encourages and helps individuals, businesses, and organizations achieve their educational goals and that serves as a resource for community and cultural enrichment. In support of these ideals, the college is committed to determining stakeholder needs and providing innovative and alternative pathways for meeting those needs while retaining quality and affordability.

GOALS

1. Meet the diverse and evolving needs of employer and community stakeholders.

Objectives

- A. Develop a formalized procedure for assessing long-term and short term workforce training needs of the service region.
- B. Develop a training consortium for service sector and small businesses.
- C. Develop an advisory committee for community education.

2. Create alternate pathways for earning college credit or industry-recognized credentials that help stakeholders achieve educational goals.

Objectives

- A. Explore and offer alternative methods of instructional delivery, including greater use of technology and non-traditional service locations.
- B. Expand credit for prior learning options.
- C. Expand stackable credential offerings and create academic maps to improve student progression through degree plan.

3. Increase Mineral Area College Foundation resources and partnerships to enhance student learning and community experiences.

Objectives

- A. Develop a policy for tier-leveled sponsorships for naming of rooms and buildings.
- B. Develop and implement a plan for maximizing grant awards.

Priority: Elevating Our Diverse and Inclusive Environment

Mineral Area College's vision is to be recognized as an innovative and significant education institution that attracts, develops and retains a diverse student population by providing an accessible, quality, and affordable education.

GOALS

1. Ensure opportunities to engage and study diversity throughout each program's curriculum.

Objectives

- A. Continue to require humanities classes that include a cultural diversity component.
- B. Create a curriculum map that demonstrates how diversity is addressed in the curriculum.

2. Create and implement strategies to recruit students from underrepresented populations.

Objectives

- A. Analyze enrollment trends and target underrepresented populations in our service region.
- B. Increase efforts to support part-time and returning students.

3. Create co-curricular events that promote and support diversity on campus.

Objectives

- A. Create a co-curricular learning outcome regarding diversity and begin assessing that outcome.
- B. Designate a faculty member to coordinate diversity awareness events on campus

4. Incorporate development for both employees and students to foster a diverse campus culture.

Objectives

- A. Provide professional development regarding current diversity topics including subjects such as gender.
- B. Revise the application form so that prospective students can indicate their preferred gender identity.

Priority: Assessing Student Learning

The mission of Mineral Area College is centered on providing students a quality education. In keeping with this core principle, the College continually seeks to improve academic quality. Assessment of student learning is a critical component to quality improvement.

GOALS

1. Review and revise institutional assessment processes to assist in improving student achievement of institutional learning goals.

Objectives

- A. Research formative assessment options on the institutional-level so that students are not only assessed using exit exams
- B. Consider exit exam options for online students

C. Pull and review data on student achievement on the eight institutional level learning goals, determine an area of focus, and create a detailed action plan

2. Make improvements to program review processes to create a more beneficial, individualized process for each program's needs.

Objectives

A. Create a rotation for program reviews

B. Revise the program review templates for the A&S programs

D. Review CTE program review results and the template from 2018-2019 and consider adding program-specific requirements to support that program's needs

3. Evaluate and improve processes utilized to review course-level assessment findings and to document instructional improvements.

Objectives

A. Provide departments course-level findings reports after each term and require action plans to be created annually

B. Create a curriculum map to demonstrate where institutional learning outcomes are addressed in the general education core

E. Clarify assessment responsibilities for all employees

4. Refine co-curricular assessment processes to collect, analyze, and utilize data to improve co-curricular activities

Objectives

A. Review processes at the end of year one (2018-2019) and make adjustments as needed

B. Create co-curricular activities to support co-curricular learning outcomes

Priority: Improving Operational Effectiveness

Mineral Area College strives to provide a quality, affordable education. The foundation of improvement lies with process improvement. To improve operational efficiency and effectiveness, the College must review outcomes and analyze procedures.

Goals

- 1. Ensure campus procedures include internal and external benchmarking and systematic performance analysis.**

Objectives

- A. Review and update current procedures and associated benchmarking measurements to ensure both external and internal measurements are incorporated.
- B. Create a centralized procedural manual for core institutional processes.

- 2. Establish a formal internal audit process.**

Objectives

- A. Determine key operational processes and develop a timeline for internal auditing that aligns with benchmarking standards.
- B. Formalize an organizational procedure identifying positions responsible for carrying out and recording audit procedures.
- C. Establish a communication plan for sharing audit results.

Priority: Maximizing Mission Outcomes

Mineral Area College is dedicated to the belief that learning beyond high school is essential for the full development of individuals' interests and capacities and for the training of responsible citizens who will make a worthy contribution in a democratic society. Through its programs and partnerships, the College contributes to the economic development and general welfare of the region. The College seeks to maximize those outcomes by increasing the population it serves.

GOALS

- 1. Increase public awareness of the resources, programs and facilities that are available at Mineral Area College.**

Objectives

- A. Develop and implement innovative community outreach activities.
- B. Publicize secondary services and benefits that MAC provides to the community such as its contributions to local economic development, faculty and student involvement in charity events and community services.

- 2. Improve public perception of career fields that do not require a bachelor's degree.**

Objectives

- A. Engage employer partners to promote local jobs and the quality and benefits of MAC's programs.
- B. Increase opportunities for middle school students to come to campus.
- C. Develop a formalized strategy for chamber and civic organization participation, both in member representation and as speakers.
- D. Highlight employer partners in program advertising.

- 3. Improve digital presence through social media and marketing through emails and streaming services.**

Objectives

- A. Develop and implement a plan of action to increase engagement and followership based on analytics and SEO data.

- B. Evaluate the effectiveness of marketing efforts and divert funds into impactful mediums.

4. Increase student persistence through their fourth semester by 3%.

Objectives

- A. Develop three to five new internal measures to better understand the causes of lack of persistence.
- B. Increase communication with students who fail to re-enroll.
- C. Develop an early alert system for at-risk populations.

5. Increase the completion rate of first-time, full-time, degree-seeking students who complete a degree or certificate within 150% of the maximum required completion time by 2%.

Objectives

- A. Utilize advisors to reach out to students in graduating cohorts to encourage completion of degree plan coursework.
- B. Increase the number of reverse transfer degrees conferred for students completing the 42-hour block.