Organizational Priorities, 2014-19:
- Elevating Student Success
- Measuring and Improving Student Learning Outcomes
- Valuing People, Relationships and Ideas
- Refining the Information Systems Infrastructure
- Improving Operational Effectiveness
MESSAGE FROM THE PRESIDENT

Dear Mineral Area College Patrons:

On behalf of the Board of Trustees, we are very pleased to present the latest strategic plan for Mineral Area College.

First, let's look at improvements made during the last Strategic Plan 2008-13.

Many were made possible through a voter-supported bond initiative in 2011, which benefitted the main campus in Park Hills and our outreach center in Fredericktown. The overwhelming support of voters made it possible to streamline access to student service departments, renovate the library, increase accessibility to those with disabilities and create five new science labs with updated equipment.

Other 2008-13 milestones included:

- Advanced Manufacturing Lab
- Field House HVAC Upgrade
- Expansion of Online Learning
- Allied Health Wing & New Programs
- A Sterling Accreditation Report
- Global Studies Certificate

Strategic planning is at the core of our efforts to continually improve our services. Initiatives and programs launched through the last strategic initiative have greatly enhanced the Mineral Area College education sought by thousands of students every year.

Our new plan focuses on continuous improvement, particularly regarding student success. We are confident that we will accomplish the goals of the plan with the hard work of our dedicated employees.

The college belongs to all of us and, as public servants, we take very seriously its vital role in the success of our region.

Thank you in advance for reviewing this document, which illuminates our exciting plans for the future. If you have questions or comments regarding the strategic plan or other college services, please contact my office at (573) 518-2146. We look forward to reporting on the success of our efforts.

— Dr. Steve Kurtz
Mineral Area College President

Acknowledgements

The Strategic Plan would not be possible without feedback, guidance and commitment from the following stakeholders:

Community Members
Civic, Community and Business Organizations
Mineral Area College Students
Mineral Area College Board of Trustees

Mineral Area College Faculty and Staff
Mineral Area College Strategic Planning Team:
Stephanie Campbell, Dean Kay Crecelius, Julia Dill, Mark Easter, Chad Follis, Sarah Haas, Dr. Amy Henson, Connie Hester, Bev Hickam, Lisa Johnson, Vice President John “Gil” Kennon, Todd Kline, President Dr. Steve Kurtz, Dean Jean Merrill-Doss, Mark Potratz, Tippi Seals, Associate Dean Dr. Diana Stuart, Kevin Thurman

— Thank You
Mission Statement
The mission of Mineral Area College is to serve the community, to provide students a quality, affordable education and to offer opportunities for professional and personal development in a safe, professional environment.

Vision Statement
Mineral Area College will be recognized as an innovative educational institution and will:

- Encourage and support individuals, businesses and organizations to meet their educational needs;
- Serve as a resource for community and cultural enrichment;
- Attract, develop and retain dedicated, diverse and professional employees;
- Recruit, develop and retain a diverse student population by providing an accessible, quality and affordable education;
- Provide staff, faculty and students with appropriate resources for programs and services; and
- Strengthen relationships with school districts and community agencies.

Value Statements
- We are committed to respecting and caring for one another by being professional, fair and honest.
- The development of our teaching and learning environment is a responsibility we share.
- Our students can expect excellence, opportunity and encouragement so they may succeed.
- Our curriculum and program offerings will effectively serve the educational and training needs of our communities.
MINERAL AREA COLLEGE

FULFILLING THE MISSION

Mineral Area College fulfills its mission through delivery of the following programs and services:

**General Education**
Courses that result in personal, cultural, intellectual and social development in transfer and career programs

**Developmental Education**
Courses that prepare students in basic skills (such as adult literacy) and help students develop appropriate study skills so they may successfully transition into employment or into postsecondary programs and coursework

**College/University Transfer**
Courses in general education and prerequisite work for students who plan to transfer to four-year institutions

**Career and Technical Education**
Courses that help students gain technical knowledge and skills necessary for employment

**Student Services**
Services that help students achieve their educational goals, such as recruitment, orientation, assessment, academic advisement, financial assistance, personal and career counseling, career placement, accommodation services for students with disabilities and other learning resources

**Workforce and Economic Development**
Programs and services that address specific needs of business and industry and further economic development of the region

**Community and Cultural Services**
Educational, civic and recreational activities that promote diversity and enhance quality of life for people of all ages
Creating the Strategic Plan

Mineral Area College’s strategic plan was developed through a campus-wide and community effort.

Faculty and staff collaborated with college leaders and local stakeholders, investing extensive time and effort to identify priorities and strategic goals. The plan is intended to drive fundamental decisions regarding use of resources to produce the stated results and outcomes throughout the five-year period.

In implementing this long-range plan, Mineral Area College will uphold its adopted philosophies and act in accordance with its values.
Mineral Area College has established organizational priorities and supporting goals to elevate academic excellence and student outcomes while gaining greater control over operational effectiveness.

The organizational priorities which align with the college’s mission and its quest for academic quality improvement are:

**Elevating Student Success**

Mineral Area College is dedicated to the belief that a college education is essential to obtain the knowledge and skills required for life-changing educational, career and cultural opportunities. In accordance with this belief, the college is committed to increasing student enrollment, academic success and program completion.

**Goals**

- Increase annual student enrollment in credit-bearing courses.
- Increase recruitment of underrepresented and segmented student populations.
- Increase the number of first-time, full-time, degree-seeking students who complete a degree or certificate within 150% of the standard completion time.
- Increase the number of developmental coursework students who are “college-ready” within one year of admission.
- Elevate the college’s focus on improving recruitment and retention rates by establishing a standing committee to identify best practices, measure results and make recommendations for improvement.
- Use technology to aid the strategic initiatives for recruitment and retention efforts, including a revitalized website and streamlined data collection to assist with data-driven decision-making.

**Measuring and Improving Student Learning Outcomes**

Providing students with a quality education is at the heart of Mineral Area College’s mission. To align with its commitment to continuous quality improvement, the college will, for each course and program: continually pursue acceptable targets for common student learning outcomes; measure those outcomes; and implement improvements to advance student learning.

**Goals**

- Revise course-level evaluations to create systematic, continuous improvements in student learning outcomes.
- Perform systematic, program-level evaluations using results of student learning outcomes to make sure program standards continue to meet professional and academic requirements.

**Valuing People, Relationships and Ideas**

Mineral Area College promotes a close, caring relationship among all members of the college community and is committed to providing staff and faculty with appropriate resources for personal development and growth. In tandem with this belief, the college will focus on providing the resources necessary to cultivate its culture of collaboration, innovation and productivity.

**Goals**

- Recognize and reward innovative ideas and continuous improvement projects.
- Develop individual, actionable growth strategies with employees.
- Implement a method for sharing projects, challenges and achievements across departments.
- Ensure faculty and staff possess and continually update technology knowledge, skills and abilities.
Refining the Information Systems Infrastructure

Mineral Area College is committed to continuous academic and operational quality improvement. The college will focus on refining and expanding its information technology infrastructure to support the level of data-driven decisions needed to propel continuous improvement and to support student success.

Goals

- Refine and expand the IT system for supporting data-driven decision-making.
- Design and implement formal replacement cycles and modernization initiatives to ensure campus technology remains current.
- Improve customer service from Computer Information Services through the implementation of an interdepartmental communication plan.

Improving Operational Effectiveness

Keeping education affordable while elevating quality is a cornerstone of Mineral Area College’s commitment to the communities it serves. To balance these objectives, the college will continually seek alternative funding sources and devote attention to cost control and performance initiatives.

Goals

- Revise inventory control, purchasing and personnel policies to reduce instructional and operational costs.
- Revise policies governing the procurement, installation and inventory management of all information technology systems to reduce technology costs.
- Increase revenue through focused student recruitment efforts.

Measures of Success

Measures of success are built into the Strategic Plan to help us track our success and remain focused on providing our students the highest-quality learning experiences. Comprehensive measures have been identified for each goal and objective. Measures for each organizational priority include, but are not limited to:

Elevating Student Success

- Annual student count
- Change in underrepresented and segmented student populations
- Student completion rates
- Percentage of students successfully completing developmental education

Measuring and Improving Student Learning Outcomes

- Percentage of students meeting or exceeding acceptable targets for course-level learning outcomes
- Percentage of students meeting or exceeding acceptable targets for program-level learning outcomes

Valuing People, Relationships and Ideas

- Number of actionable ideas submitted
- Campus climate survey results for internal communication
- Campus climate survey results for employee satisfaction of professional development opportunities

Refining the Information Systems Infrastructure

- Streamlined access to data
- Campus climate survey results for computer information systems
- IT equipment audits

Improving Operational Effectiveness

- Percentage of change in expenditures
- Percentage of change in revenue
- Employee efficiency in technology determined by number of work tickets