



ANNUAL REPORT 2020-2021



BLUE RIVER

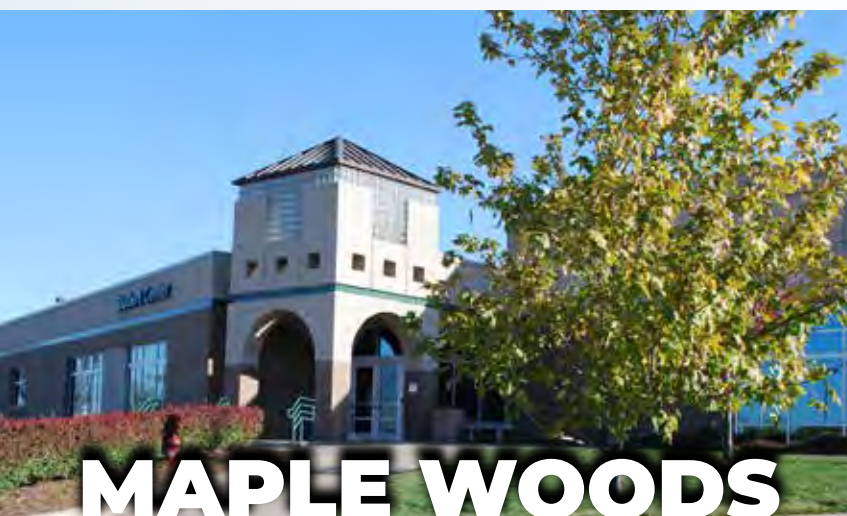


BUSINESS & TECHNOLOGY

Programs at this campus moved to new facilities in early 2022.



LONGVIEW



MAPLE WOODS



ONLINE



PENN VALLEY



METROPOLITAN COMMUNITY COLLEGE

3200 Broadway, Kansas City, Missouri 64111
816.604.1000 | mcckc.edu

MCC-BLUE RIVER

20301 E. 78 Highway
Independence, Missouri 64057

MCC-LONGVIEW

500 S.W. Longview Road
Lee's Summit, Missouri 64081

MCC-MAPLE WOODS

2601 N.E. Barry Road
Kansas City, Missouri 64156

MCC ONLINE

mcckc.edu/online

MCC-PENN VALLEY

3201 Southwest Trafficway
Kansas City, Missouri 64111

- Metropolitan Community College is the oldest public institution of higher education in Kansas City, Missouri, and was the first community college in Missouri
- Founded in 1915 as the Kansas City Polytechnic Institute
- One of the first institutions in the country to award associate degrees
- The most affordable public college in Missouri in 2021-22*
- Offers 120-plus associate degree and certificate programs
- Serves about 20,000 students annually through credit and noncredit courses and business services

*Annual total tuition and required fees for typical full-time, in-district student. Source: Missouri Department of Higher Education and Workforce Development comprehensive fee survey, FY 2022

MCC is accredited by the Higher Learning Commission (hlcommission.org), a regional accreditation agency recognized by the U.S. Department of Education.

YOUR COLLEGE. FUTURE.

Produced by MCC Marketing & Communications



LETTER FROM THE CHANCELLOR

Welcome to Metropolitan Community College's 2020-21 Annual Report, and thank you for spending some time with us.

This is the space where an institution's leader remarks about *what an incredible year* it was, maybe even *a year like no other*. Well, I can make both those statements about 2020-21 without any exaggeration.

Consider (as if you could forget) that 2020 was the first year of the COVID-19 pandemic. For MCC, the 2020-21 academic year would be marked by virtual learning, working from home and nearly empty campuses (although some hands-on workforce classes did meet safely in-person).

So it was a quiet year, right? No, not even a little bit:

- When the White House decided to send first lady Dr. Jill Biden to high-enrollment community colleges to promote COVID-19 vaccinations, MCC was one of the first two colleges selected.
- One of our big annual events, the Chancellor's Martin Luther King Jr. Scholarship Luncheon, didn't involve lunch in 2021 but was still a big success on Zoom. Our first-ever "She Is" women's leadership conference was also virtual and well-received.
- After a virtual commencement in 2020, everyone was thrilled that the 2021 ceremony could be in-person for our grads (and livestreamed, too). We were able to book the lovely Starlight, which had the double advantage of being open air and roomy.
- The MCC Foundation received its largest gift ever, \$5 million from the Sunderland Foundation, which along with other gifts helped make possible groundbreakings for the MCC-Penn Valley Engineering Technology addition and the Blue River East building. A third capital project became our Advanced Technical Skills Institute. The three sites provide state-of-the-art facilities in more accessible locations for many MCC workforce training programs.
- We unveiled a more transparent tuition model that actually lowered tuition for some MCC career and technical education programs.
- And on the pandemic front, in addition to aggressive mitigation measures, we offered free classes to current and prospective students who "got the jab" as well as ten \$1,000 incentives for vaccinated employees.

It really was an incredible year at MCC. A year like no other. Learn more about it in these pages.

We're grateful for all you do for our students and the entire Metropolitan Community College family.

All the best,

Dr. Kimberly Beatty
Chancellor

Metropolitan Community College Board of Trustees

MCC's trustees are elected by the public and serve six-year terms. The board meets monthly.



Trent M. Skaggs

Subdistrict 1 (2012-), President (2016-)



Jermaine Reed

Subdistrict 2 (2020-)



Barbara Washington

Subdistrict 3 (2016-)



Holmes Osborne

Subdistrict 4 (2019-)



Ellen Martin

Subdistrict 5 (2018-)



Michael R. Brown

Subdistrict 6 (2016-), Vice president (2018-)

Metropolitan Community College Executive Cabinet



Kimberly Beatty, Ed.D.
Chancellor



John Chawana, Ph.D.
Vice Chancellor,
Institutional Effectiveness,
Research and Technology



Donald Chrusciel, Ph.D.
Vice Chancellor,
Administrative Services, and
Chief Financial Officer



Sandra Garcia, J.D.
Chief Legal Officer



Sue Gochis
Vice Chancellor, Instruction,
and Chief Academic Officer



Warren E. Haynes, D.P.A.
Interim Vice President
for Diversity, Equity and
Inclusion



Tyjaun Lee, Ph.D.
President, MCC-Penn Valley



Rosemary Martin
Chief Human Resources
Officer



Thomas W. Meyer, Ph.D.
President, MCC-Blue River
and MCC-Online



Josh O'Brien
Chief of Staff



Larry Rideaux Jr., Ed.D.
President, MCC-Maple
Woods



Kathrine Swanson, Ed.D.
President, MCC-Longview,
and Vice Chancellor,
Student Success and
Engagement

*Dr. Meyer also served as MCC-Business & Technology president in 2020-21.
Dr. Swanson added MCC-Longview responsibilities in August 2021.*



FIRST LADY ON A MISSION

A FEDERAL COVID-19 VACCINATION INITIATIVE RESULTS IN A POP-UP CLINIC AT MCC —AND A SPECIAL GUEST FROM THE WHITE HOUSE

“Really, the community colleges are just special places,” first lady Jill Biden said during a visit to MCC in May 2021.

We know she means it. After all, she teaches English at a community college in Virginia, and the Biden administration has pushed for free community college for all Americans.

As for what brought Jill Biden to Kansas City on a stormy spring Thursday, the federal government had just launched an initiative to hold “pop-up” COVID-19 vaccination clinics at high-enrollment community colleges. MCC’s was one of the first two nationwide.

At the Penn Valley Education Center, the first lady greeted people getting shots (students and others 18 or older) and people giving shots (from Costco Pharmacy). She also presented vouchers for free classes to participants — and encouraged them, naturally, to take an English class. Some said they planned to save the course voucher as a keepsake.

“I think it’s so creative that MCC is offering a free class to those who get



First lady Jill Biden greets an alumnus who got a COVID-19 shot at MCC-Penn Valley.

vaccinated,” Biden said. More than 125 received shots in arms at the event.

“How’d you do?” our White House visitor asked a just-vaccinated young man in a white shirt and red tie, his sleeve still rolled up.

“I did good,” he replied. “I survived!”

“I’m Jill Biden,” she said, and the two shook hands. He turned out to be an MCC alumnus.

MCC-Penn Valley President Tyjaun Lee, U.S. Rep. Emanuel Cleaver and Kansas City Mayor Quinton Lucas were among those on hand to greet the first lady.

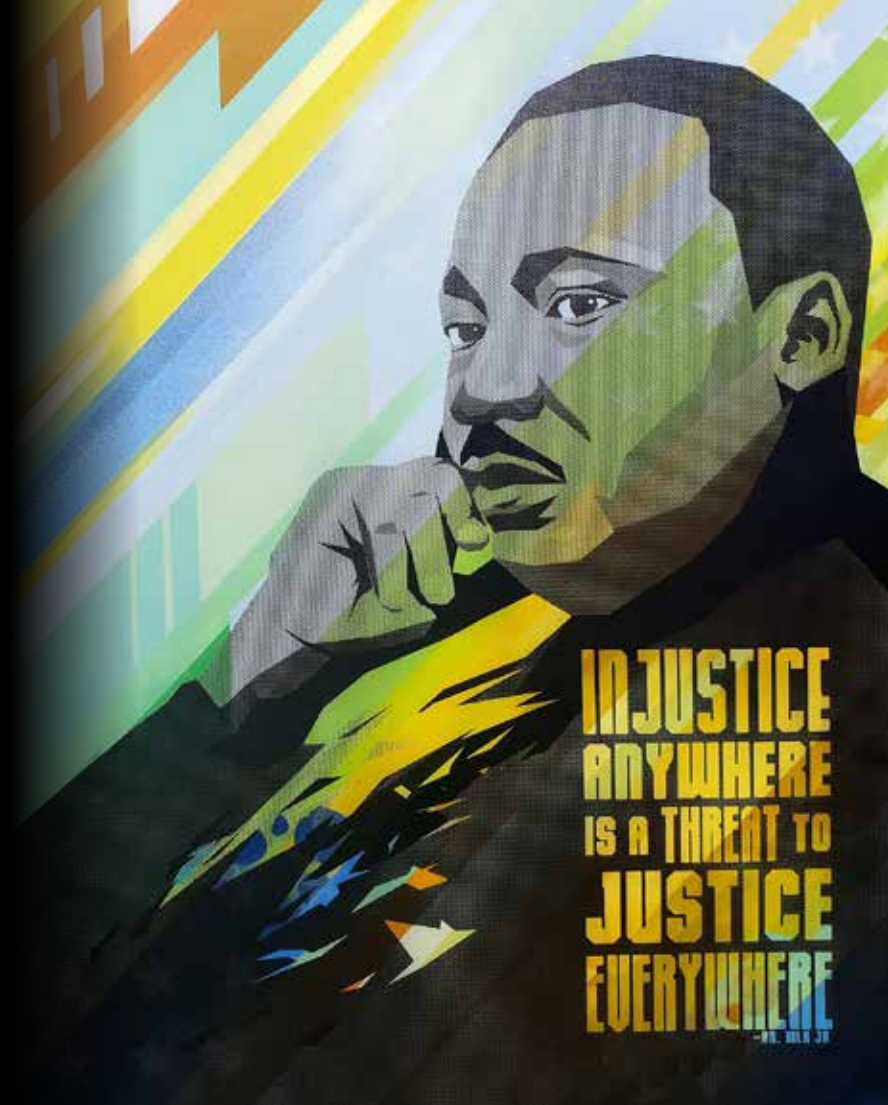
A TV reporter asked Biden how the vaccine-hesitant could be convinced to get the jab: “That’s going to be a sales job, is it not?”

“That’s why I’m here,” FLOTUS replied, extending her arms.

Picture It: MLK



Keynote speaker Nikole Hannah-Jones



2021 EVENT INCLUDES SIKE STYLE ARTWORK OF ONE CIVIL RIGHTS LEADER AND A NEW MCC AWARD NAMED FOR ANOTHER

A little more than a week after a violent mob attacked the U.S. Capitol on Jan. 6, 2021, and a few days before the inauguration of President Joe Biden, Nikole Hannah-Jones reflected on where America stood.

In her view, the thousands of National Guard troops in Washington had to be on hand “largely because of this idea that Black Americans are not legitimate citizens in this democracy.” Former President Donald Trump and others had challenged the outcome of the presidential election by alleging voter fraud in cities and states with large Black populations.

Hannah-Jones, the face of the New York Times Magazine’s 1619 Project, spoke in January at the Chancellor’s Martin Luther King Jr. Scholarship Luncheon. “White Americans have to decide,”

Hannah-Jones said, “are we a multiracial democracy, or that some people’s votes matter and some don’t. ... Are we going to share power with all our citizens?”



Chancellor Kimberly Beatty

The virtual event raised more than \$110,000 for student scholarships. It also included the announcement of the latest winners of the Chancellor’s Martin Luther King Jr. Scholarship, which covers one year of tuition:

- Basant Chaudhary, an engineering student at MCC-Maple Woods
- Chyanne Freeman, an associate in arts student at MCC-Blue River
- Tuyen Nguyen, a dental assisting student at MCC-Penn Valley
- Munira Nuru, a biology student at MCC-Longview
- Gabriel Waag, a lineman student at MCC-Business & Technology

Another highlight of the MLK program was the creation of a Martin Luther King Jr. portrait, shown above, by Kansas City muralist Phil “Sike Style” Shafer. Commissioned by the College, the 4-foot-by-5-foot spray paint-and-ink artwork of a contemplative MLK was auctioned during the program.



Chris Evans, inaugural recipient of the Alvin Brooks Kansas Citian Inspiration Award

The winning bid of \$7,500 came from Matt Johnson on behalf of his then-employer, CommunityAmerica Credit Union, presenting sponsor of the luncheon. The credit union donated the painting to the College. (It would be displayed first at the Carter Art Center Gallery at MCC-Penn Valley.) Johnson is chair of the MCC Foundation Board of Directors.

Attendees who donated at least \$50 to the MCC Foundation received a poster of the Sike piece.

MCC’s 2021 MLK event also saw the inaugural presentation of the Alvin Brooks Kansas Citian Inspiration Award. Chancellor Kimberly Beatty described its goal as honoring everyday citizens who better their community and model traits of Dr. King.

The first winner was Chris Evans, who started the I Am King Foundation, a program for boys that uses baseball to teach character, discipline and integrity. The young men are called “Kings.” The namesake of this new award, Alvin Brooks, is a longtime KC civic leader with ties to MCC. (See story, Page 20.)



INAUGURAL ‘SHE IS’ CONFERENCE AIMS TO HELP WOMEN ENTERING MALE-DOMINATED FIELDS

MCC’s “She Is” women’s conference debuted in a virtual format in March 2021, coinciding with Women’s History Month. In her keynote address, Bridgette Williams, executive director of the Heavy Constructors Association of Greater Kansas City, emphasized the power of words and the importance of individualism.

“I say to you today, embrace your uniqueness, whatever that is,” Williams said. “That is really what is important in defining who you are.” In high school she was an outspoken student with a “big personality” — and a teacher told her she would never amount to anything. Williams considered those harsh words a challenge.

“I knew that day that, come hell or high water, I was going to be something,” Williams said.

MCC Foundation Executive Director Jessica Ramirez said it was gratifying

how much participants appreciated having the opportunity to connect with one another at the afternoon conference.

“I was so impressed with the authenticity of the session leaders and their willingness to follow up with the participants offline after the sessions,” Ramirez said. “The event felt so personal and intimate. You couldn’t have had that in a ballroom full of people.”

The 2021 event, dubbed “She Is: A Woman in Action,” raised more than \$7,000 to benefit women entering male-dominated career programs at MCC.

The “She Is” event was planned by the MCC Foundation and Office of Institutional Equity and Inclusion. Organizers plan for the women’s conference to return on a regular basis. Each future event will still be called “She Is” but will have a different theme to reflect current issues.



RESIDENTS OF THREE MORE K-12 SCHOOL DISTRICTS VOTE TO ‘ATTACH’ TO MCC

Something historic for MCC happened on April 6, 2021: That day, voters in the Grain Valley, Liberty and Oak Grove school districts approved MCC’s attachment question. Because the school districts are now “attached” to the community college district, their residents will support MCC with a property tax — entitling them to in-district MCC tuition, which is about half the rate out-of-district residents pay.

A simple majority (more than 50%) was required for passage in each school district.

Before the 2021 election, it had been nearly three decades since a K-12 district voted to join MCC (Independence and Fort Osage in 1993). Pre-2021, 12 districts were attached to the community college. Now 15 are.

After the election results were in, Chancellor Kimberly Beatty expressed gratitude to everyone who voted to join MCC. “We’re thrilled to welcome residents of the Grain Valley, Liberty and Oak Grove school districts, and we’re so appreciative of the support and trust voters in these districts have shown us,” she said.

“Whether you come to MCC for job training, retraining, an associate degree before transferring elsewhere, or any number of other options, we welcome you. And for residents of these three school districts, those options just became much more affordable.”

— Chancellor Kimberly Beatty

The Junior College of Kansas City, which had roots back to 1915, became the Junior College District of Metropolitan Kansas City in 1964, when voters in eight K-12 districts approved its formation. Those original eight were Kansas City, Belton, Center, Grandview, Hickman Mills, Lee’s Summit, North Kansas City and Raytown. Blue Springs joined in 1984, Park Hill in 1986.

\$5 MILLION SUNDERLAND FOUNDATION GRANT MARKS A FOUNDATION MILESTONE

The largest gift ever received by the MCC Foundation — a \$5 million grant from the Sunderland Foundation, based in Overland Park — was announced in January 2021.

The grant was earmarked to support construction of three transformative workforce-training facilities at MCC: the Advanced Technical Skills Institute at 2944 Troost Ave., the Blue River East building at the campus in Independence, and the Engineering Technology building at MCC-Penn Valley. Total construction cost for the three projects was about \$34 million.

“We are extremely appreciative of the generous support from the Sunderland Foundation,” MCC Chancellor Kimberly Beatty said. “These three projects will allow the College to offer a greater level of support and access for students from day one through graduation and into a chosen career path.”

Since 1945, grants from the Sunderland Foundation have helped “build the places where families in distress find help and healing, where young minds grow and thrive, and where communities come together for celebration and inspiration.”

Terry and Peggy Dunn, two big supporters of MCC and its mission, said in a statement: “We and the MCC Foundation are dedicated to supporting the critical role Metropolitan Community College plays in strengthening Greater Kansas City’s pipeline of homegrown talent. The missions of the Sunderland Foundation and MCC are a natural pairing, as demonstrated by their support of these three exciting projects and the innovative educational programs they will house.”



Rap artist Lil Beans, left, won the battle of the bands. At right: instructor Cynthia Heddlesten (center) with student organizers.

HOWLAPALOOZA!

WOLFSTOCK MUSIC FEST ENERGIZES MCC-BLUE RIVER CAMPUS

In August 1969, a dairy farm in upstate New York hosted the Woodstock music festival. In August 2021, a couple of weeks before the start of fall classes, the MCC-Blue River campus in Independence hosted Wolfstock: a music festival on a much smaller scale but with more people wearing shirts.

MCC-Blue River’s event, a Friday-night battle of five bands, was notable for high temps and even higher energy. It was also largely a student production.

Sociology instructor and Wolfstock organizer Cynthia Heddlesten expressed gratitude for the team of students — her “Fabulous Four” — who devoted countless hours to planning the festival. “From artist selection, designing

the flyer, to running audio, every aspect of this event was student-built,” Heddlesten said. “That is what made this event so successful and what made everyone get on board.”

Student Dennis Nash said the goal was to plan something that would show “how much fun this campus is, with all the activities we have going on,” while also helping to boost enrollment.

Rap artist Lil Beans, an MCC-Blue River alum, earned the most crowd votes and took home more than \$250 in donated prizes.

Plans are already underway for the 2022 Wolfstock, tentatively set for the end of the first week of fall classes.



For workforce training classes that met on campus in 2020-21, like Randy Leighton's physical therapist assistant students, masking and social distancing were required.

TEACHING, LEARNING AND STAYING SAFE DURING A CONTINUING PANDEMIC

If the 2020-21 school year will be remembered for one thing, it's changes wrought by the COVID-19 pandemic: Most students continued learning by virtual instruction, most employees worked from home, and the MCC campuses were largely empty. Exceptions were a handful of workforce programs — veterinary technology and police/fire science, for instance — whose accreditors required in-person, hands-on learning.

By the start of the Spring 2021 semester, it still wasn't clear when in-person learning and work would resume. Just the same, Chancellor Kimberly Beatty expressed pride in how nimbly the College community had pivoted to a different way of doing things.

"Is it optimal for our classes to be virtual? Is it optimal for us to be working remotely?" Dr. Beatty asked. "No, it's not optimal, but what we learned is that we can do it, and probably as we return (in-person), there are some things that we might do in a hybrid type of fashion." Some MCC processes could be automated, made virtual or put online, she said.

"We're in a space of learning what we want to keep, trash or tweak," she'd tell employees that August.

Ultimately, classes would remain mostly virtual through Summer 2021. Employees started returning to campuses and work sites on a staggered schedule in April. Many would be working full time on site by June.

Meanwhile, a summer production of "You're a Good Man, Charlie Brown" at MCC-Longview attracted attention for being one of the first in-person MCC events to be held in 2021 (in addition to May commencement at Starlight). "We thought it was important to do a show as we are getting ready to reopen" for the fall, director and theater instructor Keith Townsend said.

The College required face masks for almost the entire 2020-21 year. Based on COVID-19 cases and related data, the MCC mask mandate was briefly dropped in early July but returned about a week later. The delta variant was spreading rapidly at the same time vaccination rates remained low in some areas.



MCC-Blue River's All for the Children family resource fair became an outdoor drive-thru event in 2021, featuring costumed characters, the MCC Wolf and giveaways. Right: Honk & Howl, a Halloween trunk-or-treat event at MCC-Maple Woods, also went the drive-thru route.



STUDENT AND EMPLOYEE VACCINATION INCENTIVES

- Two rounds of "get a shot, get a free MCC class" attracted a huge response in the spring and summer of 2021. The free-class promotion started with a COVID-19 vaccination clinic that featured a visit from first lady Jill Biden. In August, more than 2,000 current or prospective students entered a drawing for 1,000 free classes. To take advantage of the offer, entrants had to provide proof of vaccination status.
- Two rounds of employee incentives offered \$1,000 for those who were fully vaccinated. Over the summer, 10 employees scored the grand in cash by entering drawings.
- MCC held a series of campus vaccination clinics in August that were timed to coincide with Wolf Pack Welcome events for students. Although the walk-in clinics were open to the public, most of those getting shots in arms were students.

'A BRICKS-AND-MORTAR MILESTONE'

MCC-PENN VALLEY CELEBRATES THE START OF CONSTRUCTION FOR THE ENGINEERING TECHNOLOGY ADDITION

The VIPs donned hard hats and put their backs into the task of turning over a few shovelfuls of earth. But before the manual labor came the remarks, such as Chancellor Kimberly Beatty declaring that this October 2020 groundbreaking at MCC-Penn Valley marked “a new era for Metropolitan Community College.”

The Engineering Technology building on the main MCC-Penn Valley campus’ south side would be completed within a year, by the start of Fall 2021 classes. Meanwhile, not far away, a huge warehouse at 2944 Troost Ave. was about to begin its transformation into a “state-of-the-art skills training center” for a new generation of construction, HVAC, welding and manufacturing workers, Dr. Beatty said.

Those two building projects in the urban core represent a continuing commitment by MCC to align our workforce training with industry needs in Kansas City. By relocating programs from the MCC-Business & Technology campus, the College expects to increase diverse student enrollment in the engineering, advanced manufacturing and skilled trades

Fall 2020 groundbreaking for the Engineering Technology addition at MCC-Penn Valley was both an in-person and a virtual event. Those on hand were spaced apart in an open-air tent. At the end, dignitaries displayed their shoveling skills.



programs, Dr. Beatty said at the Engineering Technology ceremony.

“We will also create new educational and job opportunities for students living in the heart of the city and become an even greater community resource,” the chancellor said.

Construction of the \$7.2 million Engineering Technology facility, which adjoins Carter Art Center and the Physical Education building (and includes some renovation of existing space), represents “a big day for all of us, a bricks-and-mortar milestone for the Penn Valley campus,” campus President Tyjaun Lee said.



Gov. Mike Parson (center) with (from left) Chancellor Kimberly Beatty and MCC trustees Ellen Martin, Barbara Washington, Holmes Osborne and Jermaine Reed

GOV. PARSON IS ON HAND FOR BLUE RIVER EAST GROUNDBREAKING IN INDEPENDENCE

When you hold an outdoor event in December, even under a tent, you never know what you’ll get. Fortunately, all went smoothly at the 2020 groundbreaking for the MCC-Blue River East building.

Heading up the VIP list was Missouri Gov. Mike Parson, who said two pieces — workforce development and infrastructure — “are the future of our state (and) also the future of our kids.” Because of that, he’ll “continue to invest in the community colleges.”

In the first year of the pandemic, online sales had skyrocketed, the governor noted. That meant increasing demand for distribution centers and the workers the MCC-Blue River East forklift/warehousing program would produce. “We have to be ready for that,” he said.

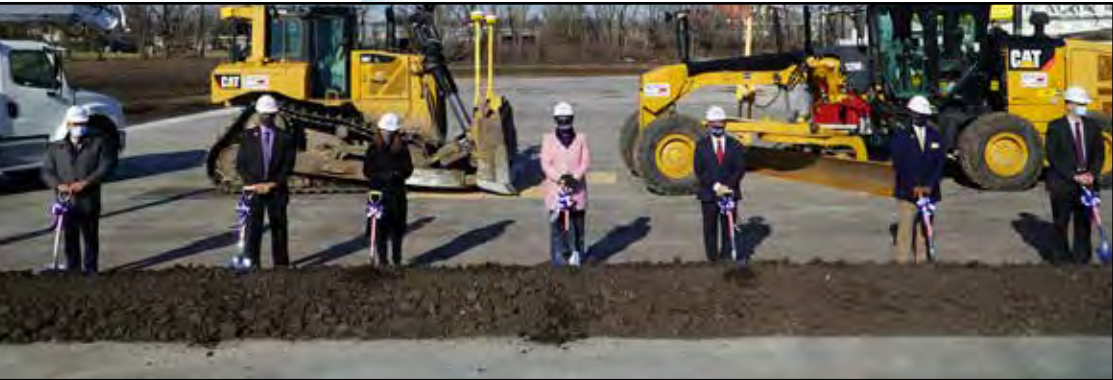
Chancellor Kimberly Beatty presented Parson with a framed copy of the cover of a booklet outlining the College’s career

training efforts. “Governor Parson — Thank you for your continued support for workforce!” she’d written at the top.

Among the speakers was utility lineman student Joseph Kassanavoid, who noted that his dad had trained lineman program coordinator Susan Blaser. As for Blaser, what most excited her about the move from Business & Technology to Blue River? “Honestly, it’s the grass,” she said. Being able to train on grass, instead of on asphalt, will provide a more real-life experience for students, and the shade at BR will make summer training more bearable.

In addition to the warehousing and line worker programs, the \$10.2 million Blue River East building would also be home to MCC’s commercial truck driving program and the Great Plains OSHA Education Center.

The ceremony was attended by several dozen humans and the MCC Wolf, with others watching by livestream.



MCC'S NEW TUITION MODEL ELIMINATES MOST FEES, MAKES SOME CAREER TRAINING PROGRAMS MORE AFFORDABLE

Following a comprehensive staff review of MCC tuition and fees, the Board of Trustees approved a new tuition model intended to provide greater transparency and fewer extra fees for students. The new tuition structure took effect with the Fall 2021 semester.

While tuition increased — from \$107 to \$116 per credit hour for in-district students — officials said the removal of fees would result in many students paying about the same or even less over the course of their MCC education.

For most MCC disciplines, all extra fees — including the \$10-per-semester general fee, \$15-per-credit-hour distance education fee (for internet classes) and a variety of course and program fees — were eliminated.

Meanwhile, 15 workforce programs that utilize specialized equipment, supplies or labs will now have a tiered fee structure. Each course in a discipline will assess the same additional fee each semester, ranging from \$50 per course for Tier 1 programs (HVAC, radiologic technology and welding) to \$400 per course for Tier 4 (practical and professional nursing).

MCC nursing programs, however, ended up becoming more affordable: The estimated cost to complete a professional nursing A.A.S. degree decreased by almost \$2,500. The utility lineman A.A.S. degree would cost about \$2,000 less to complete. Several of the tiered workforce programs were expected to cost students about the same.

“By addressing the cost of some of our workforce programs, we’re making them accessible to more students,” Chancellor Kimberly Beatty said.

About 75% of MCC courses charge no extra fees under the new model. Dozens of MCC courses did charge lab fees, but those were all eliminated.

The consolidation and removal of fees was also expected to give some students greater financial aid benefits. “There are many different types of financial aid, and some do not cover the cost of fees, requiring students to pay those out of pocket,” said Dena Norris, associate vice chancellor for student financial services. Military tuition assistance programs, for example, cover only tuition.

TAKING A SWING AT PROGRESS



Chancellor Kimberly Beatty (left) and MCC-Penn Valley President Tyjaun Lee did a little demolition work in November 2020 at MCC's new manufacturing training location at 2944 Troost Ave. (It would come to be known as the Advanced Technical Skills Institute.) Although this was a photo op, that wall really did need to come down; renovation was underway. A handful of College leaders also got a tour of the mammoth 101,000-square-foot building from Chief Facilities Officer Jeff Ullmann. The site would house several workforce programs relocating from the Business & Technology campus.

THE 2900 BLOCK OF TROOST: A LITTLE HISTORY

MCC bought the block-long ATSI property from Nazarene Publishing House, which had previously sold its administrative buildings on the east side of the block to Kansas City Public Schools. KCPS repurposed them for district headquarters. Starting in 1912, NPH was the publishing arm of the Church of the Nazarene and at its peak is said to have printed more than 25 million pieces a year, including Sunday school curriculum, books, sheet music, newspapers and magazines. It also processed some 250,000 orders annually from more than 11,000 churches of several denominations. The MCC purchase included the publishing house's former printing facility and distribution center, which would undergo an extreme makeover in its transformation to an MCC career training facility.

HOW DO YOU REALLY FEEL?

AS PART OF THE COLLEGE'S STRATEGIC PLANNING PROCESS, STUDENTS AND ALUMNI SHARE HOW MCC HAS MADE A DIFFERENCE FOR THEM

Developing an organization's strategic plan involves coming up with mission statements, themes and goals, but we'd guess the fun part is gathering data — especially the human kind.

In the fall of 2020, Metropolitan Community College started on its next five-year Strategic Plan (which would ultimately become a 10-year plan known as MCC Reimagined). The work included seeking out current students, alumni, business leaders, community members and employees for their thoughts, ideas and goals. Many stakeholders stepped forward to take part in small-group conversations called charrettes.

The comments below were among hundreds gathered in surveys of students and alumni. Students were responding to the statement “I’m proud to be at MCC because ...” and alumni were asked “I care about MCC because ...” As you can see, what they had to say affirms the institution's mission.

ALUMNI	STUDENTS
<p>MCC EMPOWERS students.</p> <p>“It is a GOOD, CLOSE, AFFORDABLE local college.”</p> <p>It's economically SMART.</p> <p>“The professors saw my potential and HELPED BUILD MY CONFIDENCE to go on to UMKC and COMPLETE MY BACHELOR'S.”</p> <p>It's an IMPORTANT RESOURCE for the COMMUNITY.</p> <p>“It provided a STRONG FOUNDATION for a FOUR-YEAR DEGREE.”</p> <p>It allowed me to get A COLLEGE EDUCATION WITHOUT going into so much DEBT.</p> <p>“MCC has CHANGED MY LIFE and the lives of countless other students.”</p>	<p>EVERYONE CARES about my academic progress.</p> <p>“I didn't think that I would even GET TO COLLEGE.”</p> <p>Everyone wants you to SUCCEED!!</p> <p>“I started my COLLEGE CREDITS as a senior IN HIGH SCHOOL.”</p> <p>“I get to FINISH WHAT I STARTED years ago.”</p> <p>The INSTRUCTORS ARE AMAZING.</p> <p>“I am VALUED as an adult learner.”</p> <p>I SAVED SO MUCH MONEY and am starting my career DEBT-FREE!</p> <p>“I am PART OF THE WOLF PACK.”</p>

METROPOLITAN COMMUNITY COLLEGE COMMENCEMENT UNDER THE STARS



A Night To Remember

- The May 13, 2021, ceremony at Starlight was thought to be MCC's first-ever outdoor commencement.
- Starlight (which has dropped "Theatre" from its name) was selected because the venue would allow grads, families and friends to celebrate safely in an open-air environment, with lots of room to spread out. Masks were also required.
- Seating was limited: Grads could invite only two guests. The program was also livestreamed.
- Members of the Class of 2020 were invited to take part because their commencement was held virtually.
- Municipal Auditorium downtown had been the site of MCC commencement since 2012. Before that, the campuses held their own ceremonies.

AFTER MORE THAN A YEAR OF VIRTUAL LEARNING AND EVENTS, A CHANCE TO CELEBRATE (SAFELY) IN PERSON

If the wind is blowing just right, Starlight audiences have been known to hear night noises from the zoo next door. At MCC's 2021 commencement, no roaring tigers made their opinions known, but chirping Starlight birds and a train whistle reminded everyone that this really was an evening under the stars ... once darkness fell, anyway. (continued ⇒)



**candidates for
graduation
2,208**



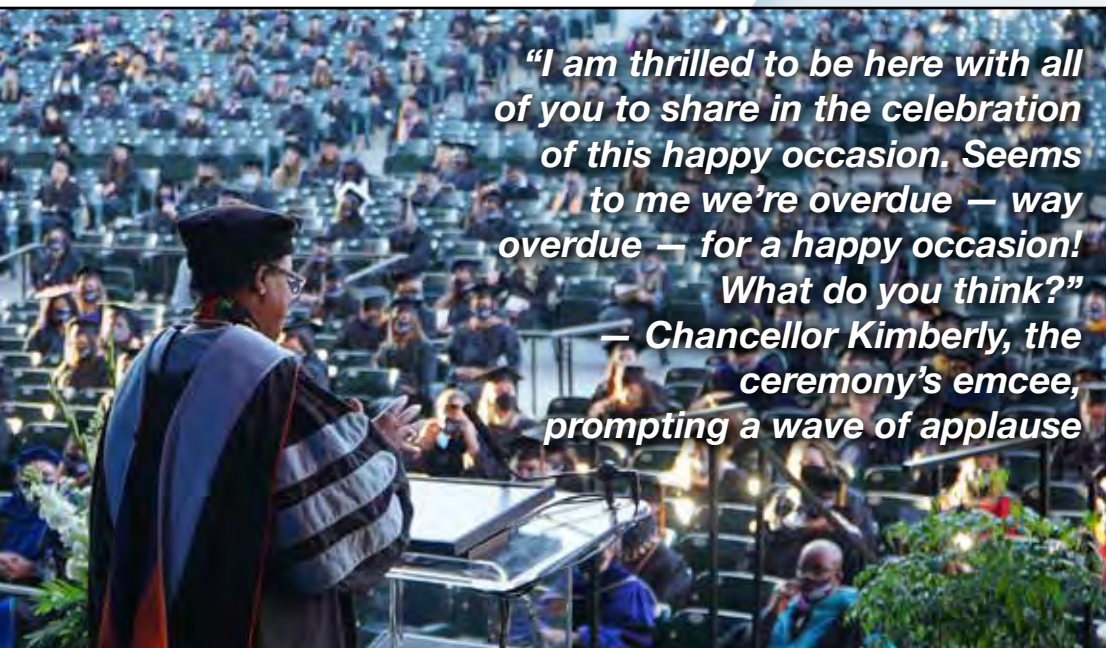
3,560
**associate degrees and
certificates conferred**

Mother Nature was apparently on the commencement committee, because the weather was perfect: 67 degrees and sunny with a light breeze at 7 p.m. Rain was in the forecast for the wee hours of the next morning, but it stayed away.

The audience of 1,000-plus people — spaced out on the very day the CDC loosened guidelines on mask-wearing for the fully vaccinated — cheered on more than 600 graduates who walked across the big Starlight stage.

One innovation this year: Most grads' names were pre-recorded by a professional announcer who was so skilled (and enthusiastic), we wouldn't be surprised if she's a veteran of the Oscars telecast. Grads went to a website beforehand to record how they say their name. Those who didn't record pronunciations had their names announced live by MCC's own David Oehler.

It was a big night for another reason, too: the first major MCC event to be held in-person since the start of the pandemic 14 months earlier. Here are a few of the memorable moments.

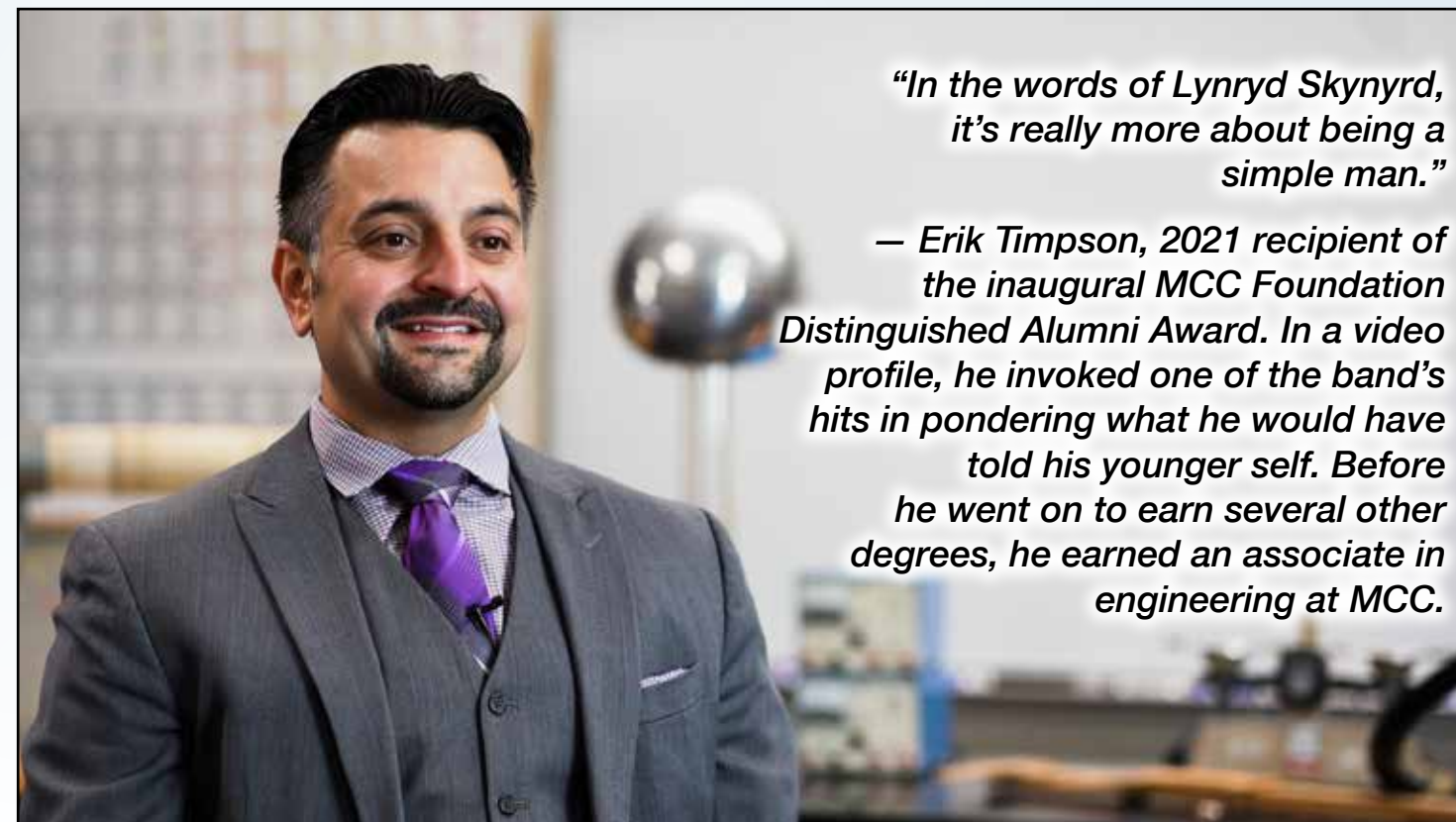


"I am thrilled to be here with all of you to share in the celebration of this happy occasion. Seems to me we're overdue — way overdue — for a happy occasion! What do you think?"
— Chancellor Kimberly, the ceremony's emcee, prompting a wave of applause

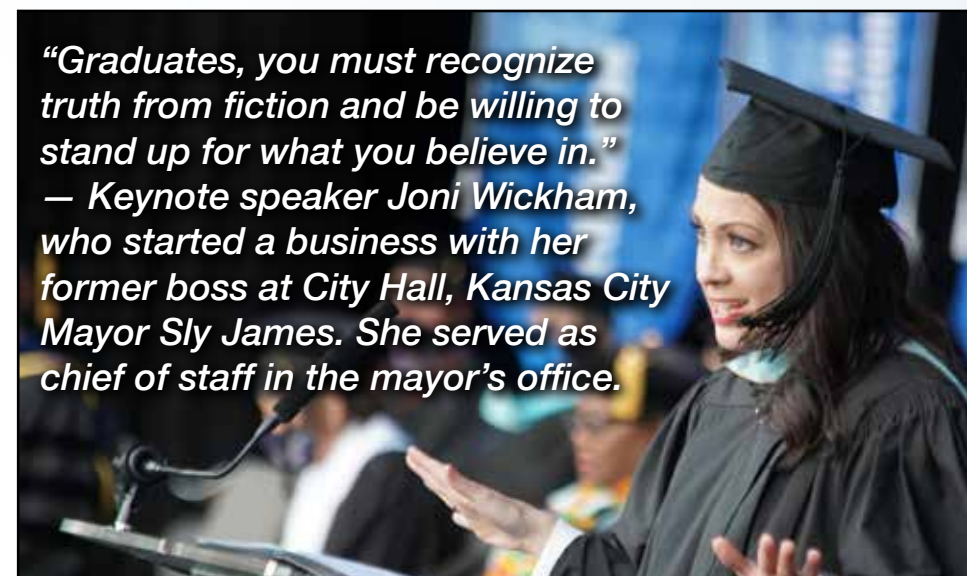


"We don't live in this world alone, and no one goes their entire life without ever failing. There's no shame in asking for help. Therefore, it's imperative to do anything and everything without fear of failing. Especially when failure is often the first step of success."

— Student speaker Chance Walker



"In the words of Lynryd Skynyrd, it's really more about being a simple man."
— Erik Timpson, 2021 recipient of the inaugural MCC Foundation Distinguished Alumni Award. In a video profile, he invoked one of the band's hits in pondering what he would have told his younger self. Before he went on to earn several other degrees, he earned an associate in engineering at MCC.



"Graduates, you must recognize truth from fiction and be willing to stand up for what you believe in."
— Keynote speaker Joni Wickham, who started a business with her former boss at City Hall, Kansas City Mayor Sly James. She served as chief of staff in the mayor's office.



"Tonight is all about the graduates, but it's also an excellent opportunity to express our appreciation to some of the folks who helped our graduates get across the finish line."
— Board of Trustees President Trent Skaggs

In mid-April 2021, the countdown to commencement was on at the MCC campuses, where drive-thru events distributed "grad bags" to cars of students. The event was first held the previous year, in the early days of the pandemic, but was considered a success and worth continuing even with in-person commencement. The bags included such items as cap, tassel, MCC medallion, announcements and ceremony info.



MR. KANSAS CITY

ALVIN BROOKS, A COMMUNITY ICON AND THE NAMESAKE OF MCC'S BROOKS INSTITUTE, INSPIRES OTHERS WITH HIS FOCUS ON CIVIL RIGHTS AND RACIAL EQUITY

"I can hear my mama right now. 'Baby, put your head down, let Mama pat you on your cheek.' Then she said, 'Lord, help my baby to become the kind of man that you want him to be.' So ... Mama, God, I hope I've become part of what you and God wanted me to be. To not ever forget who I am as a Black man in America, never to forget from whence I came."

It was an emotional Alvin Brooks who, at an MCC program in February 2021, recalled his mother comforting him as a 9- or 10-year-old in the 1940s after he'd been accosted by two white men on a downtown Kansas City street corner.

They called the child racist names, rubbed his head "for good luck" and tossed him back and forth between them. A woman intervened, wiped young Alvin's eyes, drove him to a drugstore and gave him a quarter, which he spent on "segregated hot dogs and segregated Cokes."

There would be a postscript to this story. In 1972, Brooks — by then KC assistant city manager — found himself at the same location as a guest at the ritzy Kansas City Club. Brooks says he'd "promised God and a few other responsible people I would never put my foot in that place," but he told the audience there what happened to him as a kid.

The civic and civil rights leader, 88, conducted the Zoom "master class" from his kitchen in south Kansas City, answering questions from his friend Jermaine Reed, an MCC trustee. Brooks' autobiography, "Binding Us Together," was about to be released.

In addition to being one of the city's first Black police officers (in the 1950s), its first human relations director, a councilman, a mayoral candidate and founder of the Ad Hoc Group Against Crime, Brooks is also a friend of Metropolitan Community College. He was a member of the last segregated class of Lincoln Junior College before it became part of the Junior College of Kansas City (now MCC).

He is also the namesake of MCC-Penn Valley's Brooks Institute, an initiative centered on crime prevention, criminal justice and contemporary issues associated with violence. The MCC Foundation's Carol and Alvin Brooks Binding Us Together Scholarship provides financial assistance to students interested in taking part in the College's annual Civil Rights Pilgrimage to Southern states. (The couple were married for 63 years; Carol Brooks died in 2013.)

In 2021, the MCC Foundation honored this community leader and bridge builder by unveiling a new award bearing his name: the Alvin Brooks Kansas Citian Inspiration Award.

AWARDS AND HONORS

- **Susan Blaser** (Business & Technology): International Lineman's Hall of Fame inductee
- **Dachia Busch** (Penn Valley): 2021 Black Achievers Society of Greater Kansas City inductee
- **Lyle Gibson** (Penn Valley): 2021 American Association of Community Colleges' (AACC) Dale P. Parnell Distinguished Faculty award
- **Brian Hurley** (Blue River): Appointed to CompTIA National Career and Technical Education Advisory Council
- **Hema Udupa** (MCC-Penn Valley): Appointed chair, Allied Health Radiology Education Committee of the American Academy of Oral and Maxillofacial Radiology
- **Richard Monroe** (Blue River and Business & Technology): Community College Professional Award, National Association of Student Personnel Administrators (NASPA), Midwest region
- **Cole Dillon** (MCC Athletics): National Junior College Athletic Association (NJCAA) regional men's and women's golf coach of the year
- **David Johnson, Kim Moriconi, Keith Stiffler** (Blue River); **Je-anne' Rueckert** (Business & Technology); **Joe Barnhill, William Cue, Jennifer Fenton, Bridget Gold, Robyn McGee, Kimberlee Thomasson** (Longview); **Carlos Bass, Ayanna Bridges, Robin Stimac,**

- Micheal Stroschein, Mike Warren** (Maple Woods); **Craig Bartholomaeus, Lyle Gibson, Lisa Koch, Nic LaHue, Kim Wilcox, Tammie Willis** (Penn Valley); **Lauren Cornell, Kimberly Oxley, Brenda Thomas, Jeff Ullmann** (Administrative Center): 2021 National Institute for Staff and Organizational Development (NISOD) Excellence Awards winners, selected by a college committee
- **Angela Bahner** (Longview), **Liz Santander Boettcher** (Penn Valley), **Roger Claypool** (Business & Technology), **Jennifer Rogers** (Blue River), **William Young** (Maple Woods): 2020 Governor's Award for Excellence in Teaching, Missouri Community College Association honorees
- **Star Brouillette** (Business & Technology), **Victorie Edwards** (Penn Valley), **Randy Kidd** (Longview), **Lynnae Smith** (Penn Valley): 2020 Senior Service Award, MCCA
- **Courtney Simmons** (Penn Valley): Missouri Health Information Management Association's Rising Star award
- **Chancellor Kimberly Beatty**: CBIZ Women's Advantage's Women Transforming Business Award national finalist; Greater Missouri Leadership Challenge's 2021 Inspirational Leader of the Year; Nonprofit Connect's Persevering Advocate award



THE ABC'S OF DEGREE COMPLETION

MCC and Donnelly College in Kansas City, Kansas, signed an agreement in February 2021 launching an Associate to Bachelor's Completion (ABC) program. ABC will enable students to transfer seamlessly between the two institutions to obtain a bachelor's degree in as few credit hours as possible. The ceremony at Donnelly (which was also shown on Facebook Live) included Chancellor Kimberly Beatty and, at the table, Donnelly President Stuart Swetland and Vice President Lisa Stoothoff.



VIEW OF THE FUTURE



High school students in MCC’s Kansas City Construction Career Academy helped revitalize an old three-story building in the Englewood Arts District by installing new windows. The nonprofit Englewood Arts group is renovating the former Comprehensive Mental Health Services building on Winner Road in Independence. The building now called Englewood Arts Center is next door to the historic, beloved Englewood movie theater, which closed in 2007. Here, student Jonathan Page talks to MCC-Blue River and Business & Technology President Tom Meyer. Jonathan said that KCCCA students, who attend North Kansas City Schools but spend their junior and senior years at MCC, were replacing 90 windows over five three-day weeks.

KUDOS FOR MCC’S SUPPLIER DIVERSITY PROGRAM

MCC received a 2021 Jesse L. Moore Supplier Diversity Award from Insight Into Diversity magazine. Nine colleges and universities nationwide earned this inaugural award, recognizing institutions that take proactive steps to support and engage with minority-owned businesses.

“Working with diverse suppliers supports our business objectives and strengthens the economy of our community,” Chancellor Kimberly Beatty said. “One of our goals is to ensure that MCC purchasing efforts reflect the diversity of the Kansas City metropolitan area’s local business community.”

MCC expanded its diversity and inclusion efforts in 2008 when it launched a full-time supplier diversity program,



Coordinator Chris Kelly

ensuring local businesses owned by minorities and women are included in the College’s procurement process.

Chris Kelly, the College’s supplier diversity program coordinator, counts the award’s namesake as a mentor. Jesse L. Moore was an economic development pioneer and the first director of supplier diversity at Purdue University.

“Jesse opened the door for effective training in supplier diversity tailored specifically for those serving educational institutions when no other organization could understand the challenges faced in this industry,” Kelly said. “Jesse changed that. He filled the gap.”

BEST OF THE NORTHLAND



The MCC-Maple Woods campus was declared top college or university in the 2021 Best of the Northland reader survey, which is undertaken annually by the Courier-Tribune and Gladstone Dispatch newspapers. Oh, and did we mention it was the third year in a row Maple Woods nabbed that honor? Congratulations!

SWANSON ADDS CAMPUS PRESIDENT TO HER TITLE

A familiar face became president of the MCC-Longview campus: Kathrine Swanson, the College’s vice chancellor for student success and engagement. Starting Aug. 1, 2021, Swanson assumed the new position while keeping the one she’d had since 2015.

Chancellor Kimberly Beatty, in an announcement to Longview faculty and staff in July, called Swanson a leader with “passion and compassion” who could move the campus forward. The new president said she was excited to work with community and Longview leaders “to ensure the campus is meeting the education and workforce needs of the community.”

At MCC-Longview she succeeded Dan Hocoy, who was named president of Goddard College.

MCC’S FIRST LGBTQ+ SCHOLARSHIP AWARDED

After several years of fundraising, MCC’s A.J. Slater Memorial Scholarship was awarded for the first time. The recipient: Vance Cleveland, an associate in arts student at MCC-Longview.

Beyond recognizing a student advocate of the LGBTQ+ community, the MCC Foundation scholarship pays tribute to Slater, a transgender man and the former Campus Life & Leadership coordinator at MCC-Blue River. He died in 2017.

MCC English instructor Zoe Albright said the selection committee made an excellent choice in Cleveland because he is someone who will “pay it forward” one way or another. “I foresee Vance being a change agent,” Albright said.

In his application essay Cleveland, who is transgender, said educating others about being trans is a priority. He hopes that by opening lines of communication — with those who are members of the LGBTQ+

community and those who are not — he can make a positive impact.

“I aim to be someone others can talk to, confide in and look to when they need someone,” Cleveland wrote. “I want to give back and advocate the same way those before me did.”

Like A.J. Slater. Tasha Slater, A.J.’s widow and mother of their 18-year-old son, Jayden, said A.J. was a vocal advocate for the LGBTQ+ community. “He was at the forefront,” she said. “I think obviously the people who apply for the scholarship know that, but I think it’s important that people remember that about him.”

At MCC, Slater was known for his dedication to students, bright sense of humor and inimitable ability to make those around him feel valued and heard.

Tasha expressed gratitude on behalf of her family to the College and the



Scholarship namesake A.J. Slater, left, and inaugural honoree Vance Cleveland

employees who doggedly raised funds — through events such as “Not Your Grandma’s Bingo” — to establish the College’s first scholarship for LGBTQ+ students and allies.

Asked what she thought A.J.’s reaction would be to learn the inaugural Slater scholarship was going to a transgender student, Tasha said: “First, he would say, ‘Never in my lifetime did I think this would happen — that we are awarding scholarships to transgender students.’”

“It probably would’ve been the proudest day of his life.”

SHERMAN FAMILY FOUNDATION GRANT HELPS MCC EXPAND OPPORTUNITIES FOR HIGH SCHOOL STUDENTS

Before the start of the Fall 2021 semester, MCC put all of its early-college programs for high school students under one umbrella. Or, technically, a CAP — short for College Acceleration Program. At the same time, the College introduced several new opportunities for high school juniors and seniors, including financial assistance courtesy of a large grant.

That three-year, \$400,000 grant came from the Sherman Family Foundation, with the purpose of helping high school students with financial need take MCC courses. Students pay just \$75 per course, with the grant covering the remaining tuition. Students commit to taking two classes a semester.

Students starting as juniors can finish high school with 24 college credits and pay just \$600 in tuition.

MCC already offered half-price tuition for high school students. For some programs, like the Early College Academies on the MCC campuses, school districts typically foot the bill. Depending on the district, students pay for dual-credit courses. Those are classes that count as both high school and MCC credit, taught in high schools by MCC-approved teachers.

MCC planned to offer eight courses a year for students in the Sherman Family Foundation program. All eight are Missouri Core 42 classes that will transfer to any public college or university in the state. The grant also funded eight adjunct instructors trained to work with high school students. In 2021-22, up to 143 students could be served through the grant.

Other new offerings for high school

students included:

- A general automotive program at MCC-Longview
- A fire science program for Center, Grandview and Hickman Mills students
- Utility lineman training for Manual Career Tech Center students, including ride-alongs with Evergy crews
- A veterinary assistant certificate program for high school students, launched in Fall 2020 with the Independence School District; Blue Springs students joined in Fall 2021
- A software development certificate program in partnership with Kansas City Public Schools and T-Mobile
- Online MCC business courses for Independence students





BY THE NUMBERS, FALL 2020

Student enrollment and demographic data from end of fall semester.
Source: MCC Office of Institutional Research and Analytics

STUDENT HEAD COUNT



13,987

2019 | 16,063

2018 | 16,581

CREDIT HOURS



133,205

2019 | 150,124

2018 | 153,420

HIGH SCHOOL PENETRATION



17%

2019 | 21%

2018 | 19%

(Percentage of in-district high school graduates attending MCC)

STUDENT ENROLLMENT STATUS

2019

FULL TIME | 42%
PART TIME | 58%



FULL TIME 5,989 (43%)

2018

FULL TIME | 40%
PART TIME | 60%



PART TIME 7,998 (57%)

2019

FEMALE | 59%
MALE | 41%



FEMALE 8,541 (61%)

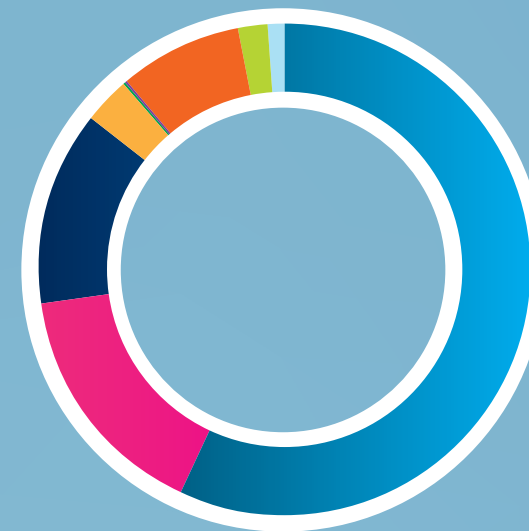
2018

FEMALE | 59%
MALE | 41%



MALE 5,435 (39%)

STUDENT RACE/ETHNICITY



White 8,285 (59%)
Black 2,113 (15%)
Hispanic/Latino 1,743 (13%)
Asian 410 (3%)
American Indian/Alaska Native 34 (0.2%)
Native Hawaiian/Pacific Islander 32 (0.2%)
Two or more 1,022 (7%)
Unspecified 247 (2%)
Nonresident Alien 101 (1%)

2019

White.....58%
Black.....16%
Hispanic/Latino13%
Asian.....3%
American Indian/Alaska Native.....0.2%
Native Hawaiian/Pacific Islander0.2%
Two or more8%
Unspecified2%
Nonresident Alien1%

2018

White.....59%
Black.....15%
Hispanic/Latino11%
Asian.....3%
American Indian/Alaska Native.....0.2%
Native Hawaiian/Pacific Islander0.2%
Two or more8%
Unspecified3%
Nonresident Alien1%

COLLEGE FINANCIAL RESULTS



Revenue 2020-2021

Local Taxes\$37,659,308
State Aid\$30,639,465
Student Tuition/Fees.....\$7,389,805

Grants, Contracts (incl. Pell)\$61,642,581
Auxiliary\$1,741,374
Other\$7,168,353

2019 | \$123,441,480

2018 | \$133,938,756

Total Revenue \$146,240,886

Expenditures 2020-2021

Instructional\$45,164,597
Institutional Support\$29,155,428
Public Service\$479,768
Student Services.....\$14,539,831
Plant Operation/Maintenance.\$16,778,313

Academic Support.....\$13,840,559
Scholarships & Fellowships.....\$6,024,007
Depreciation.....\$6,478,565
Interest Expense\$3,497,513
Auxiliary Expenses.....\$281,070

2019 | \$130,895,232

2018 | \$140,467,827

Total Expenditures \$136,239,651

ABOVE \$100,000

The Sunderland Foundation

\$50,000 - \$99,999

Herbert F. Kramer Trust

Irven E. and NeVada P. Linscomb Foundation

T-Mobile/Sprint Foundation

\$10,000 - \$49,999

909 Properties, Inc.

Assistance League of Kansas City

Bank of America

Commerce Trust Company

CommunityAmerica Credit Union

Peggy and Terry Dunn Family Charitable Fund

William and Katherine Ellis

Wilber Engelhardt

Evergy

Heart of America Patriot Foundation

The H & R Block Foundation

Kansas City Southern

Ewing Marion Kauffman Foundation

Kissick Construction Company

R.A. Long Foundation

Ellen P. Forrest Martin

Janice Pearson

Maureen Salz

Sandra Joan Price Charitable Fund

Sherman Family Foundation

Charles and Angela Sunderland Fund

TIAA

\$5,000 - \$9,999

Arvest Bank

Pete Browne

David L. Disney

Fidelity & Guaranty Life Insurance Company

Matthew and Judith Flynn

Hardwick Law Firm, LLC

Honeywell Federal Manufacturing & Technologies

Husch Blackwell LLP

KCI Rotary

North Kansas City Electric

Performance Contracting Group, Inc.

Nathaniel Peters

John Sherman

Kathrine B. Swanson

\$1,000 - \$4,999

Ad Astra Information Systems

American International Group, Inc.

David Atkins, Liam Atkins and Deborah Wuttke

Debra Ballard

Bank of America Private Bank

Brett Banks

Connie Banning

Kimberly Beatty

Arnold and Mabel Beckman Foundation

Black & Veatch Corporation

Brisley Scholarship Trust

BKD CPAs & Advisors

Blue Cross and Blue Shield of Kansas City

Brisley Scholarship Trust

Kelly Carnago

Tony Carter

C&C Group

CBIZ, Inc.

Cerner Corporation

Children's Mercy Hospitals & Clinics

City Wide Maintenance Company, Inc.

Control Service Company

Copaken Foundation

JE Dunn Construction

Terry and Peggy Dunn

Dynamic Displays LLC

Excel Global Partners

Ford Motor Company

Francis Family Foundation

Lisa Ginter

Greater Horizons

Greater Kansas City Community Foundation

Hartsook

Hollis + Miller Architects

Humphrey, Farrington & McClain, P.C.

Matthew C. Johnson

Susan Kamphaus

Kansas City Area Development Council

City of Kansas City, Missouri

Kansas City University

Kansas City Winwater Works Company

KC Chamber

Estate of Marie M. Kellogg

David and Monica Kissick

Tyjaun A. Lee

City of Lee's Summit

Lisa Marks

James Martin

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Marquita Miller-Joshua

Morgan Mulch

National WWI Museum and Memorial

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Newmark Grubb Zimmer

Network For Good

Terrilyn Obrock

Holmes Osborne

Port Authority of Kansas City

Sandra Price

Ruth Stricklen Pullins

REACH Healthcare Foundation

Regents Flooring

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Michael Roane

Kevin Seabaugh

Shell Oil Company Foundation Matching Gifts Program

Jacqueline Snyder and Ken Gibson

Spire Energy

Beth Soukup

David Strietman

Truman Medical Centers

Turner Construction Company

Rachel Valentine

Vista Higher Learning

VZO Capital Management

Hoefer Welker

\$250 - \$999

Elizabeth Alex

Brian C. Bechtel

Allison Bergman

BNIM

Bret Bonge

Civic Council of Greater Kansas City

Robert Cole

CSD Credit Union

Jennifer K. Dachenhausen

Delta Dental of Missouri

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JMW & Associates

KC Scholars

Mark Larrabee

Rosemary Martin

Missouri Health Information Management Association

Northeast Industrial Association

Rhycom

Brenda Richmond

Jan S. Rog

Darin Shank

Gloria Shelton

Lisa M. Spaulding

UP TO \$249

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ACI Services, Inc.

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Andrea Allison-Putman

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Baader Linco, Inc.

Bruce Barrett

Whitney Bartelli

Lisa Becker

Heather D. Beffa

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Better Business Bureau of Kansas City

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Gail Greble

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Lesha Gregory

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continued on next page ►

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Donor listing
includes all cash and
in-kind gifts received
from July 1, 2020 -
June 30, 2021

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Vista Manufacturing Company
Brenda G. Wagner
Lysle Weeks
Jackie Werner
Janet C. Williams
Carla Williams-English
Candace Yoder

**ANOTHER
RECORD YEAR
\$634,747**

**MCC FOUNDATION
SCHOLARSHIP DOLLARS
AWARDED TO MCC STUDENTS
IN 2020-21 — THE HIGHEST
AMOUNT EVER (A \$12K
INCREASE OVER
THE PREVIOUS RECORD-
SETTING YEAR)**

598 NUMBER OF MCC
STUDENTS WHO
RECEIVED FOUNDATION
SCHOLARSHIPS

\$2M+ FOUNDATION
REVENUE USED TO PROVIDE
PROGRAMS AND SPECIAL
EVENTS THAT SUPPORTED
STUDENT SUCCESS THIS YEAR



The MCC Foundation Board of Directors (photographed in October 2021) includes (back row, from left) Oscar Monterroso, Bret Bonge, Matt Johnson, Beth Soukup, Chancellor Kimberly Beatty, Rosana Privitera Biondo, Matt McFadden, Kevin Seabaugh, Michael Roane, MCC Foundation's Billy Dunbar; (front row) Catherine Boltz, Trustee Ellen Forrest Martin, Marquita Miller-Joshua and Lisa Bray.

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FUTURE.