METROPOLITAN
COMMUNITY COLLEGE

MCC

INSTITUTIONAL EFFECTIVENESS REPORT

ACADEMIC YEAR
2022-2023

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Dear Colleagues and Community Partners,

I am proud to share with you the Metropolitan Community College (MCC) Institutional Effectiveness (IE) Annual Report. This Report is another milestone in the integrated planning journey MCC has been on throughout my tenure at MCC. From the beginning, I recognized the importance of establishing a framework to operationalize and advance the fourteen organizational goals identified in our ten-year strategic plan, MCC Reimagined, 2031.

Currently, in my seventh year as Chancellor, the many elements of our integrated planning framework have come together and we now have what I consider an airtight institutional effectiveness process.

Getting to this point has been a team effort led by the Office of Enterprise Project Management, Planning and Institutional Effectiveness. I applaud all of our sixty-one planning units for their commitment to developing annual Institutional Effectiveness Plans (IEPs) year after year, allowing MCC to consistently maintain 100% compliance in IEP reporting.

In the pages that follow this letter, you will find a recap of the diligent work MCC performed throughout the 2022-2023 Academic Year in support of our strategic plan. I'm pleased to highlight that 96% of the 245 annual operational goals were met or partially met! This report provides a summary of how those goals acted in support of the organizational goals and other elements of our strategic plan.

Collectively, IEPs serve as the foundation that holds up the other components of MCC's integrated planning framework. Let's take a moment to pause and take stock of the amazing efforts put forth by our planning units and detailed within this report – thank you!
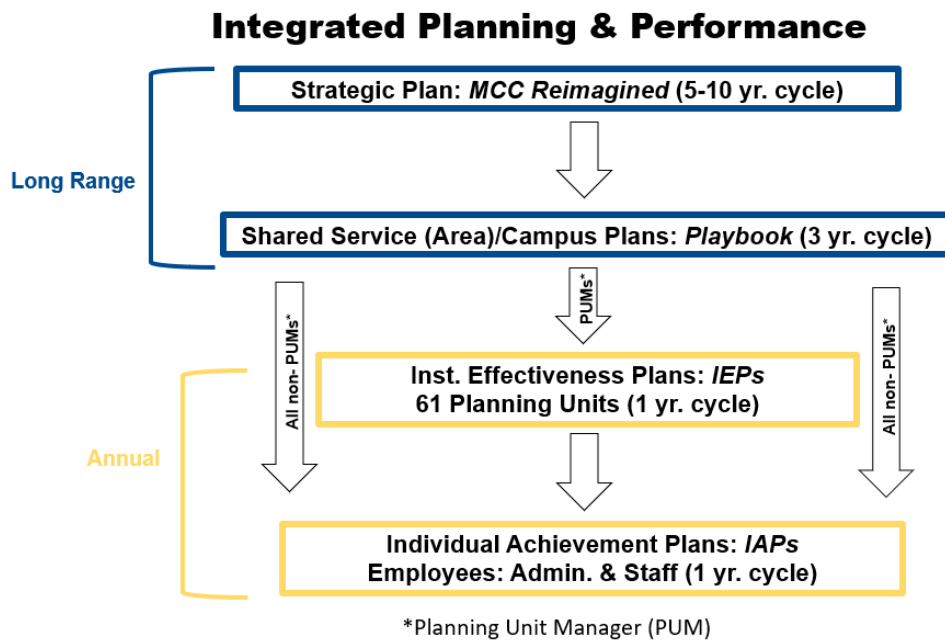
Sincerely,

Dr. Kimberly Beatty
Chancellor

Introduction

Metropolitan Community College (MCC), one of the largest two-year community college systems in the state of Missouri, is committed to institutional effectiveness through planning and continuous improvement processes. MCC features an online campus and four physical campuses located in Kansas City, Lee's Summit, and Independence, MO.

The College utilizes a cascading planning continuum containing four interrelated levels of planning to advance its strategic priorities, as depicted in the image below and explained in the remainder of this section.

Integrated Planning & Performance

Long Range

Strategic Plan: *MCC Reimagined* (5-10 yr. cycle)

Shared Service (Area)/Campus Plans: *Playbook* (3 yr. cycle)

PUMs*

Annual

All non-PUMs*

Inst. Effectiveness Plans: *IEPs*
61 Planning Units (1 yr. cycle)

All non-PUMs*

Individual Achievement Plans: *IAPs*
Employees: Admin. & Staff (1 yr. cycle)

*Planning Unit Manager (PUM)

The highest level of planning is the strategic plan, which sets the foundation for all of the College's planning efforts. The current strategic plan, MCC Reimagined, 2031, went into effect in January 2022 and will guide the College through 2031.

The strategic plan consists of four strategic themes that speak to the nature of the plan's goals and ambitions. The strategic themes transcend the entirety of the plan and are reflected in other planning elements. The four strategic themes are: *I. Emerge as a first choice*, *II. Evolve for maximum impact on education & workforce*, *III. Embrace all*, and *IV. Elevate student, employee and community engagement*.

Under the umbrella of the four strategic themes are fourteen organizational goals that the College aspires to impact throughout the duration of the strategic plan. To ensure that the needs and priorities of all stakeholders are equitably considered, MCC utilizes the Balanced Scorecard framework. Under this framework, the organizational goals are grouped by four key stakeholder perspectives: *A. Students, Alumni & Community*, *B. Organization, C. Resource Management*, and *D. Employees*.

In addition to themes, organizational goals, and stakeholder perspectives, the strategic plan also includes MCC's mission, vision, and values:

Mission: *Preparing students, serving communities, creating opportunities for all.*

Vision: *MCC will be the Kansas City region's college of choice where all are encouraged to learn, discover, and engage.*

Values: *Excellence, Learning, Equity, People, Integrity*

MCC Reimagined, 2031 Strategic Plan

The second level of planning consists of three-year shared service and campus plans. Developed by the stakeholders of each respective shared service and campus, these plans are directly informed by the overarching organizational goals of the strategic plan and outline the mid-range priorities of every arm of MCC. The most recent iteration of the shared service and campus plans went into effect in May 2022 and can be found in the MCC Playbook.

The goals identified in shared service/campus plans are operationalized via the third level of planning, Institutional Effectiveness Plans (IEPs). IEPs are developed by over sixty college leaders on an annual basis, allowing for the pursuit of short-range goals and the integration of continuous improvement learnings. The goals are identified at the start of the cycle, executed throughout the year, and assessed for continuous improvement learnings at the end of the cycle, a process MCC refers to as "closing the loop." As discussed throughout this report, every operational goal identified on an IEP aligns to several aspects of the strategic plan, including a theme(s), organizational goal(s), and perspective(s).

The fourth level of planning consists of Individual Achievement Plans (IAPs), which are completed annually by staff and administrators. In a significant improvement to MCC's planning efforts, the IAP timeline was recently revised to better align with the IEP timeline. IAPs are now opened in the month of July, one month after IEPs are opened. They are executed throughout the year, and closed in April, one month before IEPs are closed. This timeline facilitates the critical alignment between institutional effectiveness and individual achievement efforts and provides employees with a clearer understanding of priorities and the way their individual work supports the broader work of their campus/shared service and MCC as a whole.

This report focuses on MCC's IEP activity for the 2022-2023 institutional effectiveness cycle through an overview of the progress of operational goals identified by individual planning units within MCC's twelve key shared services and campuses.

2022-2023 Year in Perspective

The 2022-2023 Academic Year marked the College's first full year under the new strategic plan, MCC Reimagined, 2031. The college community's excitement and engagement with the plan is evident in its strong progress on operational goals outlined in the 2022-2023 IEPs.

In April 2023, the Office of Enterprise Project Management, Planning, and Institutional Effectiveness (EPMP-IE) hosted MCC's first ever Strategic Plan Week in an effort to keep the plan top of mind for employees and celebrate progress made in the plan's first full year. On every day throughout the week, employees had the opportunity to engage in interactive activities focused on different components of the strategic plan. Among others, activities included trivia, a selfie day, and a series of informal coffee events during which college leaders discussed their 3-year shared service/campus plans. The event concluded with a professional development opportunity focused on one of MCC's five organizational values. Photos from Strategic Plan week events are featured throughout this report.

The considerable employee engagement in Strategic Plan Week speaks to the college community's support of MCC Reimagined and MCC's planning efforts in general. In the spirit of continuous improvement, EPMP-IE is working to incorporate participant feedback to improve Strategic Plan Week for next year and beyond.

METROPOLITAN COMMUNITY COLLEGE

STRATEGIC PLAN WEEK
April 17–21, 2023

Blue River | Longview | Maple Woods | Online | Penn Valley

Challenges

The 2022-2023 Academic Year was full of critical engagements and priorities that impacted the bandwidth of EPMP-IE. In October, MCC hosted its accrediting body, the Higher Learning Commission (HLC), for a successful focused visit to assess progress in various areas of college operations. Because it falls within the department that manages accreditation, preparations for the visit consumed a great deal of EPMP-IE's time and attention. In turn, this limited its ability to follow its customary practice of dedicating the majority of its focus in late summer and early fall to providing initial IEP feedback to planning unit managers.

An additional factor that has begun impacting employee bandwidth throughout the district is MCC's implementation of a new Enterprise Resource Planning (ERP) system. A contract with the new ERP vendor was signed in the spring, and engagements related to ERP implementation ratcheted up soon after. As a two-year project that will require regular significant engagement from over sixty employees, the ERP implementation project is something that will challenge the College to carefully balance its finite resources for the foreseeable future.
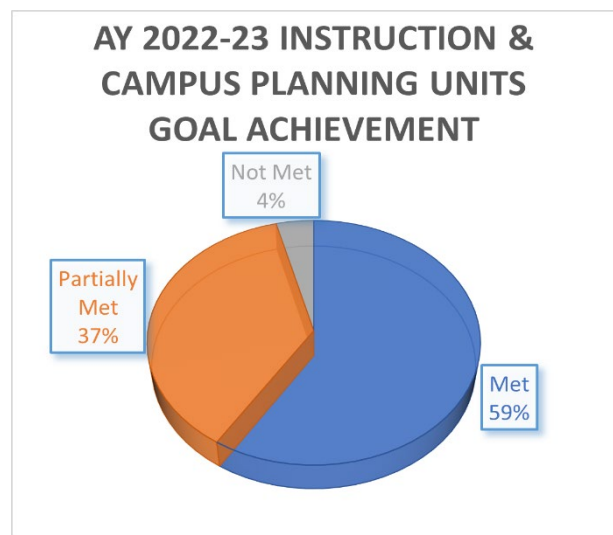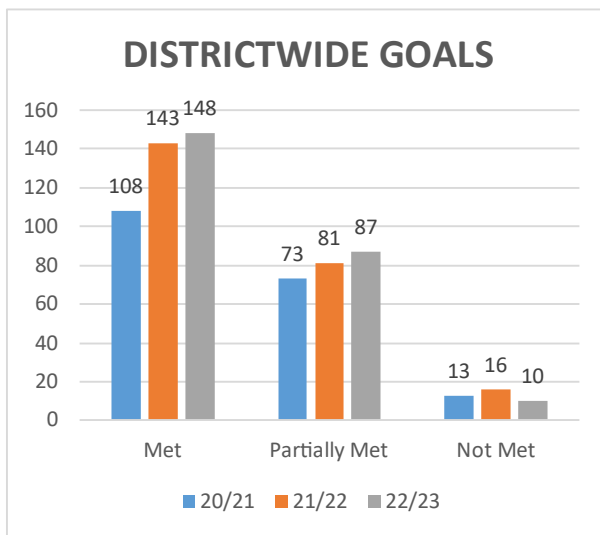
Opportunities for Continuous Improvement

Although the time intensity of the ERP implementation will prove challenging from a resource management perspective, it also serves as one of the College's greatest opportunities to truly embrace continuous improvement. The new ERP will allow MCC to reimagine every aspect of its operations to better serve its students and the community. The implementation marks the first page of an exciting new chapter for the College, and employee morale related to the project is high.

Another opportunity for continuous improvement comes in the form of the College's ongoing work to enhance its culture. In response to quantitative and qualitative employee feedback suggesting a need to address cultural issues throughout MCC, the chancellor instituted a Cultural Champions Workgroup in the spring of 2023. Comprised of administrators, faculty, and staff, the workgroup will undergo specialized training and spearhead initiatives to improve communication and inter-employee and inter-departmental relationships over the coming year. The Cultural Champions Workgroup is co-lead by EPMP-IE and the office of Diversity, Equity, and Inclusion.

IEP Data Findings Districtwide

The 2022-2023 IEP cycle closed on May 31st, 2023. According to ClearWolf data, the College achieved 60% of the operational goals set by its planning units, which is the same achievement rate as the previous IEP cycle. This year, the 60% achievement rate signified the successful completion of 148 operational goals, five more than in the 2021-2022 IEP cycle. Eighty-seven operational goals (36%) were partially met and 10 operational goals (4%) were not met. MCC's administrative shared service planning units met 62% of their goals, a 4% increase from the previous year, while instruction & campus planning units achieved 59% of their goals, a 2% decrease from the previous year.


DISTRICTWIDE GOALS

AY 2022-23 DISTRICTWIDE GOAL ACHIEVEMENT

AY 2022-23 ADMINISTRATIVE PLANNING UNITS GOAL ACHIEVEMENT

AY 2022-23 INSTRUCTION & CAMPUS PLANNING UNITS GOAL ACHIEVEMENT

Achievement of Operational Goals by Theme and Perspective

As part of the strategic alignment of MCC's planning efforts, every operational goal is aligned to one or more of the four strategic themes and one or more of the four balanced scorecard perspectives featured in MCC Reimagined, 2031. As seen in the charts below, the theme with the highest number of aligned operational goals was *Theme II – Evolve for maximum impact on education & workforce* with 135 goals. The stakeholder perspective with the highest number of aligned operational goals was *Stakeholder B – Organization* with 121 aligned goals.

Theme	Number of Aligned Operational Goals	Percent Completed	Percent Partially Completed	Percent Not Completed
I - Emerge as a first choice	95	64%	33%	3%
II - Evolve for maximum impact on education & workforce	135	60%	23%	4%
III - Embrace all	53	51%	47%	2%
IV - Elevate student, employee & community engagement	86	57%	38%	5%

Stakeholder Perspective	Number of Aligned Operational Goals	Percent Completed	Percent Partially Completed	Percent Not Completed
A - Students, alumni & community	72	54%	43%	3%
B - Organization	121	61%	36%	3%
C - Resource Management	82	52%	43%	2%
D - Employees	68	68%	26%	6%

The theme with the highest percentage of completed aligned operational goals was *Theme I – Students, Alumni & Community* with 64%. The stakeholder perspective with the highest percentage of completed aligned operational goals was *Perspective D – Employees* with 68%. Learn more about the operational goals aligned with each theme and each perspective.

OPERATIONAL GOALS COMPLETED BY THEME

OPERATIONAL GOALS COMPLETED BY PERSPECTIVE
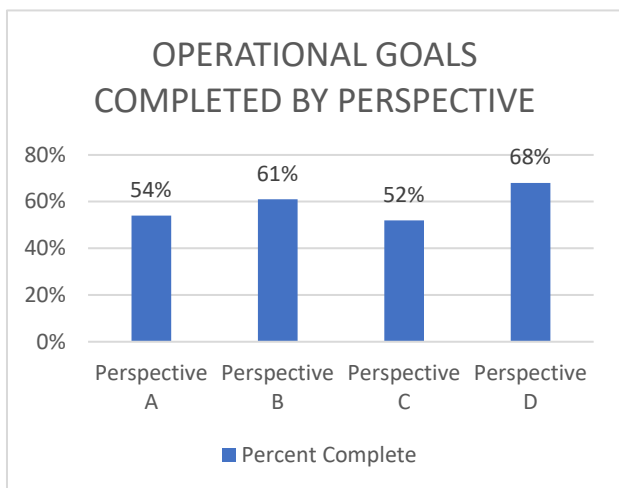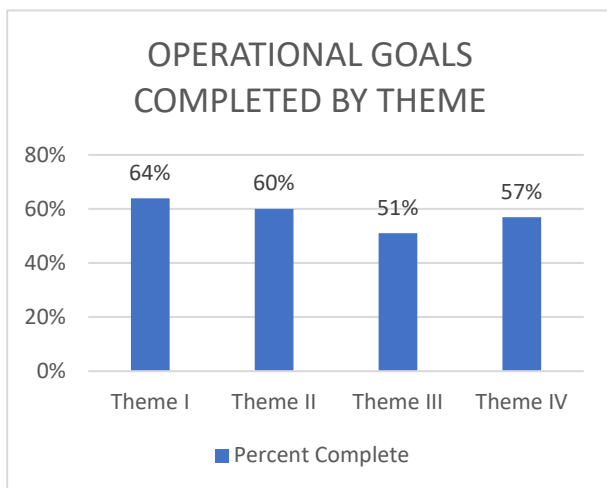
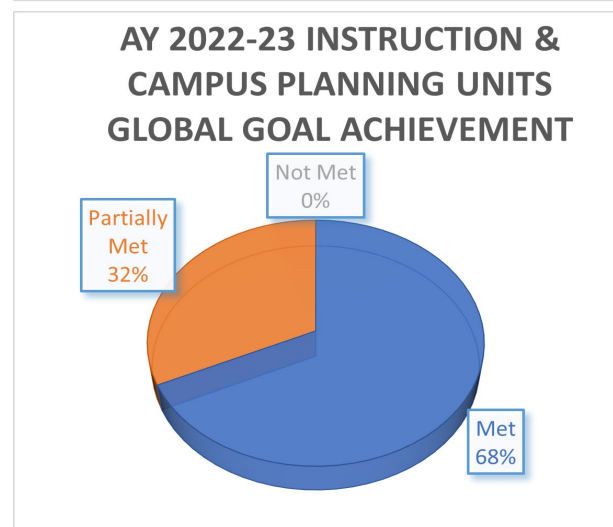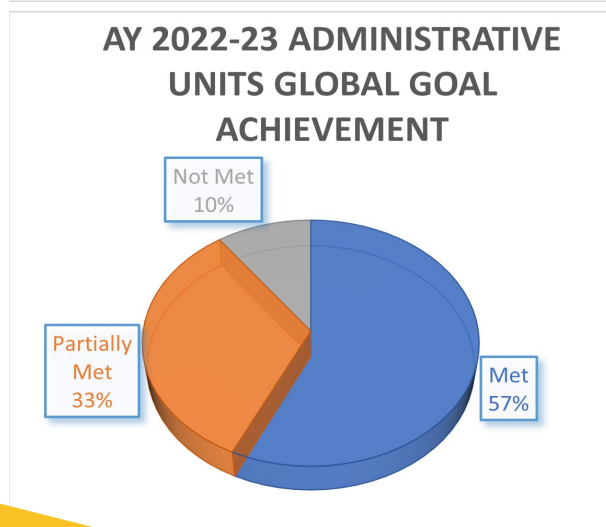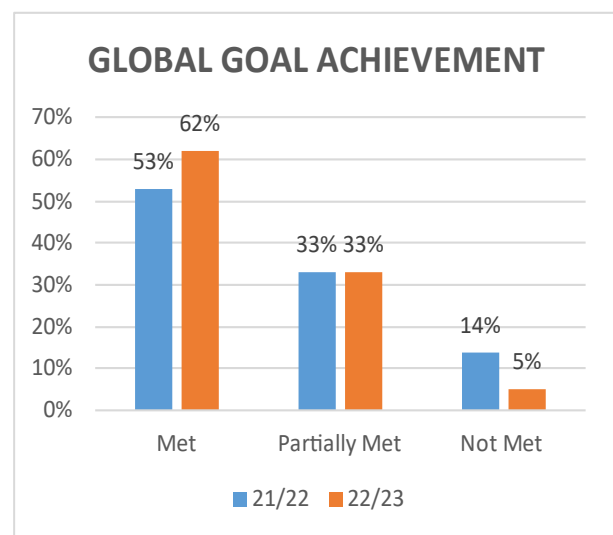## Achievement of Operational Goals by Organizational Goal

In addition to aligning to strategic themes and stakeholder perspectives, every operational goal also aligns to one or more of the strategic plan's fourteen organizational goals. This allows the College to carefully track and assess strategic plan progress.

As seen below, the organizational goal with the highest number of aligned operational goals was *B4 – Provide high-quality programs & services* with 67 goals. The organizational goal with the highest percentage of completed aligned operational goals was *C4 – Promote effective & efficient stewardship of resources* with 79%. Learn more about the operational goals that were aligned with each organizational goal.

| Organizational Goal	Number of Aligned Operational Goals	Percent Completed	Percent Partially Completed	Percent Not Completed
A1 - Enhance MCC's brand using holistic student experiences as an expanded community asset	25	52%	44%	4%
A2 - Establish a mindset for early career identification	7	71%	29%	0%
A3 - Bridge community & alumni	9	56%	44%	0%
A4 - Expand high-impact practices to become a student-ready college	38	75%	42%	3%
B1 - Build a world-class first impression experience	32	69%	28%	3%
B2 - Demonstrate student-focused decision making	20	60%	40%	0%
B3 - Implement an equity-centered framework	29	59%	41%	0%
B4 - Provide high-quality programs & services	67	60%	36%	4%
C1 - Expand support for under-represented populations	16	63%	38%	0%
C2 - Remove barriers to access	22	45%	50%	5%
C3 - Develop 21st century technology infrastructure	25	32%	64%	4%
C4 - Promote effective and efficient fiscal stewardship	24	79%	13%	8%
D1 - Become a destination workplace	42	57%	36%	7%
D2 - Emphasize employee development: professional and personal, with an emphasis on student success	36	69%	22%	8%

Global Goal

In addition to their unique operational goals, every planning unit shares what is known as a global goal. Changing annually, the global goal represents a pressing priority or issue to which the College wishes to devote a concerted effort throughout the IEP cycle. Although the roles and responsibilities for planning unit managers vary greatly, all planning units have the capability and responsibility to contribute towards the College's success in impacting its global goal, as reflected in their tactics. The global goal for the 2022-2023 IEP cycle was to *create an environment that is inclusive and engaging for students, faculty, staff, and the community*. Thirty-eight of the College's 61 planning units achieved the global goal, or 62%. This is a 9% increase over the 2021-2022 IEP cycle, during which 53% of planning units achieved the global goal. Fifty-seven percent of administrative planning units achieved the global goal, compared to 68% of instruction and campus planning units. Learn more about the unique ways each planning uniquely contributed to the global goal.

AY 2022-23 GLOBAL GOAL ACHIEVEMENT

Not Met 5%
Partially Met 33%
Met 62%

GLOBAL GOAL ACHIEVEMENT

Met: 53% (21/22), 62% (22/23)
Partially Met: 33% (21/22), 33% (22/23)
Not Met: 14% (21/22), 5% (22/23)

■ 21/22 ■ 22/23

AY 2022-23 ADMINISTRATIVE UNITS GLOBAL GOAL ACHIEVEMENT

Not Met 10%
Partially Met 33%
Met 57%

AY 2022-23 INSTRUCTION & CAMPUS PLANNING UNITS GLOBAL GOAL ACHIEVEMENT
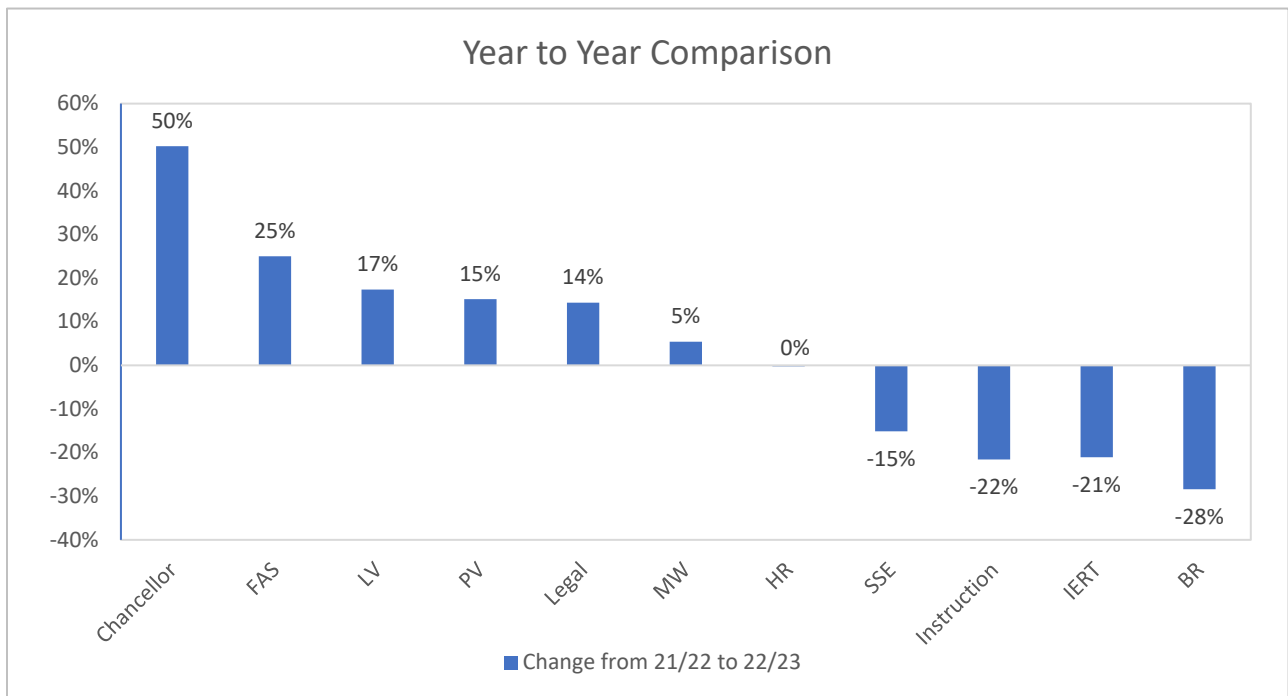
Not Met 0%
Partially Met 32%
Met 68%

Achievement of Operational Goals by Shared Service and Campus

The achievement of operational goals set by planning units increased over the previous year in most Shared Service and Campus areas. All but four areas saw positive growth over the prior year in meeting their identified operational goals. Overall, Financial and Administrative Services (FAS), the Chancellor's Office, and the Legal Service Area achieved the largest portion of their goals at 90%, 81%, and 81%, respectively.

The Chancellor's Office, FAS, and MCC-Longview (LV) experienced the largest improvement in goal attainment over the prior year. The Chancellor's Office experienced a 50% increase in goal attainment, while Financial and Administrative Services experienced a 25% increase and MCC-Longview experienced a 17% increase.

Year to Year Comparison
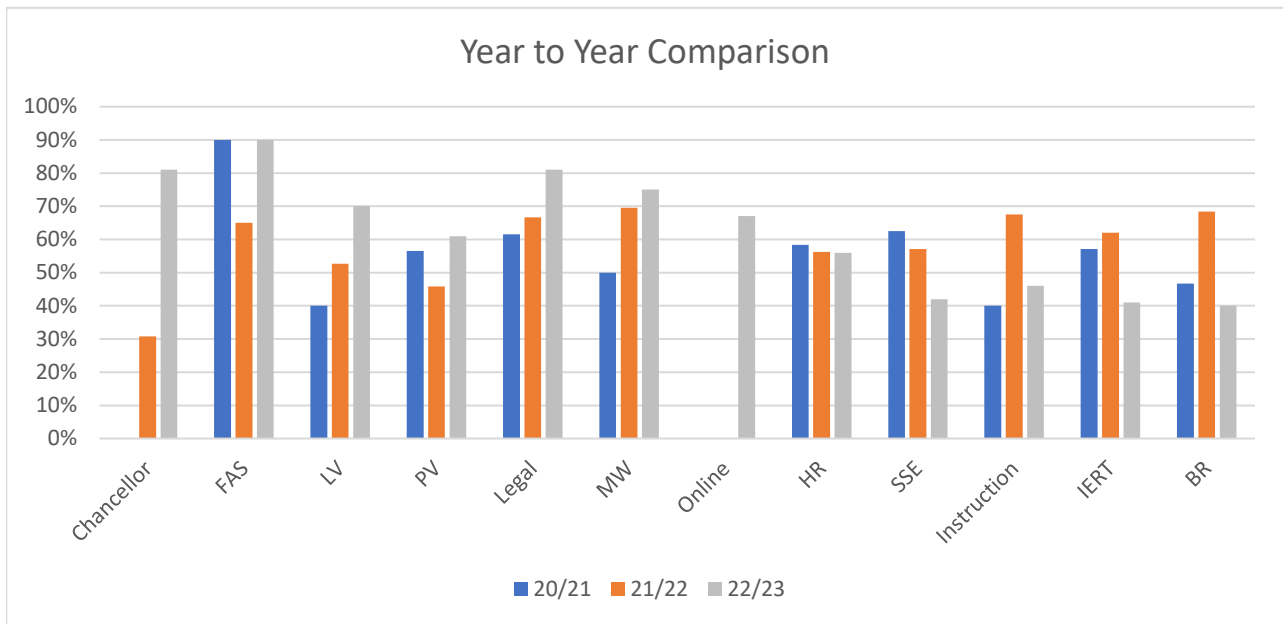
The below trend analysis graph of year-to-year performance by Shared Service and Campus areas intends to assist the Shared Service and Campus areas in identifying opportunities for improvement, obstacles to growth, and effectiveness of existing processes. The following Shared Service and Campus areas experienced an increase in goal achievement over the 2021-2022 IEP cycle: Chancellor's Office, 50%; FAS, 25%; MCC-Longview (LV), 17%; MCC-Penn Valley (PV), 15%; and MCC-Maple Woods (MW), 5%. The following Shared Service and Campus areas recorded a negative growth in operational goal achievement compared to the previous year: MCC-Blue River (BR), -28%; Instruction, -22%; Institutional Effectiveness, Research, and Technology (IERT), -21%; and Student Success and Engagement (SSE), -15%. Human Resources (HR) maintained an achievement rate of 56%. There is no trend data available for MCC-Online because the 22-23 cycle was the first cycle it was represented as its own campus. In previous cycles, MCC-Online planning units were represented within the Instruction Shared Service.

Year to Year Comparison

Chancellor 50%, FAS 25%, LV 17%, PV 15%, Legal 14%, MW 5%, HR 0%, SSE -15%, Instruction -22%, IERT -21%, BR -28%

■ Change from 21/22 to 22/23

Moving Forward

As evident in the increase in the number of operational goals achieved districtwide over the previous IEP cycle, institutional effectiveness efforts at MCC continue to grow and progress. IEP training efforts over the past several years have been largely concentrated on the mechanics of the ClearWolf platform and on identifying appropriate goals. Now that PUMs have grown increasingly comfortable in these areas, EPMP-IE training efforts will shift to the identification of strong performance measures and empowering PUMs to seize their IEPs as an opportunity to grow and improve their contributions to MCC's mission of preparing students, serving communities, and creating opportunities for all.

Glossary

ClearWolf: A software application for guiding and aligning multiple processes, including assessment, planning, accreditation, and budgeting, all in the context of MCC's institutional priorities.

Global Goal: An operational goal set by the Executive Cabinet and shared by all planning units. The global goal reflects a pressing priority that necessitates concerted focus and attention from across the district.

Goals Met: Achieved set target and/or implemented set objectives.

Goals Partially Met: The goal's target was not met according to the set expectations. However, some aspects of the objectives of the goal were met.

Goals Not Met: The target was not met and no significant progress toward attaining the outcome/objective was achieved.

Higher Learning Commission (HLC): The College's national accrediting body that sets the standards for college operations.

Planning Unit Managers (PUMs): These individuals supervise planning unit areas and hold overall responsibility for developing institutional effectiveness plans for their respective planning units. A planning unit is a clearly delineated and relatively autonomous service area that has a purpose and a function that supports the District's overall mission.

Shared Service and Campus Leaders: The chancellor's Executive Leadership Team. The executive cabinet charged with overall decision making at MCC is comprised of the Chancellor, Vice Chancellors overseeing Shared Services, and Campus Presidents.