



METROPOLITAN
COMMUNITY COLLEGE



**INSTITUTIONAL
EFFECTIVENESS**

**ANNUAL
REPORT
ACADEMIC YEAR
2023-2024**

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Dear Colleagues and Community Partners,

I am pleased to share the Metropolitan Community College (MCC) Institutional Effectiveness Annual Report with you. We take planning very seriously at MCC, and our annual Institutional Effectiveness (IE) cycle is the foundation of all our planning work. Just as the foundation of a home holds it up year after year, our IE cycle allows us to take incremental steps toward impacting and achieving our strategic plan year after year. Also, with our IE cycle as part of MCC's annual work rhythm and the alignment to our strategic plan, the strategic plan is kept at the top of everyone's mind.

Every year, 61 planning units of the college complete an Institutional Effectiveness Plan (IEP). Every IEP consists of three unique operational goals and a fourth global goal representing a major priority shared by every college planning unit. Every goal has corresponding tactics, measures, and targets aligned to the college's broader strategic plan to ensure all areas of the college are "rowing in the same direction." The IEPs are executed between the months of July and April, and continuous improvement learnings are applied to unit operations.

I am truly proud of the college's commitment to IE, as evident in our continual achievement of 100% compliance in IEP participation and reporting. Across the entire MCC district, spanning five campuses and eight shared service units, 245 operational goals were executed this IE cycle alone! I especially want to thank Dr. John Chawana, Vice Chancellor of Institutional Intelligence, Planning, and Transformation, for his leadership and that of his team in developing training and overseeing this work. With many IE cycles now under our belt, I can confidently say that we are a well-oiled machine!

I trust you will stand with me and applaud the hard work of our planning units detailed in this report. Thank you for your support of MCC and our commitment to continuous improvement.

Sincerely,

Dr. Kimberly Beatty
Chancellor



METROPOLITAN COMMUNITY COLLEGE

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

Introduction

Metropolitan Community College (MCC) is deeply committed to institutional effectiveness, as evident in the College's planning structure and processes. Embedded within these planning processes are opportunities for analysis and continuous improvement to empower the College to best meet the needs of its students and the rapidly evolving higher education and workforce landscape.

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



Following the mission, values, and vision elements, the planning components begin with the strategic plan. The strategic plan 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, depicted below in MCC's strategy map, consists of 14 organizational goals organized by four perspectives: *A. Students, Alumni, & Community*, *B. Organization*, *C. Resource Management*, and *D. Employees*. Every goal aligns to at least one of four strategic themes, referred to within MCC as the "Key Es." The 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*. The plan utilizes this structure, called the balanced scorecard, to ensure all perspectives and themes receive equitable representation and consideration in planning and strategic decision-making.

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 strategic plan is complemented by the Playbook, which consists of three-year plans for each shared service and campus. The three-year plans bring the organizational goals in the strategic plan to life via specific mid-range deliverables for operations. The next iteration of the Playbook will be developed throughout the 2024-2025 Academic Year.

The College's next level of planning, Institutional Effectiveness (IE) planning, is the primary subject of this report. IE planning promotes continuous improvement and is facilitated through annual Institutional Effectiveness Plans (IEPs) that operationalize the goals featured in the MCC Playbook. Every June, over 60 leaders across the college complete an IEP by identifying short-term (one-year) goals unique to their area. The goals are executed via identified tactics throughout the academic year and assessed via an identified performance measure and against a previously established target in May. This portion of the cycle, called "closing the loop", allows for reflection and identification of continuous improvement learnings for future operations.

Additionally, a final level of planning occurs at the individual employee level. Individual Achievement Plans (IAPs), which are completed annually by staff and administrators, are informed by the IEPs. The goals identified in the IAPs support the College's employees with a clearer understanding of priorities and the way their individual work supports the broader work of their shared service or campus and MCC as a whole.

This report focuses on MCC's IEP activity for the 2023-2024 IE cycle through an overview of the progress of operational goals identified by specific planning units within MCC's thirteen key shared services and campuses.

2023-2024 Year in Perspective

The 2023-2024 Academic Year was MCC's second full year under its newly minted strategic plan, MCC Reimagined, 2031. Once again, the planning units' progress on over 240 operational goals is a testament to MCC's commitment to reaching its 14 long-term organizational goals.

A true highlight of the year was the evolution of Strategic Plan Week, held February 12-16, 2024. Utilizing learnings from the prior year and shared governance consultation via the District Strategic Planning Council, the Office of Enterprise Project Management, Planning, and Institutional Effectiveness (EPMP-IE) revised the week's daily activities to enhance the participant experience. For example, employees engaged with MCC Reimagined, 2031's Key Performance Indicator (KPI) data through a virtual scavenger hunt, and the successful coffee with campus presidents event evolved to include students in the conversation. The photos included in this report highlight some of the Strategic Plan Week activities.

MCC Reimagined Strategic Plan Week

Feb. 12-16, 2024

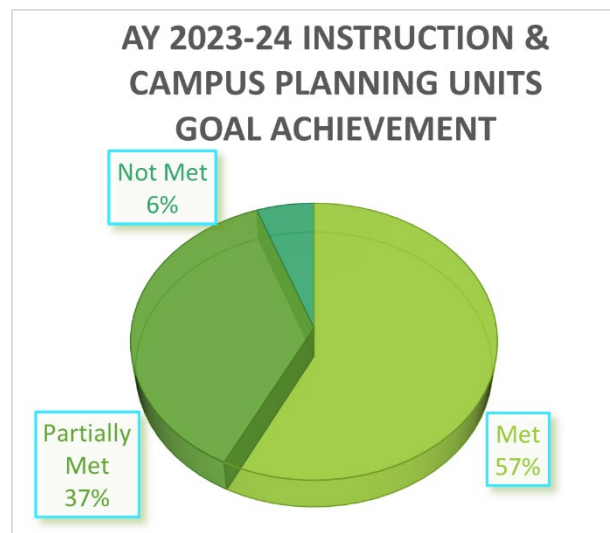
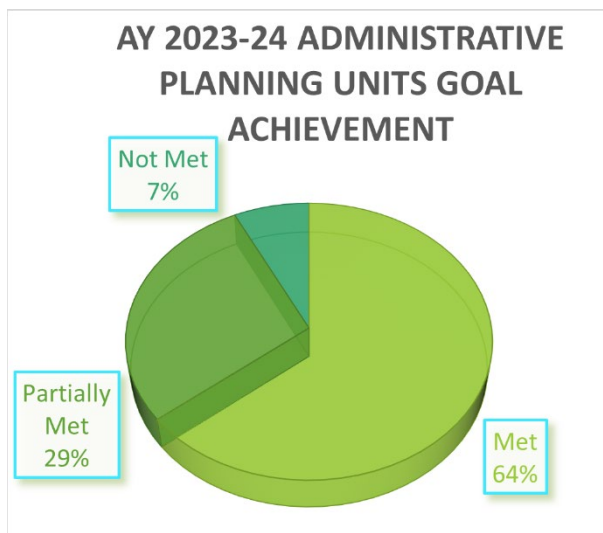
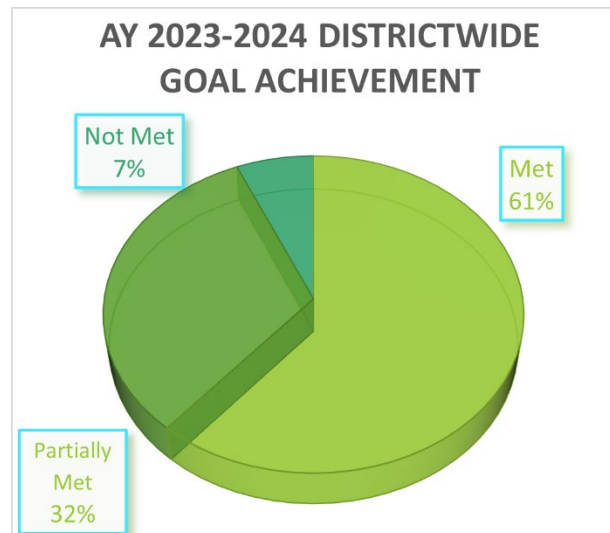
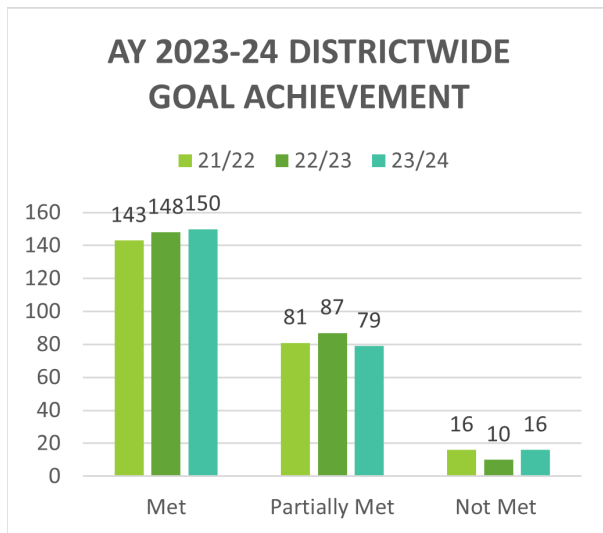
Day	Strategic Plan Focus	Activity
Monday	Mission	Living MCC's mission form submission
Tuesday	KPIs Update	KPI Video w/scorecard scavenger hunt
Wednesday	IEP Annual Report	Trivia Quiz – Related to the IEP Report
Thursday	Values and Student Appreciation	Coffee & donuts/cookies with Campus Presidents and Shared Services Vice Chancellors
Friday	Vision	MCC Apparel Day – “Wolfpack Pride” selfie pic submission

Exciting projects are on the horizon for the coming year. The MCC Playbook will be updated as each shared service and campus generates new three-year goals to carry forward the 14 organizational goals in the strategic plan. In coordination with Institutional Research, EPMP-IE will also present MCC's strategic plan Key Performance Indicators (KPIs) at the Missouri Community College Association annual conference. Lastly, EPMP-IE will engage in preparations for a significant accreditation visit from the Higher Learning Commission (HLC) to obtain approval to offer MCC's first bachelor's degree, while preparations continue for the College's ten-year reaffirmation of accreditation by HLC in October 2025. It is an exciting time to be an MCC Wolf and the College looks forward to all the year ahead will hold!



IEP Data Findings Districtwide

The 2023-2024 IEP cycle closed on May 31st, 2024. According to data from ClearWolf, the software application that houses all IEP activity, the College achieved 150 (61%) of the operational goals set by its planning units, up 1 percentage point from the previous IEP cycle. Additionally, 79 operational goals (32%) were partially met and 16 operational goals (7%) were not met. MCC's administrative shared service planning units collectively met 64% of their goals, an increase of 2 percentage points over the previous year, while the Instruction shared service and campus planning units collectively achieved 57% of their goals, a decrease of 2 percentage points from the previous year. It is important to note that a partially met or not met operational goal is not necessarily a negative reflection of a planning unit's effort or performance. Goal attainment can be impacted by many factors, some outside of a planning unit's control. Every operational goal, including those that are met, provides continuous improvement learnings to take forward.



Achievement of Operational Goals by Theme and Perspective

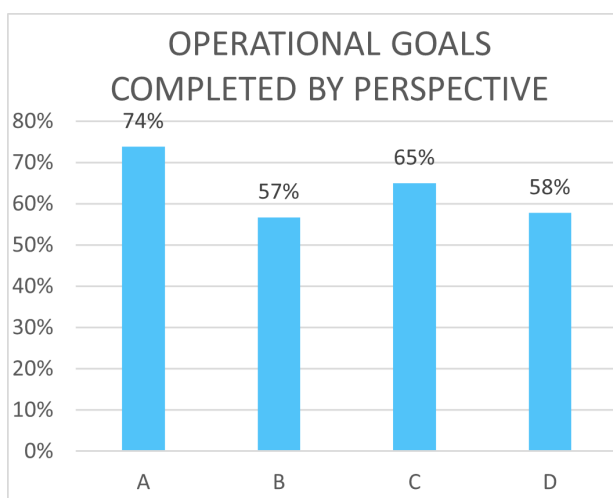
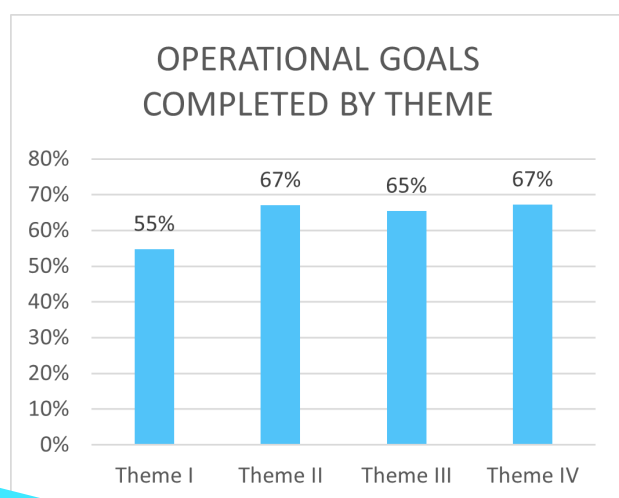
Every operational goal is aligned to at least one strategic theme and at least one balanced scorecard perspective. In 2023-2024, the theme with the highest number of aligned operational goals was *Theme II – Evolve for maximum impact on education & workforce* with 134 goals. The stakeholder perspective with the highest number of aligned operational goals was *Stakeholder B – Organization* with 141 aligned goals.

Theme	*Number of Aligned Operational Goals	Percent Completed	Percent Partially Completed	Percent Not Completed
I - Emerge as a first choice	117	55%	37%	8%
II - Evolve for maximum impact on education & workforce	134	67%	31%	2%
III - Embrace all	52	65%	31%	4%
IV - Elevate student, employee, & community engagement	67	67%	27%	6%

Stakeholder Perspective	*Number of Aligned Operational Goals	Percent Completed	Percent Partially Completed	Percent Not Completed
A - Students, Alumni, & Community	65	74%	25%	1%
B - Organization	141	57%	37%	6%
C - Resource Management	80	65%	30%	5%
D - Employees	64	58%	33%	9%

*Because goals can align to multiple themes and/or perspectives, the total number of goals aligned by theme (370) differs from the total number of goals aligned by perspective (350), and both differ from the total number of operational goals in the 2023-2024 IEP cycle (245).

The themes with the highest percentage of completed aligned operational goals were *Theme II – Evolve for Maximum Impact on Education & Workforce* and *Theme IV – Elevate Student, Employee & Community Engagement*, both with 67%. The stakeholder perspective with the highest percentage of completed aligned operational goals was *Perspective A – Students, Alumni & the Community* with 74%.



Achievement of Operational Goals by Organizational Goal

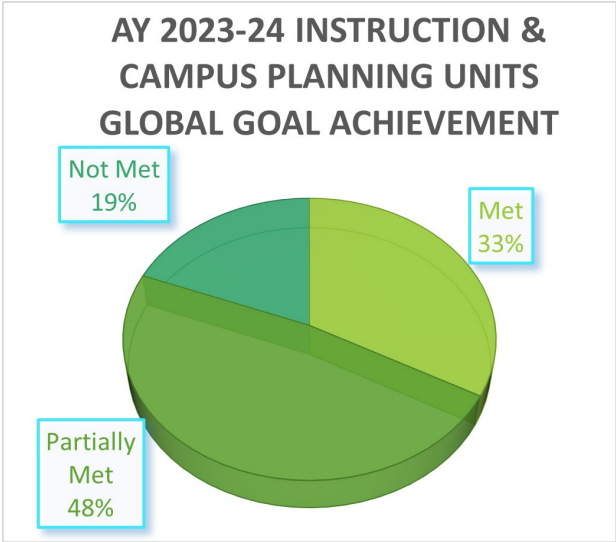
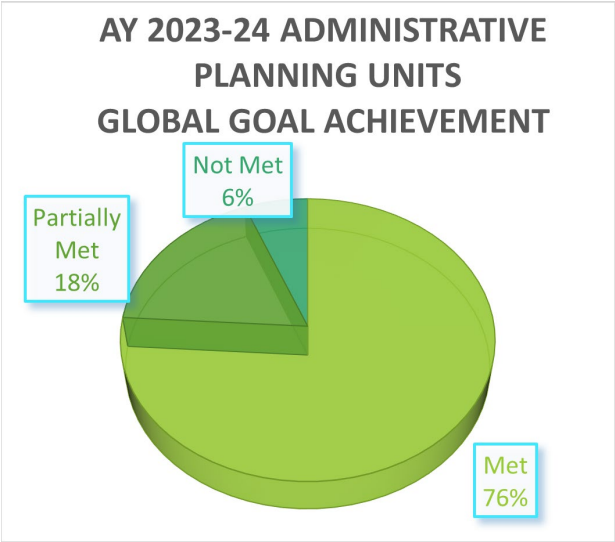
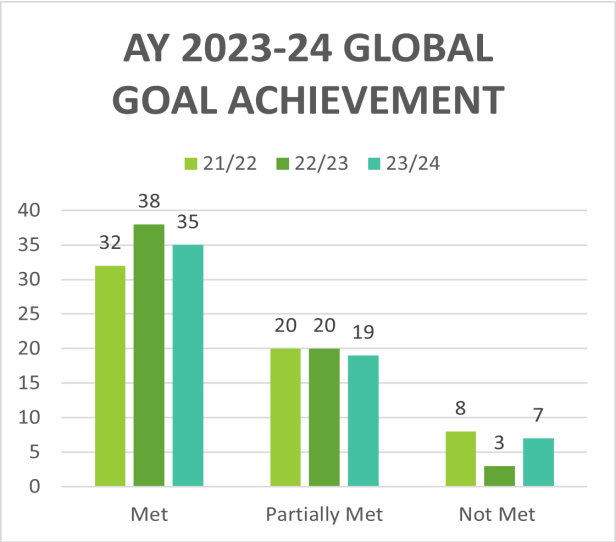
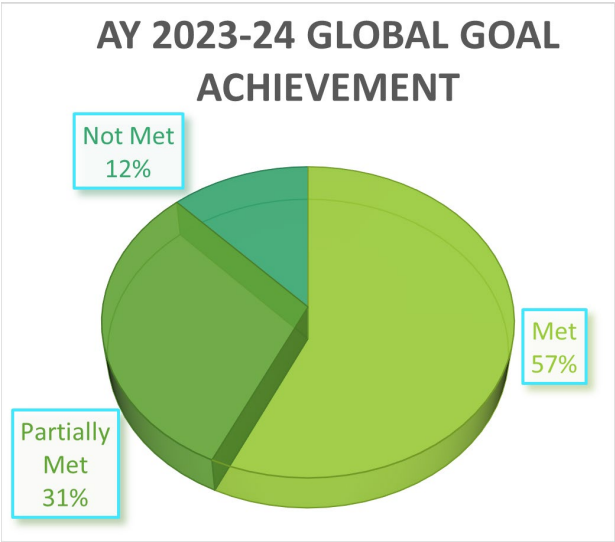
In addition to aligning to strategic themes and stakeholder perspectives, every operational goal also aligns to one or more of the strategic plan's 14 organizational goals. This allows the College to carefully track and assess strategic plan progress.

As seen below, the organizational goal with the highest number of aligned operational goals was *B4 – Provide high-quality programs & services* with 70 goals. The organizational goal with the highest percentage of completed aligned operational goals was *C2 – Remove Barriers to Access* with 83%, followed by *A2 – Establish a Mindset for Early Career Identification* with 82%. The goal with the lowest percentage of completed aligned operational goals was *C3 – Develop 21st Century Technology Infrastructure* with 48%.

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	27	70%	26%	4%
A2 - Establish a mindset for early career identification	11	82%	18%	0%
A3 - Bridge community & alumni	8	75%	25%	0%
A4 - Expand high-impact practices to become a student-ready college	30	77%	23%	0%
B1 - Build a world-class first impression experience	42	52%	38%	10%
B2 - Demonstrate student-focused decision making	30	53%	37%	10%
B3 - Implement an equity-centered framework	22	50%	50%	0%
B4 - Provide high-quality programs & services	70	64%	34%	2%
C1 - Expand support for under-represented populations	16	56%	31%	13%
C2 - Remove barriers to access	24	83%	13%	4%
C3 - Develop 21 st century technology infrastructure	23	48%	43%	9%
C4 - Promote effective and efficient fiscal stewardship	24	63%	33%	4%
D1 - Become a destination workplace	34	56%	32%	12%
D2 - Emphasize employee development: professional and personal, with an emphasis on student success	39	64%	31%	5%

Global Goal

In addition to their three unique operational goals, every planning unit shares a global goal representing a major priority of the College. The global goal changes annually and intends to ensure that all planning units are collectively working in a common direction. Although the roles and responsibilities of planning units vary greatly, they all have the capability to contribute to the College’s success in impacting its global goal via unique tactics. The global goal for the 2023-2024 IEP cycle was to *increase the retention of students and employees*. Of the College’s 61 planning units, 35 achieved the global goal, or 57%. This reflects a decrease of 5 percentage points from the previous year. Collectively, 76% percent of administrative shared service planning units achieved the global goal, up 19 percentage points from 2022-2023. Instruction and campus planning units had a global goal achievement rate of 33%, down 35 percentage points from the previous year.

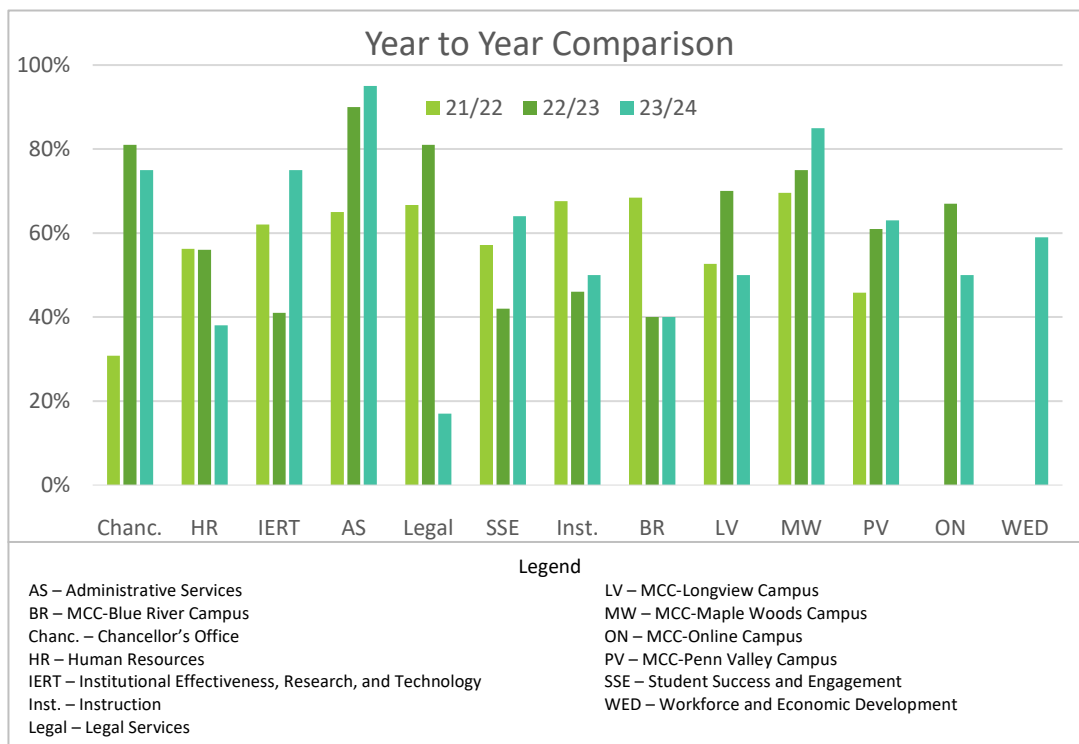


Achievement of Operational Goals by Shared Service and Campus

The College's planning units continued to make steady progress in operational goal attainment. Six areas experienced positive growth over the prior year in meeting their identified operational goals, one area achieved the same percentage as the previous year, and five areas saw a decline in goal attainment. Overall, Administrative Services (AS) and MCC-Maple Woods (MW) achieved the largest percentage of their goals, at 95% and 85%, respectively. The Chancellor's Office and Institutional Effectiveness, Research, and Technology (IERT) were close behind at 75% each.

IERT and Student Success and Engagement (SSE) experienced the largest improvement in goal attainment over the prior year, at 34% and 22%, respectively. This is the first cycle in which Workforce and Economic Development (WED) has stood alone as its own planning unit, as it was previously represented in the Instruction Shared Service. Due to this change, there is no trend data available for WED. There is no performance data for MCC-Online (ON) for 2021-2022, as 2022-2023 was the first year it was represented as a standalone campus.

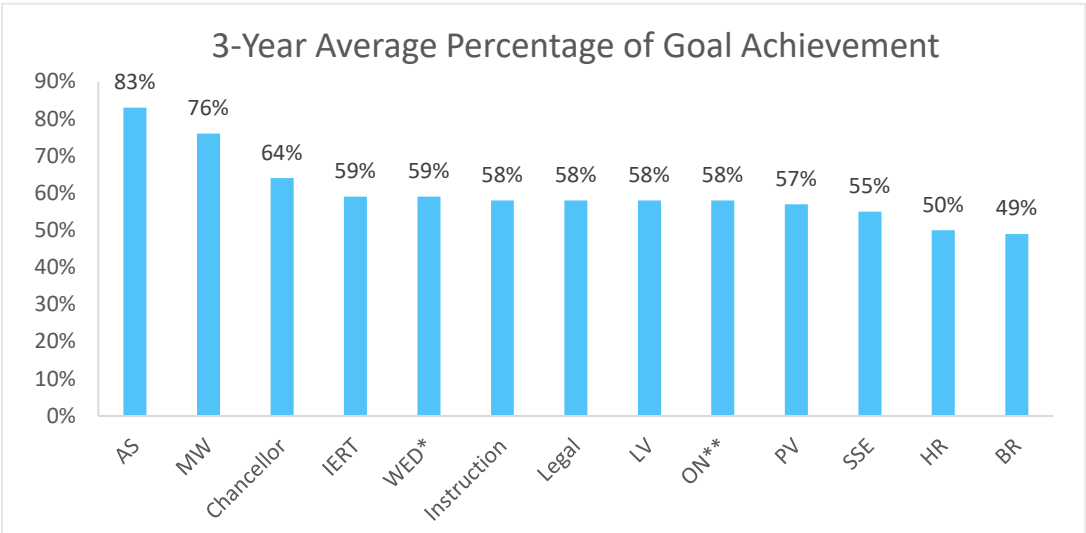
When exploring differences in the goal achievement rate among planning areas, it is important to note that not every administrative shared service or campus planning area is comprised of the same number of operational goals. In the 2023-2024 IE cycle, for instance, IERT and SSE were comprised of the most operational goals, with 28 each. MCC-Online (ON), Instruction, and Legal Services were comprised of the least number of operational goals, with 12 each.



The graph below depicts the three-year average goal achievement percentage for each campus and shared service area. This data intends to give planning areas the additional perspective of their broader achievement trends.

The range of 3-year averages is relatively tight, with 10 of 13 planning areas falling within a ten-point spread. Administrative Services (AS) maintains the highest average achievement rate at 83%, followed by MCC-Maples Woods (MW) at 76%. Instruction, Legal, MCC-Longview, and MCC-Online have identical 3-year averages of 58%, and Institutional Effectiveness, Research, and Technology (IERT) and Workforce and Economic Development (WED) share an average achievement rate of 59%.

As denoted by the graph below, the average percentage rate for MCC-Online is calculated using only two years of available data, and WED’s participation rate is only reflective of data from 2023-2024.



* Denotes an area with only one year of available data
** Denotes an area with only two years of available data

Moving Forward

As evident in the progress detailed in this report, the IEP cycle continues to serve as a strong foundation for MCC’s strategic planning efforts. A true believer in continuous improvement, the Office of Enterprise Project Management, Planning, and Institutional Effectiveness will continue to seek opportunities to enhance and improve IE processes as the cycle continues to mature.

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.

Goal Met: Achieved set target and/or implemented set objectives. Results are self-reported.

Goal 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. Results are self-reported.

Goal Not Met: The target was not met and no significant progress toward attaining the outcome/objective was achieved. Results are self-reported.

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 Cabinet charged with overall decision making at MCC. The Executive Cabinet is comprised of the Chancellor, Vice Chancellors overseeing Shared Services, and Campus Presidents.





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