MCC REIMAGINED, 2031
PLAYBOOK

MCC METROPOLITAN COMMUNITY COLLEGE

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

CONTENTS

BLUE RIVER   LONGVIEW   MAPLE WOODS   ONLINE   PENN VALLEY

SECTION A

EXECUTIVE SUMMARY

Higher education is evolving rapidly, and Metropolitan Community College (MCC) remains at the forefront—leading workforce development, training, and education across the Kansas City region.

For the past three years, MCC has been guided by its strategic plan, MCC Reimagined 2031, a forward-thinking roadmap that has successfully supported the College through the dynamic changes in higher education. Centered on four strategic themes and fourteen organizational goals, the plan also reaffirms MCC's mission, vision, and updated values—equipping the College to navigate the future with confidence. A comprehensive overview of MCC Reimagined can be found in Section E of this playbook.

The creation of MCC's strategic plan was a collaborative effort, shaped by a wide range of voices and perspectives. The College made a deliberate effort to ensure inclusivity by offering numerous virtual engagement opportunities, conducting thorough internal and external analyses of collected feedback and data, and applying the Balanced Scorecard framework to evaluate organizational goals from multiple stakeholder viewpoints.

To translate the strategic plan's broad, long-term goals into actionable steps, MCC employs an integrated planning model. As part of this model, the College's campuses and shared services have developed their own plans to guide mid-range priorities and initiatives. These efforts are supported by the annual Institutional Effectiveness (IE) Cycle, which engages over sixty planning units in setting and executing yearly operational goals. Campus and shared service plans are essential to MCC's sustainable planning process, allowing leadership to adjust strategic priorities using business intelligence and insights generated through the IE Cycle. Complete versions of these plans are available in Sections G and H of this report.

Thank you for engaging in MCC's planning efforts as we prepare to embrace the next chapter of our journey. As an institution deeply committed to all facets of planning, we remain focused on meeting the evolving higher education needs of the Kansas City region

.

The MCC Reimagined Playbook comprises eight sections that collectively establish a framework for the College's path to success in achieving each of its fourteen organizational goals. Additional information about each section is below:

Section A: Executive Summary – Section A outlines the organizational structure of the MCC Reimagined Playbook and provides a brief description of each section.

Section B: Leadership's Commitment to the Plan – The support of MCC's leadership teams is paramount to the success of the College over the remaining years of the Plan. Section B includes messages from the Chancellor, Board of Trustees and the MCC Foundation.

Section C: Why We Serve Kansas City and Beyond – MCC is committed to impacting the lives of our students in the Kansas City metropolitan area and beyond. Section C outlines the College's institutional achievements and the impact the College has on the metro economy.

Section D: Where, Who, and How We Serve – Section D compares the demographics of the MCC service area to the MCC student body. The section also identifies existing and emerging workforce trends, setting the stage for potential program growth in the coming years.

Section E: MCC Reimagined, 2031 – Section E is all about MCC Reimagined, 2031 the College's bold strategic plan. It provides information about the extensive data collection and public engagement activities that led to the development of the plan, as well as a basic overview of the strategic themes and organizational goals that will serve as the College's priorities in the coming decade. This section explains how MCC has committed to being a Balanced Scorecard (BSC) institution. It also explores the Key Performance Indicators (KPIs) that the College utilizes to annually measure progress on the plan.

Section F: Planning Cycles – MCC is committed to institutional integrated planning. Section F explores the College's various planning cycles and the way they interrelate in support of MCC's shared organizational goals, mission, and vision.

Section G: Primary Area Plans – MCC is fully accredited by the Higher Learning Commission (HLC), which underscores the importance of strategic planning across all major areas of institutional operations. In keeping with this standard—and as a key component of MCC's three-year playbook planning cycle—the College develops targeted area plans for Academics, Student Success, Technology, and Facilities. These serve as the primary plans for Academic and Student Success because they function as standalone units. The Technology and Facilities area plans are integrated into shared service plans.

Section H: Shared Service/Campus Plans – The strategic plan is fully operationalized in the form of specific shared service and campus plans. These three-year plans, documented in Section H, serve as the foundation of each campus and shared service's mid-range priorities and prove that all units of the College can support broader College priorities while still pursuing their own needs.

SECTION B

LEADERSHIP'S COMMITMENT TO THE PLAN

Dear MCC Community,

On behalf of the Metropolitan Community College Board of Trustees, I'm proud to endorse the latest iteration of the MCC Playbook. Through a series of 3-year plans, the Playbook brings to life the bold goals of our MCC Reimagined, 2031 strategic plan while staying responsive to the distinct needs of our campuses and shared services.

The first Playbook (2022–2025) led to significant accomplishments that have advanced MCC's vision to be the Kansas City region's college of choice. A few highlights:

- Advanced Technical Skills Institute (ATSI): In January 2022, MCC relocated key workforce programs to this new, centrally located facility along the Troost Corridor. ATSI has since been named Kansas City's favorite vocational school for two consecutive years.

- Automotive Expansion: In June 2024, MCC-Longview broke ground on a $27.9 million facility to double the capacity of the Automotive Institute and introduce a new diesel technology program. The facility opens in fall 2025.

- Agriculture Annex: In April 2025, MCC-Maple Woods unveiled a $6.8 million Agriculture Annex, featuring a 2,000-square-foot greenhouse and supporting the launch of a full A.A.S. degree in agriculture.

These milestones were made possible through the generous support of community partners and the tireless work of the MCC Foundation, which awarded over $1 million in scholarships in 2024–2025 alone.

The Board of Trustees remains proud to stand beside the College in its mission of preparing students, serving communities, and creating opportunities for all.

Sincerely,

Chris Benjamin
Subdistrict 6
President

METROPOLITAN COMMUNITY COLLEGE BOARD OF TRUSTEES

Gwen Van Asselt
Subdistrict 1 (term expires 2030)

Jermaine Reed
Vice-President
Subdistrict 2 (term expires 2026)

Barbara Washington
Subdistrict 3 (term expires 2028)

Holmes Osborne
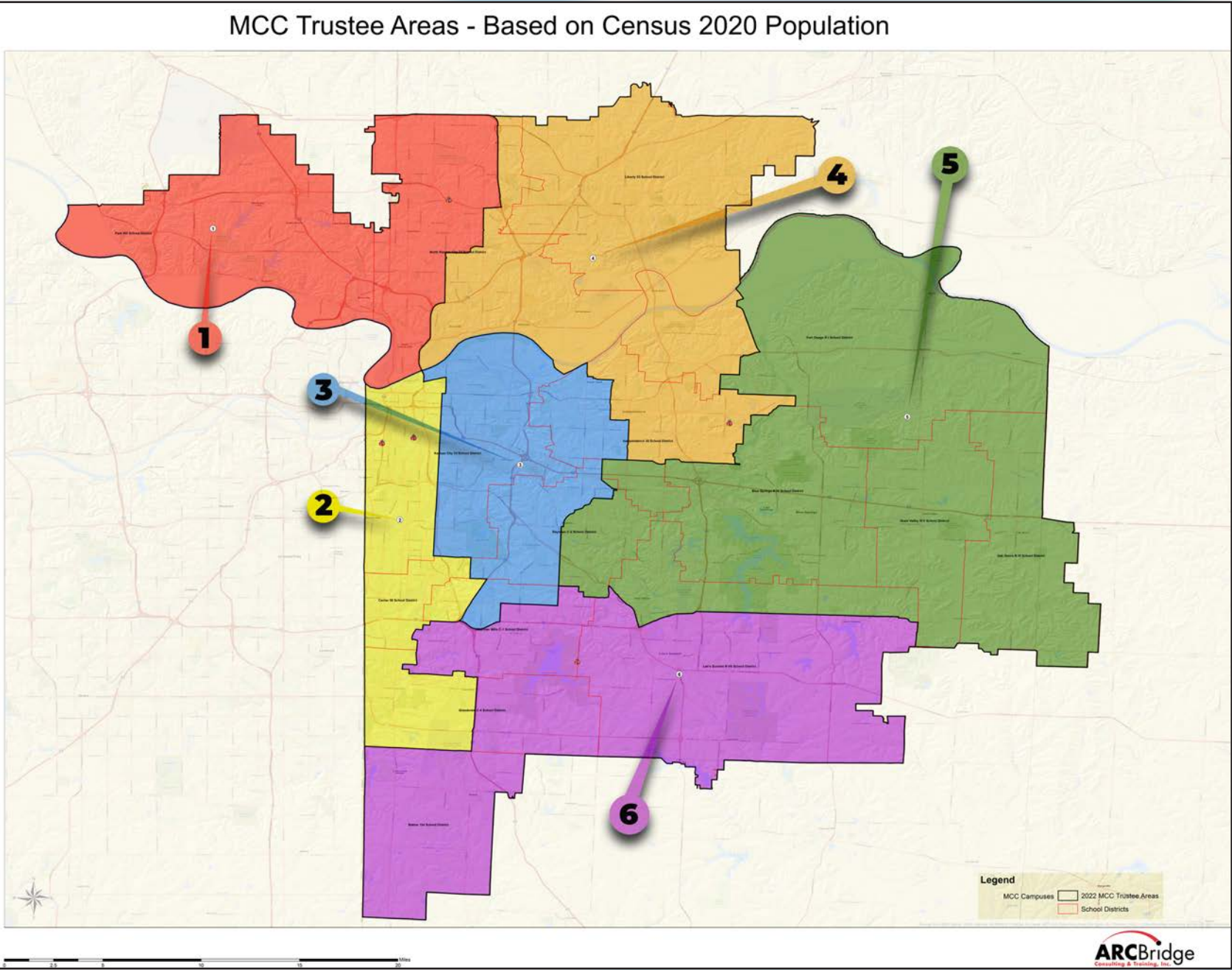Subdistrict 4 (term expires 2030)

Ellen Martin
Vice President
Subdistrict 5 (term expires 2026)

Chris Benjamin
President
Subdistrict 6 (term expires 2028)

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

MCC Trustee Areas - Based on Census 2020 Population

LETTER FROM THE MCC FOUNDATION CHAIR

Dear Kansas City Metropolitan Community,

The Metropolitan Community College Foundation is pleased to support the 2025-2028 *Playbook* and the continued advancement of the *MCC Reimagined, 2031* strategic plan. As we anticipate the plan's next chapter, we'd like to reflect on a few of the Foundation's significant achievements over the last three years.

As of May 2025, the college has secured over $40 million in commitments to the Path Forward capital campaign, far exceeding the campaign's initial $20 million goal. The generous support of Kansas City's business and philanthropic communities has been instrumental in strengthening MCC's service to its students and communities through:

- **Capital Improvements,** including the development of the Blue River East expansion at MCC-Blue River, the Agriculture Annex at MCC-Maple Woods, and the Automotive Expansion at MCC-Longview.
- **New Programming** in high-demand industries including agriculture, automotive technology, and health sciences.
- **Expanded scholarships** to ensure the accessibility of an MCC education, including more than $1,050,570 awarded to 836 students in the 2023-2024 academic year alone!

Other notable achievements include:

- The continued prosperity of the Chancellor's Martin Luther King, Jr. Luncheon, which raised a record-breaking $454,440 in 2025.
- Significant progress in establishing a culture of employee giving, resulting in a 56% increase in employee donors from FY23 to FY24.
- Strengthening alumni relationships through an expanded community presence and direct communications.

Looking forward, the Foundation is eager to build on these achievements and continue to work in collaboration with the Chancellor, the MCC Board of Trustees, and the Kansas City metropolitan community in support of MCC's mission of *preparing students, serving communities, and creating opportunities for all*.

Sincerely,

Beth Soukup
Chair
MCC Foundation
Board of Directors

Tammy Edwards
Chair-Elect
MCC Foundation
Board of Directors

Dear MCC Community,

It was only three short years ago that we unveiled our bold, ten-year strategic plan, *MCC Reimagined*, and soon afterwards, the *MCC Reimagined Playbook* emerged, which operationalizes our plan. Please find on the pages that follow an updated *Playbook* to continue driving us forward as we progress toward the achievement of our long-term organizational goals through a series of mid-term plans developed by MCC's campuses and shared services.

During those three years, significant developments have occurred at MCC to demonstrate our commitment to providing affordable higher education to all:

- we have opened several new facilities;
- we now offer a Metro rate to support those attending from nearby in Kansas;
- we received approval for our first Bachelor's degree; and
- we maintained unquestionable financial stability.

We have been able to accomplish these and many other things because we are a college that is fully committed to planning, where we align our work and resources to impact a focused set of priorities.

Planning at MCC is taken **very** seriously, and I would like to highlight four aspects of our approach that I believe demonstrate this commitment. Before I do, I want to acknowledge the leadership of Dr. Chawana and his team.

They continue to champion this work, with my steadfast support, year after year:

- MCC has committed to measuring our progress. We have identified at least one Key Performance Indicator (KPI) for each of our fourteen organizational goals.
- MCC has now aligned our annual Institutional Effectiveness Planning Cycle to inform our individual employee annual goals. There are over sixty planning units that develop a set of annual operational goals to focus on priorities for the coming academic year.
- MCC has created one BIG shared goal each year across all planning units focused on improving the student and/or employee experience, keeping all planning units connected.
- MCC's Shared Services and Campuses have developed a three-year plan that will guide their work.

Thank you for joining us on the journey to continue to reimagine YOUR MCC!

Sincerely,

Dr. Kimberly Beatty
Chancellor

METROPOLITAN COMMUNITY COLLEGE EXECUTIVE CABINET

Dr. John M. Chawana
Vice Chancellor, Institutional Intelligence, Planning and Transformation

Ms. Sue Gochis
Vice Chancellor, Student Success and Engagement, and President, MCC-Blue River

Dr. Thomas W. Meyer
Vice Chancellor of Instruction and President, MCC-Online

Dr. Tammy Robinson
President, MCC-Penn Valley

Dr. Ryan Crider
President, MCC-Longview

Dr. Ellen Crowe
President, MCC-Maple Woods

Dr. Tyjaun A. Lee
Vice Chancellor, Administrative Services

Dr. Larry Rideaux Jr.
Vice Chancellor for College and Community Relations

> *"MCC is helping to meet our region's workforce needs by offering classes and skills training that reflect the diverse industry needs of the greater metropolitan area."*
>
> *Kansas City, MO Mayor Quinton Lucas.*

SECTION C

WHY WE SERVE KANSAS CITY AND BEYOND

We continue to look toward the Future

For over 110 years, Metropolitan Community College has been a driving force in education and workforce development across the Kansas City region. As Missouri's first community college and now one of the largest in the area, MCC has consistently delivered bold, relevant solutions to meet the evolving needs of our diverse community—strengthening individuals through enhanced academics, technical training, and real-world career preparation.

This legacy of excellence, as shown by these achievements, is a direct result of the passion and dedication of our faculty, staff, and administrators. But our story is far from over. As we look to the future, MCC stands ready to lead with greater purpose and renewed ambition. We are committed to becoming the Kansas City region's premier choice for accessible, high-impact education—a place where every student is inspired to learn, discover, and engage.

MCC is #1 as most affordable community college in Missouri*

MCC is #1 in granting any award to non-white students within 150% time to completion**

MCC is #1 in granting Associates degrees to Black/African American students***

MCC is #1 in granting Associates degrees to non-white students***

MCC is #2 in granting any award to female students within 150% time to completion**

MCC is #2 in granting any award to Black/African American students***

Sources:

*MDHEWD Missouri Comprehensive Fee Survey for Public Institutions of Higher Education: FY 2025 Two-Year Institutions based on "Total Tuition and required fees, per year, charged to a typical full-time student" (In-District Student Tuition & Fees, 30 credit hours)

**IPEDS Compare Institutions Tool, of 85 institutions based on public two-year degree granting institutions of 1,000 or more students in the Bureau of Economic Analysis Plains Region: IA, KS, MN, MO, NE, ND & SD. Based on awards granted within 150% time to completion. Based on 2022-2023 Academic Year completers.

***IPEDS Compare Institutions Tool, of 85 institutions based on public two-year degree granting institutions of 1,000 or more students in the Bureau of Economic Analysis Plains Region: IA, KS, MN, MO, NE, ND & SD. Based on 2022-2023 Academic Year completers.

ECONOMIC IMPACT

MCC's mission is clear: Preparing students, serving communities, creating opportunities for all. A key part of that mission is meeting the evolving workforce needs of the Kansas City metro area—powering both individual success and regional growth.
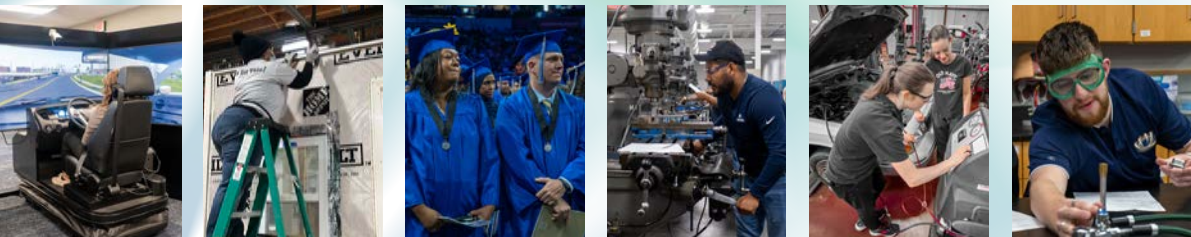
According to an economic impact study from FY 2020–21, MCC contributed an impressive $699.1 million to the local economy. That's the equivalent of supporting 10,945 jobs—or one out of every 78 jobs in the Kansas City metro. It's a powerful reminder that MCC is not only educating students—but driving the region forward.

MCC has long been a powerful economic engine for the Kansas City metropolitan area—delivering measurable value across multiple fronts. In one year alone, MCC's payroll and operations contributed $89.4 million in added income to the local economy, while student spending—by those drawn to or retained in the region—added another $19.5 million.

The return on investment is undeniable:

- Students gain $4.90 in lifetime earnings for every $1 invested in their MCC education.

- Taxpayers see a $2.20 return in added tax revenue and public savings for every $1 invested.

- Society as a whole benefits with a remarkable $8.50 return in state revenue and social savings for every $1 invested in MCC. These figures aren't just statistics—they're proof that investing in MCC pays off for everyone.

MCC understands that the Kansas City of tomorrow won't look like the Kansas City of today. As our region evolves, so must we. Through MCC Reimagined, the College is not just ready for change—we're leading it. With vision and purpose, we are embracing the future head-on, transforming challenges into opportunities and rethinking what's possible for our students and community.

For every &1 invested by...

STUDENTS $4.90 in lifetime earnings

$ = $ $ $ $ $

TAXPAYERS $2.20 in added taxes and public sector savings

$ = $ $

SOCIETY $8.50 in added state revenue and social savings

$ = $ $ $ $
$ $ $ $ $

ALUMNI IMPACT

Impact of the increased earnings of MCC's alumni and the businesses they work for

$699.1 MILLION
ANNUAL ADDED INCOME

REFLECTS FISCAL YEAR 2020-21
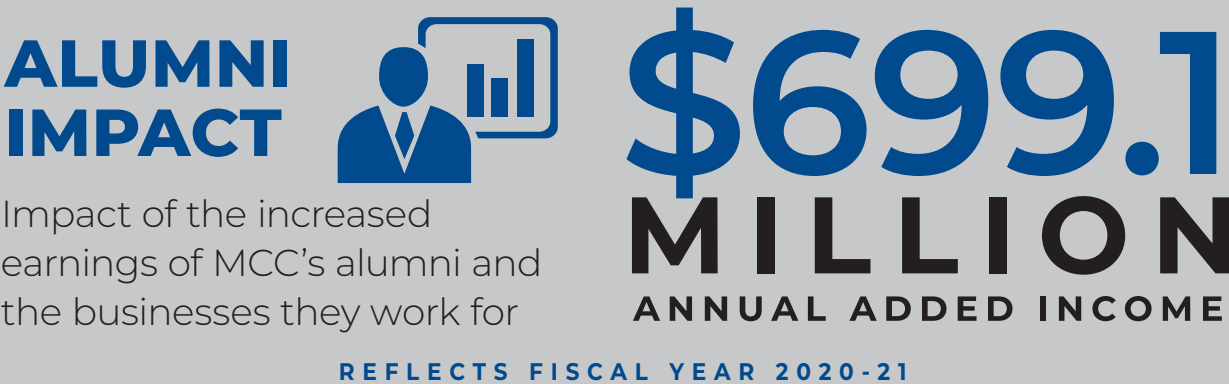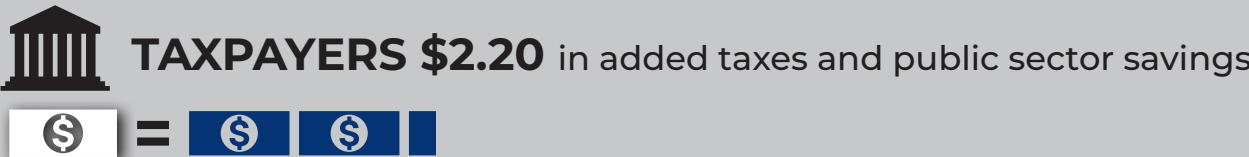
Source: Lightcast study - The Economic Value of Metropolitan Community College, Kansas City

"Our partnership with Metropolitan Community College is a vital part of our mission to uphold the promise of an equitable educational experience for all students. Together, KCPS and MCC are creating intentional, equity-centered pathways that empower students to transition confidently from high school to college and into meaningful careers. This collaboration is not just about access; it is about ensuring every student receives the support, resources, and opportunities they need to thrive in a dynamic and ever-evolving world."

Dr. Jennifer Collier
Kansas City Public School District Superintendent

SECTION D

WHERE, WHO, AND HOW WE SERVE

MCC SERVICE AREA

LEGEND

1 MCC-Blue River
2 MCC-Longview
3 MCC-Maple Woods
4 MCC-Penn Valley

In-district
Out-of-district
MCC Retro Rate

MISSOURI PUBLIC SCHOOL DISTRICTS IN-DISTRICT AT MCC
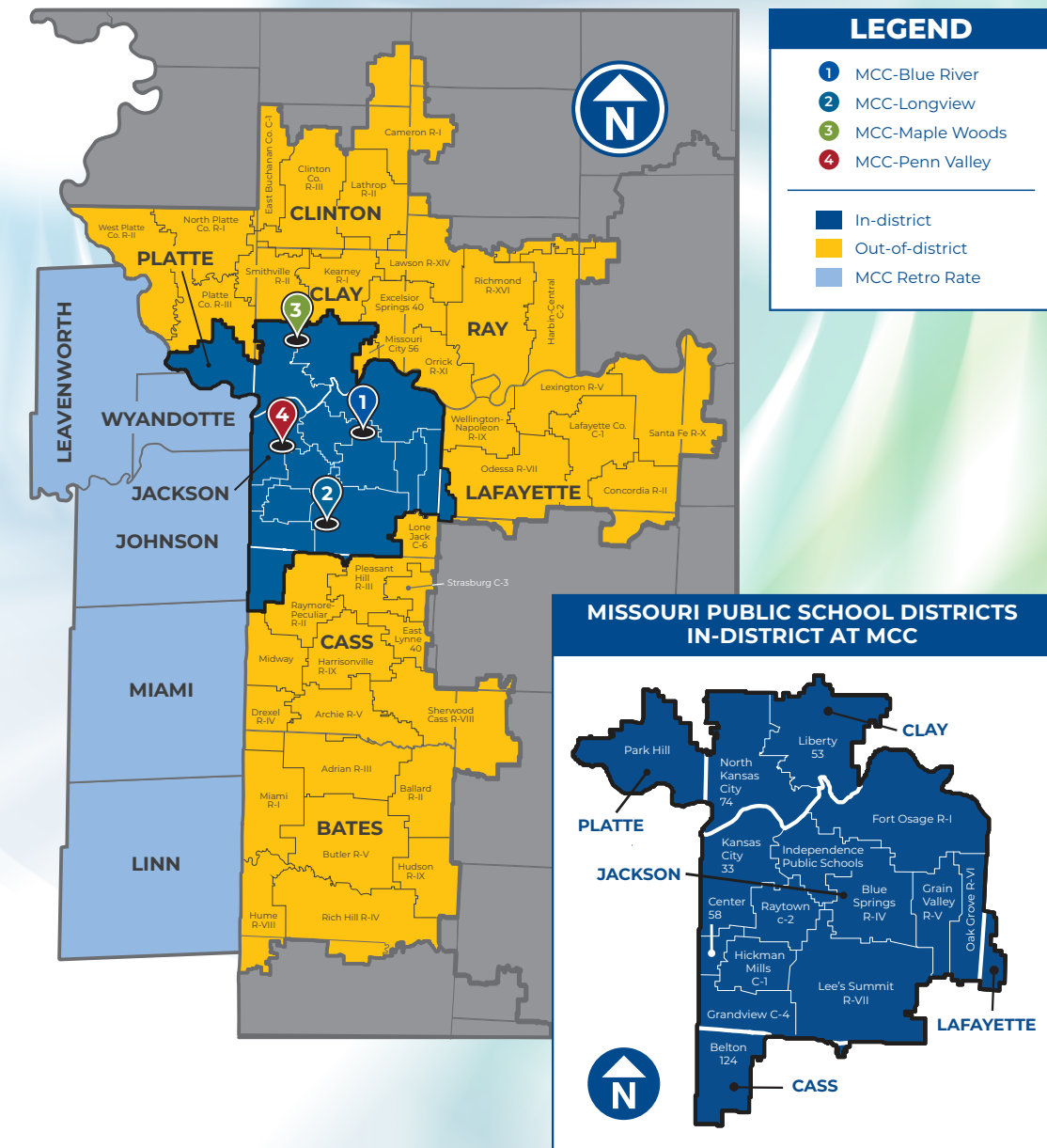
MCC SERVICE AREA DATA

MCC has five campuses. Four physical campuses located in Kansas City, MO, Lee's Summit, MO, and Independence, MO as well as an online campus that is accessible to students living almost anywhere in the world.

The MCC service area primarily consists of 8 MO counties, including Bates, Cass, Clay, Clinton, Jackson, Lafayette, Platte, and Ray. The service area also extends into portions of additional counties in Missouri based on school district boundaries. Also, the service area includes 5 KS counties that have the out of district/metro rate.

Population Information Estimate	
Total Population	1,284,234
Adult Population (18 to 24 years old)	103,495
Adult Population (25 to 34 years old)	184,776
Adult Population (35 to 44 years old)	172,553
Adult Population (45 to 54 years old)	154,319
Adult Population (55 to 64 years old)	163,713
Adult Population (65+)	203,251
Adult Population (% of total)	76.5%
Household Information Estimate	
Total Housing Units	571,342
Poverty Level (of all people)	11.4%
Households Receiving Food Stamps/SNAP	45,283
Income Information Estimate	
Median Household Income	$75,132
Median House Value	$234,732
Per Capita Income	$40,061
Gender Estimate	
Male	629,112
Female	655,122

Educational Attainment Information 2024 Estimate (Ages 25-64)		
No HS Diploma	45,781	6.8%
High School/GED	182,630	27.0%
Some College, No Degree	150,168	22.2%
Associate's	57,790	8.6%
Bachelor's Degree	156,096	23.1%
Postgraduate	82,896	12.3%
Race Information 2024 Estimate		
Black or African American	193,380	15.1%
Asian	23,023	1.8%
White	921,372	71.7%
Native Hawaiian/Pacific Islander	3,722	0.3%
Two or More Races	96,079	7.5%
American Indian/Alaska Natice	4,534	0.4%
Other	42,124	3.3%
Ethnicity Information 2024 Estimate		
Hispanic or Latino (of any race)	115,101	9.0%
Not Hispanic/Latino	1,169,133	91.0%

Source: JobsEQ®
Note: Figures may not sum due to rounding.
1. All data based upon a four-quarter moving average Exits and transfers are approximate estimates based upon occupation separation rates
2. Data is only for the following 8 Missouri Counties: Bates, Cass, Clay, Clinton, Jackson, Lafayette, Platte, and Ray.

Collected by Office of Institutional Research & Analytics

ACADEMIC YEAR 2023-2024
ENROLLMENT BY STUDENT DEMOGRAPHICS

STUDENT HEAD COUNT
17,839

Unduplicated Headcount by Race/Ethnic Groups

- 4% Unknown/Unspecified (710)
- 56% White (10,069)
- 10% Other Minorities (1,758)
- 14% Hispanic/Latino (2,546)
- 15% African American/Black (2,756)

CREDIT HOURS
262,147

Source: 23-24 Annual Factbook

Unduplicated Headcount by Gender

FEMALE 10,408 **(58.3%)**

MALE 7,275 **(40.8%)**

UNSPECIFIED 156 **(.9%)**
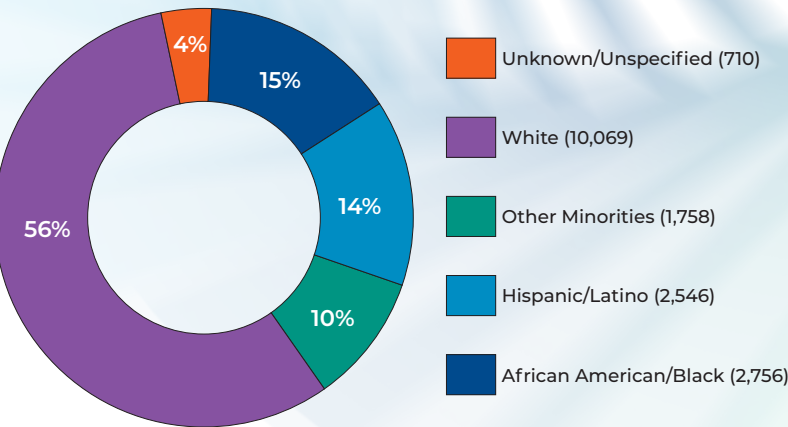
Unduplicated Headcount by Age Group

<24 TRADITIONAL 12,975 **(73%)** AGE 24 AND UNDER

25+ NON-TRADITIONAL 4,864 **(27%)**

Unduplicated Credit Hours by Academic Load

FULL TIME 159,748 **(61%)**

PART TIME 102,399 **(39%)**

INDUSTRY DATA

The MCC Service area is projected to have just over 2,300 job openings in the next year. This is significantly fewer than when the Playbook was last published in 2021. In 2021, there were projected to be almost 5,000 job openings. This underscores the importance of MCC's work to offer degree programs of most benefit to our community.

Currently, almost 1/3 of all openings are expected to be in the Health Care/Social Assistance industry. This strongly supports the timing of MCC's first Bachelor's degree offering in the health care profession of Respiratory Care. This degree was approved by the Higher Learning Commission in 2025.

1 Year Projected Job Openings by Industry

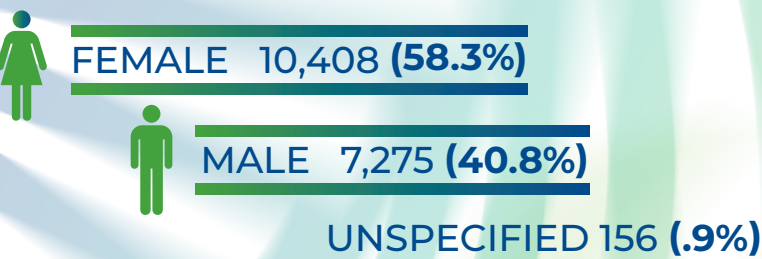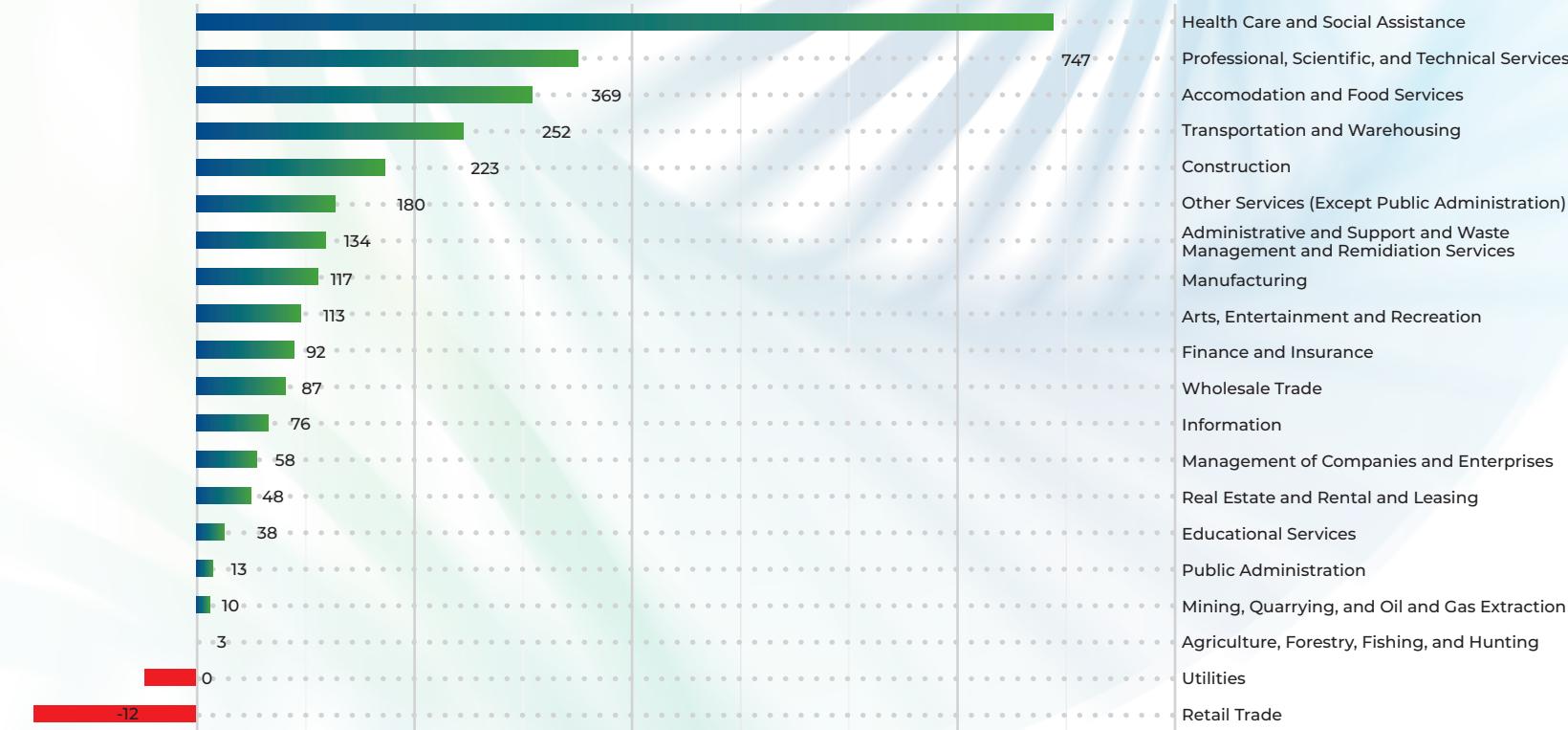| Industry	Openings
Health Care and Social Assistance	747
Professional, Scientific, and Technical Services	369
Accomodation and Food Services	252
Transportation and Warehousing	223
Construction	180
Other Services (Except Public Administration)	134
Administrative and Support and Waste Management and Remidiation Services	117
Manufacturing	113
Arts, Entertainment and Recreation	92
Finance and Insurance	87
Wholesale Trade	76
Information	58
Management of Companies and Enterprises	48
Real Estate and Rental and Leasing	38
Educational Services	13
Public Administration	10
Mining, Quarrying, and Oil and Gas Extraction	3
Agriculture, Forestry, Fishing, and Hunting	0
Utilities	-12
Retail Trade	-155

Source: JobsEQ®
Note: Figures may not sum due to rounding.
1. All data based upon a four-quarter moving average
Exits and transfers are approximate estimates based upon occupation separation rates.
Collected by Office of Institutional Research & Analytics

"The beauty of MCC Reimagined is that it is everyone's strategic plan. It belongs to our students, employees, local community, state, and you."

MCC Chancellor Dr. Kimberly Beatty

SECTION E

MCC REIMAGINED, 2031

In 2021 at the start of the Plan, MCC identified fourteen organizational goals on which to focus the College's efforts over the next ten years. Three years into our plan, MCC Reimagined still supports the State of Missouri's educational focus. In 2025, the state updated its plan, with a keen focus on two major goals: educational attainment and labor force participation.

Throughout MCC's strategic plan, you will see a shared commitment to the Missouri Department of Higher Education and Workforce Development (MDHEWD) through our organizational goals, themes, and Key Performance Indicators (KPIs).

As the largest community college system in Missouri, MCC embraces its leadership role in driving forward the big goals set by MDHEWD. With a firm commitment to student success, the College is dedicated to deepening its partnerships across the state and community to create lasting, transformative outcomes for Missouri's students and families.

MCC REIMAGINED EXECUTION & REFRESH TIMELINE

Annual Institutional Effectiveness Plan Review Cycle

Mid Planning/Assess (Playbook)

MCC Reimagined Launched

MCC Reimagined Mid-Review (EC Retreat)

MCC Reimagined Closing

| 2022 | (3yrs.) | 2025 | **2026** (3yrs.) | 2028 | (3yrs.) | 2031 |

Playbook Creation (1/1/22-5/1/22)

Playbook Assessment & Review/Refresh (1/1/25-5/1/25)

Playbook Assessment & Review/Refresh (1/1/28-5/1/28)
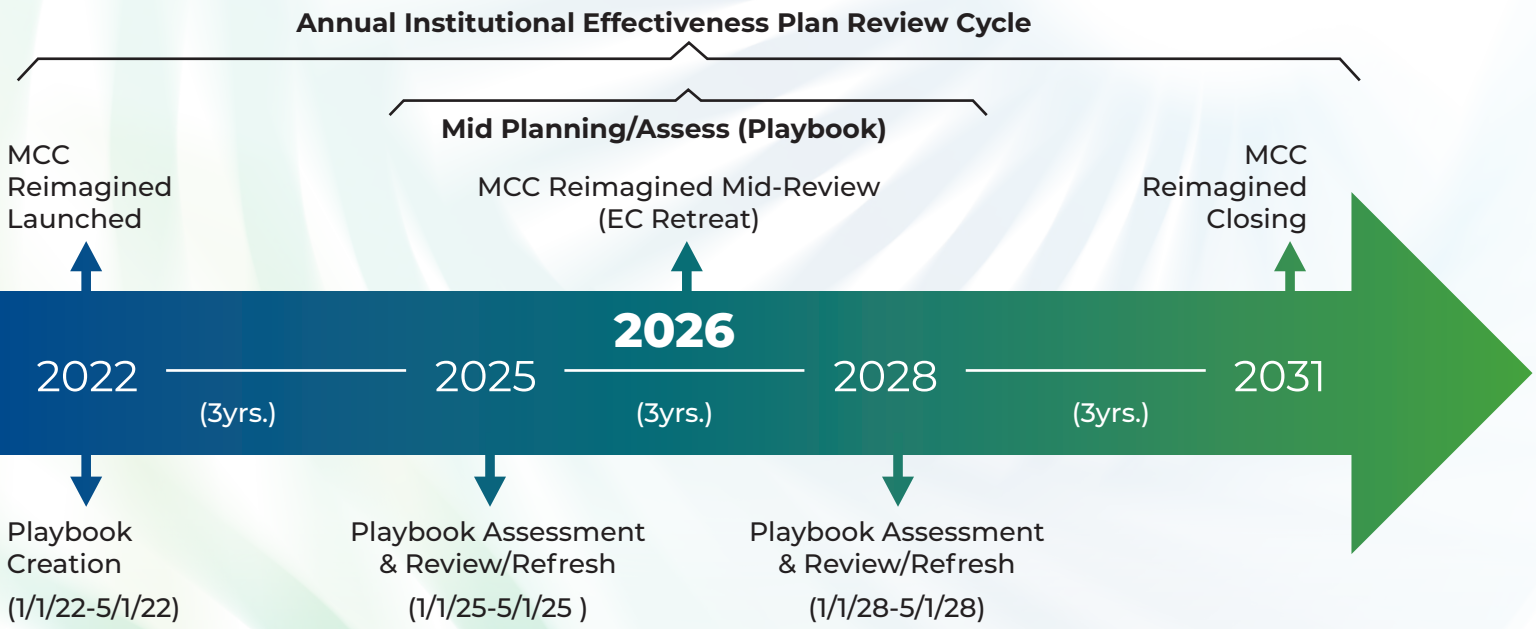
Now three years into the plan, the above timeline shows our continued work to keep the plan current and relevant. It is still very important to convey the input that went into the plan as follows:

The creation of MCC Reimagined, 2031 was an ambitious, 18-month endeavor carried out in five comprehensive phases. Thousands of voices shaped the strategic plan—from online surveys and one-on-one interviews to employee charrettes, community engagement sessions, and leadership meetings with the executive cabinet and board of trustees. This inclusive, collaborative process

ensured that MCC Reimagined reflects the perspectives and aspirations of all those we serve. The five key phases of development included:

- 36 individual interviews with key opinion leaders in the Kansas City Metro
- 2 comprehensive surveys of current students and alumni
- 31 internal employee charrettes
- 13 community forums/conversations

69% of surveyed students would like MCC to expand degree and/or certificate programs in the coming year

71% of students want a quality education to be the first thing people associate with MCC

78% of surveyed alumni feel proud or very proud to have attended MCC

78% of surveyed alumni say MCC has had a significant or major impact on their life

MCC Values:
Through careful analysis of over 38,000 unique comments and survey data points collected during the strategic plan's development phase, the MCC community identified four clear themes and fourteen organizational goals that the College will collectively work to impact.

In addition to the strategic themes and organizational goals, the development of MCC Reimagined, 2031 also led to the development of an updated MCC mission and new vision statement:

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.

The data also lead to the emergence of four organizational value statements that represent the ideals MCC employees hold most dearly.

Excellence – We deliver our very best as an employer, community partner, educator and workforce training provider for all of Kansas City.

Learning – We promote personal, professional, and lifelong learning opportunities that positively impact lives and shape the Kansas City workforce.

People – People serve as the cornerstone of what we do and why we do it. We invest in employee development, intentionally recruit and retain a workforce that represents the communities we serve, and embrace individuals of all walks of life as valued members of the MCC Wolf Pack.

Integrity – We conduct ourselves transparently, ethically, and in ways that honor the trust placed in us by our students, employees, and communities we serve.

THE CORE OF THE STRATEGIC PLAN

At the core of MCC Reimagined, 2031 are a set of four themes, collectively known as MCC's Key Es, that summarize the aspirations MCC employees and stakeholders have for the College over the life of the plan:

Emerge as a first choice. MCC will be the top choice for a two-year degree or career and technical education in the Kansas City metropolitan area, as well as the preferred option for individuals seeking higher education employment in Kansas City.

Evolve for maximum impact on education and workforce. MCC will adapt to the evolving needs of higher education and the greater Kansas City workforce.

Embrace all. Everyone is welcome at MCC and will find an opportunity to further their education within their reach.

Elevate student, employee and community engagement. MCC will intentionally engage students, employees, and community members to collectively impact the College's vision.

MCC's Strategic Continuum, pictured to the right, provides a clear visual representation of each planning element's flow, connection and purpose across the entire MCC planning spectrum. Since the last playbook, MCC has evolved to include Individual Achievement Plans (IAPs), which all staff and administrators complete annually following the opening of the loop process for the Institutional Effectiveness Plan (IEP)/Continuous Improvement cycle. Having the IAP process follow the IEP process each year, ensures all employee priorities align with their department.
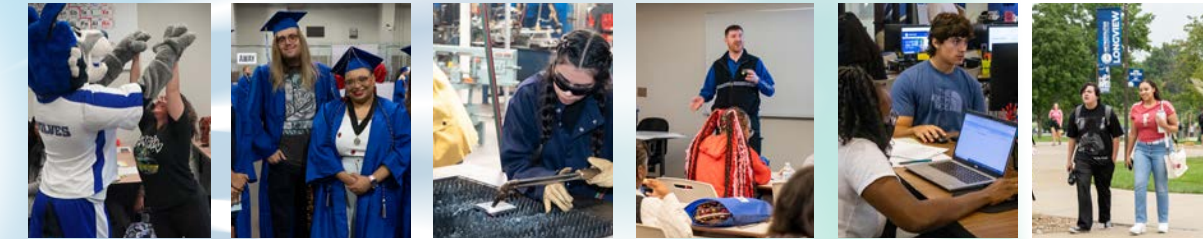
MCC'S STRATEGIC CONTINUUM[1]

MCC's Strategic Continuum provides a clear visual representation of each planning element's flow, connection, and purpose across the entire MCC planning spectrum.

MISSION — Why We Exist

VALUES — What is Important to Us

VISION — Where We Want to Go/Be

STRATEGY — How We will Advance – Our Long-Term Game Plan

PLAYBOOK — Shared Service/Campus Plans – Specifying Deliverables for Operations

INSTITUTIONAL EFFECTIVENESS PLANS IEPs — Continuous Improvement of Operational Processes

INDIVIDUAL ACHIEVEMENT PLANS IAPs — Continuous Improvement and Professional Development for Employees

[1] *Balanced Scorecard (HBS Press, Kaplan & Norton)*

MCC is pleased to utilize the Balanced Scorecard strategic planning framework to support data-informed decision making and goal prioritization. With the Balanced Scorecard framework, MCC ensures a proper balance of needs by representing organizational goals within each of its four stakeholder perspectives.

All organizational goals naturally align to one or more strategic themes, as indicated by the roman numeral(s) listed next to each goal.

MCC 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

STRATEGIC THEMES

I. **E**merge as a first choice
II. **E**volve for maximum impact on education & workforce
III. **E**mbrace all
IV. **E**levate student, employee and community engagement

ORGANIZATIONAL GOALS BY

STAKEHOLDER PERSPECTIVES

A. STUDENTS, ALUMNI & COMMUNITY

1. Enhance MCC's brand using holistic student experiences as an expanded community asset (I)
2. Establish a mindset for early career identification (II)
3. Bridge community and alumni (IV)
4. Expand high-impact practices to become a student-ready college (IV) (II)

B. ORGANIZATION

1. Build a world-class first impression experience (I)
2. Demonstrate student-focused decision making (I)
3. Implement a student-centered approach (III) (IV)
4. Provide high-quality programs & services (II)

C. RESOURCE MANAGEMENT

1. Expand support for underrepresented populations (III)
2. Remove barriers to access (III)
3. Develop 21st Century technology infrastructure (II)
4. Promote effective & efficient stewardship of resources (II)

D. EMPLOYEES

1. Become a destination workplace (IV)
2. Emphasize employee development: personal & professional, with an emphasis on student success (I)

INSTITUTIONAL EFFECTIVENESS PLANS (IEPs)
OPERATIONAL GOALS - OPERATIONAL TACTICS - MEASUREMENT

VALUES: Excellence, Learning, People, Integrity

ASSESSMENT OF THE PLAN

MCC Reimagined 2031 is evaluated using a set of Key Performance Indicators (KPIs) to monitor progress on the fourteen organizational goals identified in the strategic plan. Managed by the Office of Institutional Research, these KPIs are tracked and reported annually on a scorecard on the College's public website. The analysis and assessment of these metrics is integral to the annual budgeting and continuous improvement/sustainability processes at MCC.

In the tables that follow are the update KPIs. These are reevaluated annually. On page 37 you will see the summary results from the most recent year's KPI performance grouped by strategic theme.

Stakeholder Perspective	Org. Goal	KPI	Target
Students, alumni & community	A1. Enhance MCC's Brand using holistic student experiences as an expanded community asset (I)	Increase % student satisfaction	80% or above
Students, alumni & community	A2. Establish a mindset for early career identification (II)	Percentage of students who finalize a Career Action Plan (CAP) per academic semester	75% in year 1, and 3% growth each academic year thereafter
Students, alumni & community	A3. Bridge community and alumni (IV)	Increase % giving from Alumni	5% increase annually
Students, alumni & community	A4. Expand high-impact practices to become a student-ready college (II) (IV)	A) Increase course success B) Increase 150% graduation/completion rates C) Increase Community College Survey of Student Engagement (CCSSE) benchmark scores	A) 2% annually B) 1% annually C) Achieve 55th percentile

Strategic Theme alignment is noted with roman numeral(s) behind each Org. Goal in the KPI table.

(I) Emerge as a first choice

(II) Evolve for maximum impact on education & workforce

(III) Embrace all

(IV) Elevate student, employee and community engagement

Stakeholder Perspective	Org. Goal	KPI	Target
Organization	B1. Build a world-class first impression experience (I)	A) Increase MCC First Impression Index Growth Score B) Increase Survey of Entering Student Engagement (SENSE) benchmark scores C) Increase % of students who say "Institution was my first choice"	A) > 3.85 B) Achieve 55th percentile or greater (50 is national avg.) C) 1% point increase year over year until 80%
Organization	B2. Demonstrate student-focused decision-making (I)	Maintain general fund expenditures: a) 40% - 45% annually toward Instruction b) 10% - 15% annually toward Student Services	a) 40% - 45% b) 10% - 15%
Organization	B3. Implement a student-centered approach (III) (IV)	A) Increase employee demographics to mirror student population	A) +/- 5% difference between employees and students
Organization	B4. Provide high-quality programs and services (II)	% of students passing board or professional licensing exams	> 90%
Resource Management	C1. Expand support for underrepresented populations (III)	A) Increase course success rates for those underrepresented student populations with achievement gaps B) Increase retention rates for those underrepresented student populations with achievement gaps	A) 2% increase Black, 1.5% Hispanic, 1% Other Minority B) 1% increase Black
Resource Management	C2. Remove barriers to access (III)	A) Increase 150% graduation rates by student groups B) Increase retention rates for those student groups with achievement gaps	A) 2% increase Black, 1% Hispanic, .5% PELL, .5% Disability, 1% Other Minority B) 1% Black, 1% non-traditional age, 1% male, 1% Part-time

Stakeholder Perspective	Org. Goal	KPI	Target
Resource Management	C3. Develop 21st century technology infrastructure (II)	Annual employee IT satisfaction survey	A) 2025 baseline yr.
Resource Management	C4. Promote effective & efficient stewardship of resources (II)	A) Total Composite Financial Indicator (CFI) Score B) % of General Fund expenditures related to salary and benefits	A) >4 B) < 75%
Employees	D1. Become a destination workplace (IV)	Increase employee retention rate	2% annual point increase to reach 90%
Employees	D2. Emphasize employee development: personal & professional, with an emphasis on student success (I)	% of MCC Full-time employees who complete > three (3) "DUO" Development activities over the annual Fiscal Year -District (Annual "In-Service", Shared Governance, Annual Compliance) -Unit Campus/Unit "In-Service", 'Summits', Professional/Technical/Team Development, Workshops, Seminars) -Operational/Indiv Role Level (Technical /OJT Supervisory/ Wellness/Professional /Competency Dev't. Faculty Professional Development)	70%

KPI SUMMARY DATA BY STRATEGIC THEME

BELOW IS A SUMMARY OF MCC'S MOST RECENT KPI PERFORMANCE BY STRATEGIC THEME

Results are strong in the majority of KPIs and MCC is committed to continuous improvement. In the Elevating Engagement theme, there has been meaningful advancement across several key areas, as most KPIs in this theme not met were narrowly below target. MCC's continued focus on student retention—a global goal across all key planning units—reflects a strong, institution-wide commitment to long-term engagement. Alumni relations are advancing with initiatives such as a quarterly newsletter, license plate frames, and other outreach efforts. Additionally, a steady upward trend signals ongoing improvement toward hitting MCC's targets.

EMERGE as a First Choice: 4 out of 4 KPIs met or partially met.

EMERGE as a First Choice: 4 out of 4 KPIs met or partially met.

EMBRACE all: 7 out of 9 KPIs met or partially met.

ELEVATE Student, Employee, & Community Engagement: 3 out of 7 KPIs met or partially met.

MCC utilizes a comprehensive planning model to ensure the College's planning is systematic, integrated, and informed by the external and internal factors that impact the functioning of the College. The ten-year timeline on the following pages outlines the planning schedule of the College, demonstrating how various planning elements interact and inform one another

SECTION F

PLANNING CYCLES

HLC Accreditation (ten years) — The Higher Learning Commission (HLC) is the accrediting body of MCC. HLC Accreditation occurs every 10 years, with a midpoint visit four to five years into each accreditation cycle.

Strategic Plan (ten years) — The strategic plan is the College's ultimate blueprint for future priorities and aspirations. The development of the strategic plan involves extensive stakeholder engagement and data analysis to ensure all perspectives are represented. MCC's current strategic plan, MCC Reimagined, 2031, was adopted in November 2021 and began in January 2022.

Area Plans (three years) — In-depth and detailed plans to inform shared service and campus plans. Area plans are maintained/updated by subject matter experts and offer essential evidentiary information to HLC utilized in our argument. Four Area plans exist at MCC: Instruction, Student Success, Facilities and Information Technology.

Shared Service/Campus Plans (three years) — Shared service and campus plans inform mid-range planning at MCC. Developed every three years by every campus and shared service in the College, these plans identify 3-year goals in support of the broader goals identified in the 10-year strategic plan.

Playbook (three years) — The Playbook, a complement to the strategic plan, is updated every three years to include the latest shared service/campus plans.

Economic Impact Study (five years) — The Economic Impact Study assesses the impact MCC has on the Kansas City regional economy and details the financial benefits of the College for students, taxpayers, and society.

Budget planning (annually) — The College undergoes an annual budget cycle during which it assesses revenue estimates and plans for future operating needs based on the input of college-wide stakeholders, initiatives in the strategic plan, and changes informed by the current operating environment. The fiscal year runs from July 1 – June 30.

Institutional Effectiveness Plans (annually) — Institutional effectiveness plans (IEPs) are conducted annually by over sixty planning units, or functional units with specific responsibilities that uniquely contribute to the mission of the College. As part of this planning process, planning units identify short-range (1-year) operational goals that align to support their respective shared service or campus plan goals and the strategic plan organizational goals. At the end of the annual IEP cycle, findings are reviewed, and plans are made for continual improvement of business operations.

Individual Achievement Plans (IAPs) (annually)— Coordinated by Human Resources, these occur annually for every staff and administrator level employee at the College. They include annual employee goals that align and support their supervisor's planning unit's IEP operational goals

PLANNING CYCLES

2022 ✓ **2023** ✓ **2024** ✓ **2025** ✓   **2026**   **2027**   **2028**   **2029**   **2030**   **2031**

Legend:
- BUDGET PLANNING (ANNUALLY)
- INSTITUTIONAL EFFECTIVENESS PLAN (ANNUALLY)
- AREA PLAN (3 YEARS)
- PLAYBOOK (3 YEARS)
- SHARED SERVICE/CAMPUS PLANS (3 YEARS)
- HLC ACCREDITATION VISIT (5 YEARS)
- ECONOMIC IMPACT STUDY (5 YEARS)
- STRATEGIC PLAN (10 YEARS)

2022
- STRATEGIC PLAN
- BUDGET PLANNING
- INSTITUTIONAL EFFECTIVENESS PLANS
- SHARED SERVICE/CAMPUS PLANS
- PLAYBOOK

2023
- BUDGET PLANNING
- INSTITUTIONAL EFFECTIVENESS PLANS
- ECONOMIC IMPACT STUDY

2024
- BUDGET PLANNING
- INSTITUTIONAL EFFECTIVENESS PLANS

2025
- BUDGET PLANNING
- INSTITUTIONAL EFFECTIVENESS PLANS
- HLC ACCREDITATION VISIT
- SHARED SERVICE/CAMPUS PLANS
- AREA PLAN
- PLAYBOOK

2026
- BUDGET PLANNING
- INSTITUTIONAL EFFECTIVENESS PLANS

2027
- BUDGET PLANNING
- INSTITUTIONAL EFFECTIVENESS PLANS

2028
- BUDGET PLANNING
- INSTITUTIONAL EFFECTIVENESS PLANS
- ECONOMIC IMPACT STUDY
- SHARED SERVICE/CAMPUS PLANS
- AREA PLAN
- PLAYBOOK

2029
- BUDGET PLANNING
- INSTITUTIONAL EFFECTIVENESS PLANS

2030
- BUDGET PLANNING
- INSTITUTIONAL EFFECTIVENESS PLANS

2031
- BUDGET PLANNING
- INSTITUTIONAL EFFECTIVENESS PLANS
- HLC ACCREDITATION VISIT

MCC Planning Continuum

MCC Reimagined, 2031 outlines the College's path toward success. The organizational goals captured within its pages are bold and will take careful and strategic action in order to achieve success.

In support of planning efforts at the College, MCC utilizes a systematic planning approach in the form of an integrated planning and performance continuum. The continuum, shown and detailed to the right, includes interconnected and cascading levels of planning that, collectively, allow us to bring our goals to life.

Strategic Plan (10 yr. cycle) – The strategic plan serves as a blueprint for the College's broad priorities and goals for the next ten years. The plan is comprised of fourteen organizational goals under the umbrella of four general themes. Each organizational goal has at least one corresponding Key Performance Indicator (KPI), which will be used to assess and track progress on the respective goal over the life of the plan. Every step forward on one of the fourteen organizational goals takes the College one step closer to achieving its vision.

Area Plans (3 yr. cycle) – Required as part of our accreditation, four comprehensive, expert-driven plans inform both Shared Service and Campus initiatives at MCC. Developed and maintained by subject matter experts, these Area Plans provide critical, evidence-based support for our institutional narrative to the Higher Learning Commission (HLC). MCC maintains four core Area Plans—Instruction, Student Success, Facilities, and Information Technology—each serving as a foundational element in strategic planning and accreditation efforts.

Shared Service/Campus Plans (3 yr. cycle) – The organizational goals identified in the strategic plan are brought to life in campus and shared service plans. These plans, developed every three years by every campus and shared service across the College, naturally align to and support at least one of the organizational goals from the strategic plan. The nature of the shared service and campus plans allows the different arms of the college to act in pursuit of their unique goals and needs while collectively rowing in tandem towards the College's vision.

Planning Unit Institutional Effectiveness Plans (IEPs) (1 yr. cycle) – The goals identified in campus and shared service plans are operationalized through the College's annual institutional effectiveness (IE) cycle. As part of this process, over sixty individual planning units across the College identify unique short-term (1 year) goals that will allow them to help impact the broader goals identified in their campus or shared service plan. At the end of every IE cycle, planning unit managers assess their progress, identify any continuous improvement learnings, and recalibrate their efforts ahead of the next IE cycle. Additionally, every planning unit shares a common global goal reflecting a major strategic priority of the College in the coming academic year. Established annually by the Executive Cabinet (EC), the global goal facilitates collective strategic impact and challenges planning units to think creatively about their role in advancing overarching priorities.

### MCC'S INTEGRATED PLANNING CONTINUUM
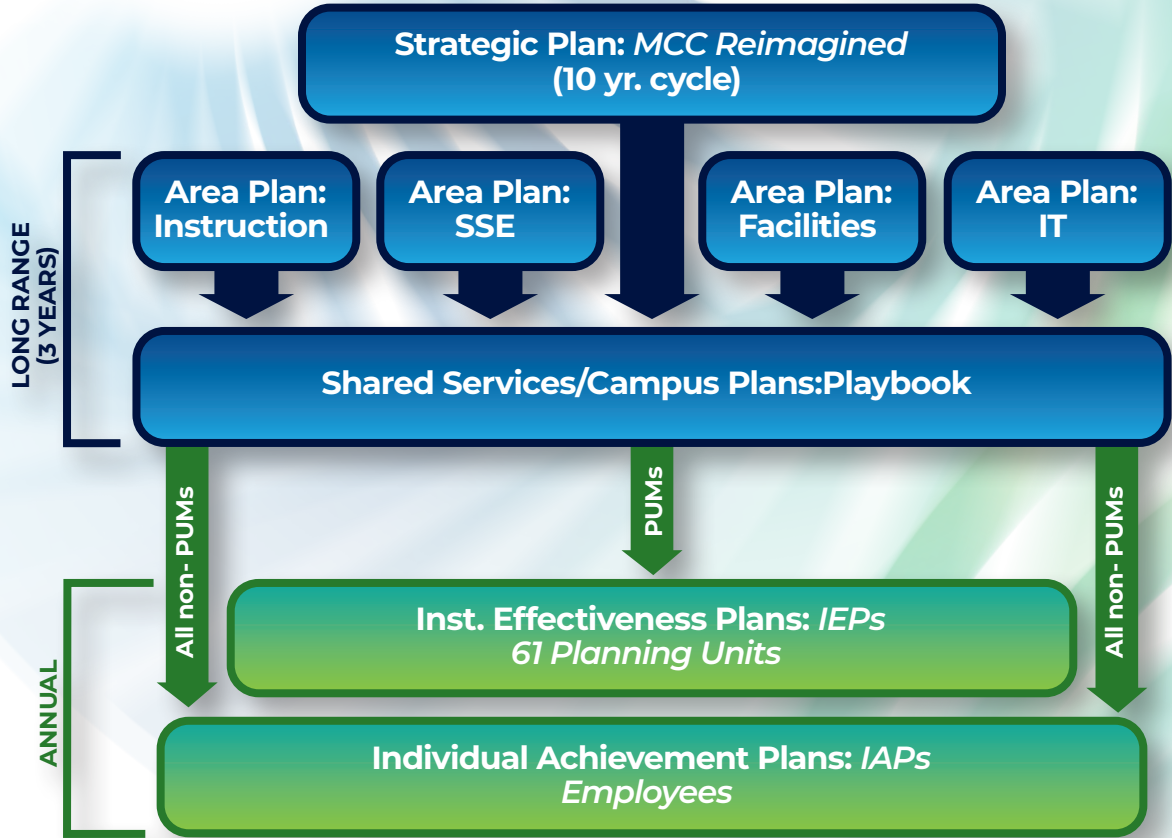
The annual Institutional Effectiveness Plan (IEP) Cycle begins June 1 and concludes May 31 every year. In June, MCC planning units, or functional units with specific responsibilities that uniquely contribute to the mission of the College, identify three operational goals they intend to impact over the coming year in addition to supporting an annual global goal. For every operational goal and the global goal, they identify corresponding operational tactics, performance measurements, and targets. Additionally, planning units specify the goal(s) identified in their respective shared service or campus plan each operational goal supports.

The goals are executed throughout the year, and in May, planning units "close the loop" on their IEPs. As part of this process, they identify performance measure results, explain continuous improvement learnings, and identify any future budgetary needs that surfaced over the IEP cycle. All IEPs are housed on a digital platform called Clear Wolf, enabling district-wide collaboration and learning. Annually, all planning units participate in training in support of their continuous improvement work. MCC has a long-standing history of 100% compliance by all planning units with opening and closing the loop on their IEPs. After every cycle, an annual Institutional Effectiveness report is published.
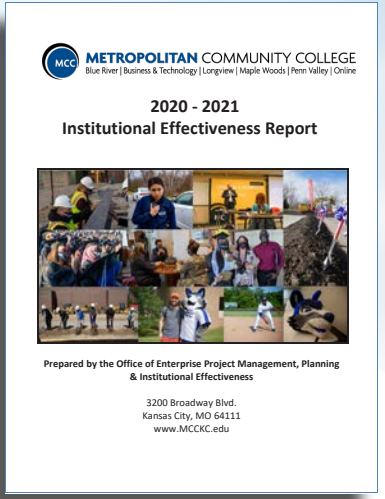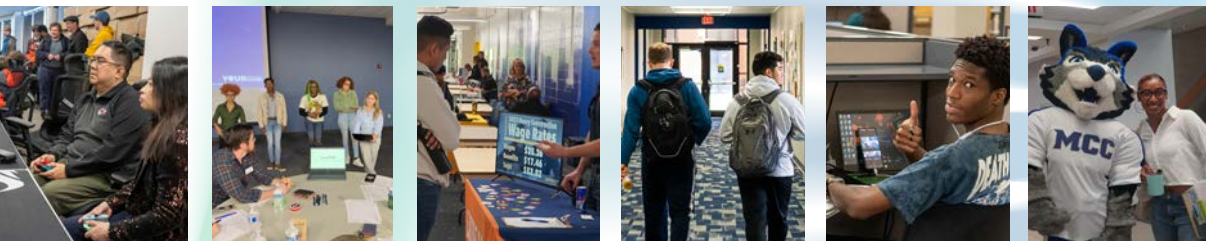
Metropolitan Community College (MCC) is fully accredited by the Higher Learning Commission (HLC), which places a strong emphasis on strategic planning across key areas of institutional operations. In alignment with this standard—and as a core part of MCC's three-year playbook planning cycle—the College develops focused area plans for Academics, Student Success, Technology, and Facilities. These plans are essential tools that guide financial planning and drive informed decision-making.

Academics and Student Success function as standalone units, and their strategies are presented in this section through dedicated Primary Area Plans. The Technology plan, while developed independently, is integrated into the shared service plan for Institutional Intelligence,

Planning, and Transformation (see Section H). Similarly, Facilities planning is captured within the shared service plan for Administrative Services, also in Section H.

The Primary Area Plans outlined in the following pages are designed to align and unify key priorities across major functional areas of the College. Each plan reflects a synthesis of insights and activities drawn from both shared service units and individual campuses. They are informed by a broad range of inputs—including community forums, student surveys, and internal leadership discussions—to ensure that the strategies presented are both collaborative and deeply rooted in the operational and strategic needs of the institution.

SECTION G

PRIMARY AREA PLANS

INSTRUCTION AREA PLAN OVERVIEW

Guided by the Instruction Shared Service, the Academic Plan is designed to enhance the quality of education and student success across the institution by focusing on six key areas: Academic Excellence and Accreditation, Student Success and Completion, Program Development and Workforce Alignment, Faculty Development and Support, Instructional Support and Resources, and Program Review and Assessment.

Mission
Preparing students, serving communities, creating opportunities for all

Vision
Through the MAP, the Instruction shared service will provide instructional innovations and learning environments that result in enhanced student learning and achievement.

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                        ┌─────────────────────────────────────┐
                        │  Vice Chancellor of Instruction/CAO  │
                        └─────────────────────────────────────┘
        ┌────────────────────────────┐        ┌──────────────────────────────────┐
        │  Associate Vice Chancellor │        │ Sr. Executive Administrative       │
        │    of Academic Affairs     │        │           Assistant                │
        └────────────────────────────┘        └──────────────────────────────────┘
        ┌────────────────────────────┐
        │   Executive Director        │
        │   of Curriculum &           │
        │   Student Learning          │
        └────────────────────────────┘
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Academic Excellence and Accreditation

Maintain regional accreditation with the Higher Learning Commission as well as third-party accreditations for pertinent CTE programs

Ensure high-quality instruction and programming

Conduct a review of the program handbooks for consistency of collegewide content/policy

Implement a comprehensive and continual review cycle of Instructional policies and procedures

Oversee an annual review of the college's website for instructional programs and services

Student Success and Completion

Increase completion rates

Ensure robust transfer options

Program Enrollment, Development, and Workforce Alignment

Support program enrollment and retention efforts across the college

Align stackable non-credit programs with appropriate credit programs

Increase the number of College Acceleration Program opportunities for students

Increase matriculation of dual credit program students

Continue to develop standing articulated credit with high school and career centers

Faculty Development and Support

Recruit, hire and retain highly qualified and well-rounded faculty

Provide professional development and growth opportunities for faculty that are relevant and timely

Integrate support services awareness and training into faculty professional development opportunities to empower faculty in guiding students to additional retention services

Instructional Support and Resources

Collaborate with facilities and campuses to provide high-quality facilities and equipment

Coordinate districtwide Instructional support services for consistency and availability to all students including online, evening, and weekend students

Pursue more affordable textbook options for students where possible

Integrate AI into classroom teaching practices as appropriate and relevant

Program Review and Assessment

Increase capacity and knowledge to enhance the culture of assessment at MCC

Restructure the DSACC* to further refine assessment work and advocate for use of student learning data across the college

Strengthen existing program review processes, policies, and procedures

Optimize the use of data and software to create actionable results and increase student success
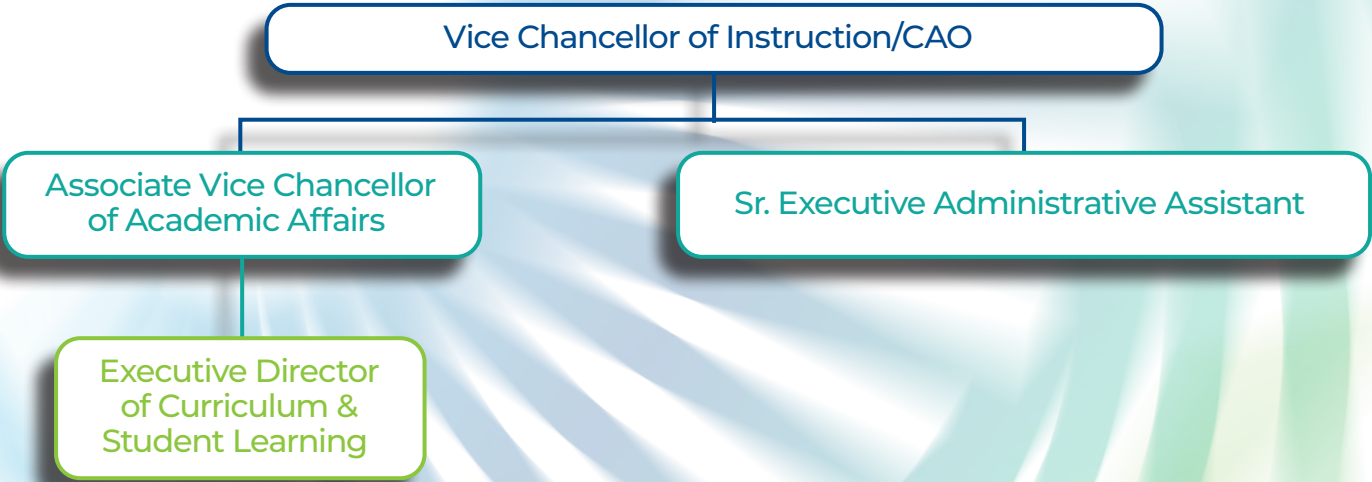
*DISTRICT STUDENT ACHIEVEMENT COORDINATING COMMITTEE (DSACC)

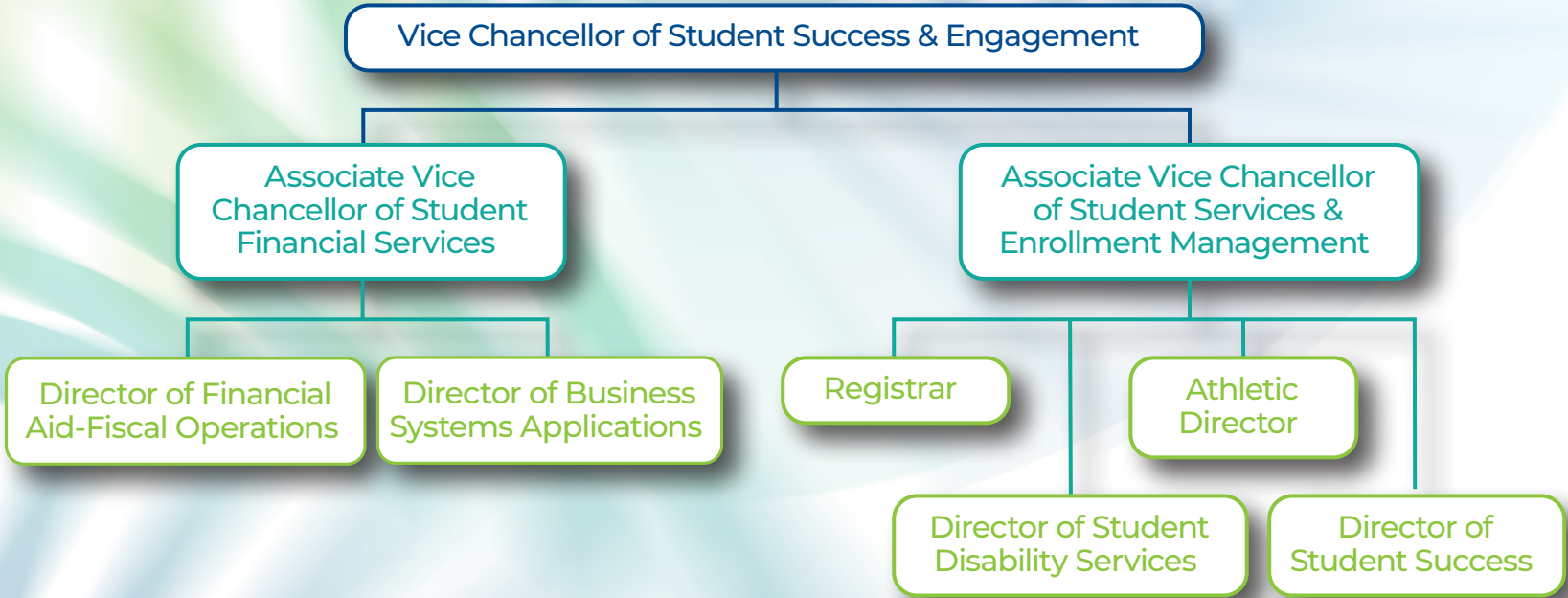# STUDENT SUCCESS & ENGAGEMENT (SSE) AREA PLAN OVERVIEW

Guided by the SSE Shared Service, the Student Services Success Plan (SSSP) for MCC is a dynamic document that is continually updated and evaluated to meet the changing demands of the College. The plan is based on three principles: Attraction and Recruitment, Student Centered Scheduling, and Retention and Engagement. Each of the three success strategy areas includes short-term goals and activities, which are developed and prioritized each year, and long-term general strategies for enrollment growth and sustainment. An annual update for the plan will be shared with the college through shared governance groups and will also be shared through various community and advisory teams.

Mission
Preparing students, serving communities, creating opportunities for all

Vision
Through the SSSP, the SSE shared service will be a recognized leader in providing accurate, reliable, quality student-focused services through modern systems and processes to pave the way for student access and success for MCC's diverse campuses, students and community.

- Vice Chancellor of Student Success & Engagement
  - Associate Vice Chancellor of Student Financial Services
    - Director of Financial Aid-Fiscal Operations
    - Director of Business Systems Applications
  - Associate Vice Chancellor of Student Services & Enrollment Management
    - Registrar
    - Athletic Director
    - Director of Student Disability Services
    - Director of Student Success

Attraction and Recruitment

Ensure that prospective student experiences and communications are timely, relevant, and impactful.

Assess financial aid programs to ensure timely, valid, and equitable award processes.

Leverage marketing strategies for academic program enhancement and enrollment growth.

Increase community engagement opportunities to enhance the MCC brand.

Target recruitment initiatives to focus on expanded ECA and/or Dual Credit opportunities.

Student Centered Scheduling

Continue to develop and/or refine the Guided Pathways template for all degrees and certificates to align with a student-centered approach for program completion.

Create a Fast Finish AA pathway which has a highly prescriptive set of courses designed for a nonspecific transfer degree at exactly 60 credits.

Evolve academic advising practices to ensure timely completion and create an environment to support meaningful connections between students and their student success advisors.

Strengthen academic support systems through comprehensive and innovative tutoring and library services.

Retention and Engagement

Ensure student services are equitable, diverse and meet the evolving needs of students.

Continue to expand and support quality career exploration and career services for students.

Develop and maintain a retention plan at each campus which supports the individual student populations and campus culture and incorporates the elements of the first Year Experience initiative.

Provide curricular and extracurricular experiences that are relevant, robust and accessible.

Ensure that MCC facilities, grounds, technology and equipment are safe, current, and at a high standard of excellence.
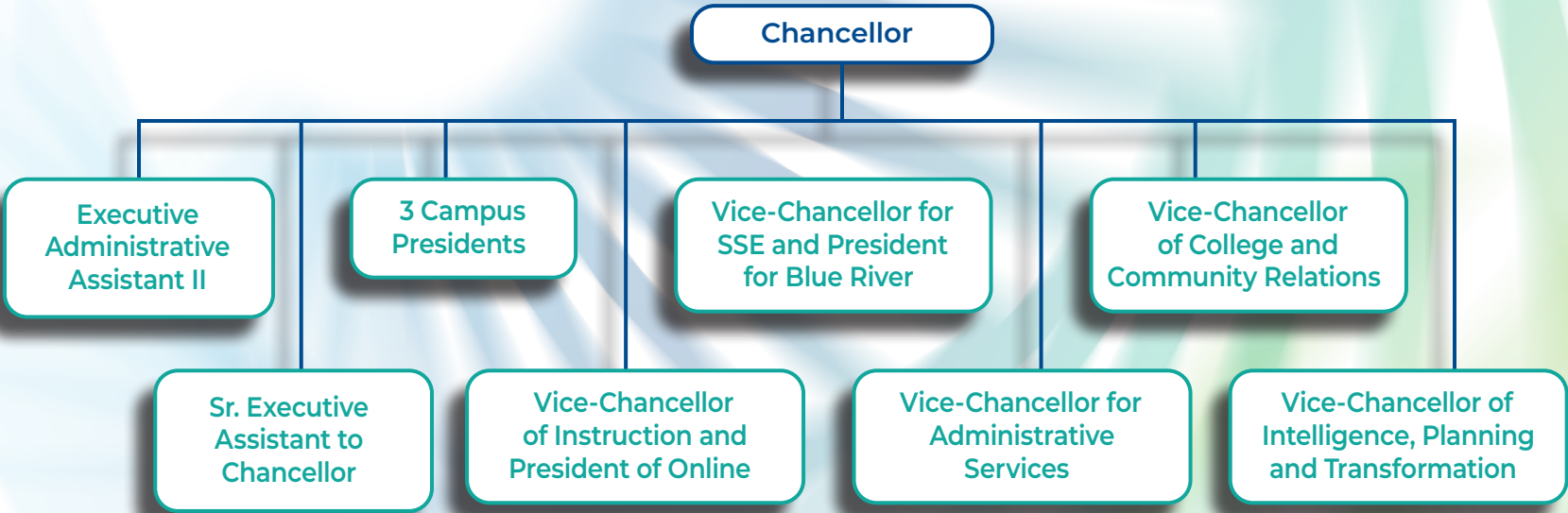
A major component of MCC's integrated planning continuum is mid-range planning in the form of shared service and campus plans. The plans, developed every three years by the stakeholders of each respective entity, serve as a key component in impacting the strategic plan's long-range organizational goals. Every shared service and campus has identified at least one 3-year goal within each of MCC's four stakeholder perspectives to ensure that MCC continues to be balanced in its work across the entire District. This is a foundational aspect of MCC's strategic planning methodology as a Balanced Scorecard Institution (BSI).
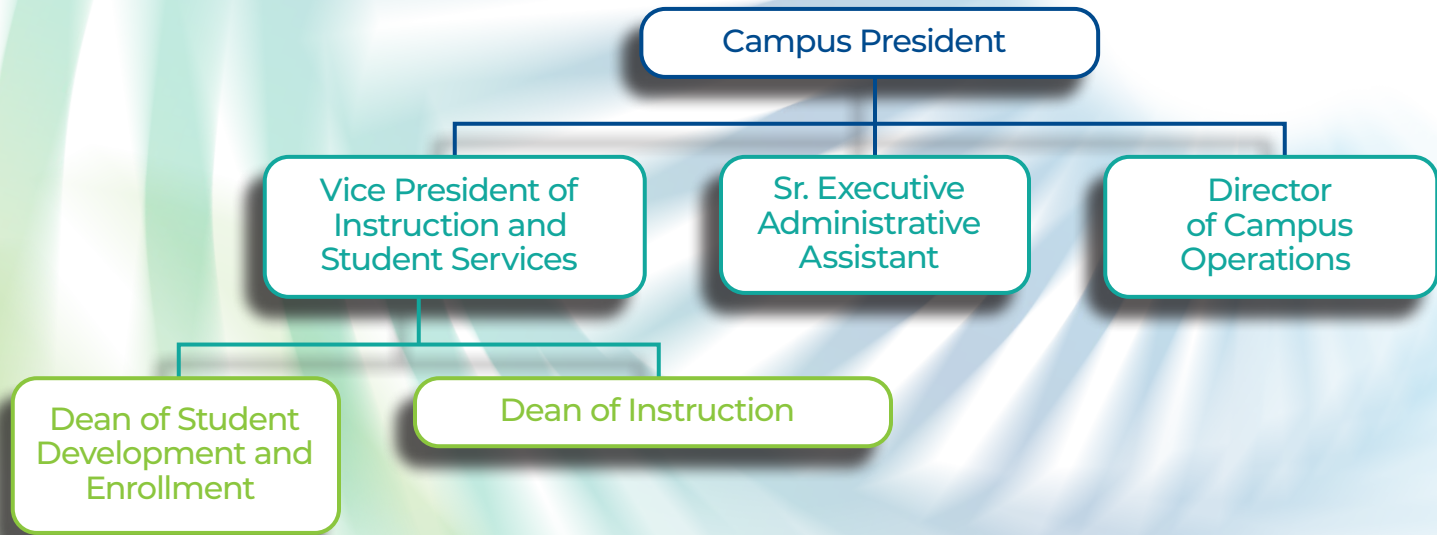
Additionally, the flexible nature of this planning component respects the unique context and priorities of each shared service and campus while ensuring collective advancement in pursuit of the College's vision.

SECTION H

SHARED SERVICE/ CAMPUS PLANS

THE 2025 – 2028 CAMPUS/SHARED SERVICE PLANS ARE DETAILED IN THE REMAINDER OF THIS SECTION. EACH PLAN SHOWS THE LEADER WHO GUIDES THE CAMPUS/SHARED SERVICE AND THEIR REPORTS, WHO ARE DIRECTOR-LEVEL OR HIGHER. THE HIGHEST-LEVEL ORGANIZATIONAL STRUCTURE IS NOTED BELOW, AND THE SPECIFIC SHARED SERVICE AND CAMPUS ORGANIZATIONAL CHARTS FOLLOW ON THE SUBSEQUENT PAGES.

Chancellor

- Executive Administrative Assistant II
- Sr. Executive Assistant to Chancellor
- 3 Campus Presidents
- Vice-Chancellor of Instruction and President of Online
- Vice-Chancellor for SSE and President for Blue River
- Vice-Chancellor for Administrative Services
- Vice-Chancellor of College and Community Relations
- Vice-Chancellor of Intelligence, Planning and Transformation

MCC-BLUE RIVER CAMPUS

Campus President

Vice President of Instruction and Student Services

Sr. Executive Administrative Assistant

Director of Campus Operations

Dean of Student Development and Enrollment

Dean of Instruction

Campus Overview

MCC-Blue River serves as a cornerstone of education and workforce development in Eastern Jackson County. The campus supports students from five area school districts and beyond, offering a welcoming environment and a strong academic foundation. Along with a broad range of transfer coursework, MCC-Blue River is home to the Public Safety Institute, featuring fully accredited programs in Law Enforcement, Fire Science, Emergency Medical Services, and Cybersecurity. The new Blue River–East facility extends the campus's impact with a Lineman program and targeted non-credit workforce training aligned with local industry needs. Through close partnerships with area high schools, the campus offers early college opportunities that help students get a head start on higher education. Rooted in community and student success, MCC-Blue River provides a supportive space where learners are empowered to achieve their goals and contribute meaningfully to the region's future.

Mission

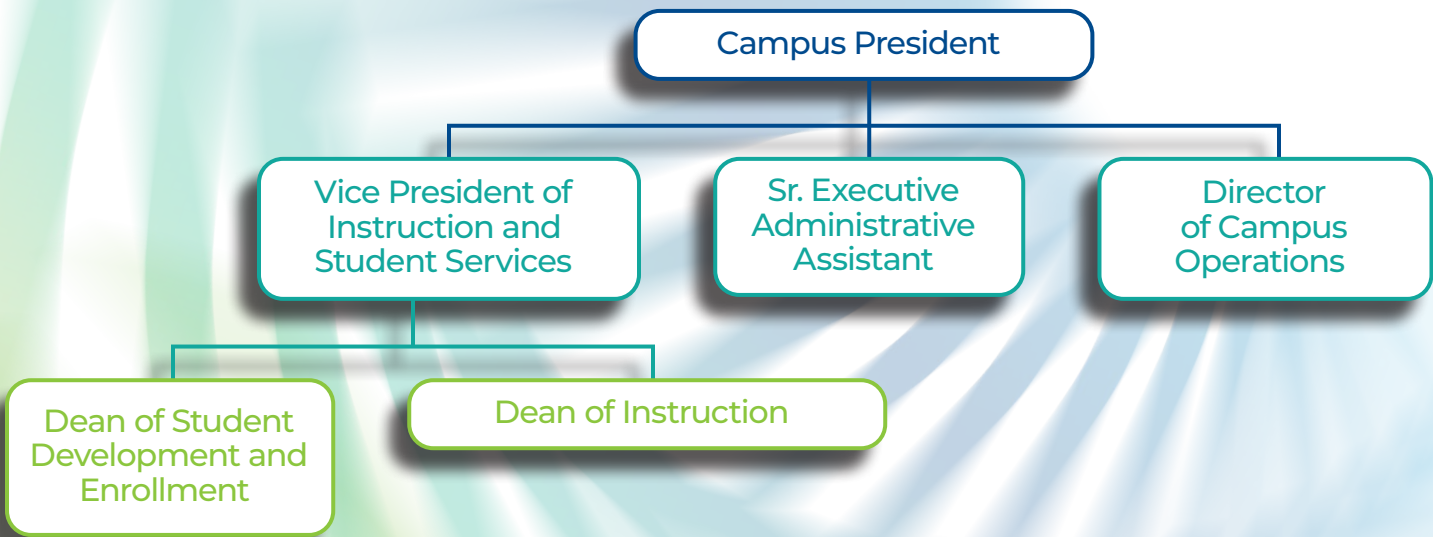Preparing students, serving communities, and creating opportunities for all.

Vision

A community enhanced through opportunities and education.

Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy MAP

PERSPECTIVE ALIGNMENT	SS/CAMPUS GOAL	ORGANIZATIONAL GOAL(S) ALIGNMENT	MEASURE(S) AND TARGET(S)
A. Students, Alumni and Community	Make the MCC-Blue River campus the educational hub for Jackson County.	Bridge alumni and community	1. Increase campus enrollment by 3%. 2. Increase community use of Blue River spaces and resources (focusing on hosted events) by 3%.
B. Organization	Develop and promote signature academic programs and student experiences.	Demonstrate student focus decision-making	1. Launch the MCC-Blue River Early College Academy with a minimum of 25 early college students in Fall 2026 and 50 early college students in Fall 2027. 2. Design and launch the MCC-Blue River Leadership Program, including an associated scholarship, with a goal of enrolling at least 5 active students by Fall 2026 and expanding to 10 students by Fall 2027.
C. Resource Management	Establish and maintain a physical and technological infrastructure that promotes quality education and student engagement.	Remove Barriers to Access	Increase employee and student satisfaction with public facing spaces with regard to decor, lighting, seating, and technology access by 3%.
D. Employees	Design a destination workplace experience for faculty, staff, and administration.	Emphasize employee development; personal and professional, with an emphasis on student success.	1. Increase employee satisfaction at Blue River by 3%. 2. Introduce one new professional development program each for faculty and staff through the creation of a Faculty Mentoring Program and a Staff Mentoring Program.

MCC-LONGVIEW CAMPUS

Campus President

- Vice President of Instruction and Student Services
  - Dean of Student Development and Enrollment
  - Dean of Instruction
- Sr. Executive Administrative Assistant
- Director of Campus Operations

Campus Overview

With an innovative spirit and rich history of excellence in teaching and learning, the MCC-Longview Campus serves south Kansas City, southeastern Jackson County, Cass and Bates Counties. The aesthetically beautiful campus overlooks Longview Lake on land donated by the family of R.A. Long. The campus is known for strong transfer preparation programs, automotive and collision technology, business and entrepreneurship, fine arts and theatre, education, creative writing, pre-professional health sciences, engineering, and biological sciences. MCC-Longview collaborates with school districts to provide enriching dual enrollment programs taught on campus and dual credit courses taught at many area high schools. MCC-Longview has a strong presence in the community through our actively engaged faculty and staff, students, and successful alums and a physical presence beyond our campus via extended sites and targeted community events and programs. The campus features a variety of student organizations and leadership development opportunities, an Honors program, study abroad opportunities, successful intercollegiate athletic teams in volleyball, golf, soccer, and cross-country, and opportunities to work with accomplished faculty and staff. Students and employees alike find a welcoming campus community where they experience a sense of belonging and collegiality that fosters academic, professional, and personal development.
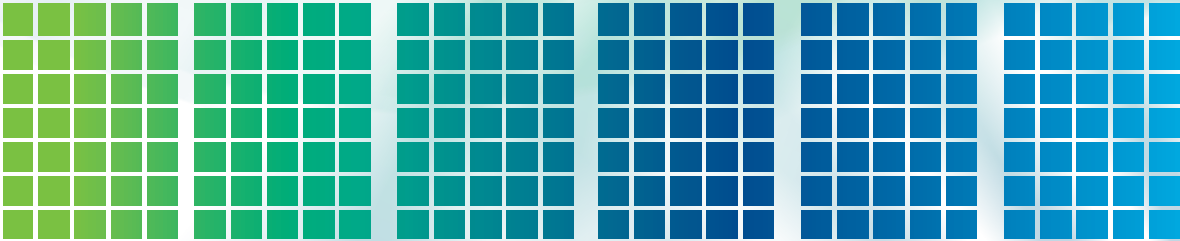
Mission

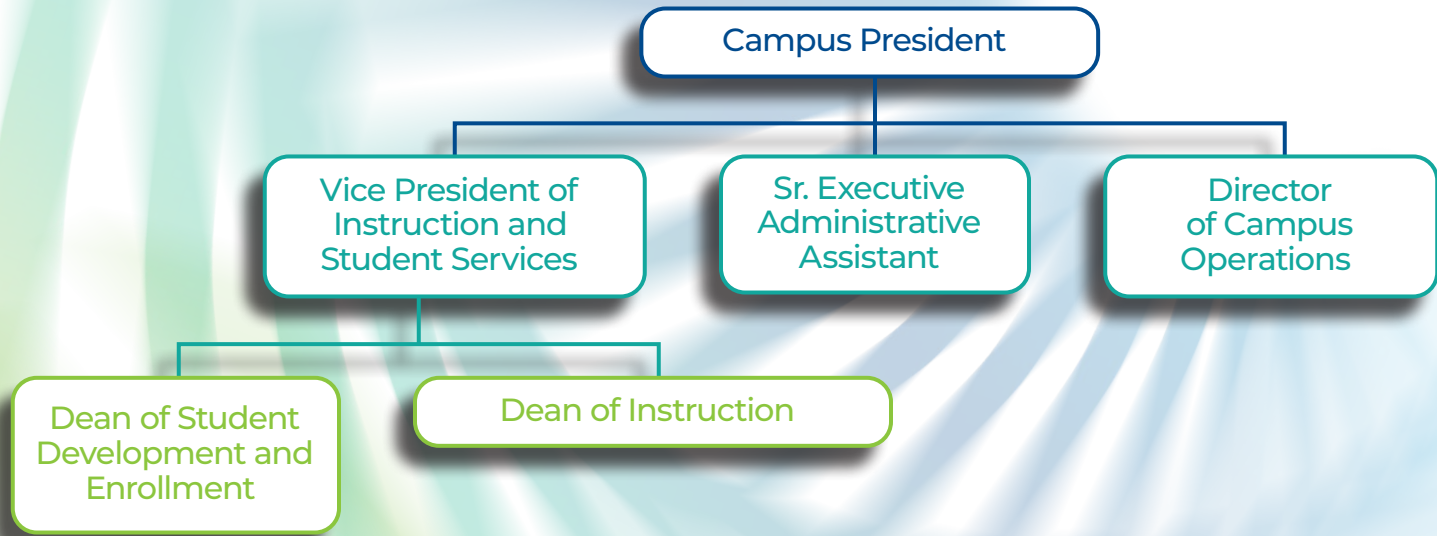Preparing students, serving communities, and creating opportunities for all.

Vision

To achieve enduring excellence in academic innovation, career preparation, student support, and community engagement.

Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy MAP

PERSPECTIVE ALIGNMENT	SS/CAMPUS GOAL	ORGANIZATIONAL GOAL(S) ALIGNMENT	MEASURE(S) AND TARGET(S)
A. Students, Alumni and Community	Strengthen partnerships between faculty and staff to help students select and successfully navigate their pathway	Establish mindset for early career identification	Increase SSI Satisfaction Score for Question 52, "This school does whatever it can to help me reach my educational goals" to exceed the National Community College Benchmark of 5.84
	Build a framework to support the implementation of High Impact Practices.	Expand high-impact practices to become a student-ready college	Increase SSI Satisfaction Score for Question 18, "The quality of instruction I receive in most of my classes is excellent" to exceed the National Community College Benchmark of 5.82
B. Organization	Establish Longview (LV) as a campus of belonging.	Build a world-class experience	Increase SSI Satisfaction Score for Scale: "Concern for the Individual" to exceed the National Community College Benchmark of 5.82

Improve weighted average to exceed the scores of other MCC Campuses on Staff Satisfaction Survey Question 1 |
| C. Resource Management | Develop targeted training and onboarding resources for LV employees. | Develop 21st Century technology infrastructure | Improve weighted average to exceed the scores of other MCC Campuses on Staff Satisfaction Survey Question 7 |
| D. Employees | Provide opportunities for faculty and staff to develop research-based skills and techniques to improve student outcomes. | Emphasize employee development: personal & professional, with an emphasis on student success | Improve weighted average to exceed the scores of other MCC Campuses on Staff Satisfaction Survey Question 7 |

MCC-MAPLE WOODS CAMPUS

Campus President

- Vice President of Instruction and Student Services
  - Dean of Student Development and Enrollment
  - Dean of Instruction
- Sr. Executive Administrative Assistant
- Director of Campus Operations

Campus Overview

Metropolitan Community College–Maple Woods significantly impacts MCC and our students by offering high-quality educational programs, comprehensive student support, vibrant campus life, and active community engagement. Maple Woods is committed to providing accessible, innovative learning environments that meet evolving student and workforce needs, fostering a culture of excellence.

Mission

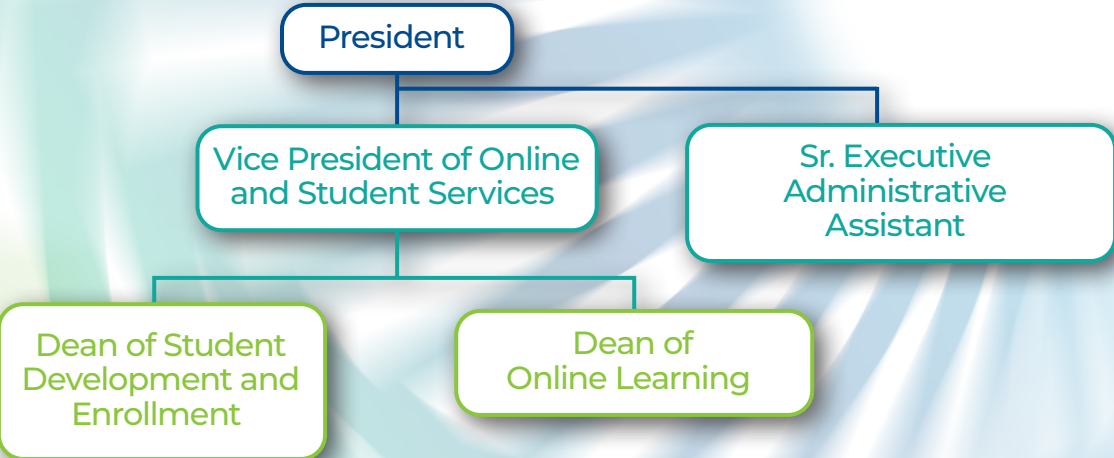Preparing students, serving communities, and creating opportunities for all.

Vision

MCC-Maple Woods will be the Kansas City Northland region's campus of choice where all are encouraged to learn, discover, and engage.

Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy MAP

PERSPECTIVE ALIGNMENT	SS/CAMPUS GOAL	ORGANIZATIONAL GOAL(S) ALIGNMENT	MEASURE(S) AND TARGET(S)
A. Students, Alumni and Community	Improve student success by providing instructional support, resource access, and fostering student & community engagement.	Provide high-quality programs & services.	**Measure:** Student retention rate (Fall–Fall) **Target:** Increase retention rate by 1% over three years **Measure:** Participation in academic support and student engagement programs (tutoring & student engagement programming) **Target:** Establish baseline in year 1 and expand participation by .5% annually, reaching a 1.5% total increase by 2028 **Measure:** Community engagement activities tracked and reported. **Target:** Implement and track 4+ strategic partnership or alumni/community engagement activities per year to increase MCC visibility
B. Organization	Advance academic excellence, innovation, and faculty development	Expand high-impact practices to become a student-ready college. Build a world-class first-impression experience.	**Measure:** Course success rates (A, B, C grades) **Target:** Reach national benchmark rates in all disciplines by 2028 **Measure:** Number of high-impact practices (HIP) adopted **Target:** Add 1+ new HIP annually
C. Resource Management	Upgrade and maintain campus facilities and technology to optimize learning and community engagement.	Promote effective & efficient fiscal stewardship Build a world-class first-impression experience.	**Measure:** Student satisfaction with technology. **Target:** Increase student satisfaction with MCC technology by 1% annually. **Measure:** Campus facility projects. **Target:** Complete at least 1 facility or technology improvement per year within available budget
D. Employees	Foster employee engagement, satisfaction, and professional growth.	Become a destination workplace. Create a conducive and supportive work environment.	**Measure:** Provide and track participation in new employee mentorship program. **Target:** 80% of new employees will participate in and complete one year of mentorship program

MCC-ONLINE CAMPUS

President

Vice President of Online and Student Services

Sr. Executive Administrative Assistant

Dean of Student Development and Enrollment

Dean of Online Learning

Campus Overview

Online Campus

MCC-Online serves as the College's virtual campus. We provide access for students to complete degrees and certificates fully online. We guarantee that courses will be available for students with seven start dates during the year. Online offers exceptional comprehensive virtual student services and experiences for all .
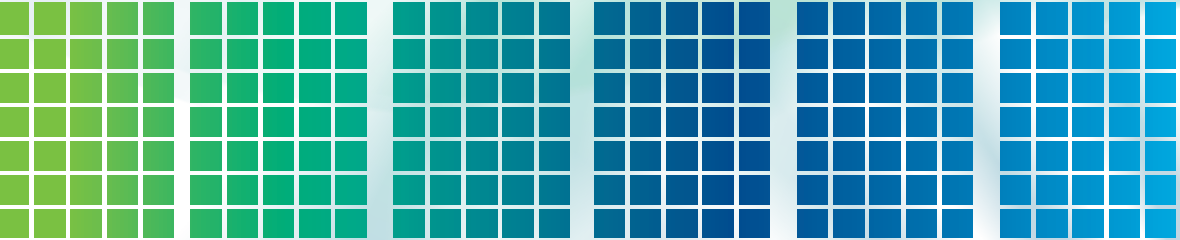
Academic Technology

MCC-Online's academic technology team manages, supports, and trains on enterprise-level academic technology. Through quality design and support practices, we seek to provide the best learning experience for all students with deliberate consideration of universal design concepts. The team provides this support for all instructional modalities throughout the College.
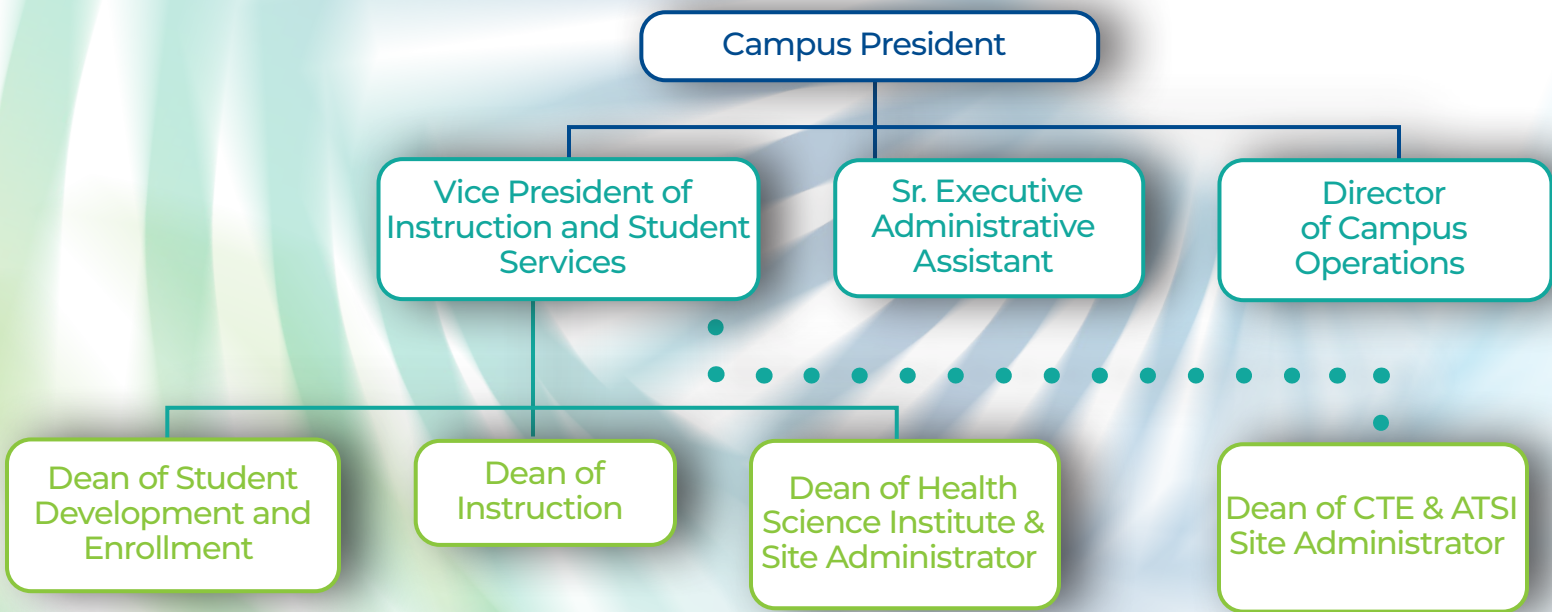
Mission

Preparing students, serving communities, and creating opportunities for all.

Vision

MCC Online will be the Midwest's premier choice for quality online education where all are encouraged to learn, discover, and engage.

Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy MAP

PERSPECTIVE ALIGNMENT	SS/CAMPUS GOAL	ORGANIZATIONAL GOAL(S) ALIGNMENT	MEASURE(S) AND TARGET(S)
A. Students, Alumni and Community	Implement state-of-the-art accessibility practices.	Remove barriers to access.	100% of MCC-Online faculty and staff complete online accessibility professional development.
B. Organization	Develop onboarding and orientation processes/events for online students and employees.	Build a world-class first impression experience.	Attain an 80% positive satisfaction rate from participants in onboarding and orientation experiences.
C. Resource Management	Expand the student population base.	Expand support for underrepresented populations.	Increase out-of-district online enrollment by 10%.
C. Resource Management	Increase affordability for online students.	Remove barriers to access.	Reduce secondary costs (textbooks, supplies, etc.) for students by 5%.
D. Employees	Provide training and resources to empower employees to use high-impact, effective, and engaging practices.	Emphasize employee development: personal & professional, with an emphasis on student success.	100% of MCC-Online faculty, instructional designers, and student development staff will engage in professional development opportunities to enhance student engagement practices and activities.

MCC-PENN VALLEY CAMPUS

Campus Overview

Located in midtown Kansas City, MCC-Penn Valley is positioned to meet the needs of Kansas City's urban core. MCC-Penn Valley credit courses, certificates, and associate degrees are broadly transferable to four-year colleges and universities. With robust Career and Technical Education programs, the campus is dedicated to preparing students for high-demand jobs providing stable employment, supporting industry workforce needs, and contributing to economic growth. The campus is home to three sites: the main campus, Health Science Institute (HSI), and Advanced Technical Skills Institute (ATSI). MCC-Penn Valley will offer the only four-year degree in the district: the Bachelor of Applied Science (BAS) in Respiratory Care.

Mission

Preparing students, serving communities, and creating opportunities for all.

Vision

Metropolitan Community College-Penn Valley Campus will provide exemplary services and programs, offering students in the heart of Kansas City a quality education leading to baccalaureate transfer or career advancement in professional services, skilled trades, and health sciences.
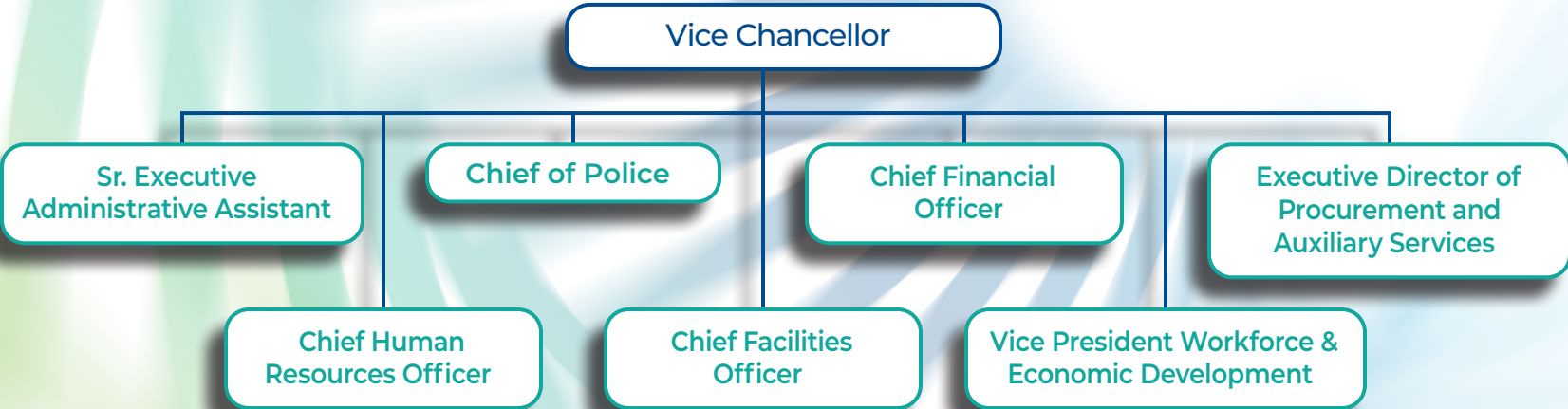
Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy MAP

PERSPECTIVE ALIGNMENT	SS/CAMPUS GOAL	ORGANIZATIONAL GOAL(S) ALIGNMENT	MEASURE(S) AND TARGET(S)
A. Students, Alumni and Community	Penn Valley (PV) Student Services and Instruction will have intentional collaboration and alignment in student-focused policies and in bridging gaps in systems for student readiness.	Expand high-impact practices to become a student-ready college.	**Measures:** 1. Movement toward alignment of PV student service and instruction policies (for example: PV CTE program Student Handbooks with MCC student handbooks) 2. Success metrics of students who have participated in integrated services/programs/initiatives compared to those who did not. Metrics will depend on the type of service/program/initiative but could include course success rates, retention, persistence/completion. **Targets:** 1. Full alignment of identified areas by year 3 of playbook. 2. Two percent (2%) increase over three years in the success of students who participate in integrated services/programs/initiatives compared to other students.
B. Organization	Penn Valley will be the leader in higher education programming to serve the community through economic development and meeting the cultural and socio-economic needs of the KC metro area.	Provide high-quality programs and services	**Measures:** 1. PV developed survey items given to partners (educational and industry) on their perception of PV programs and alignment with regional needs 2. Number and extent of school, industry and community partnerships in terms of engagement in programs and events. **Targets:** 1. Five percent (5%) increase over three years in survey response items related to positive perception over 3-year playbook period. 2. At least one new school, industry or community partnership per academic year or 5% year-over-year increase in level of engagement for similar programs/events, which could be measured by attendance or enrollment depending on the program/event.

Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy MAP (Cont.)

PERSPECTIVE ALIGNMENT	SS/CAMPUS GOAL	ORGANIZATIONAL GOAL(S) ALIGNMENT	MEASURE(S) AND TARGET(S)
C. Resource Management	Penn Valley will develop resources so that faculty, staff, and students are competent in the utilization of new technologies relevant to their role in the college.	Develop a 21st Century technology infrastructure.	**Measures:** 1. Establishment of resources (handbooks, manuals, or individuals with recognized expertise) that reliably assist students, staff, and faculty in technical areas (ERP or other tools) 2. Perception of proficiency (self-assessed and/or by manager) in technologies (no progression, some progression, competent in use, proficient in use) **Targets:** 1. At least one resource for each technical area identified 2. 75% of individuals will achieve a baseline of "competent", as identified by self and/or manager, in job or student specific technical areas after intervention with resources
D. Employees	Penn Valley will provide a cohesive first year experience for faculty and staff joining the MCC community.	Become a destination workplace.	**Measures:** 1. First year proficiency checklist individualized by position, evaluated by individual and manager (no progression, some progression, competent, proficient) 2. Employee retention/turnover through 2nd year **Targets** 1. Establish proficiency checklists for all new employees, at least 90% of employees establish baseline "competent" by end of year 1 for at least 75% of items. 2. 80% retention of new employees through 2 years.

ADMINISTRATIVE SERVICES

Vice Chancellor

- Sr. Executive Administrative Assistant
- Chief of Police
- Chief Financial Officer
- Executive Director of Procurement and Auxiliary Services
- Chief Human Resources Officer
- Chief Facilities Officer
- Vice President Workforce & Economic Development

Shared Service Overview

The Administrative Services Unit is dedicated to operational excellence, efficiency, and innovation to support student success and institutional growth. Over the next three years, our priorities include enhancing safety, optimizing resources, improving service delivery, and advancing workforce and economic development. By strengthening our operational framework and fostering cross-departmental collaboration, we aim to create a safe, efficient, and student-centered environment that supports institutional success and long-term sustainability.
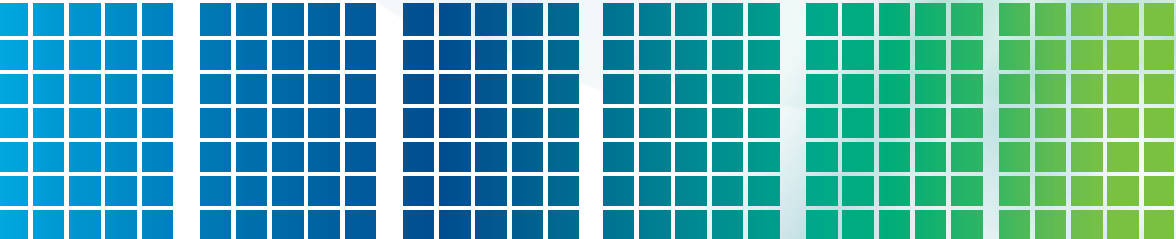
Mission
Preparing students, serving communities, and creating opportunities for all.

Vision
The vision of the Administrative Services Unit: Collaborate, Support, Succeed.

Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy MAP

PERSPECTIVE ALIGNMENT	SS/CAMPUS GOAL	ORGANIZATIONAL GOAL(S) ALIGNMENT	MEASURE(S) AND TARGET(S)
A. Students, Alumni and Community	Create innovative spaces for students to feel welcome, accepted, and encouraged.	Demonstrate student-focused decision making	Listen to feedback and physically create spaces meeting the students' needs through a collaborative facilities master plan.
B. Organization	Foster a collaborative environment that enhances cross-departmental communication, improves operational efficiency, strengthens campus safety, and supports student success.	Promote effective & efficient stewardship of resources	Each department will host monthly meetings. The AVC CHRO; VP WED; Chief of Police; Chief Facilities Officer; Chief Financial Officer; Executive Director of Auxilary Services and Procurement will hold bi-weekly meetings with their direct reports Host quarterly professional development series
C. Resource Management	Utilize technology to enhance efficiency and streamline operations across the district, improving the experience for students and employees.	Develop 21st century technology infrastructure	Implementation of ERP
D. Employees	To ensure a positive and productive employee experience from recruitment and onboarding to offboarding, while promoting engagement, professional development, and retention.	Become a destination workplace	Reduce time-to-productivity for new hires to 60 days or less by FY 2026, with a focus on improving onboarding processes and training. Create onboarding schedules for all new employees and employee transfers.

MCC FOUNDATION

Vice Chancellor

Vice President

Director of
Major Gifts and
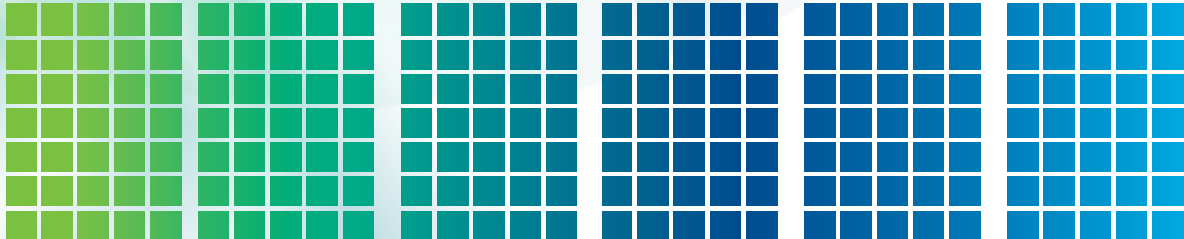Annual Giving

Shared Service Overview

The MCC Foundation advances the mission of MCC by attracting resources to increase student access to educational opportunities and support quality programs and environments that respond to demands from the workforce and educational needs of the community.

Mission

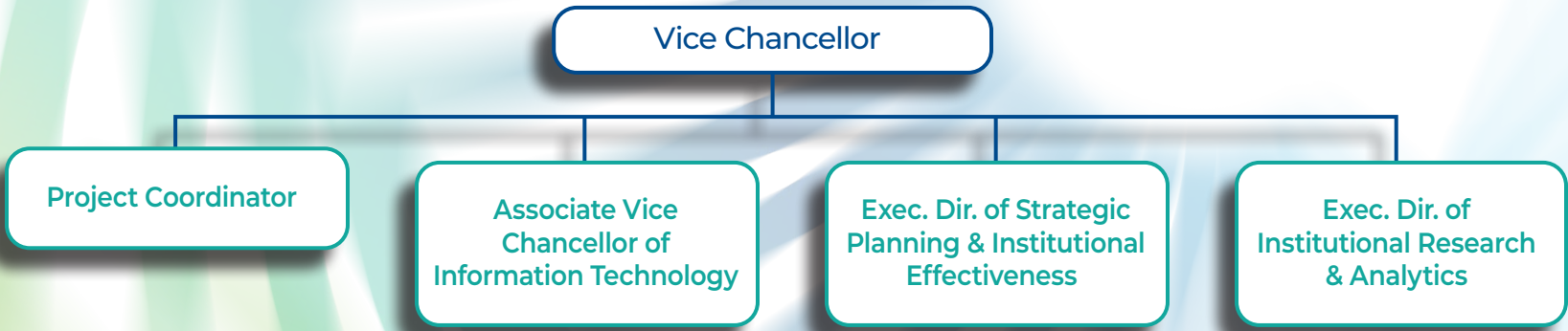Preparing students, serving communities, and creating opportunities for all.

Vision

The MCC Foundation will be the premier community college foundation in the greater Kansas City region.

Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy MAP

PERSPECTIVE ALIGNMENT	SS/CAMPUS GOAL	ORGANIZATIONAL GOAL(S) ALIGNMENT	MEASURE(S) AND TARGET(S)
A. Students, Alumni and Community	Expand the MCC Alumni Network by fostering meaningful connections through community engagement events, targeted appeals, and enhanced alumni relations to further cultivate MCC Alumni.	Bridge community and alumni.	Increase the overall number of connections annually by 10% , while increasing the overall participation in giving from alumni.
B. Organization	Enhance MCC Foundation sponsored public-facing events and deepen connections with donors, alumni, and community partners to expand our network of supporters.	Provide high quality programs and services.	Increase the number of philanthropic engagements, growing the level of support to enhance programs and services for MCC students.
C. Resource Management	Aggressively pursue community organizations and individual donors to increase the net asset position of the MCC Foundation to further expand the availability of philanthropic resources to MCC students and employees.	Remove barriers to access.	Increase annual giving totals, while expanding the annual number of MCC Foundation Scholarship recipients.
D. Employees	Strengthen the MCC Employee Giving Program by increasing participation, fostering a culture of philanthropy, and creating meaningful opportunities for employees to contribute to the success of students and the institution.	Emphasize employee development: personal & professional, with an emphasis on student success.	Increase participation rates by 10% annually.

INSTITUTIONAL INTELLIGENCE, PLANNING AND TRANSFORMATION (IIPT)

Vice Chancellor

Project Coordinator

Associate Vice Chancellor of Information Technology

Exec. Dir. of Strategic Planning & Institutional Effectiveness

Exec. Dir. of Institutional Research & Analytics

Shared Service Overview

IIPT provides some of the most critical shared services that keep the organization open, such as:
1. Ensuring compliance with state and federal requirements
2. Providing critical business intelligence in support of organizational goals such as retention, enrollment and growth forecasting
3. Consulting services and leadership in setting organizational imperatives through planning and organizational effectiveness and
4. Providing and maintaining a stable and secure state of the art information technology portfolio.

Mission
Preparing students, serving communities, and creating opportunities for all.

Vision
Make MCC an optimized and digitalized organization.

Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy MAP

PERSPECTIVE ALIGNMENT	SS/CAMPUS GOAL	ORGANIZATIONAL GOAL(S) ALIGNMENT	MEASURE(S) AND TARGET(S)
A. Students, Alumni and Community	Strengthen information security posture.	Expand high-impact practices to become a student-ready college.	Percent of cyberattacks mitigated. **Target:** 95%
B. Organization	Develop a robust continuous intelligence infrastructure. Ensure improved and continuous organizational compliance by supporting programs with state and federal obligations relative to accreditation matters.	Build a world-class first-impression experience. Provide high-quality programs & services	Platform availability of data on demand with two-week service delivery. (Example - First impression survey.) **Target:** 100%. 2025 HLC Reaffirmation visit result. **Target:** Full compliance
C. Resource Management	Leverage technology to maximize the value stream across the district enterprise to improve the student, faculty, and employee experience. Successful Enterprise Resource Planning (ERP) post-implementation to leverage the efficiencies in Banner.	Develop 21st-century technology infrastructure. Develop 21st-century technology infrastructure.	Annual employee satisfaction with available technology to do their job. **Target:** 90% % of time Banner is operational and accessible **Target:** 99%
D. Employees	Create a conducive and supportive work environment	Become a destination workplace.	Employee retention **Target:** 70%

LEGAL

Vice Chancellor

Chief
Legal Officer

Risk
Management

Office of Civil
Rights
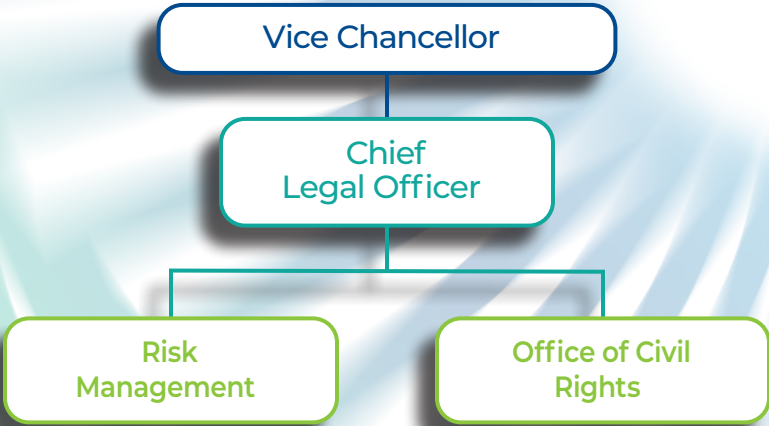
Shared Service Overview

The Legal Shared Services Unit consists of the Legal Department, the Risk Management Department, and the Office of Civil Rights. The Legal Unit works collaboratively with District and Campus leaders to support student and employee adherence to internal policies and procedures, applicable laws and regulations, and other legal and regulatory issues impacting higher education. The Legal Unit promotes ethical and responsible conduct and commitment to compliance in the workplace and within our campus communities and collaborates with stakeholders to mitigate institutional risk and liability.
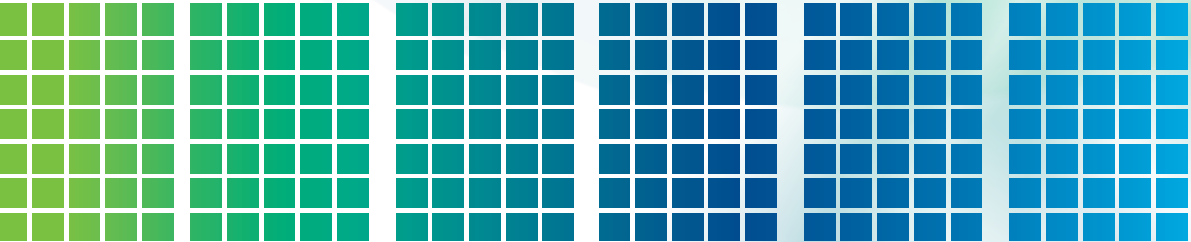
Mission

Preparing students, serving communities, and creating opportunities for all.

Vision

Legal Unit Vision – Foster an organizational culture that is ethical, responsible, and legally compliant.

Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy MAP

PERSPECTIVE ALIGNMENT	SS/CAMPUS GOAL	ORGANIZATIONAL GOAL(S) ALIGNMENT	MEASURE(S) AND TARGET(S)
A. Students, Alumni and Community	Support implementation of a board governance policy model	Build a world-class first impression experience Provide high-quality programs & services Demonstrate student-focused decision-making	Board policies within MCC's policy system will be reviewed, updated, and modified to reflect the board governance policy model **Target:** Yr 1 (2026): 30% cumulative, Yr 2 (2027): 60%, Yr 3 (2028): 85%
B. Organization	Strengthen ethical conduct and a commitment to compliance with the law.	Expand high-impact practices to become a student-ready college	Written framework developed for effective compliance oversight **Target:** Dec. 31, 2027
C. Resource Management	Strengthen civil rights processes and support services that foster a climate of nondiscrimination	Expand support for underrepresented populations Remove barriers to access	Employees trained annually on updated nondiscrimination policies and procedures **Target:** 85%
D. Employees	Provide training to address gaps in campus safety and support a safety-centered and compliance-oriented mindset throughout the College	Emphasize employee development: personal & professional, with an emphasis on student success	Annual training completion by MCC-PD personnel **Target:** 100%