

MICHIGAN COMMUNITY COLLEGE ASSOCIATION

Strategic Agenda
2017-18

2017-18 STRATEGIC PLANNING COMMITTEE

Thank you for the time and dedicated effort of the MCCA 2017-18 Strategic Planning Committee. The Committee's insights and work in updating the strategic assumptions of our external environment, reviewing and refining the strategic planning process, and recalibrating the overarching goals has been invaluable.

Laura Coleman, President, Bay de Noc Community College
Carol Deuling-Ravell, Trustee, Montcalm Community College
Michael Ennis, Trustee, West Shore Community College
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SETTING A STRATEGIC AGENDA

The Michigan Community College Association (MCCA) and its member colleges continue to face an unrelenting, rapidly changing environment. Increased competition, the commoditization of education, rising costs coupled with calls for tuition restraint, uncertain state and local funding, and increased regulation and accountability for student success, are calling for heightened collective action and a strong Association to help position the colleges for long-term sustainability and success. In order to reflect this dynamic environment and the constancy of change, the MCCA will re-calibrate its approach and will move from having a 3-year strategic plan, to a 1-year, rolling *Strategic Agenda*. The Association's Strategic Agenda will be reviewed annually by the MCCA Board of Directors.

COLLECTIVE ASSUMPTIONS

Any strategic agenda or decision is only as good as the strategic assumptions upon which it is based. As an Association with 28 community colleges with varying needs and contexts, agreeing on a set of collective assumptions about the external environment and the drivers of change is critical for more strategic, efficient, and impactful collective decision-making. The collective assumptions below were first adopted by the MCCA Board of Directors in 2010, and have been updated by the MCCA Board of Directors. They include assumptions about macro-environmental forces, market dynamics, changing needs of customers (students, employers, communities, and other key stakeholders), strengths/weaknesses of our assets, workforce issues, and the availability of resources. These collective assumptions are the underlying foundation for the Association's goals and activities and will be reviewed annually at the MCCA Autumn Board of Directors, or other appropriate time.

ASSUMPTION #1: Accountability

There will be a continuing call for accountability and regulation from multiple stakeholders (state, federal, local, accreditors), particularly for student success and our ability to manage costs/finances efficiency.

ASSUMPTION #2: Public Support

The public compact – both social and economic - in support of higher education is under question. We will continue to live in a declining subsidy (state, federal, local, public) environment and will be expected to rely less on public support and more on student support.

ASSUMPTION #3: Value

The commoditization of education is here and the perceived value of a college degree is increasingly being questioned. Credentialing is being re-defined and the perceived value of a college education is fungible; i.e. the commodities are mutually interchangeable as new competition emerges.

ASSUMPTION #4: Student Population

The community college student population is changing and these demographic shifts will require increased collaboration with employers, K-12 schools, other community colleges, and universities.

ASSUMPTION #5: Talent Development

As the State and nation diversify and transform the global economy, community colleges will be called upon to play a bigger role in economic and talent development, and remain responsive to the future of work as the competitive environment is no longer geographically bound.

ASSUMPTION #6: Business and Operating Model

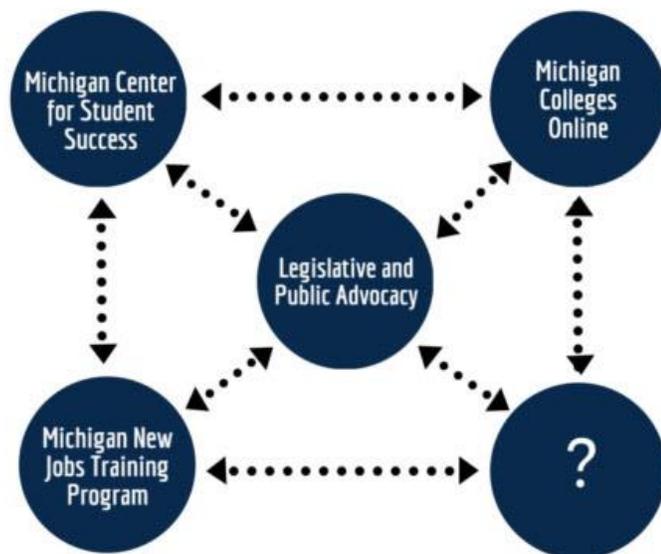
The higher education environment is changing rapidly, requiring an evolving business and operating model in order to position institutions for future competitiveness and success. The comprehensive mission of community colleges, therefore, may not be sustainable.

ASSUMPTION #7: Personnel

The competition for qualified and diverse talent will increasingly impact the ability of community colleges to compete. In this environment, investment in professional development is critical as a learning and retention strategy and a way to advance the equity agenda on campus.

NETWORK-CENTRIC ORGANIZATIONAL MODEL

In 2013, the MCCA Board of Directors approved a new approach for organizing the work of the Association. The network-centric organizational model, with centers of excellence (i.e. Center for Student Success, Michigan Colleges Online, and the Michigan New Jobs Training Program) bee-hived around the hub/core focused on legislative and public advocacy, has proved to be an effective approach in addressing the rapidly changing conditions described above. In addition to supporting legislative and public advocacy, the Association is making strategic efforts to create synergies and cross-pollination from the work led by the centers of excellence. The question mark in the model denotes the continuous search for ways in which the Association can support collective action around a center of excellence to support new and innovative work that is valuable to members.



Creation and Evaluation of Centers of Excellence

As a new process for fully leveraging the network-centric model, the MCCA Executive Committee will review staff proposals for new centers of excellence, and will review the performance of the centers annually (at the May meeting) to ensure each center is serving its purpose and has a sustainable business model within three years of creation. The MCCA Executive Committee will approve the metrics for each center of excellence. See Appendix A for a set of proposed metrics and goals for each existing Center of Excellence. If a center is not sustainable within three years of being established, or is not adding value to the membership, the MCCA Executive Committee can close down the underperforming center to free up organizational resources for new initiatives. As a practical matter, the Center for Global Initiatives was recently closed down by the MCCA Executive Committee due to questions regarding sustainability and lack of interest by the membership in extending a contract for internationalization services.

MISSION, VISION, and GOALS

MISSION: MCCA is the association of Michigan public community colleges whose mission is to provide leadership on issues affecting member colleges.

VISION: MCCA is a network-centric association of community colleges providing strong and effective leadership on issues affecting member colleges. The MCCA will:

- Become the most effective advocate for community colleges;
- Improve the image and credibility of community colleges;
- Foster collaboration, connection and partnerships among the community colleges and stakeholders; and
- Provide the highest quality service to member colleges.

GOALS: As defined by the Vision statement, the Association's work will be guided by three primary strategic goals. Those goals are:

1. Provide strong legislative and public advocacy;
2. Maintain and support a collaborative network; and
3. Continuously assess the needs of the membership and provide the highest quality services to members.

GOAL #1: PROVIDE STRONG LEGISLATIVE AND PUBLIC ADVOCACY.

As a network-centric organization, the ‘hub’ and core of the MCCA is laser-focused on legislative and public advocacy. MCCA will work to proactively manage the timing, politics, and strategic advocacy to develop and advance legislative priorities, and will mitigate threats to the constitutional authority and autonomy of local Michigan community college boards to “supervise and control” their local institutions.

Strategies:

- A. Support the activities of the *MCCA Legislative Committee* as a legislative recommending body.
- B. Execute community college legislative advocacy agenda as adopted by the MCCA Board of Directors.
- C. Provide actionable real-time information on state- and federal-level policy developments (via online communications, webinars, briefs etc).
- D. Influence the advocacy for national legislative priorities by closely working with the government affairs staff at AACC and ACCT, and also continue to engage with the State Directors’ monthly advocacy meetings (convened by AACC), and the State Association Directors organization.
- E. Support the *MCCA Legislative Liaisons Group* to ease communication regarding legislative activities and needed action.
- F. Conduct Legislative Summits as needed to support policy advocacy goals.
- G. Strive to achieve 100% participation in the MCCA Political Action Committee.
- H. Strengthen strategic messaging/branding for community colleges.
 - i. Coordinate with the Michigan Community College Marketing and Communications Association to leverage opportunity and ensure consistent messaging.
 - ii. Execute the annual Community College Day.
 - iii. Actively engage with the media to share the good news of community colleges.

GOAL #2: MAINTAIN AND SUPPORT A COLLABORATIVE NETWORK.

As the MCCA works to maintain and support a collaborative network, it will follow the principles for the age of networked intelligence¹:

- **Collaboration**: Collective knowledge, capability, and resources within a network of participants can accomplish much more than one organization can acting alone;

¹ Sources: Jarvis (2011). What Would Google Do?; Ramaswamy & Gouillart (2012). The Power of Co-Creation; Tapscott & Williams (2012). Macrowikinomics: New Solutions for a Connected Planet.

- Expand the space of experiences, scope and scale of interactions, and stakeholder relationships in ecosystem/network.
- Openness: The world is becoming more transparent (unprecedented information about the true value of products and services);
- Interdependence: Everything and everyone is interconnected through networks. There is simply no room for unilateralism in a world in which transparency and collaboration will be essential to ensuring near- and long-term stability and growth.

Strategies:

- A. Maintain a network-centric structure, with an alliance of supporting initiatives/centers of excellence (i.e. Center for Student Success, Michigan Colleges Online, and the Michigan New Jobs Training Program) that are entrepreneurial, agile and bee-hived around the ‘hub’ focused on the core competency of legislative and public advocacy. A key role in maintaining a network is creating the time and space for members to interact, build relationship and trust. Planning for meetings and professional development activities will take this important objective into account.
- B. Keep members informed of legislative issues and opportunities for engagement with the network.
 - i. Provide real-time information on state- and federal-level policy developments (*MCCA Latest News*).
 - ii. Produce *MCCA Weekly Board Update*, which includes state-, national- and international-level information (as well as updates from the initiatives/centers of excellence) that is relevant to members for optimal participation in the network.
 - iii. Produce *MCCA Monthly Update to Boards of Trustees*, a brief document highlighting the key issues and opportunities impacting community colleges. Target audience is the trustees of the 28 member colleges.
 - iv. Produce monthly *MCCA Activities and Updates* summary to be shared with the members of the *Professional Associations Leadership Alliance*, a cross-functional group supported by the MCCA containing the leadership of all community college professional associations to share priorities, projects, and discuss potential opportunities for cross-pollination between the work of the various associations.
 - v. Produce *MCCA Legislative Briefs* on key legislative priorities.
 - vi. Deliver webinars on relevant/timely topics.
 - vii. Continuously update and maintain the MCCA website with relevant information.
 - viii. Conduct – and share with the network – statewide research on relevant topics and propose new opportunities for Michigan community colleges (partnering/networking).

GOAL #3: CONTINUOUSLY EVALUATE THE NEEDS OF THE MEMBERSHIP AND PROVIDE THE HIGHEST QUALITY SERVICES TO MEMBERS.

The world is changing rapidly and knowledgeable leaders are imperative for strong, flexible and sustainable institutions. The MCCA will facilitate relevant professional development opportunities for presidents and trustees, will deliver services via the networked initiatives/centers of excellence, and will assess the needs of the membership annually to identify opportunities for collective action and provide the highest quality services to members.

Strategies:

A. Provide services via the networked initiatives/centers of excellence:

a. Michigan Center for Student Success (MCSS).

- a. Organize high-quality convenings to connect college practitioners and other stakeholders to promote promising practices and raise awareness about student success.
- b. Provide information that integrates findings from national and local research activities and practitioner experiences to support state-level conversations related to student success.
- c. In partnership with other stakeholders (Governor's Office, legislators, universities, K-12, employers and community-based agencies), work to increase student success and college completion in Michigan.
- d. Serve as a hub to facilitate emerging opportunities for campus-based work and the integration of findings from national projects.
- e. Provide support to colleges implementing student success practices and share successful practices and challenges identified by early-adopter colleges.
- f. Maintain a role in ongoing policy conversations about access to data, including labor market data, and support colleges in their data access needs.
- g. Facilitate sustained dialogue related to the use of data to inform continuous improvement efforts across all 28 community colleges.

b. Michigan Colleges Online (MCO).

- a. Provide students access to high-quality distance education courses through an effective interface for sharing courses and students among member institutions.
- b. Support colleges' adoption of innovations in online teaching & learning with professional development opportunities, research, and technical services.

- c. Provide structure for efficient sharing of high cost and low enrollment programs among colleges.
 - d. Facilitate the sharing of scarce resources through discounts on collaborative purchases of software/services utilized by member institutions.
- c. **Michigan New Jobs Training Program (MNJTP).**
- a. Serve as liaison between colleges, the Michigan Department of Treasury, the Michigan Economic Development Corporation, employers and other interested stakeholders in the program (a local, employer-driven program that allows the community colleges to divert state Individual Income Tax revenue captured from newly created jobs to fund job training).
 - b. Provide technical assistance to the community colleges, including individual support and professional development/regular meetings of the *MNJTP Users Group*.
 - c. Manage the statewide \$50 Million legislative cap and prioritization queue for MNJTP funding.
- d. **Michigan Community College Leadership Academy (MCCLA).**
- The Leadership Academy is not a center of excellence, but has developed into a significant and collective “grown our own” strategy for leadership development.
- a. Organize and deliver a high-quality 9-month cohort-based program for a class of 30-35 fellows.
 - b. Secure foundation support for activities of the Leadership Academy.
 - c. Develop a strategic partnership with the Aspen Institute for Community College Excellence for curriculum development.
 - d. Recruit the next class of fellows to build a sustainable pipeline and network of emerging leaders in Michigan who are committed to the community college mission.
- B. Provide quality and relevant professional development for members.
- i. Provide orientation for new presidents and new trustees.
 - ii. Conduct the annual Presidents Summer Institute and Trustee Summer Institute.
 - iii. Execute annual MCCA Summer Conference.
- C. Facilitate collaborative efforts that will provide value-added benefit for the membership.

IMPLICATIONS AND EXPECTATIONS

Expectations for Member Colleges

Active Engagement: As a voluntary organization, engagement in various initiatives varies and the networked model allows for that. However, the network expects a high level of participation and is bound by collegial rules. The effectiveness, relevancy and value-added nature of the network is dependent on the active engagement of members.

Unified Position on Legislation and Priorities: Once the Association arrives at a decision by a majority, the expectation is that member colleges support the position and have a unified front in advocacy (unless it's harmful to an individual community college). Embedded in this process is the strong assumption that colleges will actively engage in the dialogue, communicate the impact of legislation/action (self-interest), and will respect the will of the majority (group interest).

Contribution to the MCCA Political Action Committee (PAC): As a member of the MCCA, there is the expectation that \$1,000 is provided to the MCCA PAC through individual contributions on behalf of each college, as the activities and contributions of the PAC benefit the whole and the collective agenda.

Expectations for MCCA Staff

Accountability for Progress on MCCA Strategic Direction: Provide regular updates to the MCCA Executive Committee on progress, and provide annual report to the MCCA Board of Directors on performance/achievement of agreed upon goals. Ensure that all Board agenda items are more intentionally and explicitly linked to the strategic agenda. In addition, the staff will explore opportunities to become less dependent on membership dues (finding new ways to generate revenue to support activities), and will continue to conduct an annual membership survey to evaluate member satisfaction with the strategic agenda identified by the Association.

APPENDIX A: Proposed Metrics for Centers of Excellence

Michigan Center for Student Success (MCSS)

- **Engagement**

- Goal: Maintain or increase participation in projects and events hosted by the MCSS.
 - i. Metric: Reach 1,000 (duplicated) participants across all MCSS hosted events in each fiscal year.
 - ii. Metric: Achieve participation in at least one event or project from all 28 member colleges in each fiscal year.

- **Satisfaction**

- Goal: Maintain a high level of satisfaction with MCSS activities.
 - i. Metric: Achieve at least a 4 out of 5 level of satisfaction for the MCSS in the MCCA annual survey.

- **Sustainability**

- Goal: Manage grant funds and relationships with funders to support MCSS activities
 - i. Metric: Manage existing and new funding streams to maintain a balanced budget for MCSS each fiscal year.
 - ii. Metric: Secure grant funds to execute at least one large-scale priority project identified by member colleges and MCSS staff every three years.

Michigan New Jobs Training Program (MNJTP)

- **Engagement**

- Goal: Increase participation in the MNJTP.
 - i. Metric: Add one new college to the list of participating colleges until all 28 community colleges have leveraged MNJTP funding to support local job creation.

- **Satisfaction**

- Goal: Retain repeat users of the MNJTP program.
 - i. Metric: 100% of colleges with existing MNJTP contracts have signed at least one new MNJTP contract (measured by calendar year).

- **Sustainability**
 - Goal: Increase number of MNJTP contracts.
 - i. Metric: Convert 100% of eligible projects in development into fully executed contracts (measured by calendar year).

Michigan Colleges Online (MCO)

- **Engagement**
 - Goal: Increase participation in the MCO OER Repository.
 - i. Metric: Add one new participating college to the MCO OER hub and usage reports (measured by academic year).
 - Goal: Increase participation in the MCO Professional Development activities.
 - i. Metric: Increase by 10% the number of registrations to the professional development activities sponsored by MCO (measured by academic year).
 - Goal: Provide value benefit through Collaborative Discount/Licensing Program.
 - i. Metric: Add one new collaborative discounted license.
- **Satisfaction**
 - Goal: Maintain a high level of satisfaction with MCO activities
 - i. Metric: Achieve at least a 4 out of 5 level of satisfaction for the MCO in the MCCA annual survey.
- **Sustainability**
 - Goal: Increase number of enrollments through MCO.
 - i. Metric: Online enrollment growth percentage through MCO is equal to or above the average community college statewide enrollment percentage increase (measured by academic year).
 - Goal: Increase number of collaborative programs through MCO.
 - i. Metric: Add one new program/certificate to collaborative program initiative (measured by academic year).