



Michigan Community College Association

2007-2010 Strategic Plan

*Presented
February 3, 2007
Lansing, Michigan*

Strategic Planning Committee Members

Tom Brown, Trustee, Gogebic Community College
Laura Coleman, President, Bay de Noc Community College
Carol Deuling-Ravell, Trustee, Montcalm Community College
Mike Ennis, Trustee, West Shore Community College
Ed Haring, President, Kellogg Community College
Mike Hansen, President, Michigan Community College Association
Conway Jeffress, President, Schoolcraft College
David Mathews, President, Southwestern Michigan College
Gail Mee, President Henry Ford Community College
Juan Olivarez, President, Grand Rapids Community College
George Potter, Trustee, Jackson Community College
Ann Scott, Trustee, Oakland Community College
Mary Kay Thayer, Trustee, Monroe County Community College
Mike Wahl, Executive Director, Virtual Learning Collaborative

Strategic Planning Committee Role & Responsibilities

Represent the membership's voice heard from our survey feedback and the Gogebic session by developing for members' review:

- MCCA's Mission and Vision
- Further assessment of trends and most critical issues confronting the MCCA in achieving its mission and vision
- Detailing of MCCA's strengths, weaknesses, opportunities and threats (SWOT analysis)
- Conducting of a gap analysis to close the divide between the current state and the desired state
- Formulating strategic goals and strategies for the next 3 years, and the next 12-18 months

**Michigan Community College Association
Core Principles (formerly called the Philosophy")**

*Community colleges are an integral and vital component of higher education
in Michigan*

Community colleges have a primary role to play in economic development and job training

*Collective action through MCCA can benefit both member colleges
and Michigan citizens*

*Collective support of member colleges will enhance the achievement of their individually defined missions
and roles*

MCCA Purpose

- Represent member colleges when taking collective action
- Influence legislative action at the state and federal levels
- Facilitate the exchange of ideas and information among member colleges
- Maintain working relationships with boards, offices, departments, agencies, groups and associations which may have an impact on community colleges for Michigan citizens
- Provide services to member colleges
- Advocate the benefits of community colleges for Michigan citizens

“Rules of Engagement”

- Most issues that come before the board are not life and death for individual community colleges so that we can work on association positions that are conciliatory, with one voice.
- When a consensus of the majority rule, the CEO needs to take direction from them.
- When the association has a position, then the CEO has to support that position.
- In no way should the President of the association work against a member college unless directed to do so by the Board
- Minority views have to be respected. Many issues are not easy and have many facets. The CEO represents the majority opinion of the Board. Advocating the position of the association is a political fine line so no one is harmed.
- It is important to value each other and act in a respectful and civil manner.
- We must respect each other even if we disagree.
- We are going to try to work together with a common voice.
- Sometimes we have to do what we have to do and hopefully others will understand.
- The Association’s positions need to be crystal clear.
- Carefully take positions (formulate them) so that both the majority who voted for it and the minority who may oppose it can still advocate for their respective colleges

The Strategic Planning Committee recommends the following addition to the Rules of Engagement:

- In adopting positions, the Board should consciously adopt positions that not only take into consideration majority opinion but to the extent possible respect the minority rights.

Proposed Mission Statement

Michigan Community College Association Mission

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

The MCCA Vision

Utilizing feedback from Gogebic, including attendees suggestions that a vision statement speak to the following elements:

- Advocacy – being a “most effective” advocate
- Improving the image and credibility of community colleges
- In-service training
- Collaboration, connection, partnerships

The Strategic Planning Committee proposes the following vision statement:

Michigan Community College Association Vision

MCCA will be a unified association of community colleges providing strong and effective leadership on issues affecting member colleges.

In fulfilling this vision, MCCA will:

Become the most effective advocate for community colleges

Improve the image and credibility of community colleges

Provide meaningful in-service training for Presidents, Trustees and stakeholders

Foster collaboration, connection and partnerships among the community colleges and stakeholders.

Trends Potentially Impacting the MCCA

Committee members reviewed the Gogebic feedback, further discussed and identified the following trends potentially impacting MCCA:

- Decline in funding
 - Appropriations
 - State aid
- Time and budget demands due to legislative term limits
- Increase in retirement costs
- Increasing demands for political contributions
- Increased state controls
- Declining state economy
- Changing nature of employment – (Workforce development focus)
- Aging population
 - policy structure implications
 - ADA issues
 - declining traditional student population
- Globalization
- Increasing reliance on and changes in technology
 - Increasing reliance on using technology to communicate with people around the world
- Increasing impact on soft skills as a result of increased dependency on technology
- Increased demands of educating K-12 students
- Increasing illiteracy rate implications on community colleges
- Continual decline of adult education programs
- Increased focus on accountability, outcomes
- Increasing credentialing and educational demands and expectations
- Increasing competition

Most Critical Issues

Committee members reviewed the Gogebic feedback, further discussed and identified the following “most” critical issues the MCCA faces:

- Retirement costs
- State controls
- The Michigan economy
- Loss of employment
- Impact of the end of the Small Business Tax
- Low perceived value of a community college education
- The nursing program dilemma
- Funding
 - Appropriations formula
 - Retirement costs
- The need for unifying member colleges
- Strategically focusing MCCA
- Advocacy efforts with Legislature and Executive branch
- The image and credibility of community colleges
- Having highly trained Presidents, Trustees and staff

MCCA Strengths

- MCCA has extensive and credible connections in state government.
- MCCA is the presumed organization representing Michigan's community colleges.
- Community colleges are inherently likeable.
- MCCA is financially stable.
- MCCA has outstanding facilities.
- MCCA has two highly skilled employees.
- Our community colleges have the ability to collaborate at the program level – voluntarily.
- MCCA members are in the education field – we can use this to our advantage.
- MCCA has impact across the state.
- Community colleges provide quality affordable education and services.
- Community colleges work effectively together – they collaborate.
- Community colleges have quality Presidents and Trustees throughout our state.
- MCCA has the MCCVLC - we do an excellent job at distance learning.
- MCCA/community colleges have a great story to tell!

MCCA Areas For Improvement

- MCCA needs to strengthen its connection with the Executive branch.
- MCCA must build consensus among member colleges particularly relative to funding.
- MCCA needs greater procedural clarity relative to conducting business, how Executive Committee relates to the Board of Directors and the CEO.
- MCCA must become more proactive rather than reactive.
- MCCA must evaluate its internal staffing needs in order to meet the demands of the plan's new directions.
- MCCA must increase member participation and involvement
 - Participation from Directors of all colleges
 - Involvement of Presidents and Trustees in the lobbying effort
- MCCA needs to better leverage its state-wide contacts to advance its agenda.
 - e.g. better leveraging and coordination between MCCA and other administrator organizations.
- MCCA needs to improve telling the community college story
 - Arming the CEO with our success stories
- MCCA needs consistency in the community college message.
- MCCA needs a state-wide/local marketing and advocacy program (e.g. CC Benefits.)
- MCCA must increase in-service training
 - e.g. Lobbying 101 training for community college Trustees/Presidents, etc.

MCCA Opportunities

- Increase our collaboration with other Michigan higher education associations- PCSUM, etc.
- Better leverage our relationships with national associations.
- Greater collaboration with all public education associations to address retirement issues.
- Lead the reinstatement of a state organization of community college marketing/public relations professionals.
- Tap into the Trustees political and social networks within the legislature
 - More effective use of our power bases in our respective regions
- Better utilize the combined strength of all community college lobbyists working in unison.
- Develop a consistent message – and help community colleges by providing them the right message and tools.

- Encourage more effective use of students, alums, parents in the advocacy effort.
- Develop ongoing programs to influence and educate new legislators coming into office.
- Update the MCCA website to reflect positions, etc. – Mike already starting work here.
- Develop a program to reach out and gain participation of all Presidents and Trustee Directors of MCCA.
- Better utilize other administrator organizations.
- Pursue opportunities to develop alliances with other organizations with common interest; hospitals, manufacturers, etc.
- Investigate opportunities to involve outside organizations and persons to provide in-service training.
- Become a go-to source for major educational topics.
- Develop continuous process for improvement/expansion of distance learning, e.g. the MCCVLC.
- Participate in collaborative efforts to examine state policy issues.
- The nursing program issue.
- Baccalaureate degrees in limited areas, e.g. nursing.

Direct Threats To MCCA

- Loss of members
- Damage to reputation, credibility
- Lack of staffing and other resources to implement the strategic plan
- Disagreement on distribution of state funding
 - perception of inequity of funding
 - actual formula of determining funding
- Inconsistency of the community colleges in working together for the common good

Gap Analysis

- Level of staffing, other resources and organizational structure e.g. standing committees, available to implement the MCCA strategic plan
- Differences among member colleges in distribution of state funds
- Difference between universities and community colleges in resources available to support advocacy
- Current tools of measurement do not effectively measure performance and the resulting contribution community colleges make
- Difference between the public perception of community colleges vs. the reality
 - lack of a comprehensive marketing plan
- Level of in-service training for Presidents and Trustees.
- Degree of collaboration among community colleges to obtain financial resources
 - There are sources of funding programming we are not tapping into through regional/state-wide collaboration
- Difference between reasonable retirement costs and state-mandated retirement costs

2007-2010 Goals

Goal #1: Unify The Organization

Goal #2: Have Better Informed And More Effective Leaders

Goal #3: Improve The Image Of Community Colleges

Goal #4: Improve The Financial Condition Of The State's Community Colleges

Goal #5: Strengthen The Organizational Capacity

Goal #6: Improve Advocacy To Increase The Competitive Advantage Of Community Colleges

Goal #1: Unify The Organization

- Strategy: Develop a plan for distribution of state funds acceptable to all members and have the plan adopted by the Legislature
- Strategy: Develop and implement a comprehensive communication network for sharing information
- Strategy: Organize collaborative efforts among community colleges and other organizations

Goal #2: Have Better Informed And More Effective College Leaders

- Strategy: Develop and implement relevant in-service training program for Presidents and Trustees

Goal #3: Improve The Image Of Community Colleges

- Strategy: Develop and implement a state-wide marketing plan for community colleges, in collaboration with member colleges and other organizations

Goal #4: Improve The Financial Condition Of The State's Community Colleges

- Strategy: Develop, in cooperation with other affected organizations, a plan for reforming the state retirement system to reduce costs and have plan adopted by the Legislature
- Strategy: Achieve annual increases in community college appropriations on the base
- Strategy: Identify alternate additional sources of funding
- Strategy: Expand the funding pie through collaboration with other organizations

Goal #5: Strengthen The Organizational Capacity

- Strategy: Develop and implement a staffing plan for the Association

- Strategy: Evaluate the current task force and committee structure and implement appropriate changes
- Strategy: Evaluate the Association's financial ability to implement the strategic plan and make appropriate changes
- Strategy: Better utilize and strengthen the relationships with other community college administrator organizations
- Strategy: Develop a strategic plan for the MCCVLC

Goal #6: Improve Advocacy To Increase The Competitive Advantage Of Community Colleges

- Strategy: Address the legislative requirement of increasing the number of registered nurses while preserving community college's ability to prepare registered nurses
- Strategy: Sponsor networking events with legislators, legislative and executive branch staff, students, Presidents, Trustees to educate and build competitive position
- Strategy: Develop a legislative agenda