



# MICHIGAN COMMUNITY COLLEGE ASSOCIATION

Strategic Plan  
2019 - 2022

# CREATING A STRATEGIC PLAN

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. This Strategic Plan is designed to provide a set of goals and objectives to assist the MCCA in better allocating resources to navigate this changing environment. The plan will be review annually by staff with any recommendations for change presented to the Executive Committee each year in January, for potential consideration by the MCCA Board of Directors at the Spring Board of Directors meeting.

## 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**

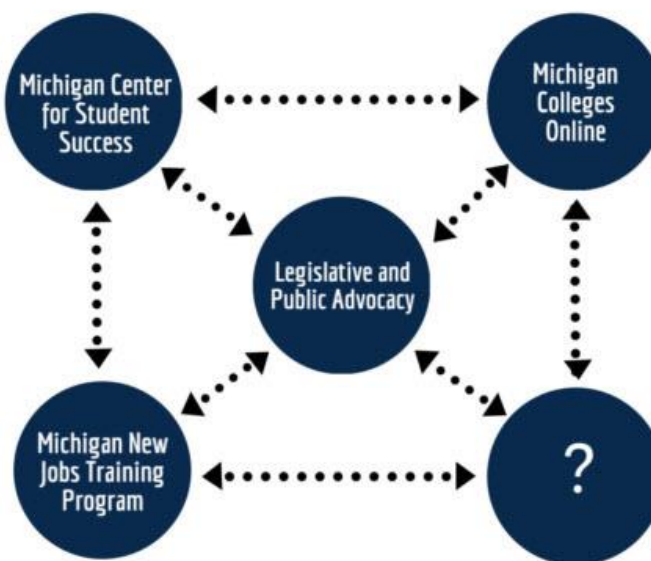
The higher education environment is changing rapidly, requiring an evolving business and operating model in order to position institutions for future competitiveness and success. The comprehensive mission of community colleges, therefore, may not be sustainable.

**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 to ensure each center is serving its purpose and has a sustainable business model. 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.

## 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. Provide the highest quality services to members.

**GOAL #1: PROVIDE STRONG LEGISLATIVE AND PUBLIC ADVOCACY.**

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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. The MCCA Legislative Committee, with support from MCCA staff, will develop and recommend positions on legislation, policy priorities for the association, and other public policy issues impacting community colleges that will be ultimately presented to the MCCA board for approval.

**GOAL #2: MAINTAIN AND SUPPORT A COLLABORATIVE NETWORK.**

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The MCCA will work to maintain and support a collaborative network under the assumption that the collective knowledge, capability, and resources within a network of participants can accomplish much more than one organization can acting alone. The MCCA will work to expand the opportunity for experiences, scope and scale of interactions, and stakeholder relationships within the association of colleges. The planning, structure, and scope of meetings and professional development activities will foster this collaborative network objective.

**GOAL #3: PROVIDE THE HIGHEST QUALITY SERVICES TO MEMBERS.**

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The MCCA will facilitate relevant and high quality 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, growth and education for members, and advancement of the community college agenda.

## IMPLICATIONS AND EXPECTATIONS

### Expectations for Member Colleges

**Active Engagement:** As a voluntary organization, individual college engagement in the various initiatives and activities will be varied. However, the MCCA expects a high level of participation in matters of importance to the board and member institutions. 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 \$1,200 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 Plan:** The staff of the MCCA will provide regular updates to the MCCA Executive Committee on progress and performance of the Strategic Plan and the set of tactical strategies developed to implement the plan. In addition, the President of the MCCA will provide annual report to the MCCA Board of Directors on performance/achievement of agreed upon goals at the annual summer conference. The expectation is that Board agenda items are more intentionally and explicitly linked to the strategic agenda. In addition, the annual membership survey will be used to evaluate member satisfaction with goals of 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).