INTRODUCTION

This strategic plan lays out the guiding mission, vision, strategies, goals, and expectations of members of the Michigan Community College Association (MCCA). The development of this plan was guided by a strategic planning team that included MCCA staff and Board members and input gathered through Board sessions, focus groups, interviews, a survey, and a review of MCCA’s existing strategy documents and those of peer organizations. The extensive input and feedback provided to MCCA throughout the strategic planning process is the basis for the plan included in this document. MCCA partnered with Public Policy Associates (PPA) to facilitate the development of this plan.

Strategic Planning Team

Staff:

- Brandy Johnson, President
- Erica Lee Orians, Executive Director, Michigan Center for Student Success
- Adriana Phelan, Director of Michigan New Jobs Training Program
- Kathy Taskey, Business Manager

Board Members:

- Kathleen Bruinsma, Trustee, Grand Rapids Community College
- Glenn Cerny, President, Schoolcraft College
- David Roland Finley, President, North Central Michigan College
- Michael Gavin, President, Delta College
- Trevor Kubatzke, President, Lake Michigan College (Executive Committee)
- Nick Nissley, President, Northwestern Michigan College
- Peter Provenzano, Chancellor, Oakland Community College (Executive Committee)
- Steve Robinson, President, Lansing Community College
- Roy Spangler, Trustee, Kirtland Community College
- Beverly Walker-Griffia, President, Mott Community College; (Chair, Executive Committee)
- Stacy Young, President, Montcalm Community College
The unified voice for Michigan’s community colleges, empowering members to lead in the areas of student success, talent development, and community vitality.

VISION

We will be a nationally recognized state association providing effective leadership in talent, community, and economic development. MCCA will:

- Be the state’s leading advocate for postsecondary education and talent development.
- Strengthen public awareness and recognition of the role of community colleges.
- Support members in delivering education and training that is responsive to changing labor-market needs.
- Champion the strategies necessary to achieve equitable student success, emphasizing linkages between policy, practice, and research.
- Foster collaboration, connection, and partnerships among community colleges and stakeholders.
STRATEGY FRAMEWORK

Priority – Public Policy and Advocacy

Goal: To be the most influential higher education voice in all areas that impact community colleges.

Strategy: Execute a policy agenda that is centered on expanding State investment into Michigan’s community colleges.
Strategy: Orchestrate the advocacy strategy on issues affecting member institutions.
Strategy: Take a more active role in policy development in the areas of workforce development and economic development.
Strategy: Engage additional voices to advocate to policymakers.

Priority – Diversity, Equity, Inclusion, and Belonging

Goal: To develop a comprehensive commitment to diversity, equity, inclusion, and belonging (DEIB) by including DEIB principles and practices in all our work.

Strategy: Bring an equity lens to MCCA-engaged public policy discussions.
Strategy: Imbed DEIB principles in all programs and services of the association.
Strategy: Provide DEIB training opportunities to MCCA Board, staff, and stakeholders.
Strategy: Focus student success strategies on closing equity gaps and serving historically marginalized populations.

Priority – Member Services and Programs

Goal: To provide high-value and demand-driven member benefits.

Strategy: Provide robust orientation, training, and networking offerings for trustees.
Strategy: Sustain, improve, and scale effective services and programs such as the New Jobs Training Program, Leadership Academy, and the Association’s summer conference.
Strategy: Amplify the work of community colleges through MCCA communications to raise awareness of member colleges’ impact in communities.
Strategy: Expand the role as a valuable, reliable, and consistent provider of information.
Priority – Collaboration

Goal: To serve as the hub for collaboration among members and between MCCA and other organizations.

**Strategy:** Strengthen the relationship between community college affinity groups and the Association.

**Strategy:** Take a leadership role in coalitions that are promoting student success, talent development, and community vitality.

**Strategy:** Foster opportunities for collaboration among member colleges in order to strengthen the community college sector and build capacity for member colleges.

**Strategy:** Investigate and execute opportunities for cost-saving programs that could benefit member institutions.

Priority – Organizational Structure and Alignment

Goal: To align all operating areas of MCCA to support the mission and vision of the Association and to achieve financial sustainability.

**Strategy:** Reorganize Centers of Excellence to better align with mission and to provide services that are best delivered through a consortium of colleges.

**Strategy:** Unify the Board of Directors around a common set of shared commitments.

**Strategy:** Create a staffing structure to align with the new strategic plan.

**Strategy:** Explore opportunities to diversify revenue.
EXPECTATIONS OF MEMBERSHIP

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 the members.

Unified Position on Legislation and Priorities

Once the Association arrives at a decision by a majority, the expectation is that member colleges will support the position and have a unified front in advocacy (unless it is 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 respect the will of the majority (group interest).

Defending Each Other

It is also expected that if one community college is under assault by outside influences that the other colleges would come to their defense, as long as doing so would not negatively impact the other colleges. The Association can serve as the collective voice of all colleges in helping to defend the college that is under duress.

Collegiality

Considering that Michigan has a decentralized community college system and is a state without a State Higher Education Executive Officer, it is especially important that the Association is able to speak with one voice in matters of state relations. For that reason, a spirit of collaboration and cooperation is vital to accomplishing our work.

Contribution to the MCCA PAC

As a member college of MCCA, it is expected that individual members financially contribute to MCCA’s PAC, as the activities and contributions of the PAC benefit the whole and the collective agenda.
HISTORY OF MCCA

The MCCA represents 31 community colleges across the state of Michigan. This includes the 28 state-funded community colleges and, beginning mid-2022, three tribal colleges were added to the eligible membership. MCCA is well established among peer associations representing higher education and workforce interests. This positioning among peer organizations provides an important voice for member colleges in the rapidly changing policy areas of economic development and talent and workforce competitiveness.

In Michigan’s community college ecosystem there is no central organizing and coordinating function that guides the community colleges. Community colleges in the state are governed by locally elected boards of trustees. Michigan is also unique in that it is the only state that does not have a State Higher Education Executive Officer, which means there is no state oversight or governance of community colleges from the state government. Taken together, these systemic realities require the Association to play the critical role of unifying member colleges in areas of common interest. Commonality of interest includes acting with one voice on public policy issues, identifying member needs and providing services, and leading opportunities for collaboration among member colleges.

MCCA is organized as an association that represents two constituencies: college presidents/chancellors and the trustees that serve member colleges across Michigan. (In many other states these constituencies are represented by separate associations). The structure of the Association, therefore, is designed to provide representation on the Board for the president and a trustee from each member college. This results in a Board of Directors of 62 members. The Association is led by an Executive Committee made up of leaders of the Trustees Committee and the Presidents Committee to ensure balance of member perspectives.