



Strategic Commitments

2017-20

VISION

A Community of Colleges—Colleges for the Community—working collectively and responsibly to meet the life-long learning needs of our diverse students and communities.

MISSION

The Maricopa Community Colleges provide open access to higher education for diverse students and communities. We focus on learning through:

• University Transfer Education • General Education • Developmental Education • Workforce Development • Student Development Services • Continuing Education • Community Education • Civic Responsibility • Global Engagement

OVERVIEW

MCCCD's Strategic Plan is the guide by which all 10 colleges, the Corporate College, and two skill centers operate to provide open access to higher education for students and communities. The Strategic Plan functions as a map for student success, relying upon four service directives, which are the Governing Board Outcomes:

- 1.1 University Transfer Education and General Education,
- 1.2 Workforce and Economic Development,
- 1.3 Developmental Education, and
- 1.4 Community Development and Civic and Global Engagement.

The District adheres to these directives with integrity as a responsible steward of public funds, providing learning experiences that enable students to improve their lives and empower their communities. In this regard, the District is a vehicle for social change, dedicated to serving the various communities within Maricopa County through partnerships that strengthen the K-20 pipeline and connect students to the workforce. The District accomplishes these tasks via system interdependence; allocation of resources to strategic priorities; and a commitment to employee engagement and satisfaction in support of student success.

The Governing Board (GB) Outcomes are accomplished through the following three **Strategic Commitments**:

1. **Build a Thriving Community through Access and Student Success** (aligned with GB Outcomes 1.1, 1.3, and 1.4)
2. **Be a Driving Force for Economic and Workforce Development in Arizona** (aligned with GB Outcome 1.2)
3. **Attain Recognition as an Innovator among Institutions of Higher Education** (aligned with GB Outcomes 1.1, 1.2, 1.3, and 1.4)

In keeping with these commitments, this community of colleges- these colleges for the community- works collectively and responsibly to meet the life-long learning needs of Maricopa County's diverse students and communities.



BUILD A THRIVING COMMUNITY THROUGH ACCESS AND STUDENT SUCCESS



BE A DRIVING FORCE FOR ECONOMIC AND WORKFORCE DEVELOPMENT IN ARIZONA



ATTAIN RECOGNITION AS AN INNOVATOR AMONG INSTITUTIONS OF HIGHER EDUCATION

As an employer, Maricopa County Community Colleges embraces an organizational culture committed to supporting, developing and growing its most tangible and valuable asset: the employees who make up its diverse and talented workforce. These strategic commitments will be achieved in a culture of collaboration, conversation, and communication focused on increasing employee diversity/inclusion, satisfaction, growth and performance having a positive impact on both the workplace and our communities.

- ❖ Ensure that students have a **world class learning experience** from **qualified and diverse faculty and staff**.
- ❖ Enhance the teaching and learning experience through **targeted student engagement** strategies.
- ❖ **Expand transfer programs** with the state universities to increase the number of students completing quality degrees and certificates.
- ❖ Employ **strategic enrollment strategies** to increase enrollment and persistence rates across all student populations.
- ❖ **Reform developmental education** to significantly improve student outcomes.

- Achieve a **60/40** full-time to part-time faculty ratio
- Increase the enrollment of underserved populations by **15%**
- Improve the graduation rate of academically underserved and underprepared students by **10%**
- Increase number of students transferring to state universities by **15%** and increase reverse transfer awards by **20%**
- Increase the three-year graduation and transfer completion rates by **50%**
- Increase success rate in developmental education courses to **75%**

- ❖ **Address employer skills gaps** with quality degrees and certificates related to the highest demand jobs.
- ❖ Accelerate **workforce innovation and responsiveness**.
- ❖ Increase **workforce training and customized solutions** for business, government, and industry.
- ❖ Implement new **competency-based, self-paced occupational programs**.
- ❖ Increase programmatic **articulation agreements and career pathways** with secondary schools to increase the number of students continuing with MCCCDC.
- ❖ **Streamline occupational curriculum process** to respond expeditiously to industry needs.

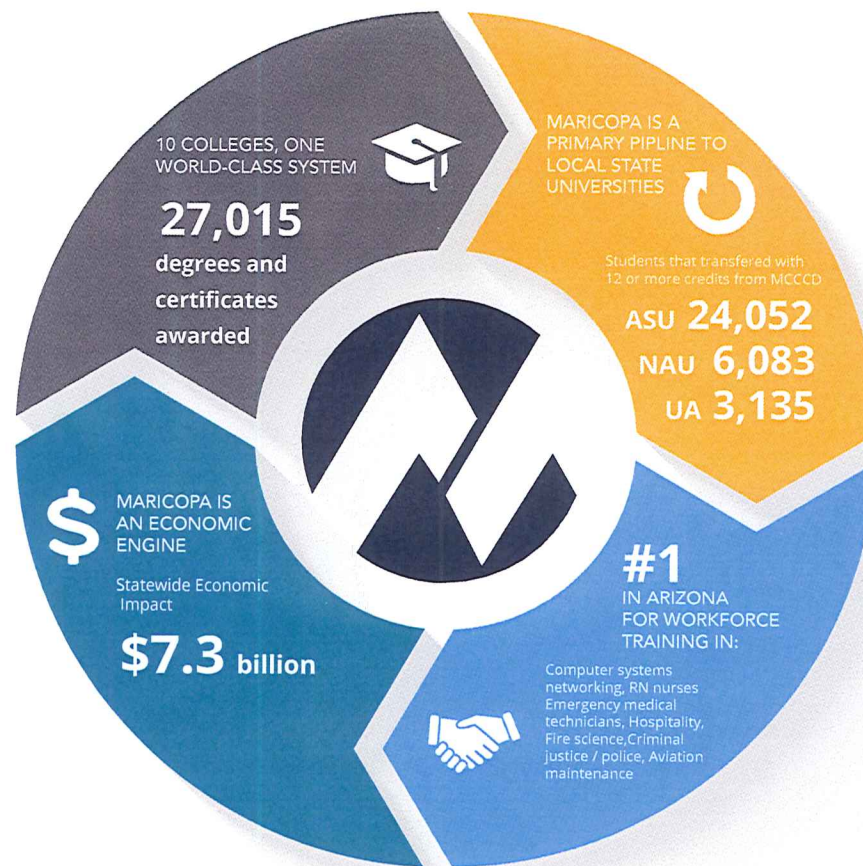
- Create a **25%** increase in students graduating with degrees and certificates in the highest demand, above livable wage jobs
- Increase access and opportunity by enrolling **30%** of students in alternate delivery occupational programs
- Increase Small Business Development Center (SBDC) jobs creation by **1,400** and capital formation by **\$80M**
- Increase student articulation from secondary schools by creating new workforce pathways
- Create new guided career pathways to connect students to sustainable jobs and increase employer engagement as part of an integrated, customer centered workforce system

- ❖ Improve **Maricopa County's economic and social mobility** metrics.
- ❖ Utilize technology to **scale innovations and leverage resources**.
- ❖ **Close the equity gap** in student success for underrepresented minority populations.
- ❖ Become a leading community college in producing **first generation graduates** as well as **transfer student success**.
- ❖ Create a **regional and national brand** that effectively communicates the quality of the Maricopa Community Colleges.

- Be transformative in implementing a seamless student experience
- Create a culture of faculty innovation in teaching and learning
- Enhance student learning and success by increasing the diversity and inclusiveness of our workforce to reflect the demographics of Maricopa County
- Increase entrepreneurial and Foundation development by **\$50 million**
- Leverage system-wide resources to enhance efficiency and effectiveness through strategic consolidation of programs and services

[Targets based on 2016-17 data]

MARICOPA COMMUNITY COLLEGE FACTS



Sources:

Economic: Economic Modeling Specialists International (EMSI), Fiscal Year 2013-14
 Degrees and Certificates: https://asa.maricopa.edu/sites/default/files/33362/Degrees_Certificates_Conferred_20112015.htm
 Workforce Source: Integrated Postsecondary Education Data System, 2015
 Transfer Source: <https://asa.maricopa.edu/sites/default/files/33998/UV%20Undergrads.htm>