

Maysville



Community & Technical College

HIGHER EDUCATION BEGINS HERE

Strategic Plan 2016-2022

Table of Contents

Mission:.....	1
Vision Statement:.....	1
Values Statement:	1
Achievement:	1
Collaboration:.....	1
Integrity:.....	1
Planning Process:	2
Strategic Planning and Institutional Effectiveness Framework:.....	4
KCTCS Goals and MCTC Strategic Initiatives Aligned:.....	5
Summary of Strategic Initiatives:	6
Strategic Initiative I:.....	6
Strategic Initiative II:	6
Strategic Initiative III:.....	6
Strategic Initiative IV:.....	6
Strategic Initiative V:.....	7
Strategic Initiative VI:.....	7
Strategic Initiative VII:.....	7
Strategic Initiative I:.....	8
Strategic Initiative II:	12
Strategic Initiative III:.....	17
Strategic Initiative IV:.....	26
Strategic Initiative V:	29
Strategic Initiative VI:.....	32
Strategic Initiative VII:.....	40

Mission

Maysville Community and Technical College (MCTC) challenges learners to accomplish their educational, career, and personal development goals.

Goals of the College:

1. Provide arts and science courses and associate degrees for transfer to baccalaureate institutions.
2. Offer technical degrees, diplomas, certificates, and courses for employment and career advancement.
3. Provide transitional and adult education offerings.
4. Deliver workforce training and services to support individual, community, and economic development.
5. Provide academic and student support to enhance student learning.

Maysville Community and Technical College, a member of the Kentucky Community and Technical College System, is a public two-year degree granting institution responding to and serving the needs of communities in the northeastern Kentucky region.

Approved, May 3, 2016, Maysville Community and Technical College Board of Directors
Approved June 10, 2016 KCTCS Board of Regents

Vision Statement

Maysville Community and Technical College inspires lifelong learning and transforms our region through excellent education.

Values Statement

Achievement

- We believe in the potential of each learner.
- We value intellectual, professional, and personal development of students, faculty, and staff.
- We provide flexible and accessible educational opportunities.

Collaboration

- We commit to identifying and meeting the needs of our students and communities.
- We support cultural and academic diversity.
- We value effective, inclusive communication.

Integrity

- We hold to high standards of behavior.
- We believe in treating each other with respect.
- We work to create an ethical learning environment.

Planning Process

Strategic planning is vital to any institution striving for continual improvement in institutional effectiveness, decision-making, efficient resource allocation, and the education process. At MCTC, the strategic planning process is cyclical, comprehensive, and broad-based. Both strategic and annual plans incorporate planning and assessment.

Strategic planning is useful in an environment of change, and MCTC has a long history of embracing change through innovation. Strategic planning is an invaluable tool not only to define the future direction for the college but also to serve as a framework for evaluating the college's progress and success in achieving that future.

At the college level, evaluation of the college Strategic Plan is important, including the mission, goals and strategic initiatives. The Board of Directors will review and approve the entire Strategic Plan on a six-year basis. Strategies, action steps, and accountability measures are reviewed and revised at the mid-point in the six-year cycle. Academic, administrative, and educational support units evaluate unit level goals which are tied to the college goals and strategic initiatives on a yearly basis. Both strategic and annual plans incorporate planning and evaluation, as illustrated in the Strategic Planning and Institutional Effectiveness Framework (Figure 1).

The planning process began in 2015 by collecting input from faculty, staff, students, foundation and advisory board members, the Board of Directors, and community members during "Listening Tours" lead by President Box of the Kentucky Community and Technical College System (KCTCS). To further assist with MCTC's strategic planning efforts, community members were also invited to attend Advocacy Campaign and Innovation Roundtable sessions hosted by the KCTCS.

Common themes emerged during the planning process and a sampling of these is listed in the following tables. These themes described the institution's potential opportunities and prompted discussion leading to MCTC's seven 2016-2022 strategic initiatives. MCTC's strategic initiatives are aligned with the 2016-2022 strategic goals of the KCTCS.

<i>Business and Industry (B&I)</i>
Understand the needs of B & I
Provide high levels of technical training to potential and current employees
Continue to build relationships with employers
Assist B&I in driving the local economy
Develop programs including leadership, apprenticeship, and cooperative education
Offer more short term training classes

<i>Programs</i>
Prepare students with soft skills and technical skills
Match programs to the needs of the industries
Provide cutting edge equipment in programs
Increase dual credit enrollment in technical programs
Offer programs in flexible formats
Ensure class offerings and student services meet the needs of the students

Partnerships

Work with four-year universities on smooth transfer of credits

Continue to build relationships with employers to hire graduates

Increase partnerships with all area elementary and secondary schools

Encourage four-year universities to offer programs on our campuses

Promotion

Promote the value of MCTC to everyone

Become the first choice college for high school students

Market to parents and their children of all ages

Become more active in the community in fund-raising and giving back to the community

Support Services

Provide information to students via apps, social media and newest technologies

Increase scholarship opportunities

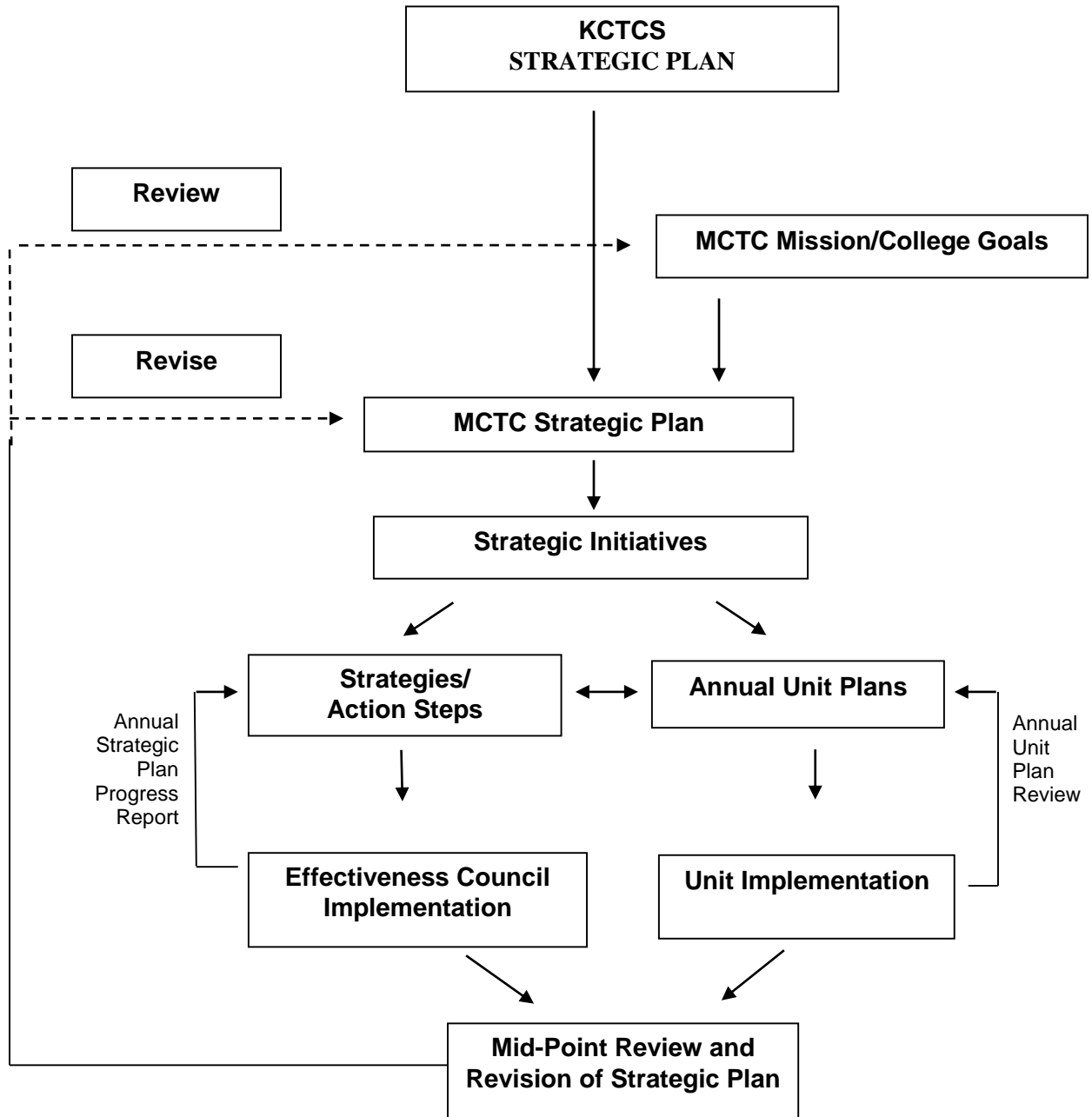
Increase extra-curricular activities including intramural sports and student organizations

Continue services such as adult education, tutoring and work study programs

Increase mentorship, cohort, and wraparound services to meet student needs both inside and outside the classroom

Strategic Planning and Institutional Effectiveness Framework

Figure 1



KCTCS Goals and MCTC Strategic Initiatives Aligned

KCTCS Goal 1:

Raise the level of educational attainment in the Commonwealth by positioning KCTCS as the accessible, affordable, and relevant postsecondary education choice for Kentuckians.

MCTC Strategic Initiative I –

Position MCTC as the accessible, affordable, and relevant postsecondary education choice for our constituents to raise the level of educational attainment in our communities.

MCTC Strategic Initiative VI –

Secure and maintain physical, financial, and human resources to advance the mission of MCTC.

KCTCS Goal 2:

Increase access and success for all KCTCS students, particularly among traditionally underserved populations.

MCTC Strategic Initiative II –

Increase access and success for all MCTC students, particularly among traditionally underserved populations.

KCTCS Goal 3:

Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for KCTCS graduates.

MCTC Strategic Initiative III –

Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for MCTC graduates.

KCTCS Goal 4:

Improve student engagement, support, experiences, and success with best-in-class academic and student services.

MCTC Strategic Initiative IV –

Improve student engagement, support, experiences, and success.

MCTC Strategic Initiative VII –

Provide a safe and secure college environment.

KCTCS Goal 5:

Align programs and curricula with needs of employers that enhance the employability, job placement, and career development of KCTCS graduates.

MCTC Strategic Initiative V–

Align programs and curricula with needs of employers that enhance the employability, job placement, and career development of MCTC graduates.

Summary of Strategic Initiatives

Strategic Initiative I: Position MCTC as the accessible, affordable, and relevant postsecondary education choice for our constituents to raise the level of educational attainment in our communities.

Six-Year Strategic Goals:

1. Align instructional strategies to meet student needs.
2. Align student services to address the college mission.
3. Implement grassroots marketing techniques to expand MCTC recruitment messaging to current and potential students.

Strategic Initiative II: Increase access and success for all MCTC students, particularly among traditionally underserved populations.

Six-Year Strategic Goals:

1. Strengthen partnerships with targeted populations to increase awareness of MCTC's competitive advantages.
2. Provide student services that enhance student success and persistence.

Strategic Initiative III: Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for MCTC graduates.

Six-Year Strategic Goals:

1. Address the educational needs of Maysville Community and Technical College (MCTC) students.
2. Provide experiential learning to expand student educational experience and move them toward gainful employment.
3. Deliver quality technical programs that are relevant to the emerging labor market needs of our service region.
4. Deliver quality transfer programs and general education opportunities for all students.
5. Develop career pathways for high demand occupational areas.

Strategic Initiative IV: Improve student engagement, support, experiences, and success.

Six-Year Strategic Goals:

1. Improve the student experience at MCTC.
2. Increase the retention rate of our students.

Strategic Initiative V: Align programs and curricula with needs of employers that enhance the employability, job placement, and career development of MCTC graduates.

Six-Year Strategic Goals:

1. Explore options for new programs based on employer needs that will lead to enhanced employment opportunities for graduates.
2. Provide career development services to increase employability and job placement opportunities for graduates.
3. Monitor end of program assessment efforts for increased student success.
4. Provide continuing education courses to serve the community with lifelong learning opportunities for career development and workforce development.

Strategic Initiative VI: Secure and maintain physical, financial, and human resources to advance the mission of MCTC.

Six-Year Strategic Goals:

1. Prepare and maintain a balanced operating budget.
2. Seek additional fiscal resources and use them effectively and efficiently to promote initiatives that support the college's mission.
3. Provide technology resources to effectively and efficiently serve students, employees, and constituents.
4. Support a highly functioning faculty and staff.
5. Increase the recruitment and retention of minority faculty, staff, and students.
6. Commit to continuous improvement of institutional effectiveness in all areas of the college.

Strategic Initiative VII: Provide a safe and secure college environment.

Six-Year Strategic Goals:

1. Promote safe and healthy campuses.

Strategic Initiative I:

Position MCTC as the accessible, affordable, and relevant postsecondary education choice for our constituents to raise the level of educational attainment in our communities.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
1. Align instructional strategies to meet student needs.	1.1. Assess various modalities of instruction.	1.1.1. Develop and implement a model to guide appropriate modes of instruction for courses and programs. 1.1.2. Utilize quality assurance rubric process to assess online course instruction. 1.1.3. Consider competency-based education. 1.1.4. Discuss expansion of Learn on Demand offerings. 1.1.5 Investigate open educational and other similar resources.	Model implemented # of online courses completing quality assurance process	Office of the Provost with support from: Academic Divisions Distance Learning Enrollment & Student Services
2. Align student services to address the college mission.	2.1. Investigate student services options.	2.1.1. Cross-train personnel. 2.1.2. Search virtual options to address student needs.	# of employees cross-trained Findings reported	Enrollment & Student Services

Strategic Initiative I:

Position MCTC as the accessible, affordable, and relevant postsecondary education choice for our constituents to raise the level of educational attainment in our communities.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
<p>3. Implement grassroots marketing techniques to expand MCTC recruitment messaging to current and potential students.</p>	<p>3.1. Update recruitment tools.</p>	<p>3.1.1. Update program brochures.</p> <p>3.1.2. Create eye-catching recruitment table displays.</p>	<p># of brochures distributed</p> <p># of promotional activities</p>	<p>Marketing & Public Relations with support from: Enrollment & Student Services</p>
	<p>3.2. Improve and update MCTC website.</p>	<p>3.2.1. Embed informational videos throughout site.</p> <p>3.2.2. Reword content for consistent messaging.</p> <p>3.2.3. Update graphics to match recruiting collateral.</p> <p>3.2.4. Increase capabilities for interaction.</p> <p>3.2.5. Uphold industry web governance standards to provide accessibility and a better user experience for all users.</p> <p>3.2.6. Provide training, as needed, to content editors.</p>	<p>Google Analytics reports</p> <p>Siteimprove reports</p> <p>Regular site audit results</p>	<p>Marketing & Public Relations</p>

Strategic Initiative I:

Position MCTC as the accessible, affordable, and relevant postsecondary education choice for our constituents to raise the level of educational attainment in our communities.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
	3.3. Increase MCTC presence across various mediums.	<p>3.3.1. Maintain branding guidelines throughout public site and digital media linked to it to present a consistent voice to our audience.</p> <p>3.3.2. Participate in monthly radio talk shows in every market.</p> <p>3.3.3. Submit weekly articles to newspapers within the service region.</p> <p>3.3.4. Submit daily posts to MCTC social media pages.</p> <p>3.3.5. Provide program brochures and new student information to all career and adult education centers in the service region.</p> <p>3.3.6. Increase # of community events.</p> <p>3.3.7. Attend and present to meetings regularly.</p>	<p># of events/meetings attended</p> <p># of events presented</p> <p>Track enrollments</p> <p># of articles printed</p> <p># of radio shows</p>	Marketing & Public Relations

Strategic Initiative I:

Position MCTC as the accessible, affordable, and relevant postsecondary education choice for our constituents to raise the level of educational attainment in our communities.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
	3.4. Merchandise each MCTC campus.	3.4.1. Identify campus (interior/exterior) high traffic areas to convey organizational recruitment messages.	# of areas identified and merchandised	Marketing & Public Relations
	3.5. Form an integrated marketing team.	3.5.1. Select key individuals representing each campus to serve on team and hold consistent, productive monthly meetings. 3.5.2. Use consistent logo on all forms of advertising: promotional items, print, radio, web, etc.	Consistent branding for community events Bulletin board and internal signage enforcement Social media enforcement	Marketing & Public Relations

Strategic Initiative II:

Increase access and success for all MCTC students, particularly among traditionally underserved populations.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
<p>1. Strengthen partnerships with targeted populations to increase awareness of MCTC’s competitive advantages.</p>	<p>1.1. Strengthen relationships with regional K-12 school systems.</p>	<p>1.1.1. Host an annual K-12 on-campus meeting with administrators, counselors and other “key influencers.”</p> <p>1.1.2. Participate in high-traffic K-12 sporting events.</p> <p>1.1.3. Participate in high school college readiness events such as College Application Month and on-site registration days.</p> <p>1.1.4. Develop programs to bring K-12 students on campus, with a focus on low-income, minority and first-generation students.</p>	<p>Annual enrollment of graduating seniors at MCTC following high school</p> <p># of meetings held with K-12 personnel; # of attendees</p> <p># of recruiting K-12 sporting events attended</p> <p># of high school college readiness events attended</p> <p># of on-campus events held for K-12 students; # of attendees</p>	<p>Enrollment & Student Services with support from: Marketing & Public Relations Office of the Provost Institutional Planning, Research and Effectiveness (IPRE)</p>
	<p>1.2. Strengthen work with community partners to enhance recruitment of adult learners, particularly underserved minority, low-income and first-generation students.</p>	<p>1.2.1. Develop new ways of collaborating with the Kentucky Career Center in Maysville, Mt. Sterling, Morehead and Georgetown to better inform unemployed adults about educational opportunities at MCTC.</p>	<p>Annual enrollment of underserved minority, low-income and first-generation students</p> <p># of community events attended</p> <p># of recruiting visits to regional businesses</p>	<p>Enrollment & Student Services with support from: Director of Cultural Diversity Workforce Solutions Marketing & Public Relations Adult Education Office of the Provost</p>

Strategic Initiative II:

Increase access and success for all MCTC students, particularly among traditionally underserved populations.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
		<p>1.2.2. Participate in community events for families living in low-income housing districts.</p> <p>1.2.3. Continue <i>Super Sunday</i> initiative and expand involvement with church partners to better reach prospective minority students and their families.</p> <p>1.2.4. Develop programs to bring low-income, minority and first-generation families on campus.</p> <p>1.2.5. Increase presence at regional businesses to educate under employed adults about educational opportunities at MCTC.</p>	<p><i>Super Sunday</i> held; # of leads/enrollments # of on-campus events held; # of attendees</p> <p>KCTCS Performance Measure (PM) Target: Increase diplomas and certificates awarded to URM students by 2.5% each year (60 diplomas/certificates). Definition: Annual count of certificates and diplomas awarded to Underrepresented Minorities (American Indian or Alaska Native, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and Two or More Races)</p> <p>KCTCS PM: Target: Increase associate degrees awarded by 3.5% each year (38 degrees) Definition: Annual count of associate degrees awarded to Underrepresented Minorities</p>	IPRE

Strategic Initiative II:

Increase access and success for all MCTC students, particularly among traditionally underserved populations.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
			<p>(American Indian or Alaska Native, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and Two or More Races)</p> <p>KCTCS PM: Target: Increase URM graduation rate by 1.0 percentage points each year Definition: Cohort of full-time, first-time degree/certificate-seeking undergraduate students who complete their program within 150% of normal time as reported to IPEDS limited to Underrepresented Minorities (American Indian or Alaska Native, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and Two or More Races)</p> <p>KCTCS PM: Target: Increase URM retention rate by 1.0 percentage points each year. Original target</p>	

Strategic Initiative II:

Increase access and success for all MCTC students, particularly among traditionally underserved populations.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
			was to close the gap compared to the total retention rate (85% of total goal) Definition: Fall-to-fall retention rates of first-time, credential-seeking students by Underrepresented Minorities (American Indian or Alaska Native, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and Two or More Races)	
2. Provide student services that enhance student success and persistence.	2.1. Streamline the admissions, financial aid, registration and advising processes for new and currently enrolled students.	2.1.1. Improve communication and service to students by assisting them through the enrollment process. 2.1.2. Develop a “just-in-time” communication plan with supporting calendar for new and currently enrolled students, including all messaging sent from MCTC and KCTCS.	Plan and calendar created Employees trained Student survey and focus groups	Enrollment Services

Strategic Initiative II:

Increase access and success for all MCTC students, particularly among traditionally underserved populations.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
		2.1.3. Cross train Enrollment Services staff to answer common admissions, registration and financial aid questions.		
	2.2. Centralize and promote services available to support student success.	2.2.1. Create an “open door” Student Success Center on each campus, bringing together resources to support student success.	Success Centers developed; usage tracked Fall to fall and fall to spring retention rates	Director of Student Success with support from: Office of the Provost Enrollment Services Marketing & Public Relations
	2.3. Provide tailored interventions to students at-risk of not being successful.	2.3.1. Utilize StarFish to identify and respond to at-risk students. 2.3.2. Develop and utilize a Success Plan template outlining action steps for successful course completion.	# of contacts made to students identified through StarFish; success tracked # of Success Plans developed; success tracked Fall to fall and fall to spring retention rates	Director of Student Success with support from: Success Coaches Office of the Provost Distance Learning Enrollment Services IPRE

Strategic Initiative III:

Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for MCTC graduates.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
<p>1. Address the educational needs of Maysville Community and Technical College (MCTC) students.</p>	<p>1.1. Enhance the success of students through academic advising.</p>	<p>1.1.1. Provide faculty and staff with quality advisor training.</p> <p>1.1.2. Share best practices for advising students. Evaluate the advising experience.</p> <p>1.1.3. Develop course sequence and program scheduling to raise # of normal time to degree graduates.</p> <p>1.1.4. Investigate advisor participation in and approval of self-enrollment through a “add to cart and hold” process.</p>	<p># of trainings provided yearly</p> <p># of shared best practices</p> <p>Advisor evaluation results</p> <p># of students receiving credential in normal time</p> <p>KCTCS PM: Community College Survey of Student Engagement (CCSSE) Student/Faculty Interaction: Target: 50%</p> <p>KCTCS PM: Community College Survey of Student Engagement (CCSSE) Academic Challenge: Target: 50%</p>	<p>Office of the Provost with support from: All Academic Units Student Success Center</p>
	<p>1.2. Deliver quality dual credit programs to area high school students.</p>	<p>1.2.1. Maintain current relationships with high schools and area technology centers.</p> <p>1.2.2. Conduct dual credit faculty observations.</p>	<p># of relationships</p> <p># of observations</p> <p># of instructors</p>	<p>Office of the Provost with support from: Director of External and Dual Credit Programs All Academic Units</p>

Strategic Initiative III:

Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for MCTC graduates.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
		<p>1.2.3. Maintain frequent contact with dual credit instructors.</p> <p>1.2.4. Comply with the credential review process.</p> <p>1.2.5. Increase student and instructor support activities.</p> <p>1.2.6. Initiate steps to pursue National Alliance of Concurrent Enrollment Partnerships (NACEP) accreditation.</p>	<p># of students enrolled in dual credit courses</p> <p>dual credit course evaluation results</p> <p>NACEP discussions</p>	
	<p>1.3. Provide transitional education opportunities that prepare students for college level course success.</p>	<p>1.3.1. Offer appropriate courses Offer Adult Education opportunities at all campuses.</p> <p>1.3.2. Enhance adult education partnerships at all campuses.</p> <p>1.3.3. Ensure that applicable transitional courses utilize the “P” as a grading option.</p>	<p>KCTCS ENG and MATH success PMs</p> <p>Improve English success rates by an average of 4.0 percentage points each year Target is 50% by 2022</p> <p>Improve Math success rates by an average of 6.5 percentage points each year Target is 50% by 2022</p> <p># of advising sessions</p>	<p>Office of the Provost with support from: All Academic Units</p>

Strategic Initiative III:

Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for MCTC graduates.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
		<p>1.3.4. Instructors will maintain regular contact with students.</p> <p>1.3.5. Advisors will review advisee progress reports.</p> <p>1.3.6. Provide cohort opportunities with wrap around services.</p>	<p># of students taking advantage of adult education opportunities</p> <p># of tutoring sessions offered</p> <p># of tutoring sessions attended</p> <p># of participation opportunities within and outside the classroom</p>	
	<p>1.4. Increase retention and degree completion.</p>	<p>1.4.1. Promote and reemphasize reverse transfer.</p> <p>1.4.2. Award credentials throughout the student educational experience.</p> <p>1.4.3. Identify and address barriers to retention and degree completion.</p> <p>1.4.4. Utilize all student services.</p> <p>1.4.5. Review attrition rates in courses and programs.</p>	<p>KCTCS Graduation Rate PM –Increase graduation rate by 1.0 percentage points each year</p> <p>KCTCS Fall FTE Enrollment PM: Target: Increase FTE enrollment by 1.5% each year Definition: Total Student Credit Hours / 15 by Delivering College</p> <p>Increase in semester- to-semester retention</p>	<p>Office of the Provost with support from: All Academic Units IPRE Success Center Enrollment Management Team (EMT)</p>

Strategic Initiative III:

Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for MCTC graduates.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
			<p>Increase in credential completion</p> <p>Increase in transfer of degree students</p> <p>KCTCS Retention Rate PM- Increase retention by an average of 1.0 percentage points each year Definition: Fall-to fall retention rates of first time, credential-seeking students as reported to IPEDS.</p> <p>KCTCS Total Certificates and Diplomas Awarded PM- Increase diplomas and certificates awarded by 2% each year Definition: Annual count of certificates and diplomas awarded</p> <p>KCTCS Total Associate Degrees Awarded PM- Increase associate degrees awarded by 2.5% each year</p>	

Strategic Initiative III:

Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for MCTC graduates.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
			Definition: Annual count of associate degrees awarded	
	1.5. Enhance information skills through library instruction and library resources.	1.5.1. Continue addressing information literacy through KCTCS general education competencies. 1.5.2. Enhance collection development strategies to support new programs and initiatives to include a focus on developmental education. 1.5.3. Research virtual library possibilities, implications, and best practices.	Curriculum and syllabi analysis Measure student learning outcomes through performance on library quizzes Library surveys Observations Renewing databases Purchasing appropriate print, electronic, and audio visual materials Virtual library findings reported	Library Services with support from: <ul style="list-style-type: none"> • English faculty • Developmental Reading faculty • GEN 102/FYE 105 instructors • Other faculty as needed

Strategic Initiative III:

Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for MCTC graduates.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
2. Provide experiential learning to expand student educational experience and move them toward gainful employment.	2.1. Develop internship sites.	2.1.1. Work with local companies and program coordinators to develop internship experiences for students.	# and quality of experiential experiences provided for students	Workforce Solutions Center for Experiential Learning and Academics
	2.2. Develop apprenticeship sites.	2.2.1. Work with local companies to develop apprenticeship opportunities through KY FAME program and state apprenticeship program.	# and quality of experiential experiences provided for students	Workforce Solutions Center for Experiential Learning and Academics
	2.3. Develop international experiences.	2.3.1. Develop international experiences through cultural trips, study abroad opportunities, networking through multimedia and other methods.	# and quality of experiential experiences provided for students	Workforce Solutions Center for Experiential Learning and Academics
	2.4. Engage students in experiential learning to include service learning, co-ops, internships and clinicals.	2.4.1. Report experiences and hours to appropriate area. Offer EXP 196-Experiential Education. 2.4.2. Provide support to faculty and staff in	KCTCS Experiential Learning PM- Increase # of students engaged in experiential learning by an average of 1.0 percentage points each year	Office of the Provost with support from: All Academic Units Workforce Solutions Career Development Center

Strategic Initiative III:

Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for MCTC graduates.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
		<p>developing experiential learning opportunities.</p> <p>2.4.3. Continue to develop mutually beneficial community partnerships to advance experiential education opportunities.</p>	<p>Report #s enrolled in EXP 196 1-6 credit hours</p> <p>Report final grades if applicable</p> <p># of new community partnerships</p> <p># of PD offerings with an emphasis on experiential learning</p>	
	<p>2.5. Seek new ways to ensure that student instruction is supported by business and community involvement.</p>	<p>2.5.1. Work with advisory committees for all technical programs.</p> <p>2.5.2. Support opportunities for students to connect with communities such as through work placements or service learning.</p> <p>2.5.3. Foster connections with Career Counselor.</p> <p>2.5.4. Make developmental education more relevant for technical students.</p>	<p># of advisory committees appointed, meetings held, and recommendations reviewed</p> <p>Student participation in work-based learning to include cooperative education, apprenticeships and internships</p> <p># of courses with service learning projects</p> <p># of extra-curricular service learning hours reported</p>	<p>Office of the Provost with support from: Academic Support Services Academic Units Workforce Solutions Service Learning Coordinator</p>

Strategic Initiative III:

Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for MCTC graduates.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
<p>3. Deliver quality technical programs that are relevant to the emerging labor market needs of our service region.</p>	<p>3.1. Review technical programs to ensure service region needs are being met.</p>	<p>3.1.1. Faculty will work with business and industry to identify necessary skills and emerging technologies.</p> <p>3.1.2. Identify and pursue relevant program level accreditations.</p> <p>3.1.3. Monitor and maintain current program level accreditations.</p>	<p># of annual academic planning reviews/year</p> <p># of five-year program reviews/year</p> <p># of Advisory Meetings/year by program</p> <p># of business and industry visits</p> <p># of Curriculum Committee Meetings/year attended by MCTC faculty members</p> <p># of programs accredited</p> <p># of accreditation reports</p> <p># of job placements in the field</p>	<p>Office of the Provost with support from: Technical Programs IPRE</p>
<p>4. Deliver quality transfer programs and general education opportunities for all students.</p>	<p>4.1. Increase the pool of degree-seeking transfer students.</p>	<p>4.1.1. Recruit and advise students into AA, AS, and AAS programs.</p> <p>4.1.2. Provide courses that transfer for AA and AS students.</p>	<p>KCTCS Associate Degree Transfers PM-Increase transfers by an average of 1.0 percentage points each year</p> <p># of Transfers</p>	<p>Office of the Provost Transfer Coordinator All Academic Units</p>

Strategic Initiative III:

Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for MCTC graduates.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
		4.1.3. Expand transfer services by appointing a transfer contact at each campus.	# of annual academic planning reviews/year # of five-year program reviews/year # of transfer advising sessions	
5. Develop career pathways for high demand occupational areas.	5.1. Determine what credentials are needed for identified jobs within the targeted career pathways and develop career pathways based on those jobs.	5.1.1. Review current career pathways to determine appropriate linkage to jobs and revise as appropriate.	Determine if career pathways were developed/reviewed for high demand occupational areas	Office of the Provost with support from: Workforce Solutions

Strategic Initiative IV:

Improve student engagement, support, experiences, and success.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
<p>1. Improve the student experience at MCTC.</p>	<p>1.1. Offer more opportunities for students to engage outside of the classroom with their peers and faculty and staff.</p>	<p>1.1.1. Create a Campus Activities Board (comprised of faculty, staff and students) charged with planning on- and off-campus events for students.</p> <p>1.1.2. Establish new student organizations that appeal to a wide variety of student interests and hobbies.</p> <p>1.1.3. Establish wellness activities on each campus for student use.</p>	<p>Campus Activities Board developed and active</p> <p># of events held</p> <p># of students participating in events</p> <p># of students organizations active each year</p> <p>Wellness activities offered; usage tracked</p> <p>Student surveys and focus groups</p> <p>KCTCS PM: Community College Survey of Student Engagement (CCSSE) Support for Learners: Target: 50%</p> <p>KCTCS PM: Community College Survey of Student Engagement (CCSSE) Active Learning: Target: 50%</p>	<p>Enrollment Services with support from: Enrollment Management Team (EMT) Marketing & Public Relations Office of the Provost IPRE Student Organizations Advisors Finance</p>

Strategic Initiative IV:

Improve student engagement, support, experiences, and success.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
	1.2. Modernize campus facilities to encourage student engagement.	1.2.1. Create/update on-campus student lounge areas. 1.2.2. Create informal learning environments throughout campus. 1.2.3. Improve on-campus dining/vending options.	# of student lounge areas created/updated; usage tracked # of informal learning environments created; usage tracked # of enhancements made to on-campus dining/vending options; usage tracked Student survey and focus groups	Enrollment & Student Services with support from: Enrollment Management Team (EMT) Marketing & Public Relations IPRE
2. Increase retention rate of our students.	2.1. Improve student access to their faculty advisor.	2.1.1. Utilize online appointment scheduling software to allow students to self-schedule advising appointments. Success coaches, division assistants and other staff can also schedule appointments. 2.1.2. Integrate academic advising into the Enrollment Center on each campus, ensuring faculty coverage during peak registration periods, special	# of appointments scheduled # of students registered in the Student Success Center KCTCS PM: Community College Survey of Student Engagement (CCSSE) Student Effort: Target: 50%	Enrollment & Student Services with support from: Student Success Center Academic Divisions

Strategic Initiative IV:

Improve student engagement, support, experiences, and success.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
		registration events and summer months.		
	2.2. Improve the success of students who are in danger of failing at mid-term.	2.2.1. Post mid-term grades each semester. 2.2.2. Mail a letter from the Chief Academic Officer to students in danger of failing, explaining the financial aid implications if they fail 1 or more of their courses; instruct them to contact a success coach to develop a plan of action for the remainder of the semester. 2.2.3. Success coaches will reach out to students who do not contact them within one week of receiving the letter.	# of letters mailed # of calls received # of calls made # of Success plans created	Retention/Student Success
	2.3. Increase the # of students with “leftover” Pell grant funds to enroll in a summer course.	2.3.1. Mail a customized letter explaining the amount of Pell grant funds remaining.	# of letters mailed # of students registered for summer classes	Financial Aid

Strategic Initiative V:

Align programs and curricula with needs of employers that enhance the employability, job placement, and career development of MCTC graduates.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
<p>1. Explore options for new programs based on employer needs that will lead to enhanced employment opportunities for graduates.</p>	<p>1.1. Gather data on employer needs through surveying, focus groups and labor market data.</p>	<p>1.1.1. Collect data through surveying, focus groups and labor market data.</p> <p>1.1.2. Develop team of workforce and program coordinators to analyze data and determine new program needs.</p> <p>1.1.3. Consider new formatting for current programs. (i.e. online PN to RN Program)</p>	<p>Data collected and reviewed for determining new programs</p> <p>Teams formed and meetings held</p> <p>New format options for current programs</p>	<p>Workforce Solutions Office of the Provost</p>
	<p>1.2. Determine employer needs for workforce development and new programs and implement as needed and feasible.</p>	<p>1.2.1. Implement new programs based on identified needs. (i.e. Surveying/Mapping program)</p>	<p># of new programs started based on identified needs</p>	<p>Workforce Solutions Office of the Provost</p>
	<p>1.3. Update existing programs to meet the needs of employers.</p>	<p>1.3.1. Gather input from program advisory committees.</p> <p>1.3.2. Prepare and present employer needs at Faculty Assembly and Curriculum meetings.</p>	<p>Advisory Committee Meeting Minutes</p> <p>Curriculum updates</p> <p># of programs updated</p> <p># of presentations</p>	<p>Office of the Provost with support from: Technical Programs</p>

Strategic Initiative V:

Align programs and curricula with needs of employers that enhance the employability, job placement, and career development of MCTC graduates.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
<p>2. Provide career development services to increase employability and job placement opportunities for graduates.</p>	<p>2.1. Provide the following services:</p> <ul style="list-style-type: none"> • Employability skills • Job fairs • Soft skill training • Career counseling and interest inventory • Job referral and placement • Career Exploration courses 	<p>2.1.1. Determine best methods for providing services</p> <p>2.1.2. Provide services.</p>	<p># and effectiveness of services provided</p>	<p>Workforce Solutions Center for Career Development and Experiential Learning</p>
<p>3. Monitor end of program assessment efforts for increased student success.</p>	<p>3.1. Prepare technical program students for end of program assessment success.</p>	<p>3.1.1. Provide access to practice examinations in all applicable programs.</p> <p>3.1.2. Support students to improve performance based on practice exams.</p> <p>3.1.3. Administer end of program competency exams such as (National Occupational Competency Testing Institute (NOCTI) to qualified diploma and degree seeking candidates.</p>	<p>KCTCS PM: The # of students in the CTE completer/leaver cohort who achieve a passing grade on their first attempt of a licensure exam within one year divided by the # of students in the CTE completer/leaver cohort who sat for the first time to take the licensure exam within one year Note: VFA cohorts refer to the annual VFA Career and Technical Education (CTE) Cohorts. For 2016, the cohort is the 2012-13 CTE</p>	<p>Office of the Provost with support from: Technical Programs IPRE</p>

Strategic Initiative V:

Align programs and curricula with needs of employers that enhance the employability, job placement, and career development of MCTC graduates.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
		3.1.4. Discuss current and future graduate outcomes with employers and advisory committees to ensure meeting employer needs.	Cohort Target: Exceed National Average (Baseline 88.8%) # of diploma and degree seeking students who sit for the end of program assessment # of students achieving annual unit plan goal for end of program assessment	
<p>4. Provide continuing education courses to serve the community with lifelong learning opportunities for career development and workforce development.</p>	<p>4.1. Provide the following types of career/workforce development courses:</p> <ul style="list-style-type: none"> • Professional development • Workforce development • Continuing education 	<p>4.1.1. Determine courses needed/requested.</p> <p>4.1.2. Offer high quality programs.</p>	<p>KCTCS PM: Credit Hour Conversion (# of hours of workforce non-credit courses divided by 15 to get credit hour conversion) Goal of 1% increase each year for 2016-2022</p>	<p>Workforce Solutions</p>

Strategic Initiative VI:

Secure and maintain physical, financial, and human resources to advance the mission of MCTC.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
1. Prepare and maintain a balanced operating budget.	1.1. Ensure limited resources are allocated to their greatest advantage	1.1.1. Have operating budget prepared, balance, and submitted in a timely manner for approval by MCTC Board of Directors.	Approval by the Board of Directors	President’s Office/ Finance
2. Seek additional fiscal resources and use them effectively and efficiently to promote initiatives that support the college’s mission.	2.1. Pursue grant funding to enhance instructional, technology, or student development needs.	2.1.1. Seek suggestions from departments to determine topic areas for seeking grants and external resources. 2.1.2. Complete research on funders and share with appropriate faculty and staff. 2.1.3. Coordinate teams of faculty and staff to assist in grant development.	# of grant proposals Grants awarded and budgeted for use	Institutional Advancement with support from: All Functional Units
	2.2. Seek funding for facility improvements and expansion.	2.2.1. Regularly review and update the Strategic Needs Analysis. 2.2.2. Advocate for items in KCTCS Six-Year Capital Plan.	Strategic Needs Analysis up-to-date MCTC facility improvement and expansion items added to the KCTCS capital project list for future funding Discussions held	Finance with support from: President’s Office

Strategic Initiative VI:

Secure and maintain physical, financial, and human resources to advance the mission of MCTC.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
		2.2.3. Seek community and legislative support to address need for facilities for all the campuses.		
	2.3. Enhance the major gifts campaign and pursue endowments.	2.3.1. Identify and solicit potential donors. 2.3.2. Complete the external phase of the campaign meeting goals in each community.	Increase in gift and endowment amount # of contacts Percentage successful	Institutional Advancement
3. Provide technology resources to effectively and efficiently serve students, employees, and constituents.	3.1. Review a faculty, staff, and classroom technology plan that addresses collegewide needs.	3.1.1. Complete needs assessment and other analyses to identify needs and strategies. 3.1.2. Establish priorities for funding. 3.1.3. Review replacement schedule for individual and classroom technology.	Plan with timelines for implementation and review developed Recommended list provided to president Annual replacement schedule report of resources used to add, improve, and upgrade technology resources	Information Technology

Strategic Initiative VI:

Secure and maintain physical, financial, and human resources to advance the mission of MCTC.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
	3.2. Research and evaluate new technologies to improve delivery of instruction.	3.2.1. Complete survey of faculty and other analyses to identify needs and strategies. 3.2.2. Use student surveys to identify needs and strategies.	Research completed Documented annual improvements	Office of the Provost with support from: All Functional Units
	3.3. Research and evaluate new technologies for administrative purposes.	3.3.1. Implement the User Utilization Tracking Feature of the Print Management System. 3.3.2. Improve skills in use of ITV, skype, lync, etc... including providing training and materials. 3.3.3. Consider adding other technologies that support administrative purposes.	User tracking reports provided to chief officers for cost efficiencies Trainings sessions and materials provided # of new technologies added	Finance and Information Technology
4. Support a highly functioning faculty and staff.	4.1. Enhance our organizational culture based on our college values.	4.1.1. Working teams established annually by president/CEO to accomplish strategic initiatives.	# of teams established Meeting minutes	Human Resources with support from: All Functional Units

Strategic Initiative VI:

Secure and maintain physical, financial, and human resources to advance the mission of MCTC.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
	4.2. Support annual professional development (PD) planning.	4.2.1. Enhance skills of supervisors through training opportunities. 4.2.2. Improve access to and provide more opportunities for employees to receive PD.	Training provided and participation documented Increased promotion of PD opportunities Count of PD opportunities Count of participants	Human Resources with support from: All Functional Units
	4.3. Provide new hire orientations.	4.3.1. Continue to provide new hire orientation program to all incoming employees.	# of employees attending orientation Evaluation of orientation program	Human Resources with support from: All Functional Units
	4.4. Promote wellness programs and activities on each campus.	4.4.1. Appoint a wellness contact at each campus. 4.4.2. Campus wellness contacts will promote and sponsor programs. 4.4.3. Investigate alternative spaces and places to offer wellness programs and activities.	Results of Climate Survey # of activities held # of participants Evaluation of activities # of places and/or spaces identified	Human Resources

Strategic Initiative VI:

Secure and maintain physical, financial, and human resources to advance the mission of MCTC.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
	4.5. Seek employee feedback on planning, administrative, service, and operational processes.	4.5.1. Conduct annual Climate Survey and disseminate results to college. 4.5.2. Annually assign issues to Effectiveness Councils and others and report on issues addressed.	Survey conducted Meeting minutes	IPRE with support from: Senior Leadership Team Effectiveness Councils
	4.6. Continue to improve communications on structure, organization, policies, and procedures.	4.6.1. Update and disseminate policies and procedures via Intranet. 4.6.2. Regularly post all meeting minutes and other important information on Intranet. 4.6.3. Hold at least two faculty/staff meetings each semester. 4.6.4. Update and increase information on college Intranet.	Policies and procedures updated and distributed via Intranet Increased communication Minutes and other important information posted to Intranet # of meetings held # of policy notifications disseminated	All Functional Units

Strategic Initiative VI:

Secure and maintain physical, financial, and human resources to advance the mission of MCTC.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
<p>5. Increase the recruitment and retention of minority faculty, staff, and students.</p>	<p>5.1. Revise college Diversity Assessment Plan based upon the Council on Postsecondary Education (CPE) diversity plan initiative. Emphasis will be placed on these four focus areas:</p> <ol style="list-style-type: none"> 1. Diverse student body 2. Student Success/Closing the Achievement Gap 3. Workforce diversity 4. Campus climate 	<p>5.1.1. Review best practices to guide plan revision.</p> <p>5.1.2. Gather input from Campus Environment Team.</p> <p>5.1.3. Assess climate of diversity in Climate Survey and student surveys.</p> <p>5.1.4. Address any cultural issues related to minority employment or enrollment.</p> <p>5.1.5. Maintain and update diversity webpage.</p> <p>5.1.6. Seek opportunities to communicate the collegewide diversity plan efforts.</p>	<p>Revised plan developed annually as CPE & KCTCS set due dates</p> <p>Results of Climate Survey and student surveys</p> <p>Diversity Webpage on the website</p>	<p>Human Resources and Cultural Diversity Director with support from: Enrollment & Student Services</p>

Strategic Initiative VI:

Secure and maintain physical, financial, and human resources to advance the mission of MCTC.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
	5.2. Seek to employ quality individuals in all areas of the College.	5.2.1. Work to establish a culture of filling open positions with employees who are committed to personal/professional growth and a strong team oriented work ethic. 5.2.2. Review best practices for recruiting minority faculty, staff, and students.	Active search committees College organizational structure reviewed Minutes of Senior Leadership Team	All Functional Units
6. Commit to continuous improvement of institutional effectiveness in all areas of the college.	6.1. Ensure the effective implementation and evaluation of the Strategic Plan.	6.1.1. Continue to develop Unit Plans and individual PPEs that link to and help fulfill the Strategic Plan. 6.1.2. Report progress on Strategic Plan annually to all constituents.	Unit Plan Evaluation results PPE accomplishments in HR employee files Annual progress/highlights report on Strategic Plan	President's Office/IPRE
	6.2. Complete reaffirmation of accreditation process and other required reports and correspondence for the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).	6.2.1. Complete and submit Compliance Certification document. 6.2.2. Complete and submit QEP involving collegewide commitment and support.	Process completed successfully College community actively engaged in success of QEP Communications provided	President's Office/IPRE with support from: All Functional Units

Strategic Initiative VI:

Secure and maintain physical, financial, and human resources to advance the mission of MCTC.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
		<p>6.2.3. Communicate widely to college community on reaffirmation process and materials.</p> <p>6.2.4. Complete substantive change process as necessary for additional instructional sites and/or programs.</p> <p>6.2.5. Complete other required correspondence and reports.</p>	<p>Substantive change process completed</p> <p>Required correspondence and reports submitted in a timely manner</p>	
	<p>6.3. Monitor progress of the KCTCS and MCTC Performance Measures (PMs).</p>	<p>6.3.1. Review PMs each year.</p> <p>6.3.2. Develop plans to reach yearly targets.</p>	<p>PMs reviewed</p> <p>Plans in place and implemented</p> <p># of Targets met yearly</p>	<p>All Functional Units</p>

Strategic Initiative VII:

Provide a safe and secure college environment.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
<p>1. Promote safe and healthy campuses.</p>	<p>1.1. Increase collegewide involvement in the safety and orderliness of the physical resources including classrooms, equipment, shops, labs, grounds, etc.at all sites operated by MCTC</p>	<p>1.1.1. Maintain chemical inventory list.</p> <p>1.1.2 Coordinate removal of hazardous/biohazardous waste on a regular basis.</p> <p>1.1.3. Provide proper storage for materials.</p>	<p>Up to date chemical inventory list and safety data sheets</p> <p>Waste products removed according to schedule</p>	<p>President’s Office/ Safety & Security with support from: All Functional Units</p>
	<p>1.2. Ensure that all employees complete the conditions of employment trainings to include sexual harassment, OSHA, etc.</p>	<p>1.2.1. Coordinate mandatory KCTCS trainings annually.</p>	<p>Reports for each type of training/percentage completed.</p>	<p>President’s Office/ Safety & Security with support from: All Functional Units</p>
	<p>1.3. Ensure that employees and students are aware of safety/security plans and participate in trainings and drills, including: tornado, fire, active shooter, etc.</p>	<p>1.3.1. Conduct drills (tornado, fire, lockdown, etc.) as scheduled.</p> <p>1.3.2. Conduct trainings on active shooter, mental health, emergency notification system, etc.</p> <p>1.3.3. Provide lockdown/safety procedures to everyone</p>	<p>Evaluations and corrective actions taken are recorded</p> <p># of trainings held</p> <p>Procedures available and disseminated</p>	<p>President’s Office/ Safety & Security with support from: All Functional Units</p>

Strategic Initiative VII:

Provide a safe and secure college environment.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
	1.4. Increase behavioral/mental health awareness for students and employees to provide a safe learning and working environment.	1.4.1. Utilize the Behavioral Intervention Team (BIT) to assess referrals, take action when necessary, and track details about concerns noted on campus. 1.4.2. Coordinate training utilizing mental health professionals from the community.	# of students served and community resources referred. Trainings held	Safety/Security Behavioral Intervention Team
	1.5. Review and revise Crisis Manuals and safety security procedures for each campus and coordinate with local public safety officials.	1.5.1. Conduct safety inspections during the day and night at each of the campuses twice a year. 1.5.2. Document results and take corrective actions. 1.5.3. Provide communication or alarm devices for emergency/security use. 1.5.4. Conduct inspections of emergency notification system & security cameras annually.	Inspections and corrective actions taken are recorded Crisis Management Team and Safety Teams' minutes Emergency notification system and 911 testing completed and documented Security cameras inspected and recorded	President's Office/ Safety & Security with support from: Information Technology Department Maintenance & Operations Department Crisis Management Team Safety Teams

Strategic Initiative VII:

Provide a safe and secure college environment.

Six-Year Strategic Goals	Strategies	Action Steps	Accountability Measures	Unit/Department Responsibility
	1.6. Develop and implement student/employee ID procedures.	1.6.1. Create and disseminate ID policy to students and employees. 1.6.2. Reinforce utilization of new ID procedures via email, social media, website, etc.	Policy implemented Students and employees wearing ID badges	President's Office/ Safety & Security with support from: Enrollment & Student Services All Functional Units