

## Goals

Phase five of the process began in March 2020 where the chairs of the strategic planning task force gathered and synthesized the feedback from the Vision Conference to begin identifying proposed goals for the college. The chairs met with the senior leadership team to discuss the proposed goals and objectives for the college and began drafting the strategic plan.

During this phase, including the drafting of the strategic plan, the COVID-19 pandemic forced the college to shift focus to moving classes remotely and transition into a completely new way of teaching and learning for higher education.

The college held a virtual Convocation in May 2020 to share information on the status of the plan and the outcomes of the Vision Conference.

The College's leadership team is in the process of reviewing the objectives, strategies, and metrics for accountability that will be in place over the time period of the plan. In as much as this is a living document, there may be changes to the strategies over time.

The raw document will be on the June 2020 Board agenda to get trustee input that will be discussed and incorporated into the plan. The Board of Trustees, will, in their July 2020 meeting sanction the plan to move forward to the Department of Higher Education for discussion and approval by the Board of the Department which is Touchpoint III.

**Goal 1: Increase Admission, Enrollment, and Registration** *(Aligns with BHE Equity Agenda Access & Affordability)*

<b>Objective 1: Increase Access and Remove Barriers to Education</b>	
<b>Strategies</b>	
	Determine appropriate enrollment goals and capacity for enrollment management within all credit and non-credit programs.
	Engage in culturally responsive communication prospective students in order to recruit students from traditionally marginalized populations.
	Review and revise college policies and procedures to enhance efficiency, accessibility, and productivity.
	Design outreach programs to religious and other community organizations.
	Commit to marketing and communication, including paid, owned, and earned media strategies, that places Massasoit as a first-choice in the College's service area.
	Develop targeted marketing and community outreach to increase visibility of MCC.
	Expand and strengthen credit and non-credit academic programs with integrated support programming that are responsive to community education and employment needs.
<b>Objective 2: Remain an Affordable Option, Locally and in Comparison</b>	
<b>Strategies</b>	
	Maximize the leveraging of grant funding from federal, state, institutional, and philanthropic sources to positively impact a greater number of students.
	The college will continue to measure itself against the Massachusetts Community College sector to ensure we remain an affordable option with respect to our peer institutions and for our service delivery area.
	Address student affordability, and student debt.

**Goal 2: Strengthen Student Success, Retention, Persistence, and Graduation Rates** *(Aligns with BHE Equity Agenda Student Success & Completion)*

<b>Objective 1: Increase Access and Remove Barriers to Education</b>	
<b>Strategies</b>	
	Align course delivery methods to student needs.
	Continue to build and sustain Early College services that support a seamless transition from K-12 to MCC.
	Expand transfer service support as existing and new transfer initiatives become available to students through the creation and maintenance of articulation agreements, changes in MassTransfer, and the further development of the University Collaborative.
	Implement scalable, high-touch student wraparound services including the expansion of strategic partnerships and wellness programs.
	Develop and expand the possibilities for local internship opportunities for all students and job placement upon graduation of career program students.
	Expand opportunities for students to share feedback and experiences as part of institutional improvement cycles and use this data to inform decision-making processes.
	Leverage technology to expand and enhance student service delivery.
<b>Objective 2: Create and Improve Policies and Programs that Impact Enrollment, Retention, and Persistence using the Equity Agenda.</b>	
	Engage in culturally responsive communication with current students in order retain students from traditionally marginalized populations.
	Develop culturally responsive pedagogies in order to honor and celebrate the diversity of our student experience.
	Identify and address factors contributing to the institutional opportunity gap between white students and Black, Indigenous, People of Color (BIPOC).
	Integrate and prioritize the work of the Student Success Taskforce and Advising Taskforce in institutional planning and resource allocation.
	Create and implement a robust, flexible, and culturally responsive onboarding program for new students that recognizes and honors students' lived experiences.

	Develop a comprehensive student-facing communication strategy that recognizes and responds to the expectations of students.
	Review college policies and procedures for hidden bias and revise structures to ensure student enrollment, retention, and completion.
	Streamline college processes with an eye toward ease of navigation for students.

**Goal 3: Continue to Build Philanthropic Partnerships and Increase External Funding** *(Aligns with BHE Equity Agenda Fiscal Stewardship)*

<b>Objective 1: Cultivate New and Retain Existing Donors &amp; Increase Funds Raised in Areas Critical to Student Success.</b>	
<b>Strategies</b>	
	Develop and implement a comprehensive donor communications strategy that highlights the impact of philanthropic support.
	Increase student retention and affordability by expanding efforts specifically dedicated to raising scholarship dollars for new and returning students.
	Deepen donor support for student basic needs and wraparound services, including the Pantry, Massasoit C.A.R.E.S., and the United Student Fund.
	Expand opportunities for donor engagement and fundraising through targeted community outreach programs.
	Increase College visibility through membership on local boards, chambers, and councils.
	Prioritize leveraging institutional resources and relationships to invest in local community partnerships that further the College's goals of racial and economic equity.
	Explore new opportunities for support and partnerships with private foundations.
<b>Objective 2: Revitalize Alumni Association.</b>	
	Cultivate relationships with alumni for support, networking, and student mentorship.

	Increase alumni participation in alumni association and at college-wide events.
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**Goal 4: Cultivate an Equitable, Diverse and Inclusive Community** *(Aligns with BHE Equity Agenda Equity Lens)*

<b>Objective 1: Create equitable pro-active Human Resources recruitment and onboarding policies and procedures.</b>	
<b>Strategies</b>	
	Assess and revise policies and procedures for hiring to ensure they reflect the College's values.
	Recruit, hire, and retain exceptional talent while intentionally expanding opportunities to create a diverse workforce of institutional leaders, faculty, and staff reflective of the identities of the students we serve.
	Ensure equity within the interview process.
<b>Objective 2: Design Programs and Services to Serve Our Diverse Student Population Through Student Affairs/Student Life.</b>	
	Create and deploy recruitment and marketing materials that reflect the diversity of the student body.
	Build the college community's capacity to understand and to improve access for students/individuals within the ability spectrum by reducing barriers to their success.
<b>Objective 3: Create Opportunities Through the Curriculum and with Faculty to Ensure a Culturally Rich Educational Experience for Students: Academic Affairs.</b>	
	Create and implement an Institute for Social Justice and Racial Equity.
	Utilizing the new professional develop center, design a clearinghouse for campus-wide diversity, equity, and inclusion initiatives.
	Review and revitalize the College curriculum to ensure that institutional values and goals of equity, diversity and inclusions are embedded in the curriculum and through subject matter content and resources.
	Review and revise the composition of advisory boards to ensure that the boards are diverse and inclusive.
	Assess and ensure the retention of diversity/underrepresented faculty and staff that reflect the diversity of our students.
	Create a new employee onboarding and first year training/mentoring program through the office of professional development.

	Create new adjunct and faculty onboarding and first year training/mentoring program.
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**Goal 5: Fortify Community Engagement and Strengthen Relationships with Elected Officials to Meet Workforce Development/Demands. *(Aligns with BHE Equity Agenda Workforce Alignment & Development)***

**Objective 1: Improve Community Partnerships**

**Strategies**

	Expand communication and outreach to partners in the community including periodic Community Conversations (in-person and virtual) and inviting corporate and community leaders to campus to meet with College leaders and to share ideas.
	Review and revise the composition of advisory boards to ensure that the boards are fully engaged with supporting the program and are tied to the business community in order to ensure program relevancy and potential program expansion.
	Determine and support appropriate college leaders (i.e. vice presidents, deans, faculty, department chairs, other relevant staff) to participate on business, community and educational organization events, boards, initiatives.
	Create opportunities for advocacy and educational programs with local leaders and partners.
	Create civic engagement strategies and partnerships with community organizations.

**Objective 2: Improve Business Connections**

	Sponsor the Brockton Partnership.
	Identify and create internship opportunities for students in various disciplines.
	Create a pro-active career services function and initiatives that brings employers and students together.

**Objective 3: Improve Legislative Advocacy**

	Establish a legislative advocacy plan to reach out to federal, state and local public officials
	Create opportunities for members of the Board of Trustees to interact and support the college at convenings with local public officials and members of the college’s advisory councils and other influential groups.

## Goal 6: Responsible Institutional Stewardship *(Aligns with BHE Equity Agenda Fiscal Stewardship)*

<b>Objective 1: Provide a High-Quality Infrastructure</b>	
<b>Strategies</b>	
	Commit to physical plant and technology resources being conducive to effective teaching and learning and meets the current and future needs of the college. Build infrastructure that support our teaching and learning goals and our values.
	Develop a policy & and procedure manual that is readily accessible for members of the college community.
	Adopt a formal shared governance framework to ensure shared communication and an engaged community.
	Review and revise College policies and procedures to enhance efficiency, accessibility, and productivity.
<b>Objective 2: Develop and Enhance Internal Controls</b>	
	All college resources funds will be allocated in accordance with the priorities as established in the strategic plan.
	Internal controls are robust and detailed to protect employees and assets of the college.
	Financial reporting is timely, accurate, and auditable. (5.3.5)
	Create a Board best practice on the percentage or amount of funds to remain in reserves while also allowing the college to invest in programs and services to be responsive to the community.