



Own your future.

STRATEGIC PLAN 2008-2013



Yosemite Community College District

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Prepared by the 2007-2008 MJC Strategic Planning Committee

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Message from the President...

Modesto Junior College is the #1 higher education institution in Stanislaus County. We are the college of first choice in serving our community. As a college we are developing a culture of institutional planning. This strategic plan outlines a vision for the future of Modesto Junior College and provides clear direction and priorities for the next five years.



Building on the Yosemite Community College District vision, mission, and values, the plan incorporates information and ideas contributed by all constituent groups within the college community, as well as from external stakeholders beyond our college borders. The plan considers internal and external environmental factors that most affect our ability to achieve our mission.

Our students and their success as well as community needs are at the heart of our endeavors. This document is a high level action plan that fosters concepts of student success, program review, student learning outcomes, planning and institutional effectiveness, campus climate, human resource needs, external relations (business, industry, community) and student engagement.

The ten goals and planning agendas are comprehensive to the needs of our institution. In our community there is great potential for growth and expansion. The college is challenged to respond to the growth with constraints in human resources, budget limitation and facilities expansion. There is a need for all of us to read and embrace the strategic plan. We must reference the plan as a guide in all our planning and decision making consideration in providing students and our communities the highest quality educational programs and services.

On behalf of the college, I would like to thank the many faculty, staff, students, and external community members for their participation in this historic strategic planning process. We advance into a new era of institutional planning. This planning document will guide and advance our shared future and vision with a collective focus, confidence and commitment to enhancing an exemplary educational institution.

Congratulations on producing a much needed strategic plan!

A handwritten signature in black ink that reads "Rich Rose". The signature is fluid and cursive.

Rich Rose

Strategic Planning Committee Members

Karen Walters Dunlap

Vice President of Instruction, Strategic Planning Committee Co-Chair

Jim Sahlman

*Professor of Communication, Academic Senate President,
Strategic Planning Committee Co-Chair*

Michael Adams

Professor of Math, Academic Senate President Elect

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Student Services, California School Employees Association

Karen Tabacco

Instruction, California School Employees Association

Taylor White

Associated Students of Modesto Junior College, President

Modesto Junior College Vision Statement

As the first choice for educational excellence in our community, Modesto Junior College will enrich lives by challenging all students to become successful, lifelong learners who strengthen their community in a diverse and changing world.

Modesto Junior College Mission Statement

Modesto Junior College provides a comprehensive student-centered learning community for all who can benefit by offering innovative instructional and student support programs that respond to the educational needs of our diverse community.

We fulfill this mission as an institution of higher education through:

- ✓ University Transfer Education
- ✓ General Education
- ✓ Career and Technical Education
- ✓ Basic Skills Education
- ✓ Workforce Development
- ✓ Civic Engagement
- ✓ Comprehensive Student Services
- ✓ Community Education
- ✓ Partnerships with the Community
- ✓ Economic Development





Modesto Junior College Core Values Statement

- Excellence:** We value and encourage innovation, creativity and commitment in achieving and sustaining a quality educational environment through continuous improvement.
- Inclusiveness:** We value others and ourselves as unique individuals and celebrate both our commonalities and differences. We promote open communication, ongoing collaboration and the free exchange of ideas.
- Integrity:** We value mutual respect, honor the dignity of each individual and foster a civil and ethical environment.
- Learning:** We value learning as a lifelong process and strive to adapt and be responsive to new challenges and opportunities.
- Stewardship:** We value social responsibility and hold ourselves accountable for the efficient and effective use of the human, physical and fiscal resources entrusted to us.



Description of the Strategic Planning Process

Modesto Junior College's strategic planning is a cyclical process and is used to inform all budget, staffing, program, and community partnership decisions. The expectation is that this process becomes the manner in which our planning is conducted at the unit level and at the initiative level within units leading to effective decisions.

The MJC Strategic Planning Committee Membership and Charge

The MJC Strategic Planning Committee shall be co-chaired by the Vice President of Instruction and the Academic Senate President, and shall be composed of the following administrative and shared governance stakeholders:

Vice President of Instruction
 Vice President of Student Services
 Vice President of College Administrative Services
 Dean of Matriculation, Admissions and Records
 Dean of Community Education & Economic Development
 Coordinator of Distance Education
 Director of Research & Planning
 Foundation Representative(s)
 Chair of the MJC Budget and Planning Committee
 Chair of the MJC Enrollment Planning & Management Committee
 IAC Representative(s)
 Student Services Council Representative(s)
 Academic Senate Representative(s)
 ASMJC Representative(s)
 CSEA Representative(s)
 YFA Representative(s)

The Strategic Planning Committee (SPC) is charged with anticipating trends and developing College goals and objectives in response to stakeholder needs and external environmental constraints. The SPC serves as a forum for coordination of all College planning efforts in response to the College's need to connect program and services planning to financial resource development. Positions with implementation responsibility for strategic goals and objectives provide periodic review to the SPC to ensure objectives are being met and that coordination occurs. The results of SPC planning and coordination efforts are provided to College Council to facilitate its work in making recommendations to the College President.

Steps in the Strategic Planning Process

Step 1: *Review and Update Mission, Vision, and Core Values*

The strategic planning process begins with a review and update of the MJC Mission, Vision, and Core Values. These three elements describe 1) *who we are*, 2) *what we do*, and 3) *where we intend to be*.

Step 2: *Analyze Data and Identify Issues*

The strategic planning process is also informed through internal and external input based on evidence that identifies specific needs both inside and outside the institution. Based on this input, the Strategic Planning Committee analyzes data and identifies short-term and long-term planning goals.

A. External input

The College must continually strive to meet the needs of stakeholders in our region. This means that the College must continually solicit input from the business community, labor groups, local city, county and state government agencies, K-12 school districts, other institutions of higher education and local advisory groups. Soliciting these inputs on a regular basis will greatly improve the focus of the planning process and allow for its continuous improvement.

B. Internal input

Given the shared governance nature of the work we do in the community college, it is critical that all stakeholders take part and offer opinions, to insure that their input is heard, understood and validated. This validation ultimately occurs when the College follows through the entire strategic planning process and cycle.

Internal input involves, but is not limited to, the following processes: the Educational Master Plan, Student Equity Plan, Matriculation Plan, Enrollment Planning & Management Plan, Program Review, Economic & Workforce Development/Community Education Plan, Budget and Staffing Plan, Facilities Master Plan, Distance Education Plan, Technology Plan, and the District Strategic Plan (*see Figure 2*).

Step 3: *Share Vision and Goals with Stakeholders and College Council*

These goals are shared with all stakeholders and College Council, who then participate in an ongoing dialogue that continues to shape our vision and goals.

Step 4: *Develop Strategies and Measures and Determine Resources/Needs*

This dialogue results in a consistent reshaping of the College's strategies and measures. Resources are then allocated in order to actualize the goals articulated in the strategic plan.

DO...

CHECK...

ACT...

Step 5: Assign Responsibilities

Once resources have been allocated, responsibility for the implementation of individual elements of the strategic plan will be assigned to the appropriate College leaders.

Step 6: Implement Plan

The resultant implementation plans are informed by the data and the input of stakeholders and are owned by those responsible. Periodic review of the implementation progress will be ongoing in order to assure that the plans are moving forward. Oversight of the implementation will reside with the Strategic Planning Committee.

Step 7—Step 1: Closing the Strategic Planning Circle

The analysis now takes the shape of determining what worked and what did not work and becomes part of the new data that drives the cycle again. While responsibility for the implementation of specific elements of the plan reside with the identified College leaders, the overall summative review of the plan rests with the Strategic Planning Committee. The Mission, Vision, and Core Values are reviewed and the strategic planning process begins again based on new input and continued analysis.



Figure 1
Modesto Junior College Strategic Planning Process

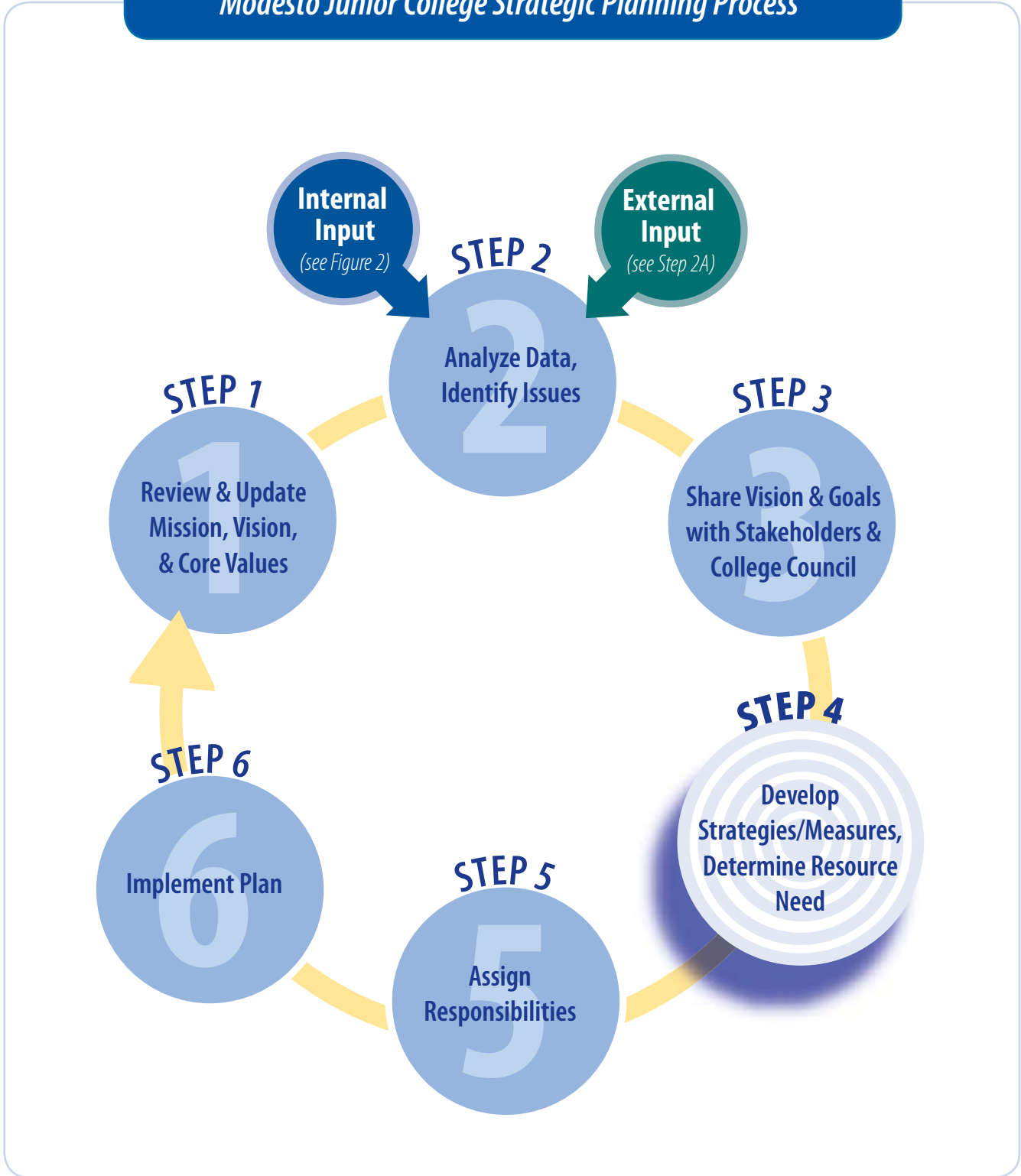


Figure 2
Internal Input



1

MJC Strategic Plan • Goal 1

Modesto Junior College will continue to foster the success of all students by providing access to a broad array of quality, relevant teaching and learning programs, and appropriate services.

Position with planning responsibility: Strategic Planning Committee

Supports Accreditation Standard II: Student Learning Programs and Services

Objectives:

- 1.1 Improve in each of the categories measured annually in the Accountability Report for Community Colleges (ARCC) and other college documents.
- 1.2 Improve student persistence rates.
- 1.3 Increase the percentage of students completing all components of the matriculation process.
- 1.4 Utilize the Community College Survey of Student Engagement (CCSSE) results to identify strategies for improvement of student success.
- 1.5 Develop a schedule that meets the needs of its students, including increasing non-credit offerings in ESL and other non-traditional fields and strategically scheduling courses across all disciplines and sites.
- 1.6 Promote and expand a welcoming campus environment.

Completion date: Ongoing

Positions with Implementation Responsibility: Vice President Instruction, Vice President Student Services



2

MJC Strategic Plan • Goal 2

MJC will tie Program Review, including all instructional and student services programs, to resource allocation decisions: staffing, technology, instructional equipment and facilities.

Position with planning responsibility: Strategic Planning Committee

Supports Accreditation Standard II: Student Learning Programs and Services

Objectives:

- 2.1 Develop a timeline to insure that all of the College's instructional programs will have undergone program review by October 2008.
- 2.2 Develop a timeline to insure that all of the student services programs will have undergone program review by October 2008.
- 2.3 Conduct ongoing program review.
- 2.4 Analyze issues, including course offerings, student service programs, and staffing, related to the East and West Campus as well as other sites.

Completion date: Ongoing

Positions with Implementation responsibility: Vice President Instruction, Vice President Student Services, Academic Senate President, Instructional Deans, Student Services Administrators



3

MJC Strategic Plan • Goal 3

MJC will develop and assess Student Learning Outcomes (SLOs), used for student learning improvement, at the course, program and institutional levels.

Positions with planning responsibility: Strategic Planning Committee, Academic Senate

Supports Accreditation Standard II: Student Learning Programs and Services

Objectives:

- 3.1 Specify in writing a timeline and methodology for the development of SLOs to insure that all courses and programs have measurable SLOs by October 2008.
- 3.2 Specify in writing a timeline and methodology for the development of assessments to measure achievement of SLOs and to improve courses and programs.
- 3.3 Research and develop measurable institutional outcomes to present to the campus community, who will come to a consensus by October 2010, through the shared governance process.

Completion date: Spring 2010 with ongoing review

Positions with implementation responsibility: Vice President Instruction, Vice President Student Services, Academic Senate President



4

MJC Strategic Plan • Goal 4

Leadership responsible for governance at MJC will create a climate that empowers all MJC employees to be engaged in the campus community and that encourages respect, trust and integrity through open communication and professional development.

Position with planning responsibility: Strategic Planning Committee

Supports Accreditation Standard IV: Leadership and Governance

Objectives:

- 4.1 Provide consistent and frequent communication to all MJC employees using both formal and informal networks.
- 4.2 Promote and fund professional development opportunities for all staff.
- 4.3 Develop and utilize an annual climate survey to establish baseline data for future improvement.
- 4.4 Analyze the shared governance structure; evaluate it for effectiveness, and make necessary changes to codify structure and procedures in the form of a Governance Handbook.

Completion date: Spring 2010 with ongoing review

Positions with implementation responsibility: President, Vice President Instruction, Vice President Student Services, Academic Senate President, YFA President, CSEA President, ASMJC President, Research & Planning Office



5

MJC Strategic Plan • Goal 5

MJC will collaboratively develop a staffing plan that includes realistic outcomes of program review for both instructional and student services programs, including attention to potential growth areas, program decline, and impending retirements.

Position with planning responsibility: Strategic Planning Committee

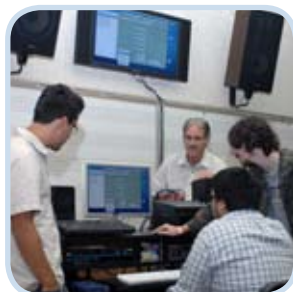
Supports Accreditation Standard III: Resources

Objectives:

- 5.1 Recognize that the College has achieved status as a Hispanic Serving Institution (HSI) and plan for the hiring of Spanish speaking individuals in direct student contact areas.
- 5.2 Plan for personnel needed in remodeled or additional facilities resulting from the successful campaign for Measure E.
- 5.3 Address staffing needs at East and West Campuses as well as other sites, including both physical and virtual space.
- 5.4 Support competitive salary and benefit packages to insure the attraction and retention of the best qualified employees.
- 5.5 Improve the work environment for employees, encouraging creativity and empowerment.
- 5.6 Increase diversity in MJC's staff and faculty through the hiring process.

Completion date: Spring 2010

Positions with implementation responsibility: Vice President Instruction, Vice President Student Services, Academic Senate President, Instructional Deans, Student Services Administrators, YFA President, CSEA President



6

MJC Strategic Plan • Goal 6

MJC will expand and enhance outreach to business, industry and the community based on identified needs and opportunities.

Positions with planning responsibility: President, Strategic Planning Committee

Supports Accreditation Standard II: Student Learning Programs and Services

Objectives:

- 6.1 Strengthen and expand partnerships with K-12 to promote College attendance.
- 6.2 Strengthen and expand partnerships with transfer institutions to promote successful transfer of MJC students.
- 6.3 Strengthen and expand partnerships with business and industry for program improvement and service to the community.
- 6.4 Strengthen and expand outreach and promotional efforts to inform and engage the community.
- 6.5 Strengthen and expand College participation in community and economic development efforts.
- 6.6 Strengthen and expand resource development and alternative funding efforts.

Completion date: Spring 2010 with ongoing review

Positions with implementation responsibility: President, Foundation Executive Director, Dean of Community Education and Economic Development



7

MJC Strategic Plan • Goal 7

MJC will create a culture of evidence and measurable improvements.

Positions with planning responsibility: President, Vice President Instruction, Vice President Student Services, Director Research and Planning

Supports Accreditation Standards: I, II, III, IV

Objectives:

- 7.1 Create and utilize a district-wide data warehouse to inform decision making.
- 7.2 Develop an annual Fact Book that provides demographic and employment data to inform decision making.
- 7.3 Provide course, program, and survey data as requested by departments or service areas.
- 7.4 Develop and expand data-informed student learning outcomes assessment.
- 7.5 Develop, track, and utilize measurements for improvement to insure successful accomplishment of strategic goals.

Completion date: Spring 2010 with ongoing review

Positions with implementation responsibility: President, Vice President Instruction, Vice President Student Services, Academic Senate President, Director Research and Planning



8

MJC Strategic Plan • Goal 8

MJC will expand and enhance the learning environment and delivery options for students.

Positions with planning responsibility: Vice President Instruction, Academic Senate President, Coordinator of Distance Education and Instructional Technology, Director of Basic Skills

Supports Accreditation Standard II: Student Learning Programs and Services

Objectives:

- 8.1 Implement the Basic Skills Initiative (BSI).
- 8.2 Increase Distance Education options by upgrading technology and hiring personnel to support alternative delivery methods.
- 8.3 Develop a plan to increase career and technical education options and internships/work experience that lead to living wage jobs and career ladders.
- 8.4 Increase number of students with formal Student Educational Plans.
- 8.5 Utilize student enrollment data to strategically schedule courses.

Completion date: Spring 2010 with ongoing review

Positions with implementation responsibility: Vice President Instruction, Vice President Student Services, Academic Senate President, Instructional Deans, Student Services Administrators, Coordinator of Distance Education and Instructional Technology, Director of Basic Skills



9

Strategic Plan • Goal 9

MJC will develop a plan to increase student engagement in order to improve overall student success.

Position with planning responsibility: Strategic Planning Committee

Supports Accreditation Standard II: Student Learning Programs and Services

Objectives:

- 9.1 Develop strategies to increase student participation in extra-curricular activities, in campus life, and in our community.
- 9.2 Promote and expand celebrations of and education about diversity.
- 9.3 Conduct student satisfaction surveys, such as CCSSE to develop further engagement strategies.

Completion date: Spring 2010 with ongoing review

Positions with implementation responsibility: Vice President Student Services, Student Services Administrators, ASMJC President



10

Strategic Plan • Goal 10

MJC will improve the planning and budget process to foster an environment of informed participation and budgetary understanding.

Positions with planning responsibility: Strategic Planning Committee, Budget and Planning Committee, Director, College Administrative Services

Supports Accreditation Standard III: Resources

Objectives:

- 10.1 Provide relevant data to the Budget and Planning Committee to make informed recommendations to the College community.
- 10.2 Review financial management strategies to maximize resources.
- 10.3 Educate internal community about the budget and budgetary process to ensure transparency.
- 10.4 Align MJC's College budget process with District budget and objectives.

Completion date: Spring 2010 with ongoing review

Positions with implementation responsibility: President, Vice President College Administrative Services, Faculty Co-Chairs of Budget and Planning Committee

Goals are not listed in order of priority.





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