

**Mesa Community College**  
**OPERATIONAL PLAN FOR ACADEMIC AFFAIRS 2008-2009**

Instructional Goals	Instructional Objectives	Related MCC Strategic Goals & Objectives
<p><b>Goal 1: Develop, implement, evaluate, and update programs to ensure they meet the expectations of students, employers, and other educational institutions.</b></p>	<p><i>Objective A: Explore potential and develop new degree and certificate programs to prepare students who are ready to lead in the future. These programs must meet the needs of business and industry, neighboring higher education institutions, and the individual needs of students.</i></p> <p>The following degree/certificate programs will be in the feasibility study phase:</p> <ul style="list-style-type: none"> <li>▪ Information Studies</li> <li>▪ Allied Health Programs (such as Pharmaceutical Tech, Radiation Technician, and Physical Therapy) in partnership with health care providers</li> <li>▪ Fire Science 3+1 with Grand Canyon University</li> </ul> <p>The following degree/certificate programs will be in the planning phase:</p> <ul style="list-style-type: none"> <li>▪ Theatre Technology</li> <li>▪ ESL Certificate</li> <li>▪ Legal Studies</li> <li>▪ Sustainability</li> </ul> <p>The following Associate in Applied Science degree/certificate programs will be in the implementation phase:</p> <ul style="list-style-type: none"> <li>▪ Music AAS degrees in Jazz, Piano, Music Theatre</li> <li>▪ Culinary Arts (Partnership with EVIT)</li> <li>▪ Forensic Certificate</li> </ul> <p><i>Objective B: Review and update existing programs and curricula to meet current expectations of the community, the workplace and universities.</i></p> <ul style="list-style-type: none"> <li>▪ Develop new vendor certifications to stay current with industry standards.</li> <li>▪ Develop, enhance, and/or expand curricular offerings to respond to changing workforce needs.</li> <li>▪ Create new, review, and revise existing curricula to ensure alignment of MCC programs and courses w/ university degrees and programs.</li> </ul> <p><i>Objective C: Explore academic and career/technical programs at the Red Mountain campus.</i></p> <p><i>Objective D: Develop more interdisciplinary programs and curricula and encourage interdepartmental collaborations.</i></p>	<p><b>I. A, B, C, E, I</b></p> <p><b>IV. G</b></p> <p><b>VI. G</b></p>

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	<p><i>Objective E: Expand service learning programs and services for both faculty and students:</i></p> <ul style="list-style-type: none"> <li>▪ Expand service learning at the Red Mountain campus.</li> <li>▪ Integrate service learning into more individual courses, programs, and special activities.</li> </ul>	
<b>Goal 2: Implement MCC Online as a degree-granting entity of the college.</b>	<p><i>Objective A: Implement policies, procedures and guidelines for curriculum, pedagogy and services.</i></p> <p><i>Objective B: Review and refine the effectiveness of MCC Online.</i></p>	<b>II. B, D, E</b>
<b>Goal 3: Develop the MCC Downtown Campus through partnerships.</b>	<p><i>Objective A: Establish state-of-the-art MCC EMS School to include EMT training.</i></p> <p><i>Objective B: Implement an east valley regional Command Training Center (CTC) and Leadership Academy for fire departments and emergency service agencies.</i></p> <p><i>Objective C: Expand partnership opportunities with universities to increase access to baccalaureate degree programs.</i></p> <p><i>Objective D: Explore P20 initiatives.</i></p> <p><i>Objective E: Expand course offerings.</i></p>	<b>II. A, C, D</b>  <b>VI. A, B, C, E</b>
<b>Goal 4: Provide a learning environment and curricula that are inclusive for a diverse population (e.g. age, gender, ethnicity, learning styles, and disability).</b>	<p><i>Objective A: Enhance cultural, global, and ethical awareness for students.</i></p> <ul style="list-style-type: none"> <li>▪ Develop new and enhance existing curricula to address diversity and internationalization of the curriculum.</li> <li>▪ Insure that programs respond to the rapidly changing demographics in the community.</li> </ul> <p><i>Objective B: Implement the global learning/internationalization strategic plan.</i></p> <ul style="list-style-type: none"> <li>▪ Increase international teaching and learning opportunities for students, faculty, and staff.</li> <li>▪ Expand efforts to recruit and provide appropriate services for international students.</li> <li>▪ Expand and enhance international programs and activities</li> <li>▪ Establish a Global Learning/Cultural Center (International)</li> </ul> <p><i>Objective C: Encourage teaching strategies, alternative scheduling, and alternative delivery methods that accommodate diverse learners throughout the curriculum.</i></p>	<b>IV. A, B, C, D, E, F, G, H</b>  <b>VII. A</b>

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	<p><i>Objective D: Support programs and activities intended to increase underrepresented student populations in courses and programs (e.g., REACH, Women in Science).</i></p> <p><i>Objective E: Increase diversity in hiring.</i></p>	
<p><b>Goal 5: Provide optimum classrooms, laboratories, and other spaces that encourage sustainability in order to support teaching and learning and accommodate needed changes in the future.</b></p>	<p><i>Objective A: Design and build new facilities, and refurbish existing ones, utilizing funds from the 2004 Bond Campaign.</i></p> <ul style="list-style-type: none"> <li>▪ Explore and support new construction and remodel projects that are consistent with sustainability and green building concepts.</li> </ul> <p><i>Objective B: Use the “schools” concept for facilities planning.</i></p> <ul style="list-style-type: none"> <li>▪ Ensure participation among academic departments to establish programmatic direction.</li> </ul> <p><i>Objective C: Explore options for identifying space for part-time faculty members, instructional support staff, and student testing and tutoring services.</i></p> <p><i>Objective D: Increase instructional soft spaces for student-student and student-faculty interaction.</i></p>	<p><b>VIII. A, B, C, D, G, H</b></p>
<p><b>Goal 6: Support instructional technology efforts to meet current and future instructional needs and demands.</b></p>	<p><i>Objective A: Improve technology support and training for faculty and staff.</i></p> <ul style="list-style-type: none"> <li>▪ Expand faculty and staff development opportunities in instructional technology through the CTL.</li> <li>▪ Enhance support for web site development, maintenance, and updating for faculty and academic departments.</li> </ul> <p><i>Objective B: Provide the technical support, hardware, and software necessary to support technology for teaching and learning.</i></p> <ul style="list-style-type: none"> <li>▪ Ensure technical support in classrooms and labs.</li> <li>▪ Increase integration of technology into classrooms (both computer and non-computer technology).</li> <li>▪ Support technology users with necessary upgrades and enhancements of hardware and software, including wireless capability.</li> <li>▪ Support emerging technology-related curriculum where feasible and appropriate.</li> <li>▪ Extend the life of costly instructional equipment through regularly scheduled maintenance.</li> </ul>	<p><b>V. A, B, C, D, E, F, G, H</b></p>

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<p><b>GOAL 7: Provide student support for success in achieving educational goals.</b></p>	<p><i>Objective A: Develop and/or expand retention strategies for all students.</i></p> <p><i>Objective B: Provide academic support services that students need to meet their academic goals.</i></p> <ul style="list-style-type: none"> <li>▪ Expand tutoring services.</li> <li>▪ Enhance library collection to support academic programs.</li> <li>▪ Develop departmental academic advising and increase collaboration between departments and Advising Center.</li> <li>▪ Identify, enhance, and/or develop online resources and support for students i.e website/cd tutorial</li> </ul>	<p><b>I. C, D</b></p> <p><b>III. A, D</b></p> <p><b>V. C</b></p>
<p><b>Goal 8: Increase access to courses, programs, and services with an emphasis on partnerships.</b></p>	<p><i>Objective A: Increase programs and services with local public schools.</i></p> <p><i>Objective B: Expand and enhance programmatic collaborations with other educational institutions such as EVIT, ASU Polytechnic, NAU, and AT Still.</i></p> <p><i>Objective C: Expand and enhance collaborations with corporate, non-profit, and community partners.</i></p>	<p><b>II. C, E</b></p>
<p><b>GOAL 9: Support the continual growth and development of employees to enhance the curriculum and student learning.</b></p>	<p><i>Objective A: Promote the scholarship of teaching and learning.</i></p> <ul style="list-style-type: none"> <li>▪ Identify, recognize, and support the pursuit of scholarship.</li> <li>▪ Enhance and expand student learning through various methods such as internships, undergraduate research, and curriculum.</li> <li>▪ Enhance and expand Faculty Learning Communities, showcases, seminars, fellowships, and dialogues.</li> <li>▪ Enhance and support policies/procedures for human subject research and institutional review boards.</li> </ul> <p><i>Objective B: Ensure support for professional development for full-time and adjunct faculty and instructional support staff.</i></p> <ul style="list-style-type: none"> <li>▪ Expand faculty and staff development through the CTL and academic departments.</li> <li>▪ Provide mentoring within departments for new faculty.</li> <li>▪ Support and enhance professional development opportunities for all employees through workshops, conferences, travel, training, and international programs.</li> </ul> <p><i>Objective C: Encourage sharing of innovative knowledge and teaching strategies among full-time and adjunct faculty across the disciplines leading to more interdisciplinary learning opportunities for students.</i></p> <p><i>Objective D: More fully integrate adjunct faculty into the college community.</i></p>	<p><b>VII. A, B, C, D, E</b></p> <p><b>I. G, H, I</b></p>

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<p><b>Goal 10: Expand the college's role as a center for community learning.</b></p>	<p><i>Objective A: Promote existing and support new co-curricular activities, such as K-12 outreach programs, visual and performing arts programs, and lecture series that benefit both internal and external communities.</i></p> <p><i>Objective B: Expand and promote Community Education programs and services.</i></p>	<p><b>VI. A, B, C, D, E, F</b></p>
<p><b>Goal 11: Improve college response to expectations for institutional research data and planning information.</b></p>	<p><i>Objective A: Continued improvement and refinement of college-wide assessment and evaluation activities (e.g., the student outcomes assessment program, funded projects, and course-level assessments).</i></p> <p><i>Objective B: Redesign and expand program review.</i></p> <p><i>Objective C: Utilize institutional effectiveness studies to document and improve programs and services.</i></p> <p><i>Objective D: Support numerous departments in implementing their initiatives that specifically address results from student outcomes assessments.</i></p>	<p><b>I. E, F</b> <b>VIII. K</b></p>
<p><b>Goal 12: Collaborate with administrative services staff to ensure that college facilities (classrooms, laboratories, offices, and outdoor areas) provide a safe, positive, and sustainable learning environment for students and employees.</b></p>	<p><i>Objective A: Coordinate with Maintenance and Operations to enhance, implement, and communicate a college-wide process and related procedures for short-term and long-term facility maintenance and repair.</i></p> <ul style="list-style-type: none"> <li>▪ Systematically address the most critical building repairs, especially those with safety implications for students, faculty, and staff.</li> <li>▪ Establish and implement a system for regular furniture replacement and repair in all instructional and office spaces.</li> <li>▪ Conduct an ongoing assessment of and develop remodel plans for existing instructional and office spaces.</li> <li>▪ Improve custodial services to maintain cleanliness and hygiene of all instructional and office spaces.</li> <li>▪ Improve college and building signage and maps.</li> <li>▪ Implement a keyless security system for labs, offices, classrooms, and storage areas.</li> <li>▪ Refine and support a regular progress report for maintenance and building and grounds requests.</li> </ul> <p><i>Objective B: Comply with ADA, OSHA, and hazardous materials regulations in all instructional and office spaces; update security and disaster readiness.</i></p> <p><i>Objective C: Ensure optimum utilization and aesthetic appeal of indoor and outdoor spaces, as well as establishment of a safe environment for students, faculty, and staff.</i></p>	<p><b>IV. G</b> <b>VIII. A, B, D, F, G, H</b></p>

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	<i>Objective D: Encourage and support campus projects that are consistent with a sustainable environment.</i>	
<b>Goal 13: Pursue and adjust college resources to support change of college programs and sites.</b>	<p><i>Objective A: Adjust human and fiscal resources needed to keep pace with the changing needs of the institution.</i></p> <p><i>Objective B: Establish a college grants development office to assist departments in acquiring external funding resources.</i></p>	<p><b>VII. G</b></p> <p><b>VIII. C, E</b></p>
<b>Goal 14: Collaborate with Institutional Advancement to develop and implement a comprehensive marketing and public relations campaign to promote the college's academic programs.</b>	<p><i>Objective A: Market and promote high demand career and technical programs that prepare students for the workforce.</i></p> <p><i>Objective B: Increase awareness of college transfer and general education programs and degrees.</i></p> <p><i>Objective C: Market and promote specialized programs that appeal to target audiences (e.g., boomers, ESL).</i></p>	<p><b>II. D, G</b></p> <p><b>VIII. I</b></p>