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STRATEGIC OVERVIEW

Vision

Malcolm X College serves with urgency as a catalyst for social change and economic growth in the Chicago community. We have the power to make change. In order to do that, we will:

- Provide affordable, accessible, and exceptional education
- Drive dynamic economic mobility in the lives of our students

Mission

The mission of Malcolm X College is to provide accessible liberal arts and health-focused education that fosters personal and professional achievement.

Core Values

- **Accountability**: We emphasize diligence and innovation in order to promote efficient and effective learning.
- **Community**: We support our community by promoting collaboration and cooperation in activities that enhance the quality of life.
- **Diversity**: We value differences among individuals and prepare ourselves to live successfully in a global society.
- **Empowerment**: We lift up people, voices, and ideas.
- **Learning**: We promote student-centered learning and lifelong learning among faculty, staff, and students.
- **Respect**: We appreciate and consider the choices, endeavors, and relationships of others.

**Malcolm X College ranked #1 in spring enrollment growth in Illinois community colleges from 2014 to 2019, growing 16%; the statewide average was a decline of 14% (ICCB).**

Strategic Goals

1. Build on momentum to increase institutional **success**.
2. **Grow** and provide an esteemed **quality** of teaching and learning to compete with elite institutions.
3. Guarantee **equity** within the institution.
4. **Empower** individuals to grow and self-advocate to impact personal and professional achievement.
HISTORY & PROMISE

In the last five years, Malcolm X College emerged as the leader in enrollment growth in City Colleges of Chicago and ranked #1 in spring enrollment growth in the state of Illinois, according to data provided by the Illinois Community College Board. Malcolm X College has continued to serve more students and produce higher outcomes, growing fall to spring retention from 63.4% in Fiscal Year 2015 to 66.7% in Fiscal Year 2019. The graduation rate (IPEDS 150% graduation rate) increased from 7% in Fiscal Year 2015 to 24% in Fiscal Year 2018. Total awards earned by students increased from 996 in Fiscal Year 2015 to 1,702 in Fiscal Year 2018. Certificates more than doubled from 466 certificates in Fiscal Year 2015 to 1,073 certificates in Fiscal Year 2019. Moving forward, Malcolm X College will continue to build on the success of the last five years. Malcolm X will amplify the forward progress and adjust areas that are declining and stagnant.

Call to Action

Just as the quality of patient care is enhanced through team-based collaboration among healthcare practitioners, known in the medical field as interprofessional practice (WHO, 2010), the quality of student outcomes is likewise increased through an intentional, holistic system of academic and student support (Kezar, 2001). Malcolm X College is committed to serve students with urgency, providing affordable, accessible, and exceptional education through a collaborative effort via interprofessional practice.

We believe that this plan serves as a conduit to raise Malcolm X College to the next level of serving students, employees, and the city of Chicago.
STRATEGIES, AREAS OF FOCUS & FISCAL YEAR 2022 IMPACT MEASURES

1. Build momentum to increase institutional success.
   i. Expand higher education market share resulting in 20% increase in total enrollment from FY2020 to FY2022
   ii. Champion students to increase Fall to Spring Retention to 73% and 46% Adult Education level gains
   iii. Optimize institutional processes, resulting in an increase in credit hour production by 30%

2. Grow and provide an esteemed quality of teaching and learning to compete with elite institutions.
   i. Promote faculty success, resulting in increase of gateway course completion in English, Math, and Biology by 9% (3% annually).
   ii. Elevate the Healthcare Center of Excellence, resulting in at least 80% retention, 80% completion, and 80% pass rates for healthcare programs.

3. Guarantee equity within the institution.
   i. Acknowledge attainment gaps through a comprehensive equity audit.
   ii. Guarantee institutional equity by first closing gaps across student populations, reaching at least 73% fall to spring retention rate.

4. Empower individuals to grow and self-advocate to impact personal and professional achievement.
   i. Inspire personal/ professional growth and self-advocacy, resulting in a 70% net promoter score for faculty and staff.
   ii. Develop a culture of empowerment and a 70% net promoter score for students.
CONTEXT & EVIDENCE

Value Proposition Study

In 2018, City Colleges of Chicago conducted extensive qualitative and quantitative research on the value proposition of City Colleges to the Chicago community. This research identified key elements and student population segments. The Malcolm X College strategic enrollment management plan is rooted in this research and data. Specifically, the value proposition data (2.1.2, Credit Student Segments) identifies Malcolm X College’s largest enrollment populations as Segment A, the Concentrated Careerist, and Segment B, the Multi-tasking Skill-seeker. Both segments prioritize career-related factors but consider convenience differently, with Segment A weighting it as less important than Segment C. Additionally, Segment C, the Engaged Scholar, includes students who want to prepare to transfer and develop a sense of belonging on campus. While the Concentrated Careerist (A) and Engaged Scholar (C) enroll full time, the Multi-tasking Skill-seeker (B) typically enrolls part-time due to part- or full-time employment. This exploration of needs-based segmentation reveals that academic intent and convenience drive student groupings, which helps us better plan our Strategic Enrollment Management (SEM) priorities to align with our proposed success rates.

Data shows that Malcolm X College does not provide enough resources for the success of the Multi-tasking Skill-seeker (B), as their priorities are comprised of convenient class times and locations and the pursuit of job skills/certification programs, which include pursuing Nursing and Health Science programs. During the enrollment planning process, we discovered that if we reallocate resources to building the Multi-tasking Skill-seeker segment in addition to the Concentrated Careerist, both of which are focused on career programming, we may not be able to meet their demands within the Health Science and Nursing division of our college. Fiscal Year 2019 enrollment in Special Admissions programs only makes up 14% of our overall enrollment (4.8% Nursing + 9.2% Health Science). Therefore, we will prioritize the growth of the Engaged Scholar (C) segment, since we are better equipped to serve and retain these students and can confidently confirm that we have the resources to achieve their goals.
Environmental Scan

The environmental scan provided insight to the population changes in the MXC service area. There was dramatic change in black citizens in the West Side of Chicago, specifically a decline of 12,000+ black citizens from 2012 to 2017. This aligns with the shift in the MXC population as well. Also, Hispanic citizens grew by 7,787 in the community. This reflects the overall changes in the majority of the students that MXC serves. There is potential for MXC to improve recruitment and services to both of these populations.

Servant Leadership

Additionally, over the coming years we will grow our partnership and strategic alignment with the community-based organization Austin Coming Together (ACT) to ensure that MXC is a servant leader in the West Side of Chicago. ACT as a Quality of Life Plan\(^1\) highlights five strategic priorities:

- Support for our youth and a high-quality cradle-to-career education system
- Economic revitalization for and by Austin
- Safe neighborhoods for all ages
- A revitalized community spirit built on our cultural and recreational assets
- A vibrant real estate market that supports homeowners and affordable housing

Malcolm X College will align strategy to support these community inspired initiatives.

\(^1\) [https://austincomingtogether.org/qlp/](https://austincomingtogether.org/qlp/)
FOUR STRATEGIC OBJECTIVES

1. Momentum & Success

With momentum, there can be enduring success. Malcolm X College commits to the continued success of our growing student enrollment with the drive to increase not only retention, persistence, and completion, but also post-graduate success, including transfer and employment. This will lead to a lasting impact on the city of Chicago.

“Overall, Malcolm X is a great college and in my opinion, the best Chicago community college!”
—Student Climate Survey, spring 2019

Strategic Goal 1: Propel the momentum to increase student and institutional success.

Expand Market Share

The primary objective of goal one is to expand Malcolm X College’s market share in the higher education sector. Specifically, we would like to enroll a larger proportion of students seeking undergraduate education in the Chicago area landscape. In order to do that, we will leverage the following mantra: our students and staff are the best brand ambassadors. Therefore, rather than traditional self-promotion and marketing, we would like to leverage stakeholder brand ambassadors.

Cultivating a welcoming climate that supports student success will be a strategic priority. Increasing both student and employee satisfaction is a strategic goal for Fiscal Year 2020 and beyond. When students and employees are happy and joyful, they serve as brand ambassadors for Malcolm X College. For every positive experience that a student has, the student shares their experience with their network of friends, families, and coworkers. The satisfaction ripples, and the Malcolm X College community serves as organic promoters for the college, amplifying the recruitment team’s message and impact. Therefore, one of the key metrics that the institution will focus on is the net promoter score. We will measure whether students and employees are promoting, remaining neutral, or deterring from the brand based on how satisfied they are with their experience. The more satisfied respondents are, the more positively branded Malcolm X College will be. The strategy and measure are rooted in both the data and recommendations resulting from the value proposition project. Currently, Malcolm X College conducted both student and employee satisfaction surveys that serve to benchmark where we are and where we would like to be by Fiscal Year 2022.

Currently, 61% of students out of 1,160 (10% of the total student population) are promoters of MXC, 27% are neutral, and 12% are detractors. MXC will strategically leverage, empower, and increase the impact of brand ambassadors to network and recruit students organically through their current networks.
Additionally, we will connect with CPS students and families to promote MXC with authentic success stories of students. We will expand recruitment outside of CPS to incorporate community-based organizations like Austin Coming Together and their network of 60+ community partners, as well as recruit from corporations that hire large staffs of minimum wage workers and that could benefit the most from the value Malcolm X College brings to the higher education market place. For example, we will market to McDonalds, Home Depot, Starbucks, Coca-Cola bottlers, and incumbent worker programs. We will formalize these partnerships to create pathways and upward economic mobility for the workforce. To support working families, we will integrate a “Kids College” through Continuing Education to support parents who want to attend college at the same time their children do. This will allow families to attend college together.

**Champion Students**

The second objective is to champion students through the Malcolm X College experience. Over the last five years, fall to spring student retention increased but dipped from 68% in Fiscal Year 2018 to 67% in Fiscal Year 2019. Additionally, retention for segmented student populations varies with lower retention rates for the Black student population in comparison to the Hispanic student population. Therefore, Malcolm X College will focus on retention as a means of increasing enrollment for Fiscal Year 2020 and beyond. We will conduct rigorous statistical analysis to unpack what drives retention and what increases a student’s opportunity and drive to continue.

Malcolm X College is dedicated to serving students equitably and ensuring that all students get what they need to be successful on their terms. The Momentum Committee has selected the First Year Experience as the primary strategic initiative to drive enrollment and retention. The theory of change is that a student’s impression and success are rooted in the first experiences at the college. Therefore, the goal of the First Year Experience is to empower new and transfer students to make the most of their first year as part of the Malcolm X College community and to provide programming to develop a heightened sense of belonging, enhance academic success, engage with faculty, staff, and peers, enrich overall wellness, and create connections to the college community that go beyond the classroom.

The First Year Experience is made up of four vital pieces that are repeated each 16-week semester: 1) New Student Orientation - Online: Malcolm X College is the first in the district to engage newly applied students on the convenient online Brightspace platform; 2) The Malcolm X-perience: a required campus event for new students, which includes a tour, engaging breakout sessions, and a registration workshop; 3) Convocation Ceremony and Resource Fair will welcome students, faculty, and staff to campus to kick off a successful semester; 4) Seminar Series: get-togethers held by faculty and staff throughout the semester providing timely information for student success, with themes like Thrive, Care, Dream, Achieve. By participating in these experiences, students will solidify a foundation to achieve academic/career and personal goals. The First Year Experience will be the primary driver for retention, rooted in the students’ first year, then rooted in the larger student experience. When students feel a sense of community, they can learn.

**Optimize Institutional Processes**

As Malcolm X College grows, optimizing efficiencies is as important as creating new initiatives. We have to do more with less as budgets become increasingly tight. Therefore in Fiscal Year 2020, our primary objective is to ensure data-driven operations. This includes the Admissions Funnel as well as the Early Alert system, which will connect students with co-curricular resources. In Fiscal Year 2021
we will focus on implementing a fiscal year course schedule rather than a term by term course schedule. The fiscal year course schedule will allow Deans and departments to budget for the entire fiscal year in a way that reflects their growth and capacity. The consistency will empower students to plan their schedule ahead of time and that will drive retention. If students know when and what classes will be offered, they can plan ahead and integrate their competing priorities more effectively. Finally in fiscal year 2022, we will institute responsive and predictive scheduling. We will be able to accommodate the needs of students, balance the classroom capacities, and optimize the budget through a course offering schedule that meets the needs of students, programs, and the larger institution.

2. Growth and Quality

Improving the quality of teaching and learning is the key to achievement. Dedication to instructional excellence and assessment will enhance the value of a community college education.

In the next three years, Malcolm X College will harness the talents of our faculty to develop a solid foundation of assessment in each program, department, and discipline; this will increase instructional excellence.

“Malcolm X challenges and engages me. The faculty is great and although I’m not eligible for financial aid I’m able to make the cost of classes work on a budget.”

-Student Climate Survey, spring 2019

Strategic Goal 2: Grow and provide an esteemed quality of teaching and learning to compete with elite institutions.

Promote Faculty Success

The first objective is to promote faculty success. We will implement instructional mentoring for adjunct and Adult Education. This is part of a comprehensive U.S. Department of Education Strengthening Institution Program grant for $2.25 million over the course of five years. Throughout this time we will systematically train all faculty and instructors to have a common andragogy. MXC will continue to seek funding for this work if the grant is not awarded.

Additionally, Malcolm X College will effectively implement the new Adult Education curriculum consistently in all classrooms in accordance with the State of Illinois corrective action plan. In Fiscal Year 2021, MXC will fully optimize the D2L/Brightspace learning management system. This will include common assessments with master syllabi to ensure students are learning and receiving timely feedback in enough time for faculty to adjust instruction or connect students with support services if needed.

In fiscal year 2022, MXC will transform the delivery of instructional material with comprehensive wrap around services as well as evaluate assessment data to reflect, report, and close the loop for
accountability. These goals surrounding faculty success will be supported by the addition of a Director of Assessment and Evaluation.

**Elevate Healthcare Center of Excellence**
Malcolm X College is dedicated to elevating the Healthcare Center of Excellence. MXC is an established partner for talent pipeline in the Chicago medical district. To maintain and grow, MXC has established an 80% retention, 80% completion, and 80% placement initiative for all healthcare programs for Fiscal Year 2020 and beyond. MXC will continue to expand the clinical site capacity through partnerships, and the Adult Education program will have a successful Career Bridge Basic Nursing Assistance program.

In Fiscal Year 2021, MXC will expand and ensure the success of all satellite campuses to include West Side Learning Center, Gift of Hope, and the Pilsen Neighborhood Community Center partnership. The Adult Education program will also launch iPathways and a hybrid English as a Second Language Program.

Finally, in fiscal year 2022, MXC will explore and launch new program offerings. Programs under consideration include the expansion of radiography to include mammography, anesthesiology tech, MRI, nursing home administrator, home health aide, and more.

### 3. Equity

We believe that all opportunities are within reach. MXC acknowledges the attainment gaps among student racial, ethnic, socioeconomic, gender, and marginalized populations. MXC will eliminate the inequities within the institution.

The equity goal is comprehensive and includes three main elements.
- Identify and understand what is leading to inequities within the institution.
- Create structures that increase equitable practices.
- Dismantle institutional barriers to equity.

“**MXC made me feel welcome, and gave me a second chance at life and it makes me proud to go to a school named after a black activist that gave his life to see his people progress. I will do it because of this school.**”  
- Student Climate Survey, spring 2019

Strategic Goal 3: Guarantee equity within the institution.

**Acknowledge Attainment Gaps**
The first objective is to acknowledge attainment gaps. In order to do this, we will research and explore in order to identify and understand what is leading to inequities within the institution. This work will include an equity audit of the institution and a literature review of national best practices. We will plan equitable pilots that are evidence based and faculty and staff championed. We hosted an equity data summit as part of Faculty Development Week and will continue to do so. Faculty and staff will collaborate to pilot, evaluate, and scale initiatives in these next three years.
Guarantee Institutional Equity

Guaranteeing institutional equity is an ambitious charge; however, we believe that there is no goal more important than prioritizing equity for students within MXC. In order to build on the work our faculty and staff are currently executing, we believe that the most vital step is to host critical conversations across the system. There are incredible initiatives, knowledge, and best practices, and the institutional knowledge to move the work forward.

From these conversations, we will conduct an institution wide equity audit in fiscal year 2020. Malcolm X College secured a Work Force Equity grant that will serve 200 students in the West Side of Chicago through six basic certificate programs by September of 2020 these students will complete a credential of economic value 130%+ of the living wage and gain employment in their programs of study. In Fiscal Year 2021, we will implement institutional equity curriculum, and refine, and enhance institutional equity curriculum in Fiscal Year 2022. Additionally, we will inventory best practices and identify gaps to increase institutional equity.

4. Empowerment

Empowerment enables individuals to self-advocate and make change in the world. To develop a culture of empowerment, Malcolm X College will efficiently implement a cross-organizational communication plan as well as provide dynamic professional development and quality leadership institutes.

“I have always been the type of student who was shy or embarrassed to reach out for help, but Malcolm X has encouraged me to break out of my shell and it has made a huge impact.”

-Student Climate Survey, spring 2019

Strategic Goal 4: Empower individuals to grow and self-advocate to impact personal and professional achievement.

Our primary goal is to inspire personal and professional growth and self-advocacy. The tactics associated with this include building and executing training and development plans for faculty and staff. In Fiscal Year 2021, we will expand apprenticeship opportunities for students and implement a student leadership academy model. In Fiscal Year 2022, we will increase access to work-based learning opportunities. The second objective is to develop a culture of empowerment. In Fiscal Year 2020, we will conduct an annual climate survey and make timely adjustments. In Fiscal Year 2021, build on the climate survey and design an institution-wide ecosystem map and internal communication plan. We will charter a Center for Teaching and Learning. In Fiscal Year 2022, we will design a comprehensive student lifecycle development plan. We will structure sustainable and accessible professional development for full time and part time faculty, staff, and administration.
# KEY PERFORMANCE INDICATORS (KPI)

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<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
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<td></td>
<td>Floor</td>
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<tr>
<td>Total Enrollment</td>
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<td>Credit Hour Production</td>
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<td>Average Credit Hour Accrual Per Credit Enrollment</td>
<td>11.66</td>
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<tr>
<td>Retention (Fall to Spring)</td>
<td>68%</td>
<td>70%</td>
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Appendix: Operational Process and Plan
PLANNING PROCESS

In the fall of 2018, Malcolm X College implemented a new annual and strategic planning process. The process was built from the bottom up rather than a traditional hierarchical strategic planning process. Through this democratic process, forty-five annual plans were submitted through an electronic platform, each one outlining goals, objectives, and strategic alignment. Cross-functional teams met to infuse best practices from areas throughout the college as well as offer varied perspectives. The plans were then scored through a rubric by the Planning and Program Review (PPR) Committee comprised of faculty, administrators, directors, student service specialists, and academic advisors. The director-level plans were then rolled up into the Dean-level plans, and now serve as the foundation of this strategic plan. As a result, the strategic goals and priorities come from the people who do the work on a daily basis, from the voices of our students, faculty, staff, and community stakeholders, and are inspired by the most innovative and creative ideas throughout the college. Malcolm X College’s efforts in the next three years revolve around a holistic approaching to meeting strategic goals.

FYE Operational Plan

The First Year Experience is made up of four vital pieces that are repeated each 16-week semester: 1) New Student Orientation - Online: Malcolm X College is the first in the district to engage newly applied students on the convenient online Brightspace platform; 2) The Malcolm X-perience: a required campus event for new students, which includes a tour, engaging breakout sessions, and a registration workshop; 3) Convocation Ceremony and Resource Fair will welcome students, faculty, and staff to campus to kick off a successful semester; 4) Seminar Series: get-togethers held by faculty and staff throughout the semester providing timely information for student success, with themes like Thrive, Care, Dream, Achieve. By participating in these experiences, students will solidify a foundation to achieve academic/career and personal goals. The First Year Experience will be the primary driver for retention, rooted in the students’ first year, then rooted in the larger student experience. When students feel a sense of community, they can learn.
ORGANIZATIONAL STRUCTURE AND PROCEDURES FOR IMPLEMENTING THE STRATEGIC ENROLLMENT PLAN

The Strategic Enrollment Management (SEM) organizational structure is designed to be systematically representative of the college, emphasizing collaboration and ongoing, data-informed problem-solving to ensure that the work is moving in a strategic direction.

In Fiscal Year 2019, the Momentum Committee was created as a taskforce dedicated to tackling some of the most challenging problems that Malcolm X College faced in enrollment and retention. This committee is comprised of cross-functional, mid-level management roles who directly supervise student-facing faculty and staff from across the college. The purpose of this committee is to create institution-wide momentum that dramatically impacts student success. The group will focus on enrollment, engagement, retention, persistence, completion, and post-completion success. The committee meets weekly to discuss metric updates, review data deep-dives, and make recommendations to the MXC Senior Leadership team. Most critically, this committee is dedicated to acting on the data and driving data-informed decisions.

The Office of Institutional Effectiveness works closely with departments to develop a dashboard of vital information, including weekly, detailed data from the operational level data and personnel performance updates. Additionally, the dashboard will be a tool to measure and monitor success. We will be able to track our progress toward success weekly, and with such timely access to up-to-date data, we can also creatively intervene if we identify we are not on course.
3-Year Roadmap: Momentum & Success

**FY 2020**

Objectives:
1. Expand higher ed market share
   - Leverage brand ambassadors
   - Connect with CPS students and families to promote MXC
2. Champion students
   - Launch First Year Experience (FYE) and cohort management of all students
   - Offer peer tutoring and mentoring opportunities
3. Optimize institutional processes
   - Ensure data-driven operations, including admissions funnel and early alert

**FY 2021**

Objectives:
1. Expand higher ed market share
   - Secure corporate/ community-based recruiter
   - Expand Community/ Continuing Education by launching a “Kids’ College.”
2. Champion students
   - Improve financial aid and scholarship process
   - Increase grade transparency
3. Optimize institutional processes
   - Create Fiscal Year course schedule vs. term by term

**FY 2022**

Objectives:
1. Expand higher ed market share
   - Develop corporate partnerships, e.g., McDonald’s, Starbucks
2. Champion students
   - Introduce Learning Communities
   - Initiate adaptive and responsive student services
3. Optimize institutional processes
   - Institute responsive and predictive scheduling
3-Year Roadmap: Quality

**FY 2020**

**Objectives:**
1. **Promote faculty success**
   - Implement instruction mentoring for adjunct and AE
   - Implement new AE curriculum consistently
2. **Elevate the Healthcare Center of Excellence**
   - 80% retention, 80% completion, 80% placement
   - Expand clinical sites slots
   - AE BNA bridge program expansion & accelerated model

**FY 2021**

**Objectives:**
1. **Promote faculty success**
   - Optimize efficient application of the D2L/Brightspace
   - Align common assessment with master syllabi
2. **Elevate the Healthcare Center of Excellence**
   - Expand and ensure success of all satellite campuses (WSLC, Gift of Hope and Pilsen Neighborhood)
   - Expand MAPP program
   - AE iPathways and hybrid ESL

**FY 2022**

**Objectives:**
1. **Promote faculty success**
   - Transform the delivery of instructional material
   - Evaluate assessment data, reflect and report, close loop for accountability
2. **Elevate the Healthcare Center of Excellence**
   - Explore and launch new programs offerings (e.g., mammography, anesthesiology tech, MRI, nursing home administrator, home health aid, AVI CHW partnership)
3-Year Roadmap: Equity

FY 2020

Objectives:
1. Acknowledge attainment gaps
   • Conduct equity audit and research on national best practices
2. Plan equitable pilot initiatives
3. Guarantee institutional equity
   • Host critical conversations
   • Identify equity champions
   • Host equity data summit
   • Draft institutional equity curriculum

FY 2021

Objectives:
1. Acknowledge attainment gaps
   • Pilot and evaluate initiatives based on audit to impact 10% of population
2. Guarantee institutional equity
   • Implement institutional equity curriculum
   • Inventory MXC’s practices and gaps

FY 2022

Objectives:
1. Acknowledge attainment gaps
   • Scale initiatives to impact greater than 50% of population
2. Guarantee institutional equity
   • Refine and enhance institutional equity curriculum
# 3-Year Roadmap: Empowerment

## FY 2020

**Objectives:**
1. Inspire personal/professional growth and self-advocacy
   - Build and employ training and development plans for staff and faculty
   - Expand apprenticeship models
2. Develop a culture of empowerment
   - Conduct annual climate survey and make timely adjustments

## FY 2021

**Objectives:**
1. Inspire personal/professional growth and self-advocacy
   - Implement student leadership academy model
2. Develop a culture of empowerment
   - Design institution-wide ecosystem map and internal communication plan
   - Develop a Center for Teaching and Learning

## FY 2022

**Objectives:**
1. Inspire personal/professional growth and self-advocacy
   - Offer access to work-based learning opportunities
2. Develop a culture of empowerment
   - Design a comprehensive student lifecycle development plan
   - Structure sustainable and accessible professional development for FT&PT faculty, staff, and administration