



MADERA
COMMUNITY
COLLEGE

2021-2026 Strategic Plan

BUILDING AN ANTIRACIST, EQUITY-MINDED COLLEGE



Dr. Ángel Reyna

Message from the President

It is my honor to share with you this **1st Strategic Plan** for Madera Community College: **MCC2026**! This is the product of daring and caring work of hundreds of faculty, staff, administrators, students, and community members who together designed this roadmap to guide us toward our ideals of building an antiracist, equity-centered college that provides inclusive, transformational learning experiences for all students and economic vitality for our community.

MCC2026 builds on the foundation of our inaugural Educational Master Plan, as well as MCC's journey to becoming California's 116th and newest community college. To shape our goals and strategies, we engaged multiple perspectives to understand our present and future environment. Our external review found a growing population with rising needs for college and career training in Madera County, our primary service area. Overall job growth is projected to increase 13% (adding 85,000 new jobs) through 2025, two-thirds of which will require post-secondary education. Sadly, the scan also verified our service area population overall is poorer and less well-educated than the state average and pointed us toward targeted goals for outreach and engagement.

Notably, this plan has been crafted during the worst global pandemic the world has faced in a century, the linked economic crisis, and the awakening of a long-overdue racial reckoning in our country. Those hit hardest by these intertwined pandemic, economic, and racial forces are highly present in our community. These inexorable forces continue to inform our work.

To rise to the call of our community as equity champions, we must work together to make Madera Community College a welcoming place for people from all backgrounds, identities, and experiences. We must remove systemic institutional barriers and build pathways to success for each of our students. We must enhance our community connections to promote a thriving economy. We must place equity at the forefront of our decision making and use our resources thoughtfully and transparently to address the needs of our students and community. Our **MCC2026** plan reflects these interdependent dynamics across its four major goal areas: (1) **Equity & Antiracism**, (2) **Learning & Success**, (3) **Workforce & Community**, and (4) **Resources & Infrastructure**.

Ultimately, strategic planning is about translating vision into reality. Our MCC Mission, Vision, and Values emphasize how diversity, equity, and inclusion are inextricably linked to success for our students and community. As we launch this exciting new chapter in the life of Madera Community College, we do so with intentional inclusivity and equity-minded service for our students and community. **MCC2026** will guide our way forward.

Finally, I thank the members of the MCC Strategic Plan Workgroup, who steered the plan's development, the College Council, whose leadership will ensure our progress, and to all who will carry this plan to action. Our work over the past year has affirmed the prospects for Madera Community College. I very much look forward to our continued, courageous, collective work to advance our ideals of building an equity-minded, radically inclusive pathway for all to achieve their dreams.



As we launch our
1st Strategic Plan
and this exciting new
chapter in the life of
Madera Community
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**Our Commitment to
Equity-Minded Student Success**

Members of Madera Community College are committed to our **MISSION:**
Empowering our students to succeed in an ever-changing world.

Collectively, we proudly commit to empower students to transform their lives and to enrich our community by

- providing quality instruction and strong community partnerships that promote individual economic mobility and regional economic health;
- offering innovative and life-changing opportunities in a diverse, inclusive, and equitable learning environment;
- valuing our students’ personal and social growth through responsive and interactive college experiences;
- inspiring hope and promoting a passion for learning; and
- transforming students’ lives through high quality college programs and services resulting in degrees, certificates, transfer programs, and career skills.

Our shared **VALUES** are our guiding principles for our strategic plan and transformative learning community:

- **Connection & Collaboration** •
- **Equity & Inclusivity** •
- **Trust & Accountability** •

Together—*faculty, staff, students, administrators, community partners*—we share responsibility for upholding and embodying these values. Together, we move forward to bring to life the Madera Community College **VISION:**

Madera Community College builds effective partnerships, strengthens communities, and transforms lives.



A Brief History of Madera Community College



Located in the heart of California, **Madera Community College** is the newest college in the State Center Community College District and in the state, approved in July 2020 by the California Community Colleges Board of Governors as California's **116th** community college. This follows the hiring of our founding president, **Dr. Ángel Reyna**, May 2019, and approval by the Accrediting Commission for Community and Junior Colleges (ACCJC) granting our initial accreditation as a stand-alone college in June 2020.

The original **Madera Center** got its start as a Reedley College satellite campus in 1985 to meet growing needs in the northern part of the District. It began in portable buildings at Madera High School and Madison Elementary School, serving about 158 students its first year and was formally established as the Madera County Educational Center in 1989. Through a substantive change proposal to the ACCJC in 2016, the name was changed to **Madera Community College Center** of Reedley College.

In 1996, the Madera Center moved to its current site just outside the City of Madera on 114 acres donated by five local Madera landowners—Logoluso Farms; Pistoressi Farms, Inc.; Richburg Properties, Inc.; Roy Spomer; and Ted Takahashi. We enrolled **1,500** students that year, and enrollments soared to over **6,700** in 2019-20.

For the Oakhurst community, a satellite campus, the **Oakhurst Center**, was launched by Reedley College at Yosemite High School in 1985. In 1996, it moved to its current 2.5-acre site in Oakhurst. Now known as our **Madera Community College at Oakhurst**, it is housed in seven buildings in the heart of the Sierra foothill community adjacent to the Oakhurst branch of the Madera County Library and serves approximately **1,000** students each year.



Both college sites are undergoing infrastructure upgrades and technology modernization, thanks to the 2016 bond, **Measure C**, passed with strong community support. Our new Center for Agriculture and Technology opened on our main campus January 2020, and plans are underway for a new Academic Village in Madera and a new Oakhurst College Center, both scheduled for groundbreaking in coming months. From our humble start 36 years ago, our **MCC2026** Strategic Plan provides a proud vision for Madera Community College to empower new generations of students to succeed in an ever-changing world.



Strategic Goals

To advance equity-minded student success and our mission, vision, and values for Madera Community College, four overarching goals will drive our strategic planning for the next five years:

1: EQUITY & ANTIRACISM

Center equity and antiracism in the work of Madera Community College as we strengthen organizational effectiveness.

Equity and antiracism are core institutional values at Madera Community College. We are passionate about building and sustaining an inclusive and equitable working and learning environment. We work towards comprehensive organizational effectiveness by providing diversity, equity, and inclusion training to all employees, reducing equity gaps for sensitive student groups, and increasing feelings of inclusion for all students, staff, and faculty.

2: LEARNING & SUCCESS

Guide and empower students with educational and student support programs that demonstrate a commitment to high quality teaching and learning and foster student success and achievement.

Student success is at the heart of everything we do at Madera Community College as we actively contribute to the region's efforts to improve educational attainment and career readiness. We are committed to

- providing experiences to help students define their goals and paths to achievement ("Clarify the Path"),
- making the educational process accessible ("Enter the Path"),
- removing barriers that may cause students to leave college ("Stay on the Path"), and
- developing and delivering programs that help students achieve their academic and professional goals ("Ensure Learning").

“ We must remove barriers and build pathways to success for each of our students.

“ We must place equity at the forefront of our decision making and use our resources thoughtfully and transparently.

3: WORKFORCE & COMMUNITY

Meet workforce needs with a focus on serving the community and enhancing connections.

Improving our engagement and partnerships with the surrounding community is critical to student success, workforce development, job placement, business growth, industry expansion, and overall economic health of our region. Enhancing these connections helps us close community, county, and regional educational gaps by giving students real-world learning environments. We promote a prosperous and thriving community by advancing and diversifying a well-prepared workforce.

“ We must enhance our community connections to promote a thriving economy.

4: RESOURCES & INFRASTRUCTURE

Meet the needs of students, employees, and the surrounding community by developing efficient and functional resource management.

Understanding we are in a growing virtual world with real-world foundations, we allocate resources to best serve students and the internal and external community. By integrating our planning efforts, including technology plans, staffing plans, facility plans, education master plans, and fiscal plans, we better fulfill our College mission and values. We are committed to successfully allocating resources to create safe learning environments and state-of-the-art labs, classrooms, and collaborative spaces.

Background & Rationale

Madera Community College 2026 (MCC2026), our 2021-2026 Strategic Plan, is an essential component of our integrated planning process and operates within the framework defined in the 2020-2025 Educational Master Plan (EMP). The EMP is our overarching plan that outlines our frameworks for planning, integrated planning process, institutional profile, college and community demographics and growth forecasts, and labor market analysis. The EMP also provides our blueprint for action for academic program and support services development, expansion, and retooling.

The EMP introduced two initial strategic goals to guide the launch of our stand-alone College:

Goal 1. ACCREDITATION
of Madera Community College

Goal 2: CENTER EQUITY
in the Work at Madera Community College

The five-year vision of the EMP provides the basis for our first comprehensive MCC Strategic Plan, represented in this document, which is designed to help us meet our long-range goals and fulfill our mission. Above all, **MCC2026 is an equity-minded roadmap to help us intentionally develop more responsive, inclusive, and effective programs, processes, practices, and people to meet the educational and career needs of our students and community.**

INTEGRATION OF PLANNING & DECISION-MAKING MODEL

Our MCC Planning and Decision-Making Model outlines relationships between the EMP, Strategic Plan, Program Review, and Resource Allocation and Budget Development processes.

Educational Master Plan

The Educational Master Plan is a long-term plan that provides clear direction for the college as it prepares for the future. Both internal and external data are used to forecast the College's future needs.

Strategic Plan

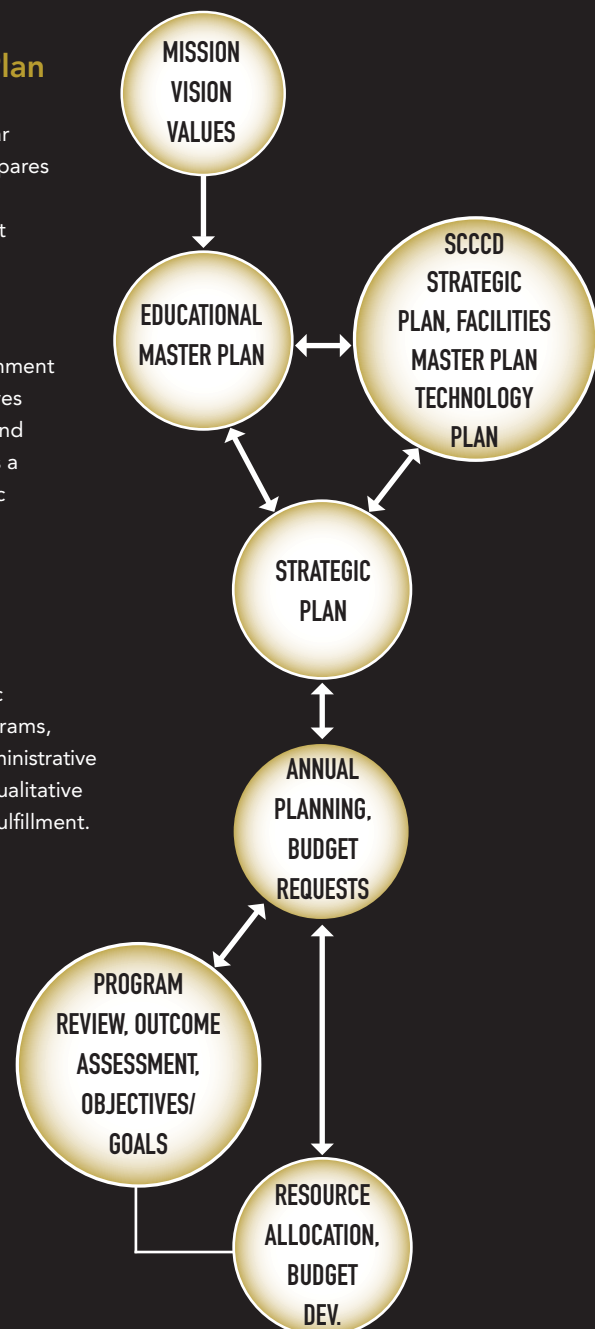
Strategic Planning is the establishment of institutional goals and objectives founded on the mission, vision, and values of the College. The plan is a living document and the strategic goals are assessed annually to improve institutional effectiveness

Program Review

Program Review is the systematic assessment of instructional programs, student support services, and administrative services using quantitative and qualitative data for the purpose of mission fulfillment.

Resource Allocation & Budget Development

Resource Allocation is derived from annual plans and budget worksheets. The allocation is informed by the Colleges institutional planning and the budget development is prioritized by student success outcomes and institutional effectiveness.



Developing & Launching



“ I would like to thank you for allowing me to be a voice in this process. It was truly an honor!
 —Student Workgroup Member

Members of the internal and external communities of Madera Community College helped shape the **MCC2026** strategic plan through a series of all-college meetings, college and community virtual public forums, dialogues about the future of the College, and reviews of plan drafts that engaged diverse college and community stakeholders.

We began plan development December 2020 through initial strategy meetings with the President, President’s Advisory Council, Academic and Classified Senate Leaders, and the Associated Student Government Advisor.

In January 2021, President Reyna appointed members of the **Strategic Plan Workgroup (SPW)**, an ad hoc committee of 11 creative, dedicated students, faculty, staff, and administrators (listed in Appendix A). SPW members were the primary resource for plan development, served as liaisons with their respective constituencies, and made final recommendations regarding plan components to the College Council and President.

2021 PLAN DEVELOPMENT MILESTONES

Opening Day (January 7) **120** faculty, staff, administrators, & students reviewed **MCC2026** process; explored what MCC means to the Madera community.

Charette #1 (January 29) **93** college & community members reviewed MCC risks & opportunities; brainstormed major goals.

Charette #2 (February 19) **88** college & community members identified draft objectives & strategies.

Public Forums (March 25 & 26) **51** college & community members reviewed the draft plan.

College Approval (April) MCC council & committees reviewed and approved the draft plan.

State Center Community College District Board of Trustees June 1, 2021.

Beginning **July 2021**, **MCC2026** will be advanced through annual implementation plans developed with the **Annual Action Plan & Monitoring Template** (see Appendix B) to identify key activities, responsible parties, timeline and resources needed to advance the goals, objectives, and strategies defined in the strategic plan.

Additional background information, related documents, Annual Action Plans, and progress reports are included on the Integrated Planning website.



MCC2026 Strategic Plan Development

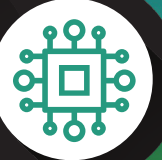
MCC2026 Strategic Plan Development December 2020 to July 2021



December 2020

HSV Consultants initial meetings

- College President
- President's Advisory Council
- Academic & Classified Senate Presidents, ASG Advisor



Jan. 7, 2021

Opening Day

- HSV reviews SP process
- engage with college community



January 15

Strategic Plan Workgroup + HSV Consultants

- identify writing teams
- share planning models
- finalize timeline



January 29, 12-4 pm

1st Charette

- IMV validation
- risks & opportunities
- identify major goals



Feb. 19, 2-4 pm

2nd Charette

- strategic priorities
- key strategies
- responsibility



Feb. 22 - March 19

Write Draft Plan

- implementation method
- process/timeline for collective monitoring, evaluation, & revision



March 22 - April 9

Disseminate Draft Plan

- for collegewide review;
- Conduct forum for public feedback.



April 2021

College Approval Process



May - June 2021

Final Plan

- to District for review; to Board of Trustees for approval.



July 1, 2021

Final Approval 2021 Strategic Plan



Our Community

Our major service area, **Madera County**, is among the fastest growing population centers in California’s Central Valley. The county population now exceeds **158,000**. County population growth and demographic shifts have significantly outpaced state and national rates over the last 50 years and are projected to continue to rise.

Residents in our community are predominantly Hispanic/Latinx and female, and, overall, the population is younger, poorer, and less well educated than state averages. Our **MCC2026** vision is to provide more educational opportunities and pathways to economic mobility for all populations, especially those that have been traditionally underserved throughout our community. The following key factors in our community inform our vision for **MCC2026**:

AGE

Madera County residents are slightly younger than the state average, with a median age of **34.1** versus 36.5. Nearly **30%** of the population is **under the age of 18** (28% of the county, 34% of the City of Madera) compared to the state average of 23%.

EDUCATIONAL ATTAINMENT

Madera County ranks **near the bottom in state educational attainment measures**, with lower high school and college completion rates among residents. It recently ranked **55th** out of 58 counties for bachelor’s degree completion.

Degree Completion Ages 25+

Degree	California	Madera County
High school or higher	84%	72%
Associate or higher	43%	22%
Bachelor’s or higher	34%	15%

Males in the community complete high school and college at lower rates. **One-third (33%)** of male residents in the county have not earned a high school degree compared to 29% of those who identify as female, and 16% overall statewide. Only **10% of the Hispanic/Latinx population** earned a bachelor’s degree, compared to 21% of the White population.

RACE & ETHNICITY

Nearly **three-fourths** of the residents of Madera County identify as populations of color, and these populations are projected to grow. **Hispanic/Latinx** is the largest population, currently composing almost **60%** of total county residents.

Madera County 2019

Black/African American	4%
American Indian/Alaskan Native	4%
Asian/Pacific Islander.....	3%
Hispanic/Latinx	59%
Multiracial	3%
White	33%

POVERTY RATES

Poverty rates in Madera County exceed state averages. In 2019, county unemployment was **6.5%**, compared to the state average of 4.1% at that time. The largest population living in poverty is **females who are 25 to 34 years old**.

Poverty Rates 2019

	California	Madera County	City of Madera
Persons in poverty	11.8%	17.6%	26.8%

—Source: U.S. Census Bureau, American Community Survey 2018, 2019

Our Students

We serve over 7,800 unique and diverse students each year! Over **80%** of our students are from historically underrepresented populations, and we are recognized as a Hispanic-Serving Institution (HSI). A snapshot of our students from 2018-19 gives us a sense of our overall student population:

- 70% were less than 25 years old
- 74% qualified for financial aid based on economic need
- 67% identified as female
- 48% were first in their families to attend college.



ENROLLMENTS

Over the past 5 years, our student enrollment increased nearly **50%**, from 5,335 in 2015-16 to 7,889 in 2019-20. In the next 5 years, we expect to serve more students as our service area population and needs for higher education and career training continue to grow. Even during the pandemic, student enrollment increased slightly between Fall 2019 and Fall 2020. During this period, however, students took fewer classes, which resulted in lower overall full-time equivalent student (FTES) counts.

	Fall 2019	Fall 2020
Number of Students	4,765	4,790
FTES	1,323	1,241

FULL-TIME & PART-TIME ATTENDANCE

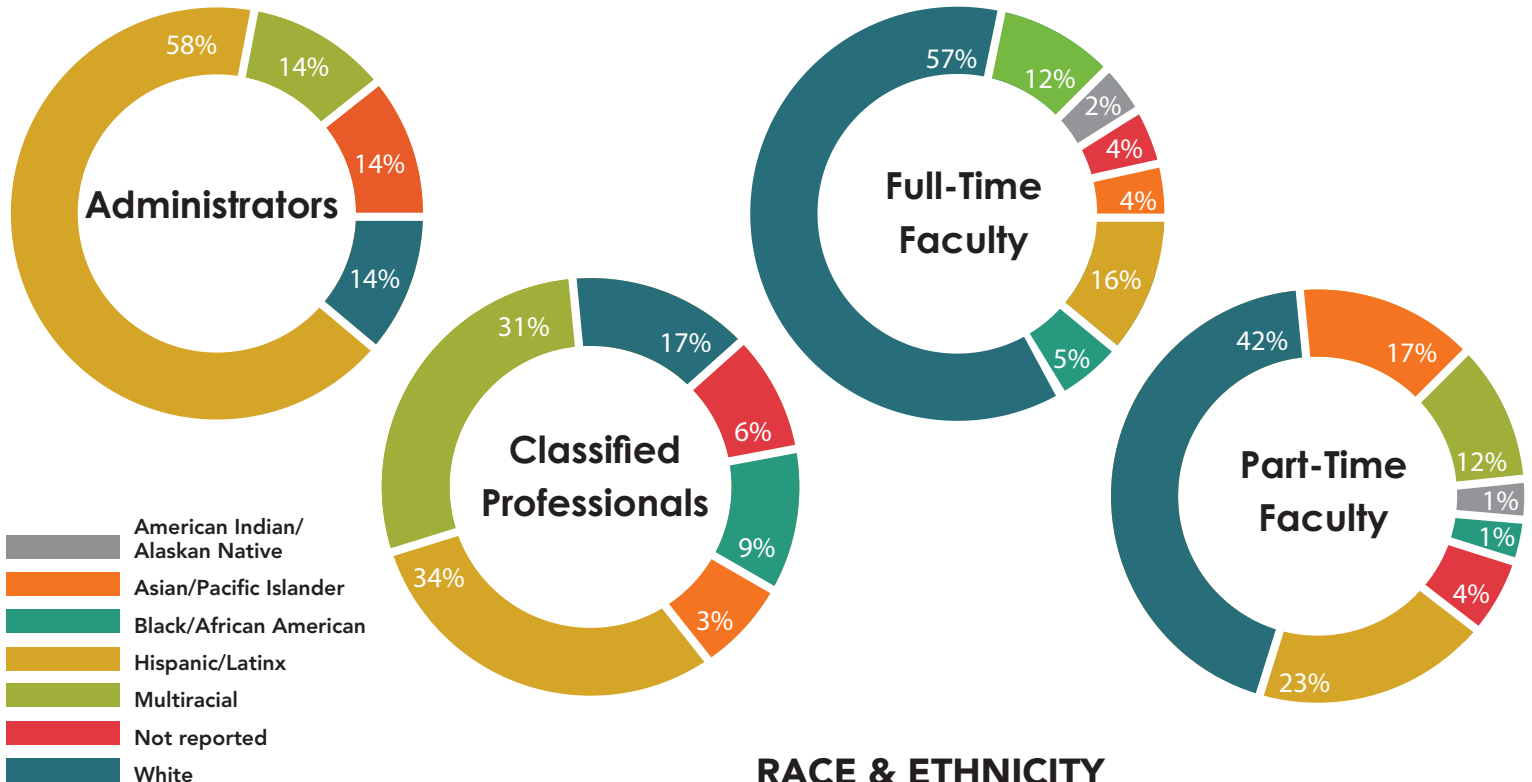
Most of our students attend college part-time (enrolling in less than 12 units per regular term). During the pandemic, this number grew to **85%** as students struggled with economic and life challenges. Even before the pandemic, financial obligations ranked high among the reasons students gave for taking fewer units.

Number of Units	Fall 2019	Fall 2020
Less than 12	76%	85%
12 or more	22%	14%
Non-Credit Enrollment	2%	1%



GAPS: Equitable Representation of Students & Employees

We are committed to working to **close equity gaps** between the compositional diversity of our employees and students. These gaps also underrepresent the diversity in our community and place a disproportionate responsibility on our current faculty and staff of color with respect to our more racially diverse student body. The following comparisons set a baseline to measure progress toward building and sustaining a more inclusive and equitable working and learning environment, in keeping with our **MCC2026** vision.

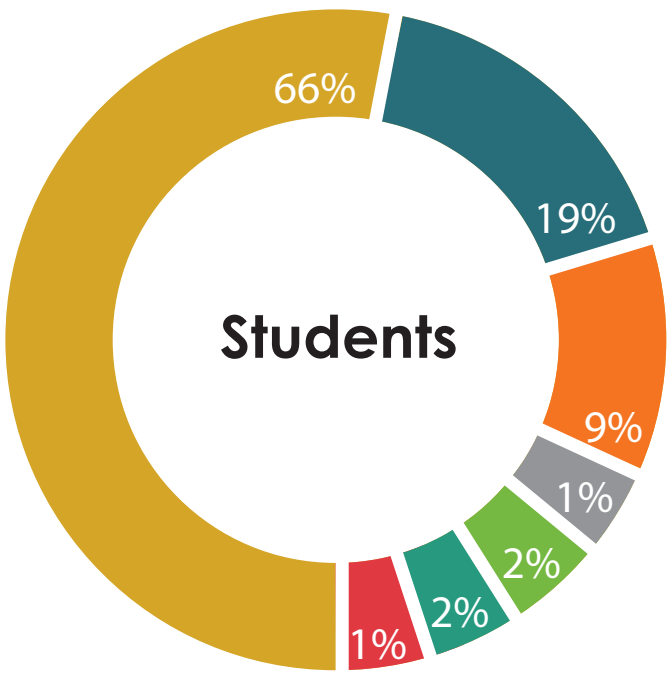


RACE & ETHNICITY

Madera Community College serves a vibrant and diverse student population that aligns with the demographics of the community it serves. Those who identify as Hispanic/Latinx compose the largest proportion of both our college (66%) and county (59%) populations. The second largest population for both includes those who identify as White (19% of MCC students compared to 33% county residents).

Fall 2020 Student Population

American Indian/Alaskan Native1%
Asian/Pacific Islander9%
Black/African American2%
Hispanic/Latinx66%
Multiracial2%
Not reported1%
White19%



GAPS: Recent High School Graduate Enrollment

In recent years, we developed and grew several programs, such as dual enrollment, early outreach, concurrent enrollment, and Madera Promise, aimed at increasing the college going rate from our four local high school districts (Madera, Golden Valley, Yosemite, and Chawanakee Unified School Districts). Prior to the 2020 pandemic, these efforts boosted enrollments of students aged 19 and younger to 36% of our student population and helped bridge new high school graduates to enroll at MCC.



Unfortunately, the enrollment of recent high school graduates declined significantly during the pandemic, affecting the class of 2020. **MCC2026** offers a path forward with focused strategies for Goal 2 objectives “Clarify the Path” and “Enter the Path” to target outreach and support for new high school graduates, as well as other new and returning students.

First-time Enrollment of Recent HS Graduates

Fall 2018	402
Fall 2019	405
Fall 2020	242

Labor Market Opportunities

Within the service area of Madera Community College, overall job growth is expected to be 13% or 85,000 jobs through 2025. During this period, 67% of all jobs created will require some post-secondary education.

9 HIGH-WAGE OCCUPATIONS WITH GROWING DEMAND IN THE REGION

Occupation	Median Hourly Earnings	New Jobs 2020-2029
Architecture & Engineering Occupations	\$41.60	328
Business & Financial Operations Occupations	\$28.81	1,227
Community & Social Service Occupations	\$22.87	1,676
Computer & Mathematical Occupations	\$33.37	465
Education, Training, & Library Occupations	\$24.34	4,007
Healthcare Practitioners & Technical Occupations	\$36.33	4,414
Legal Occupations	\$36.85	298
Life, Physical, & Social Science Occupations	\$30.42	263
Management Occupations	\$39.90	1,211

Our Plan—Strategic Goal 1: Equity & Antiracism



1: EQUITY & ANTIRACISM

Center equity and antiracism in the work of Madera Community College as we strengthen organizational effectiveness.

Equity and antiracism are core institutional values at Madera Community College. We are passionate about building and sustaining an inclusive and equitable working and learning environment. We work towards comprehensive organizational effectiveness by providing diversity, equity, and inclusion training to all employees, reducing equity gaps for sensitive student groups, and increasing feelings of inclusion for all students, staff, and faculty.

OUTCOMES & TARGETS

- Increase positive responses from employees and students to climate survey.
- Reduce equity gaps in access and success measures by 8% per year.

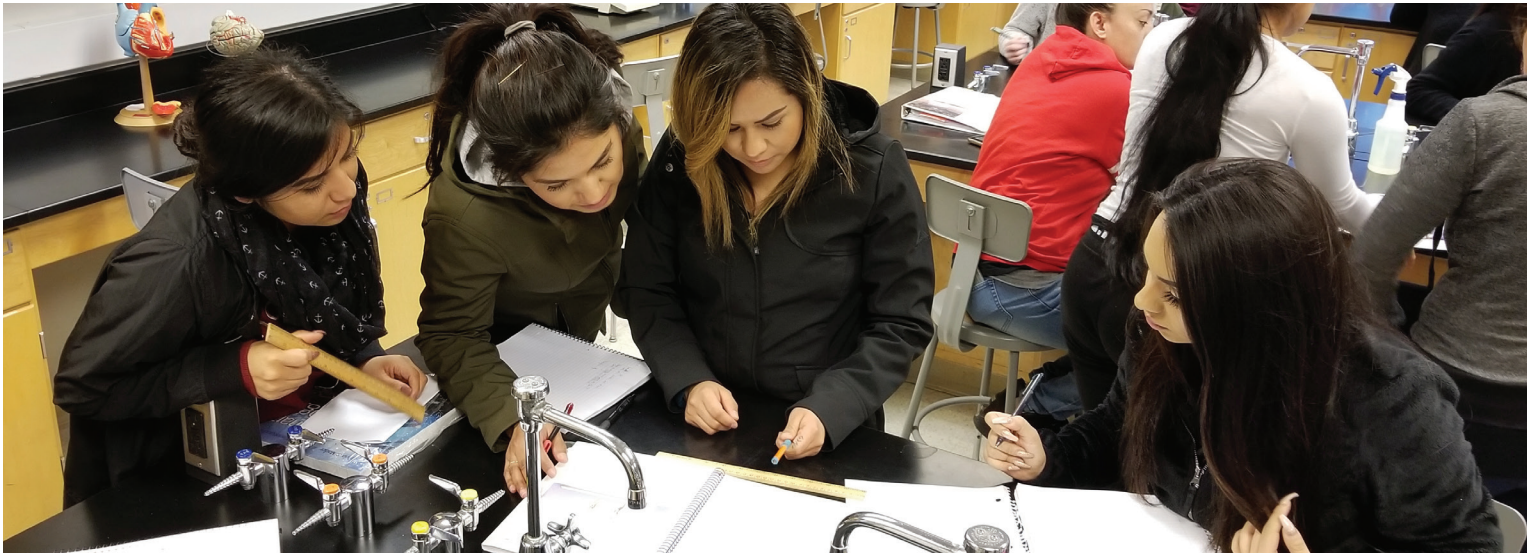
Objective 1.1 Create & institutionalize an inclusive & antiracist culture.

- Strategy 1.1.a Center professional development activities on Diversity, Equity, and Inclusivity (DEI) and antiracism.
- Strategy 1.1.b Develop and implement an MCC Student Equity Plan.
- Strategy 1.1.c Create a Welcome/Multicultural Center (virtual/physical)—an MCC resource and information hub, with targeted support for international, dreamer, and veteran/active military students.
- Strategy 1.1.d Develop a resource guide (toolkit) for all faculty and staff centered on DEI and antiracism.

Objective 1.2 Assess & address students' basic needs (e.g., transportation, nutrition, childcare, public benefits, emergency assistance, housing, mental health) by removing structural barriers to college.

- Strategy 1.2.a Identify student's basic needs and proactive solutions to address them.
- Strategy 1.2.b Develop a resource guide for faculty and staff to use in supporting students' basic needs.
- Strategy 1.2.c Develop a plan for communicating available resources to students and engaging campus and community in addressing students' basic needs.
- Strategy 1.2.d Seek external funding and community partnerships to support programs that address students' basic needs.

Our Plan—Strategic Goal 2: Learning & Success



2: LEARNING & SUCCESS

Guide and empower students with educational and student support programs that demonstrate a commitment to high quality teaching and learning and foster student success and achievement.

Student success is at the heart of everything we do at Madera Community College as we actively contribute to the region's efforts to improve educational attainment and career readiness. We are committed to

- providing experiences to help students define their goals and paths to achievement ("Clarify the Path"),
- making the educational process accessible ("Enter the Path"),
- removing barriers that may cause students to leave college ("Stay on the Path"), and
- developing and delivering programs that help students achieve their academic and professional goals ("Ensure Learning").

OUTCOMES & TARGETS

- Reduce equity gaps in access and success, as defined in the Student Equity Plan.
- Increase enrollment of targeted Madera populations (males, dual enrollment, recent high school graduates, adult education, adult re-entry, apprenticeships, incumbent workers) by 10% per year.
- Increase fall-to-fall persistence rate for first-time students by 3% yearly to reach the target of 55% (MCC Institution Set Standard).
- Increase proportion of first-time students who successfully complete 30 units in their first year from 19% to at least 35% (MCC Institution Set Standard).
- Reduce unit accumulation at graduation from 81 to 70 units (MCC Institution Set Standard).

Objective 2.1 Clarify the Path: Pathway Development & Clarification

- Strategy 2.1.a Redesign the MCC website to be welcoming, easy to navigate, and a source of clear information for students and families.
- Strategy 2.1.b Provide well-designed Program Maps to guide students to enter further education and employment in fields important to MCC's service area.
- Strategy 2.1.c Make costs, aid available, and economic benefits of program completion clear for prospective students.
- Strategy 2.1.d Develop and implement an outreach plan with targeted activities for the following groups:
- Males
 - High school students
 - Recent high school graduates
 - Incumbent workers
 - Apprenticeships
 - Adult re-entry students
 - Adult education

Objective 2.2 Enter the Path: Front Door Resources

- Strategy 2.2.a Through a proactive orientation program, help every new student explore career/college options, choose a program of study, and develop a full-program plan as soon as possible.
- Strategy 2.2.b Provide early engagement opportunities to motivate and prepare high school students to enter college-level coursework in a program of study.
- Strategy 2.2.c Provide accelerated remediation and special supports to help academically underprepared students succeed in college-level courses.

Objective 2.3 Stay on the Path: Engaging & Embracing the Student

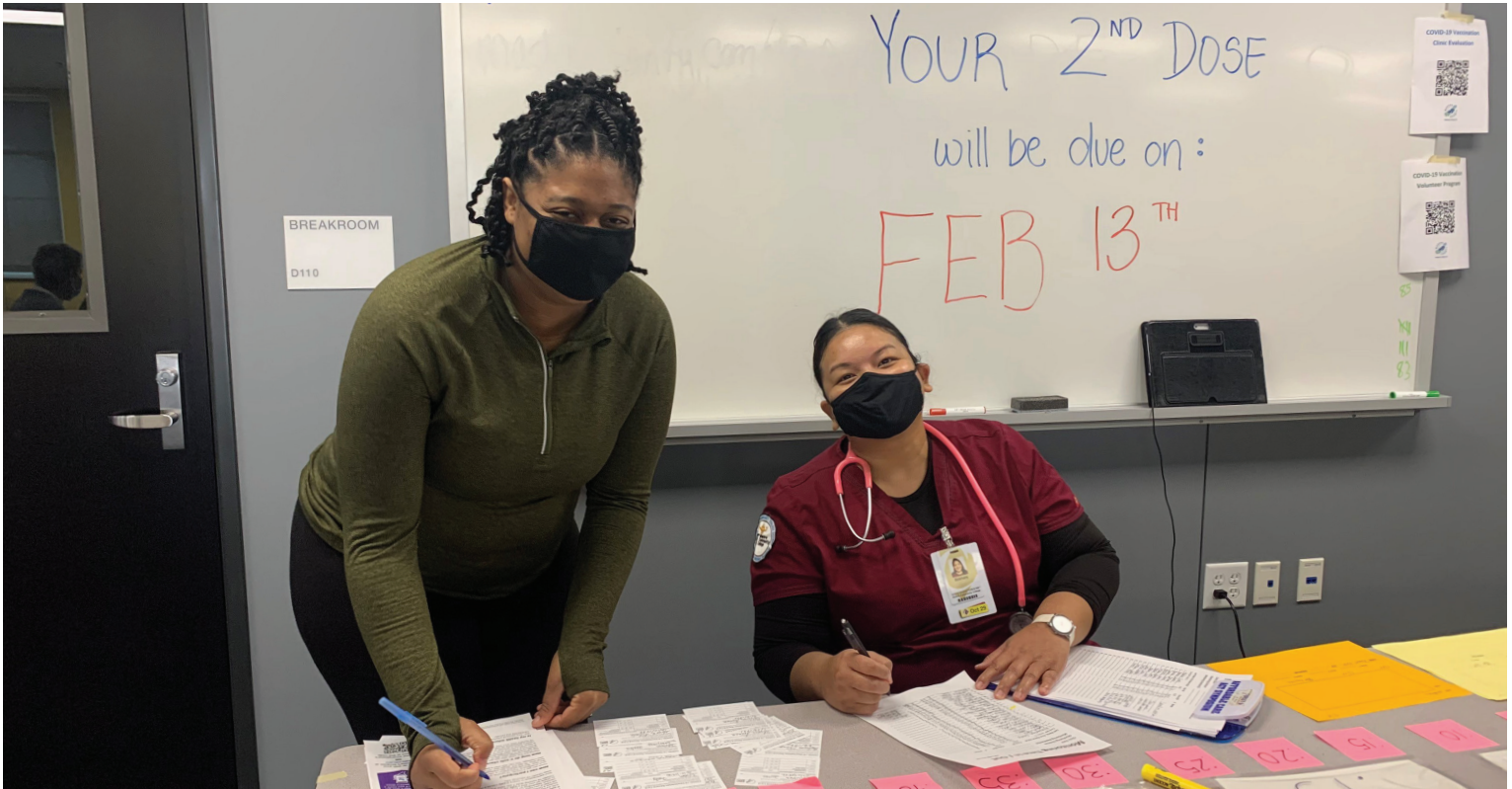
- Strategy 2.3.a Incorporate engaging, proactive, and culturally relevant advising practices to promote persistence and progress of all students.
- Strategy 2.3.b Engage faculty and student services to create Student Success Teams and Pathway Counselors to provide student support, guidance, and early alert strategies.
- Strategy 2.3.c Create course schedules based on student needs, with attention to those unable to take courses during traditional hours and locations.
- Strategy 2.3.d Embed academic and non-academic supports throughout students' programs to promote student learning and persistence.
- Strategy 2.3.e Provide student mentoring and engagement opportunities.
- Strategy 2.3.f Engage the family unit to promote culturally relevant student engagement.

Objective 2.4 Ensure Learning: Align Intentional Outcomes & Enrich Student Learning

- Strategy 2.4.a Establish program level learning outcomes aligned with success in employment and further education.
- Strategy 2.4.b Integrate service learning, group projects, internships, and other applied and experiential learning experiences to enhance learning and student success and assure equitable participation across all groups of students.
- Strategy 2.4.c Promote faculty-led, equity-minded teaching and advising practices throughout the pathways to create inclusive classrooms and antiracist curricula.



Our Plan—Strategic Goal 3: Workforce & Community



3: WORKFORCE & COMMUNITY

Meet workforce needs with a focus on serving the community and enhancing connections.

Improving our engagement and partnerships with the surrounding community is critical to student success, workforce development, job placement, business growth, industry expansion, and overall economic health of our region. Enhancing these connections helps us close community, county, and regional educational gaps by giving students real-world learning environments. We promote a prosperous and thriving community by advancing and diversifying a well-prepared workforce.

OUTCOMES & TARGETS

- Increase business and industry partnerships by 10% per year.
- Increase contract training offerings by 10% per year.
- Increase student experiential learning and internship opportunities by 10% per year.
- Increase graduate satisfaction and job placement by 5% per year, with no equity gaps.

Objective 3.1 Establish a President's Community Advisory Council (PCAC) to inform the College on regional workforce & community needs.

- Strategy 3.1.a Solicit annual feedback from President's Community Advisory Council (PCAC), including representatives from businesses, hospitals, schools, and childcare centers, to determine short- and long-term workforce and community needs.
- Strategy 3.1.b Partner with employers to develop classes/training for incumbent workers.
- Strategy 3.1.c Collaborate with community partners to market employment opportunities for students.

Objective 3.2 Create clear curricular pathways that reflect labor market needs & opportunities.

Strategy 3.2.a Use critical criteria and target occupation data to guide program development and enhancement.

Strategy 3.2.b Partner with Workforce Assistance Center to access regional labor market data and business relationships.

Objective 3.3 Leverage community partnerships to provide work-based learning opportunities (e.g., internships, externships, pre-apprenticeships, apprenticeships, applied community service learning) to promote student learning and job readiness.

Strategy 3.3.a Collaborate with community partners to offer paid and unpaid work-based learning opportunities.

Strategy 3.3.b Collaborate with community partners to promote work-based learning opportunities to current and prospective students.

Strategy 3.3.c Conduct an annual survey of graduates to track experiences with work-based learning, job placement, and income growth.



“ I want my kids to be proud of me. Now that I am [in College], perhaps I can change jobs.

—Student Focus Group

Our Plan—Strategic Goal 4: Resources & Infrastructure



4: RESOURCES & INFRASTRUCTURE

Meet the needs of students, employees, and the surrounding community by developing efficient and functional resource management.

Understanding we are in a growing virtual world with real-world foundations, we allocate resources to best serve students and the internal and external community. By integrating our planning efforts, including technology plans, staffing plans, facility plans, education master plans, and fiscal plans, we better fulfill our College mission and values. We are committed to successfully allocating resources to create safe learning environments and state-of-the-art labs, classrooms, and collaborative spaces.

OUTCOMES & TARGETS

- Establish baselines and reduce staffing gaps by 5% per year.
- Increase students and employee satisfaction with website.
- Increase external funding by 10% per year.

Objective 4.1 Develop a comprehensive MCC HR/Staffing Plan, considering growth projections over the next 3 to 5 years.

- Strategy 4.1.a Complete a staffing needs assessment related to existing and new program and facilities development.
- Strategy 4.1.b Integrate plans for professional development activities for all new and current employees, including activities focused on DEI and antiracism (see Strategy 1.1.a).
- Strategy 4.1.c Conduct annual staffing review to review needs and progress in meeting gaps, including equitable representation.

Objective 4.2 Leverage the Madera Community College website as a key engagement resource using a student-centric, equity-minded design strategy that supports internal and external communities.

- Strategy 4.2.a Use student and community focus groups to assess usefulness, navigation, design, and content of website to guide website redesign.
- Strategy 4.2.b Use the website for integrated planning and the College mission fulfillment.
- Strategy 4.2.c Annually evaluate internal and external use of website to guide ongoing improvements in presentation, navigation, clarity, and engagement.

Objective 4.3 Develop & implement transparent, inclusive decision-making and communication processes for planning and use of facilities.

- Strategy 4.3.a Develop a facilities space allocation plan, informed by data and stakeholder needs assessment.
- Strategy 4.3.b Use participatory governance bodies to provide recommendations and communicate final decisions.
- Strategy 4.3.c Integrate space allocation plan into the MCC Facilities Master Plan.

Objective 4.4 Effectively participate in the district budget allocation model.

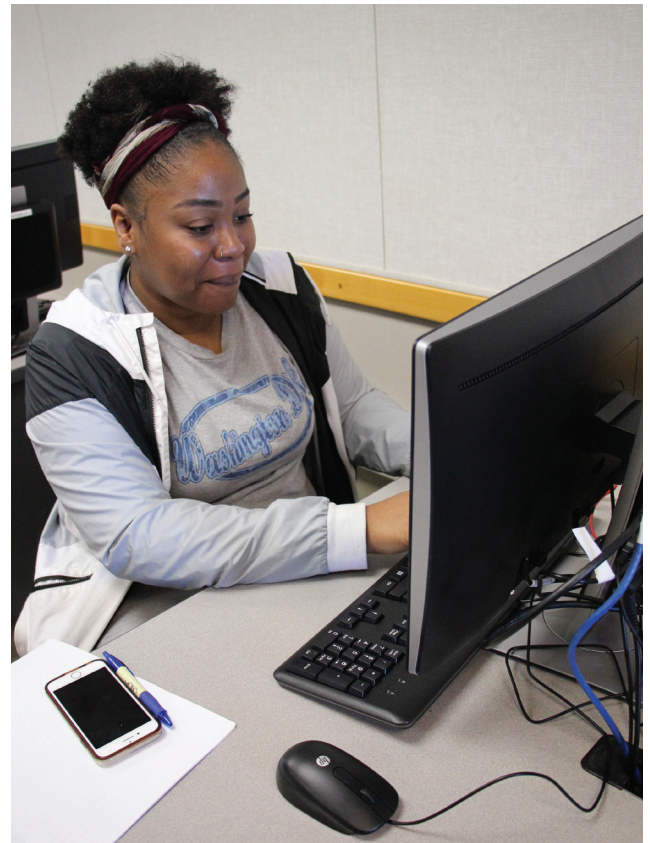
- Strategy 4.4.a Understand and apply District resource allocation metrics (e.g., positions, baseline budget, growth metrics).
- Strategy 4.4.b Analyze MCC resource needs versus allocations to inform strategic fundraising targets and advocacy for equitable resource allocations.

Objective 4.5 Develop a data-informed college resource development & allocation plan.

- Strategy 4.5.a Develop a clearly communicated plan to prioritize and allocate resources, including estimated timelines for establishing and expanding services.
- Strategy 4.5.b Develop a fundraising plan to secure external revenues (e.g., local, state, federal grants; scholarships; private donations; community and business partnerships).

Objective 4.6 Develop a comprehensive Technology Plan, considering growth projections & needs over the next 3 to 5 years.

- Strategy 4.6.a Identify current and projected technology needs to support effective instructional and administrative services.
- Strategy 4.6.b Develop technology services that reflect the needs of learners with diverse backgrounds and access to services.
- Strategy 4.6.c Provide training and support for employees and students to promote advancements in digital teaching, learning, and student development; data integrity and analysis; and evidence-based decision making.



How We Will Measure, Use, & Report MCC2026 Results

We will consistently track our progress, evaluate the impact of our efforts, and share those results with our internal and external communities. This monitoring and communication will occur through an iterative cycle of annual and final reviews of the implementation of the Annual Action Plans and outcomes associated with **MCC2026**.

INITIAL ACTION PLAN

Following Board of Trustee approval of the **MCC2026 Strategic Plan**, we will develop the **2021-2022 Action Plan** using the **Annual Action Plan & Monitoring Template** (see Appendix B). College stakeholders will identify key activities, responsible parties, timelines, and resources needed to advance the **MCC2026** goals, objectives, and strategies.

ANNUAL ACTION PLAN PROGRESS REVIEW

Each year we will review the implementation of our annual plans to evaluate our progress and outcomes. The ultimate measure of the effectiveness of these efforts across the College will be their collective impact on moving the needle on the long-term targets identified for each of our four overarching **MCC2026** strategic goals.

We will monitor the status, outcomes, achievements, challenges, lessons learned, and recommendations regarding implementation of our action plans through **Annual Action Plan Progress Review** conducted as part of our established College planning cycle.

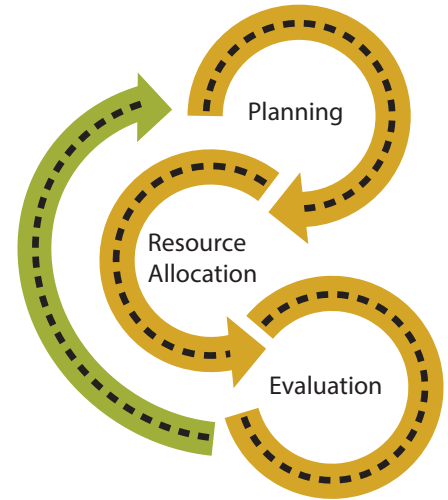
- In late spring of each academic year, the parties responsible for each set of objectives, strategies, and activities/action steps will evaluate their progress and outcomes using the **Annual Action Plan Progress Template** (see Appendix B) and provide an Annual Action Plan Progress Report.
- The **MCC Research and Planning Office** will collect the Annual Action Plan Progress Review reports for monitoring and posting on the Integrated Planning website.
- **College Council** will review the reports, assess the degree to which ground-level work across the College is contributing to realizing Madera Community College's strategic goals, and make recommendations to the responsible parties and the President.

Findings from the **Annual Action Plan Progress Review** will inform development of our ongoing action plans:

- Responsible parties will use the template to prepare **Annual Action Plans** for the following academic year.

- Activity/action steps that have not been completed may be continued and new ones added, as needed.

During the review/planning cycle each year, revisions in our **MCC2026** Strategic Plan may be made to address evolving institutional priorities, student and community needs, or external drivers calling for change.



FINAL MCC2026 EVALUATION & NEW STRATEGIC PLAN

By December 2025, the final year of **MCC2026**, we will launch a new planning cycle to develop our next strategic plan to begin July 2026. We will conduct a comprehensive evaluation of all five years of implementation, reexamine our goals, objectives, and strategies in light of progress made toward our targets.

We will embark on the journey to formulate our future vision and plans for Madera Community College with broad-based campus and community input, informed by the **MCC2026** planning framework: 1) inclusiveness, 2) transparency, 3) active involvement and oversight of College Council, and 4) coordination and integration with other college planning documents.

We will regularly report progress made toward our **MCC2026** strategic goals, by posting reports on the Integrated Planning website and sharing progress during relevant campus and community gatherings, such as opening-day activities. Each year, the President will present an **MCC2026** progress report to the Board of Trustees.

What Success Will Look Like

If we achieve our aims as outlined, we will provide a transformational, equity-centered learning experience for our students, meet our community's workforce needs, and creatively steward our resources for the greatest good.



GOAL 1: EQUITY & ANTIRACISM

- All students feel welcome, connected, and directed.
- Our campuses are free of racism and feel inclusive to all students and employees.
- Our employee diversity mirrors that of our students and community.
- Our policies and procedures reflect an equity lens.
- Our students' basic needs are met through ample resources that promote success and well-being.

GOAL 2: LEARNING & SUCCESS

- We provide clear pathways for all students to visualize their future.
- College entry is smooth and simple, with seamless access to resources.
- Students begin their college experience informed and valued.
- Our students are inspired, energized, and readily achieve their goals.
- All College employees actively empower students throughout their learning journeys.

GOAL 3: WORKFORCE & COMMUNITY

- Our programs welcome and support working adults.
- The College responds to changing labor market needs swiftly and effectively.
- We expand economic opportunity for our students, community residents, and businesses.

- Our relationships with our community, educational, business, and industry partners are strong and mutually supportive.
- Our graduates are prepared to thrive in the local labor market and general economy.

GOAL 4: RESOURCES & INFRASTRUCTURE

- The College is sustained by adequate, reliable traditional and nontraditional funding sources.
- Our staffing reflects our critical priorities and values.
- We intentionally use technology to support innovation.
- Our planning, budgeting, and resource allocation processes are clear, integrated, and grounded in our values and strategic goals.
- College resources are dedicated to meeting community needs.



APPENDIX A



MCC2026 STRATEGIC PLAN WORKGROUP

In January 2020, President Reyna created the **MCC2026** Strategic Plan Workgroup an inclusive, cross-functional, ad hoc committee comprising 11 highly dedicated faculty, staff, administrators, and students, to work with the consultants to guide the development of Madera Community College's first strategic plan.



THE WORKGROUP WAS CHARGED WITH THE FOLLOWING RESPONSIBILITIES

- Serve as the primary resource team to the consultants.
- Keep respective constituents informed on the progress of the project.
- Provide feedback from constituents to the Steering Workgroup.
- Support, guide, and oversee Strategic Plan Development.
- Make recommendations to the College Council and President.

MCC2026 STRATEGIC PLAN WORKGROUP MEMBERS

- Deanna Calvin** – Executive Assistant, Vice President, Learning & Student Success
Dr. Shelly Conner – Dean, Liberal Arts & Social Sciences
Diana Guzman – Student
Dr. Marie Harris – Vice President, Learning & Student Success
Kate Barretto Husain – Faculty, Biology
Ramon Monterrey – Student
Sarah Sirota – Research Analyst
Dr. Darin Soukup – Dean, Madera Community College at Oakhurst
Gina Tarvin – Accountant
Bill Turini – Faculty, Political Science
Elizabeth Villalobos – Senior Research & Planning Analyst

APPENDIX B: Annual Action Plan & Monitoring Template

ANNUAL ACTION PLAN & MONITORING TEMPLATE

ANNUAL ACTION PLAN: _____ [YEAR]

ANNUAL ACTION PLAN PROGRESS REVIEW

Goal _____

Objective _____ Target addressed _____

Strategy _____

Date _____

Activities/ Action Steps <small>List all steps required to ensure activity completion.</small>	Person(s) Responsible for Ensuring Implementation & Completion	Timeline <small>Expected time span month/ year from start to completion.</small>	Integrated Plan <small>Other MCC plans, initiatives this work supports.</small>	Resources Needed <small>Note new, existing needs.</small>	<small>Describe progress status; outcomes & achievements; challenges; lessons learned; recommendations. Attach additional information, as needed.</small>

Strategy _____

Activities/ Action Steps <small>List all steps required to ensure activity completion.</small>	Person(s) Responsible for Ensuring Implementation & Completion	Timeline <small>Expected time span month/ year from start to completion.</small>	Integrated Plan <small>Other MCC plans, initiatives this work supports.</small>	Resources Needed <small>Note new, existing needs.</small>	<small>Describe progress status; outcomes & achievements; challenges; lessons learned; recommendations. Attach additional information, as needed.</small>



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