



# Three-Year Strategic Plan 2011–2014

## Mission:

Madison College provides accessible, high quality learning experiences that serve the community.

## Values:

Excellence, respect and integrity.

## Vision:

Transforming lives, one at a time.

## Goals:

1. Meet access, learning and workforce needs of our students, employers, and community.
2. Retain students to completion.
3. Improve facilities, systems and processes while meeting fiscal challenges.



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# 2011–2012 Initiatives:

## Mission-Driven Budget

### Guiding Principles:

- 1. Maintain headcount enrollment at the same level or greater in academic year 2012-13 as in academic year 2011-12.**
  - Focus and sharpen efforts to increase student retention and completion rates.
- 2. Provide operations support at sustainable levels.**
- 3. Maintain the college commitment to instructional access and services district-wide.**
- 4. Make all decisions with a long-term perspective.**
  - Continue the implementation and update of the Academic Plan.
  - Continue the implementation of the Facilities Master Plan.
- 5. Maintain and preserve the core functions of the college.**
  - Continue support of the college's primary role as first point of access to higher education in the District.
  - Maintain funding to support services necessary to ensure student success and boost completion rates.
  - Maintain fiscal viability of the college.

### Goals:

#### **1. Meet access, learning and workforce needs of our students and community.**

- a) Update the Academic Plan.
- b) Increase the number of flexible learning options – evening and weekend courses, programs, and online and hybrid courses in core programs.
- c) Organize to provide flexibility for schools to meet market and community demands.
- d) Create or improve processes that will expand course-taking options and increase student success.

#### **2. Retain students to completion.**

- a) Complete and launch retention plan engaging the college community.
- b) Complete centralization of advising services and identify and address gaps.
- c) Assess current retention resources and services and conduct comprehensive assessment of learner needs to identify gaps.
- d) Create or improve processes that will enhance student persistence and retention toward student success and completion.
- e) Improve student outcomes for all student groups, including shorter-term students' persistence, success in gatekeeper courses and graduation levels.

#### **3. Improve facilities, systems and processes while meeting fiscal challenges.**

- a) Implement Phase 1 of Master Facilities Plan.
- b) Complete planning and scheduled implementation for Phase 2 of Master Facilities Plan (which includes housing and west campus).
- c) Actively seek new partnerships and alternative funding sources to support facilities, learning and service needs.
- d) Meet emerging needs while preserving the integrity of the college's finances.
- e) Create or improve processes that will support maximum utilization of facilities, faculty and staff.



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