

**Alpena Community College  
Strategic Plan  
For 2015-2017**

**Strategic Goal #1:** *Present and position ACC as a compelling, attractive institution of choice for all learners.*

| OBJECTIVES   | Leadership   |
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| A. Improve and implement an up-to-date marketing plan as it pertains to strategic planning objectives.   | Jay Walterreit, Mike Kollien   |
| <ol style="list-style-type: none"> <li>1. Personalize the pictures and use testimonials in ACC publications and website</li> <li>2. The online college catalog should be broken into sections/chapters that can be individually accessed</li> <li>3. Work with faculty for greater outreach to both new and existing student – postcards, cultural events, website, email, Facebook, triangulate, call lists, collect contact information</li> <li>4. Use visualization of positive statistics in marketing materials</li> <li>5. Emphasize liberal arts along with technical programs</li> <li>6. Recruitment for programs out of the area to spark interest.</li> <li>7. Market programs outside our local service area</li> <li>8. Trace and utilize placement data in marketing occupational programs</li> </ol> | <p>To a large extent, bullets 1,3,5, and 6 are already being accomplished on a regular basis. Bullet 2 was accomplished for the 2015-2016 catalog; the catalog is now being managed by the Dean of Students. Bullet 4 could use more development. Bullet 8 requires a consistent effort to collect, process and communicate the data before it can be used in marketing. Recent projects with GIS instructor, Jim Berles, have provided interesting data. Bullets 6 and 7 have the greatest need for increased resources, but with ACC’s fiscal challenges there has been no request made for the staffing needed to accomplish these action projects. The Office of Public Information, the Admission Office, and the Enrollment Committee continue to explore new ideas to improve enrollment and marketing at ACC.</p> <p>Two links on our ACC website under the “About ACC”, “Office of Public Information” links contain more information on what specifically is being done for this objective:<br/> <a href="http://discover.alpenacc.edu/about_acc/spbc_10_20_2015.php">http://discover.alpenacc.edu/about_acc/spbc_10_20_2015.php</a> and</p> |

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|  | <p><a href="http://discover.alpenacc.edu/about_acc/docs/acc_marketing_plan.pdf">http://discover.alpenacc.edu/about_acc/docs/acc_marketing_plan.pdf</a></p> <p>The SPBC Committee discussed various ways we could promote ACC and the programs we offer. Refer to SPBC minutes of October 20, 2015 for more details of the discussion.</p>   |
| <p>B. Build a strong strategy for HUSH campus via programs and facilities with a goal of increasing enrollment.</p>  | <p>Don MacMaster, Nancy Seguin</p>  |
| <ol style="list-style-type: none"> <li>1. Review composition of advisory group and extend invitation to new members if needed</li> <li>2. Conduct a needs study to help direct programming changes</li> <li>3. Investigate a tech lab presence at Huron Shores</li> <li>4. (Possibly pursue grants to fund this action project).</li> <li>5. Investigate a unique occupational program as an “anchor” program for that campus</li> <li>6. Explore strengthening the losco county connection with ACC’s Foundation Board</li> </ol> | <p>A new industrial tech lab has been created on the HUSH campus. A full-time faculty has been hired to teach the redesigned Industrial Technology Certificate program. It will be the flagship program for the HUSH campus.</p> <p>Facilities on the 1<sup>st</sup> floor will be rented to the Alternative Academy of losco County with the hopes of encouraging these students to dual enroll into our ACC classes.</p> <p>The HUSH Advisory Board will invite new members made up of area industry leaders to its August Board meeting. The Advisory Board will be asked about facilitating a needs study for program direction.</p> <p>Leaders in losco community have been asked to participate on the ACC's Foundation Board.</p> <p>As a recruitment instrument for the Industrial Technology Certificate program, ACC is offering SDE 201 in the directed/concurrent credit model to the IRESA CTE students.</p> |

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| <p>C. Work to keep our buildings and grounds well maintained and attractive as identified in the Facilities Master Plan.</p>   | <p>Nick Brege</p>   |
| <p>1. Formalize and present a Facilities Master Plan to the college community (functional, energy, aesthetics)</p> <p>2. Solicit input from stakeholders on functional upgrades</p> <ul style="list-style-type: none"> <li>○ <i>Outside/street beautification. Light pole banners.</i></li> <li>○ <i>Expand and improve wi-fi.</i></li> <li>○ <i>Update Library furnishings.</i></li> <li>○ <i>Remove/clean/update hallway artwork and displays.</i></li> <li>○ <i>Improve the look of ACC by adding more student artwork on the walls, creating a sculpture garden, and planting more trees.</i></li> <li>○ <i>Update student congregating areas including student lounge in VLH (install USB charging ports/update furniture)</i></li> </ul> | <p>The Facilities Master Plan is being completely redone and the goal is to have it completed and ready for review by the end of March 2017</p> <p>A new facilities assessment (last one was performed in 2008) is needed to help identify and prioritize deferred maintenance projects. Additionally, there are a series of energy reduction projects that will result in a cost savings of approximately \$10K/year.</p> <p>A Campus Beautification Committee has been formed to provide input on selecting student artwork, prioritizing aesthetic projects, and establishing a unified campus image.</p> <p>The MIS department is installing functional technology upgrades to expand <i>wifi</i> access and smart room enhancements.</p> |
| <p>D. Attract and retain highly qualified and motivated employees.</p>   | <p>Carolyn Daoust</p>   |
| <p>1. Focus on instructor qualification in regards to what they are teaching</p> <p>2. Strategically look at hiring practices</p> <p>3. Create a process to better support and communicate with adjunct faculty</p> <p>4. Investigate the creation of a professional development and faculty enrichment program (regularly scheduled faculty roundtable discussions)</p>   | <p>Whenever a vacancy occurs, a thorough review of the job description takes place; additions/deletions are done at this time to ensure we attain the most qualified applicants for the position.</p> <p>A thorough review of all faculty credentials has been done to ascertain our compliance with the HLC faculty credential guidelines.</p>   |

- 5. Institutionalize a Mutual Gains culture to improve employee morale
- 6. Review evaluation process

Vacancies are strategically advertised locally and in specialty areas to get the most exposure possible. A mix of employees and community members are asked to serve on Search Committees. Specific interview questions are asked of applicants to determine their background and skills. Once a decision is made by the Search Committee, they forward that recommendation to the President. The President has the option of interviewing the candidate(s) to make a final decision or take the recommendation of the Search Committee.

Each semester the VP of Instruction conducts an in-person orientation session for all new faculty members. HR office also orients new employees in college policies. All employees are given an ACC email address, which is the main form of communication with employees.

VP of Instruction has developed a proposal for Faculty Development which allows funds for one occupational and one general education department to participate in a staff development activity of their choice. A fixed amount of money is allocated for each person in the chosen departments.

As per the three union contracts, a cross-constituent committee meets twice a semester to provide a mechanism to maintain communication and to discuss and evaluate issues using methods developed in mutual gains training, regarding but not limited to upholding the contractual agreements, sharing information, and reinforcing strategic planning and budgeting of the College's resources based on data that concerns the health and financial viability of the College.

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| <p>E. Guarantee ACC’s financial liquidity by building a 15% fund balance.</p>   | <p>Richard Sutherland</p>  |
| <p>1. Build a budget that allows for increases in fund balance of up to 2% each year</p>  | <p>Every attempt is made to reach this goal, however, declining enrollments and the uncertainty of state appropriation and property tax revenues make reaching this goal a challenge.</p>  |
| <p>F. Develop additional revenue sources and increase revenues from established sources.</p>  | <p>Don MacMaster, Penny Boldrey</p>  |
| <p>1. Investigate district boundary expansion<br/> 2. Maintain strong ties with Michigan legislators and government officials with appropriate emphasis on funding opportunities<br/> 3. Lead, track and respond to local economic changes that produce revenue<br/> 4. Leverage grants – program development (note placed between goals 2 &amp; 3)<br/> 5. Interact with ACC Foundation and its activities that affect college revenue</p> | <p>Legislation allowing for annexation of areas not geographically contiguous to a current community college district community passed the House in 2014 but stalled in the Senate. The Community College Act already allows such an action in the Upper Peninsula, but not elsewhere in Michigan. Attempts by the College to annex contiguous districts do not appear promising at present.</p> <p>Meetings with local, state, and federal legislators have occurred this year. Visits by U.S. Senator Gary Peters and U.S. Congressman Dr. Dan Benishek were notable examples. Sen. Peters’ interest in liberalizing drone usage for higher education purposes has been and will be influential in ACC’s pursuit of state and federal resources related to Unmanned Autonomous Vehicles.</p> <p>The ACC President sits on the Target Board, giving the College a seat at the table on deliberations involving local and regional workforce and economic development.</p> <p>The College was able to leverage approximately \$250,000 in federal TAACCCT equipment resources to meet a mandatory 25 percent cash match on \$625,000 in Michigan Community College Skilled Trades Equipment Program grant dollars. The two funding sources</p> |

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|  | <p>combined allowed procurement of more than \$800,000 in grant-funded equipment during FY 16.</p> <p>Successful execution of the National Collegiate Lineman's Rodeo in April was one notable example of interaction between the ACC Foundation and the College this year. Others included the EPTC, the Honor's Breakfast, and the ongoing scholarships for students.</p>  |
| G. Create an enrollment plan with enrollment goals.  | Jay Walterreit, Mike Kollien   |
| <ol style="list-style-type: none"> <li>1. Recruit outside of our local area for our occupational programs.</li> <li>2. Recruit locally students interested in transferring to other colleges.</li> <li>3. Retain current students.</li> <li>4. Increase dual enrollment opportunities</li> </ol> | <p>Investigate demographic studies to identify outside the area opportunities for recruiting occupational students. Increase capacity of occupation programs where possible.</p> <p>Advertise the value of studying at ACC the first two years towards a four-year degree. Implement an Honor's program to attract high achieving students.</p> <p>Provide the necessary student support for struggling student and make sure students know about the available services. Improve student/campus life opportunities and put them on the college web site.</p> <p>Investigate all opportunities to work with our local area schools to provide dual enrollment courses.</p> |
| H. Better emphasis the value of an ACC education   | Jay Walterreit   |
| <ol style="list-style-type: none"> <li>1. Clearly communicate our tuition/fees breakdown</li> <li>2. Communicate comparative data</li> <li>3. Update Net Price Calculator</li> </ol>   | Tuition and fees are clearly communicated on the ACC web site (link on the bottom of the page).  |

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| <p>4. Provide program cost estimates<br/>5. Communicate the value of ACC education and training</p> | <p>Provide empirical data on the web site that demonstrates the value of an ACC education.</p> <p>The Net Price Calculator is updated annually by the Director of Learning Technology and the Director of Financial Aid.</p> <p>Personal outreach to potential students, as well as non-returning students.</p> |
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**Strategic Goal #2:** *Achieve excellence in program areas of transfer, occupational/technical, developmental, community and continuing education.*

| OBJECTIVES   | Leadership  |
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| <p>A. Implement and maintain a comprehensive plan to provide useful data, on student learning outcomes across programs, and provide effective feedback to improve teaching and learning.</p>   | <p>Kathy Marsh, Wendy Brooks</p>  |
| <ol style="list-style-type: none"> <li>1. Internal marketing of institutional core competencies, including making core competencies more relevant to faculty</li> <li>2. Monitor HLC Quality Initiative</li> <li>3. Continue to institutionalize the assessment process</li> <li>4. Raise student awareness of core competencies using student groups</li> </ol> | <p>The Student Learning Committee is overseeing a process for the assessment of student learning outcomes across all programs. The core competencies are being assessed one at a time, through Blackboard, each fall. Each competency is reassessed a year and a half later in the spring semester.</p> <p>The committee continues to involve faculty in creating the assessment instruments and reviewing assessment results and making suggestions for improvement.</p> <p>We need to work on student awareness by doing presentations to various student groups.</p> |
| <p>B. Implement and maintain a plan to evaluate programs and courses for relevance such that appropriate recommendations for continuance, expansion or elimination can be made.</p>  | <p>Kathy Marsh</p>  |
| <ol style="list-style-type: none"> <li>1. Program Prioritization Process/Dashboard of Program Review</li> <li>2. Streamline duplication of courses in curriculum.</li> <li>3. Increase consciousness and containment of inflationary tendencies in curriculum</li> </ol>   | <p>The Dashboard Program Review was unable to be accomplished without the resources of an institutional researcher.</p>   |



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| <p>development(contact hours, labs, advanced courses, new programs)</p> <p>4. Improved Transferability and course / credit acceptance from Universities</p>  | <p>The Curriculum Committee is tasked with considering all initiation and changes in courses, programs, and graduation requirements for credit course offering. When reviewing a proposal they consider the effect on existing courses and programs, relationship of courses to program(s) and can other courses on campus be revised to include the need of the suggested course.</p> <p>The Assistant to the VP of Instruction annually sends out a curriculum committee summary to all transfer universities.</p>  |
| <p>C. Assess new opportunities for programs to better position the College to serve the needs of our students and market demands.</p>  | <p>Don MacMaster, Kathy Marsh, Dawn Stone</p>   |
| <p>1. Huron Shores occupational program development</p> <p>2. Investigate options for additional health care programs (PTA or Respiratory Therapy)</p> <p>3. Bachelor of Science in Electrical Systems Technology</p> <p>4. Work with program advisory committees to identify new opportunities</p> <p>5. Focus/Invest in non-credit community education</p> | <p>TAACCCT Grant supported the development of the Industrial Tech program at HUSH, the non-credit platform to enhance secondary school relationships with drones and ROVs, enhanced relationship with Michigan Works system to deliver non-credit, employer based training.</p> <p>ACC recently signed an articulation agreement with Mid-Michigan Community College for our students to complete the pre-requisite courses needed to transfer into their Physical Therapy Assistant program, similar to the Radiography program agreement. Research indicated that the Respiratory Therapy program was too expensive to pursue.</p> <p>Created a new Bachelor of Science degree in Electrical Systems Technology, an Advanced Certificate in Utility Tech with Consumers Energy Company.</p> |

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|   | <p>Every occupational program has minimally an annual meeting with their advisory committees to solicit input on possible new programs and/or enhancements to current programs.</p> <p>Website lists community ed/workforce development contact. Upon request, staff coordinate non-credit classes that meet the specific needs of the community and/or employer, occasional funded by State of Michigan Skilled Trades Training Fund (STTF). UAS workshops, advanced manufacturing workshops, green building workshops, among others, are provided to the community on a regular basis.</p>   |
| <p>D. Figure out ACC's role in distance education service, courses, and programs.</p>   | <p>Kathy Marsh, Jeff Blumenthal</p>  |
| <ol style="list-style-type: none"> <li>1. Additional online course offerings</li> <li>2. Identify which courses lend themselves well to online including which courses are needed for availability to students</li> </ol> | <p>The Learning Technology department provides Quality Matters training to faculty that are interested in teaching an online course. That department support faculty in delivering high quality online instruction.</p> <p>All new online courses must be approved for development by the Curriculum Committee using Form C.</p> <p>Going forward we need to work with department chairs on identifying potential new online offerings. The best opportunities would be in areas that are unique and different to draw students from other locations and not necessarily shifting our enrollments from the face-to-face offerings.</p> |
| <p>E. Implement and maintain an effective and efficient Student Services Department.</p>  | <p>Nancy Seguin</p>  |
| <ol style="list-style-type: none"> <li>1. Centralize Student Services</li> <li>2. Have the SSC serve as the leader to help organize student study groups</li> </ol>   | <p>Student Services was centralized in VLH 101 in Fall 2015.</p>   |

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| <ol style="list-style-type: none"> <li>3. Continue to expand the amount of student activities and groups on campus</li> <li>4. Offer more programs/activities for all students and not just for students that are not based on financial need or specific credentials</li> <li>5. Investigate the possibility of creating a placement office</li> <li>6. Provide a student technology help desk.</li> </ol>  | <p>The men's basketball team met in the Student Services Center for a study hall on Tuesday, Wednesday, and Thursday from 4-5:30pm during the month of September and Tuesday and Thursday from 1:45 to 3pm during the months of October and November for the Fall 2016 semester.</p> <p>Two new student groups were formed: The Language Society and the Huron Shores Student Leaders.</p> <p>Placement is done by occupational department and the Student Employment link on our webpage. Transfer students don't need a placement service. With limited funding having a staffed placement office is not a priority.</p> <p>The Network Administration students are providing a Help Desk for their fellow students, faculty, staff and community members.</p> |
| <p>F. Improve academic advising processes to provide sufficient structure for guiding students to success.</p>   | <p>Kathy Marsh, Nancy Seguin, Department Chairs</p>  |
| <ol style="list-style-type: none"> <li>1. Study Guided Pathway literature and implement appropriate processes</li> <li>2. Improve advising processes</li> <li>3. Provide advising training periodically</li> <li>4. Promote student involvement with their assigned advisor</li> <li>5. Emphasis better transfer advising</li> <li>6. Encourage undecided students to identify a program of study</li> </ol> | <p>Instructional administrators have attended meetings and conferences to gain insight and helpful hints on implementing appropriate processes for guiding students to success. The results would be Mandatory Orientation, Peer Students, First-Year Experience Course and the investigation of Career Coach.</p> <p>Advising is a constant work in progress. We have provided general advising training over the last two years, but will continue to seek opportunities for additional training. Example: faculty need to be oriented on new placement testing instruments, which is planned for August 22, 2016.</p>   |

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| G. Track and follow-up on student retention.   | Don MacMaster, Kathy Marsh, Jay Walterreit  |
| <ol style="list-style-type: none"> <li>1. Implement a plan for tracking retention</li> <li>2. Disaggregate student population data – developmental students, undecided students, occupational students, transfer students, etc.</li> </ol> | <p>An initial definition of retention was developed: the number of students returning from semester to semester. Director of Public Information has compiled data for the past 5 years and that data is being looked at by the Enrollment committee.</p> <p>Need time and resources to further student disaggregate data.</p> |

**Strategic Goal #3:** *Serve as a primary center for regional economic development, diverse programming, recreational/wellness opportunities, and cultural enrichment.*

| OBJECTIVES  | Leadership   |
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| A. Align education/training with regional business/industry strategies for prosperity.  | Don MacMaster, Kathy Marsh, Dawn Stone   |
| <ol style="list-style-type: none"> <li>1. ACC continues to be involved and seek out new opportunities for providing training and educational opportunities to our region.</li> <li>2. TAACCCT grant supported the exploration and development of new career opportunities.</li> <li>3. Every occupational program has minimally an annual meeting with their advisory committees to solicit input on possible new programs and/or enhancements to current programs</li> <li>4. ACC maximizes the learning potential of the new domecast capacity at the Besser Museum Planetarium.</li> </ol> | <ol style="list-style-type: none"> <li>1. Examples: <ul style="list-style-type: none"> <li>• Biz Center</li> <li>• Small Business and Technology Development Center</li> <li>• Specialized Education</li> <li>• Target Alpena Development Corp.</li> <li>• Alpena Chamber of Commerce Membership</li> <li>• Continue to implement the Board policy on variance favoring for local business</li> </ul> </li> <li>2. Examples: <ul style="list-style-type: none"> <li>• Industrial Tech program at HUSH</li> <li>• Secondary School relationships with drones and ROVs</li> <li>• Michigan Works non-credit, employer based training</li> </ul> </li> <li>3. Examples: <ul style="list-style-type: none"> <li>• Occupational program's advisory committees</li> <li>• Provide workplace training to businesses</li> <li>• Stay connected to local apprenticeship opportunities</li> </ul> </li> <li>4. Examples: <ul style="list-style-type: none"> <li>• Inform staff about digital system potential</li> <li>• Provide training opportunities for faculty who might want to create their own dome content</li> <li>• Support content creation that aligns with ACC's mission.</li> </ul> </li> </ol> |
| B. Investigate opportunities for diverse programming.   | Don MacMaster, Kathy Marsh   |
| 1. The TAACCCT grant allows ACC to explore programming areas without any financial investment.  | <ol style="list-style-type: none"> <li>1. Examples: <ul style="list-style-type: none"> <li>• Marine Technology Program</li> </ul> </li> </ol>  |

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| <p>2. Exploration of new programs follow an outline providing clear and concise process that spells out the new programming opportunities in a fair and objective format.</p>  | <ul style="list-style-type: none"> <li>• Industrial Tech Program at HUSH</li> <li>• Drones and unmanned technologies</li> </ul> <p>2. Examples:</p> <ul style="list-style-type: none"> <li>• Physical Therapy Assistant –offered for 3 years</li> <li>• Respiratory Therapy – high costs and employment opportunities</li> <li>• Diesel Mechanic – dilute our current automotive programs</li> <li>• Truck Driving – not feasible</li> <li>• Bachelor’s degree in Concrete Technology – no employer demand</li> <li>• Bachelor’s degree in Electrical Systems Technology - implemented</li> <li>• Auto Body Repair – under review</li> </ul>   |
| <p>C. Support health and wellness programs.</p>  | <p>Carolyn Daoust, Noel Hall</p>   |
| <ol style="list-style-type: none"> <li>1. ACC provides a Wellness Center for its students, staff and community members.</li> <li>2. Intercollegiate and Intramural athletic programs</li> <li>3. ACC offers various programs for both students and staff.</li> <li>4. The Campus Safety Committee is comprised of employees from each work group to maintain safety at ACC.</li> </ol> | <ol style="list-style-type: none"> <li>1. The Director of the Wellness Center presented information on the need to maintain and replace some of the equipment and resource opportunities for funding.</li> <li>2. There is a need for organizing and publicizing the intramural program. A website with current information on both athletic programs is needed.</li> <li>3. Examples: <ul style="list-style-type: none"> <li>• The Strategy Club (on hiatus right now)</li> <li>• The Employee Health and Wellness committee</li> <li>• The Employee Assistance Program (EAP) is highly confidential program offered through Mutual of Omaha</li> <li>• The ACC Connection is a group of employees who represent each work group and offer encouragement support and assistance to employees</li> </ul> </li> <li>4. The Safety committee follows MiOSHA and OSHA guidelines, works with the Clery Task Force committee, conduct fire drills, educate staff/students on various forms of harassment and violence issues, educate staff/students of contacts and resources available.</li> </ol> |

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| D. Facilitate hosting and promotion of cultural events.  | Tim Kuehnlein   |
| 1. Expand the relationship between ACC and the Alpena community to enhance both the students and the communities experience in arts and culture. | <p>1. Examples:</p> <ul style="list-style-type: none"> <li>• 2016-2017 Endowed Chair Award will use the financial resource to encourage the connection between the college and the community</li> <li>• Explore ideas for the use of the Granum Theatre by assessing the pros and cons of how best to utilize the facilities and to emphasis the positive uses</li> <li>• Promote current art galleries and student art loan projects through the Beautification Committee</li> <li>• Promote the Wilson Gallery and the Fine Arts Gallery</li> </ul> |

**Strategic Goal #4:** *Foster an environment of learning that embraces change, cultural diversity, personal accountability, and global thinking. (Measurement of these objectives may be based on events that address these goals.)*

| OBJECTIVES  | Leadership   |
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| A. Provide unique experiences that foster student, staff and faculty thinking and growth (embracing change).  | Carolyn Daoust   |
| <ol style="list-style-type: none"> <li>1. Improve communication throughout the college</li> <li>2. Encourage more participation from faculty and staff in college events (ball games, talent show, etc.)</li> <li>3. Provide support for programs that departments offer for the students and community</li> <li>4. Provide college wide programming that embraces a positive mindset and ethical behavior</li> </ol> | <ul style="list-style-type: none"> <li>• College wide email system-approximately 60% of students are utilizing-discussed using some sort of incentives for students using it.</li> <li>• Blackboard - has issues with Google Chrome and Firefox.</li> <li>• School Messenger - sends out class cancellations, emergency and college wide notifications - appears to be working fine.</li> <li>• It was determined that minutes from some meetings are not posted to the website. This needs to be addressed and the By-Laws for committees need to be consistent and saved to the website.</li> <li>• A Student Life website could help promote more participation that would capture accurate, recent information, organizations on and off campus that students could get involved in. Current site only provides description of the group and not what they are doing.</li> <li>• The group discussed that the largest amount of student activity dollars goes to athletics and the Wellness Center and \$5,000 for student groups. The Student Leadership group determines how much money each group received based on proposed activities.</li> <li>• The utilization of Mutual Gains Bargaining and the process of collecting data for decision making helps to build a more trusting environment that could eventually lead to a more positive mindset for employees. Ethical behavior and integrity are personal characteristics that need to be recognized and encouraged on an individual basis during evaluations.</li> </ul> |



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| B. Increase awareness of cultural diversity.   | Tim Kuehnlein  |
| <ol style="list-style-type: none"> <li>1. MCCA Center for Global Initiatives</li> <li>2. Fulbright Scholarships</li> <li>3. Prima Civitas Foundation</li> </ol>  | <ul style="list-style-type: none"> <li>• ACC needs to investigate opportunities to increase everyone’s awareness of cultural diversity, as well as recognizing diversity in non-traditional sense (socio-economic, political, generational, etc.). Some suggestion that were put forth in the committee were more projects and presentations on global awareness and promote international students access to us.</li> <li>• Dr. MacMaster talked with MCCA staff member, Carol Stax-Brown, about the Global Initiative and found that is hasn’t been a fruitful endeavor.</li> <li>• Some initiatives that promote cultural diversity: <ul style="list-style-type: none"> <li>- Language Society group</li> <li>- LGBTQ+ awareness</li> <li>- Clery, VAWA and Title IX training on how to treat other people</li> </ul> </li> <li>• It was suggested that Kim Montague investigate giving the TOFFEL test.</li> <li>• It was also suggested that we tap into local high school’s foreign exchange programs</li> <li>• WCCT Blockmakers bring international people to our campus and maybe we can do something to help expose our students and staff to them in a social setting.</li> </ul> |
| C. Encourage growth in personal accountability.  | Carolyn Daoust   |
| <ol style="list-style-type: none"> <li>1. Promote good work ethics</li> <li>2. Encourage student group activities that help our students grow into responsible, upstanding citizens</li> <li>3. Support and where appropriate, reward assumption of responsibility by employees and teams for initiatives advancing the college mission</li> </ol> | <ul style="list-style-type: none"> <li>• ACC has active Student Leadership, Student Ambassadors, PTK groups on campus that help develop leadership skill in students that get involved.</li> <li>• A “Student Life” website needs to contain current information about activities.</li> </ul>  |

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|   | <ul style="list-style-type: none"> <li>• The Safety Committee has helped decrease complacency in regards to fire drills, AEDs, Active Shooter training, Evacuations, Blood Borne Pathogens and Knox boxes.</li> <li>• Human Resources office has purchased training programs for staff and students on Clery, VAWA and Title IX.</li> <li>• It was suggested we survey staff on what topics people would be interested in for staff development</li> <li>• Risk Management staff conduct on audit of our facilities for safety issues</li> <li>• The group felt that the best way to recognize employees for their initiatives is to publicize them: <ul style="list-style-type: none"> <li>- Lumberjack of the Month</li> <li>- Lumberjack Leaders</li> <li>- Staff Appreciation Lunch &amp; Dinner</li> <li>- New hires email blasts</li> <li>- TRENDS Outstanding Educator Awards</li> <li>- Endowed Chair Award</li> </ul> </li> </ul>   |
| D. Promote more global thinking.  | Kathy Marsh, Nancy Seguin  |
| <ol style="list-style-type: none"> <li>1. Incorporate ideas from outside our local area</li> <li>2. Encourage students, staff and faculty to experience events outside of our local area</li> </ol> | <ul style="list-style-type: none"> <li>• ACC needs to continue to offer our campus as a neutral facility for hosting expression of global issues: <ul style="list-style-type: none"> <li>- Intelligent Design presentations</li> <li>- ISIS presentation</li> <li>- Post-Unification of East Germany presentation</li> <li>- Tim Kuehnlein’s travel presentations</li> <li>- German class in Au Gres that review current newspapers brought from Germany by one of the student’s parents</li> <li>- William Kamkwamba’s presentation on “The Boy Who Harnessed the Wind” and his involvement with the UTT students.</li> </ul> </li> <li>• The group recognized several events that students and staff have been involved in outside our local area: David Cummins awarded the Ocean Exploration Trust Science Communication Fellowship on the Nautilus, Young Women, Strong Leaders conference that several of our students attended with staff members, TRENDS conference</li> </ul> |

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|  | <p>and the American Geographical Society's Fall Symposium at Columbia University.</p> <ul style="list-style-type: none"><li>• Money for staff development has been put back into the budget for FY17 to encourage more attendance at events outside our local area. Each year two academic departments have the opportunity to attend staff development activities off campus. Staff development is also available to staff who follow the proper procedure for accessing the money. Staff development opportunities should include motivational/inspirational speakers, team building, work ethics, positive attitude.</li><li>• Health Care Therapies courses (4) provides an education on a variety of complimentary care modalities for self and clients through creative movement, engaging activities and purposeful discussion. These course focus on exploration of self, progress towards self-realization and self-enhancement to encourage the building of skills and awareness for holistic individual and client care.</li></ul> |
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**Strategic Goal #5:** *Conduct college business with a view to developing partnerships and alliances to expand learning opportunities.*

| OBJECTIVES  | Leadership   |
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| A. Expand university partnerships when appropriate.   | Don MacMaster, Nancy Seguin  |
| <ol style="list-style-type: none"> <li>1. Pursue articulation agreements with universities</li> <li>2. Provide current curriculum changes to universities to facilitate better transfer of ACC courses</li> <li>3. Promote Michigan Transfer Agreement (MTA)</li> <li>4. Expand the University Center program offerings (SVSU, LSSU)</li> </ol>                     | <ul style="list-style-type: none"> <li>• <i>Northwood University</i> – good solid relationship</li> <li>• <i>Ferris State University</i> – with Concrete Tech</li> <li>• <i>Lake State University</i> – they are trying to revive their Masters in Business Administration</li> <li>• <i>Spring Arbor</i> – possibly in the area of social work in the future</li> <li>• <i>U of M Flint</i> – most substantial university partner relationship</li> </ul> <p>The Assistant to the VP of Instruction annually sends out a curriculum committee summary to all transfer universities.</p> |
| B. Explore partnership opportunities with local and regional businesses.  | Don MacMaster, Dawn Stone  |
| <ol style="list-style-type: none"> <li>1. Strengthen relationships with business and industry</li> <li>2. Find out the needs of local businesses through advisory committee participation</li> <li>3. Offer job shadowing, internship and apprenticeship opportunities</li> <li>4. Provide professional development opportunities to our local community</li> </ol> | <p>All occupational programs meet at least annually with their advisory committees. The purpose of these meetings is to share program changes, new equipment, new delivery methods (i.e. internships) and anything relevant to the programs. The advisory committee members are asked for their input on what would make our students better potential employees of their companies.</p>   |

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|  | <p>Dawn Stone reported that everything currently noted is still active at least as far as the TAACCCT program that the grant works with but we have also added additional opportunities for apprenticeship to include;</p> <ul style="list-style-type: none"> <li>• <i>Advanced Manufacturing Boot Camps</i> – grant funded involving business, plant tours and interviews</li> <li>• <i>Cyber Security Training</i> – nationally recognized certificate classes/non-credit classes</li> <li>• <i>Members from the IT community in our region</i></li> <li>• <i>Drone Seminars</i> – provided to various public entities, people, business and continuing to create and expand on those relationships</li> <li>• <i>Millwright Apprenticeship Program with Carmeuse</i> – currently working through</li> <li>• <i>Lineworker Apprenticeship with MECA</i></li> <li>• <i>Auto Body Apprenticeship</i> – possibly develop a workshop type class</li> </ul> <p>It was pointed out that ACC needs faculty to be involved with WBKB in regards to the Knowledge Bowl.</p> |
| <p>C. Work with Iosco County and surrounding area leadership to help expand ACC's presence in that region.</p>   | <p>Don MacMaster, Nancy Seguin, Dawn Stone</p>   |
| <ol style="list-style-type: none"> <li>1. Encourage growth at HUSH by facilitating community, industrial, and educational partnerships in Iosco County</li> <li>2. Keep a line of communication open with Iosco school districts</li> <li>3. Expand the industrial technology offerings in the area</li> <li>4. Utilize advisory committees in the area</li> </ol> | <p>Nancy shared several things going on at Huron Shores campus:</p> <ul style="list-style-type: none"> <li>• Huron Shores Open House</li> <li>• Oscoda alternative ed students use the campus as their home base</li> <li>• Huron Shore Campus Advisory Board meet once a year and is made up of past educators and industrial leaders</li> <li>• Alcona has 58 students Dual Enrolled with 360 credit hours</li> <li>• Au Gres has 15 students taking 84 credit hours</li> </ul>  |

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|  | <ul style="list-style-type: none"> <li>• Technical training is available to incumbent workers and employees</li> <li>• P &amp; L Development &amp; Manufacturing sent 3-4 of their employees for a manufacturing processes class</li> <li>• HUSH enrollment was not down for the first time in a number of years</li> </ul> <p>A suggestion was made to possibly do a separate event such as an Open House Career Night at HUSH for parents and students that would include workshops.</p> <p>Every opportunity to improve dual enrollment relations is being pursued.</p>  |
| <p>D. Continue and expand the College's relationships with non-profit organizations.</p>   | <p>Don MacMaster</p>  |
| <ol style="list-style-type: none"> <li>1. Thunder Bay National Marine Sanctuary</li> <li>2. Northeast Michigan Fiber Consortium</li> <li>3. Thunder Bay Arts Council and other arts, cultural and civic organizations</li> <li>4. Jesse Besser Museum</li> <li>5. Hope Shores Alliance (formerly Shelter, Inc.)</li> <li>6. Alpena Regional Medical Center</li> <li>7. Alpena County George M. Fletcher Library</li> </ol> | <p>Don stated that the hardware and software for the Jesse Besser Museum Planetarium upgrade is in and it will create an IMAX experience. He also shared that a lot of things are going on in the museum.</p> <p>Dawn shared that Brian Dawson, our drone instructor, Gary Hollingsworth our media guy for technology and Sarah Burt our learning technology technician attended a 2 hour workshop event to observe how the IMAX technology works at the museum and they stated that it was fantastic and are excited to try and adjust some of their drone footage so it can be displayed like it.</p> <p>Dick shared that Matt Dunckel put together a plan so approximately 100 ACC students could attend the event at AHS with William Kamkwamba "The Boy Who Harnessed the Wind".</p> |

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|  | <p>Don shared that Tim Kuehnlein with help from Dawn Stone, through the National Endowment of the Art, to fund five \$15,000 sculptors that will be situated along the bike path and two of them would be on ACC's Campus</p> <p>Karol Walchak shared that Random Wall of Poetry and Brown Book Stuff, Brown Bag involved poetry readings.</p>   |
| <p>E. Strengthen the College's relationship with our service area K-12 schools to provide access for their students and alignment of our curriculum.</p>   | <p>Don MacMaster, Kathy Marsh, Nancy Seguin</p>  |
| <ol style="list-style-type: none"> <li>1. Expand dual enrollment opportunities</li> <li>2. Science Olympiad</li> <li>3. Early College</li> <li>4. Articulation agreements</li> <li>5. ROV Building events</li> <li>6. Provide symposiums for area high school faculty</li> </ol> | <p>The Early College has been a major success for Alpena High School students as well as ACC. More than 100 students are participating.</p> <p>Dual enrollment activities are active in the following high schools: Alcona, Alpena, Atlanta, AuGres-Sims, Hillman, Ogemaw-Heights, Onaway, Roger City</p> <p>The college has a website that explains articulation agreements, provides necessary forms and outlines the specifics of each articulation agreement.</p> <p>The TAACCCT grant has funded outreach activities being done with UAS in the regional K-12 schools to increase awareness of the College as well as to encourage students to pursue STEM occupations.</p> <p>A relationship began with Ogemaw Heights High school when Dawn's staff provided a Drone Seminar complete with a picture taken of their</p> |

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|  | <p>Seniors by a drone and then framed and presented to them. They now have a CAD class with 21 students.</p> <p>A second annual conference open to all educators, administrators, and students interested in learning how to effectively integrate technology into the curriculum, will be held in August 2016. All grades and skill levels welcome!</p> |
| <p>F. Initiate and/or continue ACC representation on community organizations.</p>  | <p>Everyone!!</p>  |
| <ol style="list-style-type: none"> <li>1. Service clubs</li> <li>2. Local governments</li> <li>3. Board memberships</li> </ol> | <p>We have many ACC employees active in community organizations. ACC continues to have a very good relationship with the community.</p>  |