These strategic plan goals align with Maricopa County Community College District (MCCCD) Strategic Priorities. Below summarizes the Super Goals and the related Wildly Important Goal (WIG).

**Super Goal 1:** Increase the number of Graduates/Completers by 25% with equity by Academic Year (AY 2023)

This goal relates to the annual number of unduplicated students who receive a two-year degree and/or certificates. The baseline AY 2020 is estimated at 1,109 students. The three-year, Super Goal is to increase the number of unduplicated certificate completers from 1,019 in AY 2020 to 1,274 completers in AY 2023. The goal for AY 2021 is to maintain 1,019 completers. This goal directly supports MCCCD Strategic Priority 1 – Goal 1b (Improve Student Success). The goal aims to ensure improvements are equitably distributed for gender and ethnicity/race (+ or - 3% compared to the student population).

**Goal Progress Points:**
Increase the number of graduates/completers from:
- **1,019** (AY 2021) to **1,090** completers (AY 2022)
- **1,090** (AY 2022) to **1,274** completers (AY 2023)

**Lead Measures:**
A. Increase Credit Momentum from **6.9** to **9** credits with equity by December 2022.*
B. Increase fall-to-spring retention from **79%** to **82%** with equity by February 2022.**
C. Increase Noel Levitz Student Satisfaction from **8 out 12** service categories meeting/exceeding the national average to **10 out 12** categories by spring 2022.**
**Super Goal 2:** Achieve an Annualized Enrollment Growth Rate of 3% with Equity by FY 2023

This goal is to achieve a 3% annualized growth rate in Full-time Student Equivalent (FTSE) for the period between FY 2020 to FY 2023. This goal will require an increase of 765 FTSE increase over the baseline FY 2020 of 5,915 FTSE. For FY 2021 the goal is to sustain at least 5,623 FTSE (minimize loss to 5% due to COVID-19). This goal directly supports MCCCD Strategic Priority 2 – Goal 2a (Improve Student Access). This goal not only to increase enrollment, but to also reflect the age and ethnic profile of the community within +- 4 percentage points.

**Goal Progress Points:**
Increase Annual FTSE from:
- 5,623 (FY 2021) to 6,073 of the (FY 2022)
- 6,073 (FY 2022) to 6,680 (FY 2023)

**Super Goal 3:** Make EMCC a Great Place to Work - Achieve a Grade of B or Higher for all EMCC Core Values by Spring 2023

The EMCC Core Values Assessment is used to identify strategies to improve employee morale and strengthen the culture of the institution. The Baseline is the spring 2019. Only two Core Values received an overall Grade of B or higher (Diversity and Integrity). This goal directly supports MCCCD Strategic Priority 3– Goal 3a (Build a Great Place to Work).

**Lead Measures:**
- The majority of employees will report improvement related to hiring practices, accountability, and sustainability by April 2021.

Super Goals and Midterm Goals (Sub WIGS) were recommended by EMCC Leadership Council at the August 9, 2019 Annual Retreat and approved by senior administration. Adjustments were made to the goals due to the COVID-19 realities and feedback and recommendations from the March 5, 2020 Covey Leadership Design Session. On April 22, 2020 Leadership Council approved modifications to the Super and Midterm Goals. Goals were updated to a 2020-2023 timeframe and targets were modified. On August 13, 2020 the President's Cabinet reviewed the new baseline data for enrollment and degree/certificate completion. Based on the new baseline data and the current fall 2020 enrollment decline, adjustments were made to the WIGs related to increasing degree/certificate completers and the FY FTSE. A final adjustment to Super Goal of Completion and related WIG was approved by Leadership Council on September 23, 2020.
<table>
<thead>
<tr>
<th>Sub WIG A: Increase fall-to-spring retention from 79% to 82% with equity by December 2022</th>
<th>Sub WIG B: Increase enrollment from 5,915 FTSE (FY 2020) to 6,680 FTSE (FY 2023) (3% Annualized Enrollment Growth)</th>
<th>Sub WIG C: Increase Ruffalo Noel Levitz Student Satisfaction from 8 out 12 service categories meeting/exceeding the national average to 10 out 12 categories by spring 2022.</th>
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<tr>
<td>ACADEMIC DIVISION/PROGRAM WIGS:</td>
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<tr>
<td>Academic Success Center: Increase tutoring sessions from 4820 to 5061 by Dec 2021</td>
<td>Arts and Composition: Increase registration by 15% by the end of Fall 2023.</td>
<td>Performing Arts Center: Increase student satisfaction survey responses for the Performing Arts Center from zero to one by December 1, 2021.</td>
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<tr>
<td>Behavioral Sciences: Course improvement cycle in place for those classes in the top 40 enrollment that are in BSCS</td>
<td>Instructional Computing: Increase the unduplicated count of students in instructional computing courses from 3767 to 3900 by Aug 2022</td>
<td>ADMINISTRATIVE DIVISION/PROGRAM WIGS:</td>
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<tr>
<td>Communication and Cultural Studies: Increase assessment of student learning to make meaningful student outreach each week. (Need to clarify this)</td>
<td>Instructional Services: Increase the number of pathway programs that have been optimized in the schedule from 0 to 15 programs by August 2022</td>
<td>College Police: Increase student satisfaction rating average by 0.5 points by May 2021</td>
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<td>Computer Commons: Increase “video projects” from zero to two videos/workshops every 3 weeks by Dec 2021 (This was going to be changed to &quot;Develop X videos by May 2021&quot; rather than # per weeks)</td>
<td>Community Education: Increase the number of students enrolled in Community Education courses from 399 to 439 by May 2022</td>
<td>Facilities: Increase student satisfaction with technology rating average by 0.5 points by May 2021</td>
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<tr>
<td>CTL Employee Training Team: Increase the number of workshop participants from 395 (Spring 2019) to 435 (spring 2021) by May 2021</td>
<td>Administrative Division WIGS</td>
<td>Helpdesk: Increase student satisfaction with technology rating average by 0.5 points by May 2021</td>
</tr>
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<td>CTL LMS Support Team: Increase number of client surveys regarding CTL helpdesk from 0 to 100 by 12/31/21 (Need to establish baseline data)</td>
<td>Human Resources: Develop and implement New Employee Canvas course by Fall 2021 (0 to 1)</td>
<td>Network Services: Increase student satisfaction with technology rating average by 0.5 points by May 2021</td>
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<td>Honors: Increase Honors cohort (18 to 25) and section offerings</td>
<td>Budget Office: Increase budget presentations and training to every Division/Department per year from zero to one by May 2021</td>
<td>Student Business Services: Increase student satisfaction with the Student Business Services rating average by 0.5 points by May 2021</td>
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<tr>
<td>Information Resources: Begin to survey divisions regarding the library collection. Survey each division at least once by December 2021</td>
<td>Fiscal Services: Decrease the number of students dropped for non-payment on the first semester Enrollment Cancellation from 50% to 35% by May 2021</td>
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<td>Life Sciences: Increase the number of alternatively scheduled Bio courses from Fall 2019 to Fall 2022 to a minimum 20% across each of our Pathways/programs</td>
<td>Information Technology: Increase student satisfaction with technology rating average by 0.5 points by May 2021</td>
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<td>Makerspace: Integrate the Makerspace into 10 classes by the end of Fall 2021 (then increase by 5% each semester)</td>
<td>Network Services: Increase student satisfaction with technology rating average by 0.5 points by May 2021</td>
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<td>Modern Languages: Increase retention based on headcount rate from 79% to 82% pre-covid and 69% to 77% current Covid rates 10% by Spring 2022.</td>
<td>Student Business Services: Increase student satisfaction with the Student Business Services rating average by 0.5 points by May 2021</td>
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<td>Nursing and Allied Health: Increase students’ utilization of the EMC Nursing Office canvas classroom from 20 to 50 with an average time greater than 5 min by Dec 31, 2021</td>
<td>STEM CoE: Increase engagement interactions from 97 (Dec 2020) to 150 by Dec 2021</td>
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<td>STEM CoE: Increase engagement interactions from 97 (Dec 2020) to 150 by Dec 2021</td>
<td>Phi Theta Kappa: Increase PTK student participation in chapter meetings from an average of 6 to 8 by Dec 2021</td>
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<td>Physical Sciences: Build pre/post assessments for every course. Reach 75% of all courses have an assessment attached to them</td>
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# EMCC Wildly Important Goal (WIG), College-Wide Sub WIGs and Program/Division Alignment

**EMCC WIG:** Increase the number of Graduates/Completers by 25% with equity by Academic Year 2023  
(From 1,109 AY 2021 to 1,274 AY 2023)

## Sub Wig A: Increase fall-to-spring retention from 79% to 82% with equity by December 2022

**STUDENT AFFAIRS DIVISION/PROGRAM WIGS:**
- **Testing:** Increase the number of students successfully completing (C or better) All CPD Curriculum from 89% to 95% by 12/2021
- **Ace/Hoop of Learning:** Increase the number of ACE students that transition to EMCC after high school from 44% to 48% by Fall 2022
- **Disability Resources:** Increase the number of self-determination trainings from zero to five by the end of the Fall 2021 semester.
- **Career and Transfer:** Increase the number of students completing the PipelineAZ Interest Assessment from 384 to 600 by May 2021
- **Dean of Students:** Increase the number of Student Rights and Responsibilities workshops from 1 to 4 times/semester by December 2021.
- **Excel:** Increase recruitment of EXCEL Cohort 6 from 0 - 50 students by Spring 2022 in efforts to maintain retention at EMCC
- **Fitness/Wellness:** Increase the number of students who have a personal plan for self-care from 0% to 20% by May 2022 that includes habits in at least one of the following: Healthy Sleep; Organized Exercise/Physical Activity; Healthy Eating; Stress Resiliency; Substance Use
- **Student Life:** Increase fall to spring retention for all athletes from 75% to 82% by January 2022
- **Testing:** Increase the yearly number of CLEP tests administered to students from 60 to 75 by 12/31/2023
- **Veterans Services:** Increase Fall to Fall persistence of students using VA education benefits from 225 students to 325 by Fall 2022

## Sub Wig B: Increase enrollment from 5,915 FTSE (FY 2020) to 6,680 FTSE (FY 2023) (3% Annualized Enrollment Growth)

**STUDENT AFFAIRS DIVISION/PROGRAM WIGS:**
- **Admissions and Records:** Engage with students to educate them about admissions and records activities from 0 to 120 students for a total of 480 students by end of May 2021
- **Advisement:** Increase the number of first-time, full-time students who complete ROAR and enroll from 875 to 975 by December 2021
- **Dual Enrollment:** Decrease the number of dual enrollment courses that have zero enrollment for the fall term from 17% to 15% by Fall 2021
- **Financial Aid:** Increase the number of Pell eligible students who receive Year-Round Pell from 17.43% of EMCC Pell recipients to 18% of Pell recipients by mass communications to students by September 2021
- **Recruitment:** Increase enrollment of high school students from 19% to 22% by Fall 2021

## Sub Wig C: Increase Ruffalo Noel Levitz Student Satisfaction from 8 out 12 service categories meeting/exceeding the national average to 10 out 12 categories by spring 2022.

**STUDENT AFFAIRS DIVISION/PROGRAM WIGS:**
- **Planning, Research and Institutional Effectiveness:** Decrease the number of days it takes to complete an enrollment management request from 7 to 5 days by 5/27/22.