From Friction to Flourishing:

MAC's Journey to becoming "*Great College to Work For*"

Leslie Evans, *Director of Academic Effectiveness*
Dr. Keith Zoromski, *Provost & VPAA*

MINERAL AREA COLLEGE

Introductions



extrovert kid who wants to be my friend

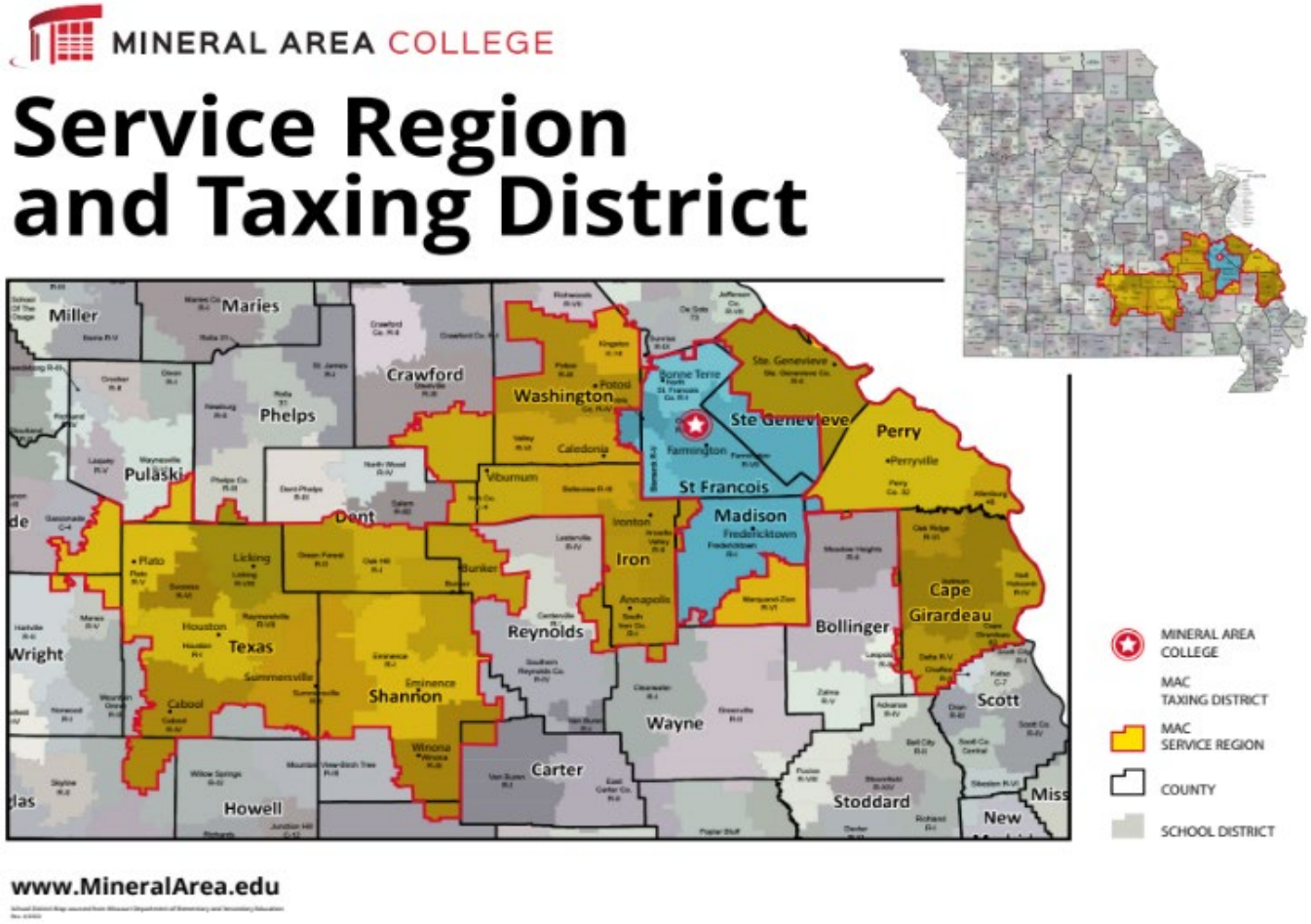


Me trying to figure out what I did to warrant this harassment




Someone will die.
Of fun.

Mineral Area College



Mineral Area College-Institutional Profile

- 28 Associate Degree Programs
- 26 Credit-Bearing Certificates Offered
- Fall 2026 FTE: 1760
- Standard 35-hour workweek for staff



Criteria for Accreditation Alignment

- **Criteria 1. Mission**
  - Mission and the Public Good: The institution's operation of the academic enterprise demonstrates its commitment to serving the public good.

- **Criteria 2. Integrity: Ethical and Responsible Conduct**
  - Integrity: Actions taken by the institution's governing board, administration, faculty, and staff demonstrate adherence to established policies and procedures.
  - Transparency: The institution presents itself accurately and completely to students and the public with respect to its educational programs and any claims it makes related to the educational experience.

Criteria for Accreditation Alignment

- **Criteria 4. Sustainability: Institutional Effectiveness, Resources, and Planning**
  - The institution's administrative structures are effective and facilitate collaborative processes such as shared governance, data-informed decision-making, and engagement with internal and external constituencies as appropriate.
  - The institution's financial and personnel resources effectively support its current operations. The institution's financial management balances short-term needs with long-term commitments and ensures its ongoing sustainability.
  - The institution engages in systematic strategic planning for quality improvement. It relies on data, integrating insights from enrollment forecasts, financial capacity, student learning assessment, institutional operations, and the external environment.

The Dark Days

The Dark Days

- President retired in December 2018
- CFO appointed Interim President
- Reserves were drastically low
- Uncertainty and concern were common

The Dark Days

Academic Year 2019-2020

- **New President – July 2019**
- **Successful reaffirmation of accreditation visit, Oct. 2019**
- January 2020-Declared Year of the Cardinal
- COVID-19 closed campus in March 2020
- State withholdings (2 months)
- April 2020-Reduction in Force
  - 10 full-time positions eliminated; 7 left unfilled

Academic Year 2020-2021

- September 2020-Notification of Faculty Reduction in Force
- December 2020-Formal RIF Announcement
  - 9 Faculty Positions
  - 3 Classified Staff
  - 1 Professional Staff
- Eliminated applied music, theatre, and agriculture courses, as well as the honors program

Turning the Tide - 2022

- Presidential Listening Sessions
- Increase in college community-building exercises
  - Getting to know each other PD opportunities, annual favorite things list, etc.
- Created policies to support employees
  - "Non-Teaching Faculty" → Professional Staff
- Conducted Salary Equity Study
- Renewed focus on shared governance



Turning the Tide – 2022 (Cont.)

- 360 Evaluations
- Growth in community involvement and community support
- Built excitement for expansion
- Transitioned to the Navigator model for advising



Increased Transparency

- Sharing and focus on GCTWF 2023 shortcomings
- Monthly Town Halls
- President's Cabinet Notes
- President's Emails
  - Contract Issues



Culture of Servant Leadership

- Culture of servant leadership cultivated on the Park Hills campus as well as at Outreach Center locations

- Professional development, book studies, and examples by senior leadership

- Culture shift as faculty and staff felt heard, seen, valued, and more fulfilled

“Culture Wins”



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“May the Fourth Be With You”
Star Wars Spirit Day





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According to MAC President Joe Gilgour:



"While this recognition is something we truly appreciate, our real success is in building a community that values the needs and contributions of every individual. Our faculty and staff create a vibrant and supportive environment where everyone is respected and empowered to succeed. This commitment is what truly makes Mineral Area College a great place to work.“ – *KFMO Interview 9/22/25*

2025: Three Areas of Distinction

- Confidence in Senior Leadership
- Job Satisfaction & Support
- Mission & Pride



Confidence in Senior Leadership

- Leadership Team Expectations
- Promises made, promises kept
  - Salary Equity Progress
- Transparency
- Leadership Open-Door Policies
- Stable & Consistent Board of Trustees



Job Satisfaction & Pride

- Community Engagement
  - Volunteering in the Community
  - Hosting Community Events on Campus
- Leadership Opportunities
  - Forming the Division Council
  - Communicating in intentional & thoughtful ways

Community Service



Mission & Pride

Mineral Area College serves our communities by providing excellent, affordable opportunities for learning, personal growth, and career development in a safe and welcoming environment.

Approved November 2024

Spoiler Alert: We Did It Again!



2026 Great College to Work For "The Sequel"



Named to the Honor Roll as a top-four scorer among peer institutions.

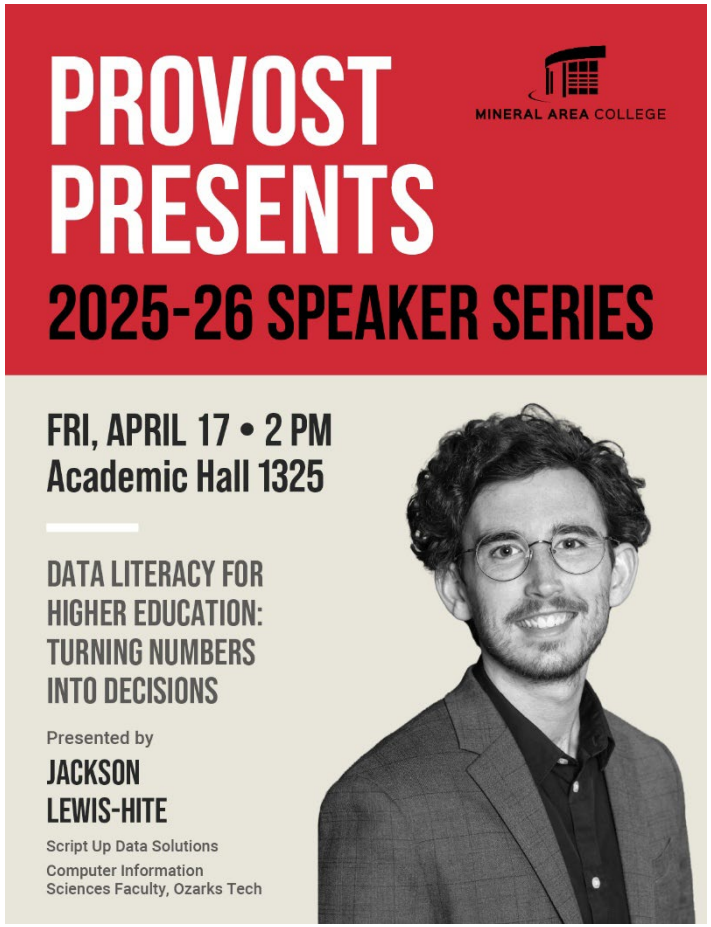
2026: Seven Areas of Distinction

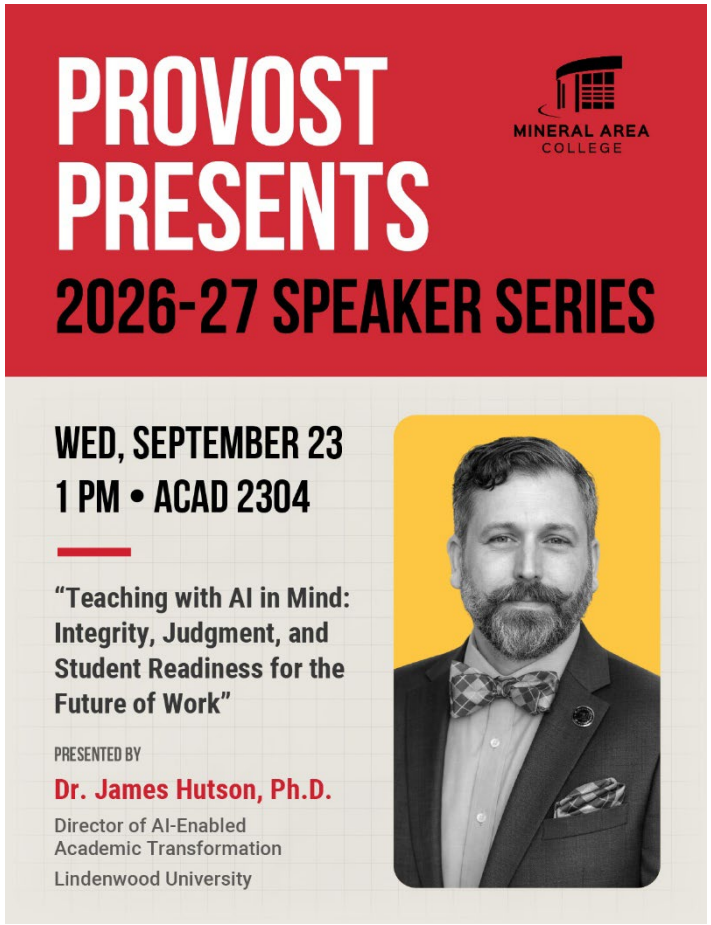
- Job Satisfaction & Support
- Mission & Pride
- Confidence in Senior Leadership
- **Compensation & Benefits**
- **Professional Development**
- **Supervisor/Department Chair Effectiveness**
- **Shared Governance**

Compensation & Benefits

- Full Salary Equity reached for FY26
  - Partially funded by a bond issue for a solar energy field on campus to reduce utilities by 80%
  - Maintaining health insurance support despite increasing costs

Investment in PD - "*Provost Presents*"





Investment in PD
LMS Transition



Supervisor Effectiveness

- Established the Division Council
- Empowered Outreach Center Directors
- Created the role of Auxiliary Services Director



Shared Governance: Home-Grown Strategic Plan



Embark with us on the Journey to 2030, Mineral Area College's 2025-2030 Strategic Plan.

This roadmap, comprised of five key goals, guides our efforts to fulfill our mission to serve our communities by providing excellent, affordable opportunities for learning, personal growth, and career development in a safe and welcoming environment.

By prioritizing our students, staff, and the community, the Journey to 2030 ensures that Mineral Area College continues to be a vital resource for our region, empowering students to achieve their dreams, and contributing to the economic and social well-being of our communities.

Learn more about the plan's five goals:

- Improving The Student Experience
- Investing In The Campus Environment
- Supporting Employee Wellbeing & Satisfaction
- Growing Enrollment And Supporting Retention
- Forging Partnerships With MAC'S Community

Looking Forward



Connect with us on LinkedIn!

Dr. Z



Leslie



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