



**Institutional Assessment Form: 2013-14 Strategic Plan**  
**Approved by Administrative Council**  
**8/25/14**

*Community: Mayland Community College will be a driving force in developing the economy of the communities we serve.*

**Goal 1: Active Service of MCC Leadership on local Economic Development Commissions, Chambers of Commerce, and Agricultural Extension Boards in Mitchell, Avery, and Yancey Counties**

**Expected Outcome a:** Mayland Community College will have leadership personnel actively serving on various Boards in Mitchell, Avery, and Yancey counties, such as Economic Development Commissions, Chambers of Commerce, Agricultural Extension Boards, Mayland Manufacturing Association, etc.

<b>Assessment Procedure</b>	Program Review Comprehensive Workbook or Annual update
<b>2013-14 Results</b>	MCC Leadership serves on forty-eight (48) committees, boards, associations, and clubs in Mitchell, Avery, and Yancey Counties. This service is made up of fifteen (15) directors, deans, and administration. Some examples of service to boards include: Mitchell County Public Library Board, Mitchell County Board of Education, Chamber Boards in each county, Joblink, Yancey County Cooperative Extension, Mitchell and Avery Economic Development Boards, Mitchell County Shepherd's Staff Board, Mitchell County Juvenile Crime Prevention Board, Blue Ridge Regional Hospital Board, High Country Council of Government, Mayland Manufacturers Association, and WAMY Community Action Board.
<b>Use of Results</b>	2013-14: Expected Outcome met. No changes made.

**Goal 2:** Enhance partnerships among Small Business Center, Chambers, Economic Development Boards, and each Certified Entrepreneurial Community, to provide summits, forums, and classes to help local businesses network and grow collectively.

**Expected Outcome b:** By December 2013, MCC will serve as host for a regional economic development summit.

<b>Assessment Procedure</b>	Regional Economic Development Summit held at MCC.
<b>2013-14 Results</b>	MCC hosted two (2) Summits.
<b>Use of Results</b>	2013-14: Expected Outcome met. No changes made.

**Goal 3:** Work collaboratively with local and regional advisory councils to become a leader in planning, developing, and implementing alternative sustainable agriculture based on climate research, growth, and patterns.

**Expected Outcome c:** MCC will partner with Mitchell, Avery, and Yancey Counties to work cooperatively to accomplish regional development in the field of sustainable agriculture.

<b>Assessment Procedure</b>	Events held
<b>2013-14 Results</b>	MCC hosted several events to improve sustainable agriculture in the service area. These events were annual Pig Pickings in each county in September and October 2013. Additionally, MCC hosted a Mountain Fruit and Berry Summit. Furthermore, the College obtained grants to open a community kitchen to be available 24 hours per day, 7 days a week to the community.
<b>Use of Results</b>	2013-14: Expected Outcome met. No changes made.

**Goal 4:** Assist in improving access to healthcare for students and the community of Western North Carolina through a partnership with MY Health-e Schools to provide a telemedicine hub on the Mayland Campus.

**Expected Outcome d:** By summer 2013, the telemedicine hub will be fully implemented in the MCC allied Health Sciences building and will accept patients. Students in Health programs will be able to use the hub for clinical experience.

<b>Assessment Procedure</b>	Implementation of Telemedicine Hub.
<b>2013-14 Results</b>	Telemedicine Hub is fully functional.
<b>Use of Results</b>	2013:14: Outcome met. Outcome will be modified in 2014-15 to measure the number of students, faculty, staff, and community who use the services of the telemedicine hub as well as the number of students who utilize the hub for clinical experience.

*Excellence: Mayland Community College will strive for excellence in the development of a quality workforce that meets the needs of businesses and industries.*

**Goal 1:** Offer quality credit and non-credit programs that meet current and future industry demands. Programs and courses will be taught by qualified instructors within well maintained facilities using state-of-the-art equipment.

**Goal 4:** Continue to refine strategies to incorporate soft skills into the student learning experiences of all MCC students.

**Goal 5:** Provide more programming with specific emphasis on career-ready courses in continuing education as suggested by employers.

**Expected Outcome a:** MCC students will graduate with greater development of “soft skills” requested most often by employers.

<b>Assessment Procedure</b>	Graduate Survey
<b>2013-14 Results</b>	93%
<b>Use of Results</b>	Outcomes results were pulled from the annual Graduate Survey. Administrative Council feels like this outcome should be better defined to be able to measure appropriately. Graduate Survey will be modified to generate more accurate outcome results. Additionally, general education competencies will be explored to add a second, more accurate measurement to graduate readiness.

**Expected Outcome b:** Employers will consistently rate satisfaction with graduates at 90% annually on the Employer Satisfaction Survey.

<b>Assessment Procedure</b>	Employer Survey
<b>2013-14 Results</b>	Employers rated graduates at 92% satisfaction. Comments reflected a stronger need for communication skills (written and speaking), business etiquette, professionalism, spelling, and proper English and public speaking in several programs.
<b>Use of Results</b>	Based on suggestions from Administrative Council, the Employer Satisfaction Survey will be revised to better acquire specific information on soft skills. Additionally, a new expected outcome will be added to 2014-15 Strategic Plan to (A) explore Job Readiness certifications through technical/curriculum programs and (B) offer one (1) paid opportunity to curriculum faculty.

**Expected Outcome c:** Employers using Customized Training services will consistently rate satisfaction with services at 90% or higher annually.

<b>Assessment Procedure</b>	Customized Training Survey
<b>2013-14 Results</b>	100% Satisfaction
<b>Use of Results</b>	Benchmark exceeded. No further action required.

**Goal 2:** Maintain and enhance our partnerships with the public and private high schools, home schools, private colleges, universities, High Country Council of Government and other support agencies to develop a regional emphasis on educational opportunities, critical careers, and employment successes. **(Goal 2 was not assessed in 2013-14.)**

**Goal 3:** Transition the Basic Skills Program to the Adult Education High School Program.

<b>Assessment Procedure</b>	Transition Completed
<b>2013-14 Results</b>	The Basic Skills Program fully transitioned to the Adult Education High School Program.
<b>Use of Results</b>	Complete. This goal will be removed from the 2014-15 Strategic Plan.

**Goal 6:** Investigate new programs in technical and vocational programs, including certificate, diploma, and degree options.

**Expected Outcome d:** MCC will conduct feasibility surveys for the development of future curriculum programs.

<b>Assessment Procedure</b>	Feasibility Studies
<b>2013-14 Results</b>	The Vice President of Instruction and Student Development submitted one new program (Applied Engineering Technology) and one new certificate (Sustainable Agriculture) to NCCCS. These were both approved. A prospectus is required for SACSCOC for the Applied Engineering Technology Program, but cannot be submitted until the College hires an instructor. The substantive change letter was sent to SACSCOC and approved.
<b>Use of Results</b>	The Vice President continued to investigate new programs as well as encouraged faculty to expand offerings. A new outcome will be added for 2014-15 to include an evaluation of all programs for stackable credentials.

**Goal 7:** Work with business and industry, as well as advisory committees, to investigate equipment programming needs for programs.

**Expected Outcome e:** By December 2013, as part of the comprehensive planning process, MCC will have completed an Academic Master Plan, a Technology Plan, an Equipment Plan, a Staffing Plan, a Marketing Plan and a Facilities Master Plan.

<b>Assessment Procedure</b>	MCC Master Plan Updated as needed
<b>2013-14 Results</b>	MCC had a completed Academic Master Plan and presented it, along with the Technology Plan, and Equipment Plan, a Staffing Plan, a Marketing Plan, a Facilities Master Plan, and a Resource Development Plan, to the Board of Trustees at the April Retreat.
<b>Use of Results</b>	The Economic and Workforce Development (Continuing Education) Division was directed to modify and strengthen their portion of the Academic Master Plan by July 2014. The overall Master Plan will continue to be updated based on the completion of the Annual Updates in January.

*Opportunity: Mayland Community College will assist our citizens in getting the education necessary to improve their quality of life.*

**Goal 1:** Provide educational opportunities that meet the necessities of students in taking them from where they are educationally, to a higher level.

**Expected Outcome a:** MCC students will consistently rate their satisfaction with MCC programs at 90% or higher on the Institutional Effectiveness Survey.

<b>Assessment Procedure</b>	2014 Institutional Effectiveness Survey
<b>2013-14 Results</b>	88%
<b>Use of Results</b>	The College did not meet this benchmark. Administrative Council and President’s Council explored opportunities to increase student satisfaction with MCC programs. Additionally, the College increased offerings by adding one new program (Applied Engineering Technology) and one new certificate (Sustainable Agriculture). This will continue to be an outcome in 2014-15.

**Expected Outcome b:** MCC faculty and staff will consistently rate their satisfaction with MCC programs at 90% or higher on the Institutional Satisfaction survey.

<b>Assessment Procedure</b>	2014 Institutional Effectiveness Survey
<b>2013-14 Results</b>	81%
<b>Use of Results</b>	The College did not meet this benchmark. Administrative Council and President’s Council explored opportunities to increase faculty/staff satisfaction with MCC programs. Additionally, the College increased offerings by adding one new program (Applied Engineering Technology) and one new certificate (Sustainable Agriculture). This will continue to be an outcome in 2014-15.

**Expected Outcome f:** MCC will complete feasibility studies on two or more new programs to meet the needs of the communities and promote economic prosperity for this region.

<b>Assessment Procedure</b>	Feasibility Studies Conducted and Submitted to NCCCS
<b>2013-14 Results</b>	One (1) new program and one (1) new certificate added to Horticulture Program
<b>Use of Results</b>	The College increased offerings by adding one new program (Applied Engineering Technology) and one new certificate (Sustainable Agriculture). This will continue to be an outcome in 2014-15. Wording on the 2014-15 will change to read ...complete feasibility studies as needed...

**Expected Outcome g:** MCC retention rates will increase by 1%.

<b>Assessment Procedure</b>	IPEDS Data / In-house retention rates from fall to fall.
<b>2013-14 Results</b>	89% (IPEDS data focus on 1 <sup>st</sup> to second year, Full-Time, First Time degree seeking)      67% (In-house overall retention rate)
<b>Use of Results</b>	The IPEDS retention rate remained unchanged. The in-house overall retention rate from Fall 2012 to Fall 2013 dropped by one percentage point. Therefore, the College did not meet this benchmark. The College implemented processes to identify and contact students who do not return earlier than in prior years. Deans worked with the Director of IE to provide lists of non-returning students to Program Coordinators prior to registration. This will continue to be an outcome in 2014-15.

**Expected Outcome h:** MCC completion rates and transfer rates will increase by 1%.

<b>Assessment Procedure</b>	IPEDS Data
<b>2013-14 Results</b>	47% (Overall) and 67% (First Time, Full Time Cohort)
<b>Use of Results</b>	The College met and exceeded this benchmark. The Overall percentage was up 9% points and the Cohort percentage grew by 13% points. In fact, the College will be recognized in July 2014 for their scores on Completion rates for Performance Measures. Based on efficient accountability, the Administrative Council decided to keep this outcome for 2014-15, but take out the phrase transfer rates.

**Expected Outcome i:** MCC curriculum enrollment will increase by 2%.

<b>Assessment Procedure</b>	Enrollment
<b>2013-14 Results</b>	FY 2013-14, curriculum enrollment dropped to 1,578 students. This enrollment number is down from 1,761.
<b>Use of Results</b>	The College did not meet this benchmark. Unfortunately, the College closed the several programs based on low or zero enrollment. The College increase enrollment in Associate Degree Nursing. Processes have been established to better identify non-returning students at an earlier timeframe. The Administrative Council changed this outcome for 2014-15 to include the credit and non-credit enrollment.

**Goal 2:** Expand financial opportunities to ensure that all students have adequate access to financial assistance necessary to achieve their educational goals.

**Expected Outcome c:** MCC students will be awarded financial assistance at 75% or higher.

<b>Assessment Procedure</b>	Financial Aid Awards
<b>2013-14 Results</b>	789 students were awarded financial aid in 2013-14. Excluding high school students and inmates, the percentage of students who were awarded financial aid is 89%.
<b>Use of Results</b>	Benchmark exceeded! No further action required.

**Expected Outcome d:** Students will consistently rate financial aid services at 90% or higher on both the Institutional Effectiveness Survey annually as well as the Financial Aid Survey.

<b>Assessment Procedure</b>	Financial Aid Awards
<b>2013-14 Results</b>	92% (IE Survey) and 100% (Financial Aid Survey)
<b>Use of Results</b>	MCC exceeded this benchmark. Therefore, no changes will be made, but outcome will continue to be measured in 2014-15.

**Goal 3:** Establish new procedures to implement payment plan for students to pay for their education in equal payments over the semester.

<b>Assessment Procedure</b>	Implementation of payment plan procedures
<b>2013-14 Results</b>	97 agreements were into for a total of 78 students during the 2013-14 academic period.
<b>Use of Results</b>	Payment Plan procedures were developed and implemented. Procedures are published on the MCC website as well as in the MCC catalog. Administrative Council voted to remove this goal from the 2014-15 Strategic Plan.

**Goal 4:** Research, design, and implement best practices in faculty development and course design of quality distance learning opportunities for students.

**Expected Outcome e:** MCC will pilot the Quality Enhancement Plan and use the results to fully implement and certify distance learning courses.

<b>Assessment Procedure</b>	Submitted QEP
<b>2013-14 Results</b>	No results. QEP will be submitted in late July 2014.
<b>Use of Results</b>	Outcome is ongoing and will be assessed in July 2015.

**Goal 5:** Create overall Academic Master Plan using information from the program review process. Once the Academic Plan is complete, the following plans will be created: Technology Plan, Equipment Plan, Staffing Plan, Marketing Plan, and Facilities Plan.

<b>Assessment Procedure</b>	MCC Master Plan Updated as needed
<b>2013-14 Results</b>	MCC had a completed Academic Master Plan and presented it, along with the Technology Plan, and Equipment Plan, a Staffing Plan, a Marketing Plan, a Facilities Master Plan, and a Resource Development Plan, to the Board of Trustees at the April Retreat.
<b>Use of Results</b>	The Economic and Workforce Development (Continuing Education) Division was directed to modify and strengthen their portion of the Academic Master Plan by July 2014. The overall Master Plan will continue to be updated based on the completion of the Annual Updates in January.

**Goal 6:** Meet 100% of the Performance Measures established by the North Carolina Community College System.

<b>Assessment Procedure</b>	2014 NCCCS Performance Measures
<b>2013-14 Results</b>	MCC exceeded the System Baseline for all eight (8) measures and exceeded the State Average on five (5) of the eight (8) measures. Furthermore, MCC exceeded the System goal on two (2) measures: Curriculum Completion and College Transfer Performance.
<b>Use of Results</b>	MCC met benchmark. The College will continue focusing on the Performance Measures. The College will be recognized at the NCCCS System Office Summit in July 2014 for their exceptional performance and being a mentor college for Transfer Performance.

**Goal 7:** Complete Compliance Certification, implement Quality Enhancement Plan, and receive no recommendations from SACSCOC during Reaffirmation process.

<b>Assessment Procedure</b>	Completed Reaffirmation in 2015
<b>2013-14 Results</b>	Submitted Compliance Certification in March 2014. Received a handful of non-compliance. College will submit Focused Report and QEP in late July 2014. On-Site team will be visiting MCC September 15-18, 2014.
<b>Use of Results</b>	Outcome is ongoing and will be assessed in June 2015.

*Resource Development: Mayland Community College will focus on developing the fiscal resources to achieve the previously stated goals.*

**Goal 1:** Aggressively identify and seek fiscal resources from public and private sources to provide financial resources for College facility development driven by programs and student needs.

**Expected Outcome a:** By December 2013, the new Director of Resource Development will have submitted seven or more grants totaling \$200,000.

<b>Assessment Procedure</b>	Number of Grants Submitted
<b>2013-14 Results</b>	Nine (9) grants were submitted by December 2013 totaling \$429,200.00
<b>Use of Results</b>	Benchmark exceeded. No further action required.



**Goal 2:** Locate entrepreneurial ventures within the scope of our mission.

**Expected Outcome b:** By December 2013, MCC will open a community kitchen to be available 24 hours per day, 7 days a week, to encourage entrepreneurs in the community to package and sell their goods.

<b>Assessment Procedure</b>	Community Kitchen Opened
<b>2013-14 Results</b>	The Community Kitchen opened in March 2014. The Kitchen has assisted one individual who paid to use the Kitchen in April 2014. We currently do not have any participants scheduled to use the Community Kitchen. Two (2) part-time employees staff the Kitchen 25 hours per week.
<b>Use of Results</b>	The College advertised in local news media and held a grand opening. Unfortunately, the Kitchen is not being utilized. The Administrative Council will continue to look for innovative ways to market the Kitchen and stimulate interest.

**Expected Outcome c:** The Energy Xchange will increase plant production by 25%.

<b>Assessment Procedure</b>	Plant production statistics
<b>2013-14 Results</b>	Plant production increased at the Energy Xchange site. However, plant sales remain low.
<b>Use of Results</b>	Plant production increased, but with lack of intended sales, the outcome has not been met. Plant sales total \$10,710 for the year. For the month of July 2014, plant sales total only \$50. Administrative Council will modify this outcome to include tracking plant sales. A new benchmark will be set for the 2014-15 fiscal year.

**Goal 3:** Develop a process for expanding our media coverage and telling the story of Mayland Community College throughout our communities.

**Expected Outcome b:** The Marketing Committee will investigate and implement innovative strategies to expand media coverage in the Mitchell, Avery, and Yancey counties.

<b>Assessment Procedure</b>	Better Media Coverage
<b>2013-14 Results</b>	Marketing Committee established a meeting time every other Friday. All marketing campaigns were presented to and approved by the committee, including newspaper campaigns and billboard design and placement.
<b>Use of Results</b>	There was a marked improvement of media coverage in the newspapers. The College focused efforts and monies into the newspaper campaign. The College ran three paid advertisements in each paper and was guaranteed at least one printed story. The Marketing Committee will continue to meet and the outcome will remain for 2014-15.

**Goal 4:** Cultivate new scholarship donors to support the financial needs of students who have much potential for educational and employment success. (Goal 4 was not assessed in 2013-14.)

**Goal 5:** Improve the frequency of communications between MCC and all elected officials by sharing the Mayland story, highlighting the career successes of our students, and clarifying our financial needs for future growth.

**Expected Outcome e:** MCC will host at least three events annually to promote conversations with elected officials.

<b>Assessment Procedure</b>	Pig Pickings in each county during September/October
<b>2013-14 Results</b>	Pig Pickings were held in each county and were well attended at each.
<b>Use of Results</b>	Benchmark met. Pig Pickings will continue each September/October.