



## **Strategic Plan 2013-18**

*Approved by Administrative Council  
August 25, 2014*

### **Tenets, Goals and Expected Outcomes 2014-15**

The Mayland Community College Strategic Plan builds upon and reinforces our mission of being the education gateway and our vision of embracing our community. This plan focuses on our values of community, excellence, and opportunity while also emphasizing the resource development necessary to enhance these values. The four tenets of the strategic plan are as follows.

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

#### **Goals to Serve Community**

1. Active service of MCC Leadership on local Economic Development Commissions, Chambers of Commerce, and Agricultural Extension Boards in Mitchell, Avery and Yancey Counties.
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.
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.
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 Outcomes for 2014-15**

- a. Mayland Community College will have leadership personnel actively serving on the various Boards in Mitchell, Avery and Yancey counties, such as Economic Development Commissions, Chambers of Commerce, Agricultural Extension Boards, Mayland Manufacturing Association, etc.
- b. By December 2014, MCC will serve as host for a regional economic development summit.
- c. MCC will partner with Mitchell, Avery and Yancey counties to work cooperatively to accomplish regional development in the field of sustainable agriculture.

- d. By summer 2015, MCC will track the use of the Telemedicine Hub by students, faculty/staff, and community as well as how many of our students 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.*

#### **Goals to Meet Business and Industry Needs**

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.
2. Maintain and enhance our partnerships with the public and private schools, home schools, private colleges, universities, the High Country Council of Government and other support agencies to develop a regional emphasis on educational opportunities, critical careers and employment successes.
3. Continue to refine strategies to incorporate soft skills into the student learning experiences of all MCC students.
4. Provide more programming with specific emphasis on career-ready courses in continuing education as suggested by employers.
5. Investigate new programs in technical and vocational areas, including certificate, diploma and degree options.
6. Work with business and industry, as well as advisory committees, to investigate equipment programming needs for programs.
7. Develop articulation agreements between credit and non-credit programs as applicable.

#### **Expected Outcomes for 2014-15**

- a. MCC students will graduate with greater development of the “soft skills” requested most often by employers. “Soft skills” will be better defined on the graduate survey to assist with tracking. The College will also explore using the general education competencies assessments as another measurement to graduate readiness.
- b. Employers will consistently rate satisfaction with graduates at 90% annually. The Employer Survey will be revised to better acquire specific information and clarification of soft skills required of graduates.
- c. Employers using Customized Training Services will consistently rate satisfaction with services at 90% annually.
- d. MCC will conduct feasibility surveys for the development of future curriculum programs.
- 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.
- f. MCC will explore Job Readiness certifications through technical/curriculum programs and offer one (1) paid opportunity to curriculum faculty training.

- g. MCC will investigate articulation agreements program by program. By June 2015, an articulation agreement between credit and non-credit welding will be fully developed.
- h. The Division of Instruction will evaluate of all programs for stackable credentials.
- i. Pre-Hire Certification course will be developed to help job seekers gain fundamental skills for success in the workplace. This will assist employers to develop a pool of applicants with measurable math, reading and soft skills. For those successfully completing the course an industry recognized certification will be awarded.

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

**Goals to Strive for Opportunity**

1. Provide educational opportunities that meet the necessities of students in taking them from where they are educationally, to a higher level.
2. Establish new procedures to implement payment plan for students to pay for their education in equal payments over the semester.
3. Research, design, and implement best practices in faculty development and course design of quality distance learning opportunities for students.
4. Maintain and update the overall Academic Master Plan using information from the program review process, including the Technology Plan, Equipment Plan, Staffing Plan, Marketing Plan, Facilities Master Plan and Resource Development Plan. Incorporate the expansion of the Economic and Workforce Development component into the overall master Plan.
5. Meet 100% of the Performance Measures established by the North Carolina Community College System.
6. Complete the Compliance Certification, implement the Quality Enhancement Plan.
7. Expand folk-art opportunities in non-credit programs.
8. Explore tracking in both credit and non-credit programs to improve student retention and progression.

**Expected Outcomes for 2014-15**

- a. MCC students will consistently rate their satisfaction with MCC programs at 90% or higher on the Institutional Effectiveness Satisfaction survey.
- b. MCC faculty and staff will consistently rate their satisfaction with MCC programs at 90% or higher on the Institutional Satisfaction survey.
- c. MCC students will be awarded financial assistance at 73% or higher.
- d. Students will consistently rate financial aid services at 90% or higher on both the Institutional Effectiveness Satisfaction survey annually as well as the Financial Aid Survey.

- e. MCC will pilot the Quality Enhancement Plan, entitled Preparing Students to Learning Online Are you Ready? on a small scale (2 classes) and use the results to begin full implementation. Overall Program Goals of the QEP are (1) Increase student success rates (defined as earning a C or better) in 100% online courses beyond baseline by 5%; (2) Increase student retention rates (defined as being enrolled at the end of the semester) in 100% online courses beyond baseline by 4%; and (3) Increase student satisfaction rates with 100% online courses beyond baseline.
- f. MCC will pilot a faculty development program as part of the QEP, but will affect all full time and part time faculty.
- g. MCC will receive no recommendations from the On-Site Visit in September 2014. The College will be reaffirmed in June 2015 with no monitoring reports.
- h. MCC will complete feasibility studies as needed to meet the needs of the communities and promote economic prosperity for this region.
- i. MCC retention rates will increase by 1% or more.
- j. MCC completion rates will increase by 1%.
- k. MCC enrollment will increase by 2% college-wide.
- l. MCC will introduce five (5) folk-art opportunities to the service area by June 2015.
- m. Fully integrate Program Review processes with budgetary process.
- n. Review and update Academic Master Plan annually.
- o. Explore opening site in Banner Elk to expand services in the Avery County service area.
- p. The College will introduce a totally redesigned and developed website by March 2015.

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

**Goals to Achieve Resource Development**

- 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.
- 2. Locate entrepreneurial ventures that are within the scope of our mission.
- 3. Develop a process for expanding our media coverage and telling the story of Mayland Community College throughout our communities.
- 4. Cultivate new scholarship donors to support the financial needs of students who have much potential for educational and employment success.
- 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 Outcomes for 2014-15**

- a. By December 2014, the new Director of Resource Development will have submitted seven or more grants totaling \$200,000.
- b. Administrative Services will track users of the Community Kitchen to determine usage, revenue cost analysis, and breakeven point. Based on findings, the College will seek additional grant support.

- c. The Energy Xchange will maintain plant production and increase plant sales by 800%.
- d. The Marketing Committee will investigate and implement innovative strategies to expand media coverage in the Mitchell, Avery and Yancey counties.
- e. MCC will host at least three events annually to promote conversations with elected officials.
- f. By December 2014, as part of the comprehensive plan, MCC will have an updated Resource Development Plan.
- g. By December 2014, the Anspach Facility fundraising campaign will be complete.
- h. By June 2015, the Observatory/Star Park fundraising campaign will be complete.
- i. The College will identify funds to assist curriculum students with CRC certification (\$30 per student x 120 students) to integrate soft skills into technical and vocational programs.
- j. The Foundation will raise \$30,000 in unrestricted gifts by December 2014.
- k. The College will identify funds and explore using video footage to the new website (currently be developed) to better market the College.