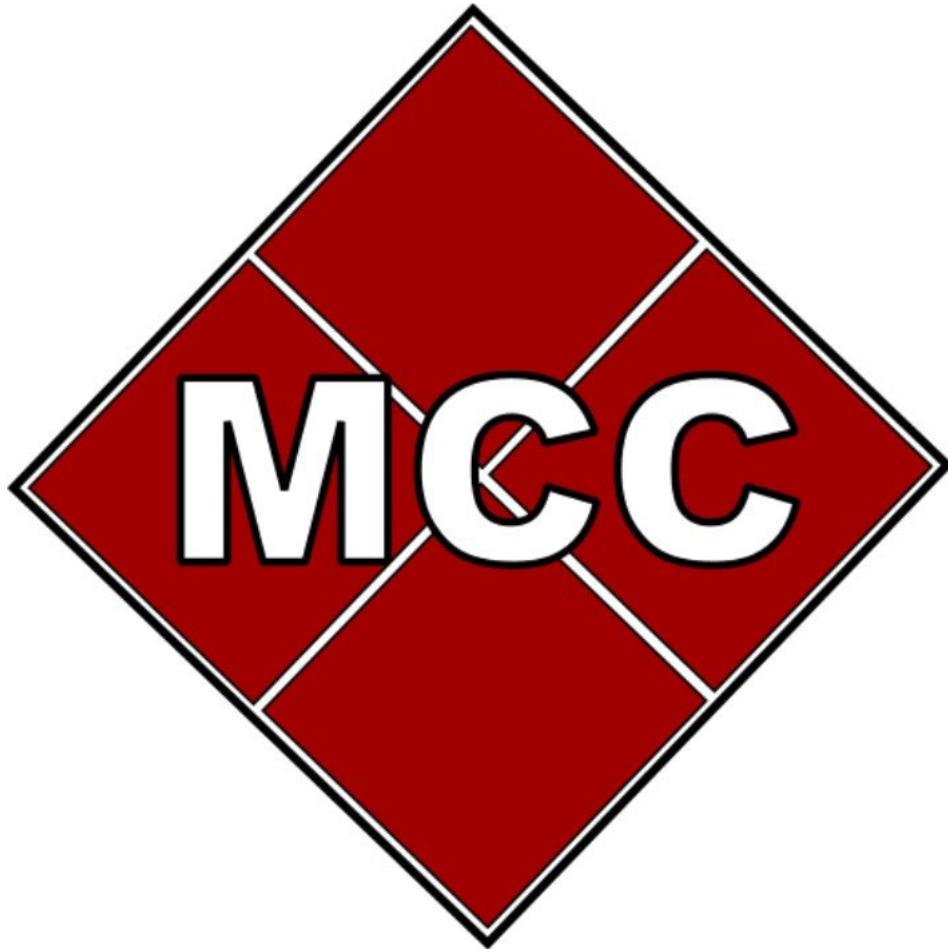# Martin Community College Strategic Plan 2022-2027

Building better futures in Martin and Bertie Counties.

Martin Community College
Strategic Plan 2022-2027

Mission Statement

Martin Community College seeks to build better futures by providing affordable, accessible, quality educational programs and workforce development in a student-centered environment in order to meet the community's needs.

2022-2023 MCC Catalog

Vision Statement

MCC will lead the economic and cultural development of our region by providing a high quality, personalized educational experience focused on student success.

2022-2027 Strategic Planning Committee

Strategic Planning Committee

*Wesley Beddard – President

*Tammy Bailey – Chief Financial Officer/Director, Auxiliary Services

*Billy Barber – Vice President, Operations & Business/Industry Services

Kim Barber – Coordinator, Online/Distance Learning

*Dr. Brian Busch – Executive Vice President

Marty Flynn – Division Chair, Allied Health/Public Safety

*Jason Freeman – Chief Information Officer

*Maureen Green – Director, Institutional Research/Effectiveness/Liaison, SACSCOC

*Judy Jennette – Director, Communication/Public Information Officer

*Bebe Major – Executive Assistant to the President/Liaison to the Board of Trustees

*Dr. Tabitha Miller – Vice President, Academic Affairs/Chief Academic Officer

*Nathan Mizell – Associate Vice President, Continuing Education

*Deborah Morris – Director, Bertie Campus

Vickie Murphy – Division Chair, Business/Technology/Cosmetology

Daniel Price – Division Chair, College Transfer

*Kinsey Price – Director, Institutional Advancement

*Morgan Price – Director, Human Resources

Tammie Thurston – Director, Equine Training/Equine Business Technology

Ryal Watkins – Division Chair, Advanced Manufacturing

* Member of President's Council

"The only valid philosophy for North Carolina is the philosophy of total education; a belief in the incomparable worth of all human beings, ... whose talents (however great or however limited or however different from the traditional) the state needs and must develop to the fullest possible degree. …

We must take people where they are and carry them as far as they can go within the assigned function of the system. If they cannot read, then we will teach them to read. If they did not finish high school, then we will offer (it) at a time and in a place convenient to them and at a price within their reach.

If their talent is technical or vocational, then we will offer them instruction, whatever the field, that will provide them with the knowledge and the skill they can sell in the marketplaces of our state, and thereby contribute to its scientific and industrial growth. If their needs are in liberal education, then we will provide them instruction which will enable them to go on to the university or senior college and on into life. If their needs are for cultural achievement, intellectual growth or civic understanding, then we will make available to them the wisdom of the ages and the enlightenment of our times and help them to maturity."

Dr. W. Dallas Herring

"The Father of the North Carolina Community College System"

Overview

The 2022-2027 Strategic Plan for Martin Community College has four key goals:

1. **Student Success**

2. **Workforce Engagement and Development**

3. **Diversity and Accessibility**

4. **Institutional Strength & Excellence**

Goal One: Student Success

Facilitate student success by improving credential attainment, persistence, and academic performance.

Objective 1.1 Improve credential attainment.

Metrics of Progress/Attainment	Baseline
Increase credentials earned by 5% by 2027	Curriculum Credentials – 270* Workforce/Continuing Education – 135 High School Equivalency - 26
Meet or exceed annually the average NCCC System Curriculum Completion Rate (Performance Measure 5)	System (2017 Cohort): 55.8%* MCC (2017 Cohort): 62.3%*

Key Strategies (Not all inclusive):

1.1.1 - Update and facilitate advisor training.

1.1.2 - Revise program review to include credential attainment data.

1.1.3 - Identify programs with low credential attainment in both Curriculum and Continuing Education in order to then investigate and place into action potential strategies for the specific cohort of students.

Timeline for metrics: Annual review of progress

Key staff responsible for oversight: Vice President, Academic Affairs/CAO; Associate Vice President, Continuing Education

* Data from the NC Community College Dashboard

Objective 1.2 Improve student persistence.

Metrics of Progress/Attainment	Baseline
Increase Fall-to-Fall persistence to 70% by 2027	63.6% (Fall 2020)*
Meet or exceed annually the average NCCC System Persistence Rate (Performance Measure 4)	System (Fall 2020): 67.0%* MCC (Fall 2020): 63.6%*

Key Strategies (Not all inclusive):
1.2.1 - Update and facilitate advisor training specific to student pathways.
1.2.2 - Create a mechanism to capture and assess student withdrawal data in order to then identify needed academic and non-academic supports to improve or create.
1.2.3 - Implement targeted professional development for online instruction.

Timeline for metrics: Annual review of progress

Key staff responsible for oversight: Coordinator, Online/Distance Learning; Vice President, Academic Affairs/CAO; Associate Vice President, Continuing Education

Definition: Persistence – A student is considered to have persisted if the student either graduates at the end of the term or continues in higher education. A fall-to-fall persistence rate focuses on students who begin in the Fall term, continue through Spring, and then either graduate from MCC or return to take more classes the following Fall.

* Data from the NC Community College Dashboard

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Objective 1.3 Improve student academic performance.

Metrics of Progress/Attainment	Baseline
Increase grades of C or better in classes by 3% by 2027	75% (2021-22)*
Meet or exceed annually the average NCCC System percent of C's or better	System (2021-22): 71.0%* MCC (2021-22): 75%*

Key Strategies (Not all inclusive):

1.3.1 - Implement Intelliboard Next as an early alert mechanism for use by instructors, advisors, career coaches, and counselors.

1.3.2 - Create a process and procedure for use of Intelliboard Next information.

1.3.3 - Identify and facilitate targeted professional development for use of Intelliboard Next and its data to identify at risk students and strategies to assist them.

Timeline for metrics: Annual review of progress

Key staff responsible for oversight: Coordinator, Online/Distance Education and Vice President, Academic Affairs/CAO

* Data from the NC Community College Dashboard

Goal Two: Workforce Engagement and Development

Enhance workforce engagement and development by strengthening partnerships, improving workplace readiness, and creating a career center.

Objective 2.1 Improve students' workplace readiness.

Metrics of Progress/Attainment	Baseline
Increase the number of work-based learning participants and apprenticeships by 5% by 2027	Curriculum: 55 Continuing Education: 106
Increase third-party credential attainment by 10% by 2027	Curriculum: 54
Meet or exceed the average NCCC System Licensure & Certification Passing Rate annually (Performance Measure 6)	System (2021): 77%* MCC (2021): 72%*

Key Strategies (Not all inclusive):
2.1.1 - Identify key program areas to improve work-based learning opportunities.
2.1.2 - Create (Year 1) and facilitate (Years 1-5) professional development for faculty who are new to directing work-based learning opportunities.
2.1.3 - Identify and facilitate on a routine, scheduled basis, workplace readiness workshops, including Career Readiness Certificate (CRC), and interview preparation.

Timeline for metrics: Annual review of progress

Key staff responsible for oversights: Executive Vice President; Vice President, Academic Affairs/CAO; Associate Vice President, Continuing Education

*Data from the NC Community College Dashboard

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Objective 2.2 Establish a Career Center to facilitate a student's journey from college entrance into the workplace.

Metrics of Progress/Attainment	Baseline
Career Center established by end of Spring 2023	**NA – New Initiative**
50% of graduating students will access the Career Center Services*	**NA – New Initiative**

Key Strategies (Not all inclusive):
2.2.1 - Hire Career Center Director
2.2.2 - Visit other Community College's with established Career Centers
2.2.3 - Establish process for engagement and communication between Career Coaches, Admissions Office and Career Center Director
2.2.4 - Establish process for engagement and communication between Career Technical Education (CTE) faculty advisors and Career Center Director
2.2.5 - Establish process for engagement and communication between Workforce/CE, HRD, and CCR faculty, and program coordinators and Career Center Director
2.2.6 - Establish working relations with NCWorks offices on Bertie and Martin campuses

*Timeline for metrics:

Year 1: 50% of graduating students will access the Career Center Services

Year 2-5: The percent of graduating students who access the Career Center Services will increase by 5 percentage points annually (55%, 60%, 65%, 70%)

Key staff responsible for oversight: Executive Vice President; Director, High School Programs; Director, Admissions, Counseling, and Student Support Services

Budget Need: $45,000 in Year 1 (half year) to establish.
Ongoing costs Years 2-5 (Personnel and supplies) - $80,000.

Source of Funding: Grant funding Year 1 and a portion of Years 2-4. Additional costs for years 2-4 and beyond from Budget FTE.

Objective 2.3   Strengthen partnerships with community stakeholders and employers to ensure workforce needs are being met.

Metrics of Progress/Attainment	Baseline
Develop and Administer annual Advisory Committee/Community Stakeholders Survey of Workforce Needs and College's Response	NA – New Initiative
Achieve positive responses and response rate (4/5) on survey	Established after first administration

Key Strategies (Not all inclusive):
2.3.1 - Collaborate with Rivers East Academy to host externship events for the region.
2.3.2 - Market new apprenticeship programs in order to entice other regional employers to work with the college on apprenticeships.
2.3.3 - Identify and create new partnerships with regional employers to provide new work-based learning opportunities, internships, and/or apprenticeships/pre-apprenticeships.

Timeline for metrics:
    Year 1: Develop Survey and administer to all Program Advisory Committees
    Year 2: Extend Survey to other stakeholders (Chamber of Commerce, Committee of 100, key employers)
    Years 3-5: Continue to administer surveys annually and use results to inform program planning and offerings.

Key staff responsible for oversight: Vice President, Operations/Business and Industry Services; Director, Institutional Research/Effectiveness/Liaison, SACSCOC; Vice President, Academic Affairs; Associate Vice President, Continuing Education

Goal Three: Diversity and Accessibility

Enhance student and employee sense of belonging through targeted strategies that raise awareness and mitigate barriers for success.

Objective 3.1 To have a campus community that is representative of our service area population.

Metric of Progress/Attainment								
Positive Growth Towards Representation								
Baseline Data								
		Total Population	**Black**	**White**	**Hispanic**	**Other/ Unknown**	**Female**	**Male**
Service Area	**Martin County***	22,031	42%	55%	5%	1%	53%	47%
	Bertie County*	17,934	61%	36%	2%	1%	50%	50%
Martin Community College	**All Employees****	170	24%	72%	1%	3%	56%	44%
	Cont. Ed. Students**	570	21%	28%		51%	36%	63%
	Basic Skills Students**	157	68%	22%	10%	1%	46%	54%
	Curriculum Students**	780	41%	49%	1%	9%	65%	35%

Key Strategies (Not all inclusive):

3.1.1 - Identify underrepresented populations in programs and college departments.

3.1.2 - Create inclusive marketing campaigns to reach a broader selection of potential students and employees.

3.1.3 - Assess and revise campus policies that may create barriers for diversity and accessibility.

Timeline for metrics: Annual review of progress

Key staff responsible for oversight: Director, Communications/PIO; Director, Human Resources; Director, Admissions, Counseling, and Student Support Services

*Data from 2020 census
** Fall 2021 Data from the NC Community College Dashboard

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Objective 3.2 Raise awareness of and mitigate barriers to educational and employment success.

Metrics of Progress/Attainment	Baseline
Student and staff survey of community and college resources	Will establish baseline this year

Key Strategies (Not all inclusive):

3.2.1 - Assess and revise classroom policies that may create barriers for diversity and accessibility.

3.2.2 - Assess and revise campus policies that may create barriers for diversity and accessibility.

3.2.3 - Identify and facilitate targeted professional development/campus-wide events to assist students and employees to feel a sense of belonging at the college.

Timeline for metrics: Annual review of progress

Key staff responsible for oversight: Executive Vice President; Director, Institutional Research/Effectiveness/Liaison, SACSCOC; Director, Human Resources

Objective 3.3 Improve campus accessibility.

Metrics of Progress/Attainment	Baseline
Increase Moodle Course Accessibility score to 90% by 2027	**86.8%**
Increase facility and public website accessibility	**Department of Education / NCCCS Facilities Compliance Audit**

Key Strategies (Not all inclusive):

3.3.1 - Facilitate professional development specific to digital accessibility.

3.3.2 - Repair physical facilities for Americans with Disability Act (ADA) compliance.

3.3.3 - Implement professional development about Americans with Disability Act (ADA) compliance through SafeColleges.

Timeline for metrics: Annual review of progress

Key staff responsible for oversight: Coordinator, Online/Distance Learning; Vice President, Operations/Business and Industry Services; Director, Human Resources; Director, Admissions, Counseling, and Student Support Services

Goal Four: Institutional Strength and Excellence

Improve institutional strength and excellence by maximizing student enrollment, enhancing customer service, and increasing workplace satisfaction.

Objective 4.1 Maximize student enrollment.

Metrics of Progress/Attainment	Baseline
Increase Fall-to-Fall persistence to 70% by 2027 (PM4)	63.6% (Fall 2020)*
Increase number of adult students by 10% by 2027	326 (Fall 2021)*
Increase number of CCP students by 10% by 2027	454 (Fall 2021)*
Increase Budget FTE by 10% by 2027	Curriculum (2021-22): 701* Work Force Cont. Ed. (2021-22): 111* Basic Skills (2021-22): 46*

Key Strategies (Not all inclusive):

4.1.1 - Collaborate with Martin County and Bertie County School Districts to identify and implement a campaign to increase College and Career Promise (CCP) matriculation to the college after high school graduation.

4.1.2 - Create and implement targeted marketing campaigns to increase adult enrollment.

4.1.3 - Utilize Intelliboard Next data to provide targeted supports to students who appear to be not making satisfactory progress during the semester.

Timeline for metrics: Annual review of progress

Key staff responsible for oversight: Executive Vice President; Vice President, Academic Affairs/CAO

* Data from the NC Community College Dashboard

Objective 4.2 Improve internal and external customer service.

Metrics of Progress/Attainment	Baseline
Achieve positive responses (at least 4/5 rating) on annual Institutional Satisfaction Survey	**Average positive response above 3/5**
Achieve positive responses (at least 4/5 rating) on annual Course Instructor Evaluations	**Average positive response above 3/5**
Achieve positive responses (at least 4/5 rating) on annual Advisory Committee Surveys	**Establish baseline this year**

Key Strategies (Not all inclusive):

4.2.1 - Implement campus-wide professional development series specific to customer service.

4.2.2 - Create and offer opportunities to provide formal and informal customer service feedback.

4.2.3 - Complete Institutional Satisfaction survey on an annual basis with appropriate follow-up by Senior Administrative Staff.

Timeline for metrics:

Year 1: Identify target percentages and increase customer service training. Administer the Community College Survey of Student Engagement (CCSSE).

Year 2: Develop college-wide customer service plan

Year 3: Administer Personal Assessment of the College Environment (PACE) survey. Have departments add to the plan to respond to their unique situations.

Year 4-5: Annual review of progress

Key staff responsible for oversight: President; Executive Vice President; Director, Human Resources; Vice President, Academic Affairs/CAO

Budget Need:

Year 1: CCSSE survey will cost an estimate of $3,500.

Year 3: PACE survey is currently free through the Belk Center.

Objective 4.3 Improve workplace satisfaction.

Metrics of Progress/Attainment	Baseline
Achieve positive responses (at least 4/5 rating) on the annual Institutional Satisfaction Survey	Average positive response above 3/5
Achieve positive responses (at least 4/5 rating) on the PACE Survey	Average positive response above 3/5

Key Strategies (Not all inclusive):

4.3.1 - Assess and revise Chat with the President format to encourage campus-wide engagement.

4.3.2 - Identify and create professional development opportunities for employees to learn about the departments on campus.

4.3.3 - Identify and create campus events that encourage employee engagement in the community (i.e. service learning, volunteering at the arts council, hosting community arts/theater/business events).

Timeline for metrics: Annual review of progress

Key staff responsible for oversight: President; Executive Vice President; Director, Communications/PIO; Director, Human Resources