

Mountain Empire Community College
Strategic Plan
2008 - 2009 Report

Goal 1: Accountability

*Mountain Empire Community College seeks to develop and maintain a culture of measurement and data analysis in order to determine its effectiveness in carrying out its **mission** and to be accountable to governmental, accrediting, and funding bodies.*

Measures

- Documentation of accreditations/approvals by external groups
- Documentation of planning, measures and findings

Objective/Outcome 1. *Seek and maintain accreditations to ensure quality standards and compliance with requirements of external bodies are being maintained.*

Mountain Empire Community College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; telephone number 404-679-4501; www.sacscoc.org) to award the associate degree. Accreditation Status: 1999, next reaffirmation scheduled for 2010.

Respiratory Therapy Program – AAS degree
American Medical Association
Commission on Allied Health Education Programs
Committee on Accreditation of Respiratory Care (CoARC)
Accreditation status: 1999; next visit is 2009.

Practical Nursing Program - Certificate
Virginia Board of Nursing
Accreditation status: 2002

Phlebotomy – Career Studies Certificate
The National Phlebotomy Association
Last review: 2007

Nursing Assistant – Career Studies Certificate
Virginia State Board of Nursing
Last review: 2007

Virginia Appalachian Tricollege Nursing Program (VATNP) – AAS degree
Virginia Board of Nursing
National League for Nursing Accrediting Commission (NLNAC)
Accreditation status: Placed on warning following 2005 visit; full visit in 2006; accreditation reaffirmed 2007
Consortial colleges: Virginia Highlands and Southwest Virginia Community Colleges

Emergency Medical Services Technology Program – AAS degree
Commission on Accreditation of Allied Health Programs (CAAHEP) Committee on Accreditation of Educational Programs for EMS Professions (CoAEMSP)
Accreditation status: 2007
Consortial colleges: Southwest Virginia Community College and Virginia Highlands Community College

Relationship to the U. S. Department of Education

MECC has had no limitations, suspensions, or terminations by the U. S. Department of Education in regard to student financial aid or other financial aid programs during the past three years. The college is not on reimbursement or other exceptional status in regard to federal or state financial aid.

Objective/Outcome 2. Utilize a comprehensive, integrated planning and evaluation process.

MECC's adoption of the online planning and evaluation system WEAVE in 2007 provides a documented system of planning and evaluation. This system provides process standardization and accountability for academic and administrative support units. Approved users and reviewers can access this information at

<https://app.weaveonline.com/login.aspx?ReturnUrl=%2fmecc%2flogin.aspx>

Goal 2: Quality Teaching and Learning

MECC seeks to fulfill its vision of educating a diverse group of students by developing the skills they need for success, instilling a commitment to the community, and promoting an understanding of the broader global community.

Measures

- **Retention, Transfer, and Completion Rates**
- **Program Reviews**
- **Core Competency Assessments**

Objective/Outcome 1. Provide and promote comprehensive assessments of student learning and improvements that result in student success.

An audit in WEAVE shows that all active academic programs conduct program reviews annually at the degree and free-standing certificate level. The most recent data shows the College has a 53% retention rate; 90th percentile of peer group is 63% for Fall 06 to Fall 07; a 23% graduation rate for the Fall 04 cohort; 90th percentile for peer group is 32%. The transfer rate increased from 47% in 2002-03 to 73% in 2006-07, dropped to 66% in 2007-08.

In 2008-09, MECC participated in the assessment of the Quantitative Reasoning core competency. This was also the first time pre and post testing was accomplished, per SCHEV's

mandate to include pre-testing data. According to the VCCS, the results will be available in October.

Objective/Outcome 2. Utilize innovative instructional strategies, including the use of technology to enhance student learning.

The College is focusing on the effective use of technology to improve student success in its Quality Enhancement Plan (QEP) for the SACS' reaffirmation process. Titled BEST: Building Engagement of Students thru Technology, this is a five-year plan.

Objective/Outcome 3. Develop a comprehensive, effective distance education program.

The Distance Education and Information Technology Committee (DEIT) developed a Distance Education Strategic Plan. This plan has been aligned with the QEP.

Goal 3: Student Access and Services

MECC seeks to provide affordable and geographically accessible higher education and support services to help students succeed.

Measures

- Enrollment Rates
- Student Satisfaction Surveys

Objective/Outcome 1. Implement a college-wide, coordinated marketing/recruitment plan to increase enrollments.

The College has been maintaining a one to two percent annual increase in unduplicated FTES. A major development this past year was the design and acquisition of campus-wide, coordinated marketing materials and finalizing the installation of big screen monitors in three high schools to promote school and college activities and opportunities.

Objective/Outcome 2. Promote student engagement to enhance student success.

The College has initiated a major effort to provide professional development for cooperative learning in the classroom, an outcome of the Achieving the Dream active learning initiative. Increasing engagement in online classes is also a feature in the QEP. The Student Weekly was launched this past year by the Student Services and Community Relations Offices to provide up-to-date information to students and provide incentives for students to access their college email.

Objective/Outcome 3. Develop a coordinated student advising system that ensures quality services are available.

The student advocate role continues to be refined, an outcome of the Achieving the Dream advising initiative for SDV 100, Student Success course. Advising processes for the academic divisions have been updated.

Objective/Outcome 4. Foster an environment of safety, civility and respect.

A pandemic flu plan has been developed and security camera installed. Student satisfaction surveys (Graduate Exit and CCSSE) consistently give high ratings to the college's programs and services. The student newspaper, Red Fox Flier, continues to promote Appreciating Diversity, Seeking Unity.

Goal 4: Community and Workforce Development

MECC seeks to provide leadership in addressing the economic needs of the College's service area.

Measures

- **Workforce Development enrollments and revenues**
- **Graduate Employment Rates**
- **External Use of Facilities**

Objective/Outcome 1. Promote service and involvement in community activities and organizations.

Community service remains an important component of the faculty and administrative faculty's annual evaluations. Service projects are being carried out by student clubs and organizations, exemplified by Americorps. Use of the college's facilities by community members totaled 256 events and 1,577 hours in the 2008 calendar year. For the first six months of 2009, there were 161 events totaling 930 hours.

Objective/Outcome 2. Provide continuous revision of credit and non-curricula and develop new programs to meet the workforce and economic needs of the region.

A major initiative with the Shaw group took place in curriculum development and acquisition of funding for equipment and scholarships. Faculty members in the career technical programs are tracking student employment.

Objective/Outcome 3. Work closely with region's employers to identify training needs and become the preferred partner for training delivery.

Non-credit registrations for 2008-2009 have not been finalized by the VCCS. Expectations are that the target goal of increasing from 3,842 to 3900 will be met. The modest goal increase is due to a downturn in the economy. The non-credit revenue collected for 2008-2009 was \$263,673.89.

Goal 5: Stewardship of Resources

MECC seeks to ensure effective stewardship of its financial, physical and human resources.

Measures

- Commonwealth's Management Standards, directives and effectiveness measures
- Financial objectives for auxiliary enterprises
- Employee recruiting costs and employee turnover rate
- External funding
- Employee and student evaluations

Objective/Outcome 1. Provide systems of sound fiscal management.

Through December 2008, MECC's prompt payment compliance rate is 100%. Travel EDI participation exceeds the DOA mandated compliance level and is believed to be greater than the 95% goal. Reports are not readily available from DOA to quantify travel EDI participation. SPCC utilization rates were 95% for both the first and second quarter of FY2009. DOA Compliance Review determined that MECC processes comply with applicable sections of the CAPP Manual. A written corrective action plan was not required. APA and VCCS audits performed to date did not identify any material weaknesses in internal control systems. ARMICS assessment is complete and tests of controls are being performed. Assessment and tests to this point have not identified any internal control weaknesses that require preparation of a corrective action plan. AIS - eVA integration was completed in March 2009 as planned. All major issues/problems related to integration have been resolved. The Bookstore had a 7 percent increase in sales.

Objective/Outcome 2. Develop, implement and maintain a sound infrastructure and safe environment.

MECC's infrastructure is assessed annually by an independent contractor. The assessment provides a Facility Condition Index (FCI), a ratio of the cost of deficiencies to the current replacement value, a standard used to indicate the overall condition of the buildings. The 2009 assessment revealed an overall FCI of .24 or "Fair Condition". The safety of the environment is documented in the campus crime statistics reported annually to the Department of Education. There were no reportable crimes on campus in 2008-2009.

Objective/Outcome 3. Provide an effective and fair recruiting and hiring process and support employee development effectively from new employee orientation to retirement.

The Virginia Department of Human Resource Management collects and reports data on employee turnover trends for each state agency. The data show MECC's turnover rate for FY09 was 8.5% which was below the state average of 9.8%. MECC's rate has been consistently below the state average for the past five fiscal years.

MECC spent \$13,300 in 2008-2009 for advertising vacant position and screening applicants to ensure the process was effective and fair.

MECC's Human Resources Office has begun documenting each year the professional development activities of all employees, including the amount and source of funds (Ref. [3.7.3-7](#)). For the 2008-09 fall and spring semesters, 55 employees received educational assistance (free tuition) for courses taken at MECC, totaling \$13,208.50. From July 2008 to December 2008, 69 employees received training or attended peer group meeting and conferences, totaling \$22,503.38. These latter funds were primarily from grants and administrative budgets; \$1,869.07 came from the Professional Development Committee's budget. The Committee's budget is also funding a faculty member's graduate degree in GIS, the MECC Excellent in Teaching Awards, and registrations to the VCCS New Horizons conference held in April, 2009.

Objective/Outcome 4. Engage the internal and external community to secure private and governmental assistance to address short-term and long-term funding needs of MECC.

External fund acquisition totaled \$635,963.15 for calendar year ending 12/31/08. Eight new grant applications were submitted, not counting continuation grants. Some awards are still pending. Grant opportunities were regularly reviewed and added to list. Total funds released for operating budgets totaled \$194,000 in 2008; \$177,203 budgeted for scholarships/other; Achieving the Dream and other restricted items were budgeted to level of need. Assets rose to \$10.15 million in 2007, but dropped to \$8.02 million in 2008 due to the national recession.