



# Mountain Empire Community College

*Vision for the Future*

*Mountain Empire Community College*

*Strategic Plan 2013-18*

Approved by the MECC Local Advisory Board July 2013

Mountain Empire Community College  
3441 Mountain Empire Road  
Big Stone Gap, VA

Mountain Empire Community College's Five-Year Strategic Plan sets a framework that will guide all College operations and initiatives from 2013-18. The plan will guide College decisions that will preserve the College's strong reputation in the service region and ensure future growth and advancement.

### ***Plan Preparations***

---

The Mountain Empire Community College (MECC) Strategic Plan is a living document that will drive internal operations and external outreach from 2013-18. The plan is a culmination of information gathered from three planning retreats, four forums conducted as part of a major gifts campaign feasibility study, and internal annual plans. The MECC Strategic Plan was also written to closely align with the Virginia Community College System (VCCS) Achieve 2015 – *Take Two* goals. MECC will closely monitor the goals and strategies associated with the MECC Strategic Plan using the measures described within the document. Progress on goals and strategies will be discussed at President's Staff, Academic Vice-President's Staff, and Board Meetings on a continual basis. Formal reports will be drafted each year and refinements to strategies will be made to ensure the College meets its goals to better serve the needs of the service region. A Summative Report will be drafted following completion of the 2018-19 academic year.

### ***Mountain Empire Community College***

---

Mountain Empire Community College (MECC) is one of twenty-three colleges in the Virginia Community College System (VCCS). Founded in 1972, the College is situated among the beautiful mountains of southwest Virginia. MECC is a two-year college serving Wise, Scott, Lee, and Dickenson counties and the City of Norton. The college offers a high quality education with a personal touch. Our students are our customers and we operate as such. In addition to high quality instruction in the traditional classroom environment, the College offers a comprehensive package of dynamic online and hybrid course offerings that foster student engagement and cooperative learning. Through its program offerings and workforce training, the College's goal is to prepare students for a career and/or transfer to a 4-year college or university. Community outreach and preserving the culture of the Appalachian region are central to the College and its daily operations.

### ***Vision***

---

Our vision is to educate 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.

### ***Mission***

---

Mountain Empire Community College's mission is to provide quality higher education and workforce training programs and services that are financially and geographically accessible and meet individual, business, and community needs.

### ***Values***

---

- Honesty, Integrity, and Trust
- Student and Community Focus
- Teamwork and Communication
- Creativity and Innovation
- Continual Quality Enhancement

### ***Dates of Planning Retreats and Plan Reports***

---

October 2012	Communication Focus Groups Conducted
March 1, 2013	Economic Development Summit
March 4, 2013	Manufacturing Workforce Summit
March 8, 2013	Academic and Student Services Planning Retreat
March 18, 2013	Healthcare Workforce Summit
March 19, 2013	College Advisory Board Planning Retreat
March 21, 2013	Energy Workforce Summit
April 18, 2013	Executive Reports on Planning Summits and Community Interviews Presented to Foundation Board
April 15, 2013	Academic Vice-President's Staff Completes 2012-13 Plan Reports and Preliminary 2013-14 Plans
May 7, 2013	College Executive Planning Team Retreat

***Planning Retreats of the College Advisory Board, Academic and Student Services Staff, and College Executive Team will continue to occur on an annual basis. Reports on progress will be made and strategies will be refined as needed.***

#### **Annual Reports**

---

Annual reports on all goals and strategies will occur by July 1 of each year during the duration of the plan.

Priority A: **Growth**

The College will grow by effectively recruiting, retaining, and graduating students. Student success is a part of the culture of the College. All College employees are vital to student success and all will be held accountable for their contributions.

<p><b>Goal I: The College will increase annual full-time enrollment (AFTE) by 1% annually from 2013-14 to 2018-19. By spring 2019, AFTE at the College will have grown by at least 5%. The College will have an AFTE of 2047 for 2018-19 as compared to 1949 for 2012-13.</b></p> <p><b>Lead: Director of Enrollment Services</b></p> <p><b>Resource Persons: All Divisions, Dual Enrollment Coordinator</b></p>			
Strategy	Measure	Annual Report	Actions for Continuous Improvement
A professional presentation will be developed to highlight program offerings at MECC along with potential salaries. The presentation will be presented to high school students and local community leaders.	Completed Presentation, Number of Presentations		
Success Coaches will promote increased retention among their student cohorts and any other college students.	Retention Measures of Cohorts		
The College will utilize scholarship funds to cover expenses for students wanting to attend college, but not having sufficient finances.	Number of Scholarship Awards		
<p><b>Goal II: The College will increase fall-to-fall and fall-to-spring retention of full-time, program-placed students by two percentage points annually for a total increase of ten percentage points by 2018-19.</b></p> <p><b>Lead: Vice-President of Academic and Student Services</b></p> <p><b>Resource Persons: All Divisions</b></p>			
Strategy	Measure	Annual Report	Actions for Continuous Improvement
The College will become a data-driven society with division deans utilizing Quinn reports and Fact Book data to facilitate improvement discussion with program leads at least once a	Meeting Minutes, Quinn Reports to document increases in retention		

semester.			
Retention will be a monthly agenda item for Academic Vice-President and Division meetings.	Meeting Agendas, Meeting Minutes		
All instructors will be expected to refer any student to the Student Advocate prior to assigning a grade of D, F, or W.	Student Advocate Files		
The College will offer additional programs through cohort and accelerated program offerings.	Additional Cohort and Accelerated Program Offerings		
The College will consistently and effectively utilize the Starfish Early Alert System to inform the Student Advocate about students needing additional support.	Starfish Data, Student Advocate Files		
<b>Goal III: The College will increase three-year, full-time cohort graduation rates by two percentage points annually for a total increase of ten percentage points by 2018-19.</b> <b>Lead: Vice-President of Academic and Student Services</b> <b>Resource Persons: All Divisions</b>			
<b>Strategy</b>	<b>Measure</b>	<b>Annual Report</b>	<b>Actions for Continuous Improvement</b>
The College will offer additional programs through cohort and accelerated program offerings. Research shows that cohort programs increase retention and graduation.	Cohort and Accelerated Program Offerings will be tracked to see if the model increases graduation.		
The College will become a data-driven society with division deans utilizing Quinn reports and Fact Book data to facilitate improvement discussion with program leads at least once a semester.	Meeting Minutes, Quinn Reports to document increases in graduation		
Graduation will be a monthly agenda item for Academic Vice-President and Division meetings.	Meeting Agendas, Meeting Minutes		
The College will provide a smoother transition to the workforce and/or college transfer by embedding internships into as many programs as possible and exploring adding an additional SDV course to college transfer programs that will focus on the	Increased Number of Program Internships and an additional SDV Course to focus on college transfer		

transfer process.			
-------------------	--	--	--

<b>Goal IV: The College will increase the number of transfer students to four-year institutions by three annually for a total increase of 15 students by 2018-19.</b> <b>Lead: Dean of Arts and Sciences</b> <b>Resource Persons: Student Services, Faculty</b>			
Strategy	Measure	Annual Report	Actions for Continuous Improvement
The College will promote HB 1184 and the completion of the Gen Ed Certificate and/or associate degree concurrent with high school graduation. These students are likely to transfer to 4-year colleges and universities.	The Number of students completing the Gen Ed Certificate and/or an associate degree concurrent with high school graduation will be tracked annually for increases.		
The College will increase the number of four-year partners offering Bachelor and graduate programs on the MECC campus. New articulation agreements will be explored. MECC will market an Associate to PhD campaign.	The College will track additional four-year partners offering programs on the MECC campus and new articulation agreements.		

Priority B: **Awareness**

The College will increase awareness of the College, its programs, its services, its successes, and its community outreach among all populations of the service region and beyond.

<b>Goal I: The College will increase visibility in the community.</b> <b>Lead: Coordinator of Community Relations</b> <b>Resource Persons: All College Employees</b>			
Strategy	Measure	Annual Report	Actions for Continuous Improvement
The College will increase high school student awareness of MECC’s program offerings by creating a professionally developed presentation with a focus on career opportunities and potential salaries.	The College will track program interest and enrollment in key programs. Success will be measured by increased enrollment in key programs.		
The College will increase awareness of MECC’s programs in the community by developing relationships with local businesses, exploring shared marketing opportunities, and creating a community contact list to promote college programs and events.	The College will track “read rate” of communications to local business, track the number of marketing partnerships established with businesses and four-year institutions. A survey assessing the College’s service to local businesses will be administered annually.		
<b>Goal II: The College will increase its marketing efforts and will make informed, data-driven decisions on how to best utilize marketing funds.</b> <b>Lead: Coordinator of Community Relations</b> <b>Resource Persons: All Departments and Divisions</b>			
Strategy	Measure	Annual Report	Actions for Continuous Improvement
The College will implement tracking of students from initial inquiry through enrollment.	A collection of data will be established that will allow the College to better understand what obstacles exist that hinder future enrollment growth and identify strengths that the College can utilize to better market programs and services.		

<p>The College will collect applicant data on why they chose MECC during FOX orientation and the data will drive College marketing decisions.</p>	<p>A survey will administered that will help the College gain insight into which avenues of marketing are reaching the majority of applicants. Funds will be expended based upon the data received.</p>		
<p><b>Goal III: The College will assess public and student perception within the service region and refine communications strategies to target enrollment of students, maintain visibility with existing stakeholders, and sell the College’s brand to those unfamiliar with the College.</b>  <b>Lead: Coordinator of Community Relations</b>  <b>Resource Persons: All College Employees</b></p>			
<p><b>Strategy</b></p>	<p><b>Measure</b></p>	<p><b>Annual Report</b></p>	<p><b>Actions for Continuous Improvement</b></p>
<p>The College will improve branding and overall professional image of the College by developing a consistent brand/logo, high quality publications, and effective advertising campaigns.</p>	<p>The College will track spring/fall enrollment and data from the FOX Orientation Survey on how did you hear about MECC. The College will administer a survey to businesses and all service region high school seniors about the perception of the College with a 3.5 mean score on a one to five Likert scale as the initial benchmark.</p>		
<p>The College will create a Community Pride Campaign that raises awareness of the College’s role in the local economy. The College will also hold a Community Service Day to allow students/staff to volunteer to assist with identified areas of need in the service region.</p>	<p>The College will track the number of yard signs distributed in community, number of MECC stickers posted in local business windows, and number of community service projects/number of participants. Initial data will be used to set targets for upcoming years.</p>		

Priority C: **Continuous Improvement**

The College will promote a culture of continuous improvement to promote student success, extend community outreach and support, and maximize internal efficiency.

<b>Goal I: The College will improve efficiency and customer service by mandating that at least one management goal be included in all division and department annual plans.</b> <b>Lead: College President</b> <b>Resource Persons: All Departments and Divisions, All College Employees</b>			
Strategy	Measure	Annual Report	Actions for Continuous Improvement
All departments will include at least one management goal aimed at improving processes, increasing efficiency, and bettering customer service within their annual plans.	Annual Plans and Reports		
Improve work ethic and professionalism.	Graduation Surveys that Assess Student Satisfaction, Service Region Employer Surveys, High School Senior Survey on Perception of the College, Faculty/Staff Evaluations (% meeting expectations)		
The College will develop targeted professional development plans for all personnel.	Professional development plans		

Priority D: **Workforce**

The College will increase workforce training services that support local and state industry needs.

<b>Goal I: The College will increase workforce contact hours by 3% annually for an overall increase of 15% by 2018.</b> <b>Lead: Dean of Workforce Development</b> <b>Resource Persons: All Workforce Employees</b>			
Strategy	Measure	Annual Report	Actions for Continuous Improvement
The College will develop a database of contact information for all regional employers and	Database, Publications, Communication Records		

educational agencies to ensure the workforce office efficiently meets the needs of the region.			
The College will explore additional non-credit training programs in technical areas to help diversify offerings and ensure long-term stability.	New Training Offerings		

Priority E: **Resources**

---

The College will increase the endowment of the Foundation to ensure future stability and the continuation of student success initiatives.

<b>Goal I: The College will raise 8.5 million dollars through its campaign by 2018.</b>			
<b>Lead: Vice-President of Institutional Advancement</b>			
<b>Resource Persons: All Foundation Employees</b>			
<b>Strategy</b>	<b>Measure</b>	<b>Annual Report</b>	<b>Actions for Continuous Improvement</b>
The College will effectively manage a campaign to raise 8.5 million dollars in private donations.	Campaign Reports and Updates		
The College will provide press releases to raise awareness of the campaign and lead gifts to increase motivation to surpass the final goal.	Press Releases		
The College will strengthen its relationship with the community and regional leadership.	Meetings to promote the College's successes and its Contributions to the Regional Economy		

**Approval Process**

---

Approved by President's Staff

June, 2013

Approved by College Advisory Board