



Mountain Empire Community College

ADVISORY BOARD MEETING

Friday, May 11, 2018

4:30 p.m.

Kline Foundation Boardroom

AGENDA

1. Welcome and Call to Order..... Mr. David Graham, Chair
2. Minutes for approval (**Exhibit A**)..... Mr. Graham
3. Administrative Reports
 - A. Chair
 - ✚ Recognition of Guest
 - ✚ High School Scholarship Award Presentation Assignments

Save the Date

 - ✚ Inauguration Ceremony in honor of Dr. Westover **Friday, October 19th at 10:30 a.m.**
 - B. President's Report..... Dr. Kristen Westover
 - C. Foundation/Institutional Advancement Report Ms. Amy Greear
 - D. Academic and Student Services Dr. Vickie Ratliff
 - E. Financial and Administrative Services..... Mr. Ron Vicars
4. Committee Reports
 - a. **Executive Committee**..... Mr. Graham
 - i. Presidential Survey Results (**Closed Session**)
 - ii. Letter of recommendation to the Chancellor (**Closed Session**)
 - iii. MECC Strategic Plan 2018-2021 (Dr. Kristen Westover)
 - b. **Nominating Committee (Exhibit B)**..... Mr. Graham
 1. Recommendations for 2018-2019 Board Officers
 - c. **Finance and Facilities Committee**..... Mr. Ron Vicars
 - d. **Curriculum and Student Affairs Committee**..... Dr. Vickie Ratliff
5. Old/New Business..... Dr. Kristen Westover
 - a. Resolution for Ms. Adrienne Hood
 - b. Resolution for Mr. James David Graham
6. Public Comments/Other
7. Next Meeting Date - **July 17, 2018**
8. Adjournment

*Notes for Chair or Co-Chair
Advisory Board Meeting
Friday, May 11, 2018 at 4:30 p.m.*

1. *Welcome & Call to Order*
2. *Ask for approval of minutes of the March 20, 2018 Board meeting (Requires Board Action)*
3. *Administrative Reports (Recognition of Guests)*
 - A. *Chair - David Graham*
 - + Recognition of Guest
 - Ron Vicars, Dr. Vickie Ratliff, Amy Greear, Peggy Gibson
 - Sarah Gilliam – Chair of Faculty Senate
 - + High School Scholarship Award Presentation Assignments
 - + Save the Date:
Inauguration Ceremony in honor of Dr. Westover- **Friday, October 19th at 10:30 a.m.**
 - B. *President's Report – Dr. Westover*
 - C. *Foundation/Institutional Advancement Report - Amy Greear*
 - D. *Academic and Student Services – Dr. Ratliff*
 - E. *Financial and Administrative Services – Ron Vicars*
4. *Committee Reports –*
 - a. *Executive Committee – Mr. Graham*
 - Presidential Survey Results (Closed Session)
 - Letter of Recommendation to the Chancellor (Closed Session)
 - Mountain Empire Community College Strategic Plan 2018-2021
 - b. *Nominating Committee – Mr. Graham*
 - Recommendations for 2018-2019 Board Officers
 - c. *Finance and Facilities Committee – Ron Vicars*
 - d. *Curriculum and Student Affairs Committee – Dr. Ratliff*
5. *Old/New Business – (Dr. Westover)*
 - + *Resolution for Ms. Adrienne Hood*
 - + *Resolution for Mr. James David Graham*
6. *Public Comments/Other*
7. *Next Meeting Date – Tuesday, July 17, 2018*
8. *Adjournment*

Meeting Minutes

MECC Local Advisory Board

Friday, May 11, 4:30 p.m., Kline Foundation Boardroom

MEMBERS PRESENT

SCOTT COUNTY

Rodney Baker
Adrienne Hood
David Kindle
Keith Wilson

WISE COUNTY

Teresa Adkins
Bonnie Elosser
Mike Abbott
Betty Cornett
Alane Lovern

LEE COUNTY

Gail Elliott
David Graham

CITY OF NORTON

DICKENSON COUNTY

Burl Mooney

MEMBERS ABSENT

Vickie Brown (Lee)
Tim Cassell (Norton)
Stacy Munsey (Lee)

Others Attending:

Lana Kennedy – Chair, Association of Classified Employees (ACE)
Dr. Kristen Westover - President
Mr. Ron Vicars – Vice President of Financial and Administrative Services
Dr. Vickie Ratliff – Vice President of Academic and Student Services
Peggy Gibson – Executive Assistant to the President

CALL TO ORDER

The Mountain Empire Community College Advisory Board met on Friday, May 11, 2018 at 4:30 p.m. in the Kline Foundation Boardroom at Mountain Empire Community College. The meeting was called to order by Mr. David Graham, Chair.

APPROVAL OF MINUTES

A motion was made by Mr. Keith Wilson to accept the March 20, 2018 minutes as presented. The motion was seconded by Mr. Rodney Baker and passed unanimously. (Exhibit 1)

ADMINISTRATIVE REPORTS

Mr. Graham reported on the following information items:

Mr. Graham brought to the Boards attention a list of dates for area high school award programs and requested that members contact Peggy Gibson if they were able to present the Advisory Board

Scholarship at any of these events. The list of dates was emailed to each member prior to this meeting.

Save the Date

- ✚ Inauguration Ceremony in honor of Dr. Kristen Westover, **Friday, October 19th at 10:30 a.m.**
Goodloe Center

President's Report – Dr. Kristen Westover

Dr. Westover reported on the following items:

ACTIVITIES REPORT

- Dr. Westover reviewed with Board members her current community involvement including community and college activities from March 20, 2018 through May 11, 2018 (**Exhibit 2**).

Additional Updates

- Dr. Westover reported that the need to maintain uniform quality standards had led to a cost analysis for a uniform tuition fee for dual enrollment. The findings indicated that the fee should be \$50 per credit hour, phased in over a three-year period. The plan will go before the State Board at its July meeting, with hopes of getting final approval in September. The policy will reflect national standards and best practices for dual credit as outlined by the National Alliance for Concurrent Enrollment Partnerships (NACEP) and aligns with regional accreditation standards set forth by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

Dr. Ratliff added that the college will be required to adhere to the NACEP Standards. The standards promote the implementation of policies and practices such that:

- College courses offered in the high school are of the same quality and rigor as the courses offered on campus at the sponsoring college.
- Students enrolled in concurrent enrollment courses are held to the same standards of achievement as students in on-campus courses.
- Instructors teaching college courses through the concurrent enrollment program meet the academic requirements for faculty teaching in the college and are trained in course delivery and provided ongoing discipline-specific professional development.
- Concurrent enrollment programs display accountability through program evaluation.
- All concurrent enrollment instructors will be approved by the appropriate college academic leadership and must meet the minimum qualifications for instructors teaching the course on campus.

Enrollment Report

- Dr. Westover presented and reviewed with Board members the 2018 Spring Semester final enrollment report. Headcount is 2,291 compared to 2,374 last year at this time; a decrease of (3) percent. The college's FTE is 1,319 compared to 1,406 last year at this time; down approximately (6) percent. (**Exhibit 3**)

Dr. Westover pointed out that credit head count and FTE's does not give a true picture of everything that MECC is involved in. She shared with the Board that from 2017 to 2018 the colleges non-credit headcount went from 440 to 1619; an increase of 270%. She mentioned that the declined enrollment was made up for in our non-credit workforce programs such as

the Power Lineman and CNA program. Dr. Westover also added that the entire service region's high school senior graduating class has dropped below 1,000, which also affects MECC's enrollment.

- Dr. Westover reviewed and presented for approval the Mountain Empire Community College 2018-2021 Strategic Plan (see Exhibit 4 with details).

MECC's Strategic Planning and Implementation Team was made up of Faculty, Staff, Students, and Administrators. Dr. Westover shared that tripling the number of credentials that our students earn is the single goal of the Virginia Community College System's Complete 2021 strategic plan and mentioned that everything in this strategic plan is built around that one goal. She mentioned that the college recognized that sub goals would also need to be built into the plan in order to measure how students are doing along the way. Dr. Westover also mentioned that this also aligns well with the new EAB Navigate implementation.

Framework:

- Connection
 - Interest to application
- Entry
 - Converting application to Enrollment
- Progress
 - Retention (full-time) fall to spring and fall to fall
- Completion
 - Tripling the number of credentials (workforce and credit programs)
- Transition to career or continued education
 - Transfer to the 4-year Institution, Employment and/or entrepreneurial endeavors
- Affordability and Sustainability
 - MECC will increase scholarship awards to students and giving to MECC Foundation by 2% annually.

Ms. Bonnie Elosser made the motion that MECC's Strategic Plan 2018-2021 be accepted as presented. Mr. Keith Wilson seconded the motion and the motion passed unanimously.

Interim Director of Institutional Advancement – Ms. Amy Greear

Ms. Greear reported on the following:

- Ms. Greear was not in attendance due to her involvement with the MECC Commencement program scheduled for this afternoon.

Vice President of Academic and Student Services – Dr. Vickie Ratliff

Dr. Vickie Ratliff gave the following report:

- No report

Vice President of Financial and Administrative Services – Mr. Ron Vicars

Local Funds Expenditure Report – Mr. Vicars reviewed with Board members the Local Funds Expenditure Report ending April 30, 2018. (Exhibit 5 with details)

Personnel Report – Mr. Vicars reviewed the personnel report ending May 10, 2018. (See Exhibit 6 with details)

There were no questions or comments regarding these reports from Board members.

COMMITTEE REPORTS

Executive Committee (Did not meet)

Action Item(s):

1. Mountain Empire Community College 2018-2021 Strategic Plan (see Exhibit 4 with details)

Dr. Westover reviewed and presented for approval the Mountain Empire Community College 2018-2021 Strategic Plan (see Exhibit 7 with details).

MECC's Strategic Planning and Implementation Team was made up of Faculty, Staff, Students, and Administrators. Dr. Westover shared that tripling the number of credentials that our students earn is the single goal of the Virginia Community College System's Complete 2021 strategic plan and mentioned that everything in this strategic plan is built around that one goal. She mentioned that the college recognized that sub goals would also need to be built into the plan in order to measure how students are doing along the way. Dr. Westover also mentioned that this also aligns well with the new EAB Navigate implementation.

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- Affordability and Sustainability
 - MECC will increase scholarship awards to students and giving to MECC Foundation by 2% annually.

Ms. Bonnie Elosser made the motion that MECC's Strategic Plan 2018-2021 be accepted as presented. Mr. Keith Wilson seconded the motion and the motion passed unanimously.

2. Presidential Evaluation

EXECUTIVE SESSION

A motion was made by Mr. Mike Abbott and seconded by Ms. Betty Cornett that:

“The MECC Local Advisory Board go into Executive Session to discuss the Presidential Survey, Pursuant to Section 2.2-3711, sub-section A, sub-section 1 of the Code of Virginia.”

A vote was taken to confirm the request, and each member concurred.

RETURN TO OPEN SESSION

A motion was made by Ms. Alane Lovern and seconded by Ms. Gail Elliott to return to open session. The motion passed unanimously.

Each member was asked individually to respond to the following questions:

- Do you affirm that during executive session, you discussed only public business matters lawfully exempted from statutory open meeting requirements and
- Public business matters identified in the called motion to convene the executive session?

All members concurred to the questions.

The MECC Advisory Board will submit a letter to the Virginia Community College System Chancellor, Dr. Glenn DuBois, confirming their collective high vote of confidence in the leadership of Dr. Kristen Westover.

Report from the Nominating Committee (Ms. Gail Elliott, Ms. Teresa Adkins, and Mr. Tim Cassell)

(see Exhibit 8 with details).

Ms. Gail Elliott reported that the Nominating Committee met via conference call on April 13, 2018. Recommendations for chair and vice chair for 2018-2019 are:

- ✚ Mr. Rodney Baker – Chair
- ✚ Mr. Mike Abbott – Vice Chair

A motion was made by Mr. David Kindle to accept the recommendation and seconded by Ms. Adrienne Hood and was passed unanimously by the Board.

Finance and Facilities Committee

Action Item(s):

- ✚ 2018-2019 Local Budget Request

Mr. Vicars presented for Board approval the Local Funds Budget Request. Mr. Vicars shared detailed information of how the local budget was created and local budget amounts that would be requested from the surrounding regional governments. The total amount of request has changed only slightly to

include the Red Fox Grill expenses. A motion was made by Mr. Keith Wilson and seconded by Ms. Bonnie Elosser for approval. The motion passed unanimously. (See Exhibit 9 with details)

Curriculum and Student Affairs Committee

Action Item(s):

Dr. Ratliff shared with the Board that because of some changes to the state EMT curriculum and guidelines the EMS Board has removed the option for an individual to become credentialed as an EMT Intermediate. As a result, the EMS Board recommended that the changes be made so that now instead of a basic EMT Intermediate and Paramedic level there is a basic Advanced EMT and Paramedic level. Dr. Ratliff presented to the Board the discontinuance of the following program:

- Emergency Medical Technician Intermediate (221-146-03)

The motion was made by Ms. Alane Lovern to accept the discontinuance of this program as presented. The motion was seconded by Ms. Adrienne Hood and passed unanimously by the Board.

Dr. Vickie Ratliff presented the following new curriculums (See Exhibit 10)

- Advanced Emergency Medical Technician (221-146-Proposed) See above explanation
- Sports Medicine Assistant (221-Presented for Approval)

Dr. Ratliff shared that there has been a lot of interest and request from individuals across the region regarding a sports medicine program here at MECC. She mentioned that the proposed new program will be a two semester career studies certificate which can begin at the high school level or can be taken here on campus. Classes will be taught by a credentialed athletic trainer as well as some of the college's health sciences personnel.

A motion was made by Mr. David Kindle to accept the new curriculums as presented. Ms. Bonnie Elosser seconded the motion and passed unanimously by the Board.

OLD/NEW BUSINESS

Resolutions for outgoing Board members, Mr. James David Graham and Ms. Adrienne Hood was read into the minutes by Dr. Kristen Westover (**attached herewith and becomes a part of the minutes**). Dr. Westover expressed her deep appreciation to both these members for their exceptional service to the college and as a representative of the 2016-2017 Presidential Search Committee.

Mr. Keith Wilson made the motion to approve the resolutions as presented. A second was made by Mr. Mike Abbott and was passed unanimously.

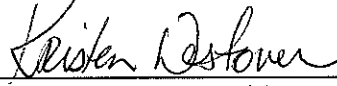
PUBLIC COMMENTS

ADJOURNMENT

With no further business to discuss, the meeting adjourned at 5:20 p.m. The next meeting date will be Tuesday, July 17, 2018.

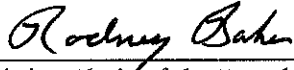
Peggy Gibson, Recorder

Respectfully Submitted,

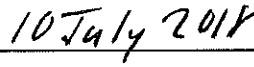


Kristen Westover, President & Secretary to the Board

APPROVED:



Chair/Vice Chair of the Board



Date

Internal and External Activities - March 21 - May 11, 2018

Date	Internal/External
Mar. 21	England Furniture Job Fair
Mar. 26	Wytheville, VA - Lunch/Meeting with Dr. Suarez Meeting with Virginia's Governor, Northam and Secretary of Education - Abingdon, VA
Mar. 27	VECEDA - Lebanon, VA (CGI Tour and Luncheon)
Mar. 28	March Employee Birthday Celebration
Mar. 29	United Way Board Meeting - Abingdon, VA
Apr. 2	Cove Ridge Foundation Meeting - Duffield, VA
Apr. 4	Ballad Health Education Board Meeting
Apr. 5	Scholars Recognition Night
Apr. 6	MECC Foundation Soup Fundraiser MECC Management Training session
Apr. 9 - 10	Atlanta, GA - SACSCOC Small College Conference
Apr. 11-13	New Horizons - Roanoke, VA
Apr. 16	John Fox Festival - MECC Travel to Richmond, VA for Advisory Council of Presidents meeting (ACOP)
Apr. 17-18	ACOP
Apr. 20	Powell River Project Board Meeting - Abingdon Final Review of MECC's Strategic Plan
Apr. 21	Foundation Gala
Apr. 24	Dickenson County Board of Supervisors Meeting
Apr. 25	School Superintendents Breakfast - MECC
Apr. 26	Scott County Endowed Scholarship Meeting - Gate City, VA
Apr. 27- May 1	AACC 98th Annual Convention - Dallas, TX
May. 3	MECC Student Award Ceremony
May. 4	Lonesome Pine Golf Tournament
May. 5	Soap Box Derby - Big Stone Gap
May. 7	Scott County Awards Program - Keynote Speaker
May. 9	Retirement Reception Honoring Chris Allgyer - Boardroom
May. 10	Celebration of People
May. 11	MECC Advisory Board Meeting/Graduation

Summary Course Data for FY 2018 Qtr 3
 Beginning: 07/01/2017 ... Ending: 03/31/2018

College		Custom			Open			Total		
		Attempted	Completed	Contact Hours	Attempted	Completed	Contact Hours	Attempted	Completed	Contact Hours
ME299	Credit	.	.	.	195	157	.	195	157	.
	NonCred	284	282	4,293	351	333	25,237	635	615	29,529
	Total	284	282	4,293	546	490	25,237	830	772	29,529

Summary Course Data for FY 2018 Qtr 3
 Breaks Out Custom to Show Limited Data
 Beginning: 07/01/2017 ... Ending: 03/31/2018

	Custom			Open			Total		
	Attempted	Completed	Contact Hours	Attempted	Completed	Contact Hours	Attempted	Completed	Contact Hours
Mountain Empire	Credit	.	.	195	157	.	195	157	.
	NonCred	284	282	4,293	333	25,237	635	615	29,529
	Total	284	282	4,293	490	25,237	830	772	29,529
Total	Credit	.	.	195	157	.	195	157	.
	NonCred	284	282	4,293	333	25,237	635	615	29,529
	Total	284	282	4,293	490	25,237	830	772	29,529

*WDS Summary Course Comparison - Completed Qtr 3
 Beginning: 07/01/2017 ... Ending: 03/31/2018*

College	DEL	CRS	Completed 17	Completed 18	Diff Complete	% Change
Mountain Empire	Custom	NonCred	342	282	-60	(17.5%)
	Open	Credit	263	157	-106	(40.3%)
		NonCred	203	333	130	64.0%
<i>Total Mountain Empire</i>			808	772	-36	(4.5%)

*WDS Summary Course Comparison - Contact Hours Qtr 3
 Beginning: 07/01/2017 ... Ending: 03/31/2018*

College	DEL	CRS	Contact Hrs 17	Contact Hrs 18	Diff Contact Hrs	% Change
Mountain Empire	Custom	NonCred	15,753	4,293	-11,461	(72.89%)
	Open	NonCred	7,043	25,237	18,194	258%
<i>Total Mountain Empire</i>			<i>22,796</i>	<i>29,529</i>	<i>6,734</i>	<i>29.5%</i>

*WDS Non-Credit Headcount Comparison
 FY 2017 to FY 2018
 Qtr 1, 2 and 3*

	HC 2017	HC 2018	Difference
Custom	259	215	-44
Open	181	268	87
Other	0	1,136	1,136
	440	1,619	1,179

*Contact Hours Excluded from Funding Formula
 FY 2018
 Qtr 1, 2 and 3*

Total # of Custom Classes	Total # Limited	Percent Limited	# of Limited Classes Excluded from Funding Formula	# of Contact Hours Excluded from Funding Formula
32	0	0.0%	0	0

*Internal Contact Hours Summary
FY 2018
Qtr 1, 2 and 3*

Internal Contact Hours	.
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SPRING SEMESTER 2018 FINAL ENROLLMENT REPORT

HEADCOUNT	2017	2018	% CHANGE
Full-Time	939	884	(6)
Part-Time	1,435	1,407	(2)
Male	959	919	(4)
Female	1,415	1,372	(3)
Total	2,374	2,291	(3)

FTES	2017	2018	% CHANGE
	1,406	1,319	(6)

ANNUALIZED FULL-TIME EQUIVALENT STUDENTS

	2013-14	2014-15	2015-16	2016-17	2017-18
Summer Annualized FTES	193	180	177	175	165
Fall Annualized FTES	904	821	847	806	794
Spring Annualized FTES	765	745	761	703	660
Total Annualized FTES	1,862	1,745	1,784	1,683	1,619

(Totals may differ slightly from official data due to rounding)

Local Fund Expenditures Ending April 30, 2018

Category	Budget 2017 - 2018	Expenditures To Date	Budget Balance
I. Contributions of Localities:			
A. Maintenance & Operation:			
College Board	\$ 5,000	\$ 2,007	\$ 2,993
President's Office	\$ 23,000	\$ 20,301	\$ 2,699
Fiscal Operations	\$ 3,000	\$ 1,776	\$ 1,224
Student Aid	\$ 30,000	\$ 3,293	\$ 26,707
Home Craft Days	\$ 35,000	\$ 34,822	\$ 178
Mountain Music School	\$ 26,000	\$ 26,000	\$ -
Site Development	\$ 3,000	\$ -	\$ 3,000
Total Maintenance & Operation	\$ 125,000	\$ 88,199	\$ 36,801
B. Small Business Center	\$ 30,250	\$ 23,375	\$ 6,875
Total Contributions of Localities	\$ 155,250	\$ 111,574	\$ 43,676
II. Student Activity Fee & Vending Commissions:			
A. Student Activities	\$ 80,000	\$ 74,214	\$ 5,786
B. Vending Operation Expenses	\$ 10,000	\$ 1,719	\$ 8,281
Total Student Activity Fee & Vending Commissions	\$ 90,000	\$ 75,933	\$ 14,067
III. General Auxiliary Fee:	\$ 180,000	\$ 112,626	\$ 67,374
IV. Bookstore			
A. Salaries	\$ 220,000	\$ 220,000	\$ -
B. Textbooks and Supplies	\$ 900,000	\$ 687,763	\$ 212,237
C. Operating	\$ 50,000	\$ 37,220	\$ 12,780
D. Transfer to capital projects - One Stop Center	\$ 300,000	\$ -	\$ 300,000
Total Bookstore	\$ 1,470,000	\$ 944,983	\$ 525,017
V. Contingency and Interest Income			
A. Transfer to capital projects - One Stop Center	\$ 100,000	\$ 548	\$ 99,452
Total Contingency and Interest Income	\$ 100,000	\$ 548	\$ 99,452
VI. Construction Projects			
A. Dalton-Cantrell Hall Renovation Site Work	\$ 18,585	\$ -	\$ 18,585
B. Solar Training Roof	\$ 5,075	\$ -	\$ 5,075
C. Parking Lot A-B Improvements	\$ 3,371	\$ -	\$ 3,371
D. Utility Survey	\$ 50,000	\$ 48,495	\$ 1,505
E. Revised Campus Master Plan	\$ 100,000	\$ -	\$ 100,000
Total Construction Projects	\$ 177,031	\$ -	\$ 128,536
TOTAL ALL	\$ 2,172,281	\$ 1,245,664	\$ 878,122

Personnel Update

May - 2018

New Hires

Vicki Pearcy accepted the wage grant-funded Education Support Specialist II in Admissions. Vicki lives in Duffield and was hired on 4/30/18.

Karen Phillips accepted the wage food server position in the Red Fox Grill. Karen lives in Big Stone Gap and was hired on 4/2/18.

Changes

Ashvin Raj accepted the full time grant funded Education Support Specialist III position with the Wise County's Unmanned Aircraft Systems ARC grant.

Open Positions

Nursing – Sim Lab Coordinator – interviews have been completed and reference checks are being conducted. Offer expected to be extended by Friday, May 11th.

Vice President of Institutional Advancement – Closes 5/18/18

Grant Writer – replaces Heather Mayes – position was offered and declined.

Administrative and Office Specialist II replacing Rachel Hubbard – Screening committee is reviewing applications.

Fast Forward Grant Coach – replacing John Schoolcraft - Screening committee is reviewing applications.

Education Support Specialist II – wage position replacing Ashvin Raj – Screening committee is reviewing applications.

Retirements

Chris Allgyer is retiring 6/1/18. Chris is a Math Instructor who was hired on 9/16/72. 46 years with MECC.

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Total Annualized FTES	1,862	1,745	1,784	1,683	1,619

(Totals may differ slightly from official data due to rounding)

R E S O L U T I O N

***Whereas,** the Honorable Adrienne Hood has served diligently and faithfully on the Mountain Empire Community College Board from 2010 to 2018 as a representative of Scott County, Virginia; and*

***Whereas,** Adrienne has served as a member of the Curriculum & Student Affairs Committee and the 2017 Presidential Search Committee during her eight-year tenure, bringing her knowledge and expertise to the Board and providing valuable guidance; and,*

***Whereas,** she has shown an abiding interest and concern in placing higher educational opportunities within reach of all citizens in her Community College region; and,*

***Whereas,** she has given freely of her time and talents to the development and expansion of Mountain Empire Community College and its varied offerings in this region;*

***Now therefore be it resolved** that the Mountain Empire Community College Board does hereby express its grateful appreciation to this distinguished citizen of the Mountain Empire Community College region; and,*

***Be it further resolved** that the Mountain Empire Community College Board does hereby direct that this resolution be inscribed in the permanent records of the Board, and a copy be presented to Ms. Adrienne Hood as a token of this Board's profound respect and appreciation for her exemplary service and many contributions to the success of this institution.*

Unanimously approved this 11th day of May, 2018.

MOUNTAIN EMPIRE COMMUNITY COLLEGE BOARD

BY: _____
James David Graham, Chair

ATTEST: _____
Kristen Westover, President and
Secretary to the Board

RESOLUTION

Whereas, the Honorable James David Graham has served diligently and faithfully on the Mountain Empire Community College Board from 2009 to 2018 as a representative of Lee County, Virginia; and

Whereas, David has served as a member of the Executive, Nominating, and the 2017 Presidential Search Committee, and served as Board Chair from 2016-2018, bringing his knowledge and expertise to the Board and providing valuable guidance; and,

Whereas, he has shown an abiding interest and concern in placing higher educational opportunities within reach of all citizens in his Community College region; and,

Whereas, he has given freely of his time and talents to the development and expansion of Mountain Empire Community College and its varied offerings in this region;

Now therefore be it resolved that the Mountain Empire Community College Board does hereby express its grateful appreciation to this distinguished citizen of the Mountain Empire Community College region; and,

Be it further resolved that the Mountain Empire Community College Board does hereby direct that this resolution be inscribed in the permanent records of the Board, and a copy be presented to Mr. James David Graham as a token of this Board's profound respect and appreciation for his exemplary service and many contributions to the success of this institution.

Unanimously approved this 11th day of May, 2018.

MOUNTAIN EMPIRE COMMUNITY COLLEGE BOARD

BY: _____
Alane Short Lovern, Vice Chair

ATTEST: _____
**Kristen Westover, President and
Secretary to the Board**

MOUNTAIN EMPIRE COMMUNITY COLLEGE
BOARD EXECUTIVE COMMITTEE MEETING

Friday, May 11, 2018, 4:00 p.m.
President's Office, Dalton Cantrell Hall

Committee Members Attendance:

David Graham, Chair
Alane Lovern, V-chair
Mike Abbott (Wise)
Gail Elliott (Lee)
Teresa Adkins (Wise)

Others:

Dr. Kristen Westover
Peggy Gibson

1. *Welcome and Call to Order*

The Mountain Empire Community College Executive Committee met on Friday, May 11, 2018 at 4:00 p.m. to discuss the following agenda items:

- a. MECC Strategic Plan 2018-2021
- b. Presidential 360° Survey Results (Closed Session)
- c. Letter of Recommendation to the Chancellor – (Closed Session)

2. *Approval of Minutes*

There were no previous minutes for approval

3. *Mountain Empire Community College Strategic Plan 2018-2021 – Dr. Kristen Westover*

Dr. Westover reviewed and presented for recommendation MECC's 2018-2021 Strategic Plan (see Exhibit 1 for details).

MECC's Strategic Planning and Implementation Team included Faculty, Staff, Students, and Administrators. Dr. Westover shared that tripling the number of credentials that our students earn is the single goal of the Virginia Community College System's Complete 2021 strategic plan and mentioned that everything in this strategic plan is built around that one goal. She mentioned that the college recognized that sub goals would also need to be built into the plan in order to measure how students are doing along the way.

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 - Tripling the number of credentials
- Transition to career or continued education
 - Transfer to the 4-year Institution, Employment and/or entrepreneurial endeavors
- Affordability and Sustainability

- MECC will increase scholarship awards to students and giving to MECC Foundation by 2% annually.

Ms. Alane Lovern made the recommendation that MECC's Strategic Plan 2018-2021 be presented before the full board for approval. Ms. Teresa Adkins seconded the motion and the motion passed unanimously.

4. Presidential Items (360° Survey Results and Letter of Recommendation to the Chancellor) – Closed Session

- A motion was made by Mr. Mike Abbott and seconded by Gail Elliott at 4:17 p.m. that: "The Mountain Empire Community College Executive Committee go into Executive Session to discuss presidential items, pursuant of Section 2.2-3711, sub-section A, sub-section 1 of the Code of Virginia." A vote was taken of each member to confirm the request:

David Graham – Yes
Mike Abbott – Yes
Teresa Adkins – Yes
Alane Lovern – Yes
Gail Elliott - Yes

At 4:25 p.m. a motion was made by Ms. Gail Elliott and seconded by Ms. Teresa Adkins that: "The Mountain Empire Community College Executive Committee return to open session." The motion passed unanimously.

Each member was asked individually by Peggy Gibson to respond to the following questions:
"Do you affirm that during executive session, you discussed only public business matters lawfully exempted from statutory open meeting requirements; and public business matters identified in the called motion to convene the executive session:

- David Graham – Yes
- Teresa Adkins – Yes
- Alane Lovern – Yes
- Mike Abbott – Yes

5. Adjournment

At 4:35 p.m. the Executive Committee meeting was adjourned by Mr. David Graham.

Respectfully submitted,



Kristen Westover, President
and Secretary to the Board

APPROVED:



Chair of the Board

10 July 2018

Date

Mountain Empire Community College

Strategic Plan: 2018-2021

Vision: Our vision is to be recognized by our community as the leader in preparing our region's educated workforce.

Values: Mountain Empire Community College is committed to these values:

- honesty, integrity, and trust
- teamwork and communication
- learning
- student success
- diversity, inclusion, and equity
- creativity and innovation
- community and cultural preservation
- leadership and service

Mission: Mountain Empire Community College's mission is to provide our region with accessible, quality higher education, workforce training and community programs to ensure an educated population and a globally competitive workforce.

Mountain Empire Community College's mission is fulfilled through the following avenues:

- **General Education:** General Education, a component of academic programs, includes the following competencies: Communication, Critical Thinking, Cultural and Social Understanding, Information Literacy, Personal Development, Quantitative Reasoning, and Scientific Reasoning.
- **Career - Technical Education:** The career and technical education programs meet the increasing demand for technicians, professionals, and a skilled workforce.
- **Transfer Education:** The transfer education program, which includes freshman and sophomore courses in arts and sciences and pre-professional education, allows students to transfer into baccalaureate degree programs at four-year colleges and universities.
- **Developmental Studies:** Developmental courses are offered to correct deficiencies in basic areas, such as English, reading, and mathematics, and to prepare students who have not had the required course prerequisites for admission to specific programs.
- **Dual Enrollment:** Dual enrollment courses allow high-achieving students to meet the requirements for high school graduation while simultaneously earning college credit.

- Distance Education: Distance education courses and programs offer accessibility through a number of delivery modes, to include the internet, video, and off-campus locations.
- Student Services: The College provides programs, services, and resources that facilitate college access, enhance student success, develop career readiness, promote student leadership, and provide opportunities for student engagement.
- Workforce Development: Workforce development encompasses credit and non-credit training to meet workforce needs and promote economic development through programs, customized training, and on-going workshops.
- Community Services: College facilities and personnel support the cultural and educational needs of the region through cultural events, workshops, meetings, lectures, conferences, seminars, community projects, and service learning.

Framework:

- Connection
- Entry
- Progress
- Completion
- Transition to career or continued education
- Affordability and sustainability

Executive Summary – Tripling the number of credentials that our students earn is the single goal of the Virginia Community College System's Complete 2021 strategic plan. In support of the singular system wide goal of tripling the number of credentials our students earn, Mountain Empire Community College (MECC) recognizes the need to increase our student performance outcomes related to student connection, entry, progression and completion. In order to triple the number of credentials our students earn, we will not only need to recruit more students from diverse subgroups, we will also need to better retain those currently enrolled, ensuring that they complete the goals they set out to accomplish, and that those goals include completion of credentials leading to transfer or employment. Of course, the college and community concurrently have a strong desire to retain greater numbers of graduates and credential completers within the service region of Southwestern Virginia. This will require the college to be nimble in adapting academic and workforce programming to meet current and future employer needs. It will also require the college to take an active leadership role in recruiting, retaining and growing strong regional economic development prospects.

MECC engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that incorporate a systematic review of institutional mission, goals, and outcomes; result in continuing improvement in institutional quality; and demonstrate the College is effectively accomplishing its mission. Strategic planning outlines the actions taken by the College to implement its mission. Institutional effectiveness planning identifies the methods and processes that help determine how well the College is fulfilling its mission. Strategic planning is means/process

oriented. It focuses on the actions that improve processes, programs, and services. Institutional effectiveness (IE) planning is outcomes oriented. When learning outcomes are involved, IE planning focuses on determining the extent to which students are acquiring the knowledge, skills, and abilities expected of them by their academic programs. When the outcomes do not focus on learning, IE planning focuses on measuring the extent to which administrative and student support units are meeting specified targets and operating effectively in a manner that helps the college accomplish its mission.

Every three to five years, the President's office, with the assistance of the Planning & Implementation Committee, organizes a comprehensive process for the review and development of the strategic directions document for the college. This process begins with a review of system wide VCCS goals, the College's mission, vision, and value statements, and concludes with this revised strategic planning document, intended to guide the College's future directions. The VCCS mission drives both the establishment of VCCS strategic initiatives as well as the MECC mission and strategic goals. The Chancellor's objectives for each biennium toward achieving the goal(s) of the VCCS fall into the broad categories incorporated below. Using multiple sources, the President establishes annual goals that are disseminated to the Vice Presidents who disseminate goals to the departmental leaders or unit heads. The process involves all members of the College community (faculty, staff, students, and administrators), soliciting input from the community, utilizing institutional effectiveness data, and designing a plan which responds to changing community needs.

I. **Connection:** *Interest to application*

Goal: By 2021, 5516 students will annually complete a MECC admissions application or non-credit registration application.

- Baseline 16/17 – 523 SU16, 1509 FA16, 726 SP17 = 2758 (QUINN Dashboard – only admissions applications in baseline year)
- 17/18 – 474 SU17, 1423 FA17, 908 SP18 = 2298 (including admissions applications and non-credit registrations)
- 18/19 – 665 SU18, 1955 FA18, 1090 SP19 = 3710
- 19/20 – 856 SU19, 2487 FA19, 1270 SP20 = 4613
- 20/21 GOAL = 1046 SU20, 3018 FA20, 1452 SP21 = 5516

Division/Unit: Academic & Student Services:

Connection Goal 1: Increase MECC annual admissions applications to 4613 by 2021.

Strategies:

- Develop program specific marketing materials that focus on career opportunities and highlight student/graduate success. – Admissions and Records/Community Relations

- Continue to aggressively target graduating high school seniors for enrollment at MECC after graduation. We will continue to visit schools monthly for the following: senior class visits; lunch visits; ceremony participation; Virginia College Application Week; FAFSA initial preparation visits; FAFSA workshops; and on-site advisement. – Admissions and Records / Student Services
- Implement and integrate EAB Navigate through the admission process, promoting new student application as an easy-to-use system. – Admissions and Records / Student Services
- Partner with home school associations, regional adult education offices and other community organizations to promote MECC as a viable higher education opportunity. – Admissions and Records
- Develop marketing materials and mobile app designed to inform the general public on the processes and benefits of Financial Aid, College Admission, college “lingo” (unfamiliar terminology). – Admissions and Records / Community Relations / QEP Committee
- Aggressively target non-traditional student populations for enrollment. – All Academic Divisions/Community Relations

Connection Goal 2: Increase MECC admissions application enrollment yield from 44.8% in AY17 to 51.2% in AY21.

Strategies:

- Complete Welcome Center (one-stop) concept by relocating front-office functions for Enrollment Services and Financial Aid to an area contiguous to other Student Services functions. – Admissions and Records
- Create a student advising checklist, which will be mailed to the student upon acceptance. – QEP Committee
- Disseminate a monthly query of students who have applied but not yet enrolled to each academic division for follow-up by the students’ assigned academic advisors. Students will receive a personal phone call and/or postcard from their advisor welcoming them to the college and offering assistance with the registration process. – Admissions and Records / Academic & Student Services Deans
- Make advising appointments with new students and spend at least 30 minutes with each. – Academic & Student Services Deans
- Utilize enrollment services query to follow up with students who have applied but not yet enrolled in coursework. – Industrial Technologies
- Utilize customized queries to track students who have applied to MECC but have not yet enrolled and create personalized and targeted marketing materials for those individuals. – Admissions and Records/ Community Relations / All Academic Divisions
- Remove potential student barriers to enrollment by increasing awareness of options for placement. – Admissions and Records/Student Services
- Establish a more aggressive scholarship awarding schedule in an effort to provide prospective students a generous financial aid award offer, as well as a realistic estimate of costs to attend MECC vs. other colleges. – Admissions and Records/Community Relations
- Implement summer orientation program. – QEP Committee/Student Services

- Begin using a career interest inventory (such as RIASEC) to match students to programs, categorized using the inventory, at MECC. – QEP Committee
- Expand Dual Enrollment Orientation programs on high school campuses with participation by representatives of all areas of the college to increase awareness of program offerings and financial aid opportunities. –
- Create “decision day” recognition activities for high school seniors and transitioning students who enroll in courses – Admissions and Records
- Utilize audio/visual technology to enhance marketing – Computing and Information Technology

Connection Goal 3: Increase MECC enrollment in Fast Forward Workforce Credentials Grant from 11 in FY 2017 to 110 in FY 2021.

Strategies:

- Continue to expand WCG program offerings by determining industry needs within the region for specific industry credentials. - Health Sciences
- Increase awareness of WCG funding opportunities for students enrolled in WCG programs through advising - Health Sciences
- Develop an informational brochure on Fast Forward opportunities/options for print and the web site – Deans, Community Relations
- Provide a professional development session on Fast Forward opportunities/options to advisors in the technology divisions - Deans
- Develop a query/technology method to identify currently enrolled student who could benefit from Fast Forward funding – Institutional Effectiveness
- Develop marketing campaign highlighting WCG success stories. – All Academic Divisions
- Utilize Workforce Career Coach to inform potential students of opportunities and benefits of WCG programs. – All Academic Divisions
- Connect with regional employers (over 10,000 in a fifty-mile radius of MECC) to determine short- and long-term workforce training needs.) All Divisions with applied and workforce programs – All Academic Divisions
- Constantly connect with employers through advisory meetings and visits promoting workforce programs when the opportunity presents through employer visits by faculty, promoting credit articulation for workforce credentials – Industrial Technologies

Connection Goal 4: Increase community traffic on campus, particularly on Friday's.

Strategies:

- Fridays for Open House for targeted groups:
 - "Senior Day" ...55+ - All Academic Divisions

- Coordinate with public school systems to provide an Open House for teachers on one of their work days – Arts and Sciences
- Multiple times: Have a morning for individuals who work evening shift; a morning session for individuals who work midnight shift; and an evening session for individuals who work day shift – All Academic Divisions
- Target large sector employees on different occasions: i.e., health care employees and employers, teachers, insurance agents, realtors, bank/financial services, law enforcement, service oriented personnel (fast food, Walmart, grocery stores, etc.), church workers, professionals (doctors, lawyers, engineers), elected officials of towns, city and counties. – Health Sciences and All Academic Divisions
- Continue the summer Advanced Technology institute to educate teachers and counselors about our programs. – Industrial Technologies
- Spring fling high school tours with interactive lab activities. – Industrial Technologies
- Offer to host trade association meetings on our campus – Industrial Technologies

Connection Goal 5: Deliver community educational and cultural programs that promote regional heritage, quality leadership, and academic excellence.

Strategies:

- Home Craft Days – Academic and Student Services
- Mountain Music school – Director of Library Services
- Governor's school – Dual Enrollment/Governor's School
- Quick Start activities – Admissions and Records/ Student Services
- Presidential Leadership series – President's Office

Connection Goal 6: Commitment to providing quality services to active military and veteran students.

Strategies:

- Implement the Credit2Careers veteran's portal and promote to veteran students. – Admissions and Records
- Review and revise the Prior Learning Assessment (PLA) policies to ensure that students receive credit for applicable PLA experiences. – Admissions and Records
- Offer a Veterans' Open House at the beginning of each semester to provide information and advising opportunities for military and veteran students. - Admissions and Records

II. Entry: Enrollment

Goal: By AY22, 1964 new applicants will enroll annually

- Baseline 16/17 – 219 SU16, 804 FA16, 286 SP17 = 1309
- 17/18 – 199 SU17, 711 FA 17, 112 SP18 = 1022
- 18/19 – 242 SU18, 876 FA18, 218 SP19 = 1336
- 19/20 – 286 SU19, 1041 FA19, 323 SP20 = 1650
- 20/21 GOAL 329 SU20, 1206 FA20, 429 SP21 = 1964

Division/Unit: Academic & Student Services:

Entry Goal 1: Increase percentage of FTIC credit student who earned 12 college credits with GPA of 2.0 or higher in their first year at MECC from 65.6% to 74.4% by 2021.

Strategies:

- Increase opportunities for students to take multiple short-session classes within semester. (Students should be able to take up to 5 classes and only take three at a time – i.e. 2 first 8-weeks, 2 second 8-weeks, and 1 full-term). – All Academic Divisions
- Ensure that all program-placed students are enrolled in at least one required class in their program of study during their first semester in order to engage with program faculty and peers. – Faculty Advisors in All Academic Divisions, Academic and Student Services
- Continue to offer supplemental instruction, tutoring and academic support services that are designed to help students improve study habits, time management, etc. – Student Services
- Create and distribute a “prepare to start” packet. Admissions and Records/Community Relations
- Create an advising manual. – QEP Committee
- Investigate and implement best strategies to address late student enrollment. – Academic and Student Services
- Expand the availability of desk reference copies of textbooks in the Wampler Library for the courses offered each semester to assist students who are unable to obtain their books at the beginning of the semester. - All Academic Divisions
- Create a 12-week core group of courses to offer late starting cohort. – All Academic Divisions
- Incorporate targeted strategies to assist faculty in getting to know their students, better understanding student challenges, and helping students stay committed to progressing in their courses and programs. All Academic Divisions

Entry Goal 2: Increase the percentage of students who complete workforce credentials, such as industry certifications and credit career studies certificates (CSCs), then return for additional education from 46.8% to 57.2% by 2021.

Strategies:

- Develop strategies to communicate opportunities regarding industry recognized credentials within transfer programs. – Arts and Sciences Division
- Remove barriers to enrollment by increasing student awareness of options for placement. Admissions and Records/Student Services
- Develop marketing/recruitment plan to entice students completing industry certification training and/or career studies certificates to continue their education/training. Community Relations/All Academic Divisions
- Seek additional tuition funding sources and grant opportunities to assist students with the costs of continued education, particularly those who are ineligible for federal aid. – Foundation Director
- Embed Work Ethic certification curriculum in at least 50% of our Applied Science Degree programs. – All Applied Science programs
- Improve advising services to students seeking industry credentials through the services of a Workforce Coach. – Academic and Student Services
- Implement an EMT-Basic dual enrollment program at Lee County Career & Technical Center Fall 2018. – Health Sciences
- Continue to seek program accreditation where possible and align program outcomes to industry certificates. – Industrial Technologies
- Embed Industry credentials in credit programs were possible and offer articulated credit. – Industrial Technologies

III. Progress: *Retention(full-time)*

Goal #1: By 2021, the fall to spring retention rate for first-time, full-time curricular students will be 90%

Goal #2: By 2021, the fall to fall retention rate for first-time, full-time curricular students will be 70%.

- Baseline 15/16 – F2S: 82.6% F2F: 52.7% (performance funding dashboard combined FT&PT– web spreadsheet)
- 16/17 – F2S: 84.1% F2F: 56.2%
- 17/18 – F2S: 85.6% F2F: 59.7%
- 18/19 – F2S: 87.1% F2F: 63.2%
- 19/20 – F2S: 88.6% F2F: 66.7%
- 20/21 GOAL – F2S: 90% F2F: 70%

Division/Unit: Academic & Student Services

Progress Goal 1: Increase MECC Fall-to-Spring Retention of full-time program placed credit students from 80.8% to 89% by 2021.

Strategies:

- Revisit two/three-day SDV 100 design to require additional mid-semester interaction between all first semester students and their SDV 100 instructors. – Student Services

- Present students with college-specific terminology at orientation and during SDV. – QEP Committee/ Admissions and Records/Community Relations
- Advance and staff centralized office for student advising during peak enrollment periods – Academic and Student Services
- Improve the dual enrollment academy by being responsive to the needs of the schools that participate. – Dual Enrollment/Governor’s School
- Continue to utilize SAILS (or a similar application) as an early alert system to identify at-risk students, prompting intervention as soon as a concern is identified. – All Academic Divisions
- Implement NUDGE (or similar application) system, or enhance current text messaging, to provide encouragement and important information to students in a timely manner. – Community Relations
- Develop program level Spring enrollment functions. (Fall Fest Enrollment parties, etc.) – All Academic Divisions
- Develop a culture that encourages the use of supplemental instruction, tutoring and academic support services emphasizing good study habits, time management, etc. – All Academic Divisions
- Revisit mid-term grading options to better inform students of their progress in a timely manner. – Academic and Student Services/Admissions and Records
- Work with regional partners to eliminate attendance barriers like affordable childcare and transportation for non-traditional students. – President’s Office

Progress Goal 2: Increase MECC Fall-to-Fall Retention of full-time program placed credit students from 66.7% to 76% by 2021.

Strategies:

- Develop Spring initiatives to promote a “completion agenda,” highlighting the opportunities afforded by obtaining degree, etc. – Academic and Student Services
- Enhance advising campaign to encourage early Fall enrollment to those currently enrolled, utilizing website, social media, text messaging, television, etc., and follow-up with those who register throughout the summer to encourage their attendance in the fall. (Make sure they know we care...) Community Relations/Admissions and Records
- Identify process that will allow advisors to document interactions with advisees to ensure consistency in advising. – QEP Committee
- Advance and staff centralized office for student outreach and success (SOS) to assist students with barriers or problems impeding their progress. – Student Services
- Continue to utilize SAILS (or a similar application) as an early alert system to identify at-risk students, prompting intervention as soon as a concern is identified. – All Academic Divisions
- Implement NUDGE (or similar application) system, or enhance current text messaging, to provide encouragement and important information to students in a timely manner. Academic and Student Services/Admissions and Records/Community Relations

- Continue to offer supplemental instruction, tutoring and academic support services that are designed to help students improve study habits, time management, etc. – All Academic Divisions

Progress Goal 3: Provide a safe and secure educational environment for our students and the community.

Division/Unit: Financial and Administrative Services

Strategies:

- Focus on furthering the safety of the campus community by cultivating positive relationships with students, faculty/staff, and visitors.
- Assess threats and find avenues to enhance safety measures.
- Strengthen training for officers, faculty and students.
- Enhance major incidence preparedness by increasing the number of training events.
- Ensure secure computing for students and employees by segregating computer labs from institution network, improving wireless network security and deploying enhanced mobile device management.

Progress Goal 4: Provide a talented diverse employee pool to meet the goals set out by the college and VCCS.

Division/Unit: President's Office

Strategies:

- Implement diversity and Inclusion Committee that will meet at least quarterly.
- Review and update the processes for recruiting, hiring and training new employees.
- Develop monthly training for current managers and supervisors on campus.
- Increase the amount of communication to employees about benefits, compensation and diversity.

Progress Goal 5: Provide up-to-date technology for teaching and learning

Strategies:

- Refresh lab computers every five years. – Computing and Information Technology
- Increase network bandwidth to classroom through network switch upgrades. – Computing and Information Technology
- Provide a robust wireless network that connects students throughout campus through improved outdoor wireless connectivity. – Computing and Information Technology

Progress Goal 6: Provide affordable course materials for MECC students, in as many options as possible

Strategies:

- Offer more used textbooks by increasing used textbook sales, as a % of total net sales, by 3%. (From the current 14% to the National Average for Stores of Same Sales*, which is 17%). *Determined by National Association of College Stores (NACS) Financial Survey. - Bookstore
- Continue current Buyback of 5.9% of net sales which is above the National Average of 3.4% for Same Store Sales*. This provides students with more available used textbooks and provides them cash back for the sellback of their purchased textbooks. - Bookstore
- Increase Rentals as a % of total net sales from the current 1% to the National Average for Stores of Same Sales* of 3%. - Bookstore
- Ensure use and quality of OER materials, where applicable, by educating faculty and students regarding OER materials and licensing. - Bookstore
- Create standing Committee for OER materials, including representatives from students, faculty, MECC Bookstore, and Wampler Library. - Bookstore
- Continue to use Dynamic Pricing to ensure textbooks are priced at fair market values for sales and buyback. – Bookstore

IV. Completion: Credentials

Goal: By 2021, students will annually complete 2700 credentials (associate's degree, certificate, career studies certificate, and industry recognized certification/licensure).

Goal: By 2021, the workforce credential programs completion rate will be 90%

- Baseline 15/16 – 756 + 920 = 1676
- 16/17 – 683 + 1497 = 2180
- 17/18 – 685 + 1550 = 2235
- 18/19 – 690 + 1600 = 2290
- 19/20 – 695 + 1775 = 2470
- 20/21 – 700 + 2000 = 2700

Division/Unit: Academic & Student Services

Completion Goal 1: Increase MECC annual graduates in AAS degrees, Certificates and Career Studies Certificates from 556 to 600 and industry credentials from 1414 in FY17 to 2000 by 2019.

Strategies:

- Remove barriers to completion of the general education certificate in dual enrollment by offering student development and humanities course options through dual enrollment opportunities. – Academic and Student Services
- Utilize MECC's SAS (SCAT) application to track students' progress toward completion, identifying those who are within 12 credits of graduation to encourage their completion, and identifying those who have met all obligations but have not applied for graduation. Deans/Institutional Effectiveness
- Develop marketing campaign for a "completion agenda" and the impact of a degree on future wages/career success. Community Relations
- Develop professional development strategies to encourage quality teaching and instructional design. Deans
- Continue to expand opportunities for students to earn industry credentials by embedding additional credentials within all career/technical programs of study. Deans (Health Sciences)
- Seek additional grant opportunities to assist students with the cost of assessments for industry credentials. Academic and Student Services/Community Relations/Foundation Director

Completion Goal 2: Establish a database (Mountain Empire Career Connection) to track wage rates from employers within the MECC service region.

Strategies:

- Complete a comprehensive survey of regional employers to determine new employee wage rates across all employee sectors.
- Implement and enhance Mountain Empire Career Connection web-based application to acquire this information from employers and encourage students/graduates to submit wage information upon employment.

V. Transition: Transfer to the 4-year Institution, Employment and/or entrepreneurial endeavors

Goal #1: By 2021, 30% of students who transfer to a 4-year university will do so with an associate's degree.

- Baseline 15/16 – 19.2% of 15/16 cohort transferred with a credential
- 16/17 – 21.4% of 16/17 cohort will transfer with a credential
- 17/18 – 23.6% of 17/18 cohort will transfer with a credential
- 18/19 – 25.8% of 18/19 cohort will transfer with a credential
- 19/20 – 28% of 19/20 cohort will transfer with a credential
- 20/21 GOAL – 30% of 20/21 cohort will transfer with a credential

Goal #2: By 2021, 80% of students who complete a workforce credential will secure employment within 6 months.

Goal #3: Serve 120 clients in the Small Business Development Center per year.

Goal #4: Assist clients of the SBDC with the creation of 15 new businesses, and the creation of 59 jobs.

Goal #5: Assist with the retention of 71 jobs for clients of the SBDC.

Transition Goal 1: Add hands-on experiences in the form of internships or apprenticeships for all AAS programs.

Strategies:

- Meet with local industry leaders to discuss and schedule student internships. - Industrial Technologies Dean

Transition Goal 2: Create renewed or new articulation agreements with all regional university partners.

- Communicate the new articulation opportunities through marketing efforts. – Dean of Arts and Sciences/ Academic and Student Services

VI. Affordability and Sustainability:

Goal #1: MECC will increase scholarship awards to students and giving to MECC Foundation by 2% annually.

- Baseline (16/17) – scholarships awarded: \$188,969, gifts \$935,654
- 17/18 – scholarships awarded: \$192,748, gifts \$954,367
- 18/19 – scholarships awarded: \$196,603, gifts \$973,454
- 19/20 – scholarships awarded: \$200,535, gifts \$992,923
- 20/21 GOAL – scholarships awarded: \$204,546, gifts \$1,012,782

Goal #2: MECC will gain efficiencies equivalent to two FTE through utilization of shared services (SS) by 2021. (direct reflection of the overall budget)

- Baseline (16/17) – breakeven (\$107,000 SS expense, \$107,000 TDIP revenue used to offset expense)
- 17/18 – expense of SS: \$115,560, cost savings through FTE reduction =
- 18/19 – expense of SS: \$121,388, cost savings through FTE reduction =
- 19/20 – expense of SS: \$127,405, cost savings through FTE reduction =

- 20/21 GOAL – expense of \$133,775, cost savings through FTE reduction =

Goal #3: MECC will seek and apply for a minimum of 8 grants per year that align with college, program and student identified needs.

- Baseline (16/17) – 12 grants applied for: \$3.319 million
- 17/18 – 8 grants applied for
- 18/19 – 8 grants applied for
- 19/20 – 8 grants applied for
- 20/21 GOAL – 8 grants applied for

Goal #4: MECC's Small Business Development Center (SBDC) will assist with the capital formation of \$2,350,000 for clients of the SBDC,

Division/Unit: MECC Foundation

Affordability & Sustainability Goal 1: Secure philanthropic funding for College initiatives.

Strategies:

- Develop processes and timeline to connect with potential donors.
- Secure philanthropic support for RVH initiatives.

Affordability & Sustainability Goal 2: Secure funding to address unmet scholarship needs.

Strategies:

- Through grants, partnerships, investments, and the like, the college will develop additional funding sources to support AIMS scholars

Affordability & Sustainability Goal 3: Develop sustainable scholarship programs.

Strategies:

- Work with Lee County Foundation Board members, donors, and committee members to develop an endowed scholarship for high school graduates of Lee County.
- Develop plan or campaign to create sustainable funding to close the gap between financial aid awards and student tuition and book expenses for all student in all demographics

Division/Unit: President's Office

Affordability & Sustainability Goal 4: Actively participate in VCCS shared services transition.

Division/Unit: President's Office

Strategies:

- Coordinate with the VCCS Shared Services Center to implement Cardinal Payroll and Hire to Retire.

Division/Unit: Finance and Administration

Strategies:

- Coordinate with various departments training needed to implement Procure-to-Pay, Collections and Payroll functions through the VCCS Shared Services Center.
- Maintaining lines of communication for the entire campus to minimize errors and omissions during the implementation process.
- Maintain a college representation on the Shared Services Management Council.
- Review with campus departments the new procedures and workflows for the Shared Services Center tasks.

Affordability & Sustainability Goal 5: Recruit and successfully transition a Foundation Director who will complete strategies within the Foundation Strategic plan as well as the MECC Strategic Plan.

Strategies:

- Utilize active recruiting strategies to engage with candidates who will be best potential fit. – President's Office
- Share expectations and guide in strategic plan development. – President's Office
- Equip with staff and resources to accomplish strategic goals. – President's Office

Affordability & Sustainability Goal 6: Create a sustainable model for funding free community college to all populations within MECC's service region.

Strategies:

- Examine current AIMS scholarship program, determine viability and sustainability of current model, address any sustainability measures through new fundraising or investment strategies. – President's Office

- Evaluate first 4 years of current Rural Virginia Horseshoe pilot, address any areas of concern and determine whether or not to continue with current model or modified model. – President's Office
- Seek and implement strategies to provide last dollar tuition and book funding for all populations in the service region. – President/Foundation Director

Affordability & Sustainability Goal 7: Seek at least 2 strategies per year to increase efficiencies and reduce waste.

Strategies:

- Develop strategies to reduce return to title IV funding, (i.e., utilize SAILS or other method to collect enrollment roster information at 15% mark of class completion.) – Admissions and Records/All Academic Divisions/Faculty
- Secure approval of MECC American Heart Association Training Center status. – Health Sciences

Affordability & Sustainability Goal 8: Seek strategies to increase efficiencies and reduce waste.

Strategies:

- Develop a comprehensive plan for capital and maintenance reserve projects to enable completion of needs through the VCCS. – Finance and Administration
- Implement a plan to meet the 70% Preventive Maintenance time standard. – Finance and Administration
- Seek out alternative sources of energy for campus operations and reduce the amount of traditional fuel sources. – Finance and Administration
- Parking lot LED lighting project. – Finance and Administration

Affordability & Sustainability Goal 9: Seek local and regional collaborations and partnerships that enhance the ability of MECC to perform its mission.

Strategies:

- Collaborate with state prison to allow access to MECC's shooting range for training purposes in exchange for an upgrade to the facilities. – Finance and Administration
- Recruiters target non-traditional college students to attract more students to workforce programs (i.e., Power Line Worker, CNA, Welding, HVAC, etc.) then market transfer and additional course work to assist them in further developing their careers and promoting eligibility. – Admissions and Records

Affordability & Sustainability Goal 10: Provide for and continuously improve the process for the delivery of building maintenance, utility services, and skilled trades to meet the facility needs of the college.

Strategies:

- Increase operational effectiveness & efficiency of campus buildings and infrastructure. - Buildings and Grounds
- Develop a comprehensive plan for capital projects, community facilities, rented facilities, and permanent facilities. - Buildings and Grounds
- Implement a plan for preventive maintenance that will meet the industry benchmark of 70% of total maintenance time classified as "Preventive Maintenance." - Buildings and Grounds
- Develop and implement a plan to repair and renovate existing facilities. - Buildings and Grounds
- Create a campus that is responsible for resource use and is seeking ways to lower the college's greenhouse gas (GHG) emissions through energy efficiency, energy and water conservation, alternative energy sources, and recycling. Buildings and Grounds

Affordability & Sustainability Goal 11: Maintain and increase quality in all program offerings.

Strategies:

- Utilizing EMSI data and strategies, complete an economic impact study focusing on operations, student, and alumni spending impact. - President's Office
- Perform an investment analysis focusing on the return on investment (both fiscal and social) to students, taxpayers and the region. - President's Office
- Provide resources and data to support program development, refinement, and enrollment, as well as philanthropic engagement and private business support. -Foundation/Institutional Effectiveness
- Complete program gap analysis for all academic and workforce programs, determine high-demand, high-supply programs relative to the college's service area and seek opportunities to start or scale relevant programs. – President's Office
- Seek Commission on Accreditation for Health Informatics and Information Management (CAHIIM) accreditation for health information management programming. – Health Sciences
- Implement National Alliance for Concurrent Enrollment Partnership (NACEP) accreditation standards. - Academic and Student Services
- Obtain successful reaccreditation from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). – President's Office

Affordability & Sustainability Goal 11: Reduce costs through consolidation of computing resources

Strategies:

- Deploy laptop with docking stations to replace desktop and laptop configurations. – Computing and Information Technology
- Utilize virtualization when feasible. – Computing and Information Technology
- Reduce power costs by scheduling manual computer shutdowns during off hours. – Computing and Information Technology
- Reduce power by network enabling classroom projectors to schedule shutdowns during off hours. – Computing and Information Technology

Affordability & Sustainability Goal 12: Provide funds to the college through Bookstore net profits.

Strategies:

- Obtain projected revenue while controlling expenditures for a projected profit. Continue to increase profit percent each year. - Bookstore

Affordability & Sustainability Goal 13: Provide students with affordable food options through The Red Fox Grill. Thereby helping with attendance and retention efforts as students do not need to leave campus to eat.

Strategies:

- Operate grill as a non-profit, but self-sustaining entity by maintaining expenses and generating additional revenue through catering events.
– Red Fox Grill/Bookstore



MOUNTAIN EMPIRE COMMUNITY COLLEGE
2018 NOMINATING COMMITTEE MEETING
BY CONFERENCE CALL
April 13, 2018, 10:00 a.m., Kline Foundation Boardroom

Committee Members

Ms. Teresa Adkins – Yes
Ms. Gail Elliott – Yes
Mr. Tim Cassell – Yes

Others Present

Peggy Gibson, Administrative Office Assistant

Nomination of 2018-19 Chair and Vice Chair

Ms. Gail Elliott, Mr. Tim Cassell, and Ms. Teresa Adkins met via conference call to select the nominees for chair and vice chair for 2018-19. The committee recommended that Mr. Rodney Baker serve as Chair and Mr. Mike Abbott serve as Vice-Chair. Recommendations will be brought to the full board for approval on May 11, 2018.

Adjournment

There being no further business the conference call ended at 10:10 a.m.

Respectfully submitted,

Kristen Westover, President and
Secretary to the Board

4/16/18

Date



Mountain Empire Community College

Finance and Facilities Committee
Dalton Cantrell Hall
Fugate Training Center, Room 243
Friday, May 11, 2018
4:00 p.m.

AGENDA

- I. CALL TO ORDER Mr. Baker, Chair
- II. ITEM FOR COMMITTEE ACTION
 - A. Local Funds Budget Request 2018-2019 Mr. Vicars
- III. PROJECT UPDATES
 - A. Boundary Survey Mr. Vicars
 - B. Lightening Project..... Mr. Vicars
- IV. OTHER Mr. Baker, Chair
- V. ADJOURNMENT..... Mr. Baker, Chair

Attachment #1
Maintenance and Operation Budget
2018-2019

College Board	\$ 5,000
Travel and meeting expenses of college advisory board, memberships, graduation expenses, and other direct costs incurred by or for board members in their official capacity.	
President's Office	\$ 23,000
Expenses that support the activities and obligations of the President's office. Includes expenses of conferences with public officials and other college guests, expenses of college representatives' memberships in public service organizations and attendance at special events, expenses for flowers/memorials for illnesses or deaths of employees, deaths of members of employees' immediate family, or others, retirement honoraria for employees, and other college sponsored events and administrative expenses.	
Fiscal Operations	\$ 3,000
Bank service charges for federal and local accounts. Costs incurred to correct institutional errors that may occur related to the administration of financial aid programs.	
Student Aid	\$ 30,000
Scholarships for high school honor students and others who may not be eligible for financial aid.	
Home Craft Days	\$ 35,000
Expenses of advertising and promotional materials, stipends for demonstrators and musicians, and other miscellaneous expenses.	
Mountain Music School	\$ 26,000
Expenses of advertising and promotional materials, stipends for musicians, student field trips and other miscellaneous expenses.	
Site Development	\$ 3,000
Expenses of surveys, borings for parking areas and roads, grading, storm drainage, sidewalks, landscaping, seeding, outdoor facilities for physical education and recreation, and other site development projects.	
Total Maintenance and Operation	\$ 125,000

Attachment #2
Local Funds Expenditure Plan
2018-2019

Category	Total Budget 2018-2019
I. Contributions of Localities:	
A. Maintenance & Operation:	
College Board	\$ 5,000
President's Office	\$ 23,000
Fiscal Operations	\$ 3,000
Student Aid	\$ 30,000
Home Craft Days	\$ 35,000
Mountain Music School	\$ 26,000
Site Development	\$ 3,000
Total Maintenance & Operation	\$ 125,000
B. Small Business Center	\$ 30,250
Total Contributions of Localities	\$ 155,250
II. Student Activity Fee & Vending Commissions:	
A. Student Activities	\$ 80,000
B. Vending Operation Expenses	\$ 10,000
Total Student Activity Fee & Vending Commissions	\$ 90,000
III. General Auxiliary Fee:	\$ 180,000
IV. Bookstore	
A. Salaries	\$ 270,000
B. Textbooks and Supplies	\$ 1,005,000
C. Operating	\$ 46,000
Total Bookstore	\$ 1,321,000
V. Contingency and Interest Income	
A. Transfer to capital projects - ADA Compliance	\$ 50,000
Total Contingency and Interest Income	\$ 50,000
VI. Construction Projects	
A. Dalton-Cantrell Hall Renovation Site Work	\$ 18,585
B. Solar Training Roof	\$ 5,075
C. Parking Lot A-B Improvements	\$ 3,371
D. Parking Lot Pole and LED Replacement Project	\$ 66,000
E. Property Line Resolution	\$ 10,000
F. One-Stop Center	\$ 100,000
G. Revised Campus Master Plan	\$ 100,000
Total Construction Projects	\$ 303,031
TOTAL ALL	\$ 2,099,281

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Local Funds Expenditure Plan
2018-2019

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A. Maintenance & Operation:	
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Total Construction Projects	\$ 303,031
TOTAL ALL	\$ 2,099,281

EMERGENCY MEDICAL TECHNICIAN INTERMEDIATE (221-146-03)

Course #	Course Title	Credit	Pre-Requisite Courses (if applicable)	Approved Course Substitutions	Term Offered
SDV 100	College Success Skills I	1		SDV 101, 106, 107, 108, 109	F, Sp, Su
EMS 111	EMT-Basic	7		Co-req EMS 120	F, Sp
Students earn AHA BLS for Healthcare Provider CPR certification					
EMS 120	EMT-Clinical	1		Co-req EMS 111	F, Sp
Eligible to take National Registry Emergency Medical Technician exam					
First Year Fall					
EMS 151	Introduction to Advanced Life Support	4		EMS 111 and 120 or current EMT and CPR certification, and approved admission to program	F
EMS 152	Advanced Medical Care	2		EMS 151	F
EMS 153	Basic ECG Recognition	2		EMS 151	F
EMS 170	ALS Internship I	1		Co-req EMS 151	F
Eligible to take National Registry Advanced Emergency Medical Technician exam					
First Year Spring					
EMS 154	ALS-Cardiac Care	2		EMS 151, 152, 153, 170	Sp
EMS 157	ALS-Trauma Care	3		EMS 151, 152, 153, 170	Sp
EMS 159	EMS Special Populations	3		EMS 151, 152, 153, 170	Sp
EMS 172	ALS Clinical Internship	1		EMS 151, 152, 153, 170	Sp
EMS 173	ALS Field Internship II	1		EMS 151, 152, 153, 170	Sp
Eligible to take National Registry Emergency Medical Technician Intermediate exam					
Total Program Credits					28

will be DISCONTINUED FALL 2019

ADVANCED EMERGENCY MEDICAL TECHNICIAN (221-146-Proposed)

Course #	Course Title	Credit	Pre-Requisite Courses (if applicable)	Approved Course Substitutions	Term Offered
SDV 100	College Success Skills I	1		SDV 101, 106, 107, 108, 109	F, Sp, Su
EMS 111	Emergency Medical Technician	7			F, Sp
EMS 100	CPR for Healthcare Providers	1		HLT 105	F, Sp, Su
Students earn AHA BLS for Healthcare Provider CPR certification					
EMS 120	Emergency medical Technician-Basic Clinical	1		Co-req EMS 111	F, Sp
Eligible to take National Registry Emergency Medical Technician exam					
EMS 121	Preparatory Foundations	2			F
EMS 123	EMS Clinical Preparation	1			F
EMS 125	Basic Pharmacology	1		Co-req EMS 126	F
EMS 126	Basic Pharmacology Lab	1		Co-req EMS 125	F
EMS 127	Airway, Shock and Resuscitation	1		Co-req EMS 128	F
EMS 128	Airway, Shock and Resuscitation Lab	1		Co-req EMS 127	F
EMS 135	Emergency Medical Care	2		Co-req EMS 136	F
EMS 136	Emergency Medical Care Lab	1		Co-req EMS 135	F
EMS 137	Trauma Care	1		Co-req EMS 138	F
EMS 138	Trauma Care Lab	1		Co-req EMS 137	F
EMS 170	ALS Internship I	1			F
Eligible to take National Registry Advanced Emergency Medical Technician exam					
Total Program Credits 23					

Proposed New Fall 2018

[Back to Index](#)

Sports Medicine Assistant (221-Presented for Approval)

	Course #	Course Title	Credit	Pre-Requirement		Term Offered
				Courses (if Substitutions)	Approved Course	
Fall Semester	SDV 100	Student Success Skills	1		SDV 100, 106, 107, 108, 195	F, Sp, Su
	SAF 130	Safety - OSHA 10 (Healthcare Track)	1			F, Sp, Su
	HLT 145	Ethics/Healthcare Personnel	2			F, Sp, Su
	HLT 130	Nutrition & Diet Therapy	2			F, Sp, Su
	HLT 100	First Aid & CPR	3		HLT 119, EMS 101, EMS 111, both HLT 105 and 106	F, Sp, Su
	Students earn AHA BLS for Healthcare Provider CPR certification, AHA Heartsaver OSHA Bloodborne Pathogen certification, OSHA 10 Safety certification, and AHA Heartsaver First Aid certification					
Spring Semester	HLT 141	Introduction to Medical Terminology	1		HIM 111, 112, 113, 114, HLT 143, 144	Sp
	HLT 125	Anatomy & Physiology for Exercise Science	3		BIO 141, 231	Sp
	HLT 156	Health Care for Athletic Injuries	3			Sp
		Approved Elective	3		HLT 110, 121, 135, ENG 111, ITE 119, BIO 142, 232, HCT 101, 102	F, Sp, Su
Total Program Credits						19