

Five-Year Strategic Plan  
For the Future of  
Montgomery Community College



*...weaving college endeavors into the fabric of Montgomery County*

March 2005

## From the President . . .

Recognizing the value of continued evaluation and assessment, Montgomery Community College has been developing and implementing a new planning process over the past several years. As a part of that planning process, the College Planning Council, in concert with many others, has crafted a five-year strategic plan to address the changing needs of the College. The opinions of the students, faculty, staff, and community drive the development of such a plan and the input of all these stakeholders has resulted in a common vision, mission, core values, college goals, planning assumptions, and long-range goals.

The strategic planning process began in November 2004 with the College Planning Council responsible for educating the student body, faculty, staff, trustees and community members about the importance of this process. These stakeholders participated in various surveys identifying the needs of the community, industries, students, and the College. With the information received, the MCC Planning Council approved the Mission Statement and College Goals, the Vision Statement, Core Values, Planning Assumptions, and Long-Range Goals all presented to the Board of Trustees for their review and endorsement.

The vision statement, core values, college goals, and planning assumptions provide the framework for staff and faculty to develop annual goals and objectives for their respective areas. These goals and objectives will be incorporated into the College's Institutional Effectiveness planning process, and drive the budget planning process for the College. These plans will be reviewed by all members of the staff and faculty, and presented to the College Planning Council for review, prior to presentation to the College Board of Trustees with my endorsement for approval.

This process has been a participatory one, involving many dedicated and hard working individuals. Without the drive and tenacity of these individuals in our college and community, this accomplishment would not have been possible. Montgomery Community College applauds their efforts and is grateful for their wonderful spirit.

Sincerely,

Mary P. Kirk, Ed.D.  
President

# History of Montgomery Community College

The State Board of Education issued a charter to Montgomery Technical Institute on September 7, 1967. As directed by law, eight members were appointed to the Board of Trustees. In November 1967, administrative and teaching personnel were employed. Extension classes were conducted in 1967-68, and full-time curriculum students were accepted in August 1968. The institution's first students were graduated in June 1969. Adult Basic Education and adult high school diploma programs began in October 1968. In June 1968, a building on Page Street in Troy was occupied as a temporary location of Montgomery Technical Institute.

On June 3, 1971, the State Board of Education approved Montgomery Technical Institute as a charter technical institution, effective July 1971. In compliance with law, four additional trustees were appointed by the Governor on December 1, 1971. Responsibility for local control of the College was given to the Board of Trustees, including the President of the Student Government Association who serves as an ex-officio member of the Board of Trustees.

In October 1975, the citizens of Montgomery County passed a bond issue authorizing the construction of a new campus of 64,000 square feet of space on a 149-acre tract of land. The State Board of Education Department of Community Colleges accredited Montgomery Technical Institute on December 7, 1978, and on December 19, 1978, the Southern Association of Colleges and Schools affirmed its accreditation. The Commission of Colleges of the Southern Association of Colleges and Schools reaffirmed the Institute's accreditation on December 19, 1983.

Montgomery Technical Institute became Montgomery Technical College in 1983 in accordance with legislative and board approval, and in September 1987, the Board of Trustees and Montgomery County Commissioners voted for the name to be officially changed to Montgomery Community College as authorized by the North Carolina General Assembly. On December 19, 1993, the Commission on Colleges of the Southern Association of Colleges and Schools reaffirmed Montgomery Community College's accreditation to offer associate degrees, diplomas, and certificates.

The Montgomery Community College campus now includes facilities of approximately 125,752 square feet on 153 acres of land. The most recent addition to the campus is the newly constructed Business, Industry, Technology Resource Center. The new building was financed by county funds that were matched by \$2.6 million from the state through a statewide bond referendum passed by local citizens and North Carolina voters in 1992. The Montgomery County School Board voted in 1994 to transfer approximately four acres of land to Montgomery Community College to be used for the new facility and parking.

The Business, Industry, Technology Resource Center contains 44,800 square feet of floor space utilized for an electronic library, a totally interactive classroom to transmit and receive real-time voice, video, and data on the North Carolina Information Highway (NCIH), as well as other classrooms and laboratories. The Center is designed to serve as a facilitation site for training both on-campus and within a workplace. Additionally, employers can utilize the Center for training all levels of staff.

We are very proud of the history of Montgomery Community College and we realize that the College would not be where it is today if it were not for the dedication of our students, staff, faculty, and community to the College and its mission.



# Vision

Montgomery Community College will be  
a place of discovery, critical thinking, and educational excellence;  
a centerpiece for life-long learning –  
for our students, faculty, staff, and community.



# Mission Statement

Montgomery Community College will provide quality educational opportunities including basic skills, occupational, associate, and pre-baccalaureate programs; support economic development by offering workforce training and retraining; improve the quality of life for individuals and the community; and respond to the changing needs of the local, state, and global environment.

# Core Values

## ***Excellence***

### **We value . . .**

- . . . continuous growth and improvement in every aspect of campus life.
- . . . securing and providing adequate resources so that improvements can be seen and measured.
- . . . freedom to instruct students using various techniques and the development of methods that will help them achieve their maximum potential.
- . . . personal and professional development of all staff and faculty.
- . . . courage to provide leadership, to take risks, to welcome change, and to persevere.

## ***Honesty & Integrity***

### **We value . . .**

- . . . academic and personal honesty as essential elements in education.
- . . . integrity which binds us to fairness, to truth, and to actions and philosophies that meet the highest ethical standards.
- . . . intellectual honesty and academic freedom, and pledge to foster an environment of trust and responsibility in the learning community.

## ***Learning***

### **We value . . .**

- . . . learning as a lifetime reward.
- . . . input from learners in the achievement of their goals.
- . . . empowered learning in a high-tech/human-touch environment.

## ***Commitment***

### **We value . . .**

- . . . prompt, fair, friendly, courteous, and people-oriented service to our communities, to our stakeholders, and to each other.
- . . . a safe and nurturing educational environment.
- . . . opportunities to help make our community, state, nation, and the world a better place in which to live and to work.

## ***Respect***

### **We value . . .**

- . . . diversity of life experiences and contributions of the students, staff, and faculty that assist with enrichment of the learning community.
- . . . the responsibility of treating people with dignity and respect whereby each team member operates unselfishly for the benefit of all stakeholders.

## ***Communication***

### **We value . . .**

- . . . open and honest dialogue, feedback, and active listening, flowing in all directions.
- . . . teamwork, cooperation, collaboration, innovation, and creative problem solving.

# College Goals

2005-2010

In accomplishing our mission, we commit our resources to serving all students in the successful achievement of their educational goals through the implementation of these strategic college goals:

- GOAL 1:** Develop and implement *instructional programs and services*, both traditional and distance learning offerings, consistent with the assessed needs of the constituent groups in the College's service area and with state and national standards, including training and retraining of the workforce.
- GOAL 2:** Utilize *technology* to provide information services that support quality, personalized instruction.
- GOAL 3:** Provide *facilities* for student learning that capitalize on state-of-the-art instructional applications.
- GOAL 4:** Insure that services are provided to industry, small businesses, and other *community initiatives* to facilitate economic growth.
- GOAL 5:** Provide an environment that supports employing and retaining a quality *faculty and staff* and promotes enhanced student learning, achievement, and development in a global society.
- GOAL 6:** Maintain overall *fiscal stability*.
- GOAL 7:** Maintain an on-going program that insures continual improvement and a high standard of institutional *effectiveness*, consistent with the expectations of governing and accrediting agencies.

# Planning Assumptions

## **Workforce Training for Emerging Jobs and a Changing Workplace**

1. The industrial and business climate in the county will continue to evolve creating a need for training and retraining in new fields.
2. The manufacturing workforce will decrease; the type of manufacturing remaining in the county will fill economic niches
3. Natural resources and human resources in the county will be developed or redeveloped to meet new demands both within the county and beyond.
4. The number of hospitality and service industries will increase in response to the development of resources and new highway corridors within the county.
5. The critical need for housing within the county will generate a demand for workers with construction skills as well as those skilled in the manufacture of modular housing.
6. Office technology and management skills will be sought by employers

## **Learning Needs of Diverse Populations**

1. The social and cultural demographics of the county will continue to change; cultural, linguistic, and educational differences will need to be bridged
2. Montgomery Community College will be increasingly called upon to provide education and training necessitated by the rapidly changing and diverse population of the county
3. The rapidly increasing Hispanic population will require language and literacy education to facilitate transition into the workplace
4. The retirement population within the county will continue to grow and require programming unique to their needs and interests

## **Promotion of Quality and Flexible Programs and Services**

1. Employers will seek employee training that is provided at multiple venues in a variety of modalities and timeframes
2. Programs that improve and promote writing and communications skills will continue to be valued by employers
3. High School dropout rates will perpetuate the ongoing need for provision of adult high school, GED, and similar programs as well as close collaboration with the county school system
4. There will be a continued need for additional cultural, athletic, and entertainment opportunities within the county.
5. Rapid demographic and economic changes and subsequent adaptive programming will require creative and flexible marketing of programs and services

### **Resource Procurement and Allocation**

1. Dwindling state and local funding will need to be increasingly supplemented with monies from the MCC Foundation, various grants, private donations, and business and corporate partnerships.
2. Additional faculty and classroom space will be needed as programs grow and new training needs are identified
3. As programs grow (allied health, forestry, BLET, etc.), special facilities such as the firing range and laboratories, will need to be improved and expanded.
4. More demands will be placed on an already inadequate faculty and staff
5. Safety and security issues will continue to be of concern creating a need for security personnel.

### **Leverage the Power of Technology**

1. The demand for online courses and programs of all types will continue to increase
2. The general demand for NCIH courses will continue to decrease, freeing the medium for use with special populations

## Strategic Plan Template

Strategic Long-Range Goals	Correlating College Goal	Key Divisions, Departments, or Programs	<i>Evidence of Activities that Support Goal Attainment</i>				
			2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
1. Workforce Training for Emerging Jobs and a Changing Workplace							
a.) Provide training opportunities identified by businesses to strengthen the current workforce	1, 4	Instruction, Continuing Ed.					
b.) Provide training in office technology, management, and communication skills to support business and industry needs	1, 4	Business Tech. Department, Arts & Sciences Department, Developmental Studies, Basic Skills, Continuing Ed.					
c.) Work directly with the EDC and the Chamber of Commerce to attract and provide training for potential business and industry	1, 4	Small Business Center, Continuing Ed.					
d.) Pursue appropriate programming in the hospitality and service industries as supported by planning data	1,4	Instruction, Continuing Ed.					
e.) Provide training to supply the workforce needed to build new housing	1, 4	Instruction, Continuing Ed.					
f.) Explore new programming to provide training and support for unique or niche businesses and growth areas of employment	1, 4	Instruction, Continuing Ed., Small Business Center					

2. Learning Needs of Diverse Populations							
a.) Develop outreach educational opportunities to strengthen the Hispanic population's ESL skills and prepare them for successful enrollment and completion of MCC programs	1, 4	Continuing Ed., Basic Skills					
b.) Provide ESL/Spanish classes for business and industry workforce	1, 4	Continuing Ed.					
c.) Create a diversity center to provide support and services to the Hispanic population	1, 3, 4	President's Office, All Divisions					
d.) Offer additional courses in Spanish and cultural diversity for English-speaking residents	1, 4	Instruction, Continuing Ed.					
e.) Devise a marketing plan that targets minority cultural groups; seek leaders from minority communities to serve as MCC ambassadors	4	Institutional Development, Student Services					
f.) Ensure high quality and comprehensive services are provided to under-served and undocumented immigrant students	1, 4	Student Services					
g.) Offer programming that meets the needs and interests of older community members and retirees	1, 4	Instruction, Continuing Ed.					

3. Promotion of Quality and Flexible Programs and Services							
a.) Assess and provide as needed programming delivered and completed within non-traditional timeframes	1	Instruction, Continuing Ed.					
b.) Assess and provide as needed programming at locations within the community	1, 4	Instruction, Continuing Ed.					
c.) Collaborate with the county school system to provide college programming as well as basic skills courses	1, 4	Instruction, Continuing Ed., Basic Skills, Student Services					

d.) Develop and promote existing and new avenues for high school/GED classes; expand offerings to locations in each of the five major towns	1, 4	Basic Skills, Student Services					
e.) Develop a plan to meet all state performance measures	7	All Divisions					
f.) Build a collegiate college campus atmosphere through the development of cultural, social, club, athletic activities, events, & camps	4	Student Services, Institutional Development					
g.) Restructure programs to meet non-completers' needs and increase enrollment from untapped portions of the population	1, 4	Instruction, Student Services					
h.) As the shape of programming and enrollment changes, ensure high quality and comprehensive services reflect the needs of all students	1, 7	Student Services					

4. Resource Procurement and Allocation							
a.) Seek grant and Foundation funding to provide educational financial assistance to under-served and needy populations	4, 6	Institutional Development					
b.) Develop a comprehensive marketing plan and monitor the effectiveness of marketing activities; improve and redirect efforts and monies as needed	6, 7	Institutional Development					
c.) Procure additional funding for capital projects as outlined in the Facility Master Plan	3, 6	President's Office, Institutional Development					
d.) Seek grant funding for improvement and expansion of the firing range	3, 6	Institutional Development					
e.) Hire an adequate number of faculty and staff to appropriately meet the needs of all	1, 5	All Divisions					

students							
f.) Hire retirees as adjunct instructors	1, 5	Instruction, Administrative Services					
g.) Hire a security service	1, 5	Administrative Services					

5. Leverage the Power of Technology							
a.) Increase online curriculum and continuing education course offerings and support in areas identified by the College as high need	1, 2	Distance Learning, Instruction, Continuing Ed.					
b.) Increase fully online programs in support of College growth areas	1, 2	Distance Learning, Instruction					
c.) Increase community outreach to support learners using distance learning strategies	1, 2, 4	Distance Learning, Instruction					
d.) Investigate and add additional online support services for online students	1, 2	Student Services, Information Technology, Distance Learning					
e.) Develop and strengthen online offerings of ESL and Conversational Spanish	1, 2, 4	Distance Learning, Continuing Ed., Instruction					
f.) Use NCIH as teaching medium for students at Southern Correctional Center	1, 2, 3	Distance Learning, Continuing Ed., Instruction, Information Technology					
g.) Complete the implementation of the C.I.S. system	2	Information Technology, Administrative Services, Student Services					
h.) Maintain state-of-the-art multimedia teaching stations and other technologies	1, 2, 3	Information Technology					
i.) Upgrade NCIH video/data equipment and IT policies to meet state IT standards	1, 2, 3	Information Technology					
j.) Provide students with "montgomery.edu" email accounts	1, 2, 3	Information Technology					
k.) Upgrade the existing telephone system to VoIP (Voice Over IP) system	2	Information Technology					

# Next Steps

Montgomery Community College has now developed a Five-Year Strategic Plan which includes the following:

- ◆ **Vision**
- ◆ **Mission Statement**
- ◆ **Core Values**
- ◆ **College Goals**
- ◆ **Planning Assumptions**
- ◆ **Long-Range Goals**

The next step in this vital planning process will be to use the ◆ **Long-Range Goals** that were developed as a part of the strategic planning process in conjunction with the ◆ **Planning Assumptions** and develop ◆ **Annual Goals and Objectives** that support the completion of the Long-Range Goals. Each Division and employee at the College will participate in the development of those goals and objectives. This is our commitment to achieve specific, measurable results.

Once the annual goals and objectives have been determined, an annual ◆ **Budget** will be created that supports their completion, directly linking budget development to the planning process. An ◆ **Evaluation** of the College's Strategic Plan will be conducted annually to ensure that we remain on target for completion of our ◆ **Long-Range Goals**.

We look forward to working with each of our stakeholders in accomplishing the goals that they have helped to establish for Montgomery Community College.



Approved by the MCC Planning Council: February 14, 2005  
Approved by the MCC Board of Trustees: April 13, 2005