

STRATEGIC PLAN 2021-24

Gearing Up for Success

Mississippi Delta Community College

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MISSISSIPPI DELTA
COMMUNITY COLLEGE

MDCC Strategic Plan 2021-24

Gearing Up for Success

While the eighteen months preceding this plan were far from normal, the spirit of the MDCC family remains undaunted. To guide the institution forward, the collective MDCC community has identified the key priorities addressed by this strategic plan that will position us to Gear Up for Success.

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MISSION STATEMENT AND INSTITUTIONAL GOALS

Mississippi Delta Community College provides quality education through academic, career, technical, health sciences, and workforce training programs. MDCC is dedicated to improving the community through intellectual, social, cultural, and recreational opportunities.

MDCC is committed to fulfilling this mission by providing:

- I. Academic programs of study which lead to the Associate of Arts Degree and/or meet requirements for students who plan to transfer to a senior college or university
- II. Career and technical programs of study which lead to the Associate of Applied Science Degree and/or a certificate, which will qualify students for entry-level employment
- III. Health Science programs of study which lead to the Associate of Applied Science Degree and/or a certificate, which will qualify students for entry-level employment
- IV. Activities and/or facilities which foster productive citizenship, enhance personal growth, enrich quality of life, and promote economic development and partnerships in the communities served by the College
- V. Workforce training for business and industry to enhance knowledge and skills
- VI. Continuing and adult basic education for personal growth
- VII. College infrastructure in support of student services, instructional programs, administrative processes, and community services

STRATEGIC PLANNING PROCESS

The current round of strategic planning at Mississippi Delta Community College (MDCC) began in January 2021, when the previous 5-year plan was closed out with a summative report. A new Strategic Planning Committee (SPC) was then formed from a variety of stakeholders. For committee details, see the Planning Partners section at the end of this report.

MDCC anchors all its planning processes upon the mission statement of the college, which is stated in the previous report section. Accordingly, the committee tasked with crafting a new strategic plan first reviewed the existing mission statement and associated institutional goals. Members of the SPC unanimously affirmed both the institution's mission and its goals at their first planning meeting, which was held virtually on March 24, 2021, and recorded on the Zoom videoconferencing platform.

At that time, the SPC also decided to craft a short-term 3-year plan to carry the college through the remainder of the COVID-19 pandemic and its immediate aftereffects. After MDCC's interim report to its accrediting body SACS-COC in 2023, the college will return to its more typical 5-year planning cycle.

Before the SPC's March meeting, the 17 committee members each conducted a SWOT analysis of the college and its current environment. Planning facilitators text-analyzed and compiled these perspectives into related themes, which were presented back to the committee at its initial meeting. During the meeting, facilitators also led the committee members through a core-values exercise. Using information from the SWOT analysis themes, combined with core values, the committee members then generated six preliminary areas of planning focus.

In April, the Office of Institutional Effectiveness surveyed four groups of college stakeholders (students, staff, alumni, and community members) to help prioritize the broad areas of focus. Respondents rated priorities from 1 = "not important at all" up to 5 = "critically important." All respondent groups indicated Student Success, Enrollment, and Workplace Environment in their top three priorities. See Figure 1 and Table 1 below.

Figure 1

Bar Chart of Relative Initiative Priorities by Stakeholder Group

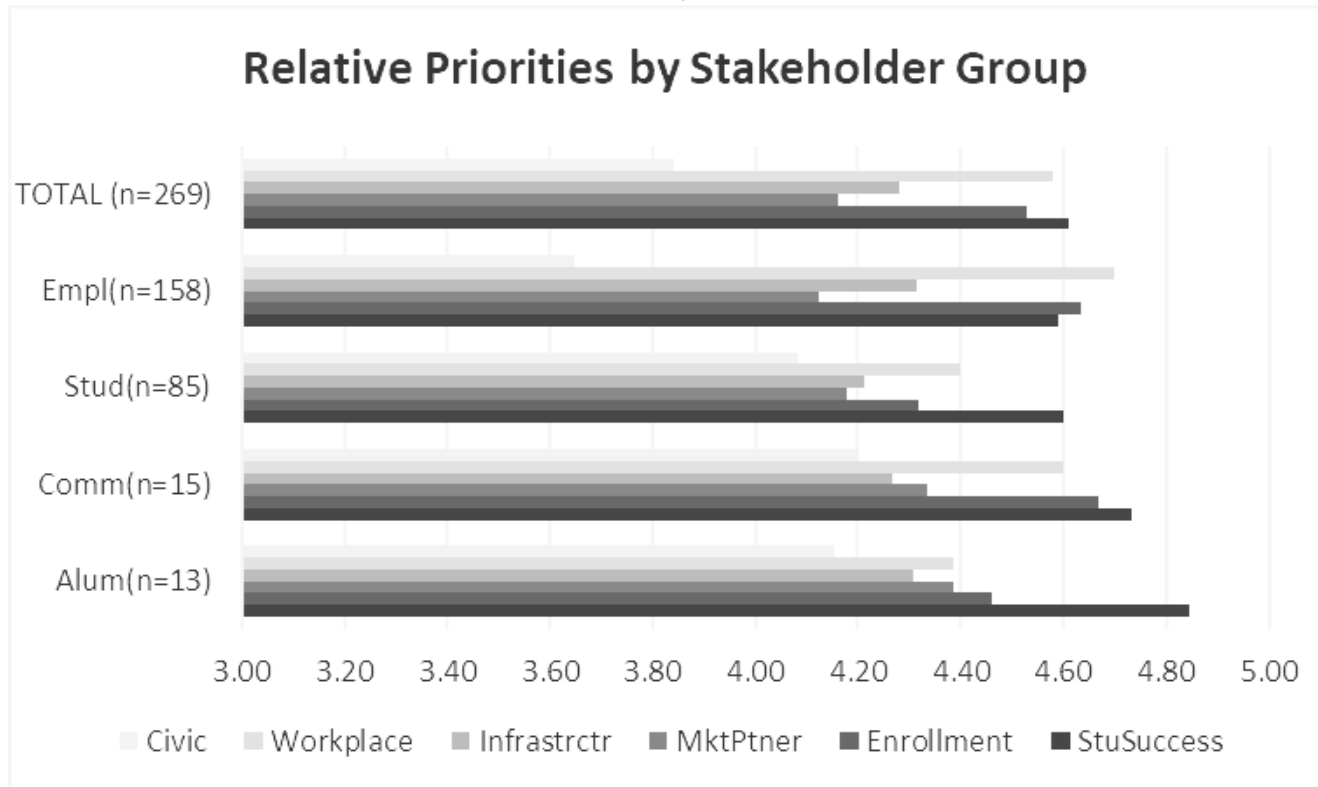


Table 1

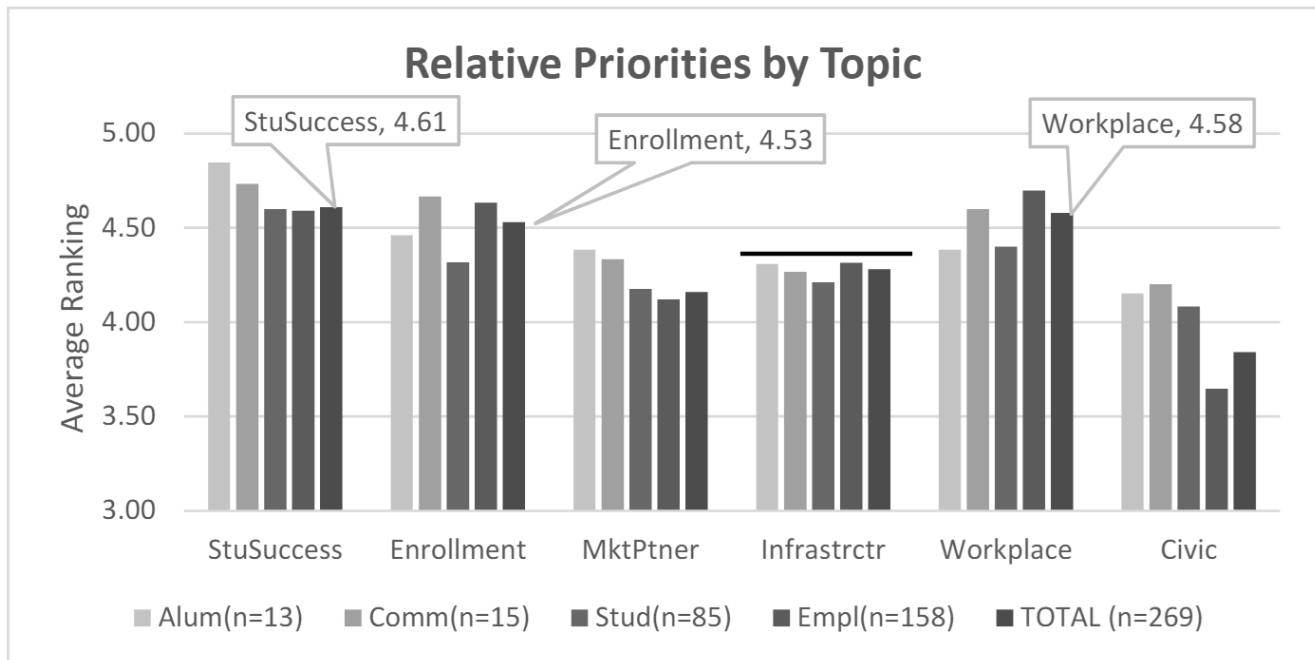
Top 3 Priorities by Group (average scores in parentheses)

GROUP	Priority #1	Priority #2	Priority #3
Employees	Workplace (4.70)	Enrollment (4.63)	Student Success (4.59)
Students	Student Success (4.60)	Workplace (4.40)	Enrollment (4.32)
Community Members	Student Success (4.73)	Enrollment (4.67)	Workplace (4.60)
Alumni	Student Success (4.85)	Enrollment (4.46)	TIE: Workplace & Mkt/Ptnr (4.38)

Additionally, all stakeholder groups expressed consensus about their relative prioritization of Infrastructure. See Figure 2 below.

Figure 2

Column Chart of Relative Priorities by Topic



Note. Horizontal line added to emphasize consensus across ratings for the topic of Infrastructure.

Given that the short duration of this strategic plan focuses its scope, in May 2021, Dr. Jackson approved four priorities as broad initiatives for this plan: Student Success, Workplace Environment, Enrollment Management and Infrastructure. SPC members then divided into four subgroups to develop planning goals and identify associated organizational units. The topics not selected for this plan will be worked into the four initiatives' goals through action steps. Specific action steps also will reflect the College's commitment to diversity, equity, and inclusion. Additionally, goals for the four initiatives will apply to all campus locations and modes of delivery unless otherwise noted.

On June 1, the SPC met for its final time at the Capps Technology Center in Indianola. The four initiative subgroups presented their goal proposals, to which the whole committee gave feedback. All groups participated in the creation of guiding vision statements, which precede each initiative's goals, as follows.

INITIATIVE 1: STUDENT SUCCESS

STUDENT SUCCESS VISION: Enhance student outcomes and student experience through (a) instructional professional development, (b) proactive communication that educates students about college processes and policies, (c) active advising strategies, and (d) campus/community involvement.

1. STUDENT SUCCESS	
Goal	Planning Unit(s) to be Engaged
1.1. Provide faculty with instructional professional development opportunities designed to improve student success	Human Resources / PDI / Instruction / eLearning / Library / Departments / Faculty
1.2. Address barriers that prevent student success via proactive education and communication	Financial Aid / Counseling / Instruction / Business Office
1.3. Improve quality of student outcomes by employing active advising strategies	Advising / Instruction / Faculty / Counseling
1.4. Enhance the student experience by improving the quality of the student development program through engagement in club activities and community service	Student Services / Student Government Association / Counseling

INITIATIVE 2: WORKPLACE ENVIRONMENT

WORKPLACE ENVIRONMENT VISION: Create a positive, diverse, equitable, and inclusive workplace environment and enhance mutual accountability through increased employee morale via (a) professional development and recognition, (b) effective communication, and (c) administrative visibility throughout all campus locations and activities.

2. WORKPLACE ENVIRONMENT	
Goal	Planning Unit(s) to be Engaged
2.1. Increase employee morale	Office of the President / Executive Leadership Team / Deans / Directors / Department Chairs
2.2. Increase faculty/staff course offerings (PD)	Office of Instruction / Human Resources / Foundation (for scholarships)
2.3. Demonstrate a commitment to honest, ethical, and transparent behavior towards students, colleagues, and the community through clear communication and adherence to policies by all	Office of the President / Executive Leadership Team / Public Relations / Deans / Directors / Department Chairs
2.4. Increase visibility and involvement of administrators, faculty, and staff at all campus locations and through community activities	Office of the President / All Employees

INITIATIVE 3: ENROLLMENT MANAGEMENT

ENROLLMENT MANAGEMENT VISION: Promote a consistently inviting experience for students, from first point-of-contact through post-graduation, via (a) customer service and efficient processes, (b) updated branding/marketing, and (c) comprehensive communication and workflow enrollment services plans.

3. ENROLLMENT MANAGEMENT	
Goal	Planning Unit(s) to be Engaged
3.1. Enhance the customer service and onboarding experience for students engaging with enrollment-related departments	President's Office / Business Office / Administrative Services / Human Resources / Enrollment Services / Recruiting
3.2. Develop comprehensive, cohesive, and efficient enrollment processes	Information Technology / Enrollment Services / Advising / Public Relations
3.3. Develop a branding and marketing plan to increase enrollment	Public Relations / Enrollment Services
3.4. Develop a written communication and workflow plan from first point-of-contact to beyond-graduation	Enrollment Services / Foundation & Alumni / Public Relations / All Employees

INITIATIVE 4: INFRASTRUCTURE

INFRASTRUCTURE VISION: Maximize college infrastructure by (a) maintaining the quality and performance of existing systems, and (b) developing and implementing a comprehensive resources master plan.

4. INFRASTRUCTURE	
Goal	Planning Unit(s) to be Engaged
4.1. Maintain and improve the quality of existing infrastructure systems	President's Office / Advancement / Alumni / Business Office / Administrative Services
4.2. Address increased capacity and future needs via a comprehensive master plan	Administrative Services / Advancement / Business Office

ACCOUNTABILITY STEPS

Strategic planning is predicated on the assumption that an organization is seeking to improve itself, not just go through the motions. To successfully execute a strategic plan, a framework for accountability is needed – in essence, a willingness to “See It, Own It, Solve It, and Do It” (Connors, Smith & Hickman, 1994).

To execute this strategic plan, four SPC members will serve as initial facilitators for the initiatives. Each facilitator will be responsible for engaging others in the development of action steps and timelines for the agreed-upon goals. The SPC member will also develop a plan of succession to develop the ability of other college stakeholders to serve as initiative facilitators in subsequent years. Using the steps to accountability model mentioned above, the following will take place over the next three years:

SEE IT

Initiative facilitators will openly and actively seek the perspective of others, asking questions about the goals’ impacts and soliciting feedback about how best to effect action steps.

OWN IT

Initiative facilitators will provide the support, resources, and recognition necessary for all those involved to be empowered to propose solutions and do the work of incremental improvement.

SOLVE IT

Initiative facilitators will model a solutions-oriented mindset by routinely asking, “What else can we do to achieve the desired results?” thereby demonstrating a willingness to challenge current assumptions and seek innovative solutions.

DO IT

Initiative facilitators will execute the strategic plan by ensuring that action steps become part of associated organizational units’ annual effectiveness plans.

To model transparent responsibility, the facilitators will routinely communicate the plan's progress to the executive leadership team of the College. The Office of Institutional Effectiveness will use that content to create an annual report to the Board of Trustees. The Office of Public Relations will further disseminate information to staff, alumni, and community members via newsletter, social media, and other modes of communication.

By Gearing Up for Success, and through the shared commitment to the intentional, cyclical act of planning and reporting, MDCC looks forward to providing the direction that will help our students; our administration, faculty, and staff; and our communities to achieve our deserved success together.

PLANNING PARTNERS: STRATEGIC PLANNING COMMITTEE

Cassandra Atley	Student Services Coordinator (GHEC)
Fletcher Clark	Trustee of the College
Linda Clark	Dean of GHEC Operations
Todd Donald	VP of Workforce & Economic Development
Derrick Fields	Dean of Student Services
Tyrone Jackson, EdD	College President
Katie Jones, LPC	Counselor (Greenwood)
Steven Jones, PhD	VP of Administrative Services
Patricia Kelly	Dean of Health Sciences
Allyson Lofton	Social Sciences Department, Chair
Gloria Sample McIntosh, PhD	Sunflower County Chancery Clerk
Staci Miller	Dean of Business Services
Renee Moore	English Department, Chair
Randy Randall	MDCC Foundation, Chair
Dan Rives	Athletic Director
Suzanne Thompson	Dean of Career-Technical & Adult Education
Teresa Webster	VP of Instruction
<i>Ben Cloyd, PhD (facilitator)</i>	<i>Special Assistant to the President</i>
<i>Kate Failing, EdD (facilitator)</i>	<i>Dean of Enrollment & Research</i>

PLANNING PARTNERS: COLLEGE STAKEHOLDERS

STUDENTS



EMPLOYEES



ALUMNI



COMMUNITY MEMBERS



PLANNING PARTNERS: BOARD OF TRUSTEES

Peter Jackson, ThD, DMin	Chair	Sharkey County
Frank Dantone	Vice-Chair	Washington County
Katherine Tankson	Secretary	Sharkey County
Domino Bellipanni		Sunflower County
Mary Brown, PhD		Leflore County
Fletcher Clark		Sunflower County
Miskia Davis, EdD		Sunflower County
Charles Edwards, senior		Humphreys County
Maurine Gray, PhD		Bolivar County
Robert Jones		Issaquena County
B.J. Nichols		Issaquena County
Desiree Norwood		Sunflower County
James Payne		Leflore County
Krystaline Sample		Sunflower County
Martha Sibley		Sunflower County
Julia Thomas		Washington County
Mickey Thompson		Bolivar County
Jermall Wright, EdD		Humphreys County

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In compliance with Title VI and Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972 of the Higher Education Act, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, the Pregnancy Discrimination Act of 1978 and other applicable Federal and State Acts, Mississippi Delta Community College offers equal education and employment opportunities and does not discriminate on the basis of age, race, color, national origin, religion, sex, sexual orientation, gender identity or expression, physical or mental disability, pregnancy, or veteran status in its educational programs and activities or in its employment practices. The following have been designated to handle inquiries regarding these policies: EEOC Compliance/Non-Discrimination: Dr. Steven J. Jones, Vice President of Administrative Services, 662.246.6304 or EEOC@msdelta.edu. Title IX: Mr. Derrick Fields, Assistant to the Vice President of Student Services, 662.246.6444 or titleIX@msdelta.edu. Disability Support Services: Nakeshia Fipps, Counseling and Disability Support Services Coordinator, 662.246.6361 or ADAcompliance@msdelta.edu. The mailing address for the above-named representatives is P.O. Box 668, Moorhead, MS 38761.