

ROOTED IN THE DELTA, REACHING FOR THE FUTURE

STRATEGIC PLAN 2025-2030





BELL FOUNDRY
HENRÉ & SONS
LAUREN

MESSAGE FROM THE PRESIDENT

As we prepare to celebrate a remarkable milestone—our 100th year of service to the Mississippi Delta—I am honored to present Mississippi Delta Community College's 2025–2030 Strategic Plan. This plan, built on a legacy of resilience, commitment, and progress, is both a reflection of who we are and a roadmap for where we are going. It represents our shared commitment to academic excellence, community engagement, and the transformative power of education.

This strategic plan comes at a pivotal time in the life of our institution. As we approach our centennial, we are called not only to reflect on our rich history, but to prepare for the future boldly. The theme of this plan, Rooted in the Delta and Reaching for Success, captures our dual responsibility: to honor the strong foundation laid by those before us and to reach toward greater heights in service to our students and our region.

I want to extend my sincere appreciation to the members of the Strategic Planning Committee, whose vision, dedication, and thoughtful collaboration have made this plan possible. Their efforts reflect the very best of who we are as an institution—innovative, collaborative, and deeply committed to student success.

At the heart of the 2025–2030 Strategic Plan are four goals that will shape our priorities over the next four years:

- Accessibility – Develop pathways for educational access
- Campus Climate – Build a culture of belonging, trust, and pride
- Community Relations – Foster collaboration and engagement with the community
- Student Success – Cultivate individualized student growth

These goals are directly aligned with our mission to provide high-quality, accessible educational opportunities that empower individuals and strengthen communities. They also reflect our vision for a future where Mississippi Delta Community College continues to serve as a beacon of hope, progress, and opportunity.

While this plan builds on the successes of our previous strategic initiatives, it also introduces fresh perspectives and areas of focus—particularly in the realms of accessibility, innovation, and institutional resilience. Together, we will embrace new challenges, leverage emerging opportunities, and remain steadfast in our promise to serve the Delta with excellence.

This strategic plan is more than a document—it is our blueprint for growth, our guide for decision-making, and our pledge to the students and communities we serve. As we move forward, let us do so united in purpose and inspired by the possibilities that lie ahead.

Thank you for being a part of this important work and for your continued dedication to Mississippi Delta Community College.

With gratitude and vision,

Steven J. Jones, Ph.D.



MISSION

Mississippi Delta Community College (MDCC) provides quality education through academic, career-technical, health science, adult education, and workforce training programs. MDCC enhances its communities through innovative personal and professional growth opportunities.

GOALS

- I. Academic programs of study that lead to an associate degree or meet requirements for students to continue their education
- II. Career-technical programs of study that lead to a certificate or an associate degree to qualify students for employment or continue their education
- III. Health science programs of study that lead to a certificate or an associate degree to qualify students for employment or continue their education
- IV. Adult education that supports high school equivalency achievement, career readiness, and lifelong learning
- V. Workforce training that enhances employee productivity and promotes economic development and partnerships in the communities served by the college
- VI. Student services that foster academic excellence and personal growth through engaging activities and supportive facilities in an inclusive and nurturing environment
- VII. College infrastructure that supports instructional programs, student services, administrative processes, community services, and well-trained faculty and staff



STRATEGIC PLANNING PROCESS

At MDCC, the strategic plan is not merely a document but rather an active, ongoing process designed to guide measurable progress and continuous improvement across the institution. To ensure accountability and coordination, each major priority area within the strategic plan is assigned a dedicated Coordinator. These individuals lead committees composed of faculty, staff, and other key stakeholders who contribute their expertise and perspective to the process.

As with all planning initiatives at Mississippi Delta Community College (MDCC), the development of this strategic plan was guided by the institution's mission statement. Anticipating the need for a new plan, Dr. Tyrone Jackson convened the Mission Statement Review Committee in February 2024. This 12-member committee included faculty, staff, students, alumni, trustees, and community partners.

The committee reviewed the existing mission statement, institutional goals, and supporting narrative from MDCC's 2018 SACSCOC Compliance Certification. Dr. Jackson facilitated an open discussion about the strengths and weaknesses of the nearly decade-old mission statement. Based on the feedback provided, revisions were drafted in March 2024. The updated mission statement and institutional goals, presented earlier in this report, were formally approved by the Board of Trustees on April 11, 2024.

In July 2024, the Office of Institutional Effectiveness initiated the formal closeout of MDCC's previous strategic plan, *Gearing Up for Success*, which had guided the institution's recovery from the COVID-19 pandemic. This process concluded with a summative report evaluating accomplishments and lessons learned; that report, along with other related documents, may be found on the MDCC website.

During the interim presidency of Teresa Webster in fall 2024, the strategic planning process was temporarily paused. In **spring 2025**, newly appointed president Dr. Steven Jones continued the process by establishing a broad-based Strategic Planning Committee (SPC), composed of 18 stakeholders reflecting different parts of the MDCC community. Details on committee membership and representation are provided in the appendix of this report.

The SPC held its initial meeting virtually via Zoom on **March 6, 2025**, during which members reviewed and unanimously affirmed the college's mission statement and institutional goals. Ahead of their second Zoom meeting on **March 27**, each SPC member conducted an individual SWOT analysis to assess MDCC's current environment, opportunities, and challenges. The planning facilitator compiled these assessments, identified recurring themes, and presented the findings to the full committee. Through discussion, the group consolidated these themes into five preliminary focus areas.

To ensure broad stakeholder input, the Office of Institutional Effectiveness conducted surveys in **April 2025** targeting four key groups: students, employees, alumni, and community members. Respondents were asked about their experiences with MDCC, regional needs, and priorities for the next five years. SPC members reviewed survey results in advance of their in-person meeting on **May 22, 2025**.

At that meeting, committee members synthesized survey insights with the earlier SWOT analysis, ultimately drafting four multidisciplinary, action-oriented strategic priority vision statements:

- **Accessibility** – Develop pathways for educational access
- **Campus Climate** – Build a culture of belonging, trust, and pride
- **Community Relations** – Foster collaboration and engagement with the community
- **Student Success** – Cultivate individualized student growth

Additional topics, such as fundraising, while not identified as standalone priorities, will be integrated into these focus areas through specific goals and objectives.

During June, SPC members divided into four subgroups to draft specific goals and identify responsible organizational units. On **July 8, 2025**, Dr. Jones formally approved the proposed strategic priorities, vision statements, and corresponding goals. To ensure measurable progress, each year from 2025 to 2030, the Strategic Planning subcommittees will translate the approved goals into specific annual objectives. These objectives will be incorporated into the annual effectiveness plans developed by MDCC's educational and service units, aligning day-to-day operations with the institution's long-term strategic priorities.

This comprehensive, inclusive process has positioned MDCC to address immediate institutional needs while remaining firmly aligned with its long-term, mission-driven objectives.

TIMELINE OVERVIEW

March 2025: Virtual Strategic Planning Committee Kickoff and Second Virtual Planning Meeting

April 2025: Office of Institutional Effectiveness Conducted Surveys

May 2025: Strategic Planning Committee Reviewed Surveys Results

June 2025: Strategic Planning Committee Divided into Four Subgroups

July 2025: President Dr. Jones Approved of Strategic Priorities, Vision Statements, and Corresponding Goals

STRATEGIC PLANNING COMMITTEE

Each summer, Coordinators and their committees meet to review the strategic plan's major goals and develop specific, actionable objectives for the upcoming year. These objectives provide clear targets for advancing institutional priorities while remaining flexible enough to address emerging needs or challenges.

Throughout the academic year, the Executive Director of Institutional Effectiveness (ED of IE) monitors and supports the plan's progress. Several times each semester, Coordinators meet with the ED of IE to review progress toward the objectives. These meetings provide an opportunity to assess achievements, identify barriers, and collaborate on solutions. The ED of IE maintains detailed records of progress, adjustments, and outcomes, ensuring consistency and documentation across all strategic areas.

Accountability to internal and external stakeholders is a key component of the process. Each fall, the ED of IE presents a formal progress report to the Board of Trustees, summarizing the status of objectives, accomplishments, and areas requiring further attention. Additionally, the College community receives strategic plan updates in fall and spring, highlighting progress and reinforcing the shared responsibility for advancing institutional goals.

At the close of each fiscal year, a comprehensive summary of progress is compiled and published on the College's website. This annual report offers transparency for students, employees, and community partners, while showcasing the College's commitment to growth and mission-driven improvement. This structured, annual cycle of planning, monitoring, reporting, and public accountability ensures that the strategic plan remains a viable framework, guiding meaningful progress for both short- and long-term success.

COMMITTEE MEMBER NAME, JOB TITLE, AND SERVICE AREA REPRESENTED

STRATEGIC PRIORITY COORDINATORS

Allison Folk, *Dean of Career-Technical and Adult Education*, Career-Technical Education Programs
Tiffany Harvey, *Director of Institutional Effectiveness*, Integrated Planning & Program Review
Waunita Roberts-Jones, *Executive Director of Human Resources / Chief Human Resources Officer*, Employee Benefits & Professional Development
Temika Simmons, PhD, *Director of Greenville Center*, Off-Campus Instructional Sites

COMMITTEE MEMBERS

Felicia Applegate, *Dean of Business Services*, Business Services
Raymond Banks, *Human Resources Generalist*, Human Resources
Tangela Banks, *Head Women's Basketball Coach / Assistant Athletic Director, Compliance and Eligibility*, Athletics
Jane Aden Burton, *Workforce Development Coordinator*, Workforce Development
Veronica Caradine, *Assistant Director of Nursing/PN Chair*, Health Science Programs
Ben Cloyd, PhD, *Vice President of Enrollment Management*, Enrollment Services
Alan Crews, *Interim Director of College Advancement and Alumni Affairs*, Alumni/Foundation
Charlie Dones, *Chief of Campus Police*, Campus Police
Kate Failing, EdD, *Chair, Executive Director of Institutional Effectiveness*, Institutional Effectiveness
Jay Gary, *Dean of Enrollment Management / Registrar*, Records, Recruiting, & Financial Aid
Jenni Hargett, *English Instructor/ Chair of Center of Teaching and Learning*, University Transfer
Steven Jones, PhD, *President*, MDCC President
Patricia Kelly, EdD, *Dean of Health Sciences / QEP Director*, Quality Enhancement Plan
Chris Lee, *Dean of Student Services*, Student Services
Makayla Marsalis, *Public Relations & Digital Content Specialist*, Public Relations
Valarie Morgan, EdD, *Vice President of Instruction and Accreditation / Provost*, Academic Affairs & Institutional Accreditation
Tonya Short, DHA, *Chair of MDCC Board of Trustees*, Board of Trustees
Valerie Wilbert, *Director of Admissions*, Admissions
Jennifer Woodard, *Fine Arts Department Chair / Art Instructor*, University Transfer Program

STRATEGIC PRIORITIES

1 ACCESSIBILITY

- DEVELOP PATHWAYS FOR EDUCATIONAL ACCESS

2 CAMPUS CLIMATE

- BUILD A CULTURE OF BELONGING, TRUST, AND PRIDE

3 COMMUNITY RELATIONS

- FOSTER COLLABORATION AND ENGAGEMENT WITH THE COMMUNITY

4 STUDENT SUCCESS

- CULTIVATE INDIVIDUALIZED STUDENT GROWTH



1 ACCESSIBILITY

GOAL 1.1

Improve student-centered onboarding across all MDCC locations, as measured by student satisfaction survey results and application-to-enrollment conversion rates.

PLANNING UNIT(S) TO BE ENGAGED

Admissions, Advising, Instruction, Financial Aid, Student Services, Business Services, MDCC Foundation

GOAL 1.2

Expand and revise Career-Technical, Health Science, and Workforce program offerings to better align with community and industry needs, as measured by employer input, program enrollment growth, and labor market data.

PLANNING UNIT(S) TO BE ENGAGED

Instruction, Career-Technical Education, Health Sciences, Workforce & Economic Development, Enrollment Management



GOAL 1.3

Enhance course scheduling flexibility to better serve students, as measured by increased enrollment and retention, plus growth in the number of evening, 8-week, eLearning, and satellite location course sections.

PLANNING UNIT(S) TO BE ENGAGED

Instruction, Career-Technical Education, Health Sciences, Workforce & Economic Development, Enrollment Management

GOAL 1.4

Implement a personalized student support team model for all enrolled students, focused on and measured by improvements in retention, graduation rates, and student feedback on support services.

PLANNING UNIT(S) TO BE ENGAGED

Admissions, Advising, Instruction, Financial Aid, Student Services, Business Services, MDCC Foundation, All Employees

GOAL 1.5

Increase access to holistic student support services including healthcare, mental health, and childcare across all MDCC locations, as measured by utilization rates, improved retention and graduation rates, and student survey results.

PLANNING UNIT(S) TO BE ENGAGED

Admissions, Advising, Instruction, Financial Aid, Student Services, Business Services, MDCC Foundation, All Employees



2

CAMPUS CLIMATE

GOAL 2.1

Foster a welcoming climate through the creation of a system wide “Community Belonging and Care Initiative” that includes regular recognition events, customer service training, and a student-led Belonging Council.

PLANNING UNIT(S) TO BE ENGAGED

Human Resources, Public Relations, Student Services, Business Services, Alumni/ Foundation, All Employees

GOAL 2.2

Increase by 15% participation in student organizations, leadership development, and campus and community events as measured through attendance tracking.

PLANNING UNIT(S) TO BE ENGAGED

Instruction, Human Resources, Public Relations, Information Technology, Student Services, Business Services, Alumni/Foundation, All Employees

GOAL 2.3

Establish data governance structures and policies that empower data users, promote accountability, and build trust in reliable information and sound decision-making.

PLANNING UNIT(S) TO BE ENGAGED

Instruction, Enrollment Management, Financial Aid, Human Resources, Information Technology, Business Services, Institutional Effectiveness

GOAL 2.4

Create an educational and working environment where students and staff feel connected and empowered as measured on exit surveys.

PLANNING UNIT(S) TO BE ENGAGED

Advising, Counseling, Instruction, Human Resources, Student Services, Alumni/Foundation



Go Trojans!



3

COMMUNITY RELATIONS

GOAL 3.1

Establish at least one (1) new alumni chapter in each MDCC service region (Bolivar, Humphreys, Leflore, Sharkey-Issaquena, Sunflower, and Washington Counties), hosting at least one networking event per region to increase total active chapters from 0 to 6.

PLANNING UNIT(S) TO BE ENGAGED

Alumni/Foundation, Public Relations, Student Services

GOAL 3.2

Implement a system-wide “Community Safety and Support Initiative” to strengthen safety awareness and foster a community of supportive engagement.

PLANNING UNIT(S) TO BE ENGAGED

Campus Police, Public Relations, Student Services, Counseling, Instruction

GOAL 3.3

Increase by 25% the number of active community partnerships as facilitated by campus-community liaison(s).

PLANNING UNIT(S) TO BE ENGAGED

Instruction, Workforce & Economic Development, Greenwood Center, Greenville Higher Education Center, Alumni/Foundation, Athletics, Public Relations





GOAL 3.4

Improve the college's visibility and media presence to highlight student success, workforce collaboration, and community impact in the Mississippi Delta region, measured by a 25% increase in the production and distribution of departmental content across no fewer than four media outlets.

PLANNING UNIT(S) TO BE ENGAGED

Public Relations, Alumni/Foundation, Instruction, Athletics, Greenville Higher Education Center, Workforce & Economic Development, Greenwood Center, Student Services

GOAL 3.5

Develop a portfolio of at least 10 unique, non-credit courses offered across a minimum of two campus locations, and expand the availability of credit-bearing courses across multiple modalities and student populations.

PLANNING UNIT(S) TO BE ENGAGED

Admissions, Advising, Instruction, Financial Aid, Student Services, Business Services, MDCC Foundation, All Employees

4

STUDENT SUCCESS

GOAL 4.1

Design, develop, and fully implement a comprehensive First-Year Experience (FYE) program to increase first-to-second-year retention by at least 5% and improve student-reported sense of belonging by 10%.

PLANNING UNIT(S) TO BE ENGAGED

Instruction, Enrollment Management, Advising, Student Services, Career-Technical Education, Health Sciences, Workforce & Economic Development

GOAL 4.2

Provide accessible tutoring support across all major academic areas: Career-Technical Education, Health Sciences, and University Transfer programs.

PLANNING UNIT(S) TO BE ENGAGED

Student Success Center, Instruction, Career-Technical Education, Health Sciences, Workforce & Economic Development

GOAL 4.3

Design, pilot, and assess a Summer Bridge Program focused on academic skill development for incoming students, with a goal of enrolling at least 50 participants and improving their placement or assessment scores by a minimum of 10%.

PLANNING UNIT(S) TO BE ENGAGED

Enrollment Management, Instruction, Student Services

GOAL 4.4

Achieve a minimum 15% increase in student use of mental health services and improve student-reported satisfaction with these services.

PLANNING UNIT(S) TO BE ENGAGED

Student Services, Counseling, Advising



MISSISSIPPI DELTA COMMUNITY COLLEGE IS A GATEWAY TO LIFE-CHANGING OPPORTUNITIES.

Whether it's a traditional path that leads to a four-year university or a fast-track program in health science or career-technical training that launches students directly into the workforce, MDCC is where futures begin.

You can be the difference. A gift to the MDCC Development Foundation is more than a donation; it's a lifeline. It's what allows a single mom to cross the graduation stage. It's the encouragement that helps a first-generation college student reach one more milestone. It's the moment a struggling student realizes someone believes in their potential enough to invest in their future.

Every dollar makes an impact immediately. Your generosity funds scholarships, supports emergency aid, drives student success programs, and helps keep the dream of higher education alive for those who need it most. Your kindness changes lives. With every gift, you write a new chapter in a student's story—one filled with hope, purpose, and the opportunity to succeed.

Make your gift today at www.supportmdcc.com and be the difference in a student's tomorrow.



HARPER SCIENCE
BUILDING



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: Waunita Roberts Jones, Executive Director of Human Resources; 662.246.6309 or EEOC@msdelta.edu. Title IX: Christopher Lee, Dean of Student Services, 662.246.6444 or titleIX@msdelta.edu. Disability Support Services: Jalisha Kee, Coordinator of Counseling and Disability Support Services, 662.246.6442 or ADAcompliance@msdelta.edu. The mailing address for the above-named representatives is P.O. Box 668, Moorhead, MS 38761.