



MISSISSIPPI DELTA
COMMUNITY COLLEGE

2016-2017 Strategic Plan Report

Dream Big. Plan Well. Be Anything.

2016 – 2021

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MISSISSIPPI DELTA COMMUNITY COLLEGE

MISSION STATEMENT

Mississippi Delta Community College (MDCC) 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

In order to meet the institution's mission and commitment statements to accomplish the mission, Mississippi Delta Community College has developed a Five-Year Strategic Plan

STRATEGIC PLANNING 2016 REPORT

Strategic Initiative #1: Student Retention

To improve student retention, MDCC will implement the following goals:

Goal 1.1: Expand mentoring and tutorial services for students.

Accomplished: The College Center of Learning, NetTutor, Pathfinders, and the Student Success Center are currently available to students. The College has made a strong effort to market the above resources to students. The College discovered that although mentoring and tutorial services are available, many of the students were not aware of the services. The College started a mandatory Online Orientation for freshmen beginning in Fall 2016. This Online Orientation has provided instruction to students on how to utilize NetTutor. Moreover, the Orientation instructor has provided overviews of services available at the College Center of Learning, Pathfinders, and the Student Success Center.

Analysis and Improvements: Student achievement data revealed that students enrolled in College Algebra need additional assistance in mathematics. Students enrolled in the Greenville Higher Education Center have expressed the need for a mathematics tutor. As a result, a mathematics tutor has been hired for the Greenville Higher Education Center.

Goal 1.2: Expand student engagement activities and student involvement opportunities.

Assessment Results - Ongoing: To increase student engagement and involvement, the College will create a writing lab at the Moorhead campus. The College will recruit students to serve as peer tutors (specifically students who have shown exemplary academic achievement, such as students in PTK). MDCC will encourage student participation in Delta Delegation, Retrospect, BSU, Band, etc., through aggressive marketing efforts, including through social media.

Analysis and Improvements: The College has not established a Moorhead writing lab on campus yet. When the Campus Police offices are relocated across campus, the Office of Instruction will utilize the vacant space in Tanner Hall to create a writing lab for students. This goal will be accomplished during the 2017-2018 academic year.

Goal 1.3: Provide additional course offerings during regular, interim, and summer sessions.

Accomplished: The College will expand class offerings to include courses in Belzoni beginning in Fall 2017. Two new classes in English and mathematics were offered in Fall 2016 in Cleveland, Mississippi, for the first time. The College will research new programs to offer, such as elementary/secondary education and early childhood development. MDCC will increase marketing efforts to promote the new classes and programs.

Analysis and Improvements: Fewer than ten students enrolled in the courses offered in Cleveland. Based upon the low numbers of enrollment, the College made the decision to provide strategic marketing ideas in order to increase future student enrollments. No classes were offered in Cleveland or Belzoni in the spring, due to lack of interest. The College will begin offering the Industrial Maintenance Technology program in Fall 2017 and the Physical Therapist Assistant program in January 2019, pending SACSCOC approval. The College has submitted prospectuses to SACSCOC requesting approval to offer these programs.

Goal 1.4: Implement an early alert system.

Analysis and Improvements - Ongoing: The College has recently purchased Ellucian's Advise software to track students. Two student success coaches have been hired to monitor attendance and the success of students.

Use of Results and Improvements: The Office of Enrollment Management has determined that faculty might need training on the new Advise software.

Goal 1.5: Implement a new online student advising system.

Assessment Results - Ongoing: The QEP Committee, Office of Instruction, and Office of Enrollment Management are currently researching online advising systems. Benchmarks for this goal will be established in 2017.

Goal 1.6: Provide professional development to train administrators, faculty, and staff in best practices for student advising.

Assessment Results - Ongoing: The QEP Committee, Office of Instruction, and Office of Enrollment Management are currently researching best practices for student advising and professional development for faculty and staff. Benchmarks for this goal will be established in 2017-2018.

Goal 1.7: Provide incentives for students to stay in college and complete the academic semester and/or year.

Assessment Results - Ongoing: Beginning in Fall 2016, full-time students were encouraged to take 15 hours, compared to 12 hours. Developmental mathematics students were also required to complete their developmental mathematics courses in one semester, compared to two semesters.

Analysis and Improvements: Although the institution experienced a slight decline of students, the full-time equivalency and the overall number of credit hours students took in Fall 2016 increased, due to the "Finish in 15" initiative.

Goal 1.8: Implement a first-year student experience program that emphasizes career exploration, goal setting, and best practices for student retention and success.

Assessment Results - Ongoing: The QEP Committee is in the process of developing a five-year plan centered around advising with an emphasis on career exploration, goal setting, and best practices for retention and success. Benchmarks will be established in 2017-2018.

Strategic Initiative #2: Recruitment and Student Enrollment

To expand recruitment efforts and increase student enrollment, MDCC will implement the following goals:

Goal 2.1: Evaluate current program offerings to determine viability.

Accomplished: The College will expand class offerings to include courses in Belzoni beginning in Fall 2017. Two new classes in English and mathematics were offered in Fall 2016 in Cleveland, Mississippi, for the first time. The College will research new programs to offer, such as elementary/secondary education and early childhood development. MDCC will increase marketing efforts to promote the new classes and programs.

Additionally, in order to determine the viability of current program offerings, the Office of Institutional Effectiveness has implemented program reviews for both instructional and non-instructional areas. The following program reviews were conducted in 2016: Library, College Prep, Developmental Mathematics, Recruiting, Dual Enrollment, eLearning, Culinary Arts, Advising, Electrical Technology, Greenwood Center, Associate Degree Nursing, Greenville Higher Education Center, Medical Lab Technology, and Radiologic Technology. All programs will undergo reviews in the next four years.

Analysis and Improvements: Fewer than ten students enrolled in the courses offered in Cleveland. Based upon the low numbers of enrollment, the College made the decision to provide strategic marketing ideas in order to increase future student enrollments. The College will begin offering Industrial Maintenance Technology in Fall 2017 and Physical Therapist Assistant program in January 2019, pending SACSCOC approval of the programs. The College has submitted three prospectuses to SACSCOC requesting approval to offer these programs.

Goal 2.2: Research and target 1 or 2 new program areas or class offerings to be initiated within 3-5 years.

Accomplished: The College conducted research on new program offerings and found that the Delta region is in need of individuals in Industrial Maintenance specialists and Physical Therapists. The College wrote three CTE Challenge Grants to receive startup money to begin these programs. MDCC received over a million dollars to begin Industrial Maintenance and Physical Therapist Assistant programs.

Analysis and Improvements: The College sent three prospectuses to SACSCOC asking permission to begin the three new programs in Fall 2017. The College will continue to research new program offerings for the institution.

Goal 2.3: Partner with local non-profits to coordinate transportation options for students within MDCC's district.

Accomplished: In Fall of 2016, the College partnered with Delta Rides to offer transportation to students.

Analysis and Improvements: The College administered a survey to students to determine the need of transportation and has made adjustments as a result of survey results. Future efforts will include expanding transportation routes to students.

Goal 2.4: Provide a summer bridge program that will allow students to complete their remedial classes and progress to college credit courses in the fall.

Assessment Results - Ongoing: Originally, the first summer bridge program was planned for Summer of 2017. However, due to a Summer Health and Wellness Camp being offered in 2017, the College has made the decision to begin a bridge program in Summer of 2018 or 2019. The College has determined that more

time and funds are needed to host a successful bridge program. Year-round Pell will begin Summer of 2018.

Goal 2.5: Identify diverse groups from the campus and provide outreach and recruitment in the community and high schools.

Assessment Results - Ongoing: Delta Delegation and Student Voices currently serve in this capacity.

Analysis and Improvements: Additional student groups will be added (student groups from CTE, etc) to provide outreach and recruitment in the community and high schools. Students receiving Deans & Presidential scholarships will be utilized as part of scholarship requirements. The Office of Enrollment Management has made the decision to provide the opportunity for instructors and staff to join recruiting staff on visits.

Goal 2.6: Invite prospective students and parents to campus for recruitment days and MDCC events.

Assessment Results - Ongoing: For the first time, Mississippi Delta Community College will be sponsoring a youth camp for youth living in the institution's service area. Funding for this camp is a result of a Blue Cross of Mississippi Foundation Health and Wellness Grant. Children will learn the importance of exercise and healthy nutrition.

Analysis and Improvements: The College will use results from the Delta Fit Summer Camp to determine changes and improvements for future summer camps.

Goal 2.7: Increase MDCC's matriculation rates by sending recruitment postcards and letters, admissions letters, and following up with additional MDCC correspondence.

Assessment Results - Ongoing: The Office of Student Enrollment and the Office of Public Relations have developed a Recruitment/Marketing Plan. As part of this plan, the Admissions and Records staff members are mailing additional recruitment postcards, letters, admission letters, and follow-up correspondence. A new recruitment brochure for the College has also been created.

Analysis and Improvements: To expand communication, the College will send acceptance letters daily with additional information for prospective students. The Office of Student Enrollment has also made the decision to send recruitment materials to students at an earlier age (prior to senior year).

Strategic Initiative #3: Funding and Partnerships

To enhance funding opportunities and cultivate partnerships with business and industry, MDCC will implement the following goals:

Goal 3.1: Research and apply for workforce, career-technical, health science, and other grants.

Accomplished: The College established a goal to submit at least two grants per year. During 2016, Mississippi Delta Community College submitted five grants: Blue Cross & Blue Shield of Mississippi Foundation Grant, CTE Challenge Grant to the Mississippi Community College Board to begin an Industrial Maintenance Program, CTE Challenge Grant to the Mississippi Community College Board to begin a Pharmacy Technology Program, CTE Challenge Grant to the Mississippi Community College Board to begin a Physical Therapist Assistant Program, and Department of Labor's America's Promise Job Driven grant for funding for the College's non-credit workforce development programs.

Analysis and Improvements: The College received four of the five grants submitted. The College received almost \$500,000 to begin a Health and Wellness Program, Delta Fit, at the Moorhead campus. An existing facility on the campus is undergoing renovations to house a fitness center for employees and the community. Additionally, Delta Fit has numerous health and wellness activities and programs for college students, employees, elementary students at a local school, and citizens residing in the Moorhead community. The College also received over a million dollars for startup costs to begin an Industrial Maintenance Program and Physical Therapist Assistant Program, pending approval by SACSCOC.

Goal 3.2: Expand partnerships and seek additional partnerships with business and industry, schools, and other entities.

Assessment Results - Ongoing: Currently, new partnerships have developed with Toyota for the Auto Technology program and Nissan with the Manufacturing Tech. training. Health Sciences has established partnerships with local hospitals and health facilities for student clinical training. During 2016, The Capps Technology Center managed 42 workforce projects and provided training to 16,500 trainees. Advisory board meetings were held for each Career-Technical and Health Science program during 2016.

Analysis and Improvements: The College will continue to reach out to businesses, industries, schools, and other entities in its seven-county region and develop partnerships.

Goal 3.3: Strengthen MDCC's partnerships by identifying successful MDCC graduates working in local businesses and industries; spotlight MDCC graduates and employers in MDCC's alumni and community publications.

Assessment Results - Ongoing: The Office of Public Relations currently features successful graduates of MDCC in newsletters and publications.

Analysis and Improvements: To enhance the results for this goal, the College will use actual testimonies from former students and former students as guest speakers to market the institution and MDCC's programs.

Goal 3.4: Sponsor alumni gatherings for targeted, specific groups.

Accomplished: At least one alumni meeting was held for each of the seven counties served by MDCC. Attendance at the Annual Alumni Meeting and brunch increased by 25% and was the most well attended annual meeting in three years. These numbers were also reflected in participation at Alumni Tailgate. Family, friends, and colleagues supported the award recipients at the annual meeting, and pregame ceremonies. For the first time, a Car Show was sponsored by MCCC's alumni.

Analysis and Improvements: MDCC Alumni will continue to expand the Golf Tournament, Car Show,

and Homecoming events for MDCC's alumni.

Strategic Initiative #4: Customer Service and Communication

To improve customer service skills and enhance internal and external communication, MDCC will implement the following goals:

Goal 4.1: Require customer service training for faculty, staff, and administrators at all campuses.

Accomplished: Customer Service training was provided for all campus employees in January 2017.

Analysis and Improvements: The College will provide additional training as new employees begin working at Mississippi Delta Community College.

Goal 4.2: Provide tours of academic, career-technical, health science, and workforce programs for employees so that personnel will be aware of program offerings.

Assessment Results - Ongoing: This goal is scheduled for FY 2019 in the College's Five-Year Strategic Plan.

Goal 4.3: Provide virtual tours of MDCC's programs and services on MDCC's website.

Assessment Results: - Ongoing Virtual videos have been created for all of MDCC's Health Science programs.

Analysis and Improvements: The College will create virtual tours for Career-Technical programs.

Goal 4.4 Implement a system for customers to register specific complaints about customer-service related issues.

Accomplished: The College has improved its complaint processes by creating an online complaint form.

Strategic Initiative #5: Campus Activities and Community Involvement

To enhance campus activities and increase community involvement, MDCC will implement the following goals:

Goal 5.1: Develop and implement a new online student orientation to complement the face-to-face student orientations.

Accomplished: An online orientation course for first-time, full-time students started in Fall 2016. An Online Student Support Coach was hired in Fall 2016 to assist online students with the navigation and successful completion of online courses.

Use of Results and Improvements: The College has decided to make revisions to the current online Orientation to include more career and job exploration.

Goal 5.2: Enhance student orientations by including student activities, games, tours of the campus, and opportunities for students to meet other students.

Assessment results - Ongoing: The QEP Director and Committee are piloting a revised student orientation in summer of 2017. The revised summer orientation includes revised advising sessions and speakers from additional departments.

Analysis and Improvements: The College will use results from the pilot program to make changes and improvements.

Goal 5.3: Develop and implement a job-shadowing program for students.

Assessment Results - Ongoing: This goal has been rescheduled for implementation beginning in 2018-2019. Additional planning and development are needed in order to implement a successful job-shadowing program. The College has decided to administer a student survey instrument that assesses students' interests and then design programs to meet these interests.

Analysis and Improvements: The College will use results from the first program in 2018 to make changes and improvements.

Goal 5.4: Increase community and college activities at all campuses (Relay for Life, tutoring and mentoring programs, extracurricular games and activities, health & wellness programs, student clubs and organizations, etc.).

Assessment Results - Ongoing: The College has increased community participation by providing MDCC student tutors at Moorhead's library, adding a Little Miss MDCC Pageant, and hosting Food Drives across the campus. Delta Fit started partnering with Rosser Elementary in Fall 2016 with the "Eat and Play the Healthy Way" program.

Analysis and Improvements: The College is currently writing another Blue Cross & Blue Shield of Mississippi grant to expand its health and wellness community and school programs.

Goal 5.5: Implement a health and wellness initiative for students, employees, and the community.

Accomplished: The College's Delta Fit Health Initiative started in Fall 2016. This initiative reaches out to the community, students, and MDCC employees. A Health and Wellness Center will open to the community and the campus in 2017.

Analysis and Improvements: The institution has experienced established numerous health and wellness activities for students, employees, and the community. Using results from the first year of

implementation, the College is currently writing another Blue Cross & Blue Shield of Mississippi grant to expand its health and wellness community and school programs.

Goal 5.6: Offer more programs and activities that promote community participation and involvement.

Assessment Results - Ongoing: The College sponsored several art shows and music performances for the institution. MDCC marching band participated in the Greenwood and Greenville Christmas Parades in, and 2 Mardi Gras parades in New Orleans, LA. The Ambassadors hosted the first annual “Ambassador Dinner” fundraiser. The Art department hosted two gallery shows: Faculty Show and “Mixto,” by Pat Brown. The Fine Arts Department hosted the District Choir Festival in February.

Analysis and Improvements: The College will expand its community participation and involvement by offering a dinner theater play on campus.

Strategic Initiative #6: Student Outcomes

To improve student outcomes, MDCC will implement the following goals:

Goal 6.1: Provide a mandatory freshman student success orientation class.

Accomplished: An online orientation course for first-time, full-time students started in Fall 2016. An Online Student Support Coach was hired in Fall 2016 to assist online students with the navigation and successful completion of online courses.

Analysis and Improvements: The College has decided to make revisions to the current online Orientation to include more career and job exploration.

Goal 6.2: Increase student progress toward completion (credit hour completion).

Assessment Results: Benchmark: 40% of First-Time, Full-Time Students Will Earn 42 Credit Hours by End of Year Two (40%=state average of Mississippi's community colleges on the latest Report Card)

Credit Hour Progress	2011-2012	2012-2013	2013-2014
Student Progress (Credit Hour Production for Full-Time Students)	32.0% of First-Time Students Earned 42 Credit Hours by End of Year Two	30.7 % of First-Time Students Earned 42 Credit Hours by End of Year Two	38.1% of First-Time Students Earned 42 Credit Hours by End of Year Two
Mississippi Community College System Average	State Progress Rate: 36.2%	State Progress Rate: 39.3%	State Progress Rate: 40.4%

Analysis and Improvements - Not Accomplished - Ongoing: The Mississippi System Average of 40% on the 2014 Report Card was used to set the threshold for credit hour production of first-time, full-time students. The College strives to be at or above the 40% state average. The institution is committed to improving its credit hour production rate. Beginning in Fall 2016, all full-time students were encouraged to take 15 hours in order to be classified as full-time. Moreover, the institution analyzed student learning outcome results of students for the past three years. Results revealed that online students were not performing as well on student learning outcomes as measured by exam embedded

After analyzing additional institutional data and collecting qualitative results from students, the faculty found that eLearning students need more guidance and direction with navigating online courses and staying on track. Beginning in Fall 2016, Mississippi Delta Community College hired an Online Student Success Coach. The Online Student Success Coach is providing mentoring and assistance for students who are taking classes online at the College. Students who show early signs of being at risk are flagged, and the Student Success Coach is able to intervene before the student drops the course or fails the course. Additionally, all incoming first-time freshmen are required to take a one-hour online orientation course in Canvas. For the first time, students in the orientation course are learning during their first semester of college how to prepare for online courses, navigate Canvas and Banner, and utilize online and face-to-face student services offered by the College.

Goal 6.3: Improve state and national licensure rates.

Assessment Results: Associate Degree Nursing – NCLEX-RN (The Benchmark is established by the ACEN, which includes the three-year mean for the licensure passage rate); Practical Nursing – NCLEX-PN – 90% Overall; Medical Laboratory Technology – National ASCP BOC – 75%; Radiologic Technology – ARRT Exam – 75%; Dental Hygiene – National Board Dental Hygiene Exam = 75%

Program	Accrediting Agencies and Other Organizations	Examination	Accreditation Passage Rate Benchmark	Class of 2013	Class of 2014	Class of 2015
Associate Degree Nursing	Accreditation Commission for Education in Nursing and by the Board of Trustees of Institutions of Higher Learning	NCLEX-RN	86% - 2013 Three-Year Mean 83% - 2014 Three-Year Mean 81% - 2015 Three-Year Mean *See Below	87%	86%	85%
Practical Nursing	Mississippi Community College Board	NCLEX-PN	90% Overall	100%	97%	96%
Medical Laboratory Technology	National Accrediting agency for Clinical Laboratory Sciences (NAACLS)	National ASCP BOC (Board of Certification)	75%	70%	86%	75%
Radiologic Technology	The Joint Review Committee on Education in Radiologic Technology (JRCERT)	American Registry of Radiologic Technology (ARRT) examination	75%	82%	83%	70%
Dental Hygiene	Commission on Dental Accreditation (CODA)	National Board Dental Hygiene Examination	75%	100%	100%	100%

* The benchmark established by the Accreditation Commission for Education in Nursing (ACEN) includes the three-year mean for the licensure pass rate (1st write) is above the national mean for the same three-year period.

* The benchmark established by the Institutions of Higher Education (IHL) is as follows: Annual NCLEX rates for all test takers (1st and repeat) will be 80% or above the three-year period

Analysis and Improvements - Partially Accomplished: The College strives to be at or above each threshold set by the program accrediting bodies. In order to meet the standards of the health science individual accrediting bodies, Mississippi Delta Community College feels that this threshold is appropriate for the institution. Thresholds have been achieved for the past two years for Associate Degree Nursing, Practical Nursing, Medical Laboratory Technology, and Dental Hygiene. The institution did not meet the 75% threshold for Radiologic Technology for the Class of 2015.

To improve the student achievement results, the Radiologic Technology faculty introduced the HESI. Students now have access to review material much earlier in the program. The faculty provide tutoring to students who are having difficulty with the HESI and information on the HESI. Students are also able to attend the Kettering Seminar in April for additional assistance.

Goal 6.4: Increase degree and certificate attainment.

Assessment Results: Benchmark: Completers will increase by 10% for Associate of Arts, Associate of Applied Science, and certificate programs as compared to completion data on the latest Report Card by the end of year five of the strategic plan (from 266 to 293 for Associate of Arts graduates; from 158 to 174 for Associate of Applied Science Degree graduates; from 140 to 154 for Certificate graduates)

University Parallel Graduates –Associate of Arts	2012 Report Card	2013 Report Card	2014 Report Card
MDCC Average – AA Graduates	265	173	266
Technical Graduates – Associate of Applied Science	2012 Report Card	2013 Report Card	2014 Report Card
MDCC Average – AAS Degree Graduates	137	150	158
Certificate Graduates – Certificate of Completion	2012 Report Card	2013 Report Card	2014 Report Card
MDCC Average – Certificate Graduates	117	122	140

Analysis and Improvements - Ongoing: Although enrollment has seen a decline over the past few years, completion rates have increased. The institution is committed to improving its retention and completion rates as evidenced by the addition of two Student Success Coaches and an Online Student Success Coach. Success coaches assist faculty with intervention techniques targeted for at-risk students. One obstacle that was identified as a reason for students missing class was a lack of transportation.

During the 2016-2017, MDCC created Delta Rides, a partnership with a local bus company to transport students to and from campus.

Goal 6.5: Increase students' college readiness success in developmental mathematics and developmental English.

Assessment Results: Benchmarks: 1) 75% of First-Time, Full-Time Students Will Progress from Developmental English to English Composition I and Successfully Complete the Course; 2) 72% of First-Time, Full-Time Students Will Progress from Developmental Mathematics to Intermediate Algebra and Successfully Complete the Course; 3) 72% of First-Time, Full-Time Students Will Progress from Intermediate Algebra to College Algebra and Successfully Complete the Course

College Readiness	Fall 2010 Cohort 2012 Report Card	Fall 2011 Cohort 2013 Report Card	Fall 2012 Cohort 2014 Report Card
College Readiness Success Full-Time Students (Developmental English)	82.0% of First-Time Students Progressed from Dev English to English Composition I and Successfully Completed the Course	80.5% of First-Time Students Progressed from Dev English to English Composition I and Successfully Completed the Course	78.5% of First-Time Students Progressed from Dev English to English Comp I and Successfully Completed the Course
Mississippi Community College System Average	State Progress Rate: 72.2%	State Progress Rate: 75.5%	State Progress Rate: 75.7%
College Readiness Success Full-Time Students (Developmental Mathematics)	59.3% of First-Time Students Successfully Progressed to and Completed Intermediate Algebra with 69.7% Progressing to College Algebra and Successfully Completing the Course	67.2% of First-Time Students Successfully Progressed to and Completed Intermediate Algebra with 72.1% Progressing to College Algebra and Successfully Completing the Course	66.0% of First-Time Students Successfully Progressed to and Completed Intermediate Algebra with 66.7% Progressing to College Algebra and Successfully Completing the Course
Mississippi Community College System Average	State Progress Rate: 69.1% - Intermediate Algebra 74.6% - College Algebra	State Progress Rate: 70.6% - Intermediate Algebra 75.7% - College Algebra	State Progress Rate: 73.3% - Intermediate Algebra 77.1% - College Algebra

Analysis and Improvements - Ongoing: The Strategic Planning Sub-Committee for Student Outcomes met and reviewed developmental education achievement rates across Mississippi's community college system as well as Mississippi Delta Community College's results for the last three years. As a result, the College set thresholds that would be obtainable and allow the institution to increase over time.

Over the last few years, the College has met its threshold for students enrolled in Development English. To meet its threshold for in mathematics, the mathematics faculty, particularly in developmental mathematics, implemented several changes in Fall 2016: reviewed mathematics curriculum and content for each course; revised course syllabi to reflect the findings from the curriculum review; piloted new teaching strategies for mathematics courses; limited each developmental mathematics course to one semester (In the past, students could spread the course requirements over two semesters, which resulted in a large number of students withdrawing and not persisting toward a degree).

Goal 6.6: Increase students' job placement rates.

Assessment Results: Benchmarks: Career-Technical Programs = 85%; Associate Degree Nursing = 90%; Practical Nursing = 90%; Medical Laboratory Technology = 90%; Radiologic Technology = 60%; Dental Hygiene = 80%

Placement Rates Career-Technical	Threshold	2012 Report Card	2013 Report Card	2014 Report Card
Career-Technical Programs	85%	77.8%	80.5%	86.1%
Placement Rates Health Sciences	Threshold	Class of 2013	Class of 2014	Class of 2015
Associate Degree Nursing	90%	97%	94%	100%
Practical Nursing	90%	100%	92%	93%
Medical Laboratory Technology	90%	100%	86%	88%
Radiologic Technology	60%	100%	90%	90%
Dental Hygiene	80%	100%	89%	100%

Analysis and Improvements - Ongoing: The above thresholds are set by the individual program accrediting bodies. The College strives to be at or above each threshold set by the program accrediting bodies. In order to meet the standards of the health science individual accrediting bodies, Mississippi Delta Community College feels that health science thresholds are appropriate for the institution. In addition, the State of Mississippi, the Mississippi Legislature, business and industry, and citizens of the state are provided results for each Report Card. To stay competitive with the other 14 community colleges and meets its mission of providing a "quality education," Mississippi Delta Community College feels that this threshold for Career-Technical programs is appropriate for the institution.

Thresholds have been achieved for the past three years for Associate Degree Nursing, Practical Nursing, Medical Laboratory Technology, Radiologic Technology, and Dental Hygiene. The institution has not met the job placement threshold for career-technical programs.

To improve job placement rates for career-technical programs, the College has developed partnerships with local business and industry. The Career-Technical Division hosted an advisory meeting in September of 2016. Surveys were administered to gather input and suggestions for improvement from business and industry representatives. Career-Technical program coordinators and faculty have made a concerted effort to continue these conversations with business and industry. A recruiter for Career-Technical education was hired in October of 2016. Not only does the recruiter recruit potential candidates for the Career-Technical programs but also as a liaison between the division and business and industry.

Goal 6.7: Increase student enrollment.

Assessment Results: Benchmarks: Increase Student Fall Enrollment by 10%, or 2,609 students, by year five of the Strategic Plan (Using Fall 2016 Enrollment of 2,372)

Fall Student Enrollment	Fall 2014	Fall 2015	Fall 2016
MDCC Fall Enrollment	2,702	2,374	2,372

Analysis and Improvements - Ongoing: The Strategic Planning Sub-Committee for Initiative 6 met and reviewed enrollment across Mississippi's community college system as well as population trends in the College's seven-county service area. Unemployment rates and other factors of the Mississippi Delta were also studied. Based upon studying institutional, population, and workforce data of the Mississippi Delta service region, the College set the threshold at a 10% increase.

Mississippi Delta Community College monitors enrollment daily and identifies students who are at risk of dropping out through Banner online software. Fall 2016 enrollment resulted in a slight decrease in student headcount enrollment. Although the headcount did not increase, Mississippi Delta's Full-Time Equivalency numbers increased by 0.3 percent.

The College has addressed the enrollment decline through recruitment and marketing efforts developed by the institution's stakeholders. To increase enrollment and meet the threshold for Fall 2017, the College added to its one-person recruitment officer by hiring a recruiter devoted strictly to Career-Technical and

Health Science programs. By hiring an additional recruiter and clarifying the job positions of each recruiter, the College has been able to expand its recruitment efforts. As a result, the College has increased the number of recruitment visits to high schools, community job fairs, and college awards days.

Goal 6.8: Increase students' retention rates

Assessment Results: Benchmark: 59% Fall-to-Fall Retention Rate (59%=state average of Mississippi's community colleges on the latest Report Card)

Fall-to-Fall Student Retention	2012 Report Card	2013 Report Card	2014 Report Card
MDCC Average	53.7%	54.8%	59.3%
Mississippi Community College System Average	56.2%	58.8%	58.7%

Analysis and Improvements: The Mississippi System Average of 58.7% on the 2014 Report Card was used to set the threshold for Fall-to-Fall retention rates. The College strives to be at or above the 59% state average.

Accomplished: Retention at Mississippi Delta Community College is benchmarked against the community college system average. Data on the on the 2015 Report Card revealed that Mississippi Delta Community exceeded its threshold with a 61.1% Fall-to-Fall Retention Rate.

The institution is committed to improving its retention rates as evidenced by the addition of two Student Success Coaches and an Online Student Success Coach in 2016. Success coaches assist faculty with intervention techniques targeted for at-risk students. One obstacle that was identified as a reason for students missing class was a lack of transportation. During the 2016-2017, MDCC created Delta Rides, a partnership with a local bus company to transport students to and from campus.

Strategic Initiative #7: College Image and Marketing

To improve college image and expand marketing strategies, MDCC will implement the following goals:

Goal 7.1: Provide a marketing presence across MDCC's seven-county service area.

Assessment Results - Ongoing: Digital billboards within the seven county service areas are currently in use for advertising and marketing purposes.

Analysis and Improvements: Public Relations had met and decided to place display cases and other promotional items throughout the seven-county service area in 2018-2019.

Goal 7.2: Provide an electronic billboard along Highway 82 and on the main campus with daily events, weekly events, faculty/staff member of the week or month, student of the week or month, and other newsworthy items)

Assessment Results - Ongoing: The IT Department has designed a digital signage platform for all campus displays. The Public Relations Office has assisted IT in these efforts for design and ongoing distribution of content.

Analysis and Improvements: An extension of digital signage to off-campus locations (i.e. digital billboard on Hwy 82) will be implemented in 2019.

Goal 7.3: Improve campus facilities, landscaping, and grounds.

Assessment Results - Ongoing: Committees have been created to assist the Director of Maintenance with the beautification of the campuses. Two committees are charged with assisting in this area. The purpose of the Facilities Committee is to plan for the construction and renovation of facilities that will enhance the overall appearance and learning environment of Mississippi Delta Community College. The Campus Beautification Committee works with the Director to enhance campus aesthetics.

Use of Results and Improvements:

Goal 7.4: Host community events.

Assessment Results - Ongoing: Expanded community-related offerings to all campuses. Partnered with the Office of Enrollment Management in hosting recruiting-related events on all campuses.

Goal 7.5: Utilize "star" students and faculty to recruit in local schools and the community.

Assessment Results - Ongoing: Delta Delegation and Student Voices currently serve as star students to recruit in local schools and the community. Faculty have been involved in more recruitment efforts.

Analysis and Improvements: The Office of Enrollment Management staff have met and decided to include additional student groups (student groups from CTE etc). Students receiving Deans & Presidential scholarships will also be utilized as part of their scholarship requirements.

Goal 7.6: Increase campus advertising efforts.

Assessment Results - Ongoing: In addition to existing marketing and public relations efforts, two feature articles have been written and distributed across various media outlets each month beginning August 2016. Articles focused on alumni, graduates and current students.

Analysis and Improvements: The college website is the primary method utilized by all constituents in search of information. Internal and external communication is driven by content located on the website.

While email, print, and other methods of interacting with students and parents remain vitally important, research shows that the website has taken center stage in the effort to convey key messages and engage prospective students. In an effort to keep the college website fresh, relevant, and engaging to students, while also promoting ownership and participation from multiple campus users, it is necessary to implement a new Content Management System (CMS). A new CMS will increase campus advertising efforts by offering information that is detailed, accurate, up-to-date, easy to find, and focused on the issues of most concern to all constituents. This process will include a website redesign and new templates (for MDCC, Capps Center, and the GHEC websites). The new website design will begin 2018.