



FIVE-YEAR STRATEGIC PLAN

MONTGOMERY COMMUNITY COLLEGE
CHAD BLEDSOE, PRESIDENT

1011 PAGE STREET | TROY, NORTH CAROLINA 27371 | (910) 898-9600

MISSION STATEMENT

Montgomery Community College provides life-long educational opportunities that prepare individuals for existing and emerging careers and personal growth.

COLLEGE GOALS

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

Goal 1: Develop and implement **instructional programs and student support services** with the assessed needs of the constituent groups in the College's service area and with state, regional, and national standards.

Goal 2: Provide **facilities, technologies,** and information services that enhance student learning.

Goal 3: Support businesses, industries, and **community initiatives** through educational services that facilitate economic growth and workforce training and, as appropriate, aid in economic development efforts.

Goal 4: Create a culture for employing, training, and retaining **quality faculty and staff** to support student success.

Goal 5: Develop and manage human, financial, and infrastructure resources essential to **fiscal stability** and meeting student and community needs.

Goal 6: Consistent with the College mission, using a systematic institutional planning process, engaging in **institutional planning and effectiveness** to strengthen current programs and offerings, while working to identify growing and emerging careers where the College can offer new programs that provide high quality careers to promote the public good of the county, region, and state.

VALUES

Collaboration
Accessibility
Respect
Excellence
Scholarship

President's Message

I am proud to share with you Montgomery Community College's five-year strategic plan covering the years 2025-2030. This document is built upon our storied legacy, while articulating key goals and establishing MCC's path forward.



This plan is the result of countless hours of work by members of the MCC community. We gathered information, analyzed data, engaged in thoughtful discussion, and blended ideas into the present document. Our commitment to collaboration, diversity in ideas, and thoughtful decision-making results in this document of which we are proud.

While keeping our mission, vision, and values, our discussion led to the development of new college goals in the areas of instructional programs and student support services, facilities and technologies, community initiatives, quality faculty and staff, fiscal stability, and institutional effectiveness. Consistent with our mission, discussions and data gathered through our strategic planning processes led to the development of redesigned strategic goals that meet the demands of our institution. Not only did we agree upon and articulate these goals, but we are excited about them! Please join me in thanking faculty, staff, community members, students, and our board of trustees for their continued dedication to this critical task. As we look forward, we confidently face the future and look forward to becoming all that MCC can be for its service area, region, state, and country.

Sincerely,

Chad A. Bledsoe

Chad A. Bledsoe, Ph.D., President
Montgomery Community College

STRATEGIC GOALS 2025-2030

MARKETING, COMMUNITY ENGAGEMENT and COMMUNITY COMMUNICATION GOAL

Montgomery Community College employees will support the College's services and programs by engaging in targeted marketing, enhancing community visibility, and delivering clear and effective public communications.

STUDENT RECRUITMENT and RETENTION GOAL

Montgomery Community College employees will develop and implement a comprehensive strategy to deliver cutting-edge recruitment and retention services that effectively support students.

COURSES and PROGRAMMING GOAL

Montgomery Community College employees will coordinate the College's instructional disciplines to consistently and effectively prepare individuals for current and emerging careers, while equipping them to become leaders in their communities.

Approved by the Board of Trustees 06/11/2025

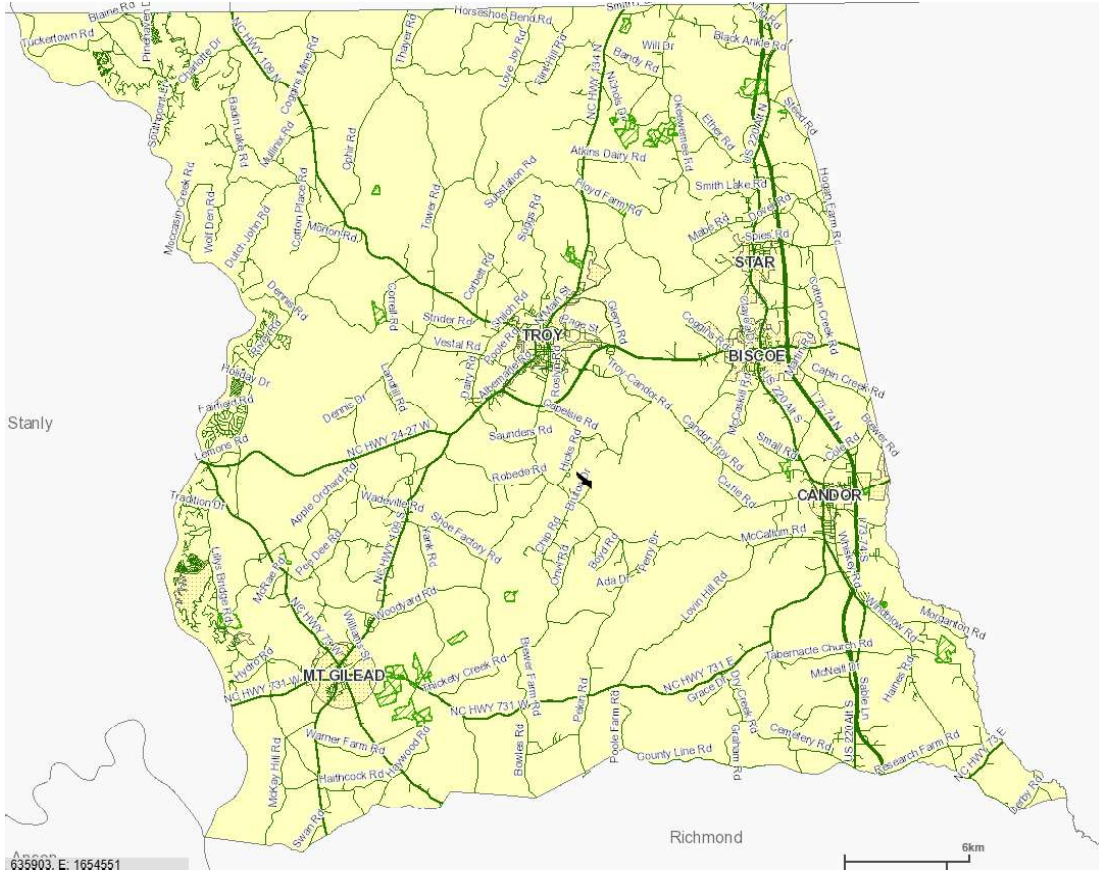


STRATEGIC PLAN GOALS OBJECTIVES: YEAR ONE

Strategic Goal	Objective	Responsible Positions	2025-2026 Progress	Assessment and Future Action
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MONTGOMERY COUNTY PROFILE

(AT THE TIME OF LONG-RANGE 2025-2030 STRATEGIC PLANNING)



Area Profile

ACCESSNC (May 2025)

TOTAL JOBS	BIZ ESTABLISHMENTS	AVERAGE WEEKLY WAGE	MEDIAN HH INCOME
8,845 2024 Q3	621 2024 Q3	\$919 2024 Q3	\$55,005 2023
UNEMPLOYMENT RATE	EMPLOYED	UNEMPLOYED	LABOR FORCE
3.8% March 2025	10,200 March 2025	404 March 2025	10,604 March 2025



Demographics

ACCESSNC (May 2025)

2023 Certified Population	25,833
Population Percentage Change	1.5%
NC Certified Population Estimate July 2030	26,200
Population Percentage Change	0.4%

DEMOGRAPHICS AND COMMUTING

Montgomery County

POPULATION

25,833

Certified Population Estimate
2023

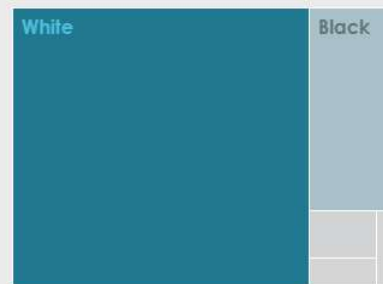
385 (1.5%)

CHANGE FROM PREVIOUS YEAR

0

CHANGE FROM FIVE YEARS AGO

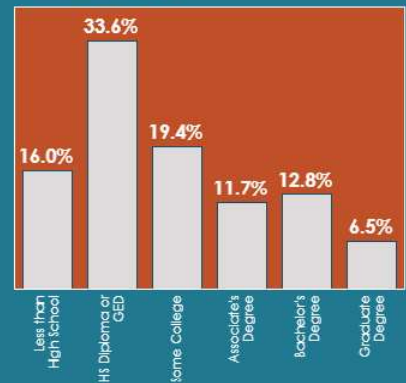
POPULATION BY RACE And Hispanic Ethnicity



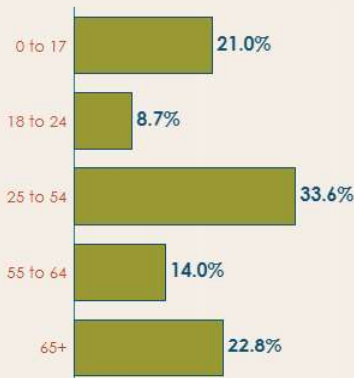
Hispanic Population
3,981
(15.4% of total population)

EDUCATION

Population Age 25+



POPULATION AGE



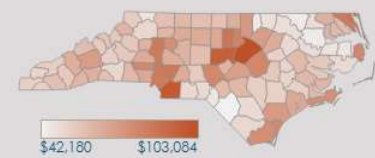
COMMUTING



HOUSEHOLDS

Median Household Income

\$55,005



Poverty Rate

15.6%



NC DEPARTMENT
of COMMERCE
LABOR & ECONOMIC
ANALYSIS

JOBS (Quarterly Census of Employment and Wages)

Montgomery County

SELECT AN INDUSTRY SECTOR

Total, All Industries

SNAPSHOT

8,845

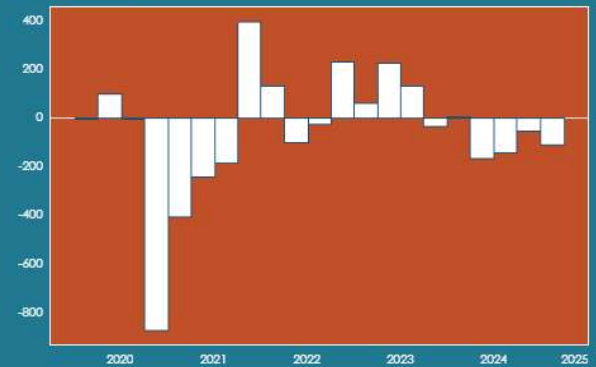
Total, All Industries Jobs
2024 Q3

-110 ↓ (-1.2%)
JOB CHANGE OVER THE YEAR

\$919
AVERAGE WEEKLY WAGE

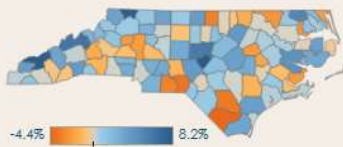
TREND

Quarterly Jobs Compared to Previous Year
Total, All Industries



COMPARISON

Job Change from One Year Ago
Total, All Industries



INDUSTRIES

Jobs and Percent of Area Total



DATA

Total, All Industries

	Jobs	Avg Wkly Wage	Establishments
2024 Q3	8,845	\$919	621
2024 Q2	9,078	\$931	620
2024 Q1	8,966	\$916	619
2023 Q4	8,993	\$971	605
2023 Q3	8,955	\$879	597
2023 Q2	9,134	\$939	591
2023 Q1	9,113	\$874	591
2022 Q4	9,161	\$939	594
2022 Q3	8,948	\$884	591
2022 Q2	9,172	\$971	586
2022 Q1	8,900	\$842	590
2021 Q4	8,935	\$965	572
2021 Q3	8,887	\$882	564
2021 Q2	8,940	\$1,016	544
2021 Q1	9,007	\$742	529

LABOR FORCE (Local Area Unemployment Statistics)

Montgomery County

SNAPSHOT

3.8% Unemployment Rate

March 2025

-0.1 ↓
FROM PREVIOUS MONTH

0.0 ↔
FROM LAST YEAR

TREND

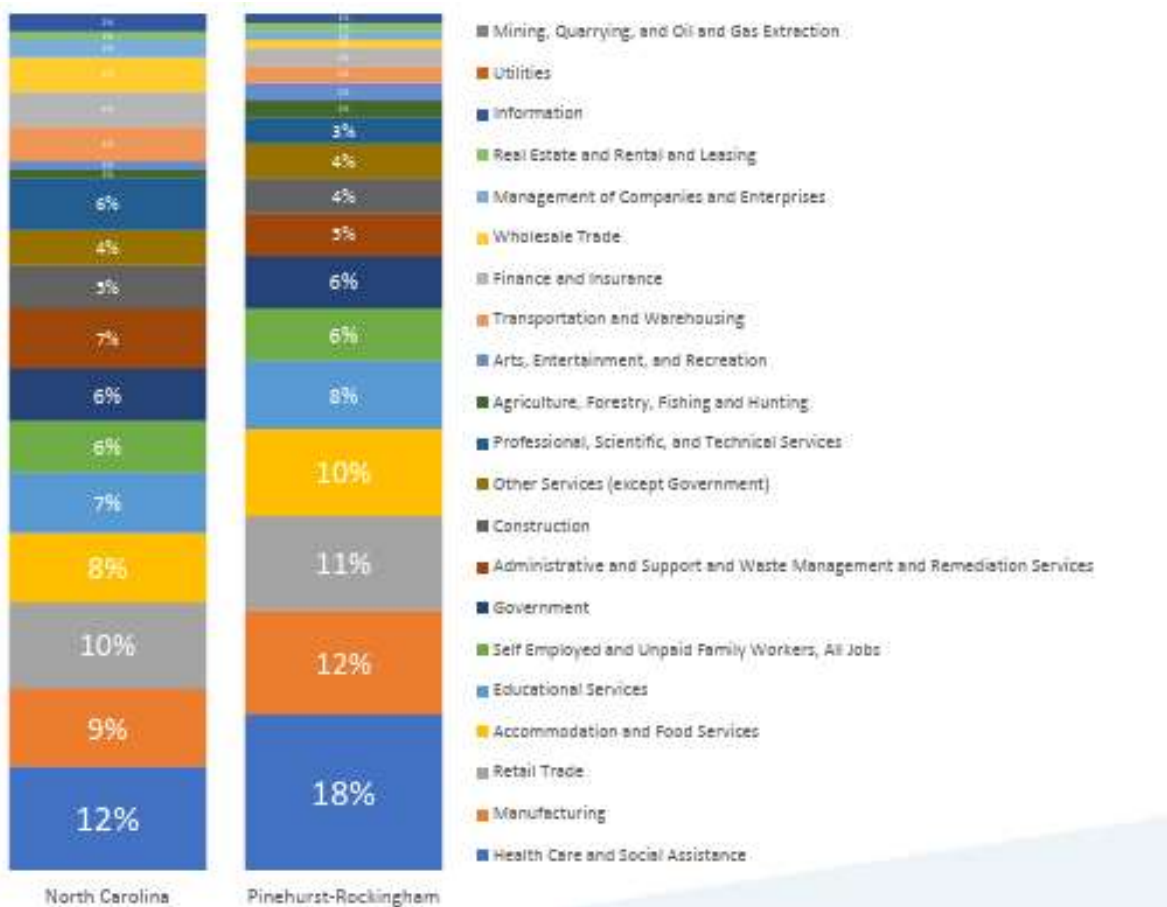
Size of Labor Force



Existing Industry Sectors and Occupational Groups

Industry

In 2022, four industries – Accommodations and Food Services, Retail Trade, Manufacturing, and Health Care and Social Assistance – each accounted for over 10% of jobs in the Pinehurst-Rockingham region (a combined 34,712 out of 66,337 jobs in the area). An additional five industry sectors each boasted between 4.1-8.0% of the total job count, including Construction on (2,723 jobs), Administrative and Support and Waste Management and Remediation Services (3,148 jobs), Government (3,931 jobs), Self Employed and Unpaid Family Workers (3,953 jobs), and Educational Services (5,297 jobs). Collectively, these nine industries account for over 81% of positions in the Pinehurst-Rockingham region in 2022. In contrast, five sectors – Mining, Quarrying, and Oil and Gas Extraction; Utilities; Information; Real Estate and Rental and Leasing; and Management of Companies and Enterprises – had less than 550 jobs and accounted for less than 1.0% of the total job market. Other sectors – for example, Wholesale Trade and Finance and Insurance – accounted for between 1.5% (roughly 1,000 jobs) and 3.9% (around 2,600 jobs) of the market. The figure below shows the statewide and regional distribution of the workforce in each industry sector



Source: 2025 Pinehurst-Rockingham Region Labor Market Analysis

Occupational Groups

The occupational landscape consists of twenty-two occupational groups, the smallest of which (Legal Occupations) was estimated to contain 250 positions in 2022, and the largest of which (Office and Administrative Support Occupations) was estimated to have 7,401 positions in 2022 in the Pinehurst-Rockingham region, representing between 0.4% and 11.2% of the total workforce in this area. Other smaller occupational groups include Life, Physical, and Social Science Occupations (253 jobs), Architecture and Engineering Occupations (390 jobs), and Arts, Design, Entertainment, Sports, and Media Occupations (590 jobs). In total, thirteen occupational groups have less than 3,000 jobs, each representing less than 5.0% of the total workforce. In contrast, in addition to Office and Administrative Support Occupations, five other groups had more than 5,000 positions in Pinehurst-Rockingham in 2022 – Healthcare Practitioners and Technical Occupations (5,148 jobs), Transportation and Material Moving Occupations (5,415 jobs), Food Preparation and Serving Related Occupations (5,934 jobs), Production Occupations (5,955 jobs), and Sales and Related Occupations (6,052 jobs). Each of these groups comprised between 7.8-9.1% of the total workforce. The figure below shows the statewide and regional distribution of the workforce in each occupational group

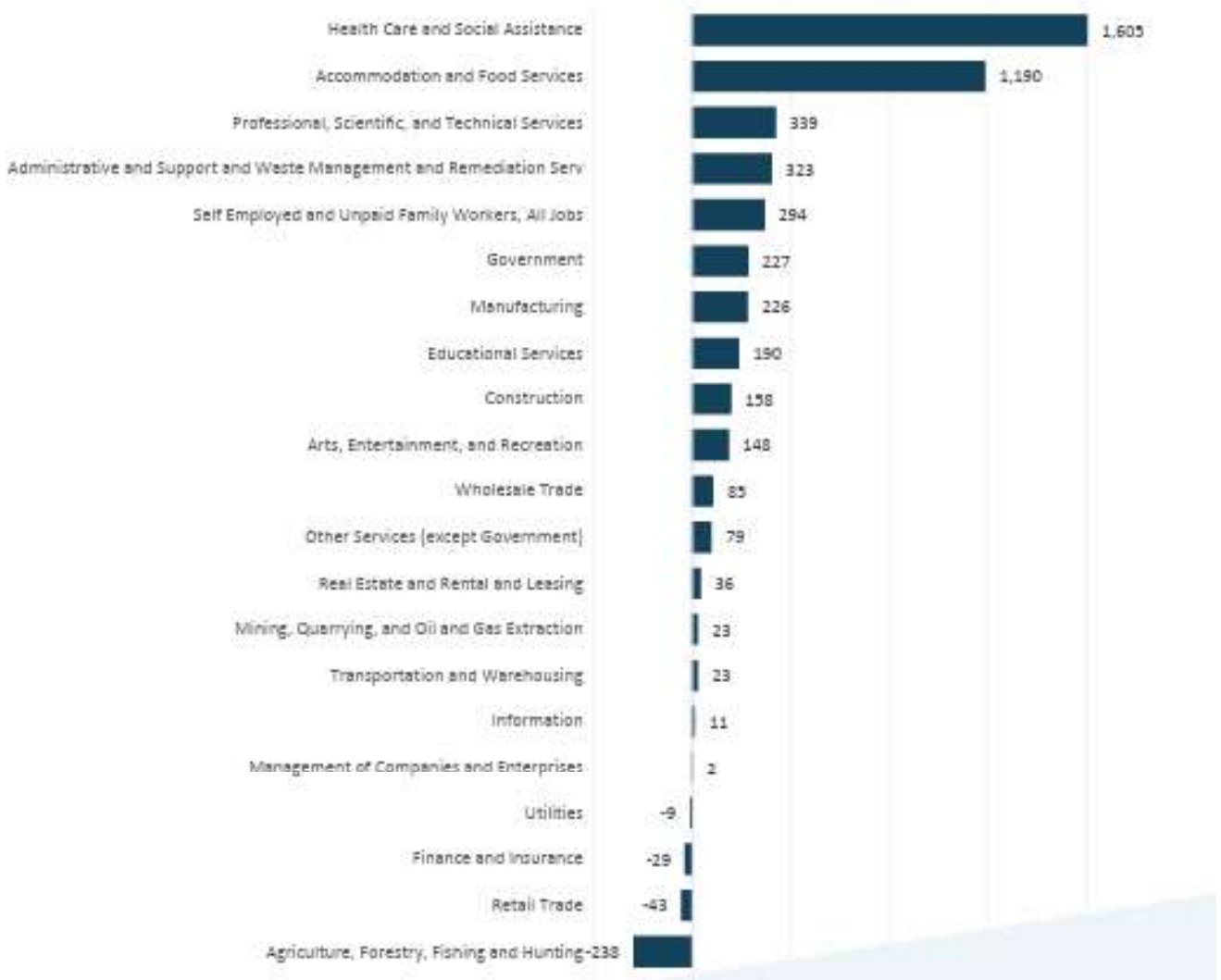


Source: 2025 Pinehurst-Rockingham Region Labor Market Analysis

Regional Industry and Occupational Projection

Industry Projections

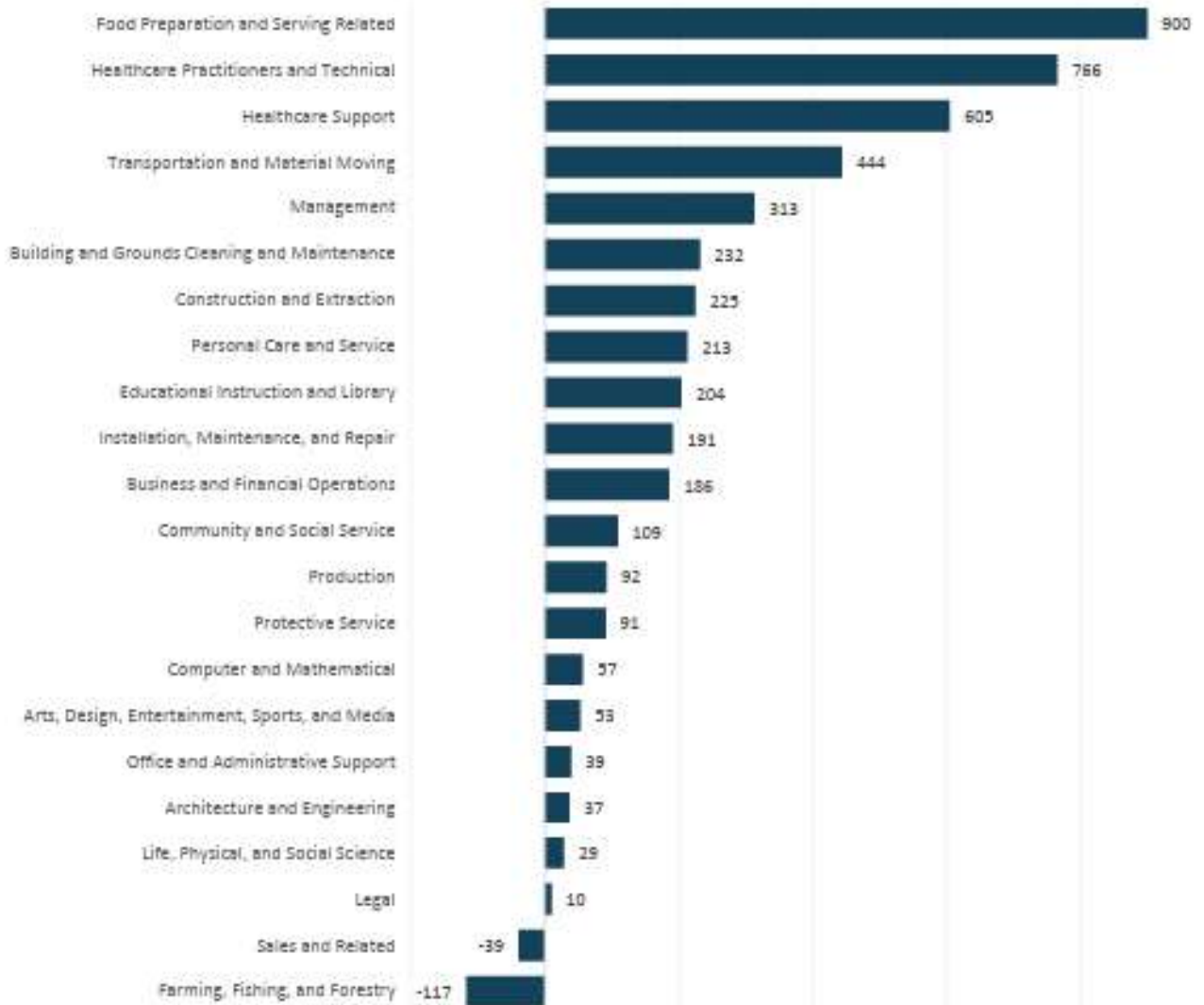
Based on the latest projections, the Pinehurst-Rockingham region is expected to add around 4,600 jobs between 2022 and 2032. Two large sectors are projected to add over 1,000 positions, including Health Care and Social Assistance (+1,605 positions, 13.3% growth) and Accommodation and Food Services (+1,190 positions, 17.1% growth). In addition, two smaller sectors are expected to grow by over 12%: Mining, Quarrying, and Oil and Gas Extraction (+23 jobs, 12.6% growth) and Professional, Scientific, and Technical Services (+339 jobs, 17.4% growth). In contrast, while most industry sectors are expected to grow in the Pinehurst-Rockingham region between 2022 and 2032, four are expected to lose jobs. Namely, Agriculture, Forestry, Fishing and Hunting, Retail Trade, Finance and Insurance, and Utilities are expected to decrease positions by 0.6% to 15.4%. The figure below shows the projected net growth across the ten-year period for each industry sector.



Source: 2025 Pinehurst-Rockingham Region Labor Market Analysis

Occupational Group Projections

Occupational employment is divided among twenty-two occupational groups, thirteen of which are expected to change by less than 200 positions in the Pinehurst-Rockingham region between 2022 and 2032. Given the small share of several occupational groups, there still represents an 11.5% or greater increase for Life, Physical, and Social Science Occupations (+29 jobs) and a 10.3% decrease for Farming, Fishing, and Forestry Occupations (-117 jobs). Meanwhile, three larger groups are expected to gain over 600 positions (and grow by 14.9% or greater), including Food Preparation and Serving Related Occupations (+900 jobs), Healthcare Practitioners and Technical Occupations (+766 jobs), and Healthcare Support Occupations (+605 jobs). These three groups alone represent about half of the net growth in expected jobs (2,271 out of 4,640 added positions). Across all groups, Farming, Fishing, and Forestry Occupations and Sales and Related Occupations are the only groups projected to lose positions. The figure below shows the projected net growth across the ten-year period for each occupational group.



Source: 2025 Pinehurst-Rockingham Region Labor Market Analysis

High-Demand Occupational Opening and Earning Forecast

Occupation Title	Median Earnings	Annual Openings
Home Health and Personal Care Aides	\$29,021	272
Nursing Assistants	\$35,732	212
Registered Nurses	\$80,679	115
First-Line Supervisors of Food Preparation and Serving Workers	\$39,639	108
Maintenance and Repair Workers, General	\$44,892	88
Miscellaneous Assemblers and Fabricators	\$32,765	85
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$40,663	82
Farmers, Ranchers, and Other Agricultural Managers	*	79
Bookkeeping, Accounting, and Auditing Clerks	\$44,072	79
Heavy and Tractor-Trailer Truck Drivers	\$49,270	73
Childcare Workers	\$29,446	70
Teaching Assistants, Except Postsecondary	\$26,687	64
Medical Assistants	\$41,618	54
Light Truck Drivers	\$37,322	49
Medical Secretaries and Administrative Assistants	\$38,909	42
First-Line Supervisors of Production and Operating Workers	\$63,977	37
Licensed Practical and Licensed Vocational Nurses	\$59,658	37
Dental Assistants	\$47,518	35
Exercise Trainers and Group Fitness Instructors	\$38,305	35
Preschool Teachers, Except Special Education	\$30,866	35
First-Line Supervisors of Construction Trades and Extraction Workers	\$66,815	33
Accountants and Auditors	\$70,091	32
Police and Sheriff's Patrol Officers	\$50,111	30
Logging Equipment Operators	\$43,345	30
Carpenters	\$42,023	29
Automotive Service Technicians and Mechanics	\$46,872	29
Bus Drivers, School	\$35,380	29

*Represents a cell with insufficient data to calculate median.

Source: 2025 Pinehurst-Rockingham Region Labor Market Analysis

**STAR JOBS
PINEHURST-ROCKINGHAM REGION**

HIGH SCHOOL DIPLOMA and WORK EXPERIENCE			
STAR RATING	OCCUPATION	MEDIAN HOURLY WAGE	MEDIAN ANNUAL WAGE
5	Chefs and Head Cooks	\$ 34.62	\$ 72,019
5	Electrical Power-Line Installers	\$ 29.37	\$ 61,099
5	Electricians	\$ 18.70	\$ 38,886
5	First-Line Supervisors -Construction Trades	\$ 30.85	\$ 64,178
5	First-Line Supervisors – Landscaping	\$ 26.70	\$ 55,540
5	Food Service Managers	\$ 24.89	\$ 51,776
5	Insurance Sales Agents	\$ 21.24	\$ 44,180
5	Medical Secretaries	\$ 15.83	\$ 32,929
5	Plumbers, Pipefitters, and Steamfitters	\$ 20.08	\$ 41,767
5	Property, Real Estate and Community Association Managers	\$ 35.25	\$ 73,315

Source: NC Department of Commerce Labor & Economic Analysis

POSTSECONDARY TRAINING			
STAR RATING	OCCUPATION	MEDIAN HOURLY WAGE	MEDIAN ANNUAL WAGE
5	Dental Assistants	\$ 17.91	\$ 37,251
5	Heating, Air Conditioning, and Refrigeration Mechanics	\$ 20.25	\$ 42,128
5	Massage Therapists	\$ 29.98	\$ 62,366
5	Medical Assistants	\$ 15.90	\$ 33,074
4	Heavy and Tractor-Trailer Truck Drivers	\$ 18.67	\$ 38,825
4	Licensed Practical Nurse	\$ 21.70	\$ 45,137
4	Medical Records and Health Information Technicians	\$ 16.65	\$ 34,634
4	Phlebotomists	\$ 14.51	\$ 30,183
4	Surgical Technologist	\$ 21.00	\$ 43,677
3	Automotive Service Technicians and Mechanics	\$ 14.67	\$ 30,521

Source: NC Department of Commerce Labor & Economic Analysis

ASSOCIATE DEGREE			
STAR RATING	OCCUPATION	MEDIAN HOURLY WAGE	MEDIAN ANNUAL WAGE
5	Dental Hygienists	\$ 26.55	\$ 55,232
5	Occupational Therapy Assistants	\$ 22.94	\$ 47,722
5	Paralegals and Legal Assistants	\$ 20.70	\$ 43,066
5	Physical Therapists Assistants	\$ 29.24	\$ 60,814
5	Radiologic Technologist	\$ 27.22	\$ 56,627
4	Civil Engineering Technicians	\$ 23.62	\$ 49,129
4	Computer Network Support Specialist	\$ 27.79	\$ 57,802
4	Medical Equipment Repairers	\$ 23.00	\$ 47,844
4	Web Developers	\$ 26.51	\$ 55,148
3	Architectural and Civil Drafters	\$ 21.73	\$ 45,205

Source: NC Department of Commerce Labor & Economic Analysis

BACHELOR'S DEGREE			
STAR RATING	OCCUPATION	MEDIAN HOURLY WAGE	MEDIAN ANNUAL WAGE
5	Accountants and Auditors	\$ 31.61	\$ 65,750
5	Computer and Information Systems Managers	\$ 45.84	\$ 93,354
5	Computer Systems Analysts	\$ 32.80	\$ 68,225
5	Construction Managers	\$ 52.88	\$ 109,983
5	Cost Estimators	\$ 33.59	\$ 69,859
5	Financial Analysts	\$ 35.78	\$ 74,422
5	Financial Managers	\$ 53.12	\$ 116,721
5	General and Operations Managers	\$ 47.62	\$ 99,052
5	Industrial Engineers	\$ 44.21	\$ 91,953
5	Loan Officers	\$ 25.49	\$ 53,014

Source: NC Department of Commerce Labor & Economic Analysis

