

2020-2025



# 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**, in traditional and distance learning formats, consistent 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.

**Goal 4:** Create a culture for employing 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 accrediting standards and the College mission, engage in ongoing, systematic institutional planning and evidence-based assessment, resulting in continuous quality improvement and **institutional effectiveness**.

## 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 2020-2025. 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.

Our discussions produced new vision and mission statements, in addition to six 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. Not only did we agree upon and articulate these goals, we are excited about them! Please join me in thanking faculty, staff, students, and our board of directors for their continued dedication to this critical task.

Given these recent times of difficulty, we acknowledge the unprecedented obstacles we faced during the first two years of this planning period. Yet we persevered! We not only survived, we have come through wiser, stronger, more empathetic and more capable of service to our stakeholders. We confidently face the future and look forward to becoming all that MCC can be for its community.



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

## Board of Trustee's Chair Message



On behalf of the Board of Trustees of Montgomery Community College, I would like to acknowledge our faculty and staff in their commitment to support the mission and goals of the College. Our Strategic Plan is foundational in mapping the future of the College as we support students and stakeholders alike. Steeped in the tradition of educating students, MCC fulfills the needs of the community in preparing a readied workforce to fill existing

and emerging careers.

In creating the basis of the Strategic Plan, our goals and mission are to strengthen MCC's partnership in the community and build on the aspirations established in 1967. Moving forward is paramount to the success of the College and strategic planning is a central focus in creating a culture of continued improvement. Cultivated in data driven decision-making, the Strategic Plan shares the outlook of our future today.

Notwithstanding the unexpected challenges of a pandemic, MCC has remained steadfast with uncompromising resilience to carry forward the traditions of furthering life-long education in Montgomery County. For this, the Board and I commend Dr. Bledsoe and all the faculty and staff for their unwavering character and professionalism in such trying times.

Claudia Bulthuis, Chair  
Montgomery Community College  
Board of Trustees

## STRATEGIC GOALS 2020-2025

### MARKETING, COMMUNITY ENGAGEMENT and COMMUNITY COMMUNICATION GOAL

Montgomery Community College employees will promote the College's services and programs through targeted marketing, increased community presence and effective public communications.

### STUDENT RECRUITMENT and RETENTION GOAL

Montgomery Community College employees will develop a comprehensive approach to provide state of the art recruitment and retention services to students.

### COURSES and PROGRAMMING GOAL

Montgomery Community College employees will integrate the College's instructional disciplines to effectively and continually train individuals for existing and emerging careers and prepare them to be leaders within their communities.

*Approved by the Board of Trustees February 12, 2020*



## STRATEGIC PLAN GOALS OBJECTIVES: YEAR ONE

Strategic Goal	Objective	Responsible Positions	2020-2021 Progress
<p><b>STRATEGIC GOAL 1 MARKETING, COMMUNITY ENGAGEMENT and COMMUNITY COMMUNICATION GOAL</b> Montgomery Community College employees will promote the College's services and programs through targeted marketing, increased community presence and effective public communications.</p> <p>College Goal 3: Support businesses, industries, and community initiatives through educational services that facilitate economic growth and workforce training.</p>	<p>Prepare employees to be college ambassadors by developing an internal communication tool</p>	<p>President Director of Marketing Director of Human Resources</p>	<p>Developed college intranet for sharing of information.</p> <p>Trained senior staff in communication processes.</p> <p>Created shared drive to house marketing materials.</p>
	<p>Identify local organizations where college employees can share updates and successes of the institution</p>	<p>President VP of Instruction Dean of Continuing Education Curriculum Deans Curriculum Program Chairs Curriculum FT Faculty Continuing Education Directors Foundational Studies Director Director of Educational Partnerships Coordinator of Prison Programming</p>	<p>Uwharrie Welcome Center, Troy.</p> <p>Local restaurants (Zeno's, Better Burger).</p> <p>Speckled Paw (community-based newsletter).</p>
	<p>Schedule specific (observable) promotion events/activities based on the local organizations identified, and share updates and successes of the institution.</p>	<p>President VP of Instruction Dean of Continuing Education Curriculum Deans Curriculum Program Chairs Curriculum FT Faculty Continuing Education Directors Foundational Studies Director Director of Educational Partnerships Coordinator of Prison Programming Director of Learning Resources</p>	<p>Attendance at community-specific festivals and fairs: Candor, Troy, Star, Mount Gilead.</p> <p>Advertising at community-specific festivals where we can't attend: Robbins, Carthage.</p> <p>Sponsorship of some MCS events.</p>
	<p>Work with the Director of Marketing to assess current marketing efforts and identify ways to expand reach within Montgomery County; report out on assessment findings and implement the new ways to expand reach.</p>	<p>President VP of Instruction Dean of Continuing Education Curriculum Deans Curriculum Program Chairs Curriculum FT Faculty Continuing Education Directors Foundational Studies Director Director of Educational Partnerships Coordinator of Prison Programming</p>	<p>Created 2022 Campus Marketing Plan.</p> <p>Active, beneficial editorial relationship with Montgomery Herald.</p> <p>Utilization of new media for promotion: outdoor billboards, radio, cable television.</p>
<p><b>STRATEGIC GOAL 2 STUDENT RECRUITMENT and RETENTION GOAL</b> Montgomery Community College employees will develop a comprehensive approach to provide state of the art recruitment and retention services to students.</p>	<p>Assess current student recruitment and retention practices to identify areas of possible improvement, and/or expansion.</p>	<p>VP of Instruction VP of Student Services Coordinator of Student Life &amp; Recruitment Dean of Continuing Education Curriculum deans Curriculum Program Chairs Curriculum FT Faculty Con Ed Directors Foundational Studies Director</p>	<p>Added a recruitment calendar.</p> <p>Documenting where the college is not recruiting to areas of the county.</p> <p>Expanding call lists for students.</p> <p>Examining recruitment using email, phone, text, etc.</p>

<p>College Goal 4: Create a culture for employing and retaining quality faculty and staff to support student success.</p>		<p>Director of Educational Partnerships Coordinator of Prison Programming Student Success &amp; Retention Specialist</p>	<p>Offered a College Open House.</p>
	<p>Examine recruitment and retention practices at other higher education institutions to identify best practices.</p>	<p>VP of Instruction VP of Student Services Coordinator of Student Life &amp; Recruitment Dean of Continuing Education Curriculum deans Curriculum Program Chairs Curriculum FT Faculty Con Ed Directors Foundational Studies Director Director of Educational Partnerships Coordinator of Prison Programming Student Success &amp; Retention Specialist</p>	<p>Added a Chat Bot for questions about enrollment.</p> <p>Expansion of AVISO.</p> <p>Could not visit other Colleges due to the COVID pandemic. Will move forward to the next academic year.</p>
	<p>Develop specific goals and measurements for recruiting students and retaining them after enrollment.</p>	<p>VP of Instruction VP of Student Services Coordinator of Student Life &amp; Recruitment Dean of Continuing Education Curriculum deans Curriculum Program Chairs Curriculum FT Faculty Con Ed Directors Foundational Studies Director Director of Educational Partnerships Coordinator of Prison Programming Student Success &amp; Retention Specialist</p>	<p>Tracked current rates, but could not set measurable goals due enrollment fluctuations caused by the COVID pandemic. Will move forward to the next academic year.</p>
	<p>Improve enrollment of underrepresented populations at the institution</p>	<p>VP of Instruction VP of Student Services Coordinator of Student Life &amp; Recruitment Dean of Continuing Education Curriculum deans Curriculum Program Chairs Curriculum FT Faculty Con Ed Directors Foundational Studies Director Director of Educational Partnerships Coordinator of Prison Programming Student Success &amp; Retention Specialist</p>	<p>Implemented AVISO Software</p> <p>Recruitment at special locations; local food bank, Department of Social Service, Highland Center, and Brutonville Center.</p> <p>Recruited at all MCS open houses and events to speak with parents.</p> <p>Attended community event such as Town Stage, Troy Fest, Mt. Gilead Cruise In.</p>
<p>STRATEGIC GOAL 3 COURSES and PROGRAMMING GOAL Montgomery Community College employees will integrate the College's instructional disciplines to effectively and continually train individuals for existing and emerging careers and prepare them to be leaders within their communities.</p>	<p>Identify areas where continuing education, curriculum, and business/industry training already integrate to train for existing and emerging skills and document best practices from those efforts.</p>	<p>VP of Instruction Dean of Continuing Education Curriculum Deans Curriculum Program Chairs Curriculum FT Faculty Con Ed Directors Coordinator of Prison Programming Director of IE</p>	<p>Worked with the NC Community College System Office on the Credit for Prior Learning initiative.</p> <p>Identified local opportunities to award credit for prior learning.</p>
<p>College Goal 1: Develop and implement instructional programs and student support services, in traditional and distance learning</p>	<p>Identify cross-programmatic skillsets needed by graduates to be successful after</p>	<p>VP of Instruction Dean of Continuing Education Curriculum Deans</p>	<p>Explored the addition of CAD training to curriculum and continuing education programs, including machining-oriented areas.</p>

<p>formats, consistent with the assessed needs of the constituent groups in the College's service area and with state, regional, and national standards.</p>	<p>graduation/course completion. Integrate training for those skillsets across all disciplines.</p>	<p>Curriculum Program Chairs Curriculum FT Faculty Con Ed Directors Coordinator of Prison Programming Director of IE</p>	<p>Offering combined continuing education and curriculum classes.</p>
	<p>Develop mechanisms for tracking graduates and completers after employment to gauge their success in their chosen field.</p>	<p>VP of Instruction Dean of Continuing Education Curriculum Deans Curriculum Program Chairs Curriculum FT Faculty Con Ed Directors Coordinator of Prison Programming Director of IE</p>	<p>Explored options for tracking graduates. Staff plan to offer a survey at graduation to track employment at graduation and gather contact information for future surveys.</p>
<p>STRATEGIC GOAL 2 STUDENT RECRUITMENT and RETENTION GOAL Montgomery Community College employees will develop a comprehensive approach to provide state of the art recruitment and retention services to students.</p> <p>College Goal 4: Create a culture for employing and retaining quality faculty and staff to support student success.</p>	<p>Implement a written procedure regarding onboarding of new hires.</p>	<p>Director of Human Resources VP of Administrative Services VP of Instruction and Student Services</p>	<p>Implementation of a written procedure was paused and will be revisited.</p>
	<p>Create a Personnel Handbook.</p>	<p>Director of Human Resources VP of Administrative Services VP of Instruction and Student Services</p>	<p>Creation of a Personnel Handbook was paused and will be revisited.</p>
<p>STRATEGIC GOAL 2 STUDENT RECRUITMENT and RETENTION GOAL Montgomery Community College employees will develop a comprehensive approach to provide state of the art recruitment and retention services to students.</p> <p>College Goal 2: Provide facilities, technologies, and information services that enhance student learning</p> <p>College Goal 5: Develop, and manage human, financial, and infrastructure resources essential to fiscal stability and meeting student and community needs.</p>	<p>Integrate Self Service into departmental and institutional budge processes.</p>	<p>VP of Administrative Services Director of Financial Services Accountant Purchasing Agent Account Payable/Receivable Specialist</p>	<p>Business Office conducted regular meetings with departments and divisions to review spending and budgetary processes utilizing Self Service.</p>
	<p>Enhance campus security and safety with the addition of security cameras.</p>	<p>VP Administrative Services Director of Facilities</p>	<p>Expanded campus security systems with the addition of security cameras campus-wide.</p>
<p>STRATEGIC GOAL 3 COURSES and PROGRAMMING GOAL Montgomery Community College employees will integrate the College's instructional disciplines to effectively and continually train individuals for existing and emerging careers and prepare them to be leaders within their communities.</p> <p>College Goal 6: Consistent with accrediting standards and the College mission, engage in ongoing, systematic institutional planning and evidence-based assessment, resulting in</p>	<p>Implementation of Strategic Plan and Goals (2020-2025); Strategic Goals will be incorporated into division and departmental operational Outcome Assessment Reports (OAR).</p>	<p>President VP of Instruction/Student Services VP of Administrative Services Director of Institutional Effectiveness Deans Directors</p>	<p>Newly created strategic goals were effectively implemented in division and departmental OARs.</p>



continuous quality improvement and institutional effectiveness.			
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## STRATEGIC PLAN GOALS OBJECTIVES: YEAR TWO

Strategic Goal	Objective	Responsible Positions	2021-2022 Progress
<p><b>STRATEGIC GOAL 1 MARKETING, COMMUNITY ENGAGEMENT and COMMUNITY COMMUNICATION GOAL</b> Montgomery Community College employees will promote the College's services and programs through targeted marketing, increased community presence and effective public communications.</p> <p>College Goal 3: Support businesses, industries, and community initiatives through educational services that facilitate economic growth and workforce training.</p>	Schedule specific (observable) promotion events/activities based on the local organizations identified, and share updates and successes of the institution.	President, VP of Instruction, Dean of Continuing Education, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Continuing Education Directors, Foundational Studies Director, Director of Educational Partnerships.	MCS Back to School Bash Open House CTE Curriculum Fair with HS and CTE Community Events
	Develop and implement a Marketing plan to promote Montgomery Community College within the college's service area.	President, Director of Marketing.	Deans worked with Kelly to develop a marketing plan for each of their area.
	In light of the COVID pandemic, expand and enhance communication methods to both attract and retain students.	President, VP of Instruction, Dean of Continuing Education, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Continuing Education Directors, Foundational Studies Director, Director of Educational Partnerships	Expanded use of Texting Aviso Communication System Aviso retention efforts
<p><b>STRATEGIC GOAL 2 STUDENT RECRUITMENT and RETENTION GOAL</b> Montgomery Community College employees will develop a comprehensive approach to provide state of the art recruitment and retention services to students.</p> <p>College Goal 4: Create a culture for employing and retaining quality faculty and staff to support student success.</p>	Investigate the feasibility of developing a First-Year Experience program that enhances the student experience on at the college.	President, VP of Instruction, Dean of Continuing Education, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Continuing Education Directors, Foundational Studies Director, Director of Educational Partnerships, and Student Success & Retention Specialist	Expand current efforts with the QEP Expansion of new student orientation More new student/first year information available on the website with short videos
	Seek funding to add a NCCCS Career Coach position.	VP of Instruction, VP of Student Services, Coordinator of Student Life & Recruitment, Dean of Continuing Education, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Con Ed Directors, Foundational Studies Director, Director of Educational Partnerships, and Student Success & Retention Specialist	NCCCS funding not available Repositioned existing staff to provide the services
	Improve enrollment of underrepresented populations at the institution.	VP of Instruction, VP of Student Services, Coordinator of Student Life & Recruitment, Dean of Continuing Education, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Con Ed Directors, Foundational Studies Director, Director of Educational Partnerships, and Student Success & Retention Specialist	Perkins numbers meet and exceeded negotiated levels Expanded recruitment opportunities Exploring Horticulture program for special needs students
	Assess retention and student satisfaction in courses impacted by the instructional support improvements.	VP of Instruction, VP of Student Services, Coordinator of Student Life & Recruitment, Dean of Continuing Education, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Con Ed Directors, Foundational Studies Director, Director of Educational Partnerships, and Student Success & Retention Specialist	Student satisfaction of instruction surveys were completed Student satisfaction with services was not completed for 2021-2022 Courses with less than 70% satisfactory completion rates identified and reviewed Graduation numbers reviewed

	Refine topic for QEP and begin planning and research of the topic	President, VP of Instruction, Dean of Continuing Education, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Continuing Education Directors, Foundational Studies Director, Director of Educational Partnerships, and QEP Director	Topic narrowed Literature reviewed Goals set Campus-wide involvement in the selection process
<p>STRATEGIC GOAL 3 COURSES and PROGRAMMING GOAL Montgomery Community College employees will integrate the College's instructional disciplines to effectively and continually train individuals for existing and emerging careers and prepare them to be leaders within their communities.</p> <p>College Goal 1: Develop and implement instructional programs and student support services, in traditional and distance learning formats, consistent with the assessed needs of the constituent groups in the College's service area and with state, regional, and national standards.</p>	Develop documented articulation agreements between applicable curriculum and workforce development programs.	VP of Instruction, Dean of Continuing Education, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Con Ed Directors, and Director of IE	Public Safety Administration Degree approved to all BLET, EMT, and Corrections students to use Con-ed training to meet course requirements BLET credits transferred to meet CJC requirements
	Identify cross-programmatic skillsets needed by graduates to be successful after graduation/course completion. Integrate training for those skillsets across all disciplines.	VP of Instruction, Dean of Continuing Education, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Con Ed Directors, and Director of IE	Continue to work with Advisory Committees as we get out of COVID to identify skillsets AWSUM grant identifying skillsets in Machining and Welding
	Develop a comprehensive instructional support program. (Hire faculty to support instructional efforts)	VP of Instruction, Dean of Continuing Education, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Con Ed Directors, and Director of IE	Release-time for Sam Britt to work with course/resource development for faculty to improve both online and face-to-face instruction. Annual review of program needs for additional faculty hindered by slow recovery of FTE because of COVID
<p>STRATEGIC GOAL 2 STUDENT RECRUITMENT and RETENTION GOAL Montgomery Community College employees will develop a comprehensive approach to provide state of the art recruitment and retention services to students.</p> <p>College Goal 4: Create a culture for employing and retaining quality faculty and staff to support student success.</p>	Purchase and implement a recruiting software package to post vacancies.	VP of Administrative Services Director of Human Resources	Purchased NeoGov Insight software for recruiting.
	Purchase and implement an onboarding software package to enable new employees to complete new hire paperwork on-line versus paper copies.	VP of Administrative Services Director of Human Resources	Purchased NeoGov On-boarding software.
<p>STRATEGIC GOAL 2 STUDENT RECRUITMENT and RETENTION GOAL Montgomery Community College employees will develop a comprehensive approach to provide state of the art recruitment and retention services to students.</p> <p>College Goal 2: Provide facilities, technologies, and information services that enhance student learning</p>	Implement procedures to eliminate multiple paper copies and more fully automate processes by utilizing Etrieve software.	VP of Administrative Services Dean of Information Technology System Administrator PC Technician	Etrieve software was effectively implemented.  In part, however full implementation will be carried forward to next year.
	Implement energy saving efforts to consist of installation of LED lighting across campus.	VP of Administrative Services Director of Facilities Maintenance Staff	85% of the campus has converted to LED lights.
	Develop, approve, and support comprehensive cybersecurity policies. This will be an ongoing	Board of Trustees President VP of Administrative Services	Developed, approved, implemented Policy 7.1.9 – Information Security Plan

<p>College Goal 5: Develop, and manage human, financial, and infrastructure resources essential to fiscal stability and meeting student and community needs.</p>	<p>process, but initial policies should include office security, handling of PII, and data transmission.</p>	<p>Dean of Information Technology Director of Institutional Effectiveness System Administrators</p>	<p>The objectives of the ISP are to (1) ensure the security and confidentiality of covered information; (2) protect against anticipated threats or hazards to the security and integrity of such information; and (3) protect against unauthorized access or use of such information that could result in substantial harm or inconvenience to customers.</p>
<p>STRATEGIC GOAL 3 COURSES and PROGRAMMING GOAL Montgomery Community College employees will integrate the College's instructional disciplines to effectively and continually train individuals for existing and emerging careers and prepare them to be leaders within their communities.</p> <p>College Goal 6: Consistent with accrediting standards and the College mission, engage in ongoing, systematic institutional planning and evidence-based assessment, resulting in continuous quality improvement and institutional effectiveness.</p>	<p>Collaborate with Emsi BurningGlass to conduct detailed labor market analysis and economic impact study to assess labor markets and impact made at regional, state, and national levels.</p> <p>Institution will research and select a topic for its Quality Enhancement Plan (QEP).</p>	<p>President Director of Institutional Effectiveness VP of Administrative Services VP of Instructions/ Student Service Registrar</p> <p>President Director of Institutional Effectiveness VP of Instruction/Student Services VP of Administrative Services QEP Director Deans Directors</p>	<p>Full economic impact and labor market analysis was completed; institution was provided detailed information including a full report, executive summary, and fact sheets.</p> <p>The institution selected a QEP topic based on multiple surveys, focus groups, and info-sessions with college stakeholders, faculty, staff, and students.</p>

STRATEGIC PLAN GOALS OBJECTIVES: YEAR THREE

Strategic Goal	Objective	Responsible Positions	2022-2023 Progress	Assessment and Future Action
<p>STRATEGIC GOAL 1 MARKETING, COMMUNITY ENGAGEMENT and COMMUNITY COMMUNICATION GOAL Montgomery Community College employees will promote the College’s services and programs through targeted marketing, increased community presence and effective public communications.</p> <p>College Goal 3: Support businesses, industries, and community initiatives through educational services that facilitate economic growth and workforce training.</p>	<p>Develop and maintain collaborative partnerships and special projects with local educational institutions, businesses, and civic/municipality organizations.</p> <p>KPI: Enrollment in apprenticeship (Increase by 5%) &amp; customized training programs (Increase by 15%), Number of apprenticeship partners (Increase by 20%)</p>	<p>President, VP of Instruction &amp; SS, Dean of Continuing Education, Dean of Student Services, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Continuing Education Directors, Director of College and Career Readiness, Director of Educational Partnerships, Small Business Center Director.</p>	<p>Expanded industrial partnerships including via apprenticeship pathways, customized training opportunities. Ended 21-22 assessment cycle with 19 students enrolled apprenticeship programs- ended 22-23 assessment cycle with 15 students. Ended 21-22 assessment cycle with 121 students enrolled in customized training courses- ended 22-23 assessment cycle with 196 students. Ended 21-22 assessment cycle with 7 apprenticeship partners, ended 22-23 assessment cycle with 8 partners.</p> <p>Started the “SBC in the community” program where the Small Business Center Director and other college representatives set up at local civic/municipality organizations to educate local businesses and community members on college services.</p>	<p>Objective KPI Progression:</p> <p><b>Enrollment in apprenticeship &amp; customized training: Progressing</b></p> <p>Enrollment in apprenticeship programs decreased by 11% due to the Duke Energy pre-apprenticeship program only lasting a year. Enrollment in customized training programs saw a 38% increase.</p> <p><b>Number of apprenticeship partners: Not Met</b></p> <p>The number of apprenticeship partners has experienced a 12% increase during the 22-23 assessment cycle, falling below the goal of a 15% increase.</p> <p><b>Future Action:</b> MCC will strengthen outreach to community educational institutions, businesses, and civic/municipality organizations to further educate the community of opportunities available through collaborative partnerships such as becoming an apprenticeship partner or receive customized training.</p>
	<p>Develop and implement program specific marketing plans that feed into the institutional Marketing plan to promote Montgomery Community College within the college’s service area</p> <p>KPI: Number of individualized program/department-specific marketing plans (increase by 5%)</p>	<p>President, Director of Marketing, Deans, Department Chairs, Faculty</p>	<p>Deans worked individually with Marketing to develop a marketing plan for each of their program areas. At the end of the 21-22 assessment cycle only 4 out of 36 curriculum programs had an individualized marketing plan that fed into the institutional marketing plan. At the end of the 22-23 marketing plan, 6 out of 36 curriculum programs had an individualized marketing plan.</p> <p>The director of Marketing has begun follow up and assessment of second</p>	<p>Objective KPI Progression:</p> <p><b>Number of Individualized program/department-specific marketing plans: Met</b></p> <p>The number of individualized program/department-specific marketing plans increased by 33% between the end of the 21-22 assessment cycle and the end of the 22-23 assessment cycle, meeting the goal of an overall 6% increase. MCC went from having 11% of curriculum programs having individualized</p>

			year marketing plan has updated the institutional marketing plan.	marketing plans at the end of the 21-22 assessment cycle to 17% at the end of the 22-23 assessment cycle.  <b>Future Action:</b> MCC will strengthen the development and implementation of program-specific marketing plans that feed into the institutional marketing plan through the Director of Marketing continuing to collaborate with Deans and Department Chairs to develop and assess individualized marketing plans.
Enhance program and department-specific digital and printed marketing materials to be used in recruiting and marketing efforts.  KPI: Number of program and department-specific marketing materials developed so that all programs/departments have program-specific brochures (Goal is to have a brochure for every program/department)	Director of Marketing, Dean of Continuing Education, Dean of Student Services, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Continuing Education Directors, Director of College and Career Readiness, Director of Educational Partnerships	Two additional program specific brochures were created including health and human services and skilled trades.  Every program is individually represented and marketed through the professionally printed annual report and tabloid.		Objective KPI Progression:  <b>Number of program and department-specific marketing materials developed: Met</b>  The number of individualized program/department-specific marketing materials increased as program-specific brochures were created for the departments of Health and Human Services as well as Skilled Trades. With the addition of these two program-specific brochures, every program/department now has a brochure that is available via print or digital.  <b>Future Action:</b> MCC will continue to enhance program and department-specific digital and printed marketing materials to be used in recruiting and marketing efforts by updating two dates marketing brochures: The MCC Foundation and Public Safety. MCC will continue to support this goal by responding to program/department marketing needs.
Increased presence in local media including local newspapers, columns, or magazines.  KPI: Average number of press pickups and stories per month (50% increase)	President, Director of Marketing	Averaging 3-4 press pickups and stories per month.		Objective KPI Progression:  <b>Number of press pickups and stories per month: Met</b>  The average number of press pickups increased by 100% between the end of the 21-22 assessment cycle and the end of the 22-23 assessment cycle,

				<p>meeting the goal of an overall 50% increase. MCC went from averaging 1-2 press pickups and stories per month at the end of the 21-22 assessment cycle to averaging 3-4 press pickups and stories per month at the end of the 22-23 assessment cycle.</p> <p><b>Future Action:</b> MCC will continue to increase presence in local media including newspapers, columns, or magazines by continuing to highlight the important events and stories at MCC to the community at large.</p>
<p>STRATEGIC GOAL 2 STUDENT RECRUITMENT and RETENTION GOAL Montgomery Community College employees will develop a comprehensive approach to provide state of the art recruitment and retention services to students.</p> <p>College Goal 4: Create a culture for employing and retaining quality faculty and staff to support student success.</p>	<p>Incorporate first-year experience and support into QEP planning that enhances the student experience that promotes student success.</p> <p>KPI: Development of the QEP plans to implement as a part of the written report.</p>	<p>QEP Director, Dean of Student Services, Director of Institutional Effectiveness, QEP Development Committee, Student Success &amp; Retention Specialist</p>	<p>Student first year experience was incorporated in the planning and development of the proposed student navigator model presented in the QEP proposal that will presented to the SACSCOC on-site committee during their on-site visit in the fall of 2023.</p> <p>Part of the written QEP plans includes the creation of the “LEGEND” center that will serve as a one-stop shop for onboarding resources, first-year admissions, advising, and college placement.</p>	<p>Objective KPI Progression:</p> <p><b>Development of the QEP Plans to implement as a part of the written report: Met</b></p> <p>MCC effectively incorporated first-year experience and support into QEP planning that enhances the student experience that promotes student success as a part of the QEP written report.</p> <p><b>Future Action:</b> MCC will continue to Incorporate first-year experience and support into QEP planning that enhances the student experience that promotes student success through the implementation of the navigator admissions and advising model for first-year students planned in our QEP written report.</p>
	<p>Create a more seamless onboarding process that provides wrap-around services through effective individualized communication, recruitment, and support.</p> <p>KPI: Development of the QEP plans to implement as a part of the written report</p>	<p>VP of Instruction &amp; SS, Dean of Continuing Education, Dean of Student Services, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Continuing Education Directors, Director of College and Career Readiness, Director of Educational Partnerships, Student Success &amp; Retention Specialist, QEP Director, QEP Development Committee</p>	<p>A seamless onboarding process that provides wrap-around services was included in the planning and development of the proposed navigator advising model presented in the QEP proposal that will presented to the SACSCOC on-site committee during their on-site visit in the fall of 2023.</p> <p>Part of the written QEP plans includes the creation of the “LEGEND” center that will serve as a one-stop shop for onboarding resources, first-year</p>	<p>Objective KPI Progression:</p> <p><b>Development of the QEP Plans to implement as a part of the written report: Met</b></p> <p>MCC effectively incorporated a more seamless onboarding process that provides wrap-around services through effective individualized communication, recruitment, and support into QEP planning that enhances the student experience that</p>

			admissions, advising, and college placement.	<p>promotes student success as a part of the QEP written report.</p> <p><b>Future Action:</b> MCC will continue to create a more seamless onboarding process that provides wrap-around services through effective individualized communication, recruitment, and support through the implementation of the navigator admissions and advising model as planned in our QEP written report.</p>
	<p>Evaluate and improve enrollment and recruitment processes to reach underrepresented populations at the institution.</p> <p>KPI: Civil Rights monitoring self-assessment results/report. (Goal: 80% approval rate)</p>	<p>VP of Instruction &amp; SS, Dean of Student Services, Coordinator of Student Life &amp; Recruitment, Dean of Continuing Education, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Con Ed Directors, Director of College and Career Readiness, Director of Educational Partnerships, and Student Success &amp; Retention Specialist</p>	<p>MCC underwent a Methods of Administration monitoring visit by the NCCCS Office of Civil Rights, MCC completed a thorough self-study of multiple administrative and student services in relation to serving underrepresented populations. This provided the opportunity to assess and improve enrollment and recruitment processes to reach underrepresented populations at MCC.</p>	<p>Objective KPI Progression:</p> <p><b>Civil Rights monitoring self-assessment results/report: Met</b></p> <p>The visit evaluated over 200 documents and other indicators of compliance over 12 administrative sections including administration, site location &amp; student eligibility, recruitment, admissions, student financial assistance, counseling &amp; prevocational programs, services for disability, accessibility, facilities, work study &amp; apprenticeship, apprenticeship training, and employment. Out of 200 measures, the evaluation only found 24 (12%) areas of improvement. (88% approval rate)</p> <p><b>Future Action:</b> MCC will continue to evaluate and improve its processes in reaching underrepresented populations at the institution through taking the feedback that was provided by the NCCCS Office of Civil Rights to improve enrollment and recruitment processes.</p>
<p>STRATEGIC GOAL 3 COURSES and PROGRAMMING GOAL Montgomery Community College employees will integrate the College's instructional disciplines to effectively and continually train individuals for existing and emerging careers and prepare them to be leaders within their communities.</p>	<p>Create a Crosswalk between non-credit Continuing Education courses and for-credit curriculum courses.</p> <p>KPI: Crosswalk document (All relevant CE programs will have a corresponding CU course on CU-CE crosswalk.)</p>	<p>VP of Instruction &amp; SS, Dean of Continuing Education, Dean of Student Services, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, College Registrar, Assistant Registrars, Con Ed Directors</p>	<p>Created new CR courses through COCO or through existing CE courses with new local definitions to create a crosswalk between CE and CU courses. Relevant CE courses remain without a CU crosswalk developed; Crosswalk document is not complete.</p>	<p>Objective KPI Progression:</p> <p><b>CE to CU Crosswalk Document: Not Met</b></p> <p>MCC started the development of the CE to CU crosswalk for relevant programs including welding and taxidermy.</p>



<p>College Goal 1: Develop and implement instructional programs and student support services, in traditional and distance learning formats, consistent with the assessed needs of the constituent groups in the College's service area and with state, regional, and national standards.</p>				<p>Relevant CE courses remain without a CU crosswalk developed; Crosswalk document is not complete.</p> <p><b>Future Action:</b> MCC will continue to create a crosswalk between non-credit Continuing Education courses and for-credit curriculum courses through the further development of relevant CE to CU courses and programs. Strategic objective will be carried forward to year 4 objectives.</p>
	<p>Improve Credit for Prior Learning processes including increasing the number of credits awarded.</p> <p>KPI: Development of more user-friendly workflows between registrars' office and subject-matter experts.</p>	<p>VP of Instruction &amp; SS, Dean of Continuing Education, Dean of Student Services, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, College Registrar, Assistant Registrars, Con Ed Directors, Student Success Coach, Advisors</p>	<p>MCC improved the credit for prior learning process by building a new E-trieve form the simplifies the workflow between the registrar's office and subject-matter experts.</p> <p>Continuing work with the AWESM grant, specifically goal 4 of the grant on Credit for Prior Learning.</p>	<p>Objective KPI Progression:</p> <p><b>Number of credits awarded for Credit for Prior Learning: Progressing</b></p> <p>Although the Etrieve form was developed that made the workflows between the registrar's office and subject-matter experts more user-friendly, MCC did not see a significant increase in the number of credits awarded.</p> <p><b>Future Action:</b> MCC will continue to improve the credit for prior learning process by offering professional development to advisors and student services personnel so that individuals advising students are aware of this opportunity.</p>
	<p>Develop a comprehensive instructional support program.</p> <p>KPI: Development of an Instructional Support Facilitator- Job Description</p>	<p>VP of Instruction &amp; SS, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Instructional Support Facilitator</p>	<p>Instructional Support Facilitator role was developed.</p>	<p>Objective KPI Progression:</p> <p><b>Development of an Instructional Support Facilitator: Met</b></p> <p>The Instructional Support Facilitator role was developed. The Instructional Support Facilitator created several how-to videos and a variety of other handouts to meet with and train instructors that cover an array of topics such as the Blackboard Mobile App, teaching ideas, group work, classroom management, Bb Discussion Board ideas, how to motivate students, Zoom, Blackboard tips and reminders, etc.</p>

				<b>Future Action:</b> MCC will continue to improve and develop a comprehensive instructional support program through the collaboration and work of the Instructional Support Facilitator.
STRATEGIC GOAL 2 STUDENT RECRUITMENT and RETENTION GOAL Montgomery Community College employees will develop a comprehensive approach to provide state of the art recruitment and retention services to students.	Purchase and implement a recruiting software package to post vacancies.  KPI: Purchase and use of recruiting software	VP of Administrative Services Director of Human Resources Dean of Information Technology System Administrator	NeoGov Insight software for recruiting is currently being used to successfully post vacant positions and navigate the application/hiring process.	Objective KPI Progression:  <b>Purchase and use of recruiting software MET</b>  <b>Future Actions Planned:</b> No further actions necessary.
College Goal 4: Create a culture for employing and retaining quality faculty and staff to support student success.	Purchase and implement an onboarding software package to enable new employees to complete new hire paperwork on-line versus paper copies.  KPI: Use of onboarding software	VP of Administrative Services Director of Human Resources Dean of Information Technology System Administrator	Began implementation of Neo-Gov Onboarding software in February 2023. All forms, checklists, and positions have been created. Presently in testing mode.	Objective KPI Progression:  <b>Implement onboarding software: PROGRESSING</b>  <b>Future Actions Planned:</b> A live start date is anticipated by October 2023.
	Collaborate with Human Resources Director to develop professional development opportunities to meet the goals and mission of MCC. Also work with SAFECOLLEGE training to promote online professional development to staff and faculty.  KPI: Development of professional development resources	Dean of Learning Resources Director of Human Resources	Although professional development opportunities were developed to meet the goals and mission of MCC, the institution is continuing to work with SAFECOLLEGE training to promote online professional development to staff and faculty.	Objective KPI Progression:  <b>Development of Professional Development opportunities: PROGRESSING</b>  <b>Future Actions:</b> Carry goal into 2023-2024
STRATEGIC GOAL 2 STUDENT RECRUITMENT and RETENTION GOAL Montgomery Community College employees will develop a comprehensive approach to provide state of the art recruitment and retention services to students.	Implement procedures to eliminate multiple paper copies and more fully automate processes by utilizing Etrieve software.  KPI: Utilization of Etrieve software	VP of Administrative Services Dean of Information Technology System Administrator PC Technician	Etrieve software was effectively implemented	Objective KPI Progression:  <b>Automate process utilizing Etrieve software: MET</b>  <b>Future Actions:</b> MCC will continue to improve its processes of form submission and workflow by utilizing Etrieve software.
College Goal 2: Provide facilities, technologies, and information services that enhance student learning  College Goal 5: Develop, and manage human, financial, and infrastructure resources essential to fiscal stability and meeting student and community needs.	Develop an Intranet that will be used by employees and faculty. Host, build and design an Intranet that user can access with a password.  KPI: Development of employee intranet	Dean of Information Technology System Administrator PC Technician Digital Content Manager/Multimedia Specialist	An employee intranet was successfully developed and implemented.	Objective KPI Progression:  <b>Development of employee intranet: MET</b>  <b>Future Actions Planned:</b> MCC will continue to improve and update the employee intranet.

	<p>Improve air quality inside campus buildings and make restrooms more hygienic by adding touchless components.</p> <p>KPI: Installation of touchless hand dryers</p>	<p>VP of Administrative Services Director of Facilities Maintenance Staff</p>	<p>Installed hand dryers in restrooms with HEPA filtration; Installed bipolar ionization air cleaners in HVAC units.</p>	<p>Objective KPI Progression:</p> <p><b>Installation of hand dryers and air cleaners: MET</b></p> <p><b>Future Actions:</b> Continue to improve sanitation and safety standards campus-wide.</p>
<p>STRATEGIC GOAL 3 COURSES and PROGRAMMING GOAL</p> <p>Montgomery Community College employees will integrate the College's instructional disciplines to effectively and continually train individuals for existing and emerging careers and prepare them to be leaders within their communities.</p> <p>College Goal 6: Consistent with accrediting standards and the College mission, engage in ongoing, systematic institutional planning and evidence-based assessment, resulting in continuous quality improvement and institutional effectiveness.</p>	<p>Coordinate the development and submission of the SACSCOC Compliance Certification, QEP, and Focus Report.</p> <p>KPI: Development and submission of the Compliance Certification, QEP, and Focus Report.</p>	<p>President Director of Institutional Effectiveness VP of Instruction/Student Services VP of Administrative Services QEP Director Deans Directors</p>	<p>The Compliance Certification, QEP, and Focus Report were successfully developed and submitted to SACSCOC by the deadlines.</p>	<p>Objective KPI Progression:</p> <p><b>Development and submission of the Compliance Certification, QEP, and Focus Report: MET</b></p> <p><b>Future Actions:</b> MCC will host the On-Site Reaffirmation Committee in Fall 2023.</p>

**STRATEGIC PLAN GOALS OBJECTIVES: YEAR FOUR**

<b>Strategic Goal</b>	<b>Objective</b>	<b>Responsible Positions</b>	<b>2023-2024 Progress</b>	<b>Assessment and Future Action</b>
<p>STRATEGIC GOAL 1 MARKETING, COMMUNITY ENGAGEMENT and COMMUNITY COMMUNICATION GOAL Montgomery Community College employees will promote the College’s services and programs through targeted marketing, increased community presence and effective public communications.</p> <p>College Goal 3: Support businesses, industries, and community initiatives through educational services that facilitate economic growth and workforce training.</p>	<p>Develop and maintain collaborative partnerships and special projects with local educational institutions, businesses, and civic/municipality organizations.</p> <p>KPI: Enrollment in apprenticeship (Increase by 5%) &amp; customized training programs (Increase by 15%), Number of apprenticeship partners (Increase by 20%) (Carried forward from Year Three Objectives)</p>	<p>President, VP of Instruction &amp; SS, Dean of Continuing Education, Dean of Student Services, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Continuing Education Directors, Director of College and Career Readiness, Director of Educational Partnerships, Small Business Center Director.</p>		
	<p>Increase college exposure through program specific media outreach and press coverage.</p> <p>KPI: Program specific social media analytics, program specific press pickups and releases, (Increase by 10%)</p>	<p>President, VP of Instruction &amp; SS, Dean of Continuing Education, Dean of Student Services, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Continuing Education Directors, Director of College and Career Readiness, Director of Educational Partnerships, Small Business Center Director.</p>		
	<p>Increase exposure for academic support services available to current and perspective students.</p> <p>KPI: In-Person and Virtual Class Visits from Academic Support Staff (Increase by 15%)</p>	<p>President, VP of Instruction &amp; SS, Dean of Student Services, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Dean of Learning Resources, Distance Education Coordinator</p>		
	<p>Increase exposure for student support services available to current and perspective students.</p> <p>KPI: In-Person and Virtual Class Visits from Student Support Staff (Increase by 15%)</p>	<p>President, VP of Instruction &amp; SS, Dean of Student Services, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Counselor/Disability/TIX Coordinator</p>		
<p>STRATEGIC GOAL 2 STUDENT RECRUITMENT and RETENTION GOAL Montgomery Community College employees will develop a comprehensive approach to provide state of the art recruitment and retention services to students.</p>	<p>Upon SACSCOC approval, improve first-year experience and provide support through QEP implementation to enhance first-year experience and student success.</p> <p>KPI: Number of first-year students who persist to the second consecutive semester (Increase by 10%)</p>	<p>QEP Director, Dean of Student Services, Director of Institutional Effectiveness, QEP Development Committee, Student Success &amp; Retention Specialist</p>		

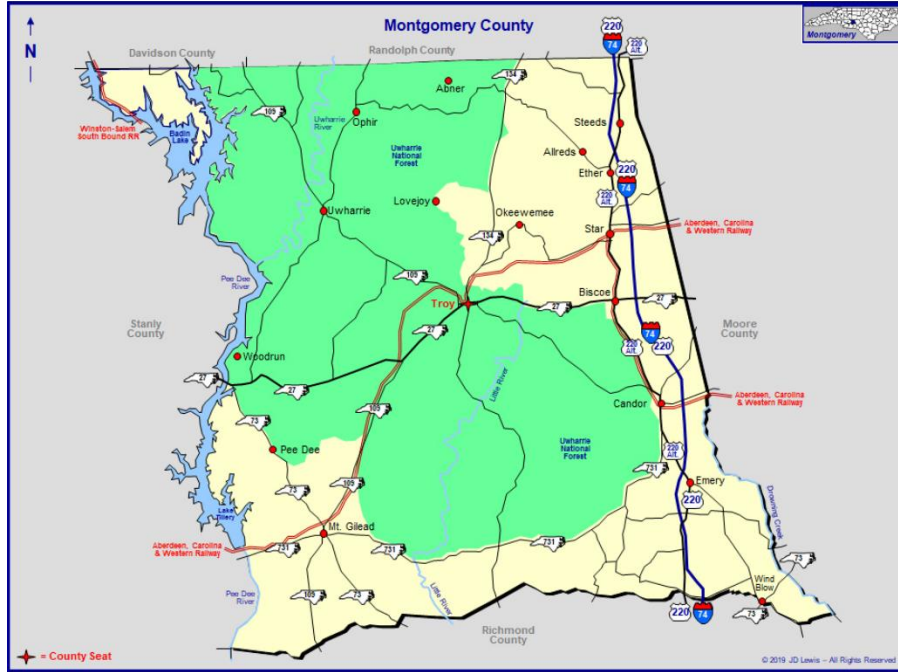
College Goal 4: Create a culture for employing and retaining quality faculty and staff to support student success.	Upon SACSCOC approval, implement a more seamless onboarding process that provides wrap-around services through effective individualized communication, recruitment, and support.  KPI: Watermark communication reports (Increase by 5%); Onboarding Satisfaction Survey via Survey Monkey (70% satisfaction rate)	QEP Director, Dean of Student Services, Director of Institutional Effectiveness, QEP Development Committee, Student Success & Retention Specialist, Navigators		
	Increase utilization for academic support services available to current and perspective students.  KPI: Tutoring Logs (Increase by 10%)	President, VP of Instruction & SS, Dean of Student Services, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Dean of Learning Resources, Distance Education Coordinator		
	Increase utilization for student support services available to current and perspective students.  KPI: Inquiry logs (Increase by 10%); service log implementation	President, VP of Instruction & SS, Dean of Student Services, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, Counselor/Disability/TIX Coordinator		
STRATEGIC GOAL 3 COURSES and PROGRAMMING GOAL Montgomery Community College employees will integrate the College's instructional disciplines to effectively and continually train individuals for existing and emerging careers and prepare them to be leaders within their communities.  College Goal 1: Develop and implement instructional programs and student support services, in traditional and distance learning formats, consistent with the assessed needs of the constituent groups in the College's service area and with state, regional, and national standards.	Create a Crosswalk between non-credit Continuing Education courses and for-credit curriculum courses. (Carried forward from Year Three Objectives).  KPI: Crosswalk document (Increase by 10%); service log implementation. (Carried forward from Year Three Objectives)	VP of Instruction & SS, Dean of Continuing Education, Dean of Student Services, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, College Registrar, Assistant Registrars, Con Ed Directors		
	Improve Credit for Prior Learning processes including increasing the number of credits awarded.  KPI: Number of credits awarded for Credit for Prior Learning (Increase by 10%)	VP of Instruction & SS, Dean of Continuing Education, Dean of Student Services, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, College Registrar, Assistant Registrars, Con Ed Directors		
	Incorporate Continuing Education to Curriculum Crosswalk into the advising process.  KPI: Number of credits awarded for Credit for Prior Learning from Continuing Education to Curriculum Crosswalk (Increase 10%)	VP of Instruction & SS, Dean of Continuing Education, Dean of Student Services, Curriculum Deans, Curriculum Program Chairs, Curriculum FT Faculty, College Registrar, Assistant Registrars, Con Ed Directors, Navigators, Faculty Advisors		
STRATEGIC GOAL 2 STUDENT RECRUITMENT and RETENTION GOAL	Create and implement a formalized New Hire Orientation procedure to	VP of Administrative Services Director of Human Resources		

<p>Montgomery Community College employees will develop a comprehensive approach to provide state of the art recruitment and retention services to students.</p> <p>College Goal 4: Create a culture for employing and retaining quality faculty and staff to support student success.</p>	<p>acclimate new employees to MCC processes and improve employee retention.</p>			
	<p>Collaborate with Human Resources Director to develop professional development opportunities to meet the goals and mission of MCC. Also work with SAFECOLLEGE training to promote online professional development to staff and faculty.</p> <p>KPI: Development of professional development resources</p>	<p>Dean of Learning Resources Director of Human Resources</p>		
<p>STRATEGIC GOAL 2 STUDENT RECRUITMENT and RETENTION GOAL Montgomery Community College employees will develop a comprehensive approach to provide state of the art recruitment and retention services to students.</p> <p>College Goal 2: Provide facilities, technologies, and information services that enhance student learning</p> <p>College Goal 5: Develop, and manage human, financial, and infrastructure resources essential to fiscal stability and meeting student and community needs.</p>	<p>Implement a New Scheduling/Event management software to replace EMS due to being outdated and no longer being offered support.</p>	<p>VP of Administrative Services Dean of Information Technology System Administrator PC Technician</p>		
	<p>The College will implement the use of access control on all building main entrance doors. Install system and software for card/fob distribution and monitoring.</p>	<p>VP of Administrative Services Director of Facilities Maintenance Staff</p>		
<p>STRATEGIC GOAL 3 COURSES and PROGRAMMING GOAL Montgomery Community College employees will integrate the College's instructional disciplines to effectively and continually train individuals for existing and emerging careers and prepare them to be leaders within their communities.</p> <p>College Goal 6: Consistent with accrediting standards and the College mission, engage in ongoing, systematic institutional planning and evidence-based assessment, resulting in continuous quality improvement and institutional effectiveness.</p>	<p>Host SACSCOC On-Site Reaffirmation Committee.</p> <p>KPI: Hosting the SACSCOC On-Site Reaffirmation Committee</p>	<p>President Director of Institutional Effectiveness VP of Instruction/Student Services VP of Administrative Services QEP Director Deans Directors</p>		
	<p>Increase the number of questions on surveys (student, graduate, and employee) to collect more data regarding MCC's resources and services.</p> <p>KPI: Revised surveys</p>	<p>Director of Institutional Effectiveness</p>		
	<p>Conduct a beginning of academic year and end of academic year survey amongst Planning Council members to solicit input regarding the college's research, planning, and assessment activities.</p>	<p>Director of Institutional Effectiveness</p>		

	KPI: Completed surveys			
	Conduct professional development sessions with faculty and staff regarding the development and implementation of Student Learning Outcomes (SLO) and Outcome Assessment Reports (OAR) to support institutional effectiveness and improvement.	President Director of Institutional Effectiveness VP of Instruction/Student Services VP of Administrative Services QEP Director Deans Directors Faculty Staff		

# MONTGOMERY COUNTY PROFILE

## (AT THE TIME OF LONG-RANGE 2020-2025 STRATEGIC PLANNING)



### Demographics

ACCESSNC (September 2021)

2019 Estimated Population	27,252
Population Census April 1, 2010	27,798
Population Percentage Change	-0.3%
NC Certified Population Estimate July 2019	27,724
Population Percentage Change	0.4%

### Urban/Rural Population

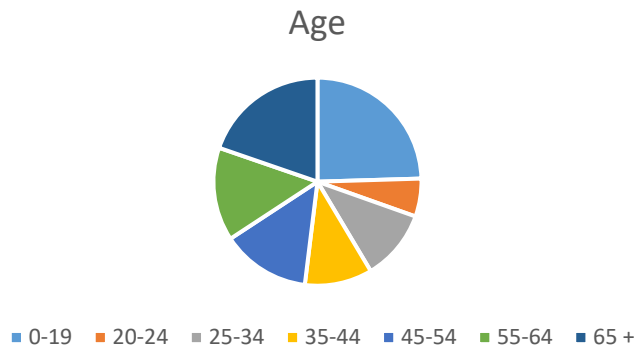
ACCESSNC (September 2021)

	Number	Percentage
2010 Census Total Population: Urban	6,439	23.2%
2010 Census Total Population: Rural	21,359	76.8%



## Estimated Population by Age

ACCESSNC (SEPTEMBER 2021)



### 2019 Estimated Median Age

**44**

	Number	Percentage
2019 Estimated Total Population 0-19	6,670	24.5%
2019 Estimated Total Population 20-24	1,614	5.9%
2019 Estimated Total Population 25-34	2,998	11.0%
2019 Estimated Total Population 35-44	2,860	10.5%
2019 Estimated Total Population 45-54	3,772	13.8%
2019 Estimated Total Population 55-64	3,962	14.5%
2019 Estimated Total Population 65+	5,376	19.7%

## Commuters

ACCESSNC (September 2021)

Place of Work	Commuters	Residents
Work in State/County of Residence	6,684	62.4%
Work in State/Out of County of Residence	3,845	35.9%
Work Out of State of Residence	171	1.6%

## Education

ACCESSNC (September 2021)

2020-2021 Kindergarten – 12 Enrollment	4,336	
2020 Average SAT Score (1600 Scale)	1,009	
2020 Percentage of Graduates Taking SAT	30.1%	
2019-2020 (Provisional) Higher Education Completions	314	
2019-2020 (Provisional) Higher Education Enrollment	1,175	
2019 Estimated Education Attainment Age 25+, at least High School Graduate	15,076	79.5%
2019 Estimated Education Attainment Age 25+, at least Bachelor's Degree	2,971	15.7%

## Employment/Unemployment

ACCESSNC (September 2021)

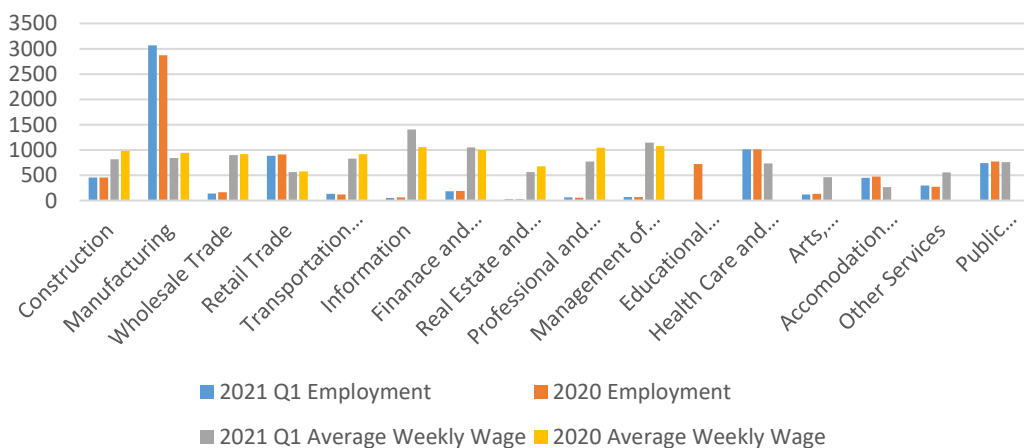
	Currently	2020 Annual
2020 Employment	10,991	10,573
2020 Unemployment	521	755
2020 Unemployment Rate	4.5%	6.7%

## Employment by Industry

ACCESSNC (September 2021)

	2021 Q1 Employment	2020 Employment	2021 Q1 Weekly Wage	2020 Weekly Wage
Total All Industries	9,007	8,884	\$742	\$790
Total Government	1,532	1,567	\$793	\$779
Total Private Industry	7,475	7,317	\$732	\$793
<b>Top Industries</b>				
	2021 Q1	2020	2021 Q1	2020
Construction	452	453	\$817	\$979
Manufacturing	3,064	2,868	\$840	\$943
Wholesale Trade	138	163	\$896	\$919
Retail Trade	885	913	\$564	\$577
Transportation and Warehousing	132	118	\$829	\$919
Information	49	65	\$1,406	\$1,055
Finance and Insurance	182	189	\$1,050	\$997
Real Estate and Rental/Leasing	24	25	\$559	\$679
Professional and Technical Services	64	55	\$773	\$1,042
Management of Companies, Enterprises	69	71	\$1,143	\$1,076
Educational Services		723		\$798
Health Care and Social Assistance	1,011	1,013	\$733	\$794
Arts, Entertainment, and Recreation	118	133	\$458	\$457
Accommodation and Food Services	450	474	\$267	\$263
Other Services (Except Public Administration)	296	274	\$553	\$562
Public Administration	739	769	\$761	\$731
Total All Industries	7,673	8,306	\$776 (average)	\$799

## Top Industries - Employment and Wages



## Montgomery County's Top 25 Largest Employers

### Employer

Montgomery County Schools	Paint Production Inc.
Jordan Lumber & Supply Inc.	Montgomery Community College
Nipcam Services of North Carolina	Unilin
Grede Foundry	First Bank
Klaussner Furniture	Ameriquel Aseptic LLC
Southern Correctional Center	Carolina Dairy LLC
Montgomery County	K-M Machine Company
McRae Industries	Carolina Structural Systems
Family First Home Care	Capel Inc.
FirstHealth Montgomery Memorial Hospital	Lancer Furniture
Autumn Care of Biscoe	McConnell Golf LLC
Walmart	McDonald's Restaurants
Troy Lumber	



## COUNTY OCCUPATIONAL FORECAST

OCCUPATION	2019 JOBS	2022 JOBS	ANNUAL OPENINGS	MEDIAN EARNINGS
Bookkeeping, Accounting, and Auditing Clerks	88	97	10	\$35,400
Computer user Support Specialists	31	31	**	\$40,200
Heavy and Tractor-Trailer Truck Drivers	152	155	17	\$40,900
HVAC Mechanics and Installers	40	42	5	\$34,600
Automotive Service Technicians and Mechanics	65	64	6	\$28,200
Dental Assistants	15	16	**	\$36,600
Licensed Practical/Vocational Nurses	59	64	6	\$49,200
Emergency Medical Technicians and Paramedics	105	119	11	\$31,800
Dental Hygienists	10	11	**	\$52,800
Career Technical Education Teachers (Secondary)	12	11	**	\$50,500
Registered Nurses	188	204	15	\$58,500
Teacher and Instructors (All Other)	13	12	**	\$29,200
Special Education Teachers (Kindergarten and Elementary)	16	14	**	\$40,900
General and Operations Managers	102	105	9	\$91,000
Secondary School Teachers	68	62	4	\$43,700
Financial Managers	18	18	**	\$93,700
Industrial Engineers	20	20	**	\$79,100
Accountants and Auditors	42	42	4	\$63,600
Business Operations Specialist	27	27	**	\$54,200
Training and Development Specialist	11	11	**	\$45,500
Management Analysts	19	19	**	\$60,100
Human Resources Specialist	25	25	**	\$45,600
Cost Estimator	15	16	**	\$61,400
Managers (All Other)	42	43	3	\$50,800
Medical and Health Services Managers	16	17	**	\$88,800
Industrial Production Managers	26	27	**	\$97,900
Elementary School Teachers	97	88	7	\$45,000

Source: Emsi Labor Market Analytics, 2019

\*\* Insufficient Data

Key
Some College
Postsecondary Award
Associates of Arts
Bachelor's Degree

## 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*

