

2023-2028
Strategic Plan



Mitchell *Empowers* Futures



Mitchell
COMMUNITY COLLEGE
mitchellcc.edu
Equal Opportunity College

FROM THE PRESIDENT



As we continue to provide quality education and move forward with wisdom from our past and a firm foundation in our present, Mitchell looks towards the future. We have taken time to reflect, seek input and move through the process of refreshing, resetting, and reconnecting in ways that have led to the development of a new strategic plan.

The College began the strategic planning process which was developed through the culmination of shared efforts between the College Board of Trustees, faculty, staff, students and our community. This process included an internal review of the College's mission, vision, equity statement, and core

values alongside refreshed college-wide objectives, stakeholder engagement, and an understanding of how Mitchell fits within an external economic climate.

We live in a dynamic and fast-growing community and Mitchell is on a trajectory to continue to do as we have historically done - focus on student success with intention. Our commitment to excellence in education is inspired by a desire to create relevant pathways and equitable access to educational opportunities.

These opportunities will align with workforce needs and provide graduates with socioeconomic sustainability in Iredell County and beyond.

DR. TIM BREWER
PRESIDENT



Mitchell Community College's strategic planning process will enable the College to continue to operate as a driving engine for economic development by equipping students with transferable skills that enable success by focusing on:



Teaching and Learning

that inspires students to achieve their goals and realize success.



Achieving Economic Mobility

by preparing students for employment through programs that are relevant and align with the needs of business and industry.



Thriving Partnerships

with stakeholders through collaborative actions that lead to greater student success.

These strategic priorities serve as a blueprint that guides the work that we do. Mitchell Community College meets students where they are on a spectrum of knowledge and skills, and provides educational opportunities for professional and personal growth to ensure that we **Empower Futures**.

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INTRODUCTION

Mitchell Community College is the leader in higher education in Iredell County, offering unique educational opportunities for a diverse student population with varying needs and goals.

To provide this supportive environment, the College maintains comprehensive partnerships with various organizations including public schools, non-profit entities, colleges and universities, business and industry partners, municipalities and other community-based organizations.

Although there may be similarities in comparing the services of other agencies to what the College offers, Mitchell is unique in its open-door institution model which offers help and support for any student that wishes to pursue educational opportunities.

As we reflect on how **Mitchell Empowers Futures** of current and prospective students, the College must realign its institutional goals to provide effective and relevant pathways that ensure student success and further develop the community's workforce.

Mitchell's strategic planning team set out to refresh, reset, and reconnect the College's current goals in a more purposeful way.

PURPOSE

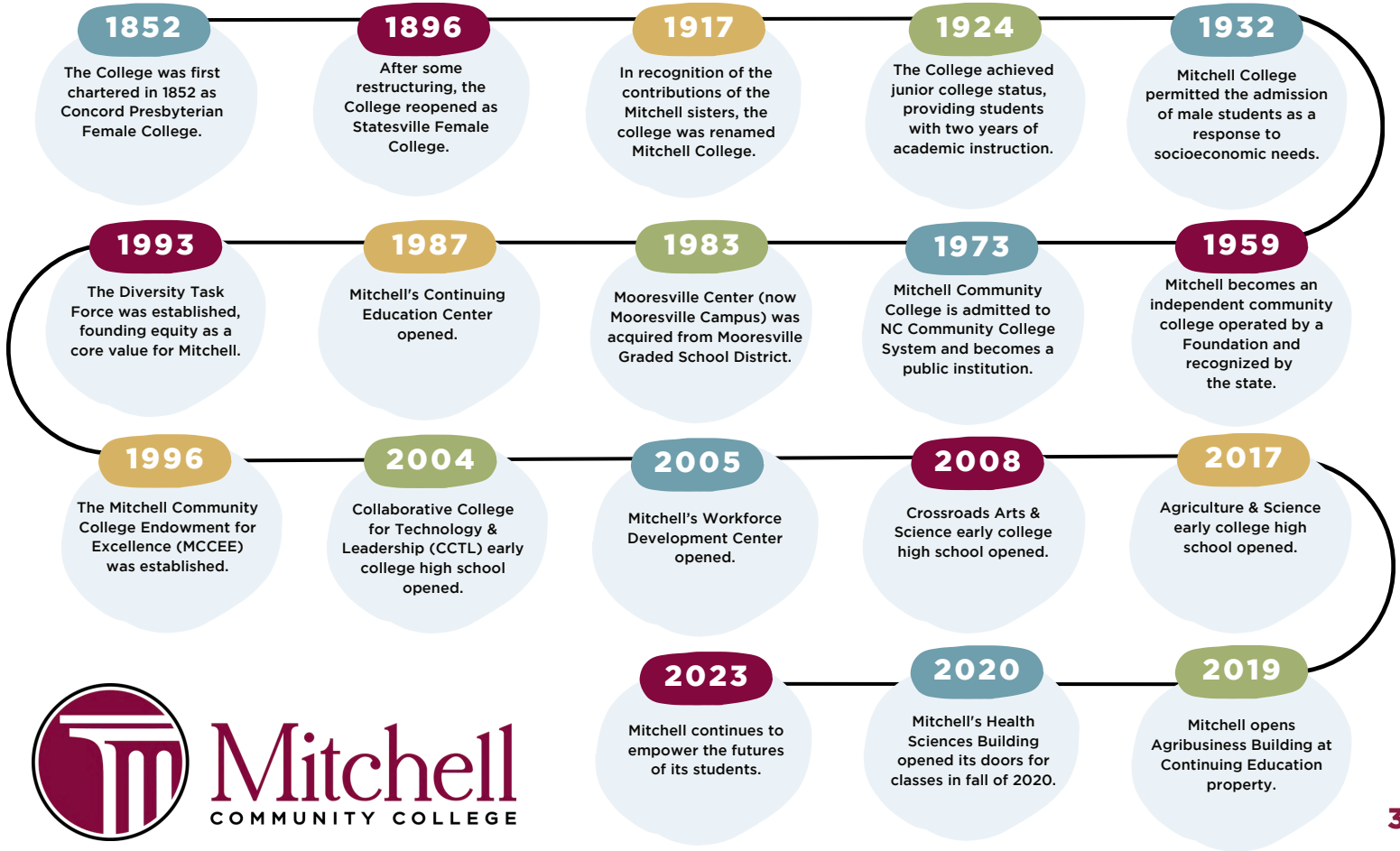
Mitchell's strategic planning process sets a blueprint for the College's next five years. This process assesses future trends, creates collaboration in the design of institutional goals, prioritizes success-driven objectives, and rearticulates use of the College's strategic plan within other annual plans implemented at the college.

As an educational institution, the strategic planning process aligns the College's resources, programs, and day-to-day functions with more relevant pathways that help all students find accessible educational options that fit their unique needs and schedules.



HISTORY

Since 1852, Mitchell has provided higher education opportunities in Iredell County. With each decade, the College has expanded its program offerings, its resources and its footprint to position itself as an accessible and relevant option for higher education.



Mitchell
COMMUNITY COLLEGE



NEED

Mitchell's enrollment has remained steady over the past several years with increases in the fall of 2023. This parallels growth in the College's service areas which have seen population increases as well as new industry, business, and service sector expansion.

These trends have led college leaders to analyze the current needs of the community alongside the needs of prospective students. In response to these positive trends, Mitchell is meeting the demands of Iredell County's economic growth.

Below is a snapshot of Iredell County's economic growth:

Iredell County

is recognized as the **fastest-growing** in the Charlotte Region for New Product Industry Development.

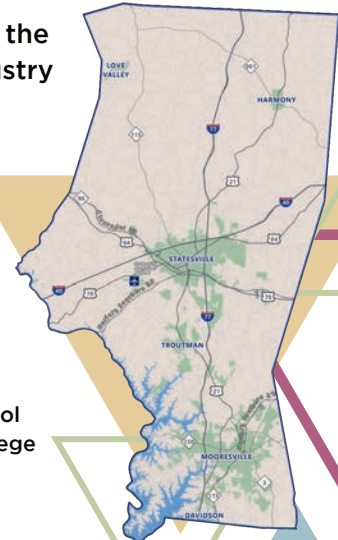
has a **growing population rate** of

17.1% vs. **9.5%**
in the county in the state

15th
largest county by
population in the
state.

31%
of Iredell's high school
students earned college
credit at Mitchell.

(data from Iredell County 2022 Attainment Profile)

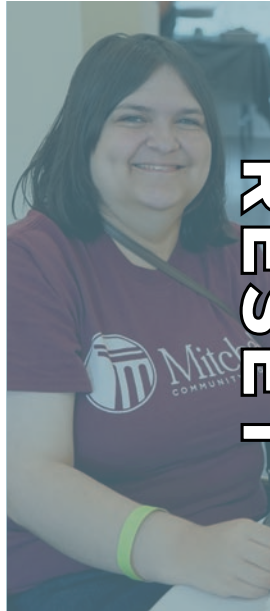


PROCESS

The College's strategic planning was a culmination of the collaboration between internal stakeholders including college administration, faculty, staff, and students, alumni, community members, and business and industry partners to align Mitchell's current goals to be more relevant and purposeful. The strategic planning team set out to refresh, reset, and reconnect the College's current goals to be more purposeful by asking the following:



As an institution, collectively and individually, what is it that we do? What needs to change? Has the College settled for the status quo?



What steps can the College take to embrace and improve upon current practices with a clearer focus on how we do our work? How do we ensure student success?



How can we identify a common goal with a focus on the success of our students while creating a One-College model?



Mitchell Community College offers a variety of educational opportunities to pave purposeful pathways for a student's future success. These reflective questions have helped Mitchell assess how we can improve those opportunities.

Different parts of the College operate in different ways, but we can find common ground among silos of individuality. Connected with a common goal of supporting students and their pursuit of a relevant educational pathway, Mitchell moves forward towards a One-College model.



MISSION

Mitchell Community College provides equitable access to affordable, high-quality learning experiences and services that lead to social and economic mobility for students.

VISION

Mitchell Community College aspires to be a catalyst that nurtures intellect, ignites creativity, fosters innovation, and transforms lives for our community and beyond.




EQUITY STATEMENT

The diversity, equity, inclusion, justice and belonging work at Mitchell seeks to


- create opportunity for difficult dialogue and self-inquiry to create healthy relationships and promote a growth mindset;
- remove barriers and replace practices that perpetuate inequities to increase all student success;
- provide psychological and physical safety for belonging and inclusion for students/faculty/staff so all can flourish;
- practice empathy and equity mindedness in our daily work;
- invite the humanness of everyone on campus to bring their whole selves to our space.





Equity & Inclusion

Mitchell embraces diversity, equity, and opportunities for inclusion which enhance the social, civic, cultural, and economic development of our community.



Teaching & Learning

Mitchell commits to being the transformative provider of higher learning and workforce development in Iredell County.



Student Success

Mitchell provides tangible and relevant experiences for students to be successful.



Community Engagement

Mitchell strengthens and expands its partnerships, sponsorships, and engagement within the community.

CORE VALUES



Integrity

Mitchell seeks to make a positive difference in the lives of our students, employees, and community by maintaining high ethical standards.



Innovation

Mitchell advances the college environment through creative, critical, and strategic thinking and processes.



Data-Informed

Mitchell analyzes data to inform institutional decisions which impact the campus, community, and region.



Excellence

Mitchell strives for the highest performance levels to meet the realities of the students and employees we serve.

MITCHELL EMPOWERS FUTURES

STRATEGIC PLAN

2023 - 2028

Through an internal review of the College's mission, vision, equity statement, and core values alongside refreshed college-wide objectives, stakeholder engagement and an understanding of how Mitchell's pathways fit within an external economic climate, **Mitchell Empowers Futures** was developed during the strategic planning process as a blueprint for Mitchell Community College to facilitate relevant and purposeful success for its current and prospective students.

Mitchell Community College's strategic planning process will enable the College to continue to operate as a driving engine for economic development in Iredell County. Whether entering the world of work or pursuing additional education, Mitchell equips students with transferable skills that enable success.





This will be accomplished through a refreshed understanding of how the College operates within an evolving ecosystem of educational elements and economic/social factors.

Through this planning process, the College will continue to establish connections and initiate community engagement which aligns purposeful pathways that lead to accessible, equitable learning opportunities for students.

Mitchell Empowers Futures for students to develop lifelong learning skills which exist on a continuum of education that ebbs and flows in different ways depending on the personal knowledge, experiences, needs and goals of a specific student.

By understanding this evolving role of the College, Mitchell can better facilitate student success through the implementation of equitable, accessible education infrastructures while also engaging with an inclusive campus culture that adapts to meet the business, industry and community needs.

With the 2023-2028 strategic plan, **Mitchell Empowers Futures** for current and prospective students.



Priority 1:

Inspiring Teaching
and Learning



Priority 2:

Achieving Social and
Economic Mobility



Priority 3:

Thriving with
Partnerships

Each priority has goals that align with measurable strategies which guide the work that the College does. Our plan is shared with the campus community to encourage active engagement with a One-College model.



PRIORITY #1:

INSPIRING **TEACHING & LEARNING**

Mitchell remains committed to being the premier transformative provider of higher learning and student success in Iredell County and the surrounding areas. Through exceptional instruction, innovative educational approaches, enriched learning environments, and meaningful experiences, Mitchell can inspire our students to achieve their goals and realize success.

GOAL 1.1 CREATING RELEVANT PATHWAYS

Create innovative educational pathways that are responsive and aligned to student needs.

Strategy 1.1.1:

Identify local stakeholders' needs to align instructional experiences with essential skills outlined by stakeholders.

Strategy 1.1.2:

Introduce new short-term educational pathways to complement degree-seeking pathways.

Strategy 1.1.3:

Investigate, develop, and offer, as needed, bilingual educational pathways and/or courses.





GOAL 1.2

IMPROVING STUDENT SUCCESS

Enhance resources to increase enrollment, retention, persistence, and goal completion in all student populations served.

Strategy 1.2.1:

Implement a new strategic enrollment management plan focusing on student success and goal completion.

Strategy 1.2.2:

Employ a proactive advising model that aligns with the core values and competencies for academic advising set by the National Academic Advising Association (NACADA) to encourage student success, foster progression, and promote completion of credentials.

Strategy 1.2.3:

Apply innovative teaching and learning approaches to improve student performance and success.

Strategy 1.2.4:

Invest in software platforms to enhance student retention, persistence, and completion.

Strategy 1.2.5:

Employ and utilize Career Coaches, Early College, and Transition Liaisons in high schools to prepare students for college, military, or workforce entry.

GOAL 1.3 PROVIDING PROFESSIONAL DEVELOPMENT

Recruit, retain, and maximize human and technological resources to propel optimal performance and operational excellence that reflects acceptance and values diversity.

Strategy 1.3.1:

Ensure all college employees have professional learning opportunities to promote personal and professional growth.

Strategy 1.3.2:

Develop and realize a Center for Teaching and Learning to enhance teaching innovation and excellence.

Strategy 1.3.3:

Attract and retain employees to create a college environment that reflects the diverse demographics of Iredell County.



GOAL 1.4 MODERNIZING LEARNING ENVIRONMENTS

Establish and sustain technologically advanced, inclusive learning environments that promote collaboration.

Strategy 1.4.1:

Establish an inclusive learning ecosystem by creating efficient processes and innovative infrastructures facilitating student and campus success.

Strategy 1.4.2:

Research and establish a comprehensive digital campus.

Strategy 1.4.3:

Maintain a safe and secure college environment that proactively addresses potential risks to the campus.





PRIORITY #2:

ACHIEVING **SOCIAL & ECONOMIC MOBILITY**

Mitchell prepares students for meaningful employment by offering well-structured program pathways that are regularly updated in collaboration with our area school systems, higher education, business, and industry partners. These pathways are designed to empower individuals, enabling them to achieve social and economic mobility as they progress toward their goals.

GOAL 2.1 EXPANDING STUDENT ACCESS

Design and execute targeted educational opportunities, leading to transformative social and economic mobility for all individuals.

Strategy 2.1.1:

Endeavor to have a student population representative of Iredell County's demographics.

Strategy 2.1.2:

Coordinate initiatives in Iredell County to increase the proportion of student credential attainment.

Strategy 2.1.3:

Reduce student barriers by providing financial support for our students.



GOAL 2.2 CREATING INNOVATIVE PATHWAYS LEADING TO A SUSTAINABLE, LIVING WAGE

Create and implement innovative pathways that prepare individuals with the skills, knowledge, and opportunities necessary to secure sustainable employment that offers a living wage.

Strategy 2.2.1:

Analyze the labor market to design and promote pathways that align with the local workforce needs and provide graduates with a sustainable living wage.

Strategy 2.2.2:

Communicate and execute policies for prior learning experiences to increase student enrollment, success, and timely completion of credentials.



GOAL 2.3 FACILITATING STUDENTS' UNDERSTANDING OF THE IMPORTANCE OF TRANSFERABLE SKILLS

Facilitate students' understanding of the significance of transferable skills and their role in achieving success in college, their careers, and all aspects of life.

Strategy 2.3.1:

Define transferable (soft) skills and construct a general education outcome to be implemented and assessed.

Strategy 2.3.2:

Integrate transferable (soft) skill development and alignment with learning experiences in courses, student activities, and workshops.

Strategy 2.3.3:

Design and incorporate a transferable (soft) skill micro-credential in educational pathways.





PRIORITY #3:

THRIVING **WITH PARTNERSHIPS**

Mitchell cultivates flourishing partnerships that foster collaborative efforts with Iredell County's Economic Development Corporation Board, schools, local industries, organizations, and community stakeholders. This unwavering commitment to collaboration ensures that Mitchell continues to thrive by providing diverse traditional and non-traditional pathways and services, ultimately guiding its students, the College, and the community toward success.



GOAL 3.1

ENHANCING ECONOMIC AND WORKFORCE DEVELOPMENT

Grow and leverage relationships with business and industry partners located or expanding into Iredell County to increase opportunities for students and graduates.

Strategy 3.1.1:

Ensure seamless and comprehensive access to student apprenticeships, internships, and work-based learning programs.

Strategy 3.1.2:

Collaborate with career & technical education personnel in public school units to provide opportunities for career exploration, development, and summer enrichment programs for middle and high school students.

Strategy 3.1.3:

Launch a Career Development Center committed to nurturing students' professional growth and facilitating their progression in the workforce.

GOAL 3.2

STRENGTHENING COMMUNITY ENGAGEMENT AND SPONSORSHIPS

Develop outreach, engagement, and community-focused initiatives that produce positive outcomes across all segments of our service area.

Strategy 3.2.1:

Establish new partnerships with local and regional support agencies.

Strategy 3.2.2:

Encourage and support employees to serve on local community/business advisory boards and commissions.

Strategy 3.2.3:

Enhance donor relationships to drive impactful fundraising by identifying and cultivating new donors while maintaining stewardship of existing supporters.



GOAL 3.3 ENGAGING WITH OTHER EDUCATIONAL INSTITUTIONS

Establish partnerships with public school units and higher educational institutions to launch pathways that transform generational knowledge and success.

Strategy 3.3.1:

Execute strategic memorandums of understanding (MOUs) and local articulation agreements in collaboration with each public school unit, facilitating the seamless integration of educational pathways for students that lead to sustainable living wage careers.

Strategy 3.3.2:

Enact seamless pathways with other higher educational institutions leading to associate or bachelor's degree completion for students.



STRATEGIC PLANNING COMMITTEE ROSTER

The entire Mitchell Community College community was involved in creating the 2023 - 2028 Strategic Plan. The following individuals were directly involved in creating the content of this document.

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Austin Leviner

Coordinator of Student Activities and New Student Orientation

CAMPUS LOCATIONS



STATESVILLE CAMPUS

500 W. BROAD ST.
STATESVILLE, NC
28677



MOOREVILLE CAMPUS

219 N. ACADEMY ST.
MOOREVILLE, NC
28115



CONTINUING EDUCATION CENTER

701 W. FRONT ST.
STATESVILLE, NC
28677



WORKFORCE DEVELOPMENT CENTER

701 W. FRONT ST.
STATESVILLE, NC
28677



KUTTEH HEALTH SCIENCES BUILDING

706 CHERRY ST.
STATESVILLE, NC
28677



COSMETIC ARTS CENTER

3223 TAYLORSVILLE
HIGHWAY
STATESVILLE, NC
28625



SHEARER HALL

500 W. BROAD ST.
STATESVILLE, NC
28677



ROTARY AUDITORIUM

500 W. BROAD ST.
STATESVILLE, NC
28677

CAMPUS LOCATIONS



GOODWILL
WORKFORCE DEVELOPMENT CENTER

GOODWILL CENTER

124 4TH CRESCENT PL.
STATESVILLE, NC
28625



EASON STUDENT SERVICES

500 W. BROAD ST.
STATESVILLE, NC
28677



MUSIC HOUSE

139 N. MULBERRY ST.
STATESVILLE, NC
28677



KIRKMAN HOUSE

123 N. MULBERRY ST.
STATESVILLE, NC
28677



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