
MISSISSIPPI VIRTUAL
COMMUNITY COLLEGE

CONNECTING. ENGAGING. EMPOWERING.

STRATEGIC PLAN

2015 - 2019

MISSION STATEMENT

The mission of the Mississippi Virtual Community College is to provide educational opportunities to constituencies who live within the various community and junior college districts in Mississippi and to others beyond those boundaries. The mission includes providing access to instructional offerings through advanced technologies for those individuals who currently cannot take advantage of the offerings of the community and junior college through traditional means and to those individuals who are seeking alternative educational delivery systems.

RATIONALE

College instruction has traditionally been offered to those individuals who appear at the door of an institution of higher learning, present some evidence of having met certain criteria for admission, complete the necessary forms, pay their money, meet classes at prescribed times, places, etc. There are many people in Mississippi who cannot attend college for various reasons of finance, travel, family constraints, work schedules, etc. In a number of cases, these individuals are capable of improving their capability to earn a livelihood if provided access to higher education opportunities. There is a need to provide educational opportunities for individuals who cannot physically attend classes in accordance with time and place constraints as traditionally applied to the typical institution of higher learning. This need can be met to some level of satisfaction by offering courses and services by various means of distance learning.

VISION STATEMENT

The purpose of the strategic plan is to guide the eLearning Association in achieving its vision for the current cycle period (usually four years). Our vision for this strategic cycle is to expand opportunities for student success in online courses by utilizing emerging technologies to accommodate a variety of learning styles, creating more robust online communities, increasing focus on student services, and growing program offerings while ensuring integrity and promoting the benefits of the MSVCC. Focus will be on **quality, success, support, and growth**.

ELEARNING DEFINITION

The term *eLearning* implies a state of perpetual learning and change, and the letter *e* in the term implies learning that occurs through all forms of electronic devices: desktop and laptop computers, and, increasingly, mobile devices such as cell phones. One might say, in this digital world, that the *e* also signifies everywhere.

STRATEGIC INITIATIVES

- I. Promote opportunities for student achievement (Success)
- II. Provide an innovative, high-quality learning experience (Quality)
- III. Deliver exemplary administrative, instructional, and student support services (Support)
- IV. Initiate opportunities for growth and extended educational outreach (Growth)

ELC Association Committees 2014 - 2015

ADMINISTRATION

Chair: Tish Stewart

Topics:

Policies & Procedures
Strategic Plan
Calendar
Budget
Grants

1. Keri Cole (Hinds)
2. Krista LeBrun (ECCC) (Current President)
3. Michelle Mitchell (PRCC) Past President)
4. Michele Sumrel (ICC) (President-Elect)

INSTRUCTIONAL TECHNOLOGY

Chair: Kim Harris

Topics:

LTIs
Vendors/Partners

1. Jenny Jones (Holmes)
2. Christa Whilite (ECCC)
3. Haley Duck (MCC)
4. Stacey Smith (NWCC)
5. Tequila Sunrise (ICC)

QUALITY

Chair: Jennifer Leimer

Topics:

Pedagogy
Evaluation Process
Instructor of the Year

1. Keri Cole (Hinds)
2. Phyllis Johnson (NWCC)
3. Michele Mitchell (PRCC)

SUPPORT SERVICES

Chair: Jennifer James

Topics:

Enrollment Tool
Website/Consortium App
Proctoring

1. Teresa Webster (MDCC)
2. Buffy Matthews (MGCCC)
3. Shanelle Frazier (CCC)
4. Vanessa Alexander (Co-Lin)
5. Brandon Walker (MCC)

TRAINING

Chair: Kim Ellis

Topics:

Faculty Development
Student Development

1. Jennifer Powell (JCJC)
2. Denise Gillespie (ICC)
3. Kandace Martin (JCJC)
4. Chris Square (EMCC)

**MCCB staff will serve as a resource for all committees.*

GOALS AND OBJECTIVES

Administration Committee:

Goal	A1: Increase support to the eLearning offices with regard to administrative, information, and instructional technologies.			Which Strategic Initiative does this support? (Success/Quality/Support/Growth)		Support
Objective	How will this be measured?	Timeframe	Budget Considerations	Status In Progress/ Completed/Ongoing	Results	Use of Results
A1:1 – Explore options for additional, dedicated staff at the MCCB	Hiring of additional staff at MCCB	Fall 2015	\$100,000 for salary & benefits	In progress		
A1:2 – Provide eLearning offices with monetary assistance in the form of mini-grants to provide support to faculty and staff via innovative learning opportunities, as well as design services and activities	Implementation of mini-grant process	Spring 2015	\$150,000 (\$10,000 per institution)	In progress		

Administration Committee:

Goal	A2: Increase awareness of the MSVCC.			Which Strategic Initiative does this support? (Success/Quality/Support/Growth)	Growth	
Objective	How will this be measured?	Timeframe	Budget Considerations	Status In Progress/ Completed/Ongoing	Results	Use of Results
A2:1 – Develop a comprehensive marketing plan	Successful creation of marketing plan	Fall 2015	\$20,000	In progress		
A2:2 – Redesign the MSVCC website to be more user friendly	Successful redesign of MSVCC website	Fall 2015	\$10,000	In progress		
A2:3 – Create marketing materials that can be utilized by each college	Marketing templates delivered to colleges	Fall 2015	\$20,000	In progress		
A2:4 – Implement mobile-based applications	Implementation of mobile applications	Fall 2015	\$40,000	In progress		

Administration Committee:

Goal	A3: Develop benchmarks for student achievement.			Which Strategic Initiative does this support? (Success/Quality/Support/Growth)		Success
Objective	How will this be measured?	Timeframe	Budget Considerations	Status In Progress/ Completed/Ongoing	Results	Use of Results
A3:1 – Review current literature related to online student success	Provide summary of literature to ELCs	Summer 2015	0			
A3:2 – Define online student success	Agree upon a measurable definition of the success for the MSVCC	Summer 2015	0			
A3:3 – Review and analyze current enrollment data	Provide summary of enrollment data to ELCs	Fall 2015	0			
A3:4 – Identify deficiencies with current data collection practices	Provide list of deficiencies in data collection	Fall 2015	0			
A3:5 – Establish measurable benchmarks for online student achievement	Establish student achievement benchmarks for the MSVCC	Spring 2016	0			

Instructional Technology Committee:

Goal	I1: Increase support to the eLearning Offices in regards to vendors and tools integrated into the learning management system.			Which Strategic Initiative does this support? (Success/Quality/Support/Growth)		Quality and Support
Objective	How will this be measured?	Timeframe	Budget Considerations	Status In Progress/ Completed/Ongoing	Results	Use of Results
I1:1 – Examine, identify, and recommend emerging instructional technologies that may lead to improvements for teaching and learning	Presentations, pilots and/or adoptions of new instructional technologies	Ongoing	0	Ongoing		
I1:2 – Provide support for transition during implementation of instructional technologies	Successful implementation	Ongoing	Need for new MCCB eLearning Technology Specialist	Ongoing		
I1:3 – Identify deficiencies with current and potential instructional technologies	Provide presentations and summaries of data to ELCs	Ongoing	0	Ongoing		

Instructional Technology Committee:

Goal	I2: Evaluate and recommend methods that foster communication and collaboration.			Which Strategic Initiative does this support? (Success/Quality/Support/Growth)		Quality
Objective	How will this be measured?	Timeframe	Budget Considerations	Status In Progress/ Completed/Ongoing	Results	Use of Results
I2:1 –Research and assess methods to foster communication and collaboration for teaching and learning	Provide presentations and updates to ELCs	Ongoing	Funding for professional development	In Progress		
I2:2 – Increase awareness of communication and collaboration methods available for teaching and learning	Provide summary of literature and resources to ELCS	Ongoing	0			

Quality Committee:

Goal	Q1: Develop recommended standards for quality online education.			Which Strategic Initiative does this support? (Success/Quality/Support/Growth)		Quality
Objective	How will this be measured?	Timeframe	Budget Considerations	Status In Progress/ Completed/Ongoing	Results	Use of Results
Q1:1 – Research literature and data regarding quality online courses	Provide report of compiled data	Spring 2015	Possible expanded professional development			
Q1:2 – Develop recommended quality standards	Provide report of recommended standards	Fall 2015	0			

Quality Committee:

Goal	Q2: Implement procedures for improvement based on recommended standards for quality online education.			Which Strategic Initiative does this support? (Success/Quality/Support/Growth)		Quality
Objective	How will this be measured?	Timeframe	Budget Considerations	Status In Progress/ Completed/Ongoing	Results	Use of Results
Q2:1 – Identify areas of needed improvement based on recommended quality standards	Provide results of Institutional Survey	Spring 2016	0			
Q2:2 – Recommend training or tools to support improvement opportunities based on survey results	Provide documentation of submitted recommendations	Fall 2016	0			
Q2:3 – Evaluate effectiveness of recommended measures of improvement	Provide results of Institutional Survey	Spring 2017	0			

Quality Committee:

Goal	Q3: Encourage faculty members to develop and maintain high quality, standards-based online learning environments.			Which Strategic Initiative does this support? (Success/Quality/Support/Growth)		Quality
Objective	How will this be measured?	Timeframe	Budget Considerations	Status In Progress/ Completed/Ongoing	Results	Use of Results
Q3:1 – Develop a certification program to recognize high quality courses	Recommend certification program to ELCs	Fall 2017	Dependent on program outline			
Q3:2 – Create incentive opportunities for regional and national professional development	Provide guidelines for expanded professional development	Spring 2018	Dependent on program outline			

Support Services Committee:

Goal	S1: Provide support services to online students and faculty using current and emerging technologies.			Which Strategic Initiative does this support? (Success/Quality/Support/Growth)		Support
Objective	How will this be measured?	Timeframe	Budget Considerations	Status In Progress/ Completed/Ongoing	Results	Use of Results
S1:1 – Adopt a proctored test management system	Implementation of proctored test management system	Summer 2015	\$150,000	In progress		
S1:2 – Recommend a revised formula for determining sufficient proctoring services	Update Policy & Procedure Manual with revised policy	Summer 2015	0	In progress		
S1:3 – Review and recommend the adoption of a mobile app for communication for online students.	Implementation of mobile app	Summer 2015	\$40,000	In progress		
S1:4 – Provide and maintain a public resources community that communicates services and programs available through MSVCC for faculty and students	Development of resource community	Fall 2015	\$1,000 to hire a course developer			
S1:5 – Enhance the current tutoring system to include a referral process	Implementation of tutoring referral system	Fall 2015	\$80,000			

Support Services Committee:

Goal	S2: Provide a comprehensive MSVCC database for consortium use.			Which Strategic Initiative does this support? (Success/Quality/Support/Growth)		Support
Objective	How will this be measured?	Timeframe	Budget Considerations	Status In Progress/ Completed/Ongoing	Results	Use of Results
S2:1 – Implementation of new MSVCC data system	Deployment of new Enrollment Tool	Spring 2015	0	In progress		
S2:2 – Identify issues with MSVCC database	Provide recommendations for improvement based on issues identified	Spring 2015	0	In progress		

Support Services Committee:

Goal	S3: Emphasize the use of the Student Support Services Survey for program and institutional improvement.			Which Strategic Initiative does this support? (Success/Quality/Support/Growth)		Support
Objective	How will this be measured?	Timeframe	Budget Considerations	Status In Progress/ Completed/Ongoing	Results	Use of Results
S3:1 – Increase awareness of and participation in the Student Support Services Survey	Provide results of the Student Support Services Survey	Summer 2016	0			
S3:2 – Analyze Results of the Student Support Services Survey	Provide documentation of results	Fall 2016	0			
S3:3 – Make recommendations for improvement for student support services	Provide recommendations to ELCs	Spring 2017	0			

Training Committee:

Goal	T1: Provide relevant and current trainings through the MSVCC Academy for faculty and administrators.			Which Strategic Initiative does this support? (Success/Quality/Support/Growth)		Support and Success
Objective	How will this be measured?	Timeframe	Budget Considerations	Status In Progress/ Completed/Ongoing	Results	Use of Results
T1:1 – Develop training on retention methods and use of retention tools	Delivery of training	Fall 2015	ELT/Academy manpower	In Process		
T1:2 – Develop training for test scheduling system and virtual proctoring	Delivery of training	Fall 2015 (pending implementation of statewide system)	ELT/Academy manpower			
T1:3 – Develop training on proper instructional strategies and tools	Delivery of training	Fall 2015	ELT/Academy manpower			

Training Committee:

Goal	T2: Increase participation in statewide training.			Which Strategic Initiative does this support? (Success/Quality/Support/Growth)		Support and Quality
Objective	How will this be measured?	Timeframe	Budget Considerations	Status In Progress/ Completed/Ongoing	Results	Use of Results
T2:1 – Implement MSVCC Academy marketing plan	Provide participation report and comparison of Academy enrollment	Spring 2015	0			
T2:2 – Increase the variety of Academy offerings	Implementation of more Academy offerings	Spring 2015	\$25,000			

History

2003

On September 8, 2003, Dr. Howell Garner requested that a statewide committee be formed to establish a strategic plan for the Mississippi Virtual Community College (MSVCC) consortia and for the state Network Support group. Representation from various professional groups and colleges across Mississippi were selected. The members of the MSVCC Strategic Planning Workgroup include

Dr. Cheryl Thompson-Stacy, Mississippi Gulf Coast Community College
Dr. David Durham, Hinds Community College
Ms. Ellene McCrimon, Itawamba Community College
Ms. Mitzi Johnson, North East Community College
Mr. Mark Smith, Mississippi Gulf Coast Community College
Mr. J. P. McInnis, Copiah-Lincoln Community College, and
Mr. Jason Pugh, State Board for Community and Junior Colleges.

On November 10, 2003, the Distance Learning Coordinators (eLC) Association began working on the MSVCC strategic plan. The association first reviewed the existing mission statement and felt it appropriately defined the purpose of the MSVCC consortia. The association next developed a three-year plan comprised of five primary strategic initiatives: training, technology, quality, support, and administration. The five strategic initiatives chosen will serve as the foundation for ensuring that the MSVCC can continue to support offering high quality educational opportunities to constituencies who live within the various community and junior college districts in Mississippi and to others beyond those boundaries.

The purpose of that strategic plan was

- to provide high quality statewide training programs for personnel involved with the MSVCC consortium;
- to provide a secure, stable, and scalable network infrastructure that supports all administrative and instructional goals;
- to ensure the quality of courses developed and presented as a part of the Mississippi Virtual Community College; and
- to provide online student and faculty support services; and,
- to provide administrative structures within the consortium that will pursue the necessary steps to ensure an effective, efficient, quality, educational experience for all MSVCC students.

Members of the eLC Association were divided into sub-committees designed to develop goals and objectives for each strategic initiative. The members of each Planning Sub-Committee included:

December 2014

Administration Sub-Committee: Ms. Audra Kimble, Holmes Community College; Ms. Ellene McCrimon, Itawamba Community College; Mr. Jason Pugh, State Board for Community and Junior Colleges (ADDED: Tish Stewart, Holmes Community College)

Training Sub-Committee: Ms. Susan Cumberland, East Mississippi Community College; Ms. Margaret Britt, Copiah-Lincoln Community College; Ms. Janice Poole, Pearl River Community College; and Mr. Mark Smith, Mississippi Gulf Coast Community College (ADDED: Andrea Scott, East Mississippi Community College; Laura Lofton, Copiah-Lincoln Community College)

Technology Sub-Committee: Ms. Jennifer Leimer, Mississippi Gulf Coast Community College; Mr. J. P. McInnis, Copiah-Lincoln Community College; Ms. Alicia Shows, Southwest Mississippi Community College; Mr. Robert Strawbridge, Mississippi Delta Community College (ADDED: Jackie Bailey-Hall, Mississippi Delta Community College)

Quality Sub-Committee: Curtis Kynerd, Hinds Community College; Letha Richards, Coahoma Community College; Hubert Yates, Meridian Community College

Support Sub-Committee: Mr. Jason Pugh, State Board for Community and Junior Colleges; Mr. Mark Smith, Mississippi Gulf Coast Community College; Jennifer Wamsley, Northeast Mississippi Community College; Natalie Young, Northwest Community College (ADDED: Terri Windham, East Central Community College)

Each sub-committee broke their strategic initiative into one or more broad strategic goals. Each goal was then further defined into strategic objectives. Suggested responsible persons, potential costs, and suggested timelines, for completion of each strategic objective were developed. The sub-committees presented their work to the eLC Association for comment and review and through a consensus decision; the strategic plan was approved for submission to the MSVCC Strategic Planning Workgroup. After final approval of this strategic plan by the MSVCC Oversight Committee, the eLC Association will begin work on the operation plan that will be used to implement this strategic plan.

2012

The ELC Association added the current vision statement and decided the focus of their strategic plan would be on four key areas: retention, quality education, support services and growth of the MSVCC.

2014

In recent years, the Mississippi community college system has seen a tremendous increase in the use of eLearning and instructional technologies. These technologies are being utilized in all instructional venues and are not just limited to the online environment. In addition, the summer of 2013, the MSVCC transitioned its learning environment from Blackboard to Canvas, resulting in new and innovative ways to deliver instructional technology as well as creating a substantial financial savings. Therefore, the ELCs believed it was imperative to revisit the MSVCC Strategic Plan to better align MSVCC's initiatives, goals and objectives.

December 2014