



# JOURNEY 2025

## EAST MISSISSIPPI COMMUNITY COLLEGE STRATEGIC ROAD MAP

Beginning in the fall of 2019, senior leadership at East Mississippi Community College began the planning process to develop a new strategic plan to guide the college for the next five years. The team met for a series of planning sessions and developed the following strategic road map. This strategy road map is designed to be an internal, "living" document; East Mississippi Community College is committed to long-term impact, and recognizes the need to continuously review this plan and adapt our strategies as the demographic, economic, and educational landscape in our service area changes.

### ► OUR MISSION

East Mississippi Community College is a public community college serving six counties in East Central Mississippi, offering university-parallel programs, career-technical programs, and workforce programs. EMCC is dedicated to improving the quality of life for our students, our community, and our personnel through instructional opportunities, with a specific focus on a healthy mind, body, and spirit.

### ► OUR VISION

East Mississippi Community College establishes the standard of excellence for comprehensive community colleges in Mississippi.

### ► OUR CORE VALUES

**Leadership** built on respect for self and others and demonstrated in our local communities.

**Excellence** in education, service, and lifelong learning.

**Access** to instructional opportunities on campus and online.

**Freedom** in teaching and learning within a supportive, communicative, diverse, and caring environment.



## ► OUR IDENTITY PROFILE

At the heart of our **Identity Profile** are three essentials necessary to develop and implement successful organizational strategies: a sound operating model, keen market awareness, and an understanding of our unique strategic advantages. These give us a deep understanding of our organization and strengthen our current and future strategy work.

<b><i>As an educational provider, our mission is...</i></b>	To offer university-parallel programs, career-technical programs, and workforce programs. EMCC is dedicated to improving the quality of life for our students, our community, and our personnel through instructional opportunities, with a specific focus on a healthy mind, body, and spirit.
<b><i>Because our desired impact is...</i></b>	To set the standard of excellence for comprehensive community colleges in Mississippi.
<b><i>Serving...</i></b>	Everyone in Oktibbeha County, Clay County, Lowndes County, Lauderdale County, Noxubee County, and Kemper County regardless of age, gender, religion, ethnicity, or income level.
<b><i>Through...</i></b>	University-Parallel General Education Pathways Career-Technical Degree & Certificate Programs Short-Term, Non-Credit Workforce Training Classes & Adult Enrichment Programs Adult Education Services Customized, Industry-Demanded Training Programs
<b><i>And maximize our unique strategic advantages...</i></b>	<ul style="list-style-type: none"> <li>• As a comprehensive community college, we connect current and prospective students with relevant career-technical and university-parallel educational opportunities, provide access to non-credit workforce development training programs and adult education services, and provide student supportive services all under one roof.</li> <li>• We specialize in providing students with meaningful, personalized learning environments and wraparound services.</li> <li>• Our campus locations are centrally located near thriving four-year universities. The Golden Triangle Campus sits between Mississippi State and MUW while the Scooba Campus shares proximity to MSU Meridian and UWA.</li> <li>• We are committed to ensuring the highest level of academic quality, while keeping our tuition and fee structure to roughly half of what regional four-year universities are charging. To achieve this, we offer a wide range of financial aid programs, scholarships, grants, loans, and work-study opportunities.</li> <li>• EMCC has grown significantly in dual enrollment over the past five years. For academic year 2020, dual enrollment made up 28% of our un-duplicated headcount.</li> <li>• EMCC enjoys significant brand recognition in part due to past athletic success.</li> </ul>
<b><i>We sustain our work through a funding mix of...</i></b>	Federal Appropriation, State and Local Funding, Student Tuition and Fees, and Grants and Foundation Support.

## ► ENVIRONMENTAL FACTORS INFLUENCING THE COLLEGE

There are many critical issues and challenges facing higher education at a national and regional level. This section will provide a common understanding of some of the key trends and issues that informed the creation the College's strategic priorities.

- The population of EMCC's district has declined by a combined total of 14.1% in the last decade. Additionally, Mississippi is ranked 48th nationally in workforce participation rates. Declining population coupled with a low workforce participation rate has made it difficult for area businesses to fill open positions due to the lack of available talent with the requisite skills.
- While graduation rates among all public high schools in EMCC's district remain greater than the state average, all counties fall below the national average. This indicates there is an opportunity for stronger partnerships with K-12 systems to encourage student persistence, graduation, and post-secondary degree attainment.
- The Mississippi Department of Employment Security's Industry Employment Projections (2016-2026) has projected that the EMCC district will see a 4.1% growth, with top growing sectors being Community and Social Service Occupations, Healthcare Practitioners and Technical Occupations, Healthcare Support Occupations, Food Preparation and Serving Related Occupations, and Personal Care and Service Occupations. As EMCC looks at expanding existing programs or adding new options, these projections should be considered.
- Students from impoverished or disadvantaged backgrounds face a host of educational barriers including transportation, food scarcity, mental health issues, substance abuse, etc. We must develop programs and services designed to address these barriers.
- The recent global pandemic exposed a glaring need for institutions of higher education to embrace technology and innovative course delivery models. Providing many different avenues for students to access their education remains a focal point for the College.



## ► OUR STRATEGY SCREEN

Our **Strategy Screen** is the set of criteria we will use to discern whether a particular initiative is in alignment with who we are as an organization and with our desired impact. Does the new strategy or initiative:

- Support our mission, values, and desired community impact?
- Assure financial viability and long-term sustainability?
- Meet a critical need without duplicating limited community resources?
- Promote partnerships and collaborations that are mutually beneficial?
- Strengthen relationships with key community stakeholders?



## ► OUR ORGANIZATIONAL PRIORITIES & OBJECTIVES

The factors outlined above helped shape the organizational strategies and objectives identified by the College and listed below.

### Organizational Strategies

#### Strategic Priority 1: Academic Excellence

##### Objective 1: Student Learning & Success

Ensure quality instruction and academic support

##### Objective 2: Student-Centered Culture

Foster an atmosphere where students are supported beyond the learning environment.

#### Strategic Priority 2: Organizational Effectiveness

##### Objective 1: Financial Management

Maintain a stable financial base and sound fiscal practices to ensure resource allocation that is aligned to strategic priorities.

##### Objective 2: Physical Infrastructure

Create and maintain facilities that optimize learning, leverage technology, and enhance the student experience.

##### Objective 3: Policies & Procedures

Streamline processes and establish clear organization roles to achieve greater agility and efficiency.

##### Objective 4: Human Capital

Create and promote an environment that supports and recognizes employee engagement and growth.

#### Strategic Priority 3: Community Engagement & Outreach

##### Objective 1: External Communication

Strengthen communication with external constituent groups to better tell the EMCC story.

##### Objective 2: Partnerships

Foster high-impact strategic partnerships to advance our mission, vision, and strategic priorities.

##### Objective 3: Alumni Engagement

Enhance alumni engagement and communication strategies to deepen awareness about EMCC in our local communities.