

Requirement 3.1.1

Institutional Mission

The mission statement is current and comprehensive, accurately guides the institution's operations, is periodically reviewed and updated, is approved by the governing board, and is communicated to the institution's constituencies.

Judgment

Compliant Partial Compliance Non-Compliant Not Applicable

Narrative

Haywood Community College (HCC) is in compliance with Comprehensive Standard 3.1.1.

HCC is a non-research, comprehensive public two-year community college, which places emphasis on its institutional mission surrounding teaching, learning, and community service. The HCC Mission Statement clearly defines and guides the institution's commitment to these stated mission areas.

Guiding Institutional Operations

The 2007 [HCC Mission Statement](#) establishes and guides the institution's continuous commitment to:

- accessible educational, social, and cultural opportunities to the residents of Haywood County and the surrounding area
- technical, vocational, and college-transfer education; adult education, basic skills education, community development, workforce development, and continuing education
- support services to all students, including academic advising, developmental education, counseling, career services, job placement and technology
- quality education delivered through a variety of learning formats, including traditional face to face classrooms, distance learning, or a combination of these learning options through hybrid courses
- partnerships with secondary education schools to meet the needs of students through tech-prep agreements, concurrent enrollment, dual enrollment, and early college high school

HCC's mission statement supports the College's vision and guides the implementation and achievement of the College's core values ([HCC Mission, Vision, Core Values](#)) and strategic planning (Please see HCC's response to Core Requirement 2.5 for a full discussion on the College's ongoing strategic planning and evaluation processes).

Vision/Mission Statement Alignment

The HCC Vision Statement illustrates the parallel relationship of the vision and mission statement to address servicing the community, providing quality education, and serving as a leader in promoting the advancement of citizens.

Core Values Alignment

HCC has seven core values guiding the daily work of all College employees:

- Student Enrichment
- Community Advocacy
- Shared Leadership
- Excellence
- Innovation
- Integrity
- Positive Attitude

These core values represent the integrity, ethics, and principles College employees bring to implementing and achieving the institutional mission of enriching students' lives and developing the community. HCC employees demonstrate constructive attitudes to encourage positive learning and working. College stakeholders are actively involved in College decision-making through the enactment of shared leadership principles. HCC employees strive with excellence and innovation to serve a diverse population and community and develop and improve institutional programs, services, and operations ([HCC Mission, Vision, Core Values](#)).

Strategic Goals Alignment

The College's stated mission is supported and enhanced by its continuous, cyclical strategic goal, objective, and strategy development. [HCC's Pyramid for Continuous Improvement](#) illustrates how all activities promote and effectuate the College mission. All institutional effectiveness activities center around the College's mission, vision, and values, from general competencies, to program and course learning outcomes and service and administrative outcomes.

The planning process engages all community stakeholders in developing strategies for improvement and assist in the evaluation and advancement of the College mission and College programs, services, and operations through the three-year continuous long-range planning cycle. This ongoing dynamic process reflects the College's dedication to shared leadership and continuous improvement. Through strategic planning processes, planning units (departments, divisions, etc.) meet yearly to identify and establish strategies for improvement and to meet the College mission and department mission and outcomes. Every three-five years, the College develops specific goals and objectives to provide direction in meeting the College mission. For example, in 2006, focus group responses were reviewed carefully and then narrowed by the College Advisory Council (CAC) to identify strategic goals to improve the College and meet the College Mission ([HCC Mission, Vision, Values](#)) ([HCC Strategic Goals 2007-10](#)).

State Community College Mission Alignment

Haywood Community College's Mission Statement additionally aligns with the [North Carolina Community College System Mission Statement](#) and follows the directives of [NC General Statutes Chapter 115D-1](#) and [NC Community College Administrative Code T23 .0104](#) to provide comprehensive education by offering two-year college transfer options, vocational technical education, adult education, and continuing education.

HCC Mission Statement History, Review, Approval, and Dissemination

- History

HCC's mission statement has a long history of growth since its 1973 inception. First initiated as a "purpose" statement, the HCC mission statement was an outgrowth of the College's 1973 SACS Reaffirmation of Accreditation process as noted below and documented in Table 1.

- **Review**

To continuously assess mission statement alignment with overall long-term College goals, the mission statement undergoes regular review and revision. This revision process takes place approximately every 10 years. Table 1 below provides a historical reference of mission statement review at HCC.

Table 1. History of HCC Mission Statement Review

Year	Month	Summary of Board of Trustee Approved Changes	Supporting Documents
2007	July	<ul style="list-style-type: none"> • Revised first two paragraphs, (content similar but changed to one paragraph with Continuing Education added to item 6 • Combined items 9 & 10 	<ul style="list-style-type: none"> • HCC 2007 Mission Statement • BOT Minutes July 10, 2007 (approving change)
1998	March	<ul style="list-style-type: none"> • Distance Education added (per 1998 SACS Reaffirmation recommendation) 	<ul style="list-style-type: none"> • HCC 1998 Mission Statement & BOT Minutes 1998 (approving change)
1988	July	<ul style="list-style-type: none"> • Title change from "PHILOSOPHY AND PURPOSE" statement to "Mission" in response to SACS 1988 Reaffirmation requirement 	<ul style="list-style-type: none"> • HCC 1988 Mission Statement & BOT Minutes 1988 approving change
1987	October	<ul style="list-style-type: none"> • Changed items 1 & 2, sentence/word structure 	<ul style="list-style-type: none"> • HCC 1987 Mission Statement & BOT Minutes 1987 approving change
1985	August	<p>In response to reaffirmation, reviewed:</p> <ul style="list-style-type: none"> • "PHILOSOPHY AND PURPOSE" statement • changed #6 sentence structure 	<ul style="list-style-type: none"> • HCC 1985 Mission Statement & BOT Minutes 1985 (approving change)
1983	June	<p>Revised opening paragraph and added:</p> <ul style="list-style-type: none"> • general education as part of our PHILOSOPHY AND PURPOSE • #4 personal enrichment 	<ul style="list-style-type: none"> • HCC 1983 Mission Statement & BOT Minutes 1983 approving change
		<ul style="list-style-type: none"> • Revised entire "PHILOSOPHY AND 	<ul style="list-style-type: none"> • HCC 1980 Mission

1980	March	PURPOSE," except items 2 & 3 to address affordability, adult education, and articulation	Statement & BOT Minutes 1980 approving change
1976	November	<ul style="list-style-type: none"> Added statement addressing articulation with public schools, four-year universities, and other two-year institutions 	<ul style="list-style-type: none"> HCC 1976 Mission Statement & BOT Minutes 1976 approving change
1974	December	<ul style="list-style-type: none"> Revisions to opening paragraph and some objectives 	<ul style="list-style-type: none"> HCC 1974 Mission Statement & BOT Minutes 1974 approving change
1973	February	<ul style="list-style-type: none"> Establishment of the official "PHILOSOPHY AND PURPOSE" statement to be used in all official publications (per SACS recommendation) 	<ul style="list-style-type: none"> HCC 1973 Mission Statement & BOT Minutes 1973 approving change

- **Approval**

Acting in consort with the mission statement’s review process, the Board of Trustees’ (BOT) along with other HCC community stakeholders approve any/all revisions to the College’s stated mission. Table 1 provides documentation of Board approval (Board Minutes) and changes to the mission since the College’s inception. The most recent revisions to the College’s mission statement occurred in July 2007. At this time an HCC College Advisory Council (CAC) subcommittee reviewed the mission statement and secured input from numerous HCC stakeholder groups. Final approval of the revised mission statement occurred as follows:

- CAC membership approval May 4, 2007 ([CAC Minutes May 4, 2007 p. 3](#)).
- President's Administrative Council approval on May 22, 2007 ([AC Minutes May 22, 2007 p. 1](#))
- HCC Board of Trustees (BOT) approval on July 10, 2007 ([BOT Minutes July 10, 2007, p. 3](#)).

Dissemination

Haywood Community College’s Mission Statement is published in both physical and virtual locations:

- [HCC Web site](#)
- [HCC Catalog/Handbook 07-08, p. 11](#)
- [HCC Faculty/Staff Handbook, p. 4](#)
- [HCC Annual Report](#)

HCC's mission statement also is displayed on campus bulletin boards, main campus office windows/doors, and other instructional sites. In addition, [HCC Core Values](#), the [HCC Vision Statement](#), and the [HCC Strategic Goals](#) are also posted with the mission statement in each of the college's major facilities.

Evidence of Meeting the College Mission

HCC continuously evaluates the needs of the service area in developing and implementing programs and services ([HCC Assessment Calendar](#)). HCC performs above the state average ([NCCCSO, 12.18 Percent, 2005-06](#)) in the percent of the adult population in the service area enrolled ([HCC, 14.95 Percent](#)). ([NCCCSO 2007 Critical Success Factors, pp. 68-69](#)). HCC ranks 24th out of 58 colleges, enrolling 6787 people in curriculum and continuing education programs.

HCC continues to grow, providing many opportunities for the citizens to upgrade their skills or start a new career ([HCC Enrollment by Major](#)) ([HCC Curriculum and Continuing Education Enrollment Graph 1997-2007](#)) ([HCC FTE Graph 1997-2007](#)) HCC ranked in the top 50 fastest growing community college's for its size in [Community College Week](#).

Through strategic planning and evaluation, HCC focuses on critical needs and continuous improvement of existing programs and services and identifies needs for the future (specifically for the next three-five years and beyond). HCC strategic plan provides a link for each strategy to the College's Mission Statement. ([HCC Strategic Plan 2007-10](#)) ([HCC Strategic Plan 2007-10 Sorted by Mission Statements](#)).

Please see HCC's response to **Core Requirement 2.5** for further discussion on HCC's history of strategic planning and evaluation in meeting the mission of the College.

Please see HCC's response to **Comprehensive Standard 3.5.1 and 3.3.1** for discussion on how students are achieving outcomes.

Supporting Documents

-  [10-87 Board of Trustees Minutes and Catalog](#)
-  [11-76 Board of Trustees Minutes and Catalog](#)
-  [12-74 Board of Trustees Minutes and Catalog](#)
-  [2-73 Board of Trustees Minutes and Catalog](#)
-  [2.73 Bd of Trustees Mins & Catalog](#)
-  [3-80 Board of Trustees Minutes and Catalog](#)
-  [3-98 Board of Trustees Minutes and Catalog](#)
-  [5-4-07 President Advisory Council](#)
-  [6-83 Board of Trustees Minutes and Catalog](#)
-  [7-88 Board of Trustees Minutes and Catalog](#)
-  [8-85 Board of Trustees Minutes and Catalog](#)
-  [9-2004 Board of Trustees Minutes and Catalog](#)
-  [9-2007 Board of Trustees Minutes and Catalog](#)
-  [HCC Mission Statement](#)
-  [HCC WEB Mission Statement](#)
-  [NCCCS Mission Statement](#)
-  [7-2007 Board of Trustees Minutes and Catalog](#)

-  [Administrative_Council_Meeting_05-22-07](#)
-  [HCC_Strategic_Goals](#)
-  [HCC_Strategic_Plan_2007-10](#)
-  [HCC_Strategic_Plan_2007-10_by_Mission_statement](#)
-  [NCAC_T23_0200_CC_Mission](#)
-  [NCGS_115D-1_Statement_of_purpose](#)
-  [Community_College_Week_Top_50](#)
-  [csf2007 \(page 74\)](#)
-  [csf2007 \(page 75\)](#)
-  [ENROLLMENT_UNDUP_YEARLY_1997-2007](#)
-  [Faculty_Staff_Handbook_2007 \(page 4\)](#)
-  [FTE_CURR_CON-ED_1996-07_GRAPH](#)
-  [HCC_0708_Catalog \(page 13\)](#)
-  [HCC_Assessment_Calendar_2007-08](#)
-  [HCC_Mission_Vision_Values](#)
-  [HEADCOUNT_CURR_CON-ED_SEPARATED_1996-07_GRAPH](#)
-  [President_Report_to_community_08 \(page 15\)](#)
-  [PYRAMID_CONTINUOUS_IMPROVEMENT](#)