



Wharton County Junior College

Proposed Agenda Item Board of Trustees Meeting

Date of Board Meeting: 06/01/2021

Date of this Proposal: 06/15/2021

SUBJECT: Approval of the WCJC Strategic Plan AY 2021 – 2025

RECOMMENDATION: Approve the Wharton County Junior College Strategic Plan AY 2021 - 2025.

BACKGROUND/RATIONALE:

The WCJC Strategic Plan serves as the guiding vision and overarching roadmap for the institution. This plan serves to establish clear goals, outcomes, and targets for the college and all college programs/units.

All other planning within the college, including academic and student support, administrative support, and instructional/programmatic planning is founded upon and in direct support of the WCJC Strategic Plan.

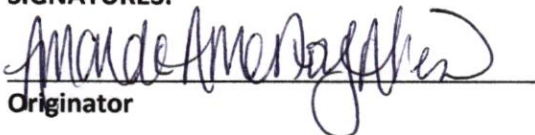
Our regional accrediting body, SACSCOC, requires that institutions maintain a Board-approved Strategic Plan, thereby allowing for continual monitoring of institutional efficacy and improvement.

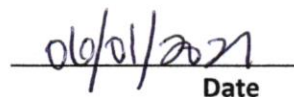
Estimated Cost and Budgetary Support (how will this be paid for?): N/A

RESOURCE PERSON(S) [name(s) and title(s)]:

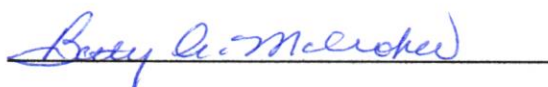
Amanda A. Allen, Vice President of Planning and Institutional Effectiveness

SIGNATURES:


Originator


Date

PRESIDENT'S APPROVAL:




6-1-2021

WCJC Strategic Plan 2021 – 2025

Vision

Wharton County Junior College is committed to creating a culture of engagement, inclusion, and success for our diverse student population, providing them with educational opportunities to improve their lives and the communities we serve.

Values

Integrity: *We are dedicated to being open, honest, and responsible in our actions and words. This serves as the foundation for everything we do, as individuals and as a college community.*

Quality: *We strive to provide an environment of educational excellence, shaped by the long-term goals of our students and community.*

Commitment: *We are steadfast in the pursuit of our goals, both for our students and ourselves.*

Student-Focused: *We value our students and their success beyond all else. We build trusting relationships grounded in fairness, equity, inclusion, access, and accountability.*

Strategic Priorities

Student Success

WCJC will provide exceptional educational opportunities and support services that foster a culture of holistic student engagement resulting in increased student success.

Community Impact

WCJC will rise to the needs of the diverse communities we serve by addressing local needs, cultivating collaborative partnerships, and responding to our area's workforce demands.

Resource Optimization and Organizational Stewardship

WCJC will preserve and protect our organizational resources to optimize funding for strategic priorities and maintain fiscal security for the future of the college.

Innovation and Institutional Excellence

WCJC will improve our institutional agility and excellence by developing a culture of collaboration, inclusion, and innovation with a focus on the future.

Strategic Priority One:

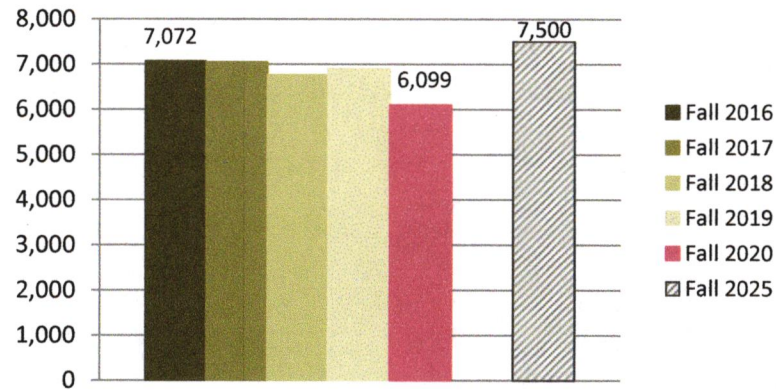
Student Success

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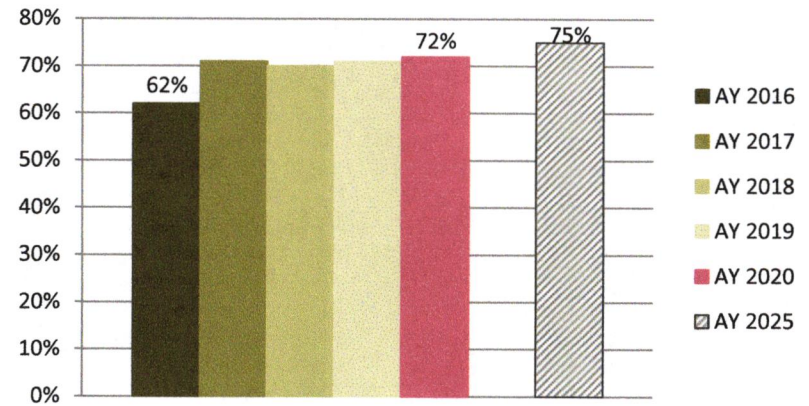
Objectives	Strategies	KPIs
1.1 Develop and maintain high-quality, innovative curricular offerings that will prepare students to be life-long learners and achievers.	<ul style="list-style-type: none">• Strengthen college-readiness opportunities, specifically for our underserved populations.• Enhance student mastery of general education outcomes within academic transfer programs.• Integrate 21st century skillsets within and across all vocational training programs.• Implement high-impact pedagogical practices across all disciplines.	<ul style="list-style-type: none">✓ Total enrollment✓ Fall-to-fall retention✓ Percentage of students who meet college-readiness standards✓ Percentage successful course completion✓ Percentage of students completing 15 and/or 30 SCH✓ Three-year graduation and transfer rates✓ Reduced/eliminated performance gaps among student populations✓ Student satisfaction on SENSE/CCSSE
1.2 Enhance and expand student support services and learning resources to facilitate increased student engagement, equity, and enrichment.	<ul style="list-style-type: none">• Reduce gaps and facilitate timeliness of student onboarding and matriculation.• Develop intentional proactive advising practices to enhance student planning and connectedness.• Provide student activities and enrichments that promote collaboration, inclusivity, and foster a culture of engagement.	
1.3 Implement and refine a Pathways Model that provides clear alignment of all academic and support functions throughout students' complete educational journey.	<ul style="list-style-type: none">• Engage in strategic enrollment management strategies that promote persistence and completion.• Use data to ensure that course availability, schedules, and instructional modalities meet the needs of all students.• Implement an early alert process to provide relevant and timely feedback to students.	

Strategic Priority One: Student Success – Key Performance Indicators

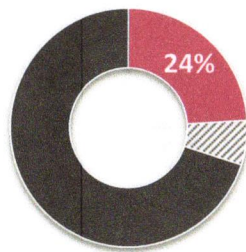
Total Enrollment:



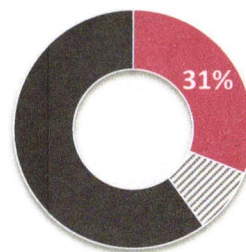
Fall-to-Fall Retention:



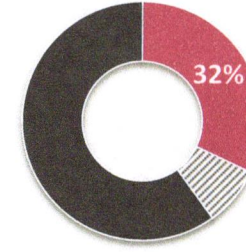
College-Readiness Standards:



Math:
Actual = 24%
Target = 30%

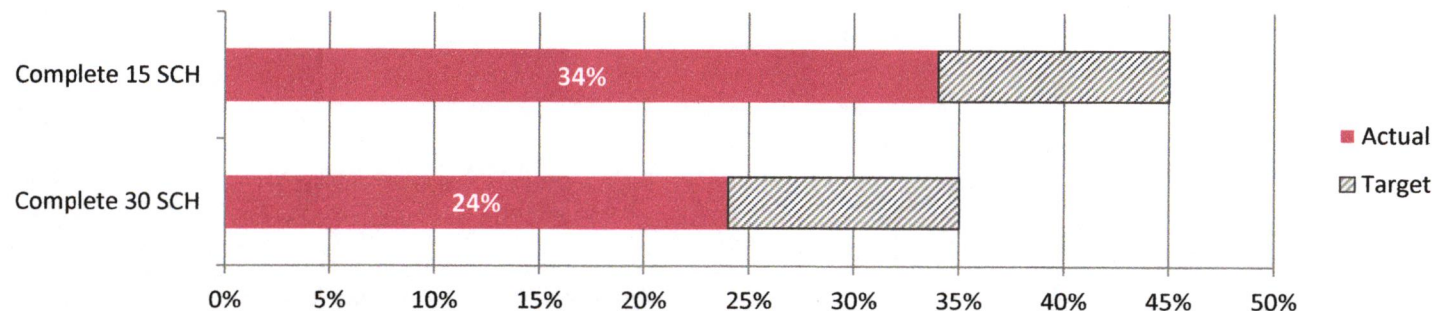


Writing:
Actual = 31%
Target = 40%

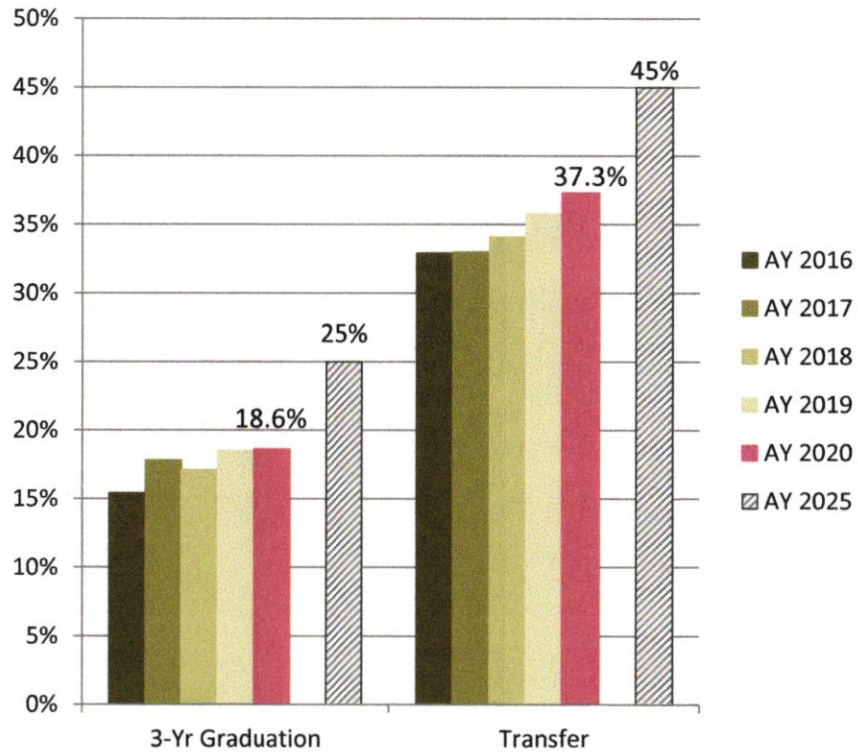


Reading:
Actual = 32%
Target = 40%

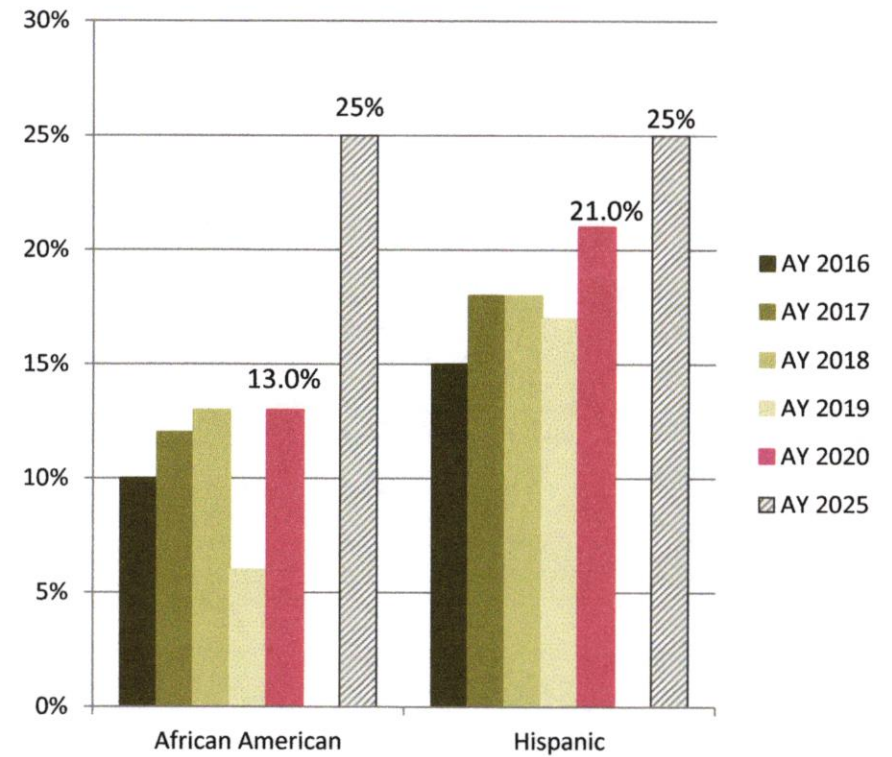
Percentage Completing 15 and/or 30 SCH:



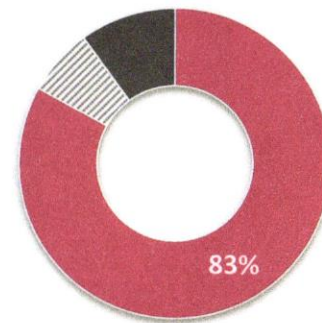
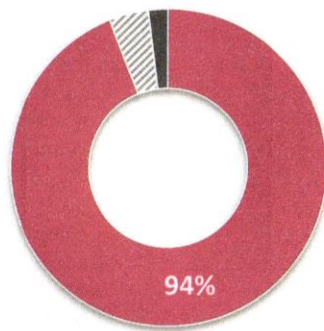
Three-Year Graduation and Transfer Rates:



URM First-Time, Full-Time Three-Year Graduation Rates:



Student Satisfaction:



Strategic Priority Two:

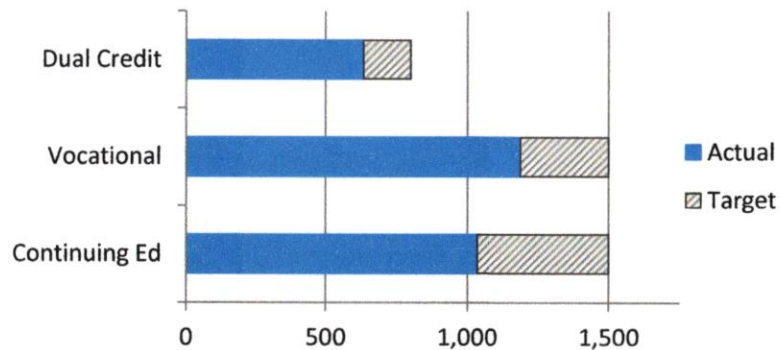
Community Impact

WCJC will rise to the needs of the diverse communities we serve by addressing local needs, cultivating collaborative partnerships, and responding to our area's workforce demands.

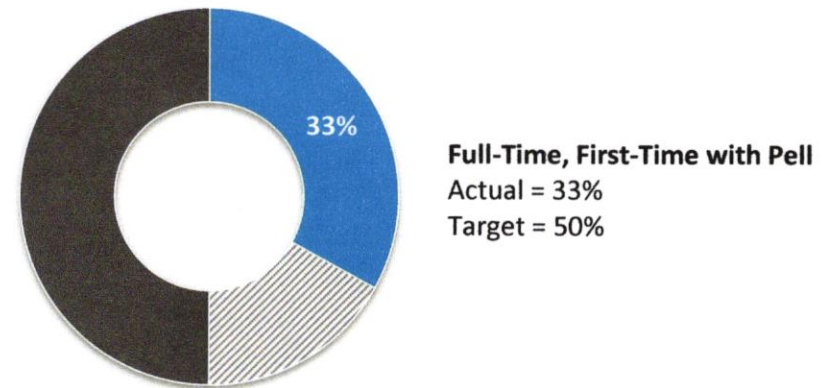
Objectives	Strategies	KPIs
2.1 Identify historically underserved populations and promote opportunities for upward mobility through intentional equity initiatives.	<ul style="list-style-type: none">• Encourage matriculation of underrepresented populations, specifically through expanded financial aid services and outreach.• Establish strategic partnerships with community organizations that represent historically underserved populations.• Emphasize opportunities to use adult and continuing education programs as gateway platforms for student matriculation.	<ul style="list-style-type: none">✓ Dual Credit enrollment✓ Vocational program enrollment✓ Continuing Education enrollment✓ Percentage of students with financial aid✓ Percentage of graduates in STEM fields✓ Job placement rates✓ Website redesign progress/completion
2.2 Develop, cultivate, and strengthen collaborations with key partners in the WCJC service area, most specifically local ISDs, transfer institutions, and industry leaders.	<ul style="list-style-type: none">• Strengthen partnership with area ISDs to enhance or expand college-readiness, college-bound, and/or dual credit opportunities.• Implement strategic collaborations with institutions of higher education to enhance transfer pathways.• Develop and foster partnerships with business and industry to identify funding, training, and/or placement opportunities.	
2.3 Establish the WCJC brand as the preeminent provider of educational opportunity within our service area.	<ul style="list-style-type: none">• Revitalize the WCJC brand and redesign the WCJC website.• Provide opportunities to engage College faculty and staff in the promotion and representation of the institution.• Develop a strategic alumni outreach program to engage with former students.	

Strategic Priority Two: Community Impact – Key Performance Indicators

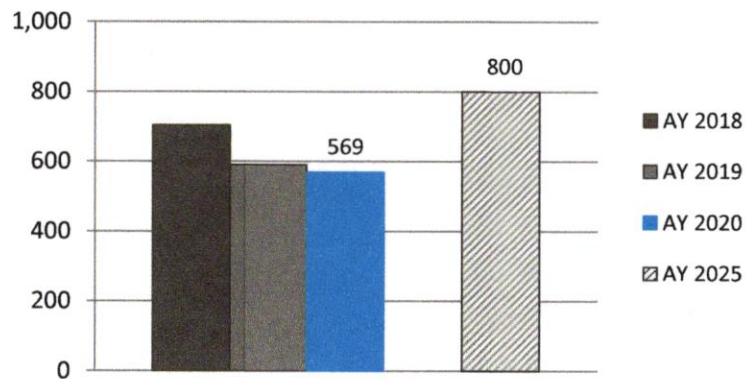
Dual Credit and Vocational Enrollment:



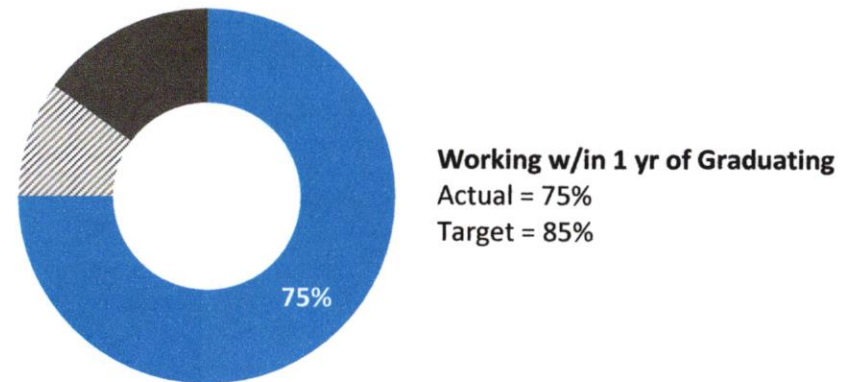
Percentage of Students with Financial Aid:



Graduates in STEM Fields:



Job Placement:



Website Redesign:

Following project approval and identification of new CMS, detailed Gantt charts will be developed regarding the implementation and completion of the website redesign.

Strategic Priority Three:

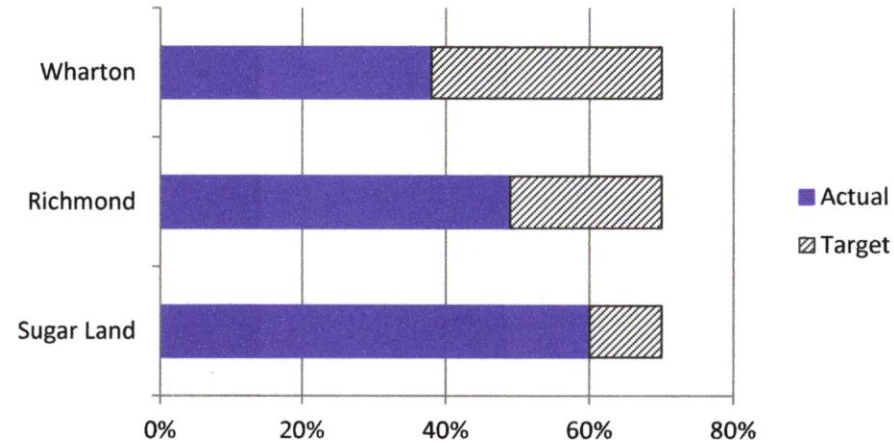
Resource Optimization and Organizational Stewardship

WCJC will preserve and protect our organizational resources to optimize funding for strategic priorities and maintain fiscal security for the future of the college.

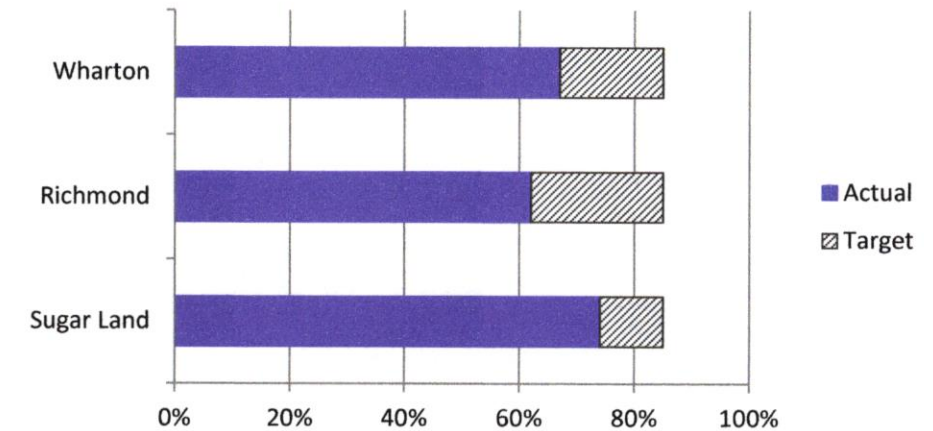
Objectives	Strategies	KPIs
3.1 Establish the institutional strategic plan as the foundation for all budget requests and allocations.	<ul style="list-style-type: none">• Develop institution-wide assessment processes to encourage data-based decision-making within all operational units to inform the budget process.• Identify opportunities to engage stakeholders in financial planning process to promote transparency and informed decision-making.	<ul style="list-style-type: none">✓ Building utilization rate✓ Section fill rate✓ Percentage of expenditures as “Institutional Support”✓ Number of grant awards per year✓ Unit assessment plan target completion
3.2 Streamline and optimize the efficiency and efficacy of all institutional processes.	<ul style="list-style-type: none">• Review business processes within all operational units to identify opportunities to reduce administrative time-on-task and costs.• Effectively integrate technology within daily operations to improve productivity and efficiency while minimizing redundancies.• Promote a culture of collaboration to encourage synergistic interactions among departments.• Implement an Emergency Operations Plan focused on crisis mitigation and management to safeguard the future of the institution.	
3.3 Identify opportunities to strategically maximize revenue and funding streams to allocate toward the advancement of institutional priorities.	<ul style="list-style-type: none">• Maximize the use of all WCJC facilities, most notably instructional space and specialized classrooms, through increased building utilization and section fill rates.• Establish a grants management office to optimize acquisition of grant funding within the institution.	

Strategic Priority Three: Resource Optimization and Organizational Stewardship – Key Performance Indicators

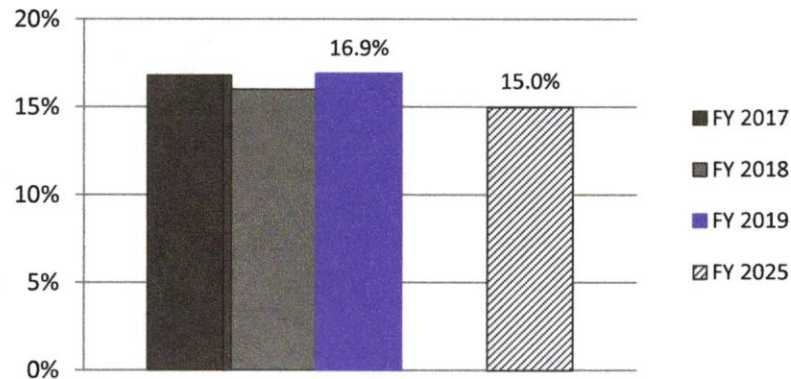
Building Utilization:



Section Fill Rate:



Percent Expenditures “Institutional Support”:



Number of Grant Awards per Year:

AY 2021: 3 new awards

AY 2022: 4 new awards

AY 2023: 5 new/renewed awards

AY 2024: 5 new/renewed awards

AY 2025: 5 new/renewed awards

Unit Assessment Plans:

Unit assessment plans are monitored on an annual basis within each administrative and instructional unit to ensure continual improvement and alignment with the institutional Strategic Plan.

Strategic Priority Four:

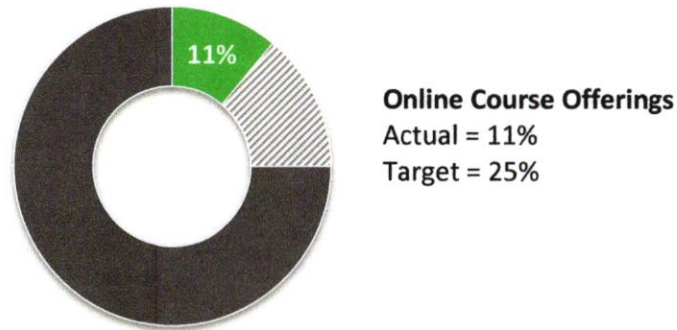
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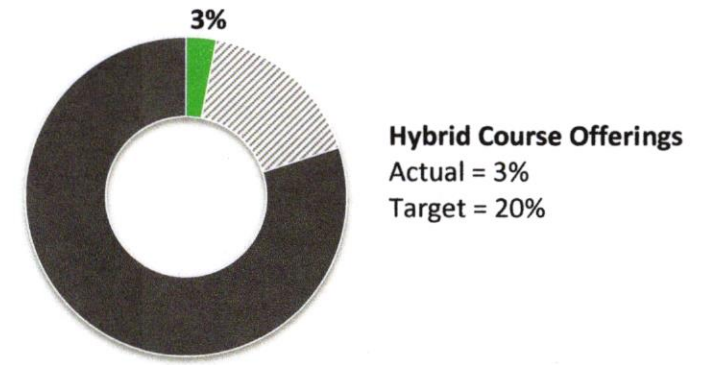
Objectives	Strategies	KPIs
4.1 Optimize the institution's IT capacity and capability to fully support college operations in a secure and efficient virtual environment.	<ul style="list-style-type: none">• Revitalize the institution's technology infrastructure.• Fully implement Banner 9 and optimize integration of Banner processes to provide superior student support and services.• Monitor and maintain technology needs for the institution, including the development of a comprehensive and ongoing technology refresh plan.	<ul style="list-style-type: none">✓ Implementation/ completion of IT infrastructure plan✓ Implementation/ completion of Banner 9 and associated modules
4.2 Enhance the student experience through the optimization of our student information system and the implementation of new technologies that are responsive and nimble.	<ul style="list-style-type: none">• Develop, integrate, and exemplify best practices in instructional technology.• Design online and hybrid platforms that increase educational access and enhance student outcomes.• Facilitate student mastery of high-skill, technological applications to improve career readiness.	<ul style="list-style-type: none">✓ Percentage of online and hybrid course offerings✓ Successful course completion rate for online and hybrid course offerings
4.3 Provide relevant professional development opportunities to bolster employee knowledge, skills, performance, and job satisfaction.	<ul style="list-style-type: none">• Provide additional faculty development to promote innovative instructional and pedagogical practices within the classroom.• Deliver ongoing professional development opportunities to staff and administration to facilitate skills development, collaboration, and collegiality.• Establish leadership training and mentoring programs to cultivate professionalism and identify future institutional leaders.	<ul style="list-style-type: none">✓ Number of professional development opportunities offered/ participation rate

Strategic Priority Four: Innovation and Institutional Excellence – Key Performance Indicators

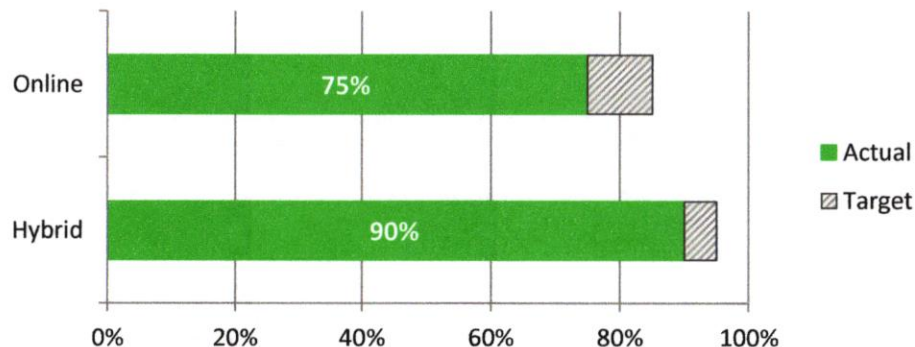
Percentage of Online Course Offerings:



Percentage of Hybrid Course Offerings:



Successful Course Completion Rate:



Number of PD Offerings; Avg Participation Rate:

AY 2021:	2 sessions; 25% participation
AY 2022:	3 sessions; 30% participation
AY 2023:	4 sessions; 35% participation
AY 2024:	5 sessions; 40% participation
AY 2025:	5 sessions; 40% participation

IT Infrastructure and Banner 9 Implementation:

Detailed Gantt charts will be developed regarding the implementation of both the IT Infrastructure Plan and Banner 9. These projects will serve as a primary piece of the Information Technology unit assessment plan and will be monitored on an ongoing basis.