

# WALLACE COMMUNITY COLLEGE

2016-2021 Strategic Plan



Wallace Community College

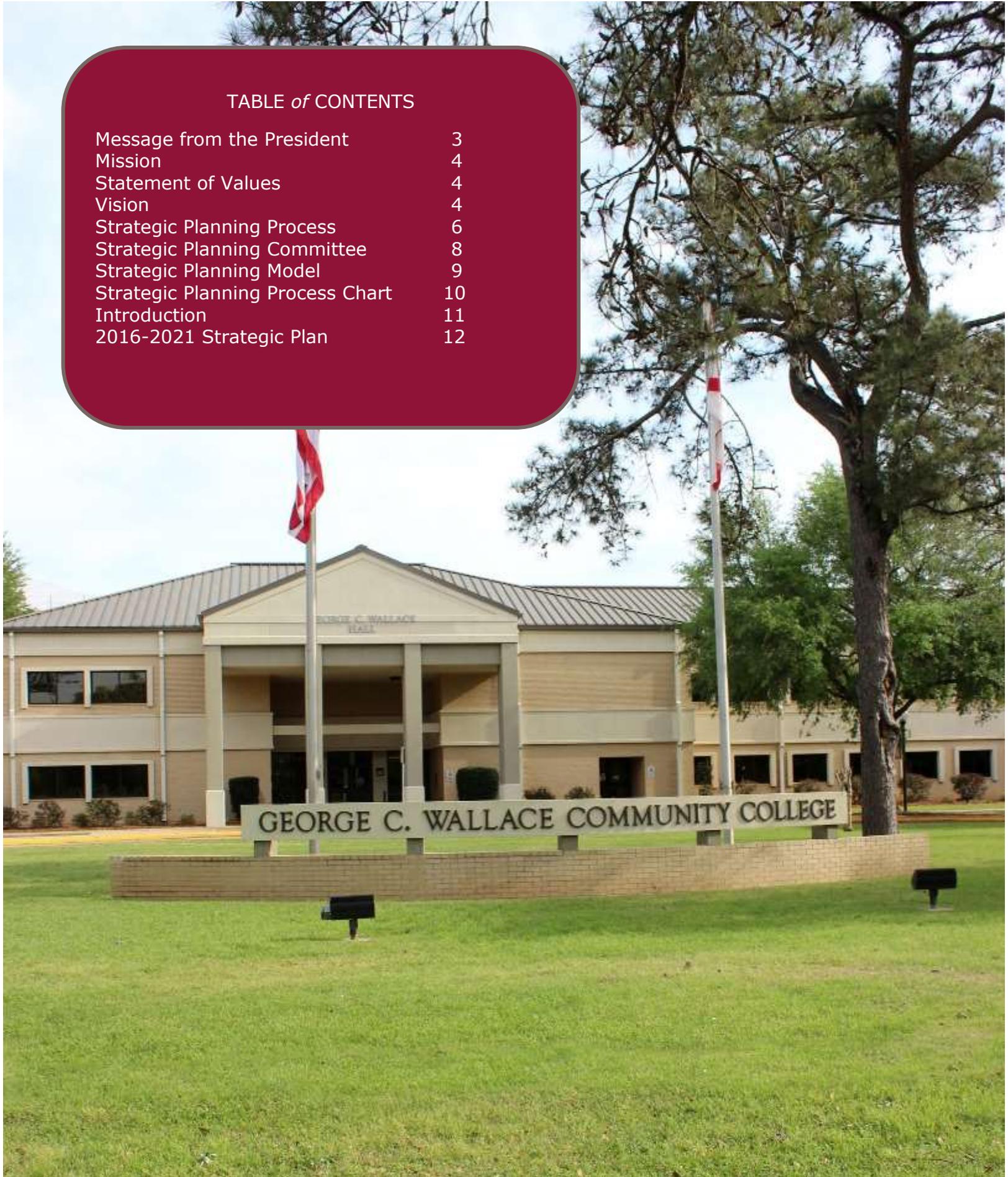
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## **MESSAGE FROM THE PRESIDENT**

Our motto, "We are Wallace; We are Community," signifies the strong relationship between our College and the region we serve. As a comprehensive community college, we provide the most comprehensive array of higher education programs in the region encompassing career, technical, professional, and college transfer as well as workforce training and adult education. Each of these programs is responsive to the needs of major employers in the area, and our graduates contribute to the economy and quality of life in the region. Consistent with our mission, the College strives to provide students with access to convenient, affordable, and quality higher education opportunities that prepare them for successful and productive careers. The success of students in their academic programs and in their chosen careers is a primary link between the College and the community. Fulfilling the dream of becoming a college graduate is an accomplishment that is rewarding to each student as well as to the College and the community.

The 2016-2021 Strategic Plan emphasizes the importance of attracting, retaining, and graduating an increasing number of students while maintaining the College's commitment to quality. Building on the College's recent success in reaffirming its accreditation and implementing the Quality Enhancement Plan, the strategic plan focuses on four major initiatives designed to increase student success and the completion agenda, meet the skill demands of various careers, enhance the infrastructure, and provide sound budgeting for maximum support of the vision of the College. The Strategic Planning Committee considered projected trends in population demographics and the economy for the region and their implications for employment opportunities over the next several years. The Committee also considered strengths and challenges within the College and developed specific goals and assessment measures to enable us to assess progress toward each of the four initiatives. I am particularly pleased that the Strategic Planning Committee will have a continuing role over the next three years in assessing our progress and in reporting our success to the College faculty, staff, and administration.

On behalf of the College, I express appreciation to all members of the Strategic Planning Committee for their efforts and to Ms. Debbie McCollough for her leadership. I look forward to working with the administration, faculty, and staff as well as the community as we strive to fulfill our commitment and enable an increasing number of students to realize their dream of becoming a college graduate.

*Linda C. Young*

Dr. Linda C. Young

President

**MISSION,  
STATEMENT OF  
VALUES, AND  
VISION**

**Mission**

George C. Wallace Community College – Dothan, a comprehensive community college, inspires and facilitates learning to prepare its constituents for current and emerging opportunities and to promote economic and social development.

**Statement of Values**

George C. Wallace Community College respects the diversity of its student body and recognizes the worth and potential of each student. Therefore, the College affirms the following values:

**Commitment to Students**—Belief in providing quality, accessible instruction, resources, and support services to enhance the growth and development of students.

**Commitment to Faculty and Staff**—Belief in the importance of providing a work and learning environment characterized by integrity, clear communications, open exchange of ideas, involvement in decision making, and respect for all individuals.

**Commitment to Community**—Belief in enhancing the economic vitality and quality of life for all citizens of the community.

**Commitment to Diversity**—Belief in acknowledging and respecting the diversity of the community.

**Commitment to Excellence**—Belief in the pursuit of excellence in all College programs and services.

**Vision**

George C. Wallace Community College will be a leading community college, nationally recognized for excellence and innovation in education and student success. The College will be the primary choice of citizens preparing for the job market, seeking an associate or advanced degree, and/or pursuing career advancement or personal development. College partnerships with area schools, business and industry, and governmental agencies will contribute to an educational system that enhances economic development and quality of life in the region.

# Strategic Planning at WCC



## **WCC'S STRATEGIC PLANNING PROCESS**

The Wallace Community College planning process is conducted on a five-year cycle and projects strategic direction for the institution. The President appoints the Strategic Planning Committee and leads the strategic planning process.

Figure 1-1, the Strategic Planning Model, represents the College's cyclical planning process. Figure 1-2, the Planning Process Chart, illustrates the concept used to establish the following foundation elements which provide the basis for the WCC Strategic Plan:

- The *mission statement* outlines briefly the purpose of the institution.
- The *organizational assessment* reviews the strengths and weaknesses of the internal educational processes, services, and programs and examines the internal demographics of our students and employees.
- *Environmental scanning* analyzes the opportunities and threats which will potentially impact the College based on external demographics assessments.
- *Priority Initiatives* are developed to address priorities which will direct the College toward continual improvement over the next three years.

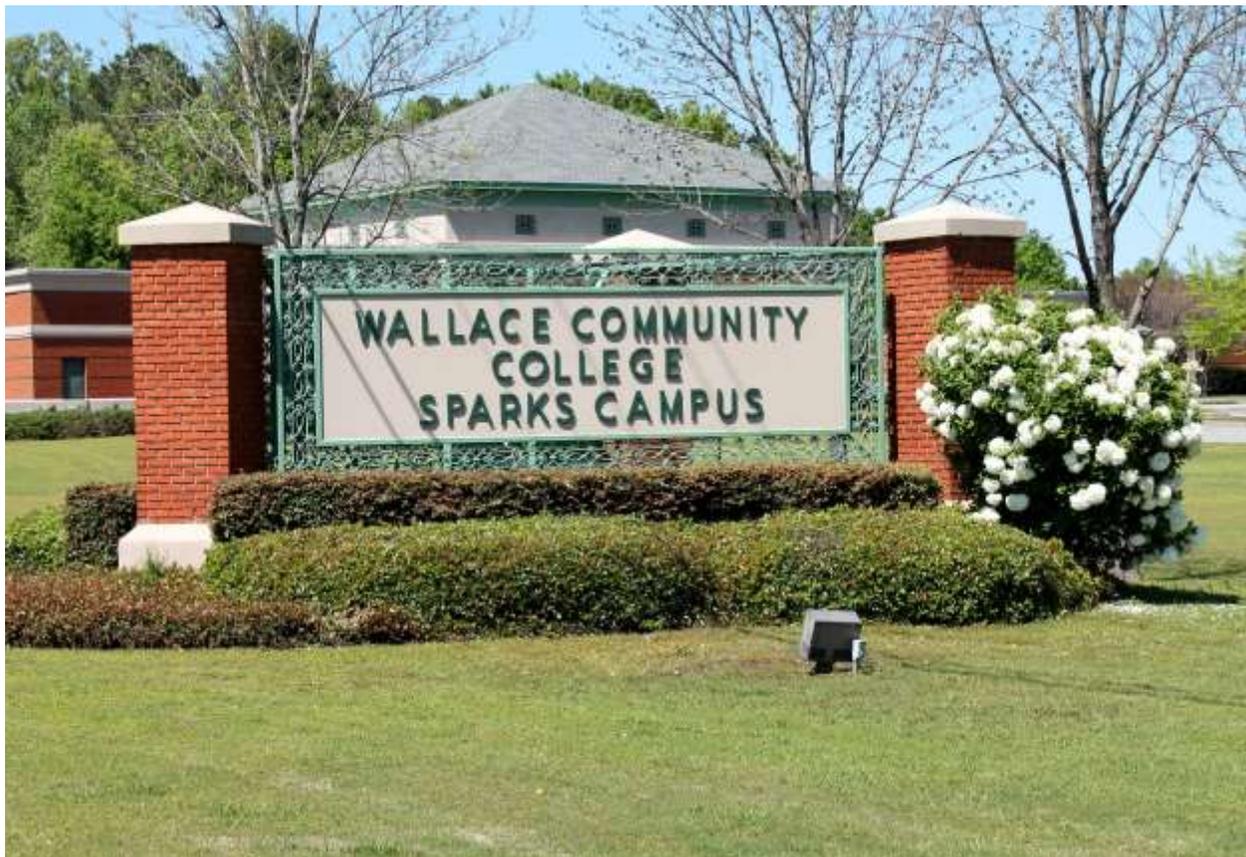
Through analysis of the College's internal strengths and weaknesses as well as opportunities and threats, WCC is better prepared to define its institutional initiatives and corresponding goals.

The mission as well as the strategic initiatives and corresponding goals constitute the College's strategic plan. The strategic plan forms the foundation for annual operational planning.

The 2016-21 strategic planning process at WCC involved meetings with key constituency groups, including faculty, professional staff, students, and members of external advisory committees. These groups participated in a SWOT analysis responding to questions related to their viewpoints about the strengths, weaknesses (or challenges), opportunities, and threats regarding WCC and the community it serves. Although a wide range of observations were made across the groups, the results emphasized three or four major findings for each of the components of the SWOT analysis. A second phase in the strategic planning process involved the College's Administrative Council in a day-long review and planning session. Council members reviewed the College's Strategic Planning Report Card, which is provided annually by the Strategic Planning Committee to the Administrative Council and contains data on how well the College fulfilled the most recent Strategic Plan, relating to each individual Strategic Initiative and Related Goal. In addition, information related to emerging trends in the external environment was also examined, particularly as they related to population trends, educational levels, and future employment opportunities in the region.

The results of the Administrative Council planning session, discussions with constituency groups, the SWOT analysis, and the discussions and review by the Strategic Planning Committee have provided the basis for four strategic initiatives and related goals for WCC's 2016-2021 Strategic Plan.

Finally, strategic planning requires periodic assessment of progress toward initiatives and goals. In some cases, goals may be revised or eliminated and new goals formulated in response to changes within the College or in the external community. Ongoing assessment is an essential component of a successful strategic plan. The data used in this process are collected from a variety of sources, including but not limited to: WCC Fact Books, WCC College Catalogs, WCC academic inventories, syllabi, surveys solicited internally and externally, Integrated Postsecondary Education Data System, WCC operational planning reports, WCC registration and graduation reports, reports and trends from the Alabama Community College System, the National Center for Educational Statistics, the Alabama Department of Industrial Relations, the U. S. Census Bureau, the U.S. Department of Labor, the Dothan Area Chamber of Commerce, the Eufaula Chamber of Commerce, and other reports and surveys. This data provides the context for planning and the rationales for each of the strategic initiatives published herein.



# WCC 2016-2021 Strategic Planning Committee

Dr. Linda C. Young, *President*

Mr. Danny Brabham, Instructor, Air Conditioning and Refrigeration

Ms. Julie Fischer, Division Director, Natural Sciences

Ms. Buffae Howard, Advisor, Talent Search

Dr. Heather Johnson-Walker, Accountant

Dr. Chris Joiner, Director, CIE and Faculty Development

Ms. Lori Logan, Division Director, Automotive Technology, Child Development,  
Cosmetology and Engineering Graphics and Animation

Dr. David Payne, Instructor, Psychology

Ms. Leslie Reeder, Associate Dean, General Academics

Ms. Terri Ricks, Coordinator of Services, Student Support Services

Ms. Lisa Sanders, Division Director, Faculty Enhancement

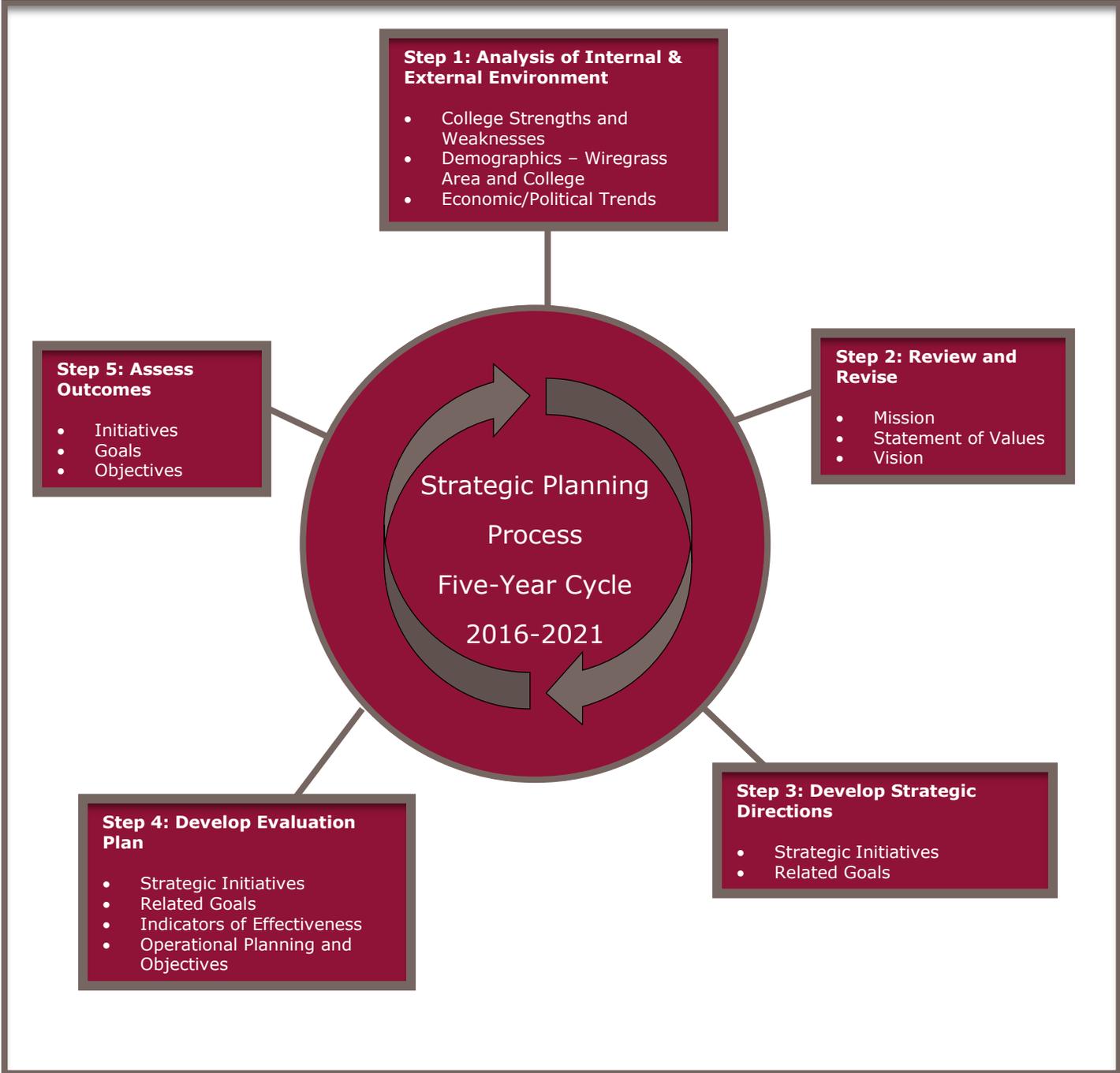
Ms. Keyashia Sheppard, Human Resources Assistant

Mr. Jonathan Smith, Instructional Coordinator, Adult Education

Dr. Ryan Spry, Director, Student Life

Ms. Kay Whaley, Director, Grant Development

# Wallace Community College Strategic Planning Model



**Figure 1-1**

# Wallace Community College Planning Process Chart

VISIONS AND VALUES

Mission Statement

**Organizational Assessment**  
Education Process  
Administrative Services  
Other Demographics

**Environmental Scanning**  
National Assessment  
Regional Assessment  
Local Assessment

Strengths

Weaknesses

Opportunities

Threats

Internal

External

Institutional Initiatives

Related Goals

Figure 1-2

## **INTRODUCTION**

Wallace Community College continues to play a vital role in every aspect of the quality of life in the southeast region of Alabama known as the Wiregrass. It continues to be the college of choice for a significant number of students in the region. Students' goals include attainment of associate degrees, as well as transfer options in order to achieve baccalaureate degrees; they likewise indicate plans to achieve the necessary credentials and/or degrees in order to obtain employment upon graduation. In keeping with its mission, Wallace Community College offers a wide variety of certificates and degrees to assist students in achieving their equally wide variety of educational and career goals. The College provides a range of programs which encompass degree programs, certificates, career and technical education, academic transfer, workforce development, and adult education.

As one can deduce from a review of the Strategic Plan outlined in this document, the College, like most community colleges throughout the nation, faces challenges in meeting the needs of those students who sometimes enter without the prerequisite skills for collegiate study or clear goals for academic and career pathways. Consequently, the student retention and completion agenda is a strong priority for the overall programs and activities of the College. Providing the necessary student support and academic services to retain and graduate an increasing percentage of its students is a cornerstone of the College's efforts to meet its mission as well as to maintaining its viability.

Wallace Community College has made significant progress in the fulfillment of this completion agenda in recent years but faculty, staff, and administrators believe they can do even better and have outlined plans in that regard. Programs such as the "I Can" and the "Get the Tassel" initiatives speak to this commitment. These and other programs and activities and the dedication to planning, assessment, and informed decision-making permeate this Strategic Plan and help ensure that Wallace Community College will continue to meet its mission and serve as a vital resource to the growth and well-being of the region it serves.

**STRATEGIC  
INITIATIVE I:**

**THE STUDENT  
SUCCESS AND  
COMPLETION  
AGENDA**

As stated by Terry O'Banion, "for more than 100 years, the *Student Access Agenda* has been the driving force of the community college movement. In the past two decades, the *Student Success Agenda* has emerged and become the single most important goal for community colleges. As it has evolved, it has morphed into the *Completion Agenda*, a more sharply focused goal of student success that has become a national imperative" (*Community College Journal*, 2010).

Wallace Community College has made significant progress in its quest to engage in more effective recruitment, retention, outreach, student support services, and instruction as a means of improving student success and completion rates. Despite this documented progress, there is a pervasive view of the faculty, staff, and administration that there is more to be done and this is reflected in the goals set forth in the Plan.

**RECRUITMENT/RETENTION**

**GOAL A:** Increase the number/percentage of applicants who enroll in classes.

**GOAL B:** Increase enrollments in high-demand career and technical programs.

**SERVICES TO STUDENTS**

**GOAL A:** Increase fall-to-fall retention rates among students enrolled in all programs.

**GOAL B:** Demonstrate excellent student ratings of services to students.

**STRATEGIC  
INITIATIVE I:**

**THE STUDENT  
SUCCESS AND  
COMPLETION  
AGENDA  
(CONT.)**

**ACADEMICS**

**GOAL A:** Increase class retention and pass rates in English, mathematics, and reading each year.

**GOAL B:** Achieve and/or maintain pass rates above state and/or national averages on licensure and certification examinations.

**GOAL C:** Increase graduation and completion rates through improved retention and reverse transfer degree awards.

**GOAL D:** Demonstrate constant improvement of academic program quality.

**PROFESSIONAL DEVELOPMENT**

**GOAL A:** Provide Professional Development opportunities responsive to the needs of faculty, staff, and administration.

**COMMUNICATION**

**GOAL A:** Develop, implement, and measure the effectiveness of a comprehensive and integrated marketing, communications, and public relations program for internal and external primary audiences.

**STRATEGIC  
INITIATIVE II:  
THE WORKFORCE  
DEVELOPMENT  
AGENDA**

Wallace Community College has a long and distinguished history of providing education and training to prepare its students to meet the skill demands of various careers. Despite this successful history, the College realizes it must continuously focus on helping students meet those skill demands in the context of the new and constantly restructuring jobs and careers of the 21<sup>st</sup> century. To that end, the College has set forth the goals listed below.

**CAREER PATHWAYS**

**GOAL A:** Increase participation and expand scope of workforce development activities in support of the region’s businesses and industries.

**GOAL B:** Complete the integration of adult education programs and activities into the career pathways workforce development initiative along with GED attainment.

**GOAL C:** Increase the application of portable, stackable, industry recognized credentials, certificates, and licenses.

**STRATEGIC  
INITIATIVE III:  
  
THE  
INFRASTRUCTURE  
AGENDA**

The goals outlined above in the *Student Success* and *Completion Agenda* and the *Workforce Development Agenda* must be adequately supported by appropriate underlying infrastructure if they are to be met. Adequate facilities, equipment, security, and related technology are essential to the proper functioning of all aspects of the instructional, student, and community services of the College. The goals outlined below support the provision of these priority infrastructure needs.

**FACILITIES AND EQUIPMENT**

**GOAL A:** Develop, implement, and monitor a comprehensive technology plan.

**GOAL B:** Update, implement, and monitor the comprehensive Campus Security Plan.

**GOAL C:** Update, implement, and monitor the Facilities Master Plan.

**GOAL D:** Maintain facilities and infrastructure in support of the mission and purposes of the College.

All functions of the College are supported by the sound accounting for and the appropriate expenditure of funds. Those expenditures must be made in such a manner as to provide for maximum support and achievement of the goals and related activities outlined in the Strategic Plan. The goal set forth below supports this overall vision of the College.

**FINANCIAL RESOURCES**

**GOAL A:** Ensure the College budget and expenditures represent fiscal soundness, good stewardship, and support the achievement of the mission and goals of the institution.

**STRATEGIC  
INITIATIVE IV:**

**THE FISCAL  
STABILITY  
AGENDA**



**On *Your* Way.**

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