2021-2026

STRATEGIC PLAN

Vision For The Future

WALLACE COMMUNITY COLLEGE

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Message from the President

The Wallace Community College-Dothan Strategic Planning Committee and I are delighted to present the 2021-2026 Strategic Plan: Vision for the Future. The development of the Strategic Plan is the culmination of a seven-month undertaking involving the collaborative work of 14 College employees serving on the Strategic Planning Committee (SPC). The Strategic Plan was produced with input from College employees, students, alumni, workforce employers, and other stakeholders in the College's service area. Additionally, the College's Institutional Effectiveness (IE) Office provided a wealth of data and information to the SPC that was used to help set the metrics of the new goals of the Strategic Plan. Using 31 target metrics for the four Strategic Initiatives was an idea from the SPC to provide a solid path to measure the progress of meeting the Strategic Plan's goals in the annual review process for each of the next five years. The four Strategic Initiatives are as follows:

- Strategic Initiative I – The Student Success and Completion Agenda
- Strategic Initiative II – The Workforce Development Agenda
- Strategic Initiative III – The Infrastructure Agenda
- Strategic Initiative IV – Financial Resources

Wallace Community College-Dothan (WCCD) provides opportunities for students to have excellent instruction provided by quality-focused faculty with the support of all departments of the College. When students enter the workforce or transfer to a senior institution, they are equipped with skills needed today to support area workforce employers and graduates' families. One of the critical indicators of the success of the College is from the students themselves. In response to a survey, 96.1 percent of current students surveyed indicated that they would recommend WCCD to others. Also, 96.1 percent of WCCD alumni indicated that they would recommend the College to others. Finally, a combined 93.1 percent of employers surveyed indicated a positive perception of the College's contribution to advancing the labor force.

The completed Strategic Plan is both the Vision for the Future and our Roadmap to the Future. I thank all the members of the Strategic Planning Committee, students, faculty, alumni, employers, and other stakeholders who supported the development of the *2021-2026 Strategic Plan: Vision for the Future*.

We are excited about the future of our students and the many communities we serve.

Linda C. Young

Dr. Linda C. Young

President

Introduction

During the better part of this past year, College administration, faculty, students, other stakeholders, and the Strategic Planning Committee (SPC) have been active participants in developing the 2021-2026 Strategic Plan: Vision for the Future. This document incorporates the College's completed Strategic Plan that was approved by the SPC and approved by the College's Administrative Council. During the development of the SP, the SPC conducted the traditional analysis of strengths, weaknesses, opportunities, and threats (SWOT), environmental scanning, and data analysis. During the past few years, data analysis has taken a gigantic leap and transition to the use of "big data." As noted by Tony Strike (editor) and contributing authors in the book *Higher Education Strategy and Planning A Professional Guide*:

> *"Being in the era of big data and analytics gives enormous opportunities for higher education institutions if they can utilize their data effectively. Rather than poring over pages of data in an annual review, as I used to, planners can now access important data in real time and through exciting analytics influence critical decisions, enabling them to be made quickly and agilely"* *(Higher Education Strategy and Planning A Professional Guide, 2018, p. VII).*

By using big data and analytics, the College's Office of Institutional Effectiveness provided the SPC with data which provided the context for developing the strategic initiatives, goals, and targets. Briefly, the data and information provided the opportunity to look back at the past five years in the College's previous Strategic Plan. From this look into the past, the SPC decided that a series of measurable targets or metrics must be included in the 2021-2026 Strategic Plan along with SP goals so metrics will show if the College met a specific goal and associated target.

During the development stage, the SPC used the College's Institutional Effectiveness Model in the strategic planning process and renamed the model to the Wallace Community College-Dothan Institutional Effectiveness and Student Success Model Used for the Strategic Planning Process. Student success is the central theme of the new Strategic Plan.

Decisively, the implementation of the Strategic Plan will incorporate "learning analytics" (hereafter referred to as "learning analytics" or "LA"), which is built upon the virtual elements and processes of "big data," "data warehousing," and "data mining" in which critical student and institutional data is "collected, analyzed and reported on learners and their contexts for the purpose of understanding and optimizing learning and the environment in which it occurs" (Zilvinskis and Willis, 2019, p. 43).

Another definition of LA is provided by Lynne Roberts et al. in the article "Student Attitudes Toward Learning Analytics in Higher Education: The Fitbit Version of the Learning World," published in the journal *Frontiers in Psychology*:

> *"The collection, analysis, and reporting of big data on students to predict student retention, understand learning behaviors, and improve learning through providing personalized feedback and support are referred to as learning analytics. 'Big data' may include information on student*

demographics, enrollments, university learning management systems, surveys, library usage, student performance, and external data sets" (Siemens, 2013, as cited by Roberts, p. 1).

Taking the preceding into consideration, we can rightfully claim that, as Dr. Young noted in her Letter from the President, the completed Strategic Plan is both the Vision for the Future and our Roadmap to the Future, where big data and learning analytics will aid College employees during the ongoing implementation and evaluation of the Strategic Plan. In practice, big data and learning analytics will be tools that will assist in measuring the effectiveness of the Strategic Plan and making incremental adjustments, based on the annual review process, to the institutional strategies to help with a more effective implementation process. The remaining portions of this document include four sections:

1.	Mission Statement, Statement of Values, and Vision Statement

2.	The Strategic Planning Model

3.	Strategic Planning Committee

4.	The Strategic Plan Initiative, Goals, and Targets

References

Higher Education Strategy and Planning A Professional Guide (2018). Tony Strike (Red.), (s. 275).

Roberts, L. D., Howell, J. A., Seaman, K. and Gibson, D. C. (2016). Student attitudes toward learning analytics in higher education: 'The fitbit version of the learning world'. *Frontiers in Psychology*, 7.

Zilvinskis, J. and Willis, J. E., III (2019). "Learning Analytics in Higher Education: A Reflection." *InSight: A Journal of Scholarly Teaching 14*: 43-54.

COMMITTED TO SUCCESS

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 Vision

Wallace Community College - Dothan 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 the enhancement of economic development and quality of life in the region.

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.

The Strategic Planning Model

Wallace Community College-Dothan has an integrated strategic planning process centered upon the Institutional Effectiveness and Student Success Model (see Figure 1). The model incorporates six strategic elements in the shape of a hexagon, which include the following:

- ***Institutional Effectiveness***: Research, surveying, focus groups, data mining, deep analysis, and reporting.

- ***Accreditation***: Continuous evaluation to ensure compliance with the Southern Association of College and Schools Commission on Colleges (SACSCOC).

- ***Policy***: Review, develop, and update policies to ensure compliance with Alabama Community College System (ACCS) policies, laws, regulations, and verified best practices.

- ***Faculty-Led Assessment of Student Learning***: Linking course level assessment to program learning outcomes and instructional support services.

- ***Resource Analysis and Allocation***: Analyzing and updating resource allocation (e.g., staffing, money, technologies, equipment, facilities, and space) to achieve the College's Mission, Goals, Statement of Values, and Statement of Vision.

- ***Actions for Continuous Quality Improvement***: Developed through data analysis and information gathered during the evaluation and planning process.

Figure 1: Wallace Community College-Dothan Institutional Effectiveness and Student Success Model Used for the Strategic Planning Process
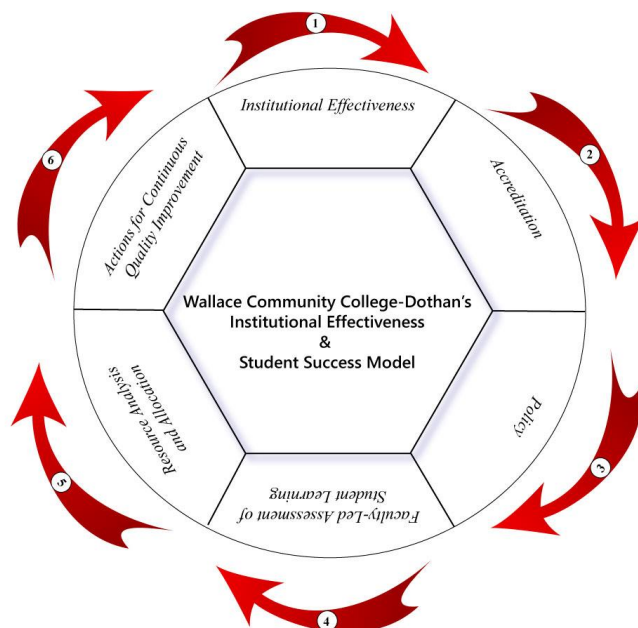
The Strategic Planning Committee

On November 20, 2020, Dr. Linda Young, the WCC-D President, appointed the College's Strategic Planning Committee of employees to research, analyze, discuss, and collaborate on the development of the *2021-2026 Strategic Plan: Vision for the Future* (*Strategic Plan*). A listing of the Strategic Planning Committee (SPC) members is provided in Table 1.

Table 1 – Members of the Strategic Planning Committee

Name	Discipline or Department
Patrick Adkinson	Director, ITS
Dr. Tracy Brooks	Director, Institutional Advancement
Dr. Denise Stanford-Bowers	Associate Dean, General Academics
Kathy Buntin	Associate Dean, Health Sciences
Greg Clemons	Director, Maintenance
Madison Cox	Recruiter
Dr. Heather Johnson-Walker	Director, Accounting and Finance
Joe Johnson	Director, Workforce Development
Dr. Ann McCarty	Instructor, Physics
Dr. William Sellers	Associate Dean, Career and Technical
Mandy Sessions	Director, Institutional Effectiveness
Keyashia Sheppard	Human Resources Administrator
Dr. Ryan Spry	Director, Student and Campus Services
Barbara Steger	Director, Adult Education

A project timeline was developed to identify project milestones for developing the new Strategic Plan. The timeline was shared with applicable stakeholders and updated regularly. The SPC conducted 17 meetings, held on Tuesdays at 1:30 p.m. CST. Meeting agendas were developed with input from the SPC members.

During the meetings, critical information and data were presented to the SPC to discuss and formulate the Strategic Plan initiatives, goals, and targets. The director and staff of the College's Office of Institutional Effectiveness collected the data and information for use by the SPC, and a sampling of inventory of the information and data includes the following:

- Focus group videoconferences.

- Alumni, student, workforce, and employee surveys.

- The U.S. Bureau of Labor Statistics (BLS) Occupational Projections through 2030 for the College's service area.

- Area high school enrollment trends for the 10th, 11th, and 12th grades.

- Institutional data including student retention rates, graduation rates, National Student Clearinghouse student tracking data, grade analysis, and student enrollment by programs.

- Information on college stakeholders' input on the development of the College's ASPIRE 2030 Self-Study submitted to the Alabama Community College System (ACCS) as the process of identifying capital and instructional equipment needs that are beyond the reach of local funds (e.g., deferred maintenance projects, facility additions, major acquisition of institutional equipment). Related applications for funding related to the *ASPIRE 2030 Self-Study* were submitted to the ACCS.

- Research on what works at colleges and universities designed to strengthen institutional capacity and identify industry standards, institutional capabilities, metrics, and institutional trends via big data.

The SPC members felt the Strategic Plan should be presented in a format where individual goals and targets will be presented in measurable terms. With the inclusion of the quantifiable metrics, college personnel can rigorously evaluate if the College is making acceptable progress in implementing the Strategic Plan.

A separate committee, led by the Director of the College's Institutional Effectiveness (IE) Office, will develop an annual process to address the *Strategic Planning Model Element* 6: *Actions for Continuous Quality Improvement* that will culminate with yearly plans to improve identified weaknesses, putting the College on a continuous quality improvement course of action.

The elements of this Strategic Plan were developed from the inventory of data and information provided to the SPC and the committee members' cumulative professional preparation and experience. The committee members updated and approved the Strategic Plan through topical discussions for presentation to the College's Administrative Council. This document represents the approved Strategic Plan.

The Strategic Plan Initiatives, Goals, and Targets

Strategic Initiative I

The Student Success and Completion Agenda

Strategic Initiative I is supported by five goals: (I) Student Recruitment and Admissions, (II) Services to Students, (III) Student Success, (IV) Professional Development, and (V) Student and Employee Communications.

With 13 targets presented in measurable terms, Strategic Initiative I focuses on programs, services, and activities and is designed to provide complete wraparound services from enrollment to student and employee communications. The aim of Strategic Initiative I is to provide students a full array of programs and services (e.g., registration, student enrollment, instructional services, and related support services) to facilitate student success.

Goal 1: STUDENT RECRUITMENT AND ADMISSIONS – To provide seamless student onboarding services to increase enrollment.

TARGET A: Increase the number of students who enroll in academic programs (AA and AS) by at least 1.5% annually.

TARGET B: Increase the number of students who enroll in career and technical programs by at least 1.5% annually.

TARGET C: Maintain the maximum number of students in the health science programs with max cap enrollment as set by the respective accreditation organization.

TARGET D: Increase the number of students who enroll in the health science programs that do not have max caps by at least 1.5% annually.

TARGET E: Increase the number of dual enrollment students in academic, career and technical, and health science programs by at least 0.75% annually for each division.

Goal 2: SERVICES TO STUDENTS – To provide seamless student onboarding services to support their desired educational outcome.

TARGET A: Meet or exceed a 90% satisfaction rating annually on the institutional services survey for the following departments: Admissions, Financial Aid, Business Office, Advising, Registration, and Bookstore.

Goal 3: STUDENT SUCCESS – *To demonstrate commitment to students' completion of their respective programs of study.*

TARGET A: Increase the College's 150% graduation rate by at least 1.0% annually for each of the five years of this strategic plan.

TARGET B: Meet or exceed a 75% discipline success rate annually.

TARGET C: Increase the overall College course success rate by 1% annually.

Goal 4: PROFESSIONAL DEVELOPMENT – *To provide opportunities for employees to enhance their professional skills continually.*

TARGET A: Provide employees with focused professional development opportunities related to their corresponding job responsibilities that are timely and will have the most significant positive impact on the College.

The College will provide internal professional development opportunities, to include virtual. 100% of full-time employees will participate in at least one opportunity annually. The annual average evaluation will show that at least 90% of participating employees found the PD opportunities helpful.

The College will provide opportunities for external professional development, to include virtual training. At least 80% of employees will participate annually. The annual average evaluation will show that at least 90% of participating employees enhanced their professional skills.

Goal 5:   STUDENT AND EMPLOYEE COMMUNICATIONS – *To provide an effective wide-ranging communications system.*

TARGET A: Meet or exceed a 90% satisfaction rating for the effectiveness and efficiency of internal communications with students and employees.

TARGET B: Meet or exceed a 90% student satisfaction rating annually for the effectiveness of the WCC-D marketing efforts.

TARGET C: Meet or exceed a 90% employee satisfaction rating annually for the WCC-D effectiveness and efficiency of marketing efforts and services.

Strategic Initiative II

The Workforce Development Agenda

Strategic Initiative II is supported by one goal. Strategic Initiative II incorporates the elements associated with workforce development which includes a comprehensive approach: (1) fast track training, (2) continuing education, (3) training for business and industry partnerships, (4) adult education, (5) transitioning GED recipients into the College's Workforce Development programs, and (6) transitioning GED recipients and Ability to Benefit students into the College's career and technical programs.

Goal: WORKFORCE DEVELOPMENT – *To provide state-of-the-art, client-responsive training and education opportunities to advance the economic development of the College's communities.*

TARGET A: Increase the number of WFD Fast Track training program offerings by 10% annually.

TARGET B: Increase the number of WFD Continuing Education training program offerings by 10% annually.

TARGET C: Increase the number of WFD Training for Business and Industry partnerships by 10% annually.

TARGET D: Increase Adult Education enrollment by 10% annually.

TARGET E: Increase the number of GED recipients transitioning into the College's Workforce Development programs by 10% annually.

TARGET F: Increase the number of Ability to Benefit and GED recipients transitioning into the College's Career and Technical programs by 10% annually.

Strategic Initiative III

The Infrastructure Agenda

Strategic Initiative III identifies one goal with seven targets associated with the College's facilities and equipment. For purposes of the infrastructure plan, facilities and equipment do not include instructional equipment. However, the College requires appropriate facilities, equipment, security, and related technology that are essential to the proper functioning of all aspects of the instructional, student, and community services of the College.

Goal: INFRASTRUCTURE – *To support student and employee success through viable infrastructure that is safe, technologically current, aesthetically purposeful, and conducive to the teaching-learning processes.*

TARGET A: The College's Facilities Master Plan will be updated annually with input from students, employees, and other stakeholders.

TARGET B: At least 90% of combined survey results completed by students, employees, and other stakeholders will rate the College infrastructure and facilities as either "excellent" or "good."

TARGET C: The College's Comprehensive Technology Plan will be updated annually with input from students, employees, and other stakeholders.

TARGET D: At least 90% of combined survey results completed by students, employees, and other stakeholders will rate the WCC-D technologies (e.g., non-instructional technologies, Internet access and speed, communications systems, classroom project systems, and power systems, etc.) as either "excellent" or "good."

TARGET E: The College's Campus Security Plan will be updated annually with input from students, employees, and other stakeholders.

TARGET F: At least 90% of combined survey results completed by students, employees, and other stakeholders will indicate they feel safe on campuses.

TARGET G: As a result of a wide-ranging updating of the College's infrastructure preventative maintenance program, there will be a 5% annual decrease in equipment and systems breakdowns and failures.

Strategic Initiative IV

Financial Resources

Strategic Initiative IV includes one overarching goal. All College functions are supported by sound resource acquisition and accounting for the appropriate operations of the College. These fiscal services must be developed and executed in such a manner as to provide for maximum support and achievement of the goals and related activities outlined in this Strategic Plan.

Goal: FINANCIAL RESOURCES – To continue the implementation of a sound financial system that provides revenue flow, financial planning, and resource allocation to support the mission of the College and continued sustainable growth.

TARGET A: Ensure the College's budget and expenditures represent fiscal soundness, good stewardship, and support the institution's mission and goals.

TARGET B: Increase external funding resources by 3% annually.

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