

# A Strategic Vision for the Future

August 2018

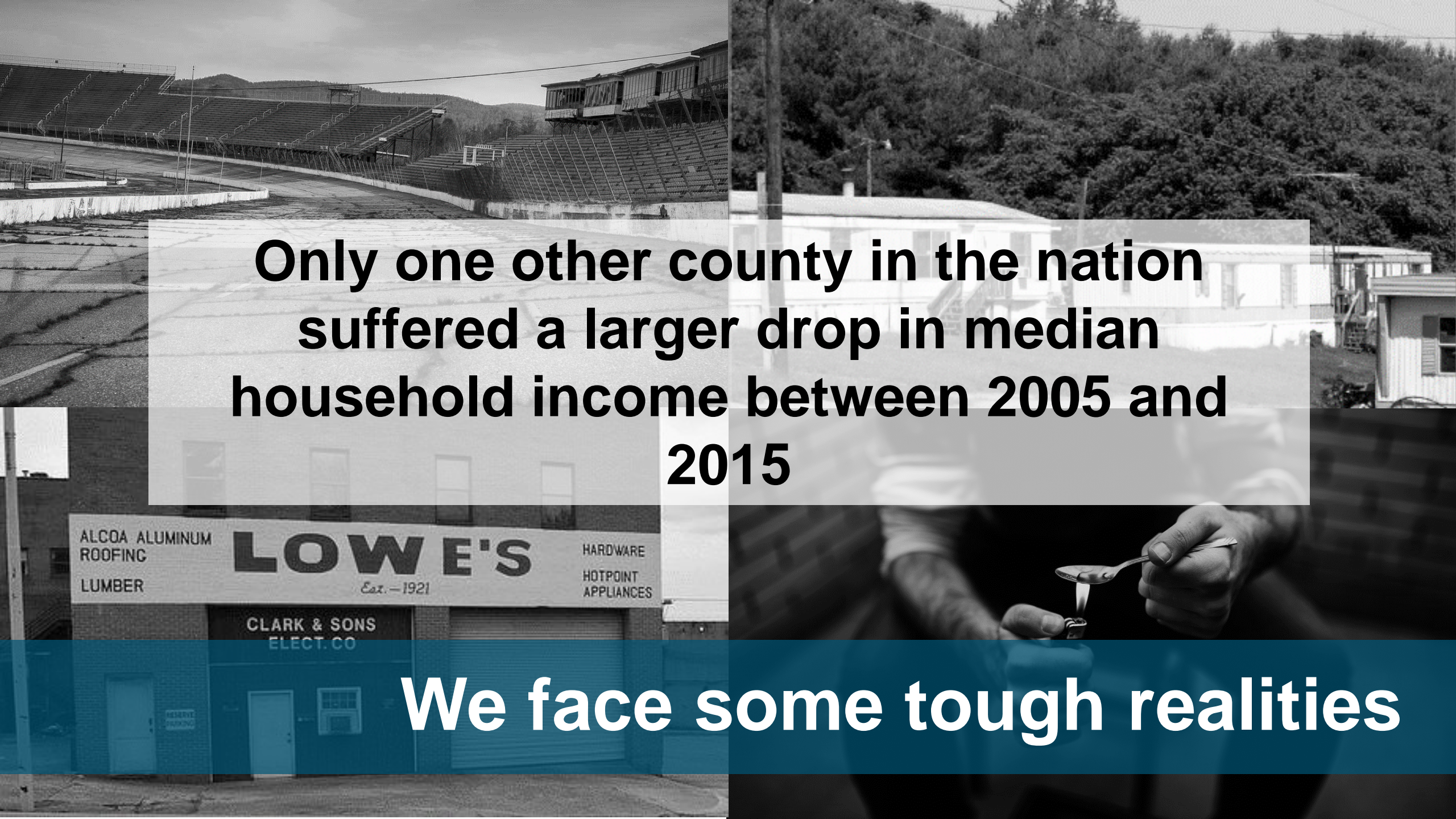




**We live in God's country**

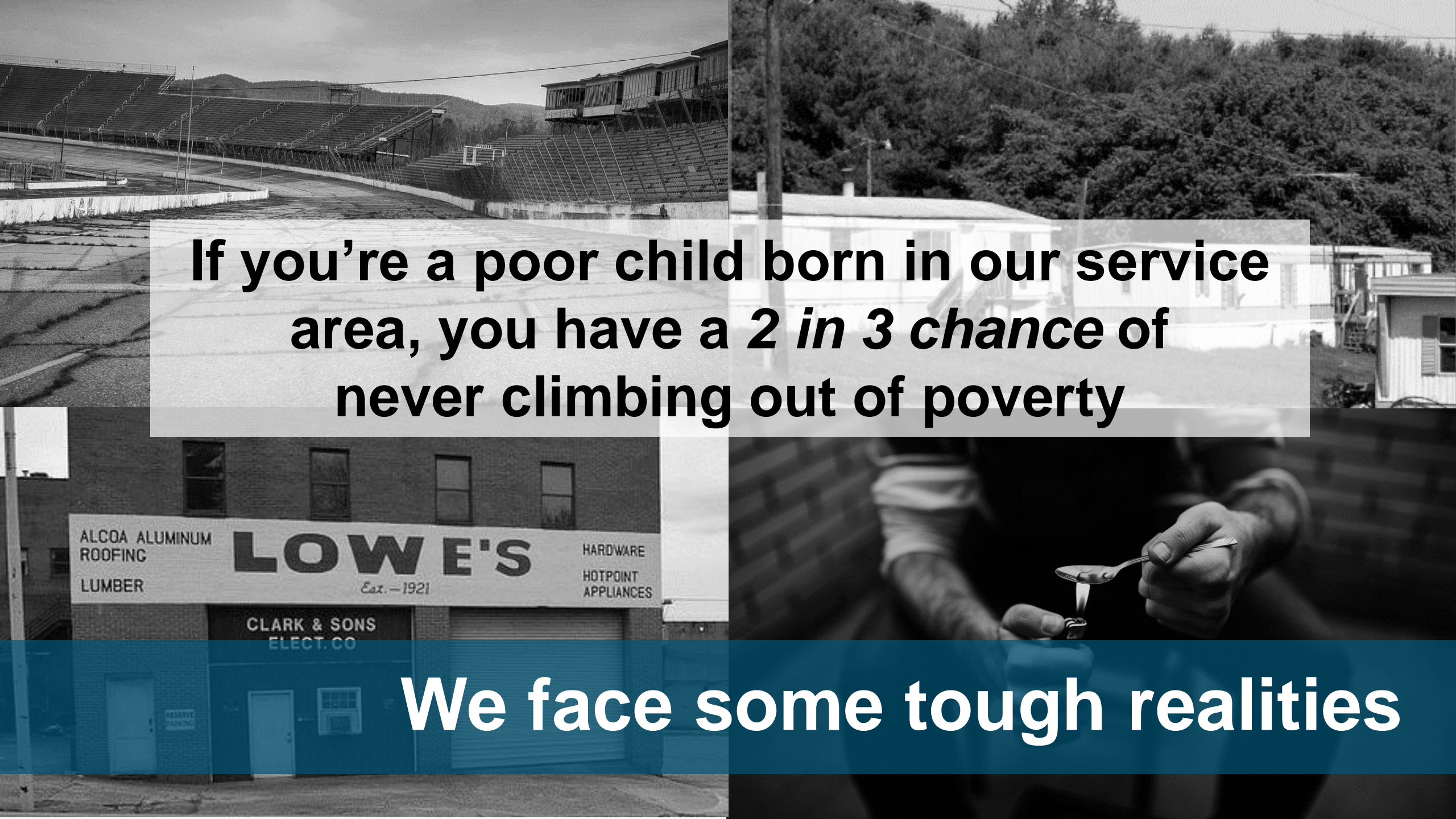


**We face some tough realities**



**Only one other county in the nation  
suffered a larger drop in median  
household income between 2005 and  
2015**

**We face some tough realities**



**If you're a poor child born in our service area, you have a *2 in 3* chance of never climbing out of poverty**


**We face some tough realities**



**Only about *1 in 5* people  
have completed at least some college**



**We face some tough realities**



**Substandard housing, transportation barriers, and the growing drug epidemic represent significant challenges to our youth and families**

**We face some tough realities**



**Wilkes Community College has a role to play**



**Education is a bridge to a better future**



**Wilkes Community College has a role to play**

**By 2020, 65% of all jobs will require some college education and training, up from 28% in 1973**



**Wilkes Community College has a role to play**

**Wilkes Community College serves predominantly low-income, first-generation college students – those most in need of upward mobility**



**Wilkes Community College has a role to play**

**Wilkes Community College is best positioned as  
a bridge to the workforce or continued  
higher education**



**Wilkes Community College has a role to play**

# Our Vision:

**More students with credentials that support workforce needs and provide a family-sustaining income**



**Wilkes Community College has a role to play**



# The Way Forward

Strategic Plan Overview

Our strategic plan is organized into strategic themes, aligned to the Aspen Institute's pillars of community college excellence.



**Completion  
& Transfer**



**Labor Market  
Outcomes**



**Equity**



**Learning**



**Community  
Enhancement**

# Each strategic theme has a central Goal and multiple Objectives\* that convey the five-year trajectory of the institution.



**LEARNING**

Enhance the learning experiences of students to prepare them for educational, career, and personal success.



**COMPLETION & TRANSFER**

Increase the percentage of students earning credentials that will prepare them for employment and/or transfer.



**LABOR MARKET OUTCOMES**

Increase student employability in career tracks aligned with local and regional workforce needs that offer growth opportunities and family-sustaining income.



**COMMUNITY ENHANCEMENT**

Enhance the communities we serve through cultural and enrichment activities, event services and venues, community and civic engagement of students, faculty, and staff, and publicly-available recreational facilities.

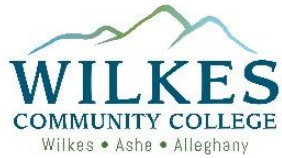


**EQUITY**

Increase equitable access and outcomes for all students across program participation and completion, college transfer, labor market outcomes, learning, and community enhancement.



# SMART Strategies developed for Annual Implementation Plans aim at long-term Goals and a unified Vision.



## SMART Strategies

## Goals

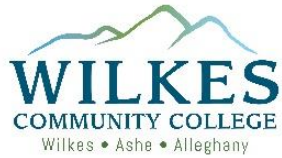
## Vision

- High School Career Coaching Program
- Targeted Outreach & Communications
- Streamlined Financial Aid & Scholarships
- Embedded Tutoring & Support System
- Guided Pathways to Success Program
- Labor Market Alignment & Partnerships
- Student & Alumni Feedback System
- Staff & Faculty Professional Development
- Data-Driven Analyses & Decision-Making

- ✓ Learning
- ✓ Completion & Transfer
- ✓ Labor Market Outcomes
- ✓ Community Enhancement
- ✓ Equity

**More students with credentials that support workforce needs and provide a family-sustaining income.**

# Understanding and enhancing the Student Journey is central to our success in implementing the Strategic Plan.



## PRE-COLLEGE YEARS

Middle & Secondary School Enrichment Programs

High School Career Coaching & Pre-Apprenticeships

Targeted Outreach & Communications

“Early College” High School Programs

Career & College Promise Courses

Streamlined Financial Aid & Scholarships

## EARLY COLLEGE YEARS

High-Quality Instruction

Programs Aligned to Labor Market

Clearly Defined Program Pathways

Intrusive, Ongoing Advising

Embedded Tutoring & Support

Expanded Online Courses

## LATER COLLEGE YEARS

Soft Skills Training, Modeling, & Messaging

Student Engagement Beyond Classroom

Work-Based Learning via Internships, Apprenticeships, Community Service, Etc.

Job Preparedness & Financial Literacy Counseling

## POST-COMMUNITY COLLEGE

Seamless 4-Year College Transfer

Successful Job Placement

Alumni Engagement

Continuing Education

Customized Workforce Development

Personal Enrichment Programs



Guided Pathways to Success | Data-Driven Analyses & Decision-Making | Student Feedback Systems  
 Staff & Faculty Professional Development | Industry Outreach & Partnerships | University Partnerships

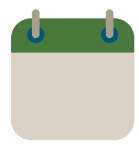




# Our approach to planning

Strategic Planning Process

Here are some **fun facts** from our strategic planning process.



**9 months**



**29 strategic plans**  
reviewed as benchmarks



**5 surveys**

**3,500+ recipients**



**200+ leaders**

engaged via

**31** planning teams

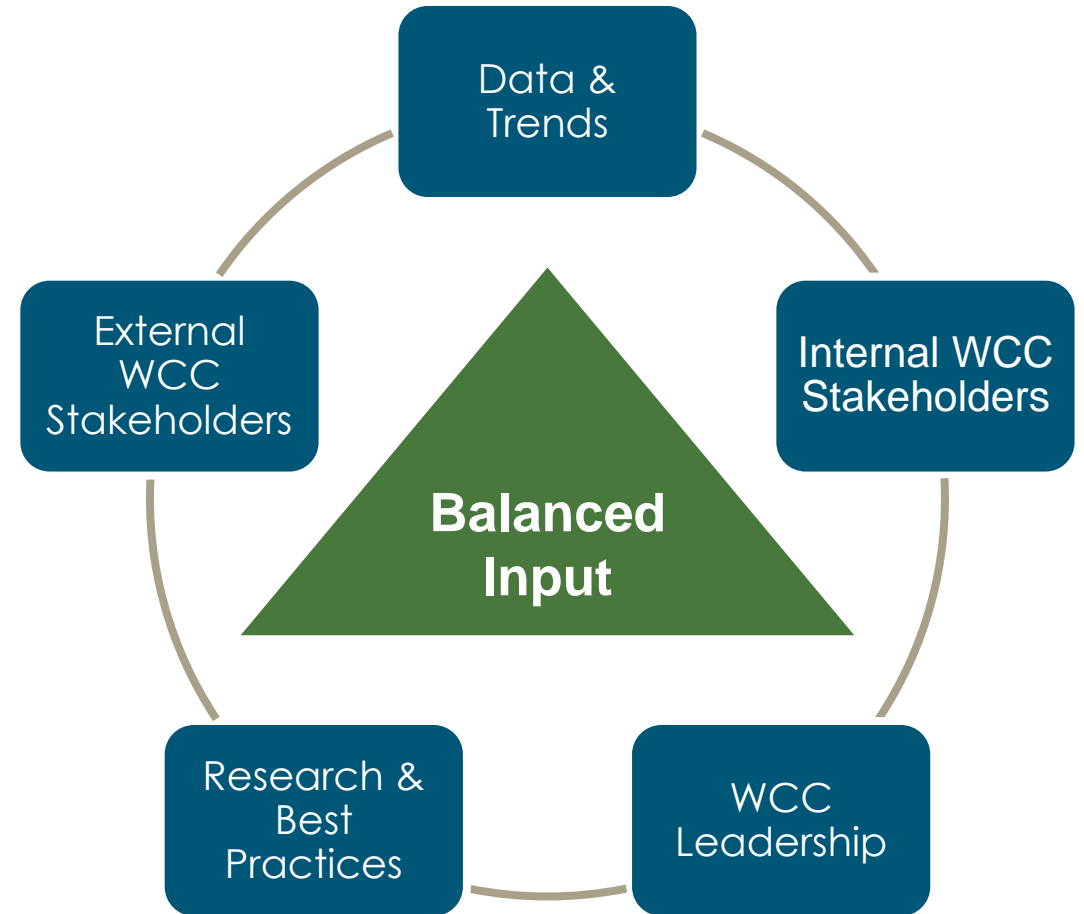
**40+** planning sessions

**2,230** pages

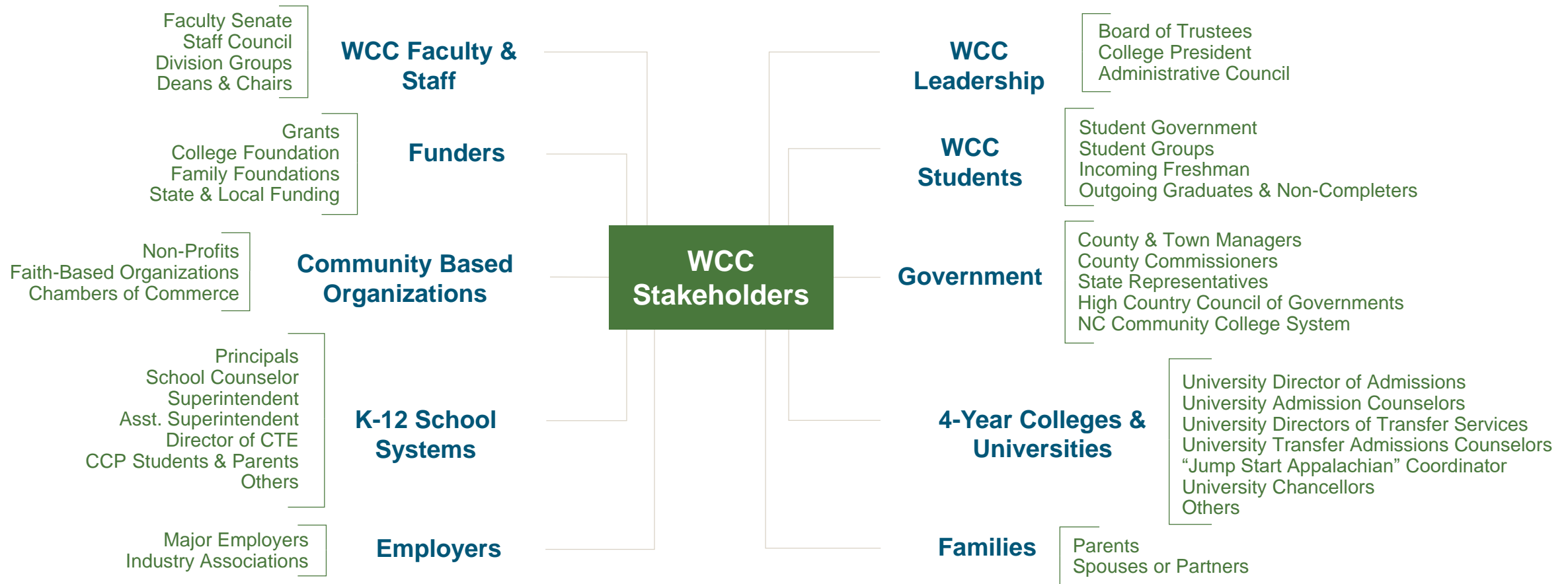
of curated research  
synthesized  
by planning teams



We took a balanced approach to input considered when making decisions and determining priorities.



# Diverse internal and external stakeholder groups were identified and engaged from across the service area and region.



Stakeholders were engaged with a blend of methods with the goal of being efficient and effective with people's time and input.

## Blended Methods



## Guiding Objectives

- ✓ Gain Input
- ✓ Raise Awareness
- ✓ Ensure Alignment
- ✓ Garner Support

Both 5-Year and 1-Year planning documents were created, to balance long-term vision with year-to-year adaptability.

5-Year Strategic Plan	1-Year Implementation Plans
Enduring, Broad Vision	Flexible, Adapted Plan
High-Level Context, Vision, Goals, Objectives	S.M.A.R.T. Strategies, Activities, Assignments, Resources, Outputs
Completed Once	Completed/Updated Annually
Defines Long-Term Trajectory of Institution	Defines Near-Term Incremental Progress Targets of Institution
Scheduled for Completion by June, 2018	Scheduled for Completion by Each Fiscal Year-End
Accounts for Universal Success Markers for Community College Excellence	Accounts for Learnings During Implementation, Changing Circumstances, Opportunities, Etc.
Based on Balanced Input*	Based on Balanced Input*

\* *Balanced Input* means perspectives and info are considered from Internal WCC Stakeholders, External WCC Stakeholders, Data & Trends, Research & Best Practices, and WCC Leadership



While there are many ways to structure a Strategic Plan conceptually, this was our chosen structure.

## Mission

Our purpose for being.

## Vision

Our aspirational self.

## Values

Our guiding principles.

## Strategic Theme

Categories of strategic focus.

## Goal

What we want to achieve in 5 years.

## Objectives

What enables us to achieve our goal.

## SMART Strategies

What exactly we need to do to accomplish each goal and objective, including: by whom, with what, by when, by what metric of success.

*Broken out into Annual Implementation Plans*

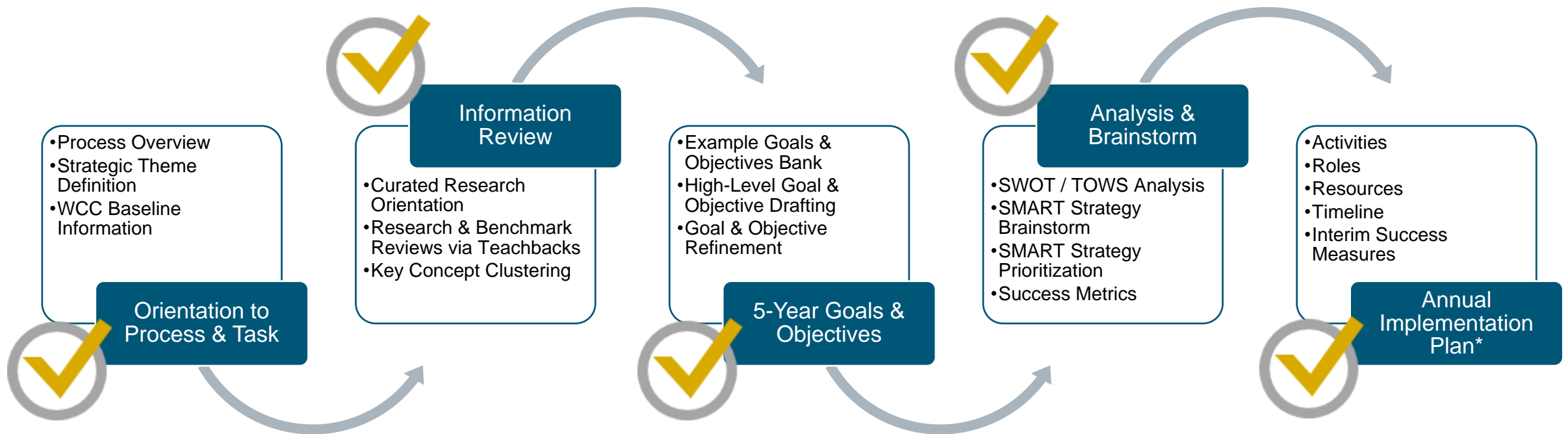
The initial planning process was divided into six phases, each with a distinct focus.



Below is a visual depiction of the various teams involved with initial and ongoing strategic planning.

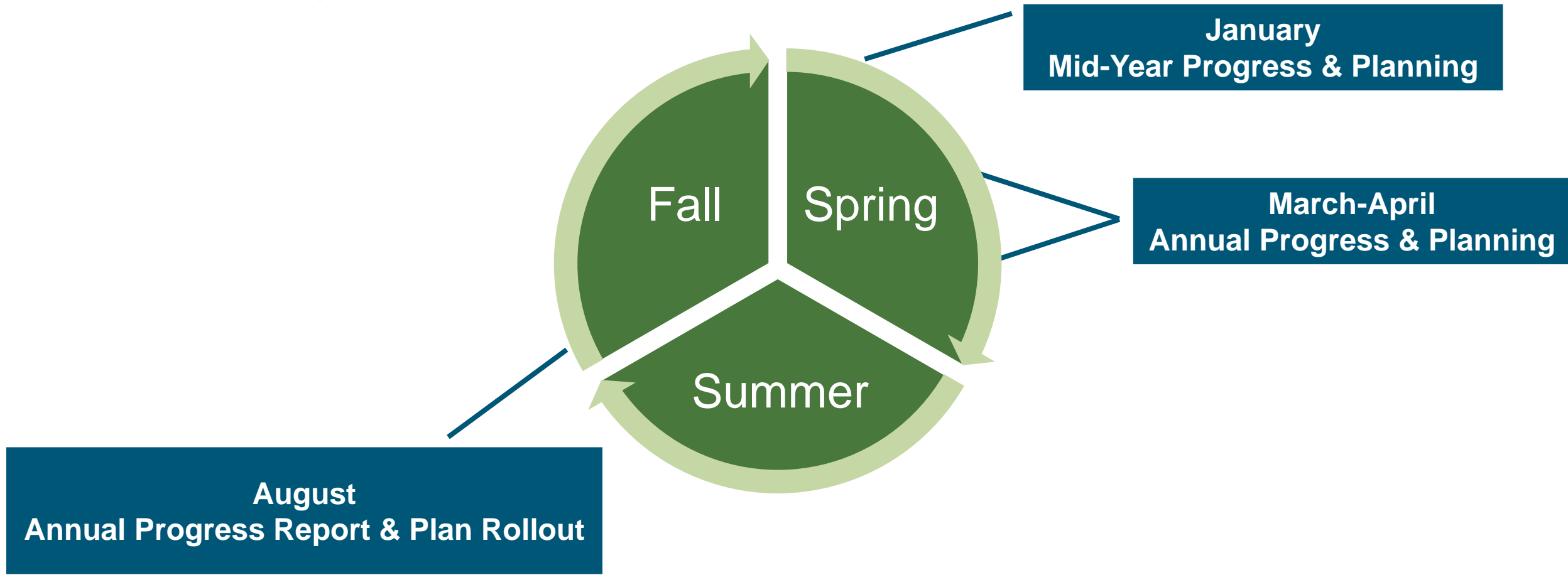


# Working Groups met on a bi-weekly basis for 3 months to complete the tasks below for their portions of the 5-Year Strategic Plan and Annual Implementation Plan 2018-2019.



\*Completed by WCC Implementation Teams

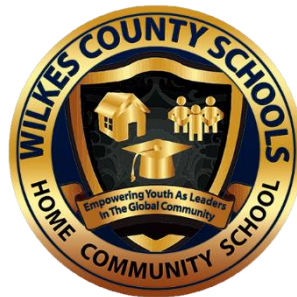
Ongoing planning will consist of three major touchpoints per year to check progress on the 5-Year Strategic Plan and develop Annual Implementation Plans.



Several partners were key to this process being successful. Wilkes Community College thanks each for its critical contributions.



The Leonard G. Herring  
Family Foundation





# Thank you for your interest!

For additional information, visit [wilkescc.edu/strategicplanning](http://wilkescc.edu/strategicplanning)  
or contact Zach Barricklow, Vice President of Strategy  
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