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

Education is a bridge to a better future
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 is best positioned as a bridge to the workforce or continued higher education.
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.
<table>
<thead>
<tr>
<th>LEARNING</th>
<th>COMPLETION &amp; TRANSFER</th>
<th>LABOR MARKET OUTCOMES</th>
<th>COMMUNITY ENHANCEMENT</th>
<th>EQUITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the learning experiences of students to prepare them for educational, career, and personal success.</td>
<td>Increase the percentage of students earning credentials that will prepare them for employment and/or transfer.</td>
<td>Increase student employability in career tracks aligned with local and regional workforce needs that offer growth opportunities and family-sustaining income.</td>
<td>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.</td>
<td>Increase equitable access and outcomes for all students across program participation and completion, college transfer, labor market outcomes, learning, and community enhancement.</td>
</tr>
</tbody>
</table>

*To see Objectives and complete Strategic Plan, visit wilkescc.edu/strategicplanning*
SMART Strategies developed for Annual Implementation Plans aim at long-term Goals and a unified Vision.

SMART Strategies

- 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

Goals

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

Vision

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
- 2,230 pages of curated research synthesized by planning teams
- 200+ leaders engaged via 31 planning teams
- 40+ planning sessions
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

- Face-to-Face Dialogue
- Active Involvement
- Focused Surveys

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.

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

*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.

<table>
<thead>
<tr>
<th>Mission</th>
<th>Vision</th>
<th>Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our purpose for being.</td>
<td>Our aspirational self.</td>
<td>Our guiding principles.</td>
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**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.
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.

- **Orientation to Process & Task**
  - Process Overview
  - Strategic Theme Definition
  - WCC Baseline Information

- **Information Review**
  - Curated Research Orientation
  - Research & Benchmark Reviews via Teachbacks
  - Key Concept Clustering

- **5-Year Goals & Objectives**
  - Example Goals & Objectives Bank
  - High-Level Goal & Objective Drafting
  - Goal & Objective Refinement

- **Analysis & Brainstorm**
  - SWOT / TOWS Analysis
  - SMART Strategy Brainstorm
  - SMART Strategy Prioritization
  - Success Metrics

- **Annual Implementation Plan**
  - Activities
  - Roles
  - Resources
  - Timeline
  - Interim Success Measures

*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.
Thank you for your interest!

For additional information, visit wilkescc.edu/strategicplanning or contact Zach Barricklow, Vice President of Strategy
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