



THE FOUR A'S *of a* FUTURE COMMUNITY:

ALIGNMENT, ACCELERATION, ACQUISITION, AND ACHIEVEMENT

2021-2025

STRATEGIC PLAN



ONE DOOR.

WALLACE STATE

WALLACE STATE
HANCEVILLE • ONEONTA

INTRODUCTION

Wallace State is embarking on its fifth five-year plan as a national leader institution that joins other progressive institutions of higher learning in redefining the role of the community college in America. Its success agenda for the past two decades—Start Early, Start Right, Finish, Succeed—remains unchanged. What has changed instead is the world around it. As the pace of change has accelerated, Wallace State has positioned itself as a leader in effective and orchestrated response to innovation and disruption.

Embracing the principles of the national Guided Pathways movement, and curricular and administrative pathways marked by simplicity, clarity, intentionality, and alignment, Wallace State is intent on making student and community success, to the degree possible, the default pathway. Moreover, in a world that needs a source of caring and light, the College remains focused on improving the lives of its students, employees, and community stakeholders.

To this end, the college introduces the **Four A's of a Future Community** to frame Wallace State's leadership role for the next five years. The four critical areas of focus in this plan are:

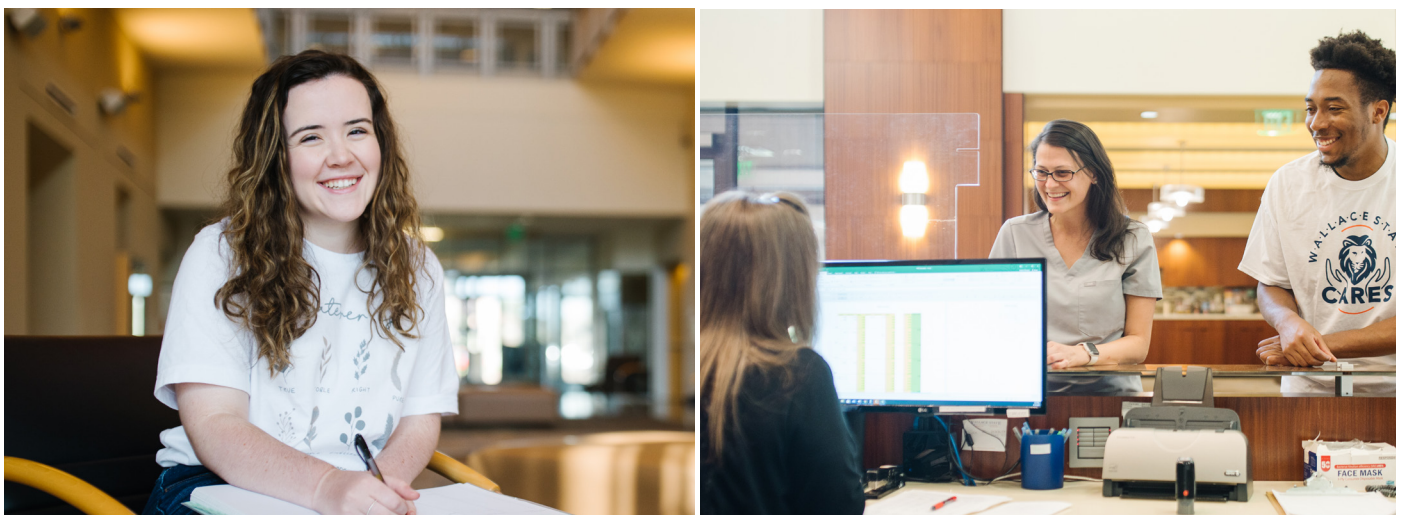
ALIGNMENT, ACCELERATION, ACQUISITION, AND ACHIEVEMENT.

The accomplishments of Wallace State have been exceptional, including being named a three-time Aspen semi-finalist, an award given annually to the most outstanding community college in the nation, and being one of a select number of Leader Colleges in the seminal Achieving the Dream program. Achieving the Dream was started by the Lumina Foundation and other organizations to enable more students to achieve the dream of realizing their own personal and professional potential, a step that often begins at the door of a community college. In 2015, the College was one of thirty chosen to lead the national Guided Pathways movement using a conceptual framework proposed by the American Association of Community Colleges.

Wallace State is beginning its new five-year plan with a sense of renewal and hope despite the unprecedented challenges of 2020, from a local cyberattack to the national tides of political and social strife and a global pandemic. The College's vision is not one of limits, but instead one of learning without boundaries, and partnerships that can truly transform the College, the community, and the world.



Cover image:
Planned
WSCC STEM
Gateway Building





MISSION

Our Mission

The Wallace State Community College mission statement serves as a guide for the College's programs and services:

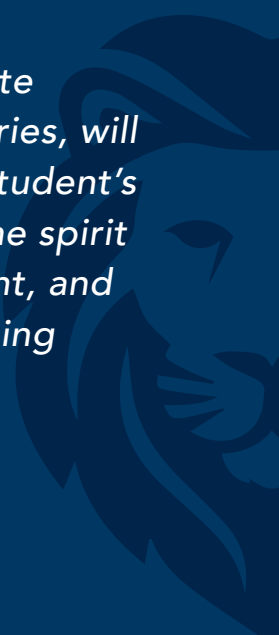
Wallace State is committed to learning that transforms lives and communities.



VISION

Our Vision

Wallace State will facilitate learning without boundaries, will be committed to every student's success, will exemplify the spirit of perpetual improvement, and will promote an overarching sense of community.



OPEN THE DOOR TO OPPORTUNITY

PROCESS

Our Process

In April 2020, Dr. Vicki Karolewics, the President of Wallace State, commissioned a planning task force to review the previous five-year plan and establish a new five-year plan reflective of the College's shift to a new model that provides quick and intentional response to sudden, transformational change. The Task Force was comprised of approximately fifty representatives of various campus and community constituencies.

The Task Force met virtually at a planning summit on June 24, 2020. The summit began with remarks from the President and the College Dean, who served as moderators. The participants, divided into working groups, analyzed the College's positioning in regard to strengths, weaknesses, opportunities, and threats, and submitted summaries to the President.

Parallel to these efforts was a call for statewide strategic planning under the auspices of a new program, ASPIRE (Achieving Systemwide Potential through Increased Resources and Engagement), led by the Chancellor of the Alabama Community College System. Wallace State actively participated in this initiative as well, hosting more than fifteen meetings with legislators, government officials, business and industry leaders, educational partners, economic development agencies, non-profit leaders, and others.

This five-year plan reflects a confluence of these efforts.





PRIORITIES and Goals

ALIGNMENT

STRATEGIC PRIORITY

TO REFINE COLLEGE ENTRY TO EMBRACE THE COLLEGE'S ONE DOOR CONCEPT AND ROLE AS A BRIDGE BETWEEN LEARNERS AND EMPLOYERS, A ROLE THAT EXTENDS BEYOND THE EARNING OF CREDENTIALS

Being at the intersection of need and access means aligning everything the College does at entry and beyond with the aspirational goals of all of its community partners.

GOAL 1

To develop purpose-driven enrollment management strategies that connect need identification and need fulfillment, that are seamless, transcend traditional time constraints, and present barrier-free portals to the College's programs and services to the greatest extent possible

GOAL 2

To implement at all points of contact a superior and market-tested model of customer service marked by quality, efficiency, consistency, adaptability, accountability, and effectiveness

STRATEGIC PRIORITY

TO SERVE AS THE CENTER OF LEARNING TO MEET LOCAL AND REGIONAL WORKFORCE NEEDS AND EXPECTATIONS THROUGH EFFECTIVE AND INNOVATIVE ALIGNMENT IN CURRICULUM, FOUNDATIONAL SKILLS, AND CAREER-FOCUSED COMPETENCIES

As manufacturing and other competency-driven programs of study must keep pace with the current business and education milieu, the College is preparing for e-cars, advances in robotics, medicine, genetics, artificial intelligence, and other evolutions characteristic of the Fourth Industrial Revolution and a flat world economy.

GOAL 1

To deliver connective, competency-based workplace and workforce credit programs that enable the College to pivot quickly in response to rapidly evolving workplace needs and expectations with systemic bridges to college credit-bearing credentials

GOAL 2

To align curriculum and career pathways with a shift in emphasis from Just-In-Case Learning (just in case you need it) to Just-In-Time Learning (just at the right time you need it)

GOAL 3

To offer rigorous courses developed for simultaneous traditional and virtual learning delivery using multi-dimensional educational resources

ACCELERATION

STRATEGIC

3

PRIORITY

TO RECOGNIZE AS A FOUNDATIONAL PRINCIPLE THAT SUCCESS IS MEASURED BY MEANINGFUL EMPLOYMENT THAT DRIVES PERSONAL AND PROFESSIONAL WELL-BEING

In a world of economic instability and burgeoning student debt, the College recognizes the need for acceleration of adaptive skills that match rapidly evolving jobs and provide quick entry into the workforce.

GOAL 1

To develop additional curricular pathways leading to credentials that enhance employability and advancement, reducing time to completion wherever possible

GOAL 2

To advance a conceptual framework for underprepared students that reduces barriers to academic progression and career readiness, a framework in which the default academic pathway is gateway English and math and prioritizes workplace competencies through a variety of work-based learning experiences

GOAL 3

To eliminate the self-motivation divide that stalls student progress through the talent pipeline

ACQUISITION

STRATEGIC

4

PRIORITY

TO DEVELOP MULTIPLE STRATEGIES OF RESOURCE ACQUISITION TO SUPPORT A CULTURE OF LEARNING AND WORKPLACE SUCCESS

Due to the precarious nature of funding in the current fiscal environment and the College's commitment to reducing the financial barriers to entry and progression, Wallace State will aggressively pursue multiple sources of revenue and recognize opportunities to utilize economies of scale and other measures of good stewardship and effectiveness.

GOAL 1

To maximize existing revenue sources and efficient management thereof

GOAL 2

To aggressively pursue new revenue opportunities, including government and industry partnerships, to support present and future students, programs, and services

GOAL 3

To undertake a comprehensive facility redesign, replacement, and expansion in accordance with the College's Master Campus Plan 2030

ACHIEVEMENT

STRATEGIC **5** PRIORITY

TO STAND FIRMLY FOR THE TRANSFORMATIVE IDEALS OF DIVERSITY, EQUITY, AND INCLUSIVENESS; STRIVING ALWAYS TO ELIMINATE SYSTEMIC BARRIERS TO STUDENT SUCCESS

Systemic barriers, such as poverty and access to healthcare, childcare, and transportation, have negatively affected the success of students and community stakeholders. Pandemic and political and social strife have reminded us of the need to seek solutions for the issues that limit us.

GOAL 1

To develop dynamic strategies and interventions that offer systemic solutions to systemic barriers to student success

GOAL 2

To serve as a beacon of hope and light through communications, outreach, programs, and services that specifically embrace the principles of diversity, equity, inclusiveness, and a shared sense of humanity

STRATEGIC **6** PRIORITY

TO HOLD AS A FOUNDATIONAL PRINCIPLE THAT CHANGE WILL BE GROUNDED IN A CULTURE OF EVIDENCE MARKED BY INTEGRITY, ACCOUNTABILITY, VALUING EMPLOYEES, AND CONTINUOUS INSTITUTIONAL IMPROVEMENT

A framework for data-informed decision-making is critical to guiding and determining the effectiveness of the College's strategic initiatives.

GOAL 1

To maintain baseline institutional data using the institutional report card based upon this five-year strategic plan, the sixteen core indicators of effectiveness published by the American Association of Community Colleges, and other established measures of performance

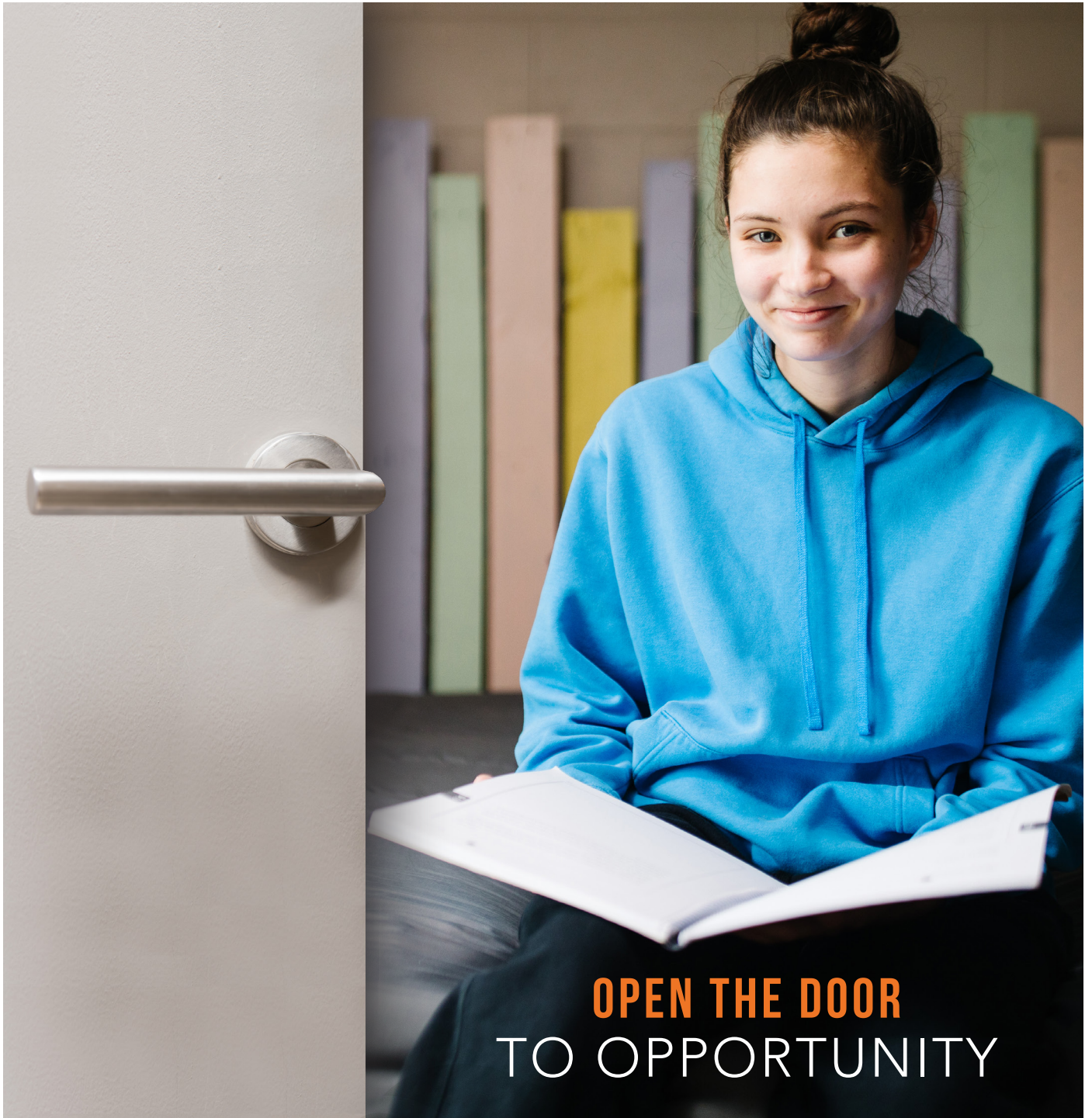
GOAL 2

To effectively use institutional data through aggressive, contemporary environmental scanning and other methodologies to promote a personal and institutional culture of integrity and inquiry

GOAL 3

To design an internal Talent Development program that focuses on the positive development of employees through the Employment Journey Map and emphasizes individual and collective intellectual, emotional, and mental health





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TO OPPORTUNITY

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