



*Wharton County  
Junior College*

Strategic Plan Refresh 2016-2020



**PATHWAYS**

**Plan. Achieve. Transfer or Work.**

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### Executive Planning Team

#### CHAIR

Betty McCrohan, *President*

#### TEAM MEMBERS

Bryce Kocian, *Vice President of Administrative Services*

Pam Youngblood, *Vice President of Technology and Institutional Research*

Leigh Ann Collins, *Vice President of Instruction*

David Leenhouts, *Vice President of Student Services*

### Student Success Council

The Student Success Council is designed to lead, coordinate and evaluate the work of multiple success initiatives that align with the WCJC Strategic Plan. The Council's work is focused on problem-solving, as well as ensuring that the broader campus community understands and is engaged in the work.

## WCJC STATEMENT OF MISSION

Wharton County Junior College is a public, two-year, comprehensive community college offering a wide range of postsecondary educational programs and services including associate degrees, certificates, continuing education courses, cultural affairs, and leisure-time activities for the benefit of the community and a population of students that varies in age, background, and ability.

The college affords opportunities for individual growth and expression and promotes the development of the total person through scholarly and creative activity and the application of knowledge for the good of society. Its curricular and co-curricular activities lay a foundation for lifelong learning and involved citizenship and encourage the pursuit of knowledge, innovation, experimentation, and excellence in human endeavor. It prepares students for entry-level positions, for advancement in various occupations and professions, for a broad understanding of the liberal arts and sciences, and for transfer to baccalaureate-granting institutions.

*In fulfilling its mission, the college*

- + offers associate of arts, associate of arts in teaching, and associate of applied science degrees
- + offers transfer curricula in preparation for the baccalaureate degree
- + offers career/vocational curricula leading to certificates and associate degrees
- + offers remedial and developmental courses and services, as well as adult basic education, to assist under-prepared students to achieve competency in basic skills and thus gain access to college-level programs
- + supports excellence in instruction in all academic areas by the encouragement of faculty professional development for the improvement of teaching and learning through innovative teaching methodologies, research, and public service
- + provides library and other instructional resources as integral parts of the educational process
- + supports students in the learning process through counseling and academic advising
- + offers continuing education noncredit courses and programs to meet the needs of business, industry, government, and the community-at-large, and to contribute to the economic development of its service region
- + provides varied cultural opportunities, recreational activities, and community services to enhance the quality of life in its service region
- + actively cooperates with school districts, vocational-technical schools, other colleges, and universities to promote a more productive educational environment within its service region

Wharton County Junior College is an institution that emphasizes personal attention to students, innovation and flexibility in its credit and noncredit offerings, and responsiveness to the diversity of the communities it serves. The college is dedicated to providing an educational environment that recognizes individuality, stresses the importance of human relationships, and reflects the democratic values of our society.



## WHARTON COUNTY JUNIOR COLLEGE VISION

We will build the highest quality team of faculty and staff and provide a learning environment rich in innovative technology to ensure each student in our diverse and dynamic service area has the opportunity to achieve the pinnacle of his or her educational dreams.

## WHARTON COUNTY JUNIOR COLLEGE VALUES

*We value our students and their:*

- + Life long pursuit of knowledge
- + Personal enrichment
- + Educational success

*We value our employees and their:*

- + Honesty and integrity
- + Contributions to student success
- + Scholarly and creative endeavors

*We value our community and its:*

- + Legacy of support
- + Tradition of trust
- + Cultural diversity



## GOALS AND STRATEGIES

### WCJC Strategic Plan Refresh 2016-2020

Year 1 (2016-2017); Year 2 (2017-2018); Year 3 (2018-2019); Year 4 (2019-2020)

#### GOAL 1

**Ensure Student Success: Provide community outreach, support services and pathways to completion that promote student success.**

1

#### STRATEGY 1

##### **Enhance comprehensive support services to increase student success**

- Develop a comprehensive program to improve student retention
- Expand tutoring opportunities
- Provide tutoring and academic support in gateway courses where first generation and low-income students have difficulty (TRIO)
- Provide financial literacy training to help first generation and low-income students utilize all available aid (TRIO)
- Provide accelerated, co-requisite pathways to college-readiness
- Provide freshman follow-up advising sessions at all campus locations
- Expand group advising sessions for new student orientation
- Increase the number of eligible students receiving financial aid

#### STRATEGY 2

##### **Create and increase the visibility of clear pathways leading to employment and/or transfer opportunities (Texas Pathways Project; Houston GPS)**

- Develop block schedules for general education coursework
- Improve student "front door" processes
- Develop a comprehensive faculty advising program
- Develop a career advising program utilizing faculty

## GOAL 2

**Align Educational Program: Provide high quality, comprehensive educational programs delivered face-to-face and online by highly qualified faculty.**

2

### STRATEGY 1

**Develop an academic plan based on research and other data that determines programs and delivery modes for all college locations**

- Ensure technology in the classroom is current and functional
- Develop a plan for the Richmond campus to include programs to be offered, facility and instructional equipment needs
- Develop a plan for Sugar Land, Wharton and Bay City to include programs to be offered, facility and instructional equipment needs
- Increase articulation agreements with 4-year colleges/universities

### STRATEGY 2

**Expand WCJC's "virtual campus" to include added financial aid, counseling, orientation, career coaching and tutoring services**

- Enhance faculty skills in using distance education technology
- Expand online advising services
- Increase student usage of online orientation and registration processes

### STRATEGY 3

**Develop a comprehensive enrollment management system to include class scheduling practices to meet student and faculty needs**

- Schedule more course sections at non-traditional times to better serve students
- Create block scheduling options for identified cohorts

### GOAL 3

**Invest in Facilities and Organization Development: Ensure the institution's facilities and operations align with its mission and promote stability and sustainability.**

3

#### STRATEGY 1

**Update the Facilities Master Plan to accommodate future growth, improve access and address program development needs**

- Conduct facilities programming study using academic and student services plans to revise/update Facilities Master Plan
- Develop plans for the needed expansion of the Johnson Health Occupations Center on the Wharton Campus
- Develop/implement renovation plan for Wharton campus Library

#### STRATEGY 2

**Attract and retain highly qualified faculty and staff**

- Review and enhance recruitment efforts to identify highly qualified candidates
- Review/revise compensation schedules to ensure they remain competitive
- Enhance professional development opportunities to reach the highest standards

#### STRATEGY 3

**Improve and expand the functionality of information technology for academic and support services**

- Increase Information Technology capacity to support college operations
- Increase Institutional Research capacity to provide timely data through the development of a data warehouse and dashboard/reporting software solution
- Update and maintain an IT refresh plan

## GOAL 4

**Increase Enrollment and Retention: Increase credit and non-credit enrollment to address the educational needs of a rapidly growing service area.**

4

### STRATEGY 1

**Develop an online marketing plan that reaches targeted ethnic groups, promotes diversity, and focuses on in-district communities**

- Develop a geo-fencing campaign to increase awareness of the college in its service area communities
- Develop online marketing strategies targeting historically underserved populations
- Develop online marketing initiatives that promote diversity

### STRATEGY 2

**Increase outreach with area ISDs to promote a college-going culture in WCJC's service area**

- Expand "College Connections" recruitment program with area ISDs
- Conduct financial aid application "first step sessions" at the ISDs with planned follow up sessions at the campus to assist with actual financial aid application process
- Create an educational pipeline for historically underserved populations through collaborative efforts with service area ISDs

### STRATEGY 3

**Collect and analyze real-time class enrollment during registration periods to provide accurate projections of class section demand by campus**

- Evaluate and optimize classroom utilization at each campus



## KEY PERFORMANCE INDICATORS

### Goal 1: Ensure Student Success

- + College Enrollment Rates from Service Area High Schools
- + College Enrollment Rates Among First Generation/Low-Income Students
- + TSI Satisfied in THECB Timeframe
- + Fall-to-Fall & Fall-to-Spring Retention Rates
- + Percent of FTIC, FT Credential-Seeking Cohort Grad Rates
- + Graduation/Persistence After Six Years of First-Time-in-College, Full-Time, Credential-Seeking Students
- + Student Engagement Benchmarks (CCSSE/SENSE)

### Goal 2: Align Educational Program

- + Student Satisfaction with Programs, Student Services, Class Schedules, and Modes of Delivery

### Goal 3: Invest in Facilities and Organization Development

- + Enrollment
- + Retention
- + Student Satisfaction with Facilities and Services
  - CCSSE Survey Benchmark Report
  - SENSE Survey Benchmark Report
- + Faculty Satisfaction with Facilities and Tech Support
- + Contact Hours Taught by FT Faculty
- + FTE Student/Faculty Ratio
- + Percent FT Faculty - Compared to Medium Community Colleges Group B (THECB Accountability Measure)

### Goal 4: Increase Enrollment and Retention

- + Percent Enrollment Increase
  - Ethnicity
  - Full-Time Status
  - In-District Status
  - Contact/Credit Hours
- + State Funded Contact Hours by Academic Year

## CYCLE OF OPERATIONAL PLANNING

This figure illustrates how an operational planning cycle supports a strategic plan. It corresponds to the recommended operational planning calendar below.



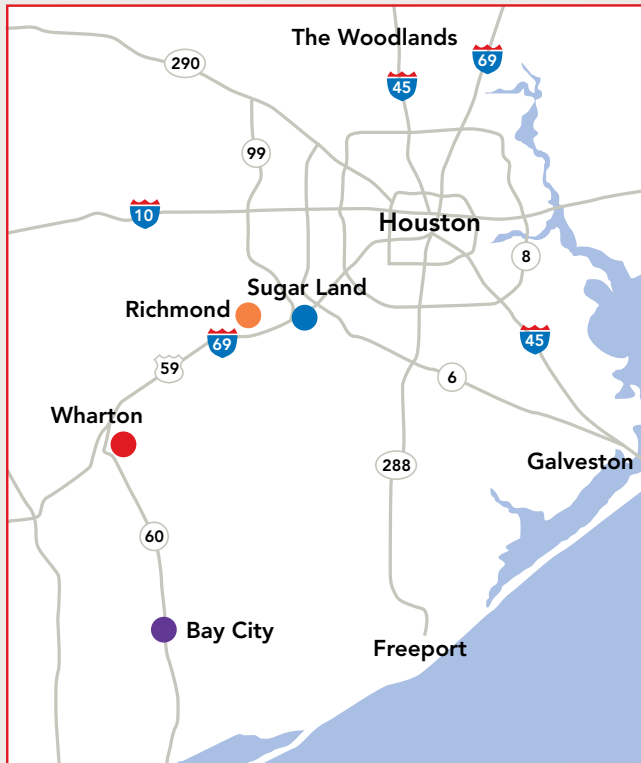
## RECOMMENDED OPERATIONAL PLANNING CALENDAR

TARGET DATES	ACTION	RESPONSIBLE PARTY
Aug 15/Oct 1	Prior Year Progress Reports/Outcome Evaluations based on Success Factors	Departments, Units, and Programs
October	Stakeholders' Meetings to Review Progress and Receive Feedback	Dean of Planning & Institutional Effectiveness
November 1	Update Action Strategies and Success Factors	Executive Cabinet
December 1	Distribute Action Strategies and Success Factors to Campus	Dean of Planning & Institutional Effectiveness
December 15	Distribute Planning and Budget Request Template to Departments	Vice President of Administrative Services
February 15	Planning and Budget Forms Due to VPAS	Departments, Units, and Programs
March 15	Evaluate and Prioritize the Budget Requests. Ensure that Requests are aligned with the Institutional Strategic Plan	Executive Cabinet
March 22	Present Preliminary Prioritized Requests to Campus for Comment	Dean of Planning & Institutional Effectiveness
April 1	Review Campus Comments and reprioritize, if appropriate	Executive Cabinet
May 15	WCJC Board of Trustees Approves Budget for upcoming FY	Trustees/President



WHARTON COUNTY JUNIOR COLLEGE  
ESTABLISHED  
S A X E  
1946





### WHARTON CAMPUS

911 Boling Highway  
Wharton, TX 77488  
979.532.4560

### SUGAR LAND CAMPUS

14004 University Boulevard  
Sugar Land, TX 77479  
281.243.8447

### RICHMOND CAMPUS

5333 FM 1640  
Richmond, TX 77469  
281.239.1500

### BAY CITY CAMPUS

4000 Avenue F, Ste. B  
Bay City, TX 77414  
979.244.4236



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800.561.9252

[wcjc.edu](http://wcjc.edu)

*WCJC is an Equal Opportunity Educational Institution*