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Executive Planning Team

Chair:
Betty McCrohan, President

Team members:
Dr. Dan Jones, Director of Institutional Effectiveness
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.
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 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 FY 2012 - 2014
Year 1 (2011-2012); Year 2 (2012-2013); Year 3 (2013-2014)

GOAL 1. Student Success: Provide instruction, activities, and services that promote student success

Strategy 1
Develop and implement a comprehensive first-time-in-college program

Year 1 Action Items
• Increase student awareness of and applications for financial aid
• Implement computer-based placement testing to ensure correct student placement
• Provide a student success course face-to-face and online

Year 2 Action Items
• Provide accelerated pathways to college readiness
• Expand tutoring at each campus and online

Year 3 Action Items
• Implement mandatory orientation for entering students
• Implement mandatory advising for entering students
• Eliminate late registration

Strategy 2
Implement programs to aid transition to college

Year 1 Action Items
• Increase recruitment and financial aid application support at area high schools
• Establish early assessment of college readiness
• Work with area ISDs to provide test preparation for SAT/ACT and Compass

Year 2 Action Items
• Participate in vertical alignment activities with area ISD faculty in math and English
• Align developmental math and English curricula with gateway courses
• Offer a summer developmental bridge program for area high school graduates

Year 3 Action Items
• Conduct outreach activities with area ISDs to promote a college-going culture
• Offer a dual credit college success course with area ISDs
Goals and Strategies

Goal 2. Curriculum and Programs: *Provide high quality, comprehensive educational programs to meet the educational needs of our service area, state, and nation*

Strategy 1
*Expand access to distance learning and online student support services*

**Year 1 Action Items**
- Significantly upgrade the availability and use of educational technology on all campuses
- Increase faculty skills in using distance education technology

**Year 2 Action Items**
- Significantly increase the number of courses offered online
- Improve online course quality using Quality Matters peer review process

**Year 3 Action Items**
- Create a “virtual campus” online to include financial aid, counseling, orientation, and tutoring services
- Offer complete associate degree programs online

Strategy 2
*Increase student success in Science, Technology, Engineering and Math (STEM) fields*

**Year 1 Action Items**
- Establish a STEM Success Center integrating academic and student support services
- Increase the availability of supplemental instruction for STEM courses

**Year 2 Action Items**
- Revise/upgrade STEM courses and programs
- Offer a STEM summer bridge program focusing on Hispanic and low-income students entering WCJC

**Year 3 Action Items**
- Increase STEM articulation agreements with area universities
- Partner with a four-year college to work on course alignment and promote transfer in selected STEM fields
Goals and Strategies

Goal 3. Facilities and Operations: Align the institution’s operations with its environment to promote stability and sustainability

Strategy 1
Implement a systematic plan for facilities development and utilization that considers functionality, convenience, access, and aesthetics to promote learning

Year 1 Action Items
• Develop, implement, and maintain a facilities master plan

Year 2 Action Items
• Seek external resources to support facilities development

Year 3 Action Items
• Maintain adequate resources to provide opportunities for future growth and development

Strategy 2
Improve and expand the functionality of information technology for academic and support services

Year 1 Action Items
• Upgrade Learning Management System and support services for distance learners
  • Procure and install Web Content Management System to improve content and enhance marketing

Year 2 Action Items
• Expand Wi-Fi connectivity to all campuses
  • Enhance telephone communications on all campuses

Year 3 Action Items
• Increase Institutional Research capacity to provide timely data
  • Implement a Document Imaging System to improve record storage and access
Goals and Strategies

Goal 4. Enrollment: Increase credit and non-credit enrollment in a cost effective manner

Strategy 1
*Design and implement an integrated plan for marketing, recruitment, retention, and completion (course, degree, certificate, transfer, core completion)*

Year 1 Action Items
  • Provide information to high schools regarding college programs and services

Year 2 Action Items
  • Develop strategies targeting historically underserved populations
  • Develop and implement a Web Content Management System (CMS) to improve website marketing

Year 3 Action Items
  • Develop and implement an integrated marketing plan
  • Educate the community regarding the value of college education via a community newsletter

Strategy 2
*Expand course offerings and adjust class scheduling to meet the needs of our students and service area*

Year 1 Action Items
  • Increase academic and vocational program offerings to meet service area needs

Year 2 Action Items
  • Improve scheduling practices to meet student and faculty needs

Year 3 Action Items
  • Increase business/industry partnerships to support community workforce needs
Success Measures

Wharton County Junior College will utilize the following Key Performance Indicators (KPIs) to measure progress. Institutional targets will be defined on an annual basis in order to report on each of the four goal areas to achieve our vision: student learning, curriculum and programs, facilities and operations, and enrollment.

• **Enrollment** – The number of enrollments and state-funded contact hours, the rates of participation in programs, courses, and locations.

• **Retention Rates** – The rates at which students return from fall to spring and return from fall to fall, by ethnicity and full-time status.

• **Transfer Rates** – The rates at which students transfer to other colleges and universities.

• **Success Milestones** – The percent of each FTIC cohort achieving the following: TSI obligation met; success in first college-level math/English course; completion of 15 credits hours; completion of 30 credit hours; degree/certificate or transfer.

• **Student Engagement** – The benchmark scores from the Community College Survey of Student Engagement (CCSSE) and the Survey of Entering Student Success (SENSE).

• **Financial Aid** – Amount and number of awards made and numbers of students receiving awards.

• **Access** – The number of courses, programs, and student services available through technology-assisted distance education.

• **Program Excellence** – Program review, awards, recognitions, accreditation, licensure, and donations.

• **STEM Graduates** – The rates at which students select majors in science, technology, engineering, or math (STEM), complete programs and/or transfer to universities.

• **Resource Development** – Dollar value of gifts, donations, and other activities that increase the financial capacity of the institution.
Strategic Planning Cycle

September
• New Strategic Plan Action Items are implemented

October
• IE/IR updates Key Performance Indicators for previous year and other institutional planning data

November
• Strategic Planning/IE Committee reviews progress on Action Items to assess implementation status, reviews Key Performance Indicators, and makes recommendations to President for needed action

December – January
• President reviews findings and recommendations from Strategic Planning/IE Committee and proposes any needed changes to Strategic Plan Strategies and Action Items to Board of Trustees

February
• Years 1 & 2 - Board of Trustees reviews/approves proposed changes to Strategies and Action Items
• Year 3 - President conducts Strategic Planning Retreat with Board of Trustees to identify new institutional opportunities and challenges and to formulate new Strategic Goals and Strategies to address them

March
• President makes assignments for the development of new or revision of existing Strategies and Action Items to support Strategic Goals
• Project Overviews are submitted to President for review/approval
• Departments develop a proposed budget for the coming academic year to support Action Items
• Proposed budgets are entered into Banner by March 31st

April 1 – June 15
• Budget hearings are scheduled and conducted by Vice President of Administrative Services
• Executive Cabinet begins formulating an institutional budget

June 15 – July 31
• President makes assignments for needed revisions of new and existing Action Items to reflect budget realities
• President submits a proposed institutional budget to Board of Trustees
• Board of Trustees holds budget workshops

August
• Approval of budget by Board of Trustees
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