Wharton County Junior College

Plan. Achieve. Transfer or 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

VISION

Wharton County Junior College is committed to creating a culture of engagement, inclusion, and success for our diverse student population, providing them with educational opportunities to improve their lives and the communities we serve.

VALUES

Integrity
We are dedicated to being open, honest, and responsible in our actions and words. This serves as the foundation for everything we do, as individuals and as a college community.

Quality
We strive to provide an environment of educational excellence, shaped by the long-term goals of our students and community.

Commitment
We are steadfast in the pursuit of our goals, both for our students and ourselves.

Student-Focused
We value our students and their success beyond all else. We build trusting relationships grounded in fairness, equity, inclusion, access, and accountability.

STRATEGIC PRIORITIES

1

Student Success
WCJC will provide exceptional educational opportunities and support services that foster a culture of holistic student engagement resulting in increased student success.

2

Community Impact
WCJC will rise to the needs of the diverse communities we serve by addressing local needs, cultivating collaborative partnerships, and responding to our area's workforce demands.

3

Resource Optimization and Organizational Stewardship
WCJC will preserve and protect our organizational resources to optimize funding for strategic priorities and maintain fiscal security for the future of the college.

4

Innovation and Institutional Excellence
WCJC will improve our institutional agility and excellence by developing a culture of collaboration, inclusion, and innovation with a focus on the future.

1

Strategic Priority One:
Student Success

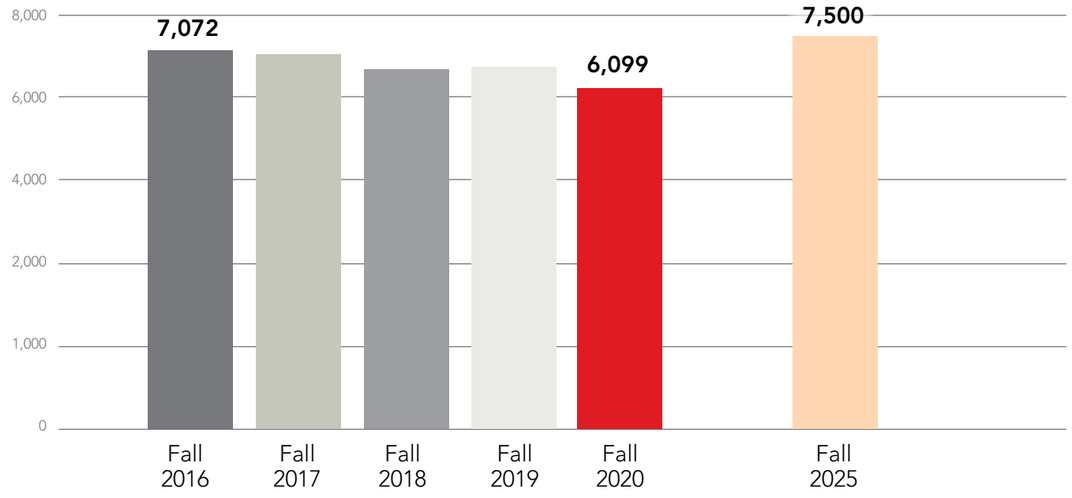
WCJC will provide exceptional educational opportunities and support services that foster a culture of holistic student engagement resulting in increased student success.

1.1 Develop and maintain high-quality, innovative curricular offerings that will prepare students to be life-long learners and achievers.	• Strengthen college-readiness opportunities, specifically for our underserved populations. • Enhance student mastery of general education outcomes within academic transfer programs. • Integrate 21st century skillsets within and across all vocational training programs. • Implement high-impact pedagogical practices across all disciplines.	**Total enrollment** **Fall-to-fall retention** **Percentage of students who meet college-readiness standards**
1.2 Enhance and expand student support services and learning resources to facilitate increased student engagement, equity, and enrichment.	• Reduce gaps and facilitate timeliness of student onboarding and matriculation. • Develop intentional proactive advising practices to enhance student planning and connectedness. • Provide student activities and enrichments that promote collaboration, inclusivity, and foster a culture of engagement.	**Percentage successful course completion** **Percentage of students completing 15 and/or 30 SCH** **Three-year graduation and transfer rates**
1.3 Implement and refine a Pathways Model that provides clear alignment of all academic and support functions throughout students' complete educational journey.	• Engage in strategic enrollment management strategies that promote persistence and completion. • Use data to ensure that course availability, schedules, and instructional modalities meet the needs of all students. • Implement an early alert process to provide relevant and timely feedback to students.	**Reduced/eliminated performance gaps among student populations** **Student satisfaction on SENSE/CCSSE**

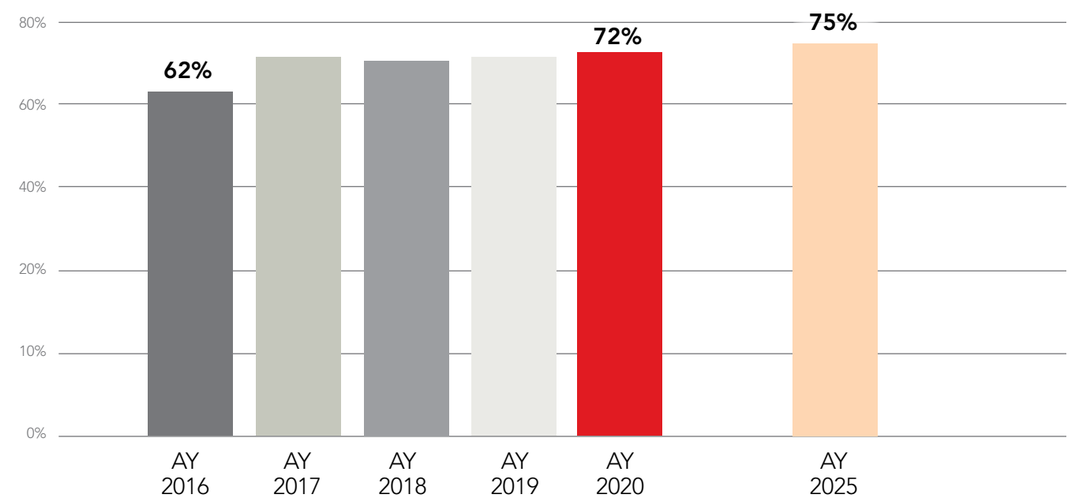
1

Strategic Priority One: Student Success
Key Performance Indicators

TOTAL ENROLLMENT



FALL-TO-FALL RETENTION



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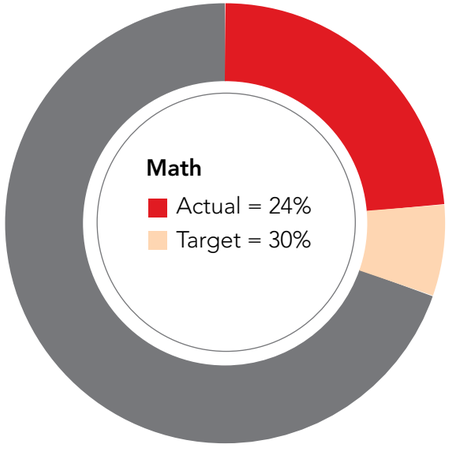
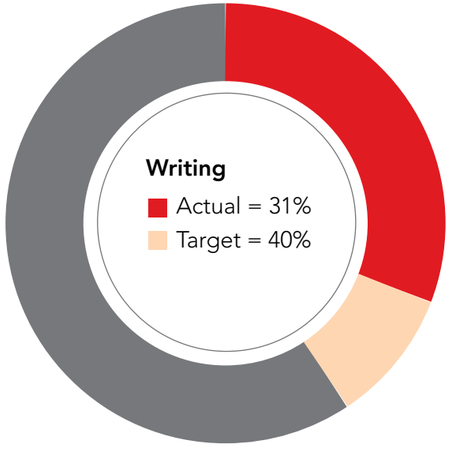
Strategic Priority One: Student Success

Key Performance Indicators

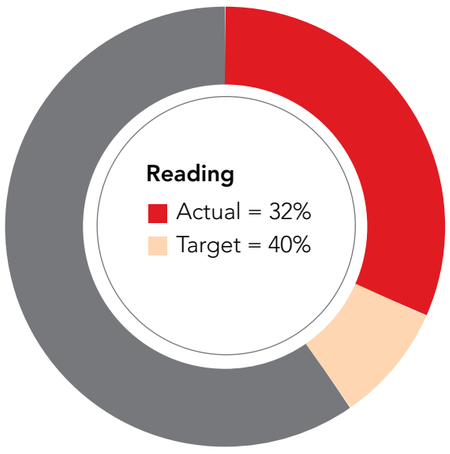
COLLEGE -READINESS STANDARDS



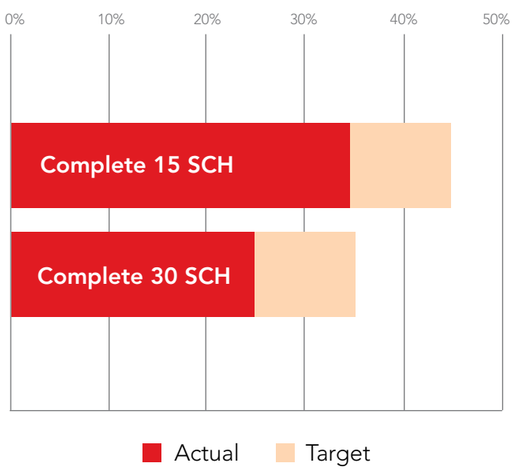
COLLEGE -READINESS STANDARDS



COLLEGE -READINESS STANDARDS



PERCENTAGE COMPLETING 15 AND/OR 30 SCH



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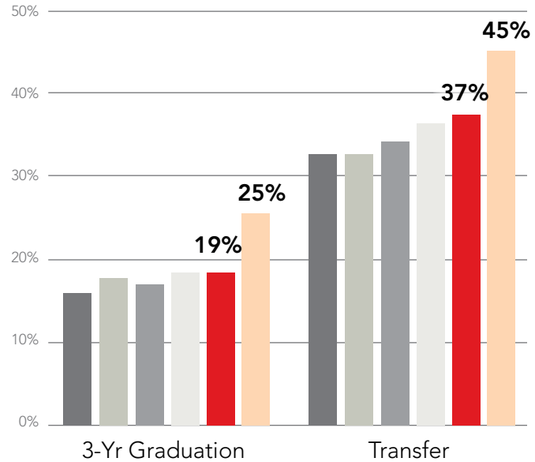
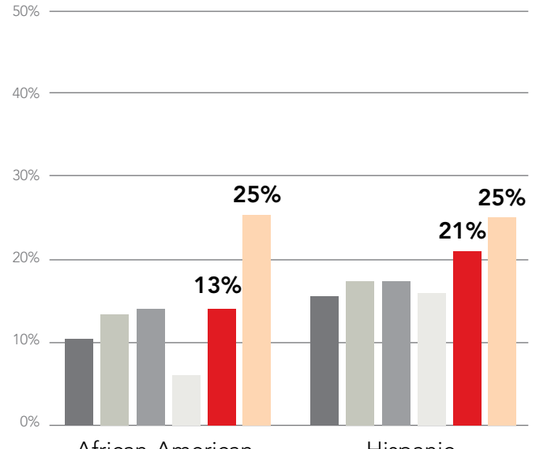
Strategic Priority One: Student Success

Key Performance Indicators

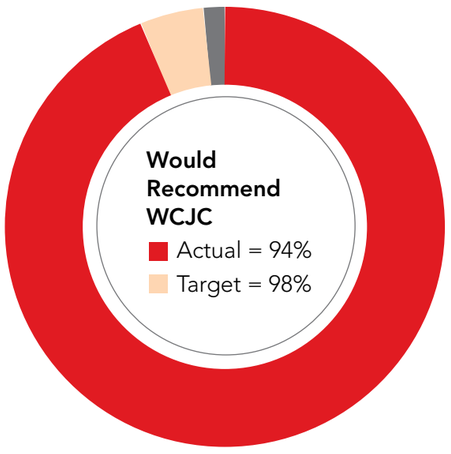
THREE-YEAR GRADUATION AND TRANSFER RATES



URM FIRST-TIME, FULL-TIME THREE-YEAR GRADUATION RATES



STUDENT SATISFACTION



STUDENT SATISFACTION

2

Strategic Priority Two:
Community Impact

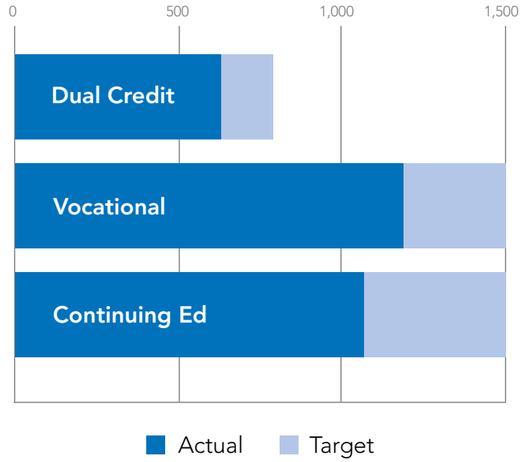
WCJC will improve our institutional agility and excellence by developing a culture of collaboration, inclusion, and innovation with a focus on the future.

2.1 Identify historically underserved populations and promote opportunities for upward mobility through intentional equity initiatives.	• Encourage matriculation of underrepresented populations, specifically through expanded financial aid services and outreach. • Establish strategic partnerships with community organizations that represent historically underserved populations. • Emphasize opportunities to use adult and continuing education programs as gateway platforms for student matriculation.	**Dual Credit enrollment** **Vocational program enrollment** **Continuing Education enrollment**
2.2 Develop, cultivate, and strengthen collaborations with key partners in the WCJC service area, most specifically local ISDs, transfer institutions, and industry leaders.	• Strengthen partnership with area ISDs to enhance or expand college-readiness, college-bound, and/or dual credit opportunities. • Implement strategic collaborations with institutions of higher education to enhance transfer pathways. • Develop and foster partnerships with business and industry to identify funding, training, and/or placement opportunities.	**Percentage of students with financial aid** **Percentage of graduates in STEM fields**
2.3 Establish the WCJC brand as the preeminent provider of educational opportunity within our service area.	• Revitalize the WCJC brand and redesign the WCJC website. • Provide opportunities to engage College faculty and staff in the promotion and representation of the institution. • Develop a strategic alumni outreach program to engage with former students.	**Job placement rates** **Website redesign progress/ completion**

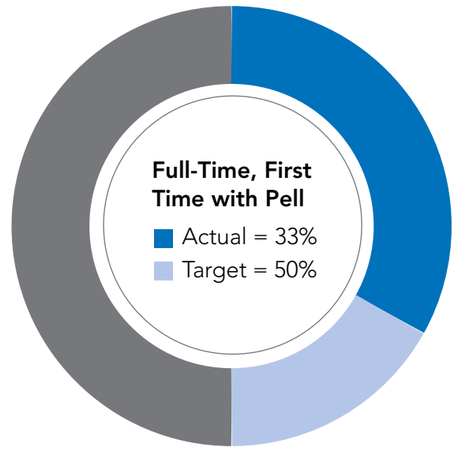
2

Strategic Priority Two: Community Impact
Key Performance Indicators

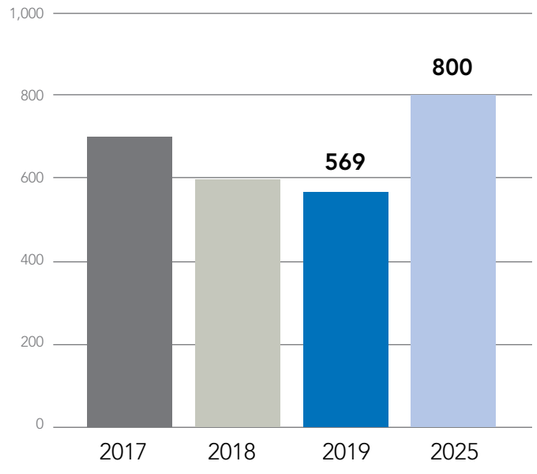
DUAL CREDIT AND VOCATIONAL ENROLLMENT



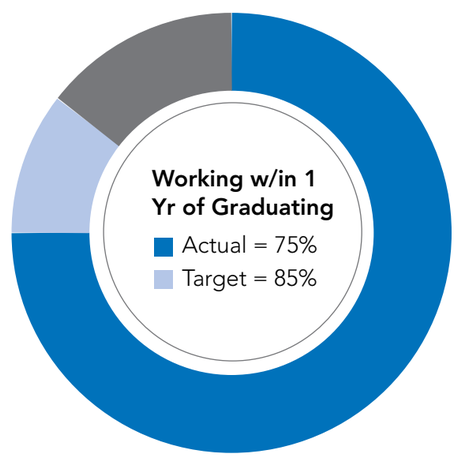
PERCENTAGE OF STUDENTS WITH FINANCIAL AID



GRADUATES IN STEM FIELDS



JOB PLACEMENT



Website Redesign:
Following project approval and identification of new CMS, detailed Gantt charts will be developed regarding the implementation and completion of the website redesign.

3

Strategic Priority Three:
Resource Optimization and Organizational Stewardship

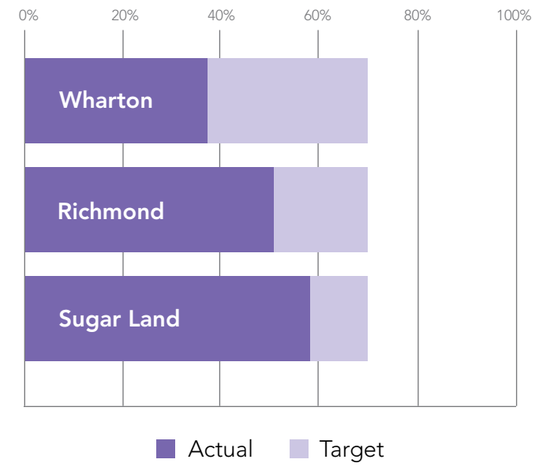
WCJC will preserve and protect our organizational resources to optimize funding for strategic priorities and maintain fiscal security for the future of the college

3.1 Establish the institutional strategic plan as the foundation for all budget requests and allocations.	• Develop institution-wide assessment processes to encourage data-based decision-making within all operational units to inform the budget process. • Identify opportunities to engage stakeholders in financial planning process to promote transparency and informed decision-making.	**Building utilization rate** **Section fill rate**
3.2 Streamline and optimize the efficiency and efficacy of all institutional processes.	• Review business processes within all operational units to identify opportunities to reduce administrative time-on-task and costs. • Effectively integrate technology within daily operations to improve productivity and efficiency while minimizing redundancies. • Promote a culture of collaboration to encourage synergistic interactions among departments. • Implement an Emergency Operations Plan focused on crisis mitigation and management to safeguard the future of the institution.	**Percentage of expenditures as "Institutional Support"** **Number of grant awards per year**
3.3 Identify opportunities to strategically maximize revenue and funding streams to allocate toward the advancement of institutional priorities.	• Maximize the use of all WCJC facilities, most notably instructional space and specialized classrooms, through increased building utilization and section fill rates. • Establish a grants management office to optimize acquisition of grant funding within the institution.	**Unit assessment plan target completion**

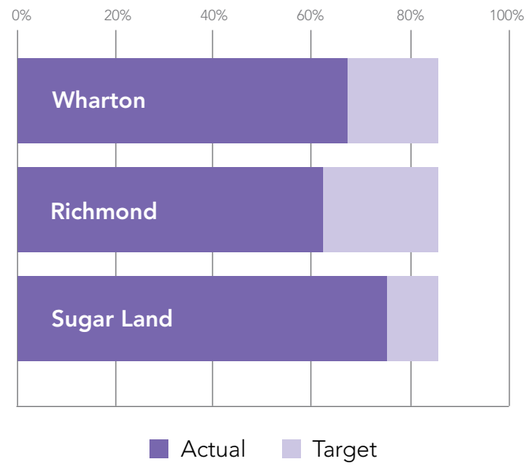
3

Strategic Priority Three: Resource Optimization and Organizational Stewardship
Key Performance Indicators

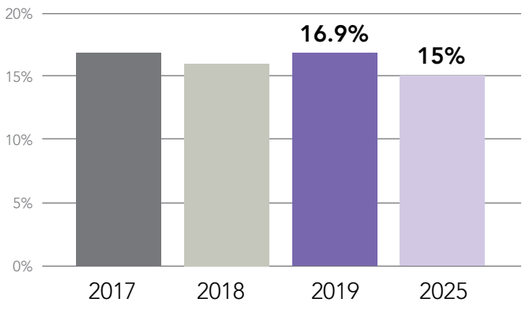
BUILDING UTILIZATION



SECTION FILL RATE



PERCENT EXPENDITURES "INSTITUTIONAL SUPPORT"



NUMBER OF GRANT AWARDS PER YEAR

AY 2021	3 new awards
AY 2022	4 new awards
AY 2023	5 new/renewed awards
AY 2024	5 new/renewed awards
AY 2025	5 new/renewed awards

Unit Assessment Plans:
Unit assessment plans are monitored on an annual basis within each administrative and instructional unit to ensure continual improvement and alignment with the institutional Strategic Plan.

4

Strategic Priority Four:
Innovation and Institutional Excellence

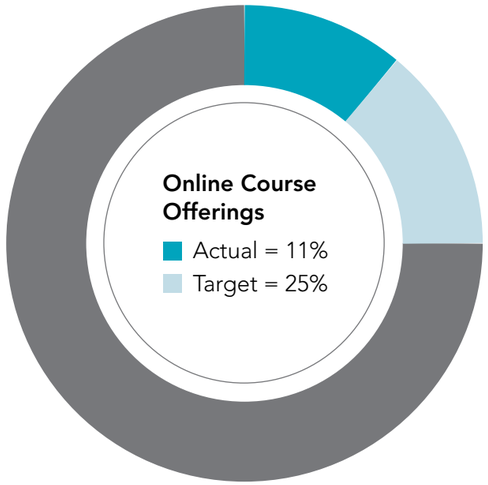
WCJC will improve our institutional agility and excellence by developing a culture of collaboration, inclusion, and innovation with a focus on the future.

4.1 Optimize the institution's IT capacity and capability to fully support college operations in a secure and efficient virtual environment.	• Revitalize the institution's technology infrastructure. • Fully implement Banner 9 and optimize integration of Banner processes to provide superior student support and services. • Monitor and maintain technology needs for the institution, including the development of a comprehensive and ongoing technology refresh plan.	**Implementation/ completion of IT infrastructure plan**
4.2 Enhance the student experience through the optimization of our student information system and the implementation of new technologies that are responsive and nimble.	• Develop, integrate, and exemplify best practices in instructional technology. • Design online and hybrid platforms that increase educational access and enhance student outcomes. • Facilitate student mastery of high-skill, technological applications to improve career readiness.	**Implementation/ completion of Banner 9 and associated modules** **Percentage of online and hybrid course offerings**
4.3 Provide relevant professional development opportunities to bolster employee knowledge, skills, performance, and job satisfaction.	• Provide additional faculty development to promote innovative instructional and pedagogical practices within the classroom. • Deliver ongoing professional development opportunities to staff and administration to facilitate skills development, collaboration, and collegiality. • Establish leadership training and mentoring programs to cultivate professionalism and identify future institutional leaders.	**Successful course completion rate for online and hybrid course offerings** **Number of professional development opportunities offered/ participation rate**

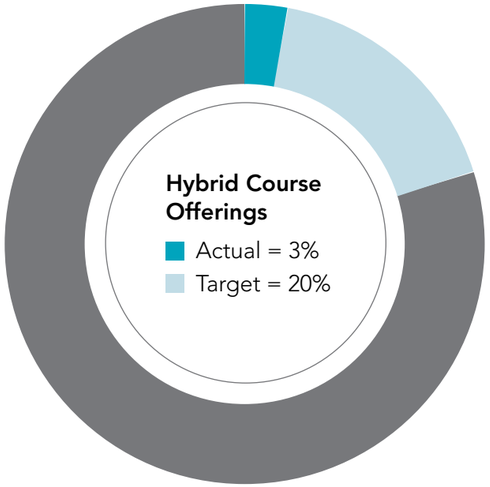
4

Strategic Priority Four: Innovation and Institutional Excellence
Key Performance Indicators

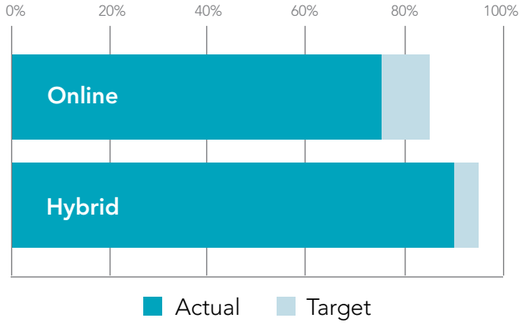
PERCENTAGE OF ONLINE COURSE OFFERINGS



PERCENTAGE OF HYBRID COURSE OFFERINGS



SUCCESSFUL COURSE COMPLETION RATE

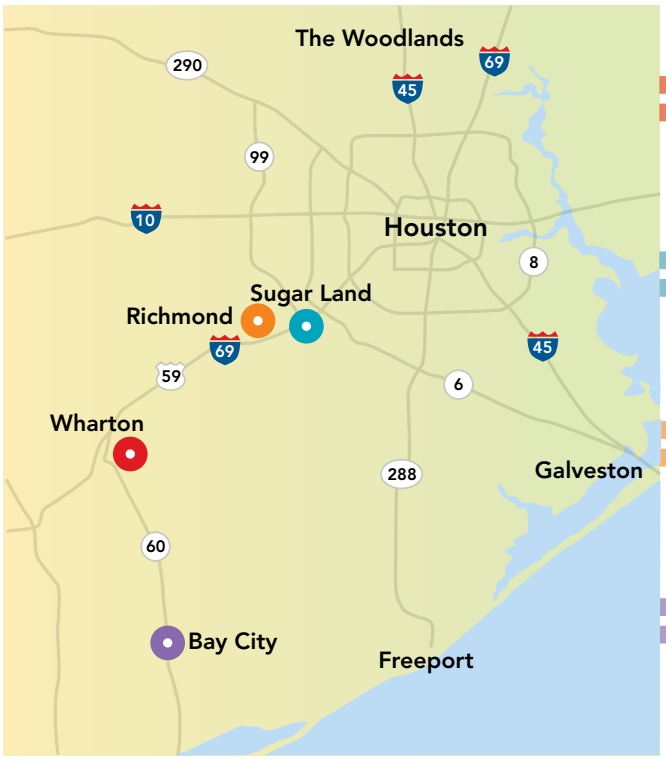


NUMBER OF PD OFFERINGS/AVG PARTICIPATION RATE

AY 2021	2 sessions; 25% participation
AY 2022	3 sessions; 30% participation
AY 2023	4 sessions; 35% participation
AY 2024	5 sessions; 40% participation
AY 2025	5 sessions; 40% participation

IT Infrastructure and Banner 9 Implementation:
Detailed Gantt charts will be developed regarding the implementation of both the IT Infrastructure Plan and Banner 9. These projects will serve as a primary piece of the Information Technology unit assessment plan and will be monitored on an ongoing basis.

Wharton County Junior College



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