Wallace Community College Selma

WCCS
WALLACE COMMUNITY COLLEGE SELMA
BUILDING BRIDGES TO THE FUTURE
FOUNDED 1966

Strategic Plan
2018-2020

Wallace Community College Selma - Strategic Plan 2018-2020

Published by

The Office of Institutional Effectiveness and Research

Veronica Brown, Associate Dean of Institutional Effectiveness and Faculty Development
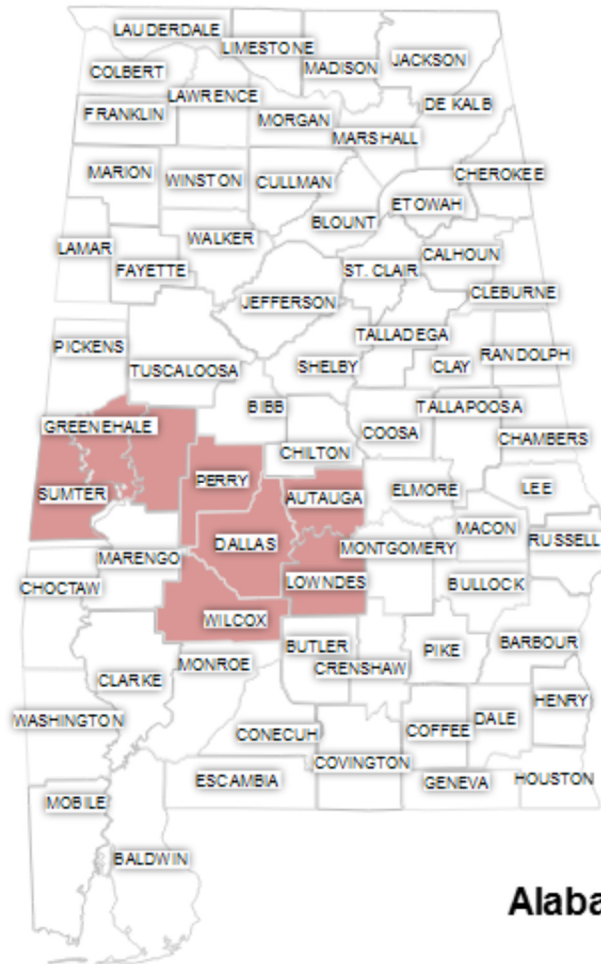Eric Allison, Coordinator of Institutional Research
Brandi Abbott, Secretary
Dr. James M. Mitchell, President

The Future

Service Area

Alabama

WALLACE COMMUNITY COLLEGE SELMA

The Future

County, State	Headcount	County, State	Headcount
Dallas, AL	1,297	Butler, AL	2
Montgomery, AL	348	Calhoun, AL	2
Perry, AL	200	Chambers, AL	2
Lowndes, AL	136	Cobb, GA	2
Autauga, AL	96	DeKalb, AL	2
Wilcox, AL	77	Greene, AL	2
Lee, AL	76	Henry, AL	2
Chilton, AL	62	Russell, AL	2
Jefferson, AL	50	St. Clair, AL	2
Marengo, AL	47	Barbour, AL	1
Elmore, AL	44	Blount, AL	1
UNKNOWN, AL	33	Cherokee, AL	1
Hale, AL	22	Clay, AL	1
Tuscaloosa, AL	21	Coffee, AL	1
Pike, AL	18	Colbert, AL	1
Marion, AL	15	Coosa, AL	1
Shelby, AL	15	DeKalb, GA	1
Bibb, AL	13	Etowah, AL	1
UNKNOWN	11	Houston, AL	1
Macon, AL	8	Monroe, AL	1
Clarke, AL	7	Morgan, AL	1
Madison, AL	5	Muscogee, GA	1
Crenshaw, AL	4	Pickens, AL	1
Sumter, AL	4	Queens, NY	1
Dale, AL	3	Randolph, NC	1
Escambia, AL	3	Riverside, CA	1
Mobile, AL	3	Santa Rosa, FL	1
Tallapoosa, AL	3	Walker, AL	1
		Winston, AL	1

Footprint of Where Our Students Come From

President's Message

Dear Friends and Supporters of Wallace Community College Selma:

Wallace Community College Selma stepped boldly into the future with its 2013-2016 Strategic Plan. This **2017-2020** Strategic Plan will continue to guide the efforts implemented and expand on areas of concern identified throughout the college's planning and assessment process. This plan has identified eleven strategic priorities that provide a framework for excellence as we seek to maximize student success and community well-being. The strategic plan will drive our assessments, decision making ,budgeting and activities to further support the philosophy, vision, mission, and the core values of the College for the next three years.

As we continue to take the College to the next level, this plan provides the opportunity for us to continue to be proactive and creative as we outline pathways to student success. The **2017-2020** Strategic Plan outlines our continuous commitment to strengthening teaching, learning, and faculty/staff productivity through the use of technology; innovation in instructional delivery and program development; manage enrollment growth by implementing strategic recruitment activities; secure additional funding sufficient to assure a quality learning environment; and assure the College maintains accreditation by the Southern Association of Colleges and Schools Commission on Colleges.

I am thankful for the progress that the college has experienced and I am confident this plan will chart the exciting direction for new accomplishments as well as conquering any challenges.

James M. Mitchell, Ed. D.
President

The Future

MISSION STATEMENT

The mission of Wallace Community College Selma is to provide high-quality learning-centered educational opportunities and services through diverse instructional delivery modes that are responsive to individual, community, state and global needs.

The Future

VISION STATEMENT

The College shares a vision of a learning-centered education that is responsive to the needs of our service area and is manifested by quality teaching, opportunities for learning, effective educational support services, and access to a quality education. Challenged by change and innovation, the College will move forward to create a future responsive to the diverse needs of students, community, and state.

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The Strategic Plan will serve as a change agent for Wallace Community College Selma. The plan will result in success in programs and services to students and the service area of the College and is designed to promote accountability and excellence. The Wallace Community College Selma 2018-2020 Strategic Plan ensures that the College engages in ongoing, comprehensive, and integrated research-based planning and evaluation processes that (a) focus on institutional quality and effectiveness (b) incorporate a systematic review of institutional goals and outcomes consistent with its mission. The following areas are addressed:

Enhancing the Wallace Experience, Sharing the Wallace Culture, and Strengthening Wallace for Tomorrow.

The Future

Enhancing the Wallace Experience

1. Quality Teaching/Learning
2. Access
3. Technology

Sharing the Wallace Culture

4. Workforce and Economic Development
5. Professional Development
6. Student Focus/Services Success
7. Diversity

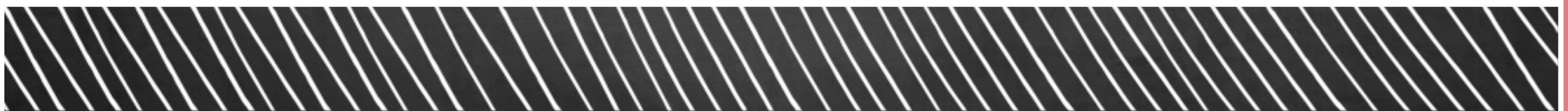# Strengthening Wallace for Tomorrow

8. Community Development and Lifelong Learning
9. Public Relations
10. Efficiency of Operations
11. Enrollment Management

The Future

Enhancing the Wallace Experience

The Future

Goal 1

Quality Teaching/Learning

CORE VALUE
Instructional excellence, faculty and staff competency, and continuous training in all academic and technical programs.

Here is how

Promote and provide teaching and learning environments and experiences that encourage the development of knowledge, skills, behaviors, and values for students in order for them to be successful in the workforce or subsequent education.

Strategies

1.1 Provide associate in arts and associate in science degree programs that prepare students to transfer to baccalaureate institutions.

1.2 Provide associate in applied science degree and certificate programs that prepare students for immediate placement into the job market.

1.3 Identify college-level general education competencies and measure the extent to which students have attained them.

1.4 Increase student success through a comprehensive developmental education program.

1.5 Document Student Learning Outcomes in all degree and certificate programs and ensure that results are used for program improvement.

1.6 Develop a Quality Enhancement Plan based on institutional assessment, focuses on learning outcomes and supports the mission of the College.

1.7 Conduct a process of program reviews in order to ensure the College is offering up-to-date and relevant programs.

1.8 Support quality teaching and learning through comprehensive learning resources, that are easily accessible to students (includes library, writing laboratories, and computer laboratories).

1.9 Develop and implement new instructional programs based on the needs of the service area of the College.

1.10 Enhance student learning, expand instructional programs, and deliver instructional services in keeping with the concept of the Learning Centered College.

The Future

Goal 1

CORE VALUE
Instructional excellence, faculty and staff competency, and continuous training in all academic and technical programs.

Institutional Progress:

- Implementation of strategic planning online (SPOL) for college assessment of administrative support services, student learning outcomes general education competencies and college accreditation (Fall 2016)
- Revised general education competencies to include critical thinking, communication, ethical reasoning, computer literacy and diversity (Fall 2016)
- Integrated college wide assessment of general education competencies to all degree and certificate programs utilizing college assessment rubrics (Fall 2016)
- Implemented canvas learning management system to support instructional delivery and enhance ELearning courses and dual enrollment (Fall 2016)
- Implemented BANNER (ERP) Administrative software (Spring 2014)
- 5th year QEP report accepted and approved by Southern Association of Colleges and Schools Commission on Colleges (Summer 2016)
- Added two new technical programs, Patient Care Technician and Apple Coding
- Maintained individual program accreditations for Associate Degree Nursing, Practical Nursing and Business programs.

The Future

Goal 2

CORE VALUE
Affordable and accessible educational opportunities to meet the needs of our diverse service area.

Access

Here is how
Provide and promote accessible, affordable quality education and training.

Strategies
2.1 Provide access through various modes of instructional delivery including an E-Learning program to meet the needs of diverse learners.
2.2 Promote early college entrance or enrollment.
2.3 Cultivate college attendance through ongoing programs with feeder schools of the College.
2.4 Develop and sustain mutually beneficial partnerships.
2.5 Expand relationship with K-12 to inspire/promote postsecondary education.
2.6 Provide appropriate educational and support services to students with disabilities

The Future

Goal 2

Institutional Progress:

- ELearning duplicated headcount increased from 664 in 2003 to 5,121 in 2015-2016
- ELearning duplicated credit hour production increased from 1,970 in 2003 to 15,678 in 2015-2016
- Dual enrollment expanded to both Technical and Academic programs
- Dual enrollment contracts were established with Selma City, Dallas County, Wilcox County, Autauga County, Lowndes County, Perry County and Montgomery County Schools (2014)
- The College offers online, hybrid, and traditional courses
- All college courses are web enhanced
- Course offerings are available both day and night
- 875 participants are served annually through the College's Talent Search program
- 13 middle and high schools participate annually in BEST ROBOTICS competition held at the College.
- 25 high schools participate in the annual ACE (Academic challenge for excellence) competition for scholarships.

The Future

Goal 3

CORE VALUE
Technology as a critical element in achieving the strategic and annual goals of the College.

Technology

Here is How
Expand the development of educational and administrative technology that enhance student learning and improve college management processes and functions.

Strategies

3.1 Improve and enhance technological access to online courses and degree programs.

3.2 Maintain, upgrade, and expand technological resources to support instructional and administrative systems in classrooms, laboratories, and services.

3.3 Utilize online survey instruments to assess consumer satisfaction with services offered by the College.

3.4 Enhance the efficiency of the College's assessment process through utilization of Strategic Planning Online.

3.5 Improve instructional processes through college-wide utilization of an online course management system.

3.6 Provide appropriate technology training and resource availability for faculty, staff, and students.

3.7 Upgrade the technological skills of all employees of the College through an ongoing professional development program.
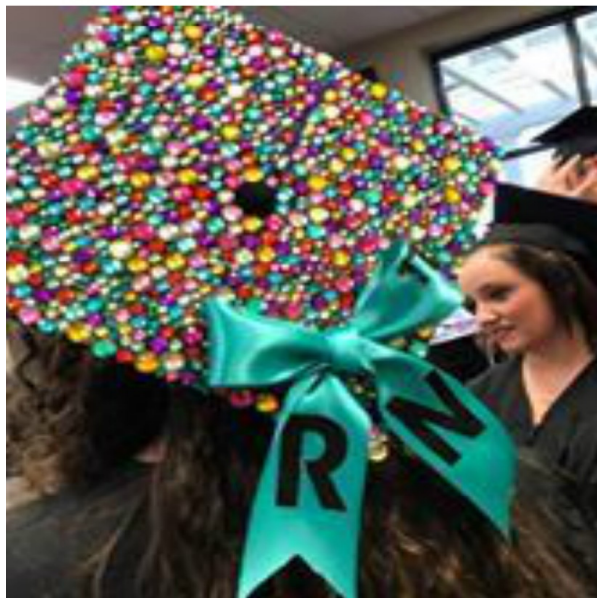
The Future

Goal 3

CORE VALUE
Technology as a critical element in achieving the strategic and annual goals of the College.

Institutional Progress:

- Implemented Canvas course management system to enhance online, hybrid and web-enhanced course offerings(Fall 2016)
- All traditional class offerings were web-enhanced (Fall 2016)
- Computer upgrades to all campus computer labs and the writing center (2016)
- Implemented Smart Eval survey instrument to assess consumer satisfaction (Fall 2016)
- Implemented Strategic planning online (SPOL) planning, assessment , credentials and accreditation modules (2016)
- Microsoft 365 was implemented (2015)
- Students have access to One Drive features
- Students have access to 5 personal full version copies of Office 365.
- Brainfuse was implemented as online tutorial to replace Smarthinking
- Provided faculty training in Smart Board, Canvas, Banner, SPOL, Smart Eval, Office 365

The Future

Sharing the
Wallace Culture

The Future

Goal 4

Workforce and Economic Development

Here is how
Provide high quality workforce development programs that meet the demands of local employers and   enhance the economic development efforts of the state and the region.

Strategies

4.1   Deliver customized training programs in response to workforce development opportunities.

4.2   Establish agreements with corporations and businesses in the service area of the College to deliver online professional development training courses and programs.

4.3   Develop and expand opportunities for displaced workers through credit and non-credit programs.

4.4   Enhance services to existing business and industry.

4.5   Expand co-op educational opportunities.

4.6   Expand and enhance partnerships and planning with educational institutions, businesses, government agencies, and community organizations to further the mission of the college.

The Future

Goal 4

CORE VALUE
Economic and workforce development that supports growth in the communities that the college serves.

Institutional Progress:

- Hired a full time Workforce Development Director
- Created workforce development office(center) in the former AVC center
- Business and industry grants were secured from Crown Laundry, Southern Company and the Selma Dallas County Economic Development Authority
- Enhanced collaborations with DHR and other community groups in the College's service area
- A Career Coach was added for Technical Students
- Provided Career Readiness training to over 4,000 students in various events throughout the College's service area
- Established a partnership with the City of Marion to provide various technical training
- Record enrollment in the Ready to Work Program
- Future expansion of RTW in Perry County
- Business and Industry engagement was enhanced through the revised program review process

Goal 5

CORE VALUE
Dedication to increasing skills and competencies that allow for upward mobility and increased opportunities in the employment market

Professional Development

Here is how
Provide development and training opportunities that encourage faculty and staff to become more proficient in the delivery of student services, instructional services, and operational services.

Strategies
5.1 Improve employee productivity, increase faculty and staff utilization and satisfaction with professional development and training.

5.2 Enhance the teaching skills of the full-time and adjunct faculty by providing information and training in the best practices in teaching.

The Future

Goal 5

CORE VALUE
Dedication to increasing skills and competencies that allow for upward mobility and increased opportunities in the employment market

Institutional Progress:

- The college offered annual professional development to improve employee productivity
- Annual college harassment training provided by the Human Resource office
- Instructional best practice workshops presented by Dr. Mark Taylor, Nurse Tim, and Sylvia Rayfield
- Faculty and Staff annually attend SACSCOC annual meeting and Summer Institute
- Various off site trainings and professional development attended by faculty and staff
- Implemented professional development profile form for all employees
- Conducted a survey of professional development interest and developed a college professional development calendar

The Future

Goal 6

CORE VALUE
Principles of personal ethics, integrity, academic honesty and civic responsibility.

Student Focus / Services Success

Here is How
Promote student success and development through services consistent with student needs, interests and abilities.

Strategies

6.1 Develop and maintain a comprehensive and coordinated process for data collection, reporting and evaluation of student satisfaction.

6.2 Improve student utilization of and satisfaction with academic support and student services.

6.3 Improve the retention of students through an ongoing counseling and advisement program that will make high quality advising available to all students.

6.4 Increase student transfer to four-year colleges and universities.

6.5 Provide academic support services to students with academic challenges.

The Future

Goal 6

CORE VALUE
Principles of personal ethics, integrity, academic honesty and civic responsibility.

Institutional Progress

- Summer bridge program for grades 3rd-8th to promote early college awareness
- Senior Days "small group sessions' with high school seniors to discuss admission requirements, financial aid, transfer programs, technical programs, academic support, and the life of a college student.
- Financial Aid support with late night sessions for parents and students.
- Two annual college fairs and college tours (Fall and Spring).
- Talent Search Program provided academic, career, and financial counseling to its participants
- An average of 365 unique participants submitted a STARS contract from 2013-2016
- WCCS works collaboratively with GEAR UP to increase the number of low-income students who are prepared to enter and succeed in postsecondary education.
- Developed a Student Success Center which is a one-stop shop to encourage and promote student success
- WCCS offers "Brain Fuse", which is a 24/7 online tutoring services
- Dropout Detective , an "Early- Alert" warning system has been implemented to enhance student retention.
- Award winning Phi Theta Kappa chapter

The Future

Goal 7

CORE VALUE
Equal opportunity for employees, students, and representatives of the community at large regardless of age, color, sex, disability, national origin, race, religion, or veteran status.

Diversity

Here is How

Provide access to programs and services that strengthen the educational, social, and economic life of the diverse community served by the College.

Strategies

7.1 Meet the needs of diverse learners through innovative programs and delivery methods.

7.2 Assure that educational opportunities are available without regard to race, gender, sexual orientation, ethnicity, socio-economic status, disability, or age.

7.3 Assess special needs of diverse student populations and provide support and educational services to meet those needs.
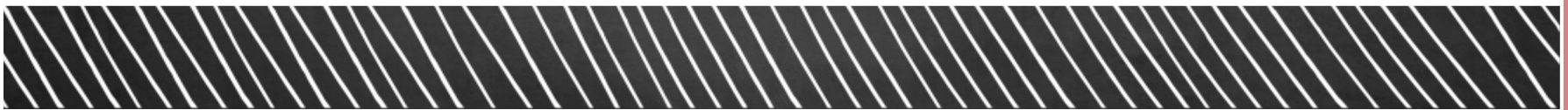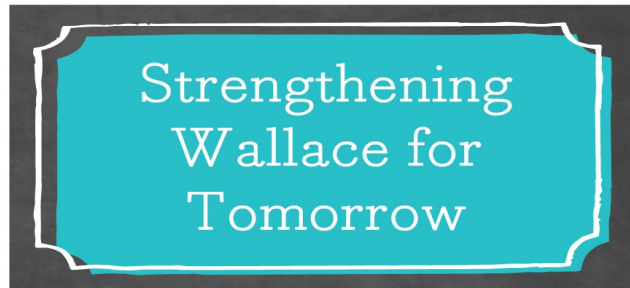
The Future

Goal 7

CORE VALUE
Equal opportunity for employees, students, and representatives of the community at large regardless of age, color, sex, disability, national origin, race, religion, or veteran status.

Institutional Progress:

- Of the faculty members responding to the Library Faculty Survey, 95% of the faculty surveyed indicated satisfaction with services
- Of the students responding to the Library Student Survey, 95% of the students expressed their satisfaction with overall library services.
- Of the 199 students surveyed on the Graduating Student Survey, 99% indicated satisfaction with the overall library
- According to the Fall 2016 Graduating Student Survey, 90% of those surveyed were either very satisfied or satisfied with the services provided by Student Support Services.
- According to the Spring 2017 Tutor Room Survey, 97% of those surveyed either strongly agreed or agreed that tutorial services are helping them to improve their grades.
- Based on the Spring 2017, Tutorial Services Student Survey, 77% of those surveyed feel that the tutoring they received improved their performance in the course.

The Future

Strengthening Wallace for Tomorrow

Goal 8

CORE VALUE
Partnerships with other organizations and institutions that promote community outreach and respond to needs of the service area.

Community Development and Lifelong Learning

Here is how
Provide educational opportunities that support a culture of lifelong learning.

Strategies

8.1   Provide cultural enrichment and educational opportunities to the students as well as the community through a variety of arts and humanities.

8.2   Provide accessibility to lifelong learning opportunities to the service area of the College.

8.3   Partner with the Alabama Community College System and local agencies in the service area of the College in offering adult education classes.

8.4   Provide service-learning opportunities that expose students to a lifestyle of community involvement and the community to lifelong learning.

The Future

Goal 8

CORE VALUE
Partnerships with other organizations and institutions that promote community outreach and respond to needs of the service area.

Institutional Progress:

- Adult Education added a new student orientation, and career assessment called Kuder Journey to assist students in career planning
- A Career Coach was added to provide support and guidance for students.
- In the 2016-2017-program year, the Adult Education program enrollment increased by 34% as compared to the previous program year.
- Implemented a Non-Traditional High School Diploma and the short-term skills training in 2016-2017. Twenty students obtained their high school diploma from mid-September to the end of June.
- WCCS Adult Education Program exceeded the State goal for NCRC by 23%. The program received 96 ACT NCR certificates; approximately 62% of those certificates were a silver or higher.
- The Adult Education program offered a short-term skills Welding class in 2016-2017

The Future

Goal 9

Public Relations

Here is how

Expand and enhance the image and reputation of the College through ongoing public and communication effort.

Strategies

9.1   Promote a strong college identity that reflects WCCS as a success driven institution that demonstrates a leadership role in its service area.

9.2   Design, produce, and deliver professional communications about programs, instructional support and services to a diverse student population, the general public, and the media.

9.3   Strengthen internal channels for internal communications and efficient flow of information throughout the Institution.

Goal 9

Institutional Progress:

- The College has established partnerships with business and Industries in construction, engineering, health care, manufacturing, modeling and simulation, technology and automotive.
- Engaged in a 5 college consortium with the BOOST grant that was awarded in 2013
- Established a strong community identity through collaboration and sponsorship of programs such as ACE Academic competition, Aviation Day, college campus tours, Senior Days, BEST Robotics, Program Advisory Committee meetings, STEM conference
- Marketing campaign included Newspaper, Radio, Bill Boards and Social Media.
- Redesigned college Website (2016)
- The adoption of Office 365 has improved internal communications and efficient flow of information.

The Future

Goal 10

CORE VALUE
Accountability and assessment that result in continuous program improvement.

Efficiency of Operations

Here is how
Improve efficient operations of the college.

Strategies

10.1 Ensure a stable financial program that enhances resource allocation and promotes accountability of institutional resources.

10.2 Continue to align the annual budget of the College to the institutional effectiveness plans of each office, program, and department of the College.

10.3 Administer policies and procedures that promote fairness, consistency, and excellence in the management and administration of programs and services.

10.4 Improve the financial position of the College through new funding efforts by aggressively pursuing new funding resources.

10.5 Provide safe, clean, and comfortable facilities, accessible to all students and the community.

10.6 Develop and maintain a Facilities Master Plan that ensures that the College is fulfilling its mission to its students and the area that it serves.

The Future

Goal 10

CORE VALUE
Accountability and assessment that result in continuous program improvement.

Efficiency of Operations (continued)

Here is how
Improve efficient operations of the college.

Strategies

10.7 Recruit and retain talented full-time and part-time faculty, administrators, and staff

10.8 Maximize the use of personnel, physical , and financial resources of the College

10.9 Develop and maintain an ongoing program of Institutional Effectiveness and Research that promotes ongoing, integrated, institution wide, research based and evaluation processes

10.10 Assure that the institution maintains accreditation by the Commission of Colleges of the Southern Association and Schools, and that individual programs acquire and maintain appropriate accreditation and certification

10.11 Provide opportunity for faculty ,staff and students to become involved in institutional governance

The Future

Goal 10

CORE VALUE
Accountability and assessment that result in continuous program improvement.

Institutional Progress:

- The College submitted balanced budgets meeting and/or exceeding the reserve contingency requirements resulting in an overall strong financial position. To date, the College has **zero** current or long-term debt and enjoys a healthy financial position
- In addition to ensuring growing assets to provide for unexpected expenses or revenue shortfalls, the College retains financial flexibility to invest in new programs (Apple Coding Institute and expanded non credit courses), as well as, investing in initiatives that enhance student-learning outcomes (student coaching and enhanced tutoring efforts
- The College presented "unqualified" audit opinions for the review period.
- The College manages fund raising efforts by submitting grant proposals to various colleges and universities, corporations, foundations and governmental agencies. The Wallace Community College Selma Foundation conducts continuous fundraising activities, in order to offer scholarships for deserving students
- The Physical Plant Division supports the college's mission by operating and maintaining 28 buildings on the main campus, AMSTI and the Craig Field locations; 304,124 gross square feet of building space; with a total of 63 acres.
- Annual facilities master Plan is developed
- Campus safety management plan was updated

The Future

Goal 10

CORE VALUE
Accountability and assessment that result in continuous program improvement.

Institutional Progress Cont.

- Institutional Effectiveness expanded to a division
- Human Resource Department expanded
- Maintained qualified faculty and staff sufficient to meet the College's mission
- 5th year report accepted by SACSCOC in 2016 with no recommendations
- Business Program Accredited by in 2015
- Associate Degree Nursing Program Reaccredited by ACEN in 2013
- Practical Nursing Program Reaccredited by ACEN in 2016

The Future

Goal 11

Enrollment Management

Here is how

Maintain an ongoing program for the recruitment, retention and graduation of students.

Strategies

11.1   Improve student retention, graduation and transfer rates through the implementation of a completion agenda.

11.2   Explore innovative recruitment and marketing strategies to manage enrollment efforts.

11.3   Enhance the enrollment in online courses by developing enhancements that will attract broader credit and non-credit populations.

11.4   Analyze and cultivate prospective student markets.

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Institutional Outcomes

Retention: Goal 6 (Strategy 6.3)
Increase the retention rate by at least 2% from 49.6% (2014-2015 baseline) over a 5 year period.

Graduation: Goal 1 (Strategy 1.1 and 1.2)
Increase the graduation rate by at least 2% from 26% (2014-2015 baseline) over a 5 year period.

Completion: Goal 1 (Strategy 1.2)
Increase the course completion rate by at least 5% from 69% (2014-2015 baseline) over a 5 year period.
Increase the number of degrees and certificates awarded from 406 (2014-2015 baseline) to at least 485 over a 5 year period.

Licensures: Goal 4 (Strategy 4.1)
Maintain at least an 80% passage rate on licensure exams in Health Science programs.

Developmental Education: Goal 1 (Strategy 1.4 and 6.5)
Increase the passage rates of students enrolled in developmental math from 63.7% (2015 baseline) to at least 68% over a 5 year period.
Increase the passage rates of students enrolled in developmental English from 73.2% (2015 baseline) to at least 78% over a 5 year period.
Increase the passage rates of students in credit level Math who were formerly enrolled in developmental math courses from 56.7% (2015 baseline) to at least 61% over a 5 year period.
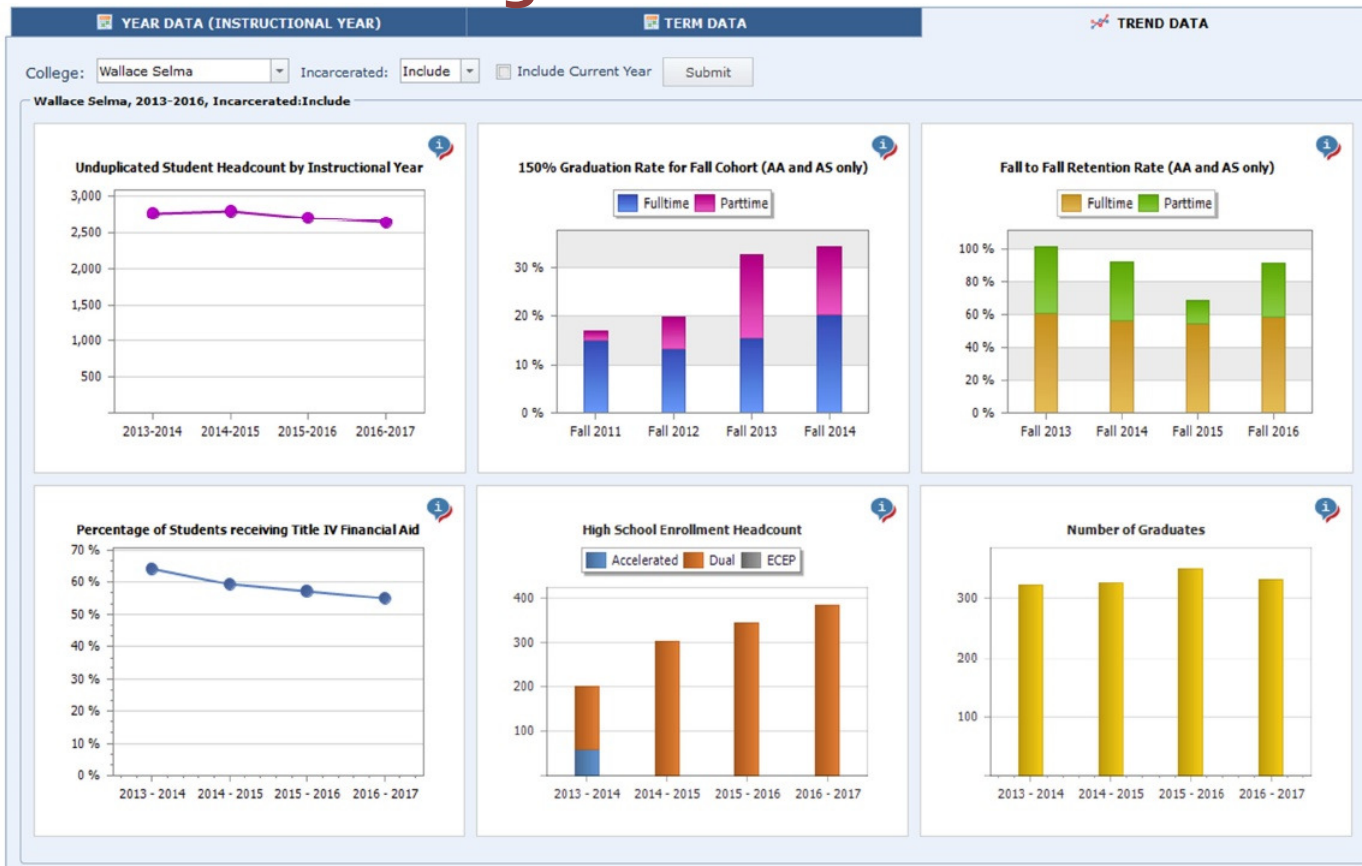Increase the passage rates of students in credit level English who were formerly enrolled in developmental English courses from 63.5% (2015 baseline) to at least 68% over a 5 year period.

The Future

Goal 11

Institutional Progress:

The Future

THE STRATEGIC PLANNING COUNCIL is a fifteen-member committee appointed by the President which serves in an advisory capacity . In completing its various duties, the Planning Council sometimes works as one large unit but more often appoints sub-committees to study specific concerns and to make proposals to the President and/or the council. The College Planning Council Is responsible for:

- Reviewing and modifying the College's mission and vision statements as necessary to ensure that the College's mission is accomplished;
- Establishing College goals and priorities;
- Analyzing annual planning assumptions and developing priorities;
- Monitoring progression in the reaccreditation process where institutional effectiveness and student learning outcomes are involved;
- Evaluating and monitoring the institutional effectiveness and student learning outcomes processes;
- Analyzing issues that have significance in the planning and institutional effectiveness processes;
- Serving as a liaison between the President Council and other planning units of the Institution;
- Linking the process of institutional effectiveness and student learning outcomes;
- Identifying and organizing sub-committees or task forces to carry out the functions of the Council;
- Maintaining a calendar of events needed to keep the planning process on track.

PLANNING COUNCIL MEMBERS

Dr. James Mitchell	Lula Snowden	Dr. Donitha Griffin
Robby Bennett	Raji Gourdine	Dr. Karol Purdie
Robert Sims	Monique Ford	Dr. Herbert Thomas
Veronica Brown	Dr. Marilyn Hannah	Dr. Rosa Spencer
Minnie Carstarphen	Dr. Tammie Briggs	Johnny Moss
Ghytana Goings	Felicia Sanders	Colleen Dixon

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STRATEGIC PLANNING COUNCIL GOAL SUB-COMMITTEES

COLLEGE GOAL 1 QUALITY TEACHING AND LEARNING/ Ghytana Goings(Chair)
To Promote and provide teaching and learning environments and experiences that encourage the development of knowledge, skills, behaviors, and values for students in order for them to be successful in the workforce or subsequent education.

Dr. Tammy Briggs,	Pamela Moore	Antionetta Baldwin
Dr. Elijah Pugh,	Anessa Kidd	Dr. Tara White
Raji Gourdine	Ghytana Goings	Gregory Miller
Maxine Sturdivant	Lula Snowden	Felecia Sanders
Dr. Tracey Shannon	Dr. Sarah Davis	Gordon Welch

COLLEGE GOAL 2 ACCESS/ Dr. Marilyn Hannah (Chair)
To provide and promote accessible, affordable quality education and training.

Felicia Sanders	Tammy Helms	Dr. Marilyn Hannah
Johnny Moss	Dr. Tammie Briggs	Shelia Theiss
Robert Sims	Student Representative	Ghytana Goings
Jennifer Reynolds		

COLLEGE GOAL 3 TECHNOLOG/ Robby Bennett (Chair)
To expand the development of educational and administrative technology that enhance student learning and improve college management processes and functions.

Robby Bennett	Brandi Spears	Eric Rogers
Eric Allison	Yulonda Randolph	Connie Jones
Dr. Rosa Spencer	Shelia Jefferson	Felicia Sanders
Monique Ford	Bertha Allen	Donte Stevenson
Betty Bentley	Student Representative	Elaine Melton
Dr. Marilyn Hannah		

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COLLEGE GOAL 4 WORKFORCE AND ECONOMIC DEVELOPMENT/ Glen King (Chair)

Provide high quality workforce development programs that meet the demands of local employers and enhance the economic development efforts of the state and the region.

Lula Snowden	Dr. Rosa Spencer	Matilda Williams
Raji Gourdine	Kenny Allen	Bonita Lewis
Vickie Bell	Betty Bentley	Quanda Pullom
Dr. Marilyn Hannah	Calvin Griffin	

COLLEGE GOAL 5 PROFESSIONAL DEVELOPMENT/ Veronica Brown (Chair)

Provide faculty and staff development and training opportunities that encourage faculty and staff to become more proficient in the delivery of student services, instructional services, and operational services.

Veronica Brown	Brandi Spear	Brittani Jackson
Monique Ford	Helen Cosby	KeWanda Vandiver
Virginia Glover	Dr. Pearlie Miller	Mary Davis
Dr. Ashley Thomas	Christy Purdie Smith	Dr. Holly Owens

COLLEGE GOAL 6 STUDENT FOCUS/SERVICES SUCCESS/ Dr. Herbert Thomas (Chair)

To promote student success and development through services consistent with student needs, interest and abilities.

Maxine Sturdivant	Raji Gourdine	Karen Brown
Darlene Rudolph	Dr. Herbert Thomas	Pamela Wright
Lonzy Clifton	Yulonda Randolph	Kathy Moore
Dr. Pamela Smith	Regina Kennedy	Dr. Janet Pugh
Dr. Tammie Briggs	Jessica Mitchell	

WALLACE COMMUNITY COLLEGE SELMA

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COLLEGE GOAL 7 DIVERSITY/ Minnie Carstarphen (Chair)

Provide access to programs and services that strengthen the educational, social and economic life of the diverse community served by the college.

Dr. Tara White	Jean Jackson	Geralyn Buford
Regina Kennedy	Connie Jones	Chandra Spicer
Bonita Lewis	Derrick Moore	Dr. Holly Owens
Joceyln Tubbs-Turner	Student Representative	Tiffany Barlow
Deborah Lumpkin	Christine White	

COLLEGE GOAL 8 COMMUNITY DEVELOPMENT AND LIFELONG LEARNING / Lula Snowden (Chair)

To Provide Educational opportunities that support a culture of lifelong learning.

Lula Snowden	Veronica Chestnut	Angelica Williams
DeDe Inge	Suzette Martin	Pamela Goodwin
Corey Bowie	Johnny Moss	

COLLEGE GOAL 9 PUBLIC RELATIONS/ Johnny Moss (Chair)

To Expand and enhance the image and reputation of the College through ongoing public and communications efforts.

Dr. Herbert Thomas	Marcus Hannah	Shunteral Logan
Johnny Moss	Douglas Harris	Corey Bowie
Antonio Hamilton	Quanda Pullom	Wesley Tipton
De'Shaun Gaines	Frank Elliott	Christy Purdie Smith
Teresa Marshall		

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GOAL 10 EFFICIENCY OF OPERATIONS, STRATEGY /Dr. Rosa Spencer (Chair)

To improve efficient operations of the College

Dr. Donitha Griffin	Anessa Kidd	Johnny Moss
Lonzy Clifton	Student Representative	Helen Cosby
Pamela Blevins	Charles Dysart	Veronica Brown
Kenny Allen	Eric Rogers	Jerome Thames
Sabrina Ford	Steffan Coleman	Deborah Lumpkin
Eddie Moultrie	Dr. Karol Purdie	Geraldine Turner
Sheila Theiss	Lee Berry	Keith Jackson
Melinda Page	Mary Davis	David Hobbs
Brandi Abbott	Colleen Dixon	Dr. Rosa Spencer
Laura Vance	Tommy Smith	Dr. Tammie Briggs
Keith Jackson	Webbie Calhoun	

INSTITUTIONAL EFFECTIVENESS P LAN ASSESSMEMT COMMITTEE

Team A:	**Team B**:	**Team C**:	**Team D**:
Dr.Tara White**(C)**	Anessa Kidd**(C)**	Dr. Karol Purdie**(C)**	Maxine Sturdivant **(C)**
Dr. Marilyn Hannah	Minnie Carstarphen	Dr. Pearlie Miller	Clarence Pettway
Lonzy Clifton	Monique Ford	Kenny Allen	David Hobbs
Calvin Griffin	Charles Dysart	Shirley Laister	Kerry Henderson
Antionetta Baldwin	Laura Vance	Karen Brown	Gloria Simmons

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COLLEGE GOAL 11 ENROLLMENT MANAGEMENT/ Lonzy Clifton (Chair)
Maintain an ongoing program for the recruitment, retention and graduation of students

Lonzy Clifton	Elaine Melton	Christi Melton
Shuntelra Logan	Anessa Kidd	Dr. Herbert Thomas

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STRATEGIC PLANNING COUNCIL ASSESSMENT SCHEDULE
2018-2020

FALL SEMESTER
Meeting of Goal Sub-Committees
Implement assessment plans from previous year
Strategic Planning Council Meeting

SPRING SEMESTER
Meeting of Goal Sub-Committee
Develop assessment plans for the next year
Strategic Planning Council Meeting

SUMMER SEMESTER
Strategic Planning Council Meeting

- Final findings and recommendations related to review and assessment of the college goals and review of the College's mission statement are reviewed and approved by the Strategic Planning Council.
- Recommendations for improvements related to assessment findings are forwarded to the President for action.
- Actions approved by the President are shared with all goal sub-committees, and the Strategic Planning Council
- Actions approved by the President are implemented and monitored by the appropriate goal sub-committee.
- Actions approved by the President are linked to appropriate unit planning for resource allocations.

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