

## **Mission and Goals**

The college plan is called the Manual for Institutional Effectiveness, as depicted on its cover, and incorporates the philosophy (mission statement) and goals of the institution.

### **Wayne Community College Mission Statement**

Wayne Community College is a student-centered, public, two-year college with an open-door admissions policy. The college serves individuals, business and industry, and other organizations with quality, economical, and convenient learning opportunities.

In order to fulfill our mission most effectively, the college strives to:

- a. Develop both personal and marketable skills in all students.
- b. Develop basic learning skills in all students.
- c. Enable students to continue their education at other institutions.
- d. Increase the global and cultural awareness of students and community.
- e. Provide for the training needs of local business and industry.
- f. Enhance the quality of life in the community.

### **Wayne Community College Goals**

*Students:* Enhance student success through college-wide programs and services.

*Educational Programs:* Provide opportunities for excellence in learning through accessible, high quality educational experiences.

*Faculty and Staff:* Enhance the performance of faculty and staff through learning opportunities and incentives.

*Administration and Finance:* Improve the efficiency, productivity and responsible use of all available resources through a comprehensive planning and management system.

*Facilities:* Provide an attractive, flexible, and accessible learning environment that meets the needs of the community served.

*Institutional Advancement:* Enhance the effectiveness and accountability of the college through integrated planning, research, marketing, resource development, and management.

*Community:* Strengthen the partnership between the college and the community through programs and services.

*Technology:* Integrate state-of-practice technology in all aspects of the college's programs, services, and operations.

*Diversity:* Provide programs and services that respond to the diversity within the college, local community, and global community.

*Approved by the Board of Trustees on September 28, 2004*

## **NCCCS Mission and Goals**

The mission of the North Carolina Community College System is to open the door to high-quality, accessible educational opportunities that minimize barriers to post-secondary education, maximize student success, and improve the lives and well-being of individuals by providing:

- Education, training and retraining for the workforce, including basic skills and literacy education, occupational and pre-baccalaureate programs.
- Support for economic development through services to and in partnership with business and industry.
- Services to communities and individuals that improve the quality of life.

Goal 1: Economic and Workforce Development - To support NC businesses, industries and citizens in growing the North Carolina economy and to enhance the level of workforce technology by preparing competent workers.

\*WCC Goals: 1, 2, 3, 5, 6, 7, 8, 9

Goal 2: Enrollment Management – To meet increasing diverse learners’ needs through innovative non-traditional and traditional programs.

\*WCC Goals: 1, 2, 6, 7, 8, 9

Goal 3: Accountability in Technology – To assess the effective and efficient use of information technology.

\*WCC Goals: 1, 2, 3, 4, 6, 8, 9

Goal 4: Resource Development – To account for and equitably distribute all appropriations and to continuously analyze and articulate the resources necessary to fulfill the North Carolina Community College System mission.

\*WCC Goals: 3, 4, 5, 6

\*Cross Reference of NCCCS Goals and WCC Goals

## **Institutional Effectiveness Program**

Institutional effectiveness is a concept unique to higher education. The concept grew out of a concern that higher education institutions had, over the years, been process-and-resource-oriented and that, in an era of accountability, there needed to be a shift to outcomes-orientation. In short, the concept of institutional effectiveness has shifted from looking at what higher education institutions do to what these institutions accomplish.

Institutional Effectiveness, as it is understood at Wayne Community College, is more than a synonym for assessment or evaluation. It is an institutional perspective that focuses on results and accomplishments. The college's definition of institutional effectiveness has three major components: planning, evaluation, and improvement. Within the context of the college's institutional effectiveness program, planning, evaluation, and improvement are defined as follows:

**Planning:** A systematic process which documents in detail the intended mission, goals, and expected outcomes of the college.

**Evaluation:** A systematic process of measuring the college against its stated mission and future direction in terms of outcomes accomplished. Evaluation gauges how progress is being made in meeting college objectives or standards.

**Improvement:** A systematic process which involves taking the results of evaluation and incorporating change in programs and services that benefit the students, faculty, staff, and community.

## **WCC Planning Process**

The planning process at WCC is conducted every five years (for mission statement and long-range goals review) and annually (for short-range goals and objectives). Although this is the college's scheduled cycle it can be adjusted as needed.

The WCC Planning Process is comprehensive, broad-based and integrated with the college budget. Since the college receives the majority of its operating funds from state and county allocations, the Plan Year follows the July through June state fiscal year. All college personnel have the opportunity to participate in the planning process. The college policy on allocation of new resources is that "you must have a planning objective in order to be considered for new money".

The Plan is developed for a five year period and is referred to as the Long Range or Institutional Effectiveness Plan and consists of: 1) College Mission Statement, 2) Long Range Goals, 3) Short Range Goals, 4) Objectives, 5) Assessment Criteria, 6) Resources, 7) Mid-Year and End of Year Status Report, and 8) Use of Results.

A comprehensive review of The Long Range Plan is conducted by the college Planning Council every four years. During the review, the planning council examines the college mission statement and goals using assessment information from students, faculty, staff and the community.

The assessment information is provided by the Office of the Director of Planning and Research and can evolve from different processes:

1. **SWOTT's analysis.** SWOTT's is an acronym for Strengths, Weaknesses, Opportunities, Threats, and Trends. A SWOTT's analysis normally involves the use of survey instruments, interviews, data analysis of local, state and national demographics, politics, economic condition, employment, and education. Students, faculty, staff, alumni, local citizens, governmental agencies, private business and community organizations are requested to participate in surveys and interviews.
2. **Future Search Conference.** The Future Search Conference involves the gathering of information similar to the SWOTT's process using a cross section of people from inside and outside of the college that are representative of the community. This process can take anywhere from an afternoon to two days, depending on the maturity level of the college's planning process as well as the time the college is willing to commit to the Future Search Process. The Future Search Conference involves detailed

advanced planning that will ensure a representative cross-section of people representing the community participate. Usually, about 70-75 people along with 7-8 facilitators participate. The college can choose to provide advance demographic data to the participants before the conference begins or choose to use a brainstorming process instead and not influence the participants with any demographic information prior to the conference. The latter assumes the participants are basically informed on matters influencing the community.

The following information provides a more detailed description of each process.

### **Mission and Long-Range Goals Review (Five year cycle)**

Every five years the mission and purpose statement for Wayne Community College will undergo a thorough review and refinement process. The following steps are used for this review process.

1. The Planning Council, taking into account relevant internal and external planning data, reviews and revises, as appropriate, the mission statement and long-range goals for the college.
2. Copies of the proposed revisions are distributed to all college employees (full-time and part-time) and Board of Trustees members for comments, recommendations, or changes for improvement. This information is returned to the Director of Planning and Research, who compiles the results for study by the Planning Council. The Planning Council makes a formal recommendation to the Administrative Council.
3. Once the Administrative Council approves the revised Mission Statement and Long-Range Goals, the President, who presides over the Administrative Council, presents the final version of the Mission Statement and Long-Range goals to the Board of Trustees for approval and adoption; this action is reflected in the official minutes of the Board.

### **Short-Range Goals and Objectives Review (Annually)**

Before preparation of short-range goals and objectives can occur, WCC leaders must review what happened in the previous planning year in their respective divisions. The following steps outline the planning, budgeting, and evaluation process for the college.

1. The Planning Council meets in the Fall of each year to evaluate the results of the previous year's plan. The evaluation process consists of a review of the End of Year Report, college Critical Success Factors, Mission Statement, and goals. The council revises and updates the mission statement and goals (long or short) as necessary.
2. Based on recommendations/feedback from the Planning Council, the planning group heads begin developing departmental objectives (within their divisions), educational outcomes, methods of assessment, and required resources (budgets) for the next planning year (November through February). The WCC Planning Document Format and Definitions, along with the Budget/Plan Integration Instructions, are a part of the Manual for Institutional Effectiveness.
3. Planning Group heads prioritize planning objectives and budgets within their divisions for presentation to the Planning Council at the spring retreat.
4. At the Planning Council's retreat, each Planning Group head is given the opportunity to present their division's prioritized list of objectives to the Planning Council for consideration and further prioritization. The Planning Council then uses a modified Delphi method to prioritize all of the objectives. The Planning Council, to get a picture of what could be accomplished if money was not an obstacle, prioritizes the objectives without the knowledge of resource dollars required for each objective.
5. The Administrative Council reviews each department's current year budget for comparison against expenditures for the current year to determine if requests for budgetary increases are reasonable.

Once each department's base budget is established for the new year, the prioritized planning objectives with budget requests, are reviewed for funding. Because the college receives money from several sources (county, state, federal, and private) the president has final say on how objectives are funded. This process cannot be finalized until the bulk of the funding is received from the State of North Carolina.

6. The Plan is published on the Planning and Research internal webpage. However, it cannot be implemented until the college receives its budget allotment from the State. Consequently, delays in implementing department objectives may occur if insufficient funding is received and other sources of funding cannot be used. Those objectives that cannot be funded will be reviewed by the Administrative Council meeting for deletion or delay in the current plan year. The plan is shared with the college's Board of Trustees, and all employees may view the plan by accessing the Planning and Research's website. Changes to the Plan are shared with employees at the annual Fall Orientation meeting and through the respective Planning Council members.
7. Division heads (Planning Group Heads) are charged with monitoring the progress of their division objectives at least four times a year (September, December, March, and June). Usually around January, a written mid-year status review is completed and submitted to the Planning Council for review. An end-of-year report is completed by the end of May by each division for review by the Planning Council in the Fall. Both reports are published on the Planning and Research website. The reports are used to evaluate Critical Success Factors and evaluate the success of the Plan after the closeout of the current fiscal year.