

# **2024-2030 Strategic Plan**

**Building Tomorrow's Workforce Through Education:  
A Strategic Vision for Opportunity**



**WYTHEVILLE**  

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**COMMUNITY COLLEGE**

## A Note from the President

Wytheville Community College (WCC) has experienced significant benefits of strategic planning. For example, at the time we are developing the current plan, the college is implementing facility updates that resulted from prior planning efforts. These updates would not have been feasible without sound strategic planning. The pandemic highlighted the importance of flexibility and adaptability in our planning processes. Our current planning model, inspired by the Virginia Community College System, operates on six-year cycles with biennial updates.

The current six-year strategic plan, adopted in 2024, reflects WCC's commitment to meeting the needs of our immediate service area and region while also aligning with and supporting the Virginia Community College System's strategic priorities. This plan focuses on equipping all students with the knowledge, skills, and credentials necessary for success in the 21st century.

The strategic plan aligns with WCC's mission of facilitating student success and fostering excellence through teaching, personal development, lifelong career growth, and economic advancement. WCC's Strategic Plan includes five key objectives: Developing Virginia's Talent, Reaching More Virginians, Delivering Education to Today's Workforce, Supporting Today's Learners, and Investing in Virginia's Workforce.

This strategic plan, and newly adopted strategic planning process, positions WCC to continue meeting the needs of our students, businesses, industries, educational partners, and communities in the years ahead.





## WYTHEVILLE

COMMUNITY COLLEGE

In 1962, the Virginia General Assembly established Wytheville Community College (WCC) as a two-year branch of Virginia Polytechnic Institute (Virginia Tech). By September 1963, the college had opened its doors to its first students. Initially housed in a building owned by Wythe County, WCC started with an enrollment of 107 students and a faculty of five full-time members. In 1965, efforts to secure a permanent campus began with the acquisition of a 103-acre tract from the Wytheville Knitting Mill Corporation, purchased jointly by the County of Wythe and the Town of Wytheville.

Soon thereafter, during its 1966 legislative session, the Virginia General Assembly created the State Board for Community Colleges empowered to plan, administer, and control a system of comprehensive community colleges across the Commonwealth. The original master plan of the State Board divided the state into 22 regions, with colleges to be located within either 35 miles or 45 minutes of at least the majority of potential students. Wytheville Community College, located near the center of one of the designated regions, became a member of the system on July 1, 1967, and is now one of 23 institutions operating as the Virginia Community College System (VCCS). WCC serves the citizens of Bland, Carroll, Grayson, Smyth (Marion and eastward), and Wythe counties as well as the City of Galax, in rural southwestern Virginia.



# **STRATEGIC PLANNING PROCESS**

Wytheville Community College's Six-Year Strategic Plan sets a framework that will guide all College operations and initiatives from 2024-2030. The plan will guide College decisions that will preserve WCC's strong reputation in the service region and ensure future growth and advancement.

The Wytheville Community College (WCC) Strategic Plan is a living document designed to drive internal operations and external outreach over the next six years. The plan is a culmination of information gathered from the college community through surveys, an environmental scan that included a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, an Aspirations and Results (SOAR) assessment, and a review of the College's mission and vision statements and core values.

The WCC Strategic Plan was also written to closely align with the Virginia Community College System (VCCS) 2024-2030 Systemwide Strategic Plan Accelerate Opportunity. WCC will closely monitor the goals and strategies associated with the WCC Strategic Plan using the measures described within the document. Progress on goals and strategies will be discussed at Leadership Team meetings, College Cabinet and Board Meetings on a continual basis. Formal reports will be drafted each year and refinements to strategies will be made to ensure the College meets its goals to better serve the needs of the service region. A Summative Report will be drafted following completion of the 2029-30 academic year.

## **Mission**

Wytheville Community College is dedicated to facilitating student success and fostering excellence through teaching while providing personal development, lifelong career growth, community leadership, economic advancement, and cultural enrichment.

## **Vision**

Leading with innovative accessible programs that meet the needs of our community and region, WCC is dedicated to achieving student success. As a forward-thinking institution, we provide exceptional learning opportunities within a supportive, inclusive, and collaborative environment that values the contributions of every student, employee, and stakeholder.



## Values

- **Learning & Growth**

We are dedicated to fostering learning and growth for our students, faculty, and staff. We believe in lifelong learning, the inherent worth and dignity of every individual and their right to work towards their full potential.

- **Excellence**

We are committed to excellence in teaching, learning, and service. We believe in accountability and leverage assessment to drive continuous improvement.

- **Community**

We value our community. Internally and with our external partners, we uphold high standards of professionalism, respect, and collaboration. We recognize and appreciate each person's contributions as we work together to achieve our mission and vision. By partnering with our educational partners, business, industry, and civic leaders, we aim to enhance our community's economic vitality and are dedicated to offering cultural and personal enrichment opportunities for our residents.

- **Diversity**

We value diversity in people and ideas and are committed to fostering an inclusive culture.

# A Plan of Action

Wytheville Community College is committed to advancing its mission through a continuous and focused strategic planning process. This process is aligned with the broader priorities of the Virginia Community College System and is guided by key principles aimed at enhancing institutional effectiveness. The WCC Strategic Plan sets clear, measurable targets to assess our capacity to serve students, ensuring that all college areas remain aligned in developing strategies that support common goals and drive student success.

## WCC Strategic Goals

### Guiding Principle: Developing Virginia’s Talent

<b>WCC Objective 1: WCC will provide all students with the knowledge, skills, credentials, and degrees that enable them to thrive in dynamic and emerging 21st century careers.</b>				
<b>Goal(s)</b>	<b>Baseline (2024)</b>	<b>Unit(s) Responsible</b>	<b>Measures</b>	<b>Reporting Timeline</b>
Increase the annual number of graduates entering industries with highest job growth in the region to 40% by 2030.	VCCS Goal 1.5; WCC Year 1 = 177; WCC 2030 = 234	VP of Instruction & Student Development; VP of Workforce Development & Occupational Programs	Number of graduates in high-demand programs	Annually at end of academic year (Summer term)
Provide 267 cumulative meaningful postsecondary credentials to dual and concurrently enrolled students prior to high school graduation by 2030.	VCCS Goal 1.1; WCC Year 1 = 154; WCC 267	VP of Instruction & Student Development; Dual Enrollment Coordinator	Number of credentials earned by DE students	Annually by end of high school academic year (June)
Increase percentage of FastForward completers to 95% annually by 2030.	VCCS 1.2; WCC Year 1 95%	VP of Workforce Development & Occupational Programs	Number of FastForward completers	Annually by end of Fiscal Year for WF programming (June 30)
Increase percentage of FastForward credential awards to 75% annually by 2030.	VCCS Goal 1.3; WCC Year 1 = 75%	VP of Workforce Development & Occupational Programs	Number of FastForward credentials awarded	Annually by end of Fiscal Year for WF programming (June 30)
Increase the annual number of graduates employed in regional high-demand fields by ___ by 2030.	To be determined (AY 2024-25)	Deans of Academic & Workforce Divisions	Number of graduates of in-demand programs employed	Six months following the end of the academic year (Annually in December)

**Guiding Principle: Reaching More Virginians**

<b>WCC Objective 2: WCC will work to expand the talent pipeline for employers in its service region.</b>				
<b>Goal(s)</b>	<b>Baseline (2024)</b>	<b>Unit(s) Responsible</b>	<b>Measures</b>	<b>Reporting Timeline</b>
Increase cumulative enrollment in regionally aligned high-demand fields by 703 students by 2030.	VCCS Goal 2.1; WCC Year 1 = 460	VP of Instruction & Student Development; VP of Workforce Development & Occupational Programs	Program-placed enrollment in high demand fields	Annually at end of academic year (Summer term?)
Increase the annual number of students enrolled in FastForward by 20% by 2030.	VCCS Goal 2.2; WCC Year 1 = 192; WCC 2030 = 218	VP of Workforce Development & Occupational Programs	Fast Forward Enrollment	Annually at end of Fiscal Year (June 30)
Increase the annual number of working-age adults enrolled by 914 by 2030.	VCCS Goal 2.4; WCC Year 1 = 790	Deans of Academic & Workforce Programs	Enrollment of students age 24 and above	Annually at end of academic year (Summer term)
Increase annual number of incarcerated students enrolled by 25% by 2030.	VCCS Goal 2.6; No Data	Dean of Workforce Development & Occupational Programs	Enrollment of incarcerated students	Annually at end of academic year (Summer term)



## Guiding Principle: Delivering Education to Today's Learners

### WCC Objective 3: WCC will support educational excellence and equity in student success through the development of a world-class diverse cadre of employees focused on equity-minded principles and practices and access to high-impact instructional practices.

Goal(s)	Baseline (2024)	Unit(s) Responsible	Measures	Reporting Timeline
Revitalize WCC's advising program with innovative processes and proactive training designed to enhance academic success.		QEP Implementation Team	Improved advising processes	QEP Timeline (Annual goals based on Academic Year)
Increase the number of full-time faculty engaged in professional development opportunities to broaden understanding of relevant emerging topics for student success by 50% by 2030.	VCCS Goal 3.2; No Data	VP of Instruction & Student Development; HR Director; Deans	Number of professional development encounters completed by full-time faculty each year	Annually at end of Academic Year (Summer term)
WCC will explore opportunities to offer shortened sessions for courses included in the Passport and Uniform Certificate of General Studies (UCGS) by 2030.	VCCS Goal 3.4; WCC Goal 2030 = 100%	VP of Instruction & Student Development; Dean of	Number of short-session Passport and UCG courses offered	Annually at end of Academic Year (Summer term)
WCC will offer all courses required by the Passport and UCGS online asynchronously every semester by 2030.	VCCS Goal 3.4; WCC Goal 2030 = 100%	VP of Instruction & Student Development; Dean of Transfer and Educational Partnerships	Number of Passport and UCGS courses offered online	End of each semester
WCC will expand credit-for-prior learning options to all FastForward credentials by 2030	Goal 3.6; WCC Year 1 = 34%	VP of Workforce; VP of Instruction & Student Development; Deans	Number of CPL options available to students	Annually at end of Academic Year (Summer term)
Build academic schedules to prioritize the needs of adult working students and expand access to underrepresented groups.	To be determined AY 2024-25	VP of Workforce; VP of Instruction & Student Development; Deans	Enrollment of students aged 24 and above in academic and workforce programs	Annually at end of Academic Year (Summer term)

## Guiding Principle: Supporting Today's Learners

<b>WCC Objective 4: WCC will provide all students with a culture of care that responds to the needs of our diverse student population and supports and inspires their educational and career success.</b>				
<b>Goal(s)</b>	<b>Baseline (2024)</b>	<b>Unit(s) Responsible</b>	<b>Measures</b>	<b>Reporting Timeline</b>
Increase Financial Aid for FastForward (FANTIC) application completion by 15% by 2030.	VCCS Goal 4.2; WCC Year 1 = 42; WCC 2030 = 45	VP of Workforce Development & Occupational Programs; Dean of Development & Occupational Programs	Number of FANTIC applications completed	Annually at end of fiscal year for Workforce Programming (June 30)
All front-line staff will participate in at least one professional development on financial resources to equip them to be able to respond accurately to most student inquiries by 2030.	VCCS Goal 4.3; No Data	VP of Instruction & Student Development; Dean of Student Services; HR Director	Number of front-line staff participating in PD opportunities	Annually at end of academic year (Summer term)
Increase students engaged in paid internships and apprenticeship programs by 25% by 2030.	VCCS Goal 4.4; No Data	Deans of Academic & Workforce Divisions	Number of paid internships and apprenticeships completed by students	Annually at end of academic year (Summer term)
Increase usage of student wrap-around support services by 10% by 2030.	VCCS Goal 4.5; No data	Dean of Student Services; QEP Director	Number of students receiving wrap-around support services	Annually at end of academic year (Summer term)
Increase college outreach, dialogue, and involvement with leaders in our service region, as well as those in our underrepresented and marginalized communities to build meaningful relationships and partnerships.	To be determined	President; VP of Workforce Development & Occupational Programs; VP of Instruction & Student Development; Deans	Number of outreach encounters; number of partnerships developed	Annually at end of academic year (Summer term)

## Guiding Principle: Investing in Virginia’s Workforce

**WCC Objective 5: WCC will provide all students with access to an affordable college education that supports their need for financial flexibility while also supporting the vitality and sustainability of our college.**

Goal(s)	Baseline (2024)	Unit(s) Responsible	Measures	Reporting Timeline
Expand the WCC model for including licensure and certification examination fees for credit programs by 2030.	To be determined	VP of Instruction & Student Development; VP of Workforce Development & Occupational Programs; Foundation Director	Number of licensure and certification exam fees funded	Annually at end of academic year (Summer term)
Support VCCS efforts to seek additional FastForward funding investments from the Commonwealth to address the ongoing annual growth of the programs by 2030.	To be determined	President; VP of Workforce Development & Occupational Programs; Foundation Director	Number of meetings and interactions with state legislatures to promote FastForward investment	Annually at end of fiscal year for Workforce programs (June 30)
Support VCCS efforts to seek additional annual funding for capacity-building efforts in regionally identified high-demand programs.	To be determined	President; Foundation Director; VP of Workforce Development & Occupational Programs	Number of meetings and interactions with state legislatures to promote FastForward investment	Annually at end of fiscal year for Workforce programs (June 30)
Participate in a review of current fee structures and assist with the identification of opportunities for modifications by 2030.	To be determined	AVP of Finance; VP of Workforce Development & Occupational Programs	Modified fee structures	Annual review at end of fiscal year (June 30)
Increase funds available for student emergency needs at all VCCS institutions.	2024-25 funding level?	Foundation Director; Dean of Student Services	Amount of funds available to assist students with emergency needs	Annually at end of fiscal year (June 30?)
Complete an assessment of facilities and make recommendations for renovation or replacement by 2030.	To be determined	AVP of Finance; President	Assessment of facilities and recommendations developed	Annually at end of fiscal year (June 30)



## Acknowledgements

Many individuals contribute to any institution's strategic planning. Although it is not possible to recognize the contributions of every single individual, WCC would like to acknowledge the following for their contributions:

Ms. Vicki Delp, Director of Institutional Effectiveness, Research and Planning, Mr. David Dickens, Associate Vice President of Finance, and Dr. Vickie Ratliff, Special Project Coordinator, for their contributions of data. Sound planning would not be possible without the compilation and dissemination of data. Data provided by Ms. Delp included survey results, enrollment and demographic data, and economic impact reports. Additional budgetary data were provided by Associate Vice President of Finance, Mr. David Dickens, and jobs data were provided by Special Projects Coordinator, Dr. Vickie Ratliff.

Special thanks to Dr. Vickie Ratliffe, Special Projects Coordinator, for designing and facilitating the Strategic Planning process.

Good data and a well-facilitated process are two essential elements for sound strategic planning. However, solid analysis of the data, and a willingness for open, sometimes difficult, discussion are equally essential. To that end, the contributions of members of the President's Cabinet and Consultant Dr. Rhonda-Catron-Wood with Catron-Wood Consulting are acknowledged. Members of the President's Cabinet include:

- Mr. David Dickens, Associate Vice President of Finance
- Ms. Susan Evans, Dean of Transfer and Educational Partnerships
- Ms. Malinda Eversole, Director of Human Resources
- Mr. Roland Hall, Dean of Workforce Development and Occupational Programs
- Mr. Perry Hughes, Vice President of Workforce Development and Occupational Programs
- Dr. Sherry Phelan, Vice President of Instruction and Student Development
- Mr. Charlie Ruble, Director of Information Technology/CIO
- Ms. Renee Thomas, Dean of Student Success and Academic Development
- Mr. Ewell Vernon, Dean of Health Professions and Medical Services