

ALAMANCE COMMUNITY COLLEGE

ACC 
FORWARD



2022-25

STRATEGIC PLAN



IN NOVEMBER 2021, Alamance Community College began work on a new three-year plan when the Strategic Planning Committee launched a process to review ACC's mission, vision, and values and identify institutional priorities. The Committee included faculty and staff representatives from all divisions of the College, a business representative, a student representative and a representative from the Board of Trustees.

THE COMMITTEE'S WORK PROGRESSED IN PHASES:

- Development of the 2022-2025 Strategic Planning Guidebook
- Reviewing the College's Vision, Mission, and Values
- Analyzing environmental scans and other county and regional demographics and trends
- Studying key performance indicators
- Gathering and analyzing input through focus groups and surveys involving internal and external stakeholders
- Identifying themes and developing objectives based on the review of data and extensive input from stakeholders
- Gathering employee feedback on potential themes and objectives
- Identifying metrics to assess progress and effectiveness of the plan
- Presenting the plan to the Board of Trustees for approval

2021-22 STRATEGIC PLANNING STEERING COMMITTEE

- Dr. Connie Wolfe
Executive Vice President and Co-Chair
- Bob Davis
Mathematics Instructor and Co-Chair
- Carolyn Rhode
Vice President, Institutional Advancement
- Gary Saunders
Vice President, Workforce Development
- Sarah Vetter
Webmaster
- Ashley Pryer
Admissions & Recruitment Coordinator
- Stephanía Garzón
Special Projects Coordinator, ACC Foundation
- Shawn Guy
TRiO Director
- Zak Mathews
Mathematics Instructor and Faculty Affairs Committee Chair
- Ben Shirley
University Transfer Coordinator
- Miasha Torain
Medical Assisting Department Head
- Erik Perel
Advertising & Graphic Design Department Head
- Josefvon Jones
Director, Diversity & Inclusion
- Miranda Kotarba
Welding Instructor
- Chris Swinton
Business Administration Instructor and Guided Pathways Chair
- Jennifer Jones
Director Distance Learning
- Jen Mock
Director, Academic & Career Readiness
- Barbara Thornton
Controller
- Yonnie Butler
Executive Director, Biotechnology Center of Excellence
- Cynthia Winters
ACC Board of Trustees Representative
- Lauren Staley
Student Representative (Horticulture)
- Luca Romano
Business and Industry Representative (AKG North America)



STRATEGIC PRIORITY #1: ENGAGE

ACC will engage with Alamance County communities in new and innovative ways that deepen existing partnerships and create new ones.

STRATEGIC PRIORITY #2: LEARN

ACC will involve all students in innovative and inclusive formal and informal learning experiences that improve student success, prepare students for jobs, and provide a strong foundation for continued learning.

STRATEGIC PRIORITY #3: EQUIP

ACC will equip faculty and staff with resources and experiences that enhance their engagement, sharpen their skills, and enable them to provide exceptional teaching and service.

STRATEGIC PRIORITY #4: GROW

ACC will ensure that students, faculty, and staff have access to the resources they need to grow as healthy individuals.

VISION

Transforming lives through excellence in teaching, learning, and service.

MISSION

Alamance Community College provides educational programs and services to prepare all members of our diverse community to succeed.

VALUES

- 1. Excellence** – We hold ourselves to the highest expectations and are committed to meeting them with integrity.
- 2. Learning** – We provide high-quality educational experiences that help people gain the knowledge, skills, behaviors, and values necessary to achieve their goals.
- 3. Community** – We promote collaboration and partnerships through respectful interactions.
- 4. Equity and Inclusion** – We embrace the diversity of our communities, work to ensure that each person feels a sense of belonging, and provide access to the resources people need to succeed.
- 5. Innovation** – We are open to change, creativity, and risk-taking that help us achieve our mission and goals.

STRATEGIC PRIORITY #1: *ENGAGE*

ACC will engage with Alamance County communities in new and innovative ways that deepen existing partnerships and create new ones.

OBJECTIVES:

1. Increase ACC's presence in the community by creating new partnerships and programs and enhancing existing ones.
2. Develop and implement comprehensive, data-based recruitment and marketing plans that address all Alamance County communities including those that are traditionally under-represented in higher education.
3. Increase alumni involvement.

METRICS TO ASSESS PERFORMANCE INCLUDE THE FOLLOWING:

- Number, description, and usage data of new partnerships and programs;
- Recruitment and marketing plans that contain enrollment metrics and benchmarks;
- Curriculum and continuing education enrollment disaggregated by race/ethnicity, gender, and age, compared to enrollment targets;
- Number and type of alumni involvement; and
- Surveys of partners and participants to determine satisfaction with programming.

STRATEGIC PRIORITY #2: LEARN

ACC will involve all students in innovative and inclusive formal and informal learning experiences that improve student success, prepare students for jobs, and provide a strong foundation for continued learning.

OBJECTIVES:

1. Develop and implement a first-year experience program for curriculum students.
2. Update general classrooms and program-specific spaces with cutting-edge technology and equipment that reflect higher education and industry best practices.
3. Enhance resources and programming to help students transition successfully from ACC to the workplace and to four-year institutions.
4. Expand student academic and non-academic support with a focus on equity.
5. Create a more inclusive and welcoming environment through inclusive instructional practices and through updated learning and gathering spaces that encourage a sense of belonging.

METRICS TO ASSESS PERFORMANCE INCLUDE THE FOLLOWING:

- Program-level and General Education student learning outcomes assessment;
- Student retention and completion;
- Performance of students after transfer;
- Post-completion employment rates and feedback from business and industry members who hire ACC graduates;
- Survey of participants and implementers of a first-year experience pilot program;
- Number of classrooms and labs updated with new technology;
- Curricula for new formal and informal programming on employability skills and the transition to four-year institutions, with satisfaction surveys; and
- Surveys and focus groups to assess progress on technology, enhancing student support, and creating a more inclusive environment; surveys include the Community College Survey of Student Engagement, the Trellis Student Financial Health Survey, and the ACC Completers' Survey.

STRATEGIC PRIORITY #3: *EQUIP*

ACC will equip faculty and staff with resources and experiences that enhance their engagement, sharpen their skills, and enable them to provide exceptional teaching and service.

OBJECTIVES:

1. Develop and implement a flexible work model where appropriate.
2. Develop a comprehensive communication plan to keep employees informed, engaged, and connected.
3. Create financial and other incentives for employees to excel.
4. Create a more inclusive and welcoming environment for employees through an enhanced employee onboarding experience, through workspaces that highlight and support diversity, and through diversity programming.
5. Enhance professional development offerings to include department-specific training as well as professional development that helps employees advance.
6. Improve employees' access to the technology necessary to excel in their jobs.

METRICS TO ASSESS PERFORMANCE INCLUDE THE FOLLOWING:

- Telework policy with usage data and satisfaction surveys of supervisors and employees who participate in a pilot program;
- Scan of communication plans and workflows and employee satisfaction surveys;
- Employment retention and separation reports from ACC Human Resources;
- Documented financial and other incentive programs for employees including usage data;
- Number, description, and usage data for diversity programming and surveys related to renovated workspaces;
- Number, description, usage data, and satisfaction surveys for participants in professional development; and
- Employee technology and satisfaction surveys.

STRATEGIC PRIORITY #4: *GROW*

ACC will ensure that students, faculty, and staff have access to the resources they need to grow as healthy individuals.

OBJECTIVES:

1. Support employees' and students' physical health through expanded wellness programs and renovated campus spaces.
2. Enhance mental health services and support for employees and students.
3. Improve student and employee wellness through healthier, more sustainable and esthetically pleasing campus facilities and grounds.
4. Explore and where possible implement intramural and/or club sports.

METRICS TO ASSESS PERFORMANCE INCLUDE THE FOLLOWING:

- Student retention and completion;
- Employee retention reports and engagement surveys;
- Number, description, and usage data for exercise, nutrition, and related programming;
- List of completed campus projects with employee and student satisfaction surveys;
- Number, description, and usage data for mental health services and support; and
- Membership rosters for intramural and/or club sports, along with surveys of participants.

MONITORING PROGRESS AND ASSESSING THE PLAN

College teams will lead each priority and identify benchmarks and targets for assessment metrics. Progress towards meeting the plan's goals and objectives will be reviewed regularly by the College teams leading each strategic priority as well as by the Institutional Effectiveness Committee and the President's Cabinet, and communicated at large. Progress on the plan will be shared with the Board of Trustees in a quarterly report.

alamancecc.edu/ACCFoward

