Introduction

In February 2017, Alamance Community College (ACC) began work on a new strategic plan for 2018-2021. Building on the successes of the College’s last strategic plan, the Institutional Effectiveness Committee launched a planning process to identify institutional priorities for the next three years.

This three-year strategic plan is the culmination of that year-long process and included input from faculty, staff, students, and community members. The plan identifies four strategic priority areas and 13 corresponding initiatives. The plan also identifies milestone activities and metrics to measure and assess progress. This new strategic plan will be the guide that ACC uses to improve its programs and services and maximize effective use of resources over the next three years.

Process Overview

The strategic planning process was driven by the College’s Institutional Effectiveness Committee (IEC). This committee included representatives from all divisions of the College. The President and a representative from the Board of Trustees also served on the IEC. The committee’s work progressed in six phases:

- Review of the College’s vision, mission, and core values
- Environmental scan and review of key performance indicators for a SWOT analysis; administration of focus groups; and surveys of key stakeholder groups
- Identification of common elements in SWOT, focus groups, surveys
- Development of goals and objectives for each of the themes
- First draft of strategic plan created
- Development of metrics to assess progress and effectiveness of the plan

These six phases of work resulted in the final plan.

Monitoring Progress

The IEC developed milestone activities and metrics for each of the 13 initiatives in the plan. The milestone activities highlight major activities that the IEC identified as necessary for implementation of each initiative. Monitoring these activities will enable the College to track its progress in completing each initiative. The IEC also developed metrics for each initiative. The identified metrics will measure the effectiveness of the initiatives and will help inform decisions made about future resource allocations and expenditures. The College will provide regular updates on these milestone activities and metrics to the Board of Trustees.
2018-2021 Strategic Plan

Vision

From access to success: Transforming lives and the communities we serve.

Mission Statement

The College provides comprehensive educational programs and services to advance our diverse population and empower lifelong learners to succeed as global citizens.

Values

Access
Inclusion
Collaboration
Innovation
Excellence
Integrity
Success

Strategic Priority #1: Awareness & Access

Goal: Raise the visibility of the College and communicate the value of an ACC education through enhanced outreach efforts and increased educational opportunities.

Initiatives:

1. Develop a comprehensive enrollment management plan.
2. Create a formal, action-oriented marketing and communication plan.
3. Strengthen outreach to community partners to improve resource development and educational opportunities for Alamance County residents.
Strategic Priority #2: Student Support & Success

Goal: Support students in achieving their education and career goals

Initiatives:
1. Improve student persistence and completion.
2. Improve student engagement in academic and career planning through experiences targeted to each stage of their academic careers.
3. Enhance financial support for students with need.

Strategic Priority #3: Programming & Economic Impact

Goal: Serve as a driver for economic development in Alamance County through quality programming to support workforce needs.

Initiatives:
1. Work proactively to develop new programs and continuously improve existing programs in curriculum, workforce development and corporate education.
2. Achieve growth, prominence, and success for the Biotechnology Center of Excellence (BCOE).
3. Achieve growth, prominence, and success for ACC’s Distance Learning Program – ACC Online.

Strategic Priority #4: Efficient & Effective Operations

Goal: Develop and maintain the infrastructure and resources necessary to foster innovation and deliver high-quality programs and services.

Initiatives:
1. Identify and secure new revenue streams to support state and county funding.
2. Facilitate the implementation of the Facilities Master Plan.
3. Identify, assess, and manage risks at the College.
4. Invest in resources for the support and professional development of faculty and staff.
### Strategic Priority #1: Awareness and Access

**Goal:** Raise the visibility of the College and communicate the value of an ACC education through enhanced outreach efforts and increased educational opportunities.

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Major Milestones/Activities</th>
<th>Metrics</th>
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<tbody>
<tr>
<td>1.  Develop a comprehensive enrollment management plan.</td>
<td>- Identify best practices for recruiting &amp; retention.</td>
<td>- Contacts converted to applications, registrations</td>
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<td>- Simplify enrollment policies, processes, &amp; communications.</td>
<td>- Enrollment (FTE, headcount)</td>
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<td>- Implement enrollment management plan.</td>
<td>- Retention (Fall-Spring, Fall-Fall)</td>
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<td>2.  Create a formal, action-oriented marketing and communication plan.</td>
<td>- Develop and improve ACC’s presence on social media and website.</td>
<td>- Market penetration</td>
</tr>
<tr>
<td></td>
<td>- Identify best practices for marketing &amp; recruitment in workforce development.</td>
<td>- # of contacts made</td>
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<tr>
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<td>- Identify populations &amp; businesses served throughout the county (beyond Graham, Burlington, Mebane).</td>
<td>- Contacts converted to applications, registration</td>
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<tr>
<td>3.  Strengthen outreach to community partners to improve resource development and educational opportunities for Alamance county residents.</td>
<td>- Identify community leaders and develop partnerships with them to promote educational &amp; workforce development opportunities at ACC.</td>
<td>- # of community/civic events in which ACC participates</td>
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<td>- Set up Outreach Taskforce to speak for the College at community &amp; civic events.</td>
<td>- Formal partnerships created/sustained</td>
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<td>- Strengthen ACC’s Alumni Council.</td>
<td>- # and type of Foundation donors</td>
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# Strategic Priority #2: Student Support and Success

**Goal:** Support students in achieving their education and career goals

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| 1. Improve student persistence and completion. | o Initiate a robust success coaching program for at-risk populations and struggling students.  
o Reassess & adapt the existing network of direct academic support services to meet student needs & schedules | o NCCCS Performance Measures |
| 2. Improve student engagement in academic and career planning through experiences targeted to each stage of their academic careers. | o Initiate Master Advisor training for faculty  
o Implement online information & tools for student use in academic planning.  
o Offer career exploration services to all students at/near entry to the College.  
o Offer occupational focus & soft-skills development alongside academic program progression.  
o Reach all students near program completion with job search skills/transition resources and training. | o NCCCS Performance Measures  
o Community College Survey of Student Engagement (CCSSE) |
| 3. Enhance financial support for students with need. | o Increase number of tuition scholarships available.  
o Develop new scholarships with focus on financial need beyond tuition.  
o Increase opportunities for students to access emergency funds.  
o Strengthen & refine wrap-around services for low-income students. | o % of students receiving financial aid  
o # of scholarships offered/awarded  
o Total donations/money awarded by ACC Foundation  
o Financial stability survey (CCSSE) |
## Strategic Priority #3: Programming and Economic Impact

**Goal:** Serve as a driver for economic development in Alamance County through quality programming to support workforce needs.

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| 1. Work proactively to develop new programs and continuously improve existing programs in curriculum, workforce development and corporate education. | - Develop & deliver 40 total curriculum programs by the 2020-21 academic year.  
- Develop new & innovative programs to anchor one or more satellite locations in Alamance County.  
- Develop new & innovative programs to support a Public Safety Training Center in Alamance County.  
- Investigate the creation of Career & College Promise (CCP) pathways through the Workforce Development Division. | - Curriculum Program Review  
- # of programs offered  
- Enrollment by program type (Workforce Development, CIT, CTE, Transfer, CCP) |
| 2. Achieve growth, prominence, and success for the Biotechnology Center of Excellence (BCOE). | - Create a strategic plan specific to the BCOE.  
- Create new & innovative programs through curriculum, workforce development, and corporate education to support the BCOE.  
- Forge new partnerships with K-12, higher education, government, business, and industry to support the BCOE. | - # of partnerships  
- Enrollment in BCOE programs |
| 3. Achieve growth, prominence, and success for ACC’s Distance Learning Program – ACC Online. | - Increase marketing efforts to promote ACC’s Distance Learning Program—ACC Online.  
- Investigate & create online certificate opportunities.  
- Increase instructional design support. | - # of Distance Learning programs offered  
- Enrollment in Distance Learning  
- # of faculty trained/receiving instructional design support |
**ALAMANCE COMMUNITY COLLEGE**  
**STRATEGIC PLAN 2018-2021**

### Strategic Priority #4: Efficient and Effective Operations

**Goal:** Develop and maintain the infrastructure and resources necessary to foster innovation and deliver high-quality programs and services.

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| 1. Identify and secure new revenue streams to support state and county funding. | o 2018 Bond Referendum.  
o Enhance staffing of the grants office to research & acquire new grant funding.  
o Capital campaign | o Grants applied for/grant $ awarded  
o Breakdown of revenue resources |
| 2. Facilitate the implementation of the Facilities Master Plan | o Research & develop satellite locations.  
o Complete backfill project to renovate vacated space.  
o Complete plans for the Biotechnology Center of Excellence Building.  
o Complete plans for the Public Safety Training Center. | o Space Utilization Report |
| 3. Identify, assess, and manage risks at the College. | o Finalize an Emergency Response Plan for the College.  
o Complete the comprehensive policy review.  
o Develop & implement a business continuity plan. | |
| 4. Invest in resources for the support and professional development of faculty and staff. | o Develop & improve training and professional development for faculty/staff.  
o Develop a program review process for administrative departments. | o Professional development funds allotted/used  
o Retirement/other departure rate  
o Climate survey |