Envisioning Meaningful Connections Between Your Work and Institutional Priorities

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Wake Technical Community College

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Key Topics of Session

- How we can all connect our daily work with college priorities.

- How to make those connections meaningful to you and your team.

- How to visualize and monitor progress toward your desired outcomes.

WAKE TECH
COMMUNITY COLLEGE

Reach 'n Rally!

STRATEGIC PLAN
2021-2025

Mission

Wake Technical Community College provides equitable access to education that transforms lives through economic mobility and personal fulfillment.

Vision

We will reach students in every part of Wake County and rally around them to go as far as their dreams, talents, and resilience take them.

Goals

Equitable Access: Students from underrepresented groups, including minority and low-income students, are able to enter Wake Tech programs and access the support services they need to be successful.

Equitable Outcomes: Students are successful regardless of their race, gender, or socioeconomic status.

Learning: Students gain the knowledge, skills, and abilities they need for the labor market and transfer.

Completion: Students complete vastly more degrees and other meaningful credentials at faster rates than in the past.

Transfer: More students transfer with a credential in less time than in the past and earn bachelor's degrees.

Labor Market: After completing a credential, students find sustainable employment where they earn a living wage.

Road Map to Economic Mobility
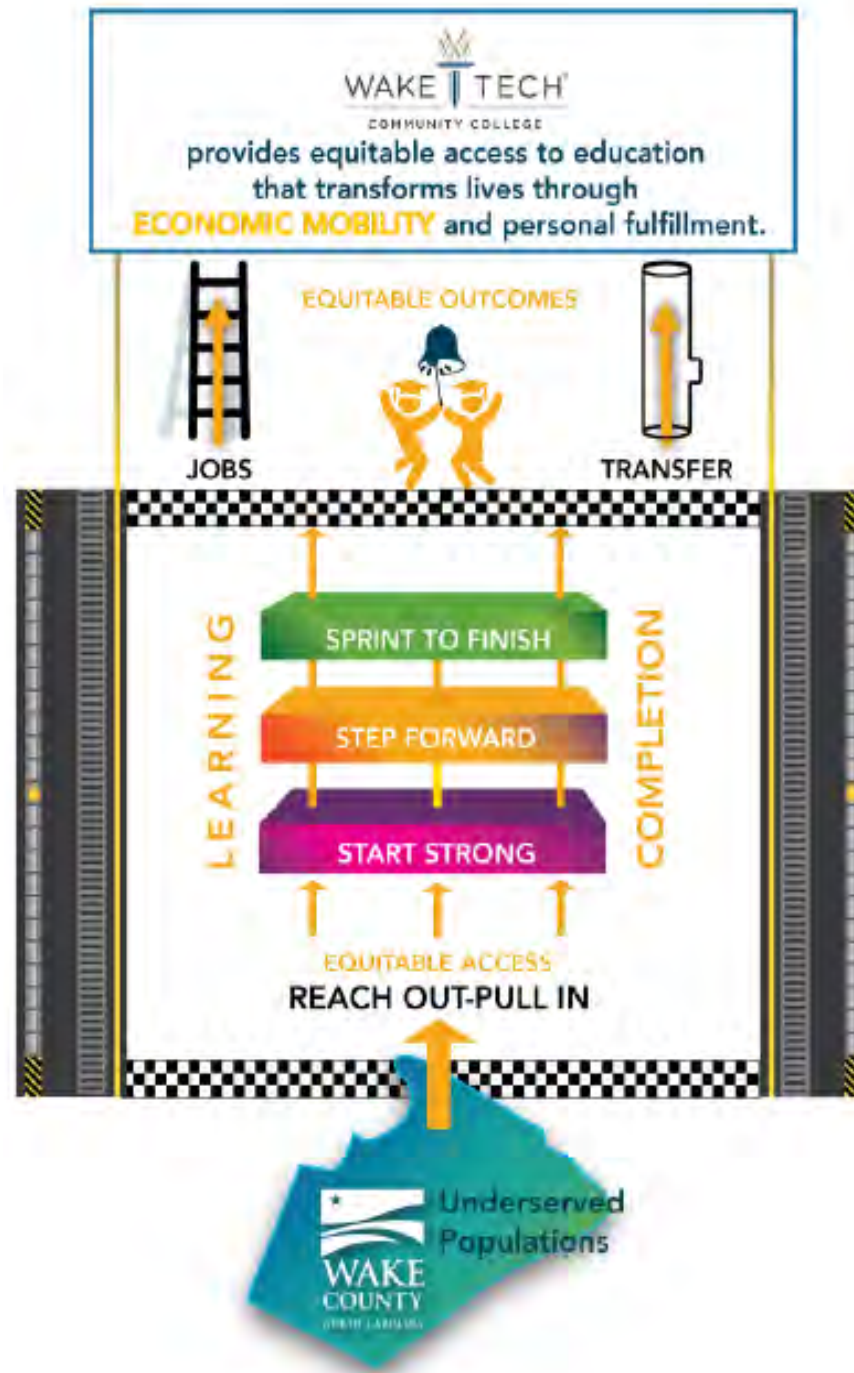
Reach 'n Rally!

Implementation Workshops Fall 2021

Overview video of the workshops

Organizational Logistics of Workshops

- 8 workshops, starting at the end of September through early November (Fall 2021)

- By service area (multiple workshops for larger service areas)

- VPs identified attendee lists

- Members of specific divisions or departments comprised breakout groups

- Facilitators for each group; connected prior to workshop to provide support

Agenda

	Activities	Speakers/Action Takers
1:00pm – 1:05pm	Welcome	VP(s) of Service Area(s)
1:05pm - 1:15pm	Introduction/Vision Setting	Dr. Nicole Reaves, Executive Vice President
1:15pm – 1:30pm	Quick Review of Strategic Objectives and Strategies	Dr. Carrie Bartek, Executive Director, College Initiatives and Assessment
1:30pm – 2:10pm	Breakout Sessions with Guided Questions	Participants/Facilitators
2:10pm – 2:15pm	Break	
2:15pm – 2:45pm	Report Out and Respond	Facilitators/VPs/Dr. Scott Ralls, President
2:45pm – 3:00pm	Reflection/Visioning	Dr. Scott Ralls, President
3:00pm – 3:15pm	Quick Review of Assessment Planning Process for 2022	Assessment Manager by Service Area; Dr. Rachel Madsen, Director of Assessment
3:15pm – 3:45pm	Breakout Sessions: Assessment Planning	Participants/Facilitators
3:45pm – 4:00pm	Wrap-up and Next Steps	Participants/Facilitators

Goal
- An aspiration we want to accomplish

Objective/ Outcome
- A measurable result **we** want to achieve
- A measurable **change/gain or benefit our students or stakeholders** experience as a result of what we do

Metric/ Indicator
- A measure to track our objectives and outcomes
- **Target:** How we know we have achieved our objectives and outcomes

Strategy
- What we will do to achieve our objectives and targets

Tactic/ Action

Terms

COLLEGE GOALS AND STRATEGIC OBJECTIVES

Consider which goals and strategic objectives your division/department/program can impact most directly.

EQUITABLE ACCESS	EQUITABLE OUTCOMES	LEARNING	COMPLETION	TRANSFER	LABOR MARKET
Students from underrepresented groups, including minority and low-income students, are able to enter Wake Tech programs and access the support services they need to be successful.	Students are successful regardless of their race, gender, or socioeconomic status.	Students gain the knowledge, skills, and abilities they need for the labor market and transfer.	Students complete vastly more degrees and other meaningful credentials at faster rates than in the past.	More students transfer with a credential in less time than in the past and earn bachelor's degrees.	After completing a credential, students find sustainable employment where they earn a living wage.
SO 1.1 - Increase Students from Low EHI Areas Increase the number of Wake Tech students from areas identified as low on the Wake County Economic Health Index (EHI).	SO 2.1 - Close Equity Gaps Close equity gaps in student learning and completion as identified by race/ethnicity, gender, and socioeconomic status.	SO 3.1 - Program Learning Outcomes Improve student performance in meeting Program Learning Outcomes in all delivery methods—seated, blended, hybrid, and online.	SO 4.1 - First Semester Retention Increase retention from the first semester (S1) to the second semester (S2).	SO 5.1 - Transfer Bachelor Attainment Increase the percentage of Wake Tech university transfer students who graduate first with an AA / AS / AFA / AE and ultimately attain a bachelor's degree.	SO 6.1 - Programs Leading to Living Wages Increase the percentage of students enrolled in and graduating from AAS and diploma programs connected to living wages in the labor market.
SO 1.2 - Increase Pell Grant Recipients Increase the number and proportion of Wake Tech students receiving Pell Grants.			SO 4.2 - Credits in First Year Increase the average number of college credits earned by students in their first 12 months of enrollment.		SO 6.2 - Non-Degree to Degree Increase the proportion of students entering AAS and diploma programs with prior learning credit, especially through Workforce Continuing Education at Wake Tech.
			SO 4.3 - College-Level English and Math Increase the proportion of students completing college-level English and Math within 12 months of enrollment.		

Pre-Workshop Exercise: Reflection on Strategic Objectives and Strategies/Tactics

STRATEGIC OBJECTIVES Which strategic objectives can your division/department/program impact most directly? *(some may only have 2)*	STRATEGIES/TACTICS Which strategies/tactics can your division/department/program most directly contribute to? *(For more information on the strategies/tactics and how they will be carried out, see the relevant implementation plans.)*
1.	
2.	
3.	

"Pre-work": Reflection on Strategic Objectives and Strategies/Tactics
[EXAMPLES FOR ACADEMIC AND STUDENT SUPPORT SERVICES]

STRATEGIC OBJECTIVES Which strategic objectives can your division/department/program impact most directly? *(some may only have 2)*	STRATEGIES/TACTICS Which strategies/tactics can your division/department/program most directly contribute to? *(For more information on the strategies/tactics and how they will be carried out, see the relevant implementation plans.)*
1. **SO 1.1 - Increase Students from Low EHI Areas** *Increase the number of Wake Tech students from areas identified as low on the Wake County Economic Health Index (EHI).*	**Targeted Outreach** *Target outreach to middle and high schools, community centers, and places of worship in economically vulnerable areas of Wake County.* **Career and College Promise** *Increase the percentage and diversity of high school students participating in Career & College Promise programs to the North Carolina urban average in accordance with MyFutureNC recommendations.* **Related Tactics:** a) Partner (Title 1 HS) b) Partner (Underserved Population Programs)
2. **SO 1.2 - Increase Pell Grant Recipients** *Increase the number and proportion of Wake Tech students receiving Pell Grants.*	**Targeted Outreach** *Target outreach to middle and high schools, community centers, and places of worship in economically vulnerable areas of Wake County.* **Related Tactics:** b) Pop-ups: Market and deploy community "pop-up" sessions, both face-to-face and virtual, to assist students with the on-boarding functions of applying and enrolling at Wake Tech. c) Pre-Enrollment Communication Plan: Develop and deploy a communication campaign beginning with students in high school, detailing the supports and resources available to students who enroll at Wake Tech.

Strategic Plan Implementation Workshop – Facilitator Guide

Workshop Purpose:
Help departments and divisions make sense of the strategic plan, how it will be implemented, and how departments/divisions can support implementation through alignment with college-wide goals and strategic objectives.

Time	Session Details and Facilitation Notes	Participant Guide Pages to Present

1:30pm – 2:10 pm	**First Break-out Session: Discussion and Group Exercise 1**
	
	1. Review the purpose of the pre-workshop exercise ("homework"), which was to identify:
	   - Which strategic objectives can your division/department/program impact most directly?
	   - Which strategies/tactics can your division/department/program most directly contribute to?
	
	2. Ask participants to report out which strategic objectives and strategies/tactics they identified.
	
	3. Listen for and note commonalities in responses. Mention that it could be helpful for multiple people to focus on the same strategic objective for the exercise, but that it is not required.
	
	4. Inform participants that, while they will be focusing their attention on just one of the strategic objectives today, the process they will be going through can be repeated for the other strategic objectives in assessment consultations after today's workshop.
	
	5. Direct participants to the **Group Exercise 1** and provide an overview:
	   - Note that the purpose of this exercise will be to now identify activities and outcomes for their specific department/division/program that will contribute to achieving the strategic objective.
		Pp. 12 -14: Pre-Workshop Exercise ("Homework")
		
		Pg: Group Exercise 1

# GROUP EXERCISE 1: Discussion and Development of Outcomes

ACTIVITIES How might the strategic objective and associated strategies in the Reach and Rally strategic and implementation plans change what you do in your department/division/ program/course?	OUTCOMES What do you want your department/division/program/courses to achieve over the next year to contribute to achieving this strategic objective? What expected changes/gains/benefits for stakeholders can your department/division/program influence by its work?

GROUP EXERCISE 1: Discussion and Development of Outcomes
[EXAMPLES FOR ACADEMIC AND STUDENT SUPPORT SERVICES]

ACTIVITIES How might the strategic objective and associated strategies in the Reach and Rally strategic and implementation plans change what you do in your department/division/ program/course?	OUTCOMES What do you want your department/division/program/courses to achieve over the next year to contribute to achieving this strategic objective? What expected changes/gains/benefits for stakeholders can your department/division/program influence by its work?
1. *SO 1.1 - Increase Students from Low EHI Areas* *Admissions and Outreach: Identify programs/groups and contacts associated with Wake County Public Schools designed to reach and support students and parents from underserved populations* *Develop presentations for meetings with contacts/ representatives* *Marketing/promotional material to distribute at meetings*	• *Increase number of partnerships with programs/groups associated with Wake County Public Schools designed to reach and support students and parents from underserved populations* • *Community programs/groups will have more robust information about Wake Tech's supports for students from low-income households.*
2. *SO 1.2 - Increase Pell Grant Recipients* *New Student Orientation: Provide specific information in seated & online New Student Orientation about what the Pell Grant is and who it benefits* *Provide specific information in seated & online New Student Orientation about how to apply for the Pell Grant*	• *Increase the number of students who demonstrate an understanding of what the Pell Grant is and who it benefits* • *Increase the number of students who demonstrate an understanding of how to apply for the Pell Grant*

Logic Model Framework (Example)
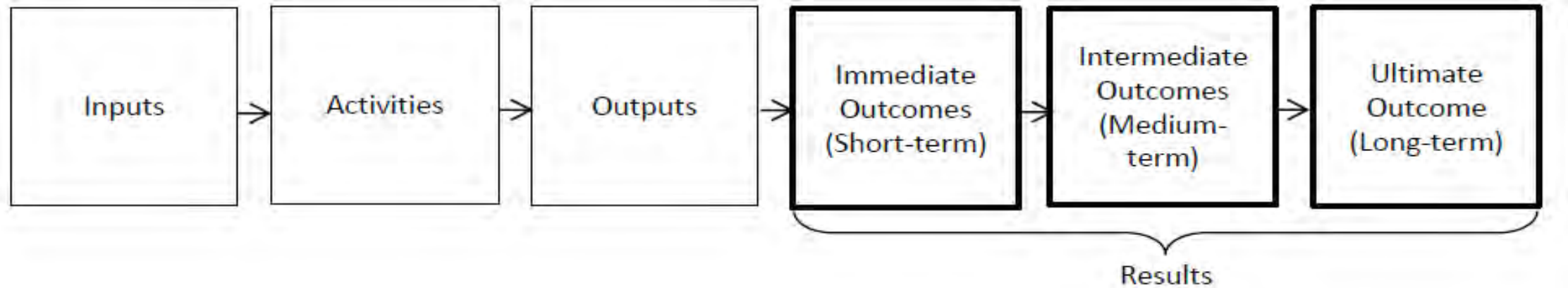
Break-Out Session 1
1:30-2:10PM

Break
2:10-2:15PM

Report-out with Dr. Ralls
2:15-3:00PM

What's next in Assessment with Dr. Rachel Madsen
3:00-3:15PM

Plan-Do-Study-Act (PDSA) Cycle

PDSA and Assessment Components

Plan: Develop assessment plan

Includes outcomes, measures, targets, data collection plan, responsible persons

Do: Carry out the plan; collect data

Study: Analysis of data, findings

Act: Action plan based on data and findings

Group Exercise 2. Assessment Plan

For an outcome in Exercise 1, describe the data and evidence you need, how you will collect and analyze the data and evidence to report on the formative assessment.

Outcome 1:				
	Data Collection and Analysis Plan			
	Data Source	**Analysis Methods**	**Person(s) Responsible**	**Frequency**
Measure (a): **Target:**				
Measure (b): **Target:**				
How data will be used to move toward achieving strategic objective:				

Group Exercise 2. Assessment Plan <mark>(EXAMPLES FOR ACADEMIC AND STUDENT SUPPORT)</mark>

For an outcome in Exercise 1, describe the data and evidence you need, how you will collect and analyze the data and evidence to report on the formative assessment.

Outcome 1:	*New Student Orientation:* Increase the number of students who demonstrate an understanding of what the Pell Grant is and who it benefits			
	Data Collection and Analysis Plan			
	Data Source	**Analysis Methods**	**Person(s) Responsible**	**Frequency**
Measure (a): *Poll questions in seated NSO Final Quiz questions in online NSO* **Target:** *85% of participants in seated & online NSO will demonstrate an understanding of the Pell Grant and who it benefits*	*Poll questions & quiz questions contained within seated & online NSO presentations*	*Track monthly success rates of participants answering questions regarding the Pell Grant and tabulate overall average*	*NSO Coordinator*	*Monthly basis, calculated on the first day of the following month*
How data will be used to move toward achieving strategic objective:	*Tracking the success rate of students answering questions specifically tailored to Pell Grant information within seated & online NSO will allow us to ensure that students possess the necessary knowledge to apply, thereby increasing the proportion of students receiving Pell Grants.*			

Please see definitions and instructions at the end of this document.

Department/Division:	
Initiative/Program:	

Outcome 1					
Strategic Objective Connection (Highlight all that apply):	1.1 Increase Students from Low EHI Areas	1.2 Increase Pell Grant Recipients	2.1 Close Equity Gaps	3.1 Program Learning Outcomes	4.1 1st Semester Retention
	4.2 Credits in 1st Year	4.3 College-Level English & Math	5.1 Transfer Bachelor Attainment	6.1 Programs Leading to Living Wages	6.2 Non-Degree to Degree
	Data Collection and Analysis Plan				
	Data Source		Analysis Methods	Person(s) Responsible	Frequency
Measure (a): Target:					
Measure (b): Target:					
How data will be used to move toward achieving outcome/strategic objective:					

Feedback from Participants

"I enjoyed the work of drilling down to review what my department can do to support the larger goals of the strategic plan. Having the pre-work helped me to plan for the session with purpose and to reflect and try to think outside of the box. During the session, it was validating to hear that my pre-work aligned with that of my colleagues."

"It was helpful to get together within our specific area to talk about our focus and develop the objectives and activities together before the training."

"...Because there are outside influences that impact our area's focus, it is a little more difficult to find the right measures and targets. Being able to talk it through during this workshop was a great start and we look forward to continuing these conversations."

QUESTIONS?

THANK YOU!

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