



Strategic Plan July 2018 - June 2023

This strategic plan represents the work of our Board members, a Strategic Planning Team including a diverse cross-section of college representatives. The work of creating this plan took the majority of the 2017-2018 academic year, and is intended for implementation throughout the next five years.

As a component of this plan, we will create initiatives that help us focus our attention on the work that will lead us toward achievement of these broad and aspirational objectives. The teams, departments, and individuals will align their work to accomplish these initiatives.

Vision Statement

Our **Vision Statement** is intended to create a mental image of our preferred future.

Our vision is to be one of America's premier community colleges, driven by a passion for:

- **Assuring student success;**
- **Serving our entire community; and**
- **Pursuing greatness.**

Mission Statement

Our **Mission Statement** is our reason for being – what we do, how we do it and why we do it.

West Shore Community College's Mission is to make our community a better place in which to learn, live, work and prosper.

Core Values

The **Core Values** are principles that guide and direct our attitudes, decisions, and behavior.

West Shore Community College values people first. As we pursue greatness, we are guided by these values:

Learning

Creating opportunities for gaining core abilities, workplace skills, and lifelong personal growth.

Integrity

Honoring our commitments and promises with openness and mutual respect.

Excellence

Striving for greatness through a positive attitude and continuous improvement.

Inclusiveness

Building community through teamwork, collaboration and outreach.

Creativity

Opening our minds and the minds of our students to infinite possibilities.

Strategic Plan

West Shore Community College is dedicated to excellence in education and the support of our students as they pursue personal and professional goals. We strive to provide a robust and dynamic educational environment and learning experience that leads to success in college, work, and life. Every faculty and staff member at West Shore has an important role to play in delivering an outstanding learning experience to our students. We embrace the principles of inclusiveness, collaboration, transparency and continuous improvement. We will work together to provide our communities an inspiring, innovative and positive environment, and to make academic and operational decisions based on fulfilling our commitment to student success.

I. Foster Student Success

We believe all students will benefit from West Shore's high quality learning experience, and from earning a degree or certificate from our College. Student success is a continuum that must be addressed at each stage along a student's journey: initial inquiry, entry, progress and completion. Improving measurable outcomes at West Shore requires intention and focus to identify the most effective ways to assure that the process of our college navigation is seamless, while also strengthening engagement and rigor in the learning process.

II. Serve Our Community

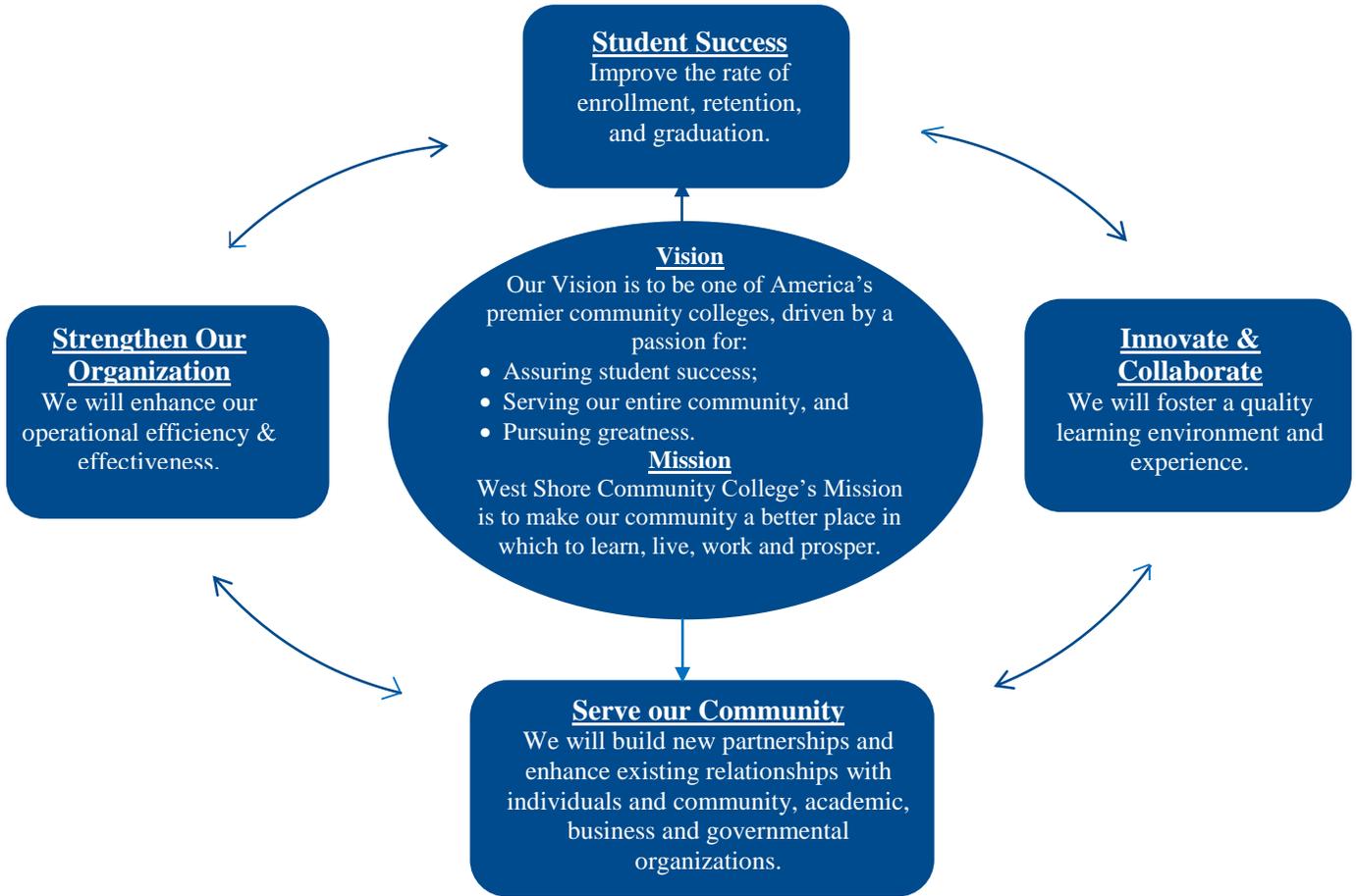
We are dedicated to serving individuals, businesses, and communities in our region. Within the context of our mission, we strive to meet the needs of our diverse constituencies and audiences. We are committed to providing the best service, removing barriers to success, and aiding in the achievement of personal and professional goals. We not only play an academic role in our communities, but we also serve as a center for workplace development and training, recreational services, and cultural enrichment opportunities. As individuals and a collective, we seek to be active participants in the lives of our communities, contributing to personal, economic, and community vitality.

III. Strengthen Our Organization

We believe our ability to deliver on our goals and strategies is dependent upon excellent infrastructure, services, planning, and the care of our human and capital resources. In order to provide the best possible education for West Shore students, we must assure that our faculty, staff and administrators have the tools and resources necessary to excel in their individual roles. As we evolve, we must align our planning, financial, and assessment functions to invest in our strategic priorities and meet the working and learning needs of our students and employees.

IV. Innovate & Collaborate

We believe innovation and collaboration are essential to the way we accomplish our goals. To keep pace with advancements in knowledge, we must work and dream together to design solutions for current problems and create new possibilities for the future. West Shore recognizes that continuous improvement can be incremental or transformational. We seek to have a culture that promotes and rewards innovation and collaboration around systems, processes, procedures, practices, and traditions. We will actively encourage experimentation and risk-taking, even acknowledging failures as opportunities to learn and grow.



Improve Student & Customer Experience

STRATEGIC FOCUS

OBJECTIVE

MEASUREMENT

TARGET

FOSTER STUDENT SUCCESS

<p>We will improve the rate of enrollment, retention and graduation.</p>	<p>Increase fall to fall persistence rate.</p> <p>Increase remedial/developmental success.</p> <p>Increase remedial/developmental success.</p>	<p>Percent of credential seeking students who enroll in the fall semester of their second year.</p> <p>Percent of credential seeking students who pass a college-level course in Math with a grade of "C" or better after completion of a remedial course in that discipline.</p> <p>Percent of credential seeking students who pass a college-level course in English with a grade of "C" or better after completion of a remedial course in that discipline.</p>	<p>70%</p> <p>60%</p> <p>75%</p>
---	--	--	----------------------------------

INNOVATE & COLLABORATE

<p>We will foster a quality learning environment and experience.</p>	<p>Increase use of learning management system best practices.</p> <p>Ensure the quality of online courses.</p> <p>Formalize our core abilities assessment.</p>	<p>Percent of credit courses with consistent application of LMS best practices.</p> <p>Percent of online courses evaluated as meeting online best practices.</p> <p>Percent of courses collecting evidence for core abilities assessment.</p>	<p>100%</p> <p>100%</p> <p>100%</p>
---	--	---	-------------------------------------

SERVE OUR COMMUNITY

<p>We will build new partnerships and enhance existing relationships with individuals and community, academic, business and governmental organizations.</p>	<p>Increase the capture of high school graduates within the college's district.</p> <p>Increase the number of community engagement activities.</p>	<p>Percentage of students from in-district high schools who enroll for the fall semester following their graduation.</p> <p>College hosted events that draw 50 or more community members, not including the performing arts.</p>	<p>35%</p> <p>10</p>
--	--	--	----------------------

STRENGTHEN OUR ORGANIZATION

<p>We will enhance our operational efficiency & effectiveness.</p>	<p>Support employee development.</p> <p>Implement organizational efficiencies.</p> <p>Improve employee onboarding.</p>	<p>Percent of permanent employees obtaining professional development annually.</p> <p>Number of process or departmental efficiencies achieved annually.</p> <p>Percent of new employees who complete comprehensive onboarding.</p>	<p>100%</p> <p>20</p> <p>100%</p>
---	--	--	-----------------------------------