

A STRATEGIC PLAN FOR INSTITUTIONAL EXCELLENCE

2021-2026



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INTRODUCTION



Haywood Community College has a rich history of providing education and training to the citizens of our community and region since 1965. An important piece of ensuring our work is aligned with our mission and the needs of our community occurs through strategic planning. Strategic planning is such an important work for the future of any institution, agency, or business.

The opportunity to launch a new strategic planning process for the College at the height of the COVID-19 pandemic presented several challenges. Typically we would have engaged college and community stakeholders in a series of spirited round-table discussions with flip charts and oversized post-it notes. With the pandemic, these sessions moved online to virtual breakout rooms – which did indeed lead to rich discussion and sharing of your vision and ideas for the future of HCC.

I am excited to share our collective vision for Haywood Community College – **to enrich everyone through education!** As we set our focus on the future, we will achieve this vision and our mission through five goals aligned to improve **student success, enrollment, infrastructure, employee development, and community engagement.**

Thank you for your continued commitment to our community.
Together let us work to enrich everyone through education!

A handwritten signature in black ink that reads "Shelley Y. White". The script is fluid and cursive.

Shelley Y. White, Ed.D., President



CONTRIBUTORS

Strategic Planning Task Force

Dr. Michael Coleman - Vice President, Student Services

Karen Denney - Vice President, Business Operations

Pam Hardin - Director, Institutional Advancement

Michelle Harris - Director, Marketing & Communications

Wendy Hines - Vice President, Instruction

Gina Kelley - HCC Student Government Association President 2020-2021

Brek Lanning - Director, Campus Development

Dee Massey - Coordinator, Fire Training; HCC Employee Senate Chair 2020-2021

Lynn Milner - HCC Board of Trustees Representative

David Onder - Director, Institutional Excellence, Research & Grants

Sara Phillips - Director, Human Resources

Merdith Elliott Powell - Strategic Planning Consultant

George Rolland - Director, Information Technology and Network Administrator

Dr. Shelley White - President

Dr. Wally Woods - Instructor, Fish & Wildlife Management; HCC Master Teacher 2020-2021

Key Community Partners

Greg Caples - CEO, Haywood Regional Medical Center

Kevin Ensley - Chair, Haywood County Board of Commissioners

Bill Nolte - Superintendent, Haywood County Schools

CONTRIBUTORS (continued)

Haywood Community College Board of Trustees 2020-2021

Jim Blyth

Gorham Bradley

Phillip Gibson

George Marshall, Chair

Tammy Hall McDowell

Dr. Tom McNeel, Vice Chair

Lynn Milner

Dr. Morgan Plemmons

Dr. Deborah Porto

Kaleb Rathbone

Rhonda Shandever

Danny Wingate

HCC Employees, HCC Students,
HCC Foundation Board & Community Members at large

OVERVIEW OF PROCESS



With the institution entering the final year of the 2018-2021 strategic plan, the Executive Team of Haywood Community College (HCC) initiated the creation of the next strategic plan in August 2020. HCC contracted Meridith Elliott Powell to develop a Systems Thinking Strategic Plan, a focused, forward-thinking and flexible plan that is simultaneously strategic and action-oriented.



The process began in November with a presentation to the Board of Trustees and a kick-off meeting with the Strategic Planning Task Force. The Task Force began with an orientation to the Systems Thinking Strategic Planning process and started reviewing the then current plan's objectives. The next step involved collecting input during December and January regarding the institution's strengths, weaknesses, opportunities, and threats, as well as reviewing the external environment influences from the Board of Trustees, employees, students, donors, and community partners.



In March, feedback from the Board of Trustees was sought on the current Vision, Mission, and Values. This feedback was provided to the Strategic Planning Task Force to craft a new Vision, Mission, and Values. The Task Force then spent an entire day to finalize the proposed Vision, Mission, and Values and developed new goals and objectives.



Working groups were created for each of the goal areas and charged with developing initial action plans during the month of April. The final draft of the Vision, Mission, Values, Goals, and Objectives were presented to the Board of Trustees for comment in May with the final version receiving approval at their June meeting. Action plans were also finalized by the Task Force in May and June and will be transferred to working groups in the fall of 2021 to implement and monitor.

VISION, MISSION & VALUES

Vision

To Enrich Everyone Through Education.

Mission

We serve the educational needs and economic growth of our community, by promoting lifelong student learning and success.

Values

Support: Providing a helpful and encouraging environment where exceptional learning and experiences can exist.

Collaboration: Working together for a shared purpose by fostering positive and productive relationships with diverse populations throughout the college and our community.

Excellence: Striving for the ongoing pursuit of the highest quality inside and outside the classroom.

Integrity: Maintaining honest and open relationships, utilizing strong ethical principles, in everything we do.

Creativity: Encouraging thinking and exploring beyond the bounds of traditional ideas.



GOALS & OBJECTIVES

Goals are defined for a 5-year period. The Objectives defined herein are for the 2021-2022 academic year only. Further objectives will be defined in the second half of the academic year for the following academic year.

Goal 1 - ENROLLMENT

Increase enrollment by 2% a year over a five-year period college-wide, with a 1% increase coming from Haywood County residents.

Objective 1

Develop and execute a formal recruiting strategy that focuses on increasing the diversity of the student body and prioritizes programming that proactively responds to community and student needs.



GOALS & OBJECTIVES

Goal 2 - ENGAGEMENT

Consistent year-over-year improvement on our engagement levels with students, community, and employees.

Objective 1

Define the vision for community engagement and develop the strategy to achieve that vision.

Goal 3 - INFRASTRUCTURE

Progress on our short-and long-term facilities and infrastructure needs based on our comprehensive infrastructure facility roadmap.

Objective 1

Develop a formal, comprehensive, and well-integrated technology, infrastructure, and facilities roadmap.

Objective 2

Advanced planning for highest priority projects.



GOALS & OBJECTIVES

Goal 4 - EMPLOYEES

Meet or exceed expectations on employee engagement, diverse representation, people development, and talent recruitment, based on a defined workplace culture of excellence, well-being, and high performance.

Objective 1

Measure and grow employee satisfaction with year-over-year improvement.

Objective 2

Provide meaningful and frequent employee professional development opportunities.

Objective 3

Reduce employee turnover by strengthening onboarding experience and improving higher turnover areas.

Goal 5 - STUDENT SUCCESS

Increase student success by 10% over a five-year period, to ensure students are progressing on or meeting their goals and the college is providing skilled workers to the community.

Objective 1

Increase student retention rate by 2% over the next year.





ENGAGEMENT LEVELS *TALENT RECRUITMENT*

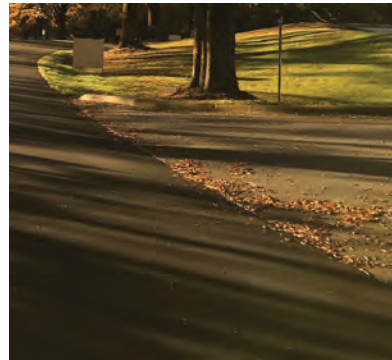
community engagement *recruiting strategy*

infrastructure needs INCREASE DIVERSITY

SKILLED WORKERS *FACILITY ROADMAP*

EMPLOYEE ENGAGEMENT **student success**

employee satisfaction INCREASE ENROLLMENT



Connect with us!



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