



Reach'n Rally!



EXECUTIVE SUMMARY

2021-2025

Wake Technical Community College
9101 Fayetteville Road, Raleigh, NC

Mission and Vision

Since 1964, Wake Technical Community College has been committed to the vision of Dr. W. Dallas Herring, known as the ‘father’ of the North Carolina Community College System: taking people where they are and carrying them as far as they can go. With this commitment in mind, our Reach and Rally strategic planning process helped us refine our mission and vision to the current needs of our community:



Mission Statement

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



Vision Statement

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.

Need

Over the past five years, Wake County’s population and economy have experienced rapid growth, with an increasing demand for a skilled workforce exceeding the supply of workers – especially in healthcare, information technology, and biotechnology. After the COVID-19 pandemic arrived in March 2020, the gap between demand for workers and supply in these industries has widened. Wake Tech is uniquely positioned to address that gap, and in so doing will play a pivotal role in the region’s post-pandemic recovery as well as in its continued growth.

While bachelor’s degrees were cited as the most-needed credential in the region in the past, companies now indicate that professional certifications and community college degrees will be in increasingly greater demand. By providing students with pathways to high-demand occupations in local industries, Wake Tech will fulfil its mission to serve as a gateway to economic mobility for the citizens of Wake County.

Goals and Strategic Objectives

GOAL 1

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.

- **Wake County Economic Health Index.** Increase the number of Wake Tech students from areas identified as low on the Wake County Economic Health Index (EHI).
- **Pell Grants.** Increase the number and proportion of Wake Tech students receiving Pell Grants.

GOAL 2

EQUITABLE OUTCOMES

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

- **Equity Gaps.** Close equity gaps in student learning and completion as identified by race/ethnicity, gender, and socioeconomic status.

GOAL 3

LEARNING

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

- **Program Learning Outcomes.** Improve student performance in meeting Program Learning Outcomes in all delivery methods: seated, blended, hybrid, and online.

GOAL 4

COMPLETION

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

- **Retention S1-S2:** Increase retention from first semester (S1) to second semester (S2).
- **Credits in First Year:** Increase the average number of college credits earned by students within their first 12 months of enrollment.
- **College-level English and Math:** Increase the proportion of students completing college-level English and math within 12 months of enrollment.

GOAL 5

TRANSFER

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

- **Transfer with degree:** 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.

GOAL 6

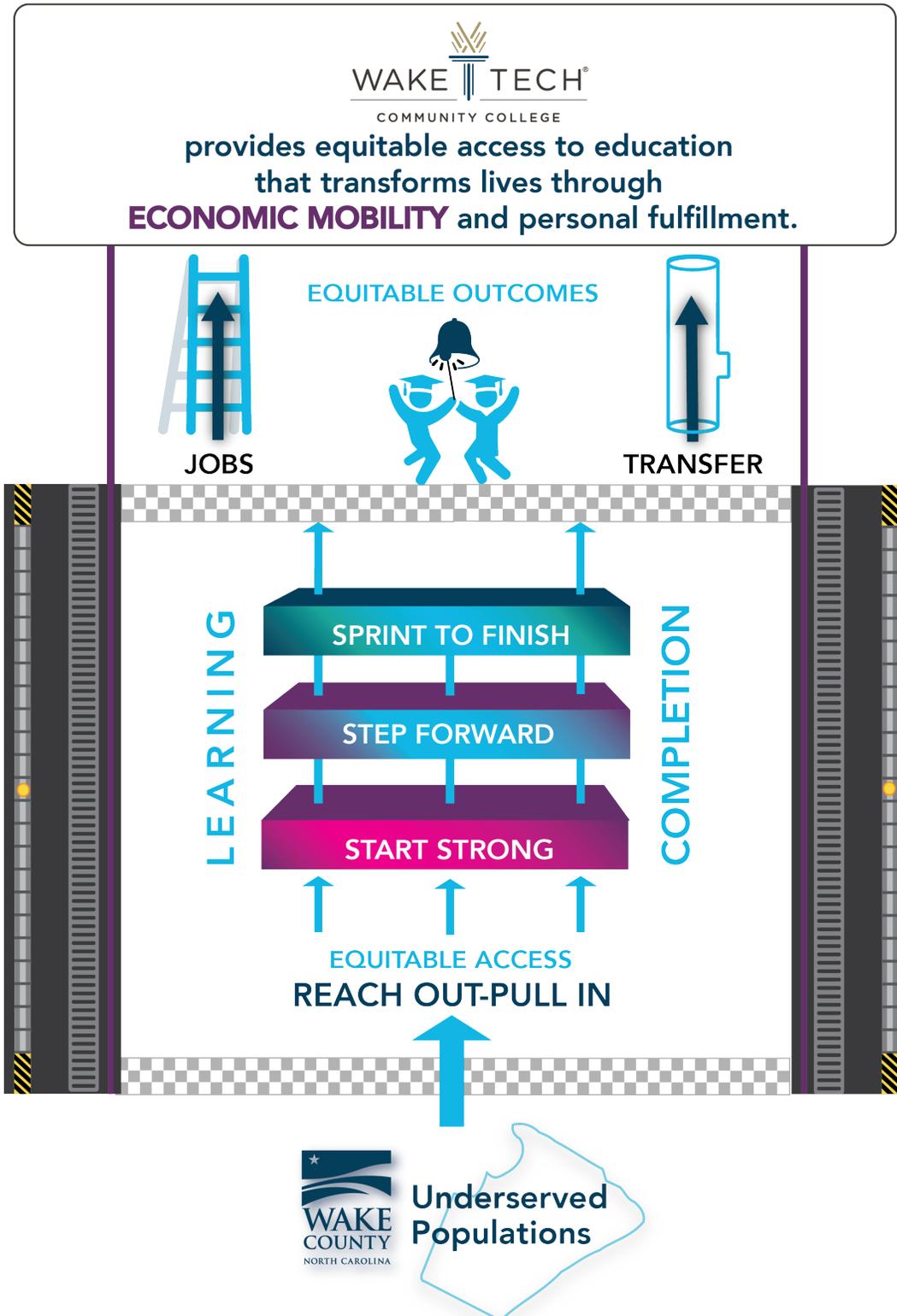
LABOR MARKET

After completing a credential, students find sustainable employment at which they earn a living wage.

- **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.
- **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.

Roadmap

Strategies in the Reach and Rally Strategic Plan are organized in a framework that conceptualizes Wake Tech as a “ladder college.” In the ladder college concept, students achieve early momentum in their academic journey and then successively “step forward,” earning stackable credentials that are directly connected to “rungs” on career ladders, and lead to living wages that increase over time.



Strategies

Equitable Access Strategies

- Targeted 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.

Equitable Outcomes Strategies

- Start Strong and Step Forward: Close performance gaps by creating a culture of care that supports and empowers students to start strong and step forward. Ensure that all students are empowered to obtain the credentials they need to be successful through the intentional design of the college experience and the availability of support services and resources.
- Summer Bridge Program: Implement a Summer Bridge Program that helps students gain early momentum at Wake Tech through early engagement and the completion of gateway courses needed to enter college-level English and math.
- Talent Management Plan: Enhance recruitment, hiring, retention, and advancement practices that support the college's efforts to grow a faculty, staff, and administration that reflect the diversity of the Wake Tech student body.

Learning Strategies

- Center for Excellence in Teaching and Learning: Create a center that brings together professional development initiatives for Wake Tech faculty under a holistic umbrella and aligns with Wake Tech definitions of teaching excellence.
- Virtual Resources: Implement and expand strategies, systems, and resources that enhance online and hybrid class instruction and learning, reduce equity gaps in virtual course environments, and supplement all instruction with virtual resources that positively impact student learning.
- Quality Enhancement Plan: Through a faculty-led process, target an area of learning for improvement for the college's next QEP, a requirement for SACSCOC reaffirmation in 2025.

Completion Strategies

- Policy: Change policies that potentially (though inadvertently) impede student success.
- Advising Redesign: Revamp the advising process, including systems to connect, onboard, advance, and graduate students; provide the necessary staffing, technology, and training required.
- Coordinated “One-Stop” Student and Academic Services: Bundle student support services in a coordinated “one stop” manner that is integrated with coursework, connects students to support services before they stop-out, and ensures these services are targeted to and accessed by historically low-performing students.
- Student Advocacy and Support: Expand the resources available to help students overcome life challenges that threaten their academic aspirations, and ensure that faculty and staff are informed and aware about directing students to them.
- Data: Develop a system of regular distribution, review, and use of college-wide data, in ways that are easy to visualize and at levels meaningful to stakeholders, such as course/program/division/institution.

Transfer Strategies

- Pre-Transfer Experience: Maximize the WTCC pre-transfer experience to prepare graduates to excel upon transfer.
- Joint Ownership: Create a culture of collective institutional support and ownership of transfer student success outcomes with leadership from primary university transfer partners.

Labor Market Strategies

- Active Employer Engagement: Establish active employer engagement across all paths to, through, and from Wake Tech, such as high school dual enrollment paths, pre-apprenticeship and prior learning credit, work-based learning and apprenticeships, and strategic bilateral transfer partnerships.
- Career Ladders: With employer input, create dynamic career ladders around stackable AAS degree and diploma paths that include robust and data-informed career development.
- Living Wage Jobs: Encourage and inform new students about programs that lead to living wage jobs in Wake County.



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