



WALLACE STATE  
HANCEVILLE • ONEONTA

2024

TO

2027

STRATEGIC PLAN





# Introduction

*“Success is when we  
add value to ourselves.  
Significance is when we  
add value to others.”*

John Maxwell

Wallace State has developed this three-year Strategic Plan, not at a crossroads of spectrums of interests and movements, but on the banks of a mighty river of information. In this epoch of history, change and disruptions are an expectation. Even as Wallace State serves as an educational and workforce leader, it recognizes that even the quintessence of educational leadership has changed. In the journey of today, the college recognizes that the locus of leadership can shift at any time from the organizational core to the edges and back again as leaders with powerful and transformational ideas can emerge from anywhere.

The college begins a new journey on a pathway that is fraught with challenges, but that, more importantly, offers the exhilaration of new opportunities and innovations. For the first time, artificial intelligence and quantum computing, to cite just two examples, have entered the strategic landscape and what this means for the future of higher education is still something of a mystery. It is not the mission of the college to master innovation—this is hardly possible anyway—but to make innovation part of the definition of what Wallace State is.

The new plan is subtitled “Wallace State’s Journey into Our Best Future” because Wallace State is committed over the next three years to pulling from its immersion in the vast river of information all that represents the best and most significant future for its three key constituencies:



- *Student Journey*
- *Employee Journey*
- *Community Journey*

The accomplishments of Wallace State have been exceptional, including being selected with other top colleges to lead the national implementation of the American Association of Community College’s Guided Pathways model, and being one of a select number of Leader Colleges in the seminal Achieving the Dream program. Achieving the Dream was begun by the Lumina Foundation and other organizations to enable more students to achieve the dream of realizing their own personal and professional potential, a step that often begins at the door of a community college.

Wallace State is beginning its new strategic plan with a sense of boldness and humility, boldness because of the power it possesses to create its own journey and humility because it recognizes and values the contributions of all its learning partners.



# Our Mission

*Wallace State is committed to learning  
that transforms lives and communities.*

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# Our Vision

*Wallace State will facilitate learning without boundaries,  
will be committed to every student's success,  
will exemplify the spirit of perpetual improvement,  
and will promote an overarching sense of community.*



# Our Process

In July 2024, Dr. Vicki Karolewics, President of Wallace State, commissioned a strategic planning task force to review the previous five-year plan and establish a framework for a new three-year plan that reflected its position as a regional and national transformational leader college. The Task Force was comprised of approximately fifty representatives of various campus and community constituencies.

The Task Force met in person at a planning summit at the Wallace State Workforce Training Center on the grounds of Rehau Manufacturing in Cullman. The summit began with remarks from the President and the College Dean Emeritus. The participants, divided into working groups, analyzed the College's positioning in regard to strengths, weaknesses, opportunities, and threats, and submitted summaries to the President. In preparation for the summit, participants spent several months participating in a designated series of professional development sessions by a futurist, an economist, a demographer, and AI expert.

Parallel to these efforts were activities related to the College's designation as a Rising Star for the 2025 Aspen Prize for Community College Excellence, earning Wallace State a place among the Top 3 community colleges in the nation. This journey began with a nomination in November 2023 and has continued to the present with several points of evaluation as the college eventually proceeded to being named a finalist, recognition that included a campus visit by a national selection committee in early September 2024. The visit included more than sixteen interviews with over 80 employees, students, community educational and business leaders, and members of the Alabama Community College System Board of Trustees. No college in Alabama has ever been selected as a finalist in the twenty-year history of the award.







# The Student Journey

*The student's  
continuum of  
learning and  
well-being has  
no beginning  
and no end.*



# Strategic Priority No.1



TO RECOGNIZE AS A GOVERNING PRINCIPLE THAT THE STUDENT PATHWAY IS CHARACTERIZED BY PROGRAMS AND SERVICES THAT ARE ALIGNED, ACCELERATED, AND CONSISTENT, AND THAT EFFECTIVELY MOVE THE STUDENT TOWARD A CREDENTIAL OF VALUE

## GOAL NO. 1

To implement and maintain One Door enrollment management strategies that are seamless, expansive, and connected to value-based credentials

## GOAL NO. 2

To design available interventions that are adaptable, anticipatory, accessible, and transformative

# Strategic Priority No.2

TO ESTABLISH POST-COMPLETION STUDENT PATHWAYS THAT MOVE THE STUDENT TO HIGHER LEVELS OF PERSONAL AND PROFESSIONAL SUCCESS

## GOAL NO. 1

To increase the bachelor's degree attainment rate for our service area

## GOAL NO. 2

To provide all students with access to pathways for high-value jobs that pay more than a living wage







# The Employee Journey

*Redefining the role of the College in the student success continuum requires redefining and broadening the role of employees, a challenge that recognizes the power of ideas and the potential for sudden change emergent from innovation or disruption.*



## Strategic Priority No.3

TO ESTABLISH AND MAINTAIN A HUMAN CAPITAL STRATEGY THAT IS ALIGNED WITH STUDENT SUCCESS GOALS

### GOAL NO. 1

To ensure that the College's hiring and recruitment strategies are marked by transparency, effectiveness, and integrity in all processes and practices

### GOAL NO. 2

To incorporate in hiring and recruitment strategies a recognition that the College's programs and services transcend traditional portals of entry and exit



## Strategic Priority No.4

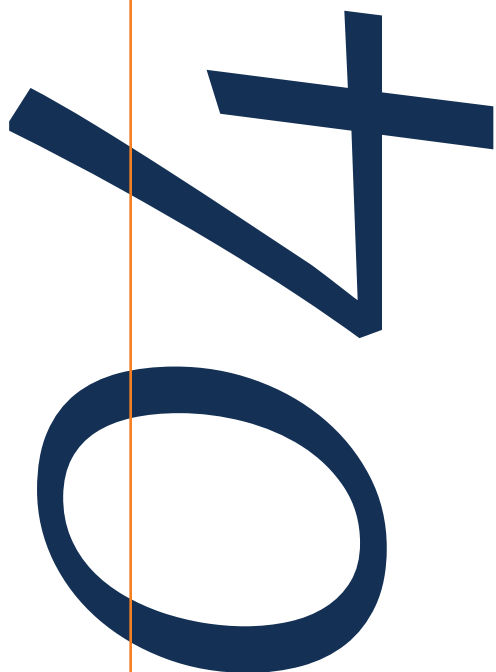
TO CREATE AN INSTITUTIONAL VISION FOR EMPLOYEES THAT RECOGNIZES THE IMPORTANCE OF GROWTH, RESPONSIVENESS TO CHANGE, AND THE CONTRIBUTORY NATURE OF A CULTURE THAT SUPPORTS SUCCESS FOR ALL CONSTITUENCIES THE COLLEGE SERVES

### GOAL NO. 1

To establish a professional development program that incorporates student success, employee growth, and targeted intentionality

### GOAL NO. 2

To maintain an institutional culture that supports efforts to excel as individuals, practitioners, colleagues, and teams





# The Community Journey

*The community and the College, comprised of learning partners in all sectors of life and work, represent the strategic canvas that mutually shapes personal fulfillment and professional success. Complete integration is achieved when interactions between the two are unified into one cohesive framework that promotes the pursuit of happiness and economic wellbeing for all.*





## *Strategic Priority No.5*

TO STRENGTHEN WORKPLACE VALUES AND CONGRUENCY TO CREATE PATHWAYS THAT INCORPORATE INNOVATION, ADAPTABILITY, AND BEST PRACTICES

### **GOAL NO. 1**

To establish career pathways that are properly resourced, vertically integrated, and aligned with contemporary workplace needs and expectations

### **GOAL NO. 2**

To establish transformative economic pipelines that promote entrepreneurial growth and expand the business opportunity horizon

## *Strategic Priority No.6*

TO ESTABLISH LEARNING PARTNERSHIPS ACROSS THE COMMUNITY CONTINUUM THAT REFLECT THE HIGHEST VALUES OF COMPASSION, INTENTIONALITY, ACCOUNTABILITY, AND SERVICE

### **GOAL NO. 1**

To establish community service as a cornerstone of progress and well-being

### **GOAL NO. 2**

To view each community relationship as a mutually beneficial learning partnership that has present and future value for all



**WALLACE STATE**  
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