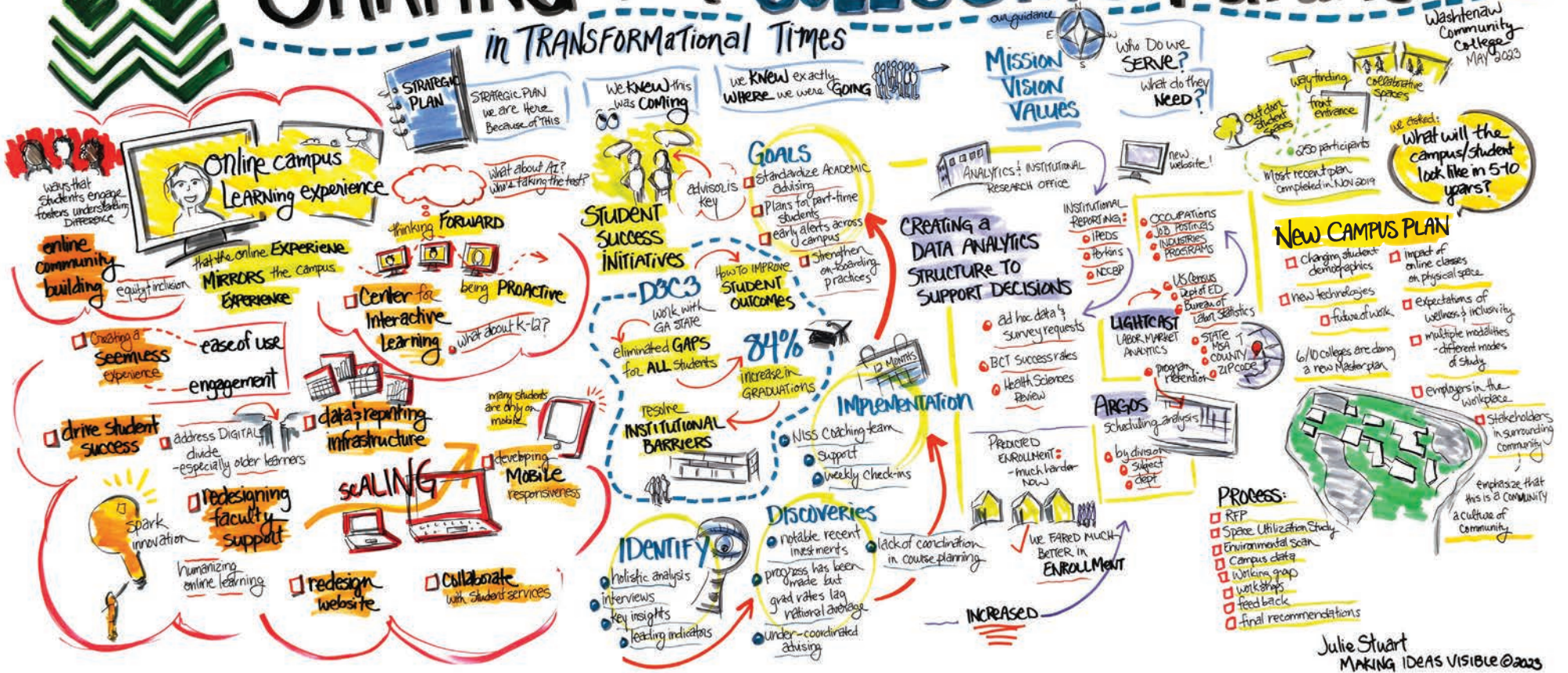




SHAPING OUR COLLECTIVE FUTURE

in TRANSFORMATIONAL Times



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One of the most rewarding parts of serving on the Washtenaw Community College Board of Trustees is seeing the difference the college makes for the wide variety of students it serves. People of different ages, backgrounds, experience levels, races and religions are pursuing degrees and certificates in more than 130 different programs. Some are planning to transfer to a four-year university, others will go straight into the workforce, and some are simply learning a new skill.

No matter how diverse the student population or their pursuits, the college aims to keep up with their ever-changing needs while maintaining a sharp focus on achieving its mission and vision. It has been exciting to witness how faculty and staff have worked collaboratively to continually implement new innovations.

Achieving the current goals laid out over the following pages represents a learning environment that is distinguished by a commitment to preparing students for success in an increasingly changing and fast-paced world. I am certain these cooperative efforts will continue to strengthen WCC's leadership in offering an accessible, exceptional education, and readying them for a vibrant future, whatever their ambitions may be.

A handwritten signature in black ink, which appears to read 'Angela Davis'. The signature is fluid and cursive.

Angela Davis
Chair, WCC Board of Trustees

from the **PRESIDENT**



At Washtenaw Community College, we are continually focused on our mission to make a positive difference in people's lives through excellent and accessible programs and services. This has never been more important than now, as we work together as a campus community through transformational times to meet the evolving needs of students, community members, employers, and partners across the region.

Ensuring the college is successful in meeting the educational needs of the many communities WCC serves requires us to approach both challenges and opportunities with foresight and agility as we chart new paths, often marked by uncertainty and ceaseless change. Yet even while we have encountered powerful shifts in the world around us in recent years, the college has continued to adapt, respond, renew, and

yes, transform to be the community's college now and into the future. We should all be proud as we consider the achievements of the past year, review our progress, and prepare to pursue positive and innovative actions in the year ahead.

This strategic plan update focuses on the four key goal areas outlined in ***"Shaping our Collective Future 2023-26"*** which you will read about in the following pages. I am grateful for WCC's faculty and staff for their essential role in fulfilling the college's mission and strategic goals and look forward to seeing all that we will achieve together as we continue to shape the future success of Washtenaw Community College.

A handwritten signature in black ink that reads "Rose B. Bellanca Ed.D.".

Rose B. Bellanca, Ed.D.
President, Washtenaw Community College



Meeting the future with **INNOVATION, COLLABORATION AND DEDICATION**



In August 2023, Washtenaw Community College presented the final outcomes of its 2020-23 strategic plan, *Shaping Our Future Success*. The collaborative efforts of WCC faculty and staff resulted in the completion or operationalization of critical goals and initiatives that have empowered the college to continue being future focused, while responding to the continually changing needs of students, the community, and business and industry.

In 2023, the college also launched its new three-year strategic plan: *Shaping our Collective Future in Transformational Times*. Building upon the strength of the innovative work that drove the previous plan, *Shaping Our Collective Future 2020-26* is a focused roadmap that will enable WCC to meet its mission now and well into the future. By addressing specific needs, challenges, and opportunities, *Shaping Our Collective Future 2020-26* provides the infrastructure to ensure a sustainable future for students and the institution, supported by continued excellence and innovation.



The college continues to build its decision-making and initiatives around the eight strategic priorities that have comprised the framework for strategic planning since WCC's 2012 inaugural plan,

Shaping our Future:

1
PROFESSIONAL DEVELOPMENT AND ORGANIZATIONAL HEALTH

2
STUDENT SUCCESS AND SATISFACTION

3
INSTITUTIONAL INNOVATION, AGILITY, AND RESPONSIVENESS

4
VISIBILITY AND BRANDING

5
WORKFORCE DEVELOPMENT

6
PARTNERSHIPS

7
FUNDING AND RESOURCES

8
COMMUNITY ENGAGEMENT AND DEVELOPMENT



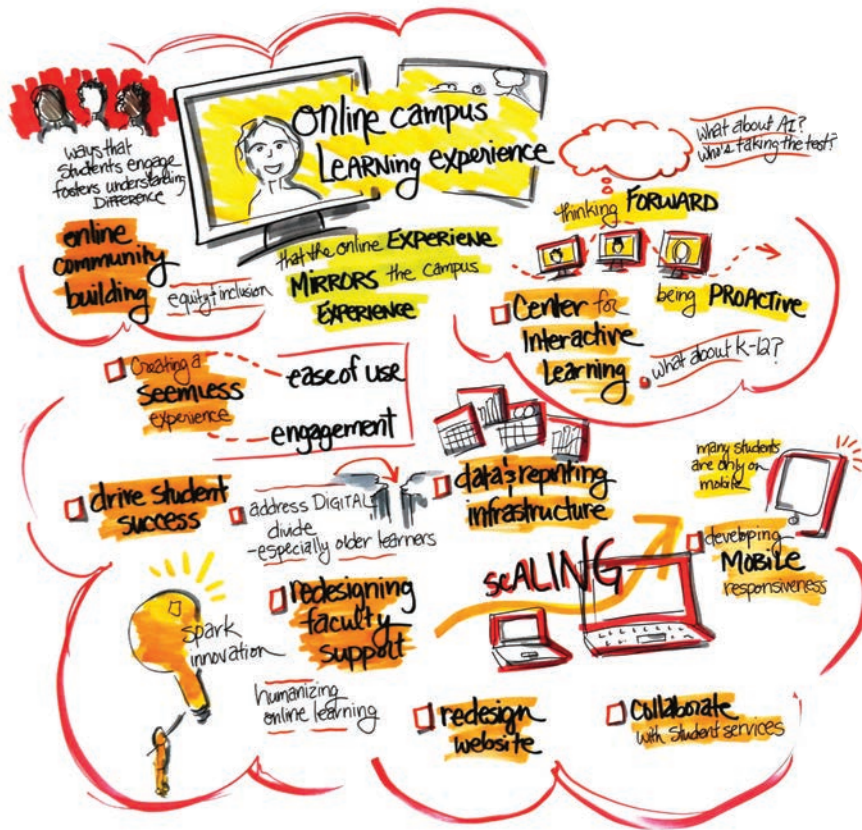
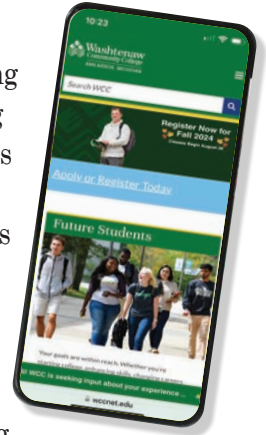
Shaping our Collective Future 2023-26 intentionally focuses on four overarching key goal areas, each of which is infused with and informed by each of these eight priorities and aligned with WCC's mission, vision, and values.

Over the following pages, the college presents its 2023-24 strategic plan updates for *Shaping our Collective Future 2023-26*. The four key goals were presented to the WCC Board of Trustees in May 2023 with examples of related initiatives planned or in process.

1 KEY GOAL

Online LEARNING

Creating a Seamless Learning Experience for Student Learning, Success, and Satisfaction



The first key goal is designed to elevate the institution's online learning experience by enhancing support for both faculty and students. The following plan outlines the college's commitment to continuous improvement and innovation, ensuring WCC meets the evolving needs of our community. Key initiatives include the adoption and integration of Canvas, the development of data-driven infrastructures, faculty professional development, and streamlined student support systems. These efforts are aimed at creating a cohesive and accessible online learning environment that fosters student success and academic excellence.

■ Adopt a learning management system (LMS) to meet current and future needs of the college.

- Developed evaluation criteria and process to assess and meet learning management needs for the college, including RFP process, campus-wide opportunity for vendor review, faculty/staff/student survey for comprehensive feedback, and selection of Canvas.
- Upon adoption of Canvas, completed technical set-up and migration of all courses from Blackboard to Canvas.
- Created a WCC branded, mobile friendly Canvas template and trained faculty on its use.
- Created guide to reformatting distance and hybrid courses for Canvas that was shared with faculty and staff, and initiated pilot reformatting process with faculty work group.
- Trained CiTL online staff on reforming and building courses in Canvas.
- Identified courses and instructors and launched faculty training support for Fall 2024 pilot of new LMS.



■ Develop data and reporting infrastructure to drive continuous improvement.

- Designed and administered a student pulse survey focused on the online experience. Analyzed and developed reporting scorecard to inform improvement and direction of online learning.
- Designed and administered faculty tool-use survey to capture data on software and services used by faculty in their online courses. Analyzed and developed reporting scorecard to inform innovation and potentially pilot technology for online learning.
- Developed faculty survey to assess and inform further faculty Canvas training needs.

■ Enhance faculty support and professional development.

- Revised faculty courses “Introduction to Teaching Online” and “Advanced Teaching Online” to address Canvas and other new aspects of online learning.
- Created series of faculty trainings on authentic learning and using Generative AI in course materials and assessments.

■ Drive student success through seamless student support.

- Created student orientation to pilot in Fall 2024 for students new to Canvas and online learning at WCC.
- Updated WCC online learning website to streamline content for accessibility.
- Designated training for IT help desk and call center on Blackboard and Canvas software.

■ Scale and streamline online delivery to meet the needs of students.

- Launched effort for non-credit processes to align with those for credit students.
- Standardized course navigation for student ease in locating materials and assessments.
- Standardized quality assurance process to measure against high performing assurance metrics.
- Embedded student support and instructions in Canvas to promote student success in courses and increase access to student support services.

“ With WCC’s online learning, the only roadblock to your education is you. Online classes can give you the freedom and flexibility to continue your education while still working full time, raising a family, or just living life. I scheduled virtual appointments with my academic advisor, all of my classes were online, and everything from applying to the college and picking a program to setting a course study plan of action and meeting with instructors was all completed through phone calls or on Zoom. I even did labs and group projects completely remote and was able to replay the lectures and take proctored exams. I had a scheduled vacation out of the country and was able to work ahead and even get some things completed while in another country.”

– Dawn McGee,
WCC Graduate, April 2024
Business Administration Transfer
Associate Degree



2 KEY GOAL

Student SUCCESS

Implementing Targeted Success Initiatives



The second key goal focuses on enhancing student success through detailed analysis, improved support systems, and targeted outreach programs. By disaggregating retention and graduation data, the college aims to identify and address the specific needs of the college’s diverse student population. Key actions include the standardization of advising protocols to ensure a consistent and proactive approach. Additionally, the college is expanding its partnerships with K-12 schools and promoting career pathways through the Advance Ypsi+ program to support student and community success. The following efforts are designed to create a supportive and effective learning environment that helps all students achieve their academic and career goals.



STEM Scholar Transfer Celebration



Michigan Federation for Advanced Manufacturing Signing Day

■ **Disaggregate retention, graduation, and other key student metrics.**

- Launched actions to better identify which students are stopping out, and when and why this occurs, including:
 - Worked with Analytics & Institutional Research to analyze success by demographics, such as retention data disaggregated by race, gender, full- and part-time, age, and admissions status.
 - Preparing advising reports through Target X for students on Satisfactory Academic Progress (SAP) warning and for students in poor academic standing for launch in Fall 2024.

■ **Understand and improve course planning and scheduling.**

- Initiated planning for development of academic maps for part-time students to promote completion, with implementation of first phase scheduled upon launch of new CourseLeaf catalog management software in Fall 2024.



*Nursing
Pinning Ceremony*



Student **SUCCESS** *continued*

■ Implement first-year student onboarding.

- Launching development of a coordinated first semester calendar for students with “First 15 Weeks at WCC” theme and wellness focus, and new coordinated onboarding for FTIAC (First Time in Any College) students.

■ Ensure all students receive a consistent standard of care.

- Standardized advising technology and protocols to deliver data-informed, coordinated and proactive advising to students, including:
 - Increased communication of the importance of sending early alerts via Target X, with 9.27% increase of usage (such as academic alerts, Student Resources Center referrals, CARE Team referrals, and Success Coach referrals) over prior academic year.
 - Enhanced advising and success for FTIAC students by creating coordinated orientation, advising, and registration sessions for this population, with a goal of increasing retention and completion.
 - Initiated creation of student and advising tasks (effective 2024-25) for evaluation of progress at least two semesters prior to applying for graduation, with a goal of increased on-time graduation.
 - Completed a review of current student communications as part of implementing coordinated email campaigns to increase advising appointments and student engagement.

*Radiography
Pinning Ceremony*





■ **Support K-12 Pathways and Mobility Pathways through Advance Ypsi+ program promoting student and community success.**

- Increased awareness with partners (Ypsilanti Community Schools and Lincoln Consolidated Schools) regarding college and mobility opportunities through the Advance Ypsi+ program, including:
 - Offered information sessions at organizations such as Parkridge Community Center, Sauk Trail Housing Community, Friends in Deed, Bottles and Backpacks Day Care, and the Barrier Breakers group of social services.
 - Had outreach to additional students in Ann Arbor Pathways, Belleville High School, Arbor Prep, and Skyline High School.
 - Hosted Ypsilanti and Lincoln students at WCC's Manufacturing Day and participated in their Senior Day and ACCE College and Career Day.
 - Had outreach to additional students in Ann Arbor Pathways, Belleville High school, Arbor Prep, and Skyline high schools.
- Promoted sector pathways to increase the number of adults in the Ypsilanti region pursuing careers in mobility fields, including promotion of WCC certificates in areas such as automotive, computer networking, cybersecurity, robotics, and welding.
- Launched digital advertising awareness campaign to residents, in-person events, and targeted email campaign, with outreach in progress for Fall enrollment.

“ I am always excited to meet first-time students planning to transfer because they are starting a new academic journey. We discuss their goals and create a comprehensive, detailed academic/support strategy to ensure they will be a competitive applicant for transfer to any four-year institution, including the University of Michigan. Proper planning is essential to success. This is especially important for students pursuing STEM programs because many of those classes require successful completion of prerequisites to continue to progress in their classes/program. However, to me, the most important part of working with students is helping them to understand and fully appreciate their true potential and that we believe in their success and are here to support them every step of the way.”

– Alexi McCracken,
WCC College Advisor

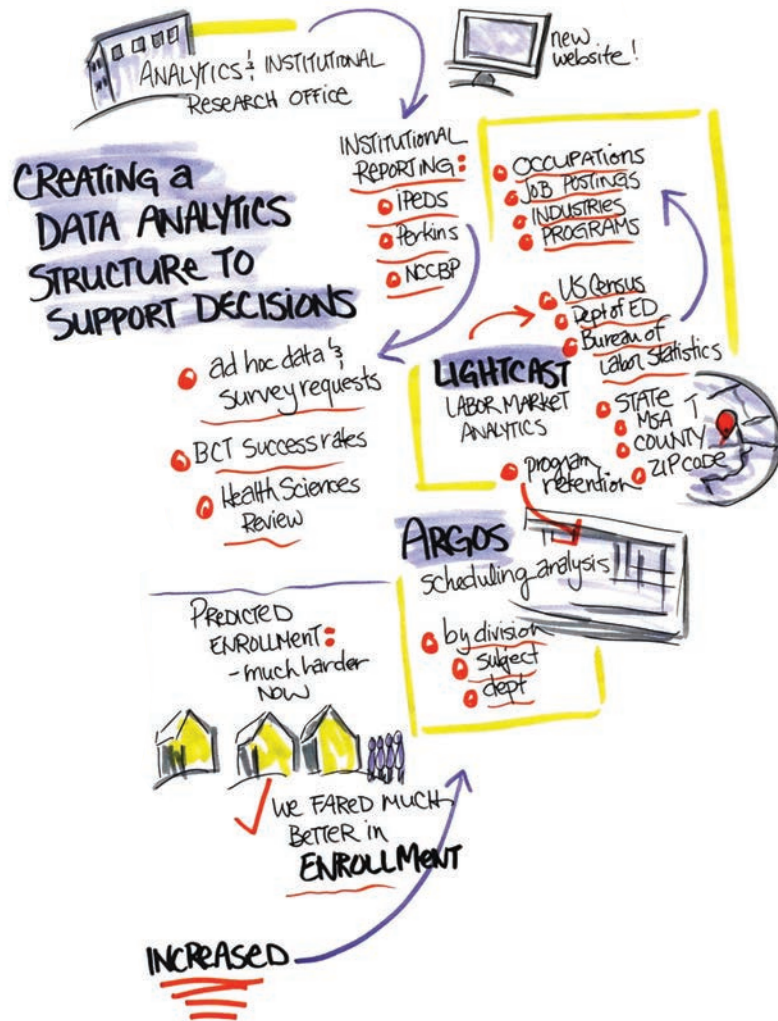


3

KEY GOAL

Data ANALYTICS

Creating a Data Analytics Structure to Support Decision Making



The college's third key goal focuses on enhancing data-driven decision-making capabilities through comprehensive institutional reporting, detailed data analysis, and the development of interactive tools. New attrition data reports provide Deans with valuable insights to improve student success. The expanded use of Lightcast, a global leader in labor market analytics, and other metrics supports the continuous refinement of academic program reviews. Additionally, the college developed predictive enrollment models and interactive dashboards to aid in strategic planning and budget development. These efforts help empower the institution to make informed decisions that enhance student outcomes and institutional effectiveness.

“ Utilizing data has been instrumental in writing our program’s Self-Study report for accreditation renewal. Through comprehensive analysis, we ensure our curriculum remains contemporary, evidence-based, and aligned with industry needs. Insights from Lightcast provide information on program enrollment and cost, occupational trends, and salary comparisons within our region. Data analysis also helps us assess whether we are meeting our program’s goals and outcomes as well as confirms that our clinical education provides the appropriate breadth, depth, and quality needed to support our graduates. These insights empower us to make informed decisions that enhance student outcomes and institutional effectiveness.”

– Ashley Bernstein,
WCC Professional Faculty,
Physical Therapy Assistant program



■ Complete institutional reporting, ad hoc data and survey requests, and data analysis and report generation, including the following:

- Developed a new annual attrition data report to support Deans in identifying key points in the semester where students are dropping, and inform decisions on course offerings to improve student success.
- Expanded use of Lightcast for decision making, including creating and defining weighted metrics to inform academic program review, and presenting information on use of the tool to academic divisions (in progress).
- Supported ongoing refinement of program review through use of quantitative internal and external metrics.
- Completed development of high school and predicative enrollment models for use by Finance in budget development, projecting disaggregated headcount and credit hours over next several years.
- Developed interactive retention and persistence dashboards for visual and customizable access to student success trend data, supporting strategic enrollment planning and success initiatives.
- Supported provision of data for program level and accreditation, as well as reporting for ad hoc federal data or other compliance requests.



4 KEY GOAL

New Comprehensive **CAMPUS PLAN**

Updating the Campus Plan to Meet Needs of Students and Campus



The final key goal involves developing an updated comprehensive campus plan to address evolving student trends, campus space utilization, teaching and learning modalities, new technologies, work environments, and service expectations. This initiative includes conducting best practice research on post-COVID campus spaces and launching a campus-wide space utilization study to inform future planning. These efforts will enable the college to create a campus environment that supports the diverse needs of students, faculty and staff.

- Complete steps to develop an updated comprehensive campus plan addressing changes in areas such as student trends, use of campus space, teaching and learning modalities, new technologies, work environments, and expectations for service and design, including the following:

- Reviewed best practice research internally on evolving campus spaces post-COVID in preparation for space utilization study.
- Launched efforts toward implementing a campus-wide space utilization study, as preparation for later launch of a comprehensive campus plan process.



“ As both a WCC trustee and a professional in commercial real estate, I understand the significant challenges and opportunities that come with evolving spaces. The post-pandemic landscape has reshaped how we think about space utilization and the integration of new technologies, both in business and education. Developing a new campus plan is a proactive step toward creating an adaptable and dynamic environment that meets the changing needs of our students, faculty and staff. By leveraging best energy practices and conducting comprehensive space utilization studies, we are committed to fostering a supportive and innovative learning community. ”

– William G. Milliken, Jr.
Vice Chair, WCC Board of Trustees
President, Milliken Realty Group



Washtenaw
Community College

*What do you call someone
who attended WCC? **Employed.***

Washtenaw Community College does not discriminate on the basis of religion, race, color, national origin, age, sex, height, weight, marital status, disability, veteran status, sexual orientation, gender identity, gender expression, or any other protected status in its programs and activities. The following office has been designated to handle inquiries regarding non-discrimination policies: Vice President of Student Services, SC 251, 734-973-3536. Facility access inquiries: V.P. of Facilities, Development & Operations, PO 112, 734-677-5322.

Washtenaw Community College (WCC) is accredited by the Higher Learning Commission (hlcommission.org). For information about WCC, call 734-973-3300.