

SHAPING OUR FUTURE TOGETHER

STRATEGIC PLANNING REPORT August 2018 Progress Update





FROM THE PRESIDENT

The world is changing all around us. At Washtenaw Community College, students come through our doors with the expectation that we will prepare them with the skills and knowledge they need to thrive in a rapidly evolving educational, technological, and economic environment, and ultimately to succeed in a job that may not yet exist. Employers and partners in business and industry expect that we will provide and enhance the most up-to-date skills of a highly trained workforce to meet their quickly transforming needs. Our community anticipates that we will be able to offer programming and services that have a powerful and positive impact on the current—and future—quality of life in our region.

Washtenaw Community College's strategic planning process has enabled the College to be focused on the future right now, ensuring we will meet all the expectations of those we serve in the coming decades just as effectively as we do today. Since its inception, WCC's strategic plan *Shaping Our Future 2012–15* and update *Shaping Our Future Together 2015–19* have provided the roadmap to implementing responsive, agile, and innovative initiatives that promote student success, thriving educational and workforce partnerships, and community development—all with future opportunities in sight.

The priorities of the strategic plan root our forward momentum in WCC's mission, and the College's founders of over fifty years ago would certainly recognize that every day we fulfill our mission of making a positive difference in people's lives through accessible and excellent programs and services, even as we confidently face the future. We are pleased to share the priorities, goals, and accomplishments of 2017-18 as we continue the journey forward and shape our future together.



Rose B. Bellanca, Ed.D.
WCC President

MISSION

Our College strives to make a positive difference in people's lives through accessible and excellent educational programs and services.

VALUES

TEACHING AND LEARNING: We embrace teaching and learning as our central purpose.

SUPPORT: We make every effort to help learners achieve success.

DIVERSITY: We respect differences in people and in ideas.

PARTNERSHIPS: We plan and work together with respect, trust, and honesty within the College and with the communities we serve.

INNOVATION: We seek the best possible ways to conduct our work.

VISION

WCC is a learner-centered, open-door college dedicated to student, community and staff success. We offer a wide spectrum of community college services with an emphasis on premier technical and career educational programs.

The College staff continuously learns to improve learning.

WCC BOARD OF TRUSTEES

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WCC PRESIDENT

Rose B. Bellanca, Ed.D.

PRIORITY 1

PROFESSIONAL DEVELOPMENT and ORGANIZATIONAL HEALTH

Sustain and enrich organizational culture and health with an emphasis on building and leveraging a learning community.

OUTCOMES 2017–2018

- ▶ Implemented a recognition process through a system of tracking and rewarding attendance at Teaching and Learning Center events, increasing attendance by 15% and awarding 175 certificates of completion in 2017–18.
- ▶ Developed and improved professional development offerings based on employee feedback and best practices through Essential Trainings and through pathways and workshops offered in collaboration with the Teaching and Learning Center.
- ▶ Developed a new professional development training program with emphasis on skill development effective fiscal year 2019 for Office Professional Technical staff.

NEW OR CONTINUING GOALS 2018–2019

- ▶ Continue to consolidate professional development under one umbrella through collaborative processes with the Teaching and Learning Center and other resources.
- ▶ Further develop and monitor a rewards and tracking program for employee professional development.
- ▶ Implement a comprehensive professional development curriculum sequence that adds value to the institution and to WCC employees.

PRIORITY 2A

STUDENT SUCCESS: INSTRUCTION

Strengthen and enhance student success through instruction.

OUTCOMES 2017–18

- ▶ Focused on initiatives to increase student success, retention and completion, implementing strategies to increase persistence by 2% and graduation rate by 20% by 2020, including:
 - ▶ Incorporated Michigan Transfer Agreement into general education model.
 - ▶ Updated early alert process.
 - ▶ Executed #15tofinish campaign to promote completion.
 - ▶ Enacted intervention strategies for 20/20 FTIAC (First Time In Any College) cohort.
 - ▶ Evaluated success rates in online courses and addressed issues through redesign.
 - ▶ Evaluated and improved student withdrawal process.
 - ▶ Increased Fall to Winter degree-seeking students by 2% over prior year.
 - ▶ Increased Fall to Winter persistence in students between the ages of 20–22 by 9% over prior year.

NEW OR CONTINUING GOALS 2018–19

- ▶ Continue to support and increase student success, persistence, and completion through targeted strategies.
- ▶ Continue to improve assessment of student learning through faculty engagement and through the Assessment Academy.

“

Washtenaw Community College has seized the opportunity to continuously move forward on the path to promote access and success for all students. With the landscape of higher education and the needs of employers constantly changing, our students depend on us to future-proof their education so they will be ready to achieve whatever their dreams may be, whatever their background, and regardless of whatever challenges may be down the road.”

Diana McKnight-Morton

Chair, Washtenaw Community
College Board of Trustees



PRIORITY 2B

STUDENT SUCCESS: STUDENT SERVICES

Strengthen and enhance student success through student services and support.

OUTCOMES 2017–18

- ▶ Scaled up group advising to include all high-traffic registration time periods, including all Xpress sessions.
- ▶ Implemented a student success coach model that included one-on-one outreach assistance for students to identify academic and personal needs and build skills for improved success, retention, and completion, including hiring coaches to serve approximately 500 students in multiple cohorts. Cohorts include:
 - ▶ Foster Youth students
 - ▶ Career and Technical Education students
 - ▶ Academic Skills 107/108 students
 - ▶ English 090/091 students
 - ▶ Ann Arbor Community Foundation Scholar students
 - ▶ Adult Transitions students
- ▶ Provided advising for guided pathways by creating a Healthcare Exploration course and health pathways in the Health Foundations Program to ensure the cohort of students is directed to the most viable career and academic pathway.

NEW OR CONTINUING GOALS 2018–19

- ▶ Implement a customer relationship management (CRM) system to enhance student recruitment and retention.
- ▶ Continue to implement the student success coaching model to additional cohorts.
- ▶ Provide further advising for guided pathways that will redirect students unlikely to be accepted into limited-access programs to more viable, direct academic and career paths.

PRIORITY 3

INSTITUTIONAL AGILITY, INNOVATION, and RESPONSIVENESS

Increase institutional agility and responsiveness to external needs, forces, and trends.

OUTCOMES 2017–18

- ▶ Completed deployment of the Teaching and Learning Center and professional development programming for faculty and staff year-round, with 1,800 participants in approximately 180 sessions in 2017–18.
- ▶ Scaled development of no-cost Open Education Resources (OERs) and low-cost learning platform alternatives to textbooks to enhance affordability for students.
- ▶ Strengthened partnerships with high schools to enhance students' college preparedness, retention, and success through programs such as GenNet online and High School Seniors Today, College Freshman Tomorrow information literacy programming.
- ▶ Ensured accessibility of online and blended courses based on universal design for learning principles through a College-wide audit of online courses and faculty training on accessible course design.
- ▶ Completed initial faculty input gathering phase regarding design levels, needs, and budgets for active, collaborative classrooms prior to the master planning process.

NEW OR CONTINUING GOALS 2018–19

- ▶ Continue to support faculty cohorts in development of OERs as work in this area is operationalized.
- ▶ Continue to foster creative partnerships online and on ground to prepare regional high school students for college-level work.
- ▶ Enact processes to ensure accessibility of course delivery with design standards and compliance with college procedures.
- ▶ Explore expanding active and collaborative learning space on campus as part of the master planning process.
- ▶ Continue to seek international opportunities that may enrich the campus learning environment with the inclusion of international students and international learning opportunities on or off campus.



**To meet the evolving needs
of our students, institutional
agility, responsiveness, and
support are essential.”**

Claire Sparklin

Professional Faculty, Communications
Washtenaw Community College



PRIORITY 4

VISIBILITY and BRANDING

Place a concerted emphasis on institutional visibility and branding.

OUTCOMES 2017–18

- ▶ Completed User Interface/User Experience design and development of the web redesign project, launched migration of existing content and developed online tools.
- ▶ Continued and increased the College's presence at high-profile events, such as the North American International Auto Show, the Mackinac Policy Conference, ComicCon, and the College's first-ever Smart Cities event.
- ▶ Completed the creation of digital badges as a strategy to credential students, including a co-branded project with Pearson in computer courses, and a partnership with Parchment to award digital credentials to WCC students for degrees and certificates upon graduation as of 2017–18.

NEW OR CONTINUING GOALS 2018–19

- ▶ Further web redesign project to increase college access, awareness, and visibility.
- ▶ Complete implementation of digital credentialing as a strategy to verify students' competency and position WCC as a college focused on skills development and employability.
- ▶ Continue to expand and measure the impact of WCC's presence at high-profile, high-value events.

PRIORITY 5

WORKFORCE DEVELOPMENT

Pursue workforce development in partnership with business and industry employers and community organizations.

OUTCOMES 2017–18

- ▶ Partnered with Michigan Works and increased experiential learning student placements with employers by 50% over 2016–17.
- ▶ Established an experiential learning tracking system and metrics.
- ▶ Increased skilled trades opportunities, including a new partnership signed with the Operative Plasterers' and Cement Masons' International Association (OPCMIA).
- ▶ Completed all tasks for developing and receiving approval from the National League of Nursing to become the first Center of Excellence in Nursing Education in the state of Michigan, including redesign of the nursing curriculum to align with National League of Nursing criteria, creation of credit and non-credit pathways, and renovation of simulation labs.
- ▶ Further expanded K–12 spring/summer enrichment offerings in science, technology, engineering, art and math programming to include new sessions for youth in construction, additive manufacturing and drones.
- ▶ Furthered WCC's position as a national education and training leader in advanced transportation by partnership in the American Center for Mobility (ACM), including the following in 2017–18:
 - ▶ Signed a community college consortium to provide training with partner schools.
 - ▶ Established a WCC office at ACM.
 - ▶ Developed 63 non-credit mobility classes.
 - ▶ Hosted the first Smart Cities Symposium at WCC to bring together state and national leaders in mobility and smart technology. Played a significant role in other high-profile events (SAE World Congress, North American International Auto Show, University of Michigan Transportation Research Institute Global Symposium, Intelligent Transportation Society of America).

NEW OR CONTINUING GOALS 2018-19

- ▶ Continue to expand internship and apprenticeship opportunities for students through connections with regional employers.
- ▶ Create credit/non-credit articulation for entry-level training programs.
- ▶ Complete next phase of activity to implement the Center for Excellence.
- ▶ Serve as a catalyst in economic and community development by positioning WCC as a leader in mobility.





The strategic plan is instrumental in continuing to advance the already strong health care programs at WCC. Specifically, the strategic plan has paved the way for increased collaboration for academic advancement and has established the foundation for the Center of Excellence designation for the College.”

DeAnna Gapp, RN, Ph.D.

Professional Faculty, Nursing
Washtenaw Community College



PRIORITY 6

ACADEMIC PARTNERSHIPS

Leverage and pursue academic partnerships with K–12 districts and four-year colleges and universities.

OUTCOMES 2017–18

- ▶ Engaged local Washtenaw County high school math departments to increase preparedness among their graduates, including through strategic use of the ALEKS math tool, such as:
 - ▶ Used with Ypsilanti High School dual enrolled students.
 - ▶ Included in summer bridge program in 2017–18, helping 11 of 15 students raise their math level.
 - ▶ Included in free 2018 summer boot camp.
- ▶ Promoted WCC programs through high school partnerships, adding Intro to Manufacturing and Child Care Associate certificate programs to Ypsilanti and Lincoln Community schools, and creating a new partnership with Livingston Early College to offer Cybersecurity, Computer Networking, Construction Technology, and Construction Management in Fall 2018.
- ▶ Improved alignment of WCC's general education requirements to those of four-year colleges and universities by updating WCC general education strand and existing programs to match the Michigan Transfer Agreement.

- ▶ Created access for WCC students through four-year partnerships, including:
 - ▶ Collaboration on a Python programming class with the University of Michigan School of Education.
 - ▶ Grant-funded STEM partnership with University of Michigan, Michigan State University, Western Michigan University, and Wayne State University.
 - ▶ Participation in Right Math @ the Right Time committee through the Michigan Community College Association to create transfer tracks in math.

NEW OR CONTINUING GOALS 2018–19

- ▶ Continue to engage with local high schools to share curriculum and increase preparedness of incoming WCC students among graduates.
- ▶ Seek additional collaborative joint programs with other higher education institutions, as well as increasing articulation and transfer agreements.

PRIORITY 7

FUNDING and RESOURCES

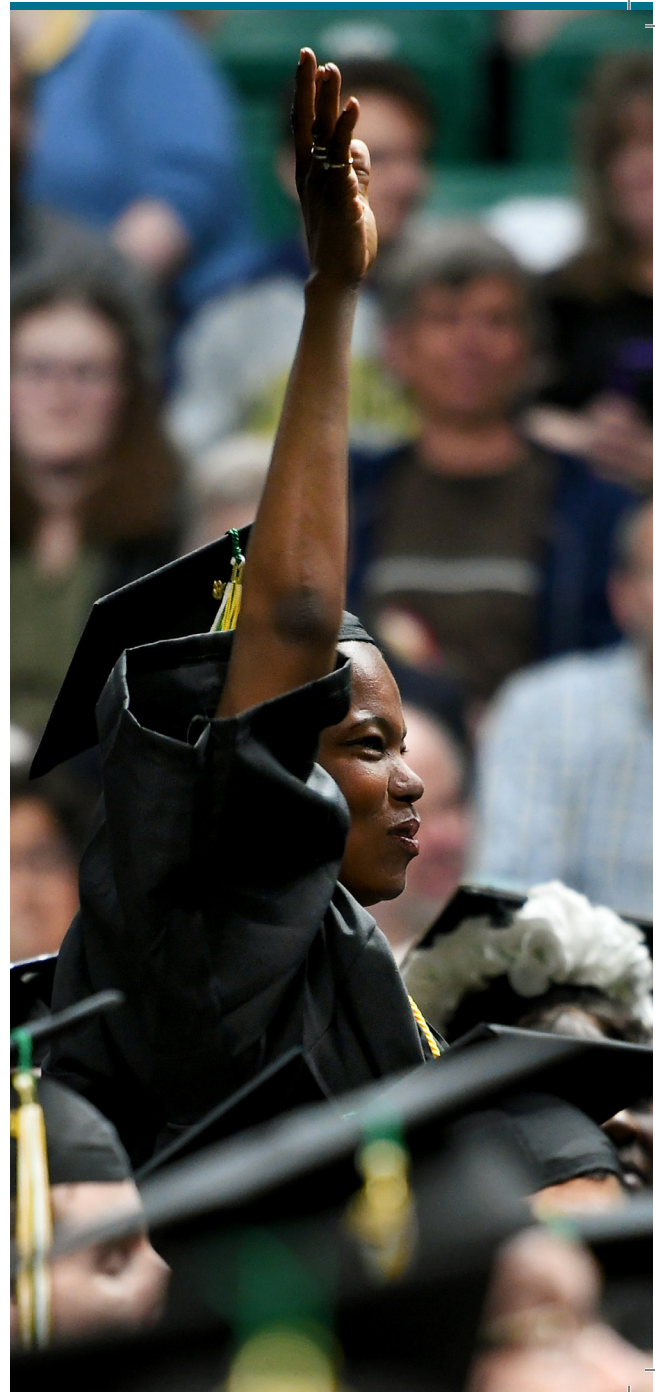
Optimize existing and potential sources of funding with a focus on priorities and core mission.

OUTCOMES 2017–18

- ▶ Completed second phase of three-year goal of increased fundraising for scholarships and student success and emergency initiatives by \$250,000, including:
 - ▶ Realigned Foundation fundraising strategies to help achieve WCC retention and completion goals.
 - ▶ 44% increase in scholarship fundraising and 36% increase in overall fundraising.
 - ▶ Student Emergency Fund established to help students overcome barriers such as food shortages and transportation or housing issues.
 - ▶ 78 students assisted through Emergency Fund with over \$18,000 in 2017–18.
 - ▶ Over 1,000 scholarships awarded by WCC Foundation to students for the first time ever.
- ▶ Completed a five-year classroom and department equipment replacement plan, as well as a funding model utilizing existing and incremental funding sources.
- ▶ To enhance student success and experiences on campus, sought and received Board approval of a CRM vendor following best practice research on recruitment and retention, for implementation in 2018-19.
- ▶ Launched the campus Master Plan process, led by a cross-campus working group consisting of faculty, students, staff and Trustee representatives, with broader campus/community input to be gathered in Fall 2018.
- ▶ Achieved the College goal of 15% reduction in College-wide greenhouse gas emissions by 2018 with a 15.92% decrease attained.
- ▶ Developed plan to move from chemically maintained landscapes through the conversion of 30% of maintained turf grass to organic lawn care methods.
- ▶ Continued to promote viable sustainability initiatives and energy conservation measures, achieving a Bronze rating through the STARS (Sustainability Tracking, Assessment, and Rating System) self-reporting framework.

NEW OR CONTINUING GOALS 2018-19

- ▶ In three years, have a significant portion of scholarships externally funded, including support for student success.
- ▶ Implement partnerships to bring revenue on campus and provide activities that enhance the student experience.
- ▶ Complete the campus Master Plan based on the results of internal and external data and input from all campus constituencies.
- ▶ Continue advancing campus sustainability initiatives.





As community college students, we had our struggles and overcame them. Washtenaw Community College EMBRACED us despite our struggles and provided excellent leadership and service opportunities, vibrant student activities, and a caring community.”

Paula Salazar

Student and 2018 Jack Kent Cooke
Scholarship Recipient



PRIORITY 8

COMMUNITY DEVELOPMENT

Become a key player in community development.

OUTCOMES 2017–18

- ▶ Engaged more strategically with non-profit and community organizations through developing action plan addressing the strategic focus of key community organizations around jobs, employment, education, housing, transportation, and healthcare.
- ▶ Created an asset map of non-profit organizations in the county and administered a community needs survey to better connect with local organizations and address needs of non-traditional populations.
- ▶ Implemented a WCC Speakers Bureau.
- ▶ Developed new strategies to support and engage with eastern Washtenaw County, such as:
 - ▶ Campus Explore programs for Ypsilanti eight graders.
 - ▶ Learning Blade STEM software implemented at the Parkridge Center in Ypsilanti.
 - ▶ Computer programming offered at Scarlett Middle School.

- ▶ Coordination of funding grant awarded to strengthen after-school programming for Parkridge Center.
- ▶ Programs and services for Ypsilanti High School, including WCC office space for enrollment services at the high school, Community BBQ at WCC, YouthBuild, STEMM (Science, Technology, Engineering, Mathematics and Manufacturing) Middle College partnership, WCC certificate programs and ALEKS testing on site, and other supports.
 - ▶ Work Keys testing at Harriett Street Center.
- ▶ Combined GED completion with workforce training, with students completing Sterile Processing certificate program.

NEW OR CONTINUING GOALS 2018–19

- ▶ Assess the impact of WCC engagement in the community to remain responsive to consistent needs.
- ▶ Further develop strategies to address the needs of specific community populations, including in eastern Washtenaw County.



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