SHAPING OUR FUTURE TOGETHER

Strategic Planning Report
August 2017 Progress Update

Washtenaw
Community College

Rose B. Bellanca, Ed.D.
WCC PRESIDENT

At Washtenaw Community College, we promise as part of our mission to make a positive difference in people's lives through accessible and excellent programs and services. What does this mission look like in our rapidly changing world, where technology is continually evolving, student populations and needs are ever more diverse, and the job market, ever more fluid? Fulfilling our mission now and in the future requires continuous innovation, commitment to student success, and an ability to meet challenges and opportunities with careful but nimble planning.

Since its launch, WCC's strategic plan *Shaping Our Future 2012-15*, followed by the update *Shaping Our Future Together 2015-19*, has done just that. Charted around eight strategic priorities, the plan guides us in reinventing the way we prepare our students to thrive in an ever-changing world, no matter what their aspirations may be.

As we complete the annual planning cycle for 2016-17, we take time to reflect on the achievements of the past year, document progress, and make strategic recommendations for goals for the upcoming year. We are pleased to share these priorities, goals, and accomplishments as we continue to work together to shape the future of Washtenaw Community College and ensure the success of our students, today and well beyond tomorrow.

Rose B. Bellanca

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President

Washtenaw
Community College

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.

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 2016-2017

- Completed an assessment of all current areas of professional development programming with members of Priority One, Faculty Professional Development, and the new Teaching and Learning Center (TLC) committees.

- Continued to expand Priority One sponsored workshops for all groups, offering 43 workshops in 2016-17, and added new mandatory essential trainings on information security and Board Policy 5090 for all employees.

- Consolidated professional development activity by identifying shared events and establishing regular communication and liaisons with the Faculty Professional Development Committee, Diversity and Inclusion Task Force, Priority Three team, and TLC committee.

- Completed best practice research for a recognition and reward system for professional development to be implemented in 2018.

NEW OR CONTINUING GOALS 2017-2019

- Complete development of a rewards or incentives program to promote and reward faculty and staff participation in professional development activities.

- Develop and provide a comprehensive professional development curriculum sequence that adds value to the institution and WCC employees.

PRIORITY 2A
Student Success: Instruction
Strengthen and enhance student success through instruction.

OUTCOMES 2016-2017

- Developed data-driven departmental plans to increase student success, retention, and completion by defining and providing data to be used with departments in developing goals tied to student success strategies.

- Created increased processes for faculty to reflect on student success as it relates to teaching and learning through the following:
  - Included diversity and inclusion topics specific to the classroom at in-service and department or other meetings.
  - Launched new faculty course reflection reports in Winter 2017.
  - Created a "Voice of the Student" video in advance of Fall 2017 in-service.

NEW OR CONTINUING GOALS 2017-2019

- Continue to support and increase student success, persistence, and completion through targeted strategies and support at the division/department levels.

- Continue to improve assessment of student learning through faculty engagement during the "Year of Program Assessment" and through the Assessment Academy.

- Further implement initiatives to promote retention and completion of underserved populations.

PRIORITY 2B
Student Success: Student Services
Strengthen and enhance student success through student services and support.

OUTCOMES 2016-2017

- Redesigned in-person "Student Connect" student orientation in Fall 2016 to promote success at entry, including hiring success coaches for personalized sessions and student ambassador training for one-on-one sessions.

- Expanded the VIP program to include all FTIAC (First Time in Any College) students to promote retention and completion of first-time students, including mandatory advising for all FTIACs.

- Selected and implemented new entry assessment tools in math, reading and writing to facilitate transition into coursework.

- Implemented concurrent enrollment in college-level courses with remedial reading (ACS 108) to provide more efficient and effective developmental pathways.

- Enhanced student advising to focus on degree completion through development and implementation of an advising syllabus for all new students beginning Winter 2017.

NEW OR CONTINUING GOALS 2017-2019

- Update academic intervention process to promote greater student completion and retention.

- Further implement tools such as EMAS to empower faculty and advisors to impact retention and help students understand their goals and create pathways to completion.

- 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.

> "It has been remarkable to see how the priorities of *Shaping Our Future* that faculty and staff developed five years ago have become the drivers behind so many innovative initiatives supporting student success at WCC. As a trustee, it inspires confidence in the college's ability to provide programs and services that will prepare our students to not just succeed, but to thrive in a constantly evolving world. The continued involvement of faculty and staff across campus in achieving goals that are aligned with the plan demonstrate their commitment to creating a forward-thinking, student-focused institution. Thanks to their work, WCC's 21st-century vision for serving its students and community is assured.

DIANA MCKNIGHT-MORTON
Chair, Washtenaw Community College Board of Trustees
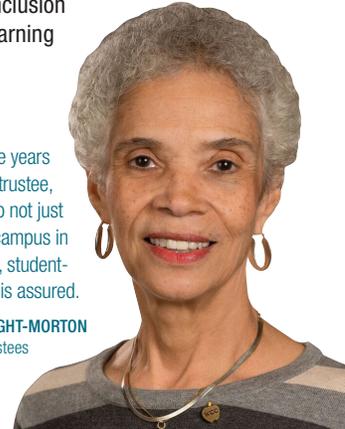
PRIORITY 3
Institutional Agility, Innovation, and Responsiveness
Increase institutional agility and responsiveness to external needs, forces and trends.

OUTCOMES 2016-2017

- Launched a Teaching and Learning Center to encourage and increase awareness of faculty innovation, including design, budget, staffing and programming to be initiated in 2017-18.

- Created an e-portal to support the Teaching and Learning Center and provide electronic access for faculty innovation work.

- Continued and increased development of OER (Open Education Resource) courses with the focus on courses to meet Michigan Transfer Agreement (MTA) requirements to promote access and success.

NEW OR CONTINUING GOALS 2017-2019

- Complete conversion of remaining MTA courses to OER to provide a cost-effective general education experience for students.

- Design and finalize different tiers of collaborative classrooms in terms of technological complexity and cost.

- Ensure the accessibility of online and blended courses based on the universal design for learning principles.

PRIORITY 4
Visibility and Branding
Place a concerted emphasis on institutional visibility and branding.

OUTCOMES 2016-2017

- Completed Phase II of the web redesign project, including information architecture and commencement of content migration.

- Launched Phase II of the brand anthem project, including developing design and branding standards.

- 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 CyberAuto Challenge.

- Implemented digital badges as a strategy to credential students, including completing co-branded project with Pearson in computer courses and a partnership with Parchment to create digital credentials to award to WCC students upon graduation beginning in 2017.

NEW OR CONTINUING GOALS 2017-2019

- Complete web redesign project to increase college access, awareness and visibility.

- Complete college branding project.

- Continue to expand and measure the impact of WCC presence at high-profile, high-value events.

> " One of the initiatives that this plan has supported since its inception is the creation of digital badges for WCC students. Digital badges provide a great opportunity for students to validate to employers the skills they've earned at WCC and demonstrate their readiness for the workforce or transfer. Because of WCC's strategic focus on visibility, our students can now have a digital credential that recognizes their WCC achievements and can be shared whenever and wherever the student needs.

MICHAEL GALEA
Faculty, Computer Information Systems
Strategic Plan Priority Four Team Leader

PRIORITY 5
Workforce Development
Pursue workforce development in partnership with business and industry employers and community organizations.

OUTCOMES 2016-2017

- Increased efficiency of Career Services leading to increased experiential learning employer postings and student placements.

- Engaged employers to create U.S. Department of Labor-certified apprenticeships to increase student enrollment and success, adding approximately 50 new apprenticeships.

- Completed first year tasks toward developing a Center of Excellence in Health, including a task force to oversee curricular revisions, redesign of the nursing curriculum to align with National League of Nursing criteria, and advancement of online course development in the area.

> Transportation is clustering with the automotive and information technology industries. That's why we created the Advanced Transportation Center, to help bring these three areas together. It's a very exciting time.
>
> **AL LECZ**
> Director, Advanced Transportation Center

- Expanded K-12 spring/summer enrichment offerings in STEAM programming, including developing training classes with Square One Network and creating new programing in collaboration with the Business and Computer Technologies, Health Sciences, and Arts and Sciences divisions.

- Positioned WCC to become a national education and training leader in advanced transportation by participating in the Willow Run American Center for Mobility; implementing STEM training in the Advanced Transportation Center (ATC) curriculum; developing traffic technician training; and participating in high-visibility events statewide.

NEW OR CONTINUING GOALS 2017-2019

- 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 gain Center of Excellence designation for health area.

- Serve as a catalyst in economic and community development by positioning WCC as a leader in mobility.

PRIORITY 6
Academic Partnerships
Leverage and pursue academic partnerships with K-12 districts and four-year colleges and universities.

OUTCOMES 2016-2017

- Improved the alignment of WCC's general education requirements with those of four-year institutions to smooth transfer of credit for students, specifically through incorporation into WCC general education model of the Michigan Transfer Agreement.

- Increased development of articulation and transfer agreements, adding three new 2+2 and four new 3+1 agreements in 2016-17.

- Developed smoother academic on-ramps for students through guided pathways and other means, including:

  - Developed a pre-apprenticeship program for Ironworkers.

  - Piloted Guided Pathways principles in the Healthcare Foundations program to create a replicable model to increase efficiency of student movement though programs.

NEW OR CONTINUING GOALS 2017-2019

- Engage with local high school math departments to share curriculum and increase preparedness of incoming WCC students among graduates.

- Continue to improve the alignment of WCC's general education requirements with those of four-year institutions through implementation of a general education model incorporating MTA.

- 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 2016-2017

❧ Completed first year of initiatives to move toward having a significant portion of scholarships externally funded, including:

- Created comprehensive list of funding opportunities and needs and multi-year prioritization plan;

- Created list of potential donors and prospects and initiated prospect assignments and solicitation; and

- Implemented tracking mechanism.

❧ Led completion for FY 18 by each department of a five-year capital equipment plan as part of effort to seek external funding for classroom equipment.

❧ Implemented the EMAS retention tool to provide information on student financial needs and guide a funding model to support student success.

❧ Managed the college's physical space and supporting resources by completing a space utilization study and incorporating findings into the RFP for the Campus Master Plan Update and consultant.

❧ Progressed toward goal of 15% reduction in college-wide greenhouse gas emissions by 2018 through addition of new alternative energy options and alternative temperature controls for all major campus buildings.

❧ Continued to implement the Sustainability Council goals of increased alternative energy sources and 5% energy reduction, including expanding geothermal heating and micro turbine cooling in OE Building, targeting TI Building energy reduction, and updating to LED lighting in public spaces.

NEW OR CONTINUING GOALS 2017-2019

❧ In three years, have a significant portion of scholarships externally funded.

❧ Continue to seek public/private funding for classroom equipment for curriculum to meet market demand.

❧ Develop partnerships to bring revenue on campus and provide activities that enhance the student experience.

❧ Complete a campus master plan based on the results of the space utilization study and input from campus constituencies.

❧ Continue advancing campus sustainability initiatives.

❧ Continue to improve alternative means of transportation to and on campus.

PRIORITY 8
Community Development
Become a key player in community development.

OUTCOMES 2016-2017

⧱ Engaged more strategically with non-profit and community-based organizations through new and existing connections, such as the President's Leadership Luncheon; Eastern Leaders Group; Ministerial Alliance; Washtenaw Health Initiative; and SPARK public sector committee.

⧱ Leveraged existing partnerships in the community to connect with local organizations and address needs of non-traditional populations and the Eastern part of the county, including:

- Identified points of contact for social services and other organizations serving all populations at WCC.
- Built on contacts through the Parkridge Community Center to create an agenda for Eastern Washtenaw County.

NEW OR CONTINUING GOALS 2017-2019

⧱ Assess the impact of WCC engagement in the community to remain responsive to constituent needs.

⧱ Further develop strategies to address the needs of specific community populations.

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As a faculty member and as someone who is very invested in our local community, it has been gratifying to be part of a team that is so focused on developing and implementing initiatives that deepen the college's connections and impact on the many populations we serve. As an institution, we have placed a priority in our planning on improving student success, and a significant part of that is playing a key role in community development. Together we are working toward new and expanded strategies that promote college readiness, open pathways to employment, and increase enrichment opportunities for students and community members. Thanks to these efforts, WCC will continue to grow as a valued community resource and partner well into the future.

KIELA SAMUELS
Faculty and Program Director, Pharmacy Technology
Strategic Plan Priority Eight Team Leader

Washtenaw Community College

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