



Shaping Our

FUTURE TOGETHER



Washtenaw
Community College

2019 Strategic Planning Report



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.

FROM THE PRESIDENT

I am pleased to present Washtenaw Community College's final update report on the priorities and accomplishments of our 2016–19 strategic plan, *Shaping Our Future Together*. I'm proud to see how the goals and objectives of this three-year vision, which was built upon the success and priorities of the original strategic plan, *Shaping Our Future 2012–15*, have now been actualized and operationalized across our campus through the collaborative, innovative, and student-focused work of our faculty and staff.

Through our strategic plan, we have reinforced the college's mission of providing accessible and excellent programs and services, and illuminated our vision of furthering student, community, and staff success. Using the priorities of the plan as guideposts, we have collectively been able to direct the strengths of an extraordinary institution toward enacting responsive and responsible initiatives that will allow WCC to meet the evolving needs of its students and the community today and well into the future.

WCC has always been focused on helping students meet their educational and career goals. Now more than ever, it is essential that we offer students the skills and knowledge sets they need to flourish in a job market in which the only constant is continuous change. It is our challenge—and opportunity—to meet students where they are and provide the right programs and services when and where they need them, just as it is our challenge—and opportunity—to fulfill the needs of regional employers by contributing a highly trained workforce for

the jobs of the future. The initiatives outlined here represent our assurance that we will continue to have a powerful and positive impact as a sustainable, relevant, and future-focused comprehensive community college, even in light of a changing landscape. Our commitment as an institution to serving our students, partners, and community is unwavering.

The most effective plan is the one infused with the aspirations of those who live it each day. The realization of *Shaping our Future Together 2016–19* is the result of the cooperative efforts of a cross-section of the campus community committed to the continued forward momentum of WCC and the success of our students. I would like to thank the Priority Team participants who have been part of the visioning and implementation of this plan over the last three years, as well as the many faculty, staff, and college committees that are integral to bringing the resulting initiatives to life on our campus.

We have come so very far as an institution in fifty-four years—from our outstanding faculty, to state-of-the-art equipment and facilities, highly innovative programs and services, extensive community outreach, hundreds of academic partnerships, a critical role in economic development, and more—and as an institution, we will always be determined to journey further. I am pleased to share the priorities and accomplishments of 2018–19. I look forward to continuing our journey into the future together with confidence and anticipation.



Rose B. Bellanca, Ed.D.

President



UNSWERVING
Commitment

WashTenaw
Community College

SHAPING OUR FUTURE TOGETHER 2016–19: PAST AND PRESENT PRIORITY TEAM PARTICIPANTS

Bill Abernethy
Peter Baccile
Rachel Barsch
Michelle Benin
Dena Blair
Linda Blakey
Caleb Boswell
Cristina Buzas
Cheryl Byrne
Anita Chaudhri
Aamer Chauhdri
Arnett Chisholm
Stephanie Comai

Niko Dawson
Patrick Downey
Jim Egan
Susan Ferraro
Damon Flowers
Mike Galea
DeAnna Gapp
Joy Garrett
Kris Good
Valerie Greaves
Kim Groce
Deb Guerro
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Bethany Kennedy
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Jason Morgan
Julie Morrison
Michelle Mueller
Mary Mullanond
Michael Nealon
Kristy Norris
Liz Orbits
Brendan Prebo
Lauren Reed
Melina Roberts
Kiela Samuels
Eva Samulski
Debbie Shillington

Claire Sparklin
Phil Snyder
Kathy Stewart
Devin Streur
Bonnie Tew
Kate Thirof
Brandon Tucker
Sam Veltri
Nicole Vilminot
Linda Williams
Shelly Zervos



Working
TOGETHER

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 2018–2019

- Consolidated professional development by promoting all offerings through the fully operationalized Teaching and Learning Center (TLC).
 - Held 285 regular TLC sessions for 2,250 attendees in 2018–19 (not including in-service, Lynda.com, or part-time faculty institute offerings).
- Provided rewards and tracking by implementing KALPA Professional Development Management Systems for professional development across campus.
- Implemented additional training in targeted areas:
 - Held TLC offerings on diversity in the workplace, teaching strategies, and employee wellness.
 - Implemented mandatory interviewing and implicit bias training for hiring search committee members.
 - Added information technology training as core onboarding exercise for new hires, and increased faculty/staff participation in IT training sessions to 429 participants (107% increase over prior year).



Community
CULTURE

PRIORITY 2A

STUDENT SUCCESS: INSTRUCTION

Strengthen and enhance student success through instruction.

OUTCOMES 2018–19

- Continued focus on initiatives to increase student success, retention, and completion; continued implementing strategies to increase persistence by 2% and graduation rate by 20% by 2020, including:
 - Increased degrees awarded by 16% over prior year (2,319 certificates and degrees awarded total in 2018–19).
 - Increased retention rate of Fall-to-Fall and Fall-to-Winter degree-seeking students by 3% over prior year.
 - Attained 95% retention rate from Fall to Winter for scholarship cohort students.
 - Launched creation of the Learning Commons to consolidate academic support services for students.
 - Created cross-functional Student Success Taskforce focused on success, retention, and completion for all students.
 - Adjusted pre-requisites for occupational courses to match appropriate writing and reading levels.
 - Implemented use of high school GPA as a measure for course placement.
- Continued to improve assessment of student learning through faculty engagement and through the Assessment Academy.
 - Concluded year 3 of 4 of the Higher Learning Commission Assessment Academy, including completing assessment of revised general education areas, promoting continuous activity in course and program assessment, and more than doubling participation in assessment workshops over last year.

A woman wearing an AR headset is looking at a large, detailed anatomical model of a human heart. The model is suspended in the air, and the woman's hand is visible, interacting with it. The background shows a classroom setting with other anatomical models and educational posters on the wall.

Cutting-Edge
INSTRUCTION

PRIORITY 2B

STUDENT SUCCESS: STUDENT SERVICES

Strengthen and enhance student success through student services and support.

OUTCOMES 2018–19

- Implemented mandatory advising/coaching for all new, incoming students.
- Scaled up the student success coach model offering on-on-one academic support to expand to additional cohorts, including a dedicated coach specifically for online students only.
- Implemented TargetX CRM system to enhance student recruitment and retention.
- Developed wrap-around services designed to promote success in online courses and create an online student experience mirroring the on-campus environment, including:
 - A designated advisor to provide online advising to distance learning students.
 - A success coach dedicated to online only students.
 - Online tutoring and counseling services offered 24/7.
 - WCC Help Desk available 24/7 for assistance with technical issues with Blackboard, and support service information readily accessible through Blackboard.
- Instituted the Student Success Siren tool to communicate updates and alert nudges to faculty.

STUDENT SUCCESS

Starts Here



PRIORITY 3

INSTITUTIONAL AGILITY, INNOVATION, AND RESPONSIVENESS

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

OUTCOMES 2018–19

- Operationalized development of no-cost Open Education Resources (OERs) and low-cost alternatives to textbooks to enhance affordability for students, saving students a total of \$2,796,650 during 2018-19 (up 28.4% from prior year), and generating more savings and more students impacted than any community college in the state in 2018–19.
- Continued to pursue international opportunities to enrich the campus learning environment with the inclusion of international students and international learning opportunities on- or off-campus, including:
 - Collaborated with Guidaojiaotong Polytechnic Institute, including campus visits and sharing of pilot non-credit virtual course exchange in Spring 2019.
 - Completed successful WCC study abroad trips to Spain in Spring 2018 in partnership with GEO/University of Oregon and to the United Kingdom in Spring 2019.
- Developed increased options for flexibility to meet student (and particularly adult learner) needs, including eight accelerated programs (on ground and online), an annual course schedule for all divisions, and a 47% increase in accelerated course offerings for Fall 2019.



GLOBAL
Vision

PRIORITY 4

VISIBILITY AND BRANDING

Place a concerted emphasis on institutional visibility and branding.

OUTCOMES 2018–19

- Completed and expanded the implementation of digital badges as a strategy to credential students, including digital degrees, and 10 new branded digital badges awarded online for completion of specific activities and programming.
- Executed and increased the college's presence at high-profile events, including the North American International Auto Show, the Mackinac Policy Conference, Free College Day, the Intelligent Transportation Society, the Center for Automotive Research Meeting, and other events.
- Developed internal communications and branding campaign to ensure visibility and awareness of resources within WCC, including:
 - Held Facebook Live event with Student Connection, Financial Aid, and Advising, garnering over 10,000 views.
 - Created tuition savings calculator to promote affordable tuition.
 - Created new content on campus video monitors to provide success stories and critical information, creating 23 new videos and 97 messages in 2018–19.
- Positioned the college as a premier STEM institution through strategic and targeted marketing around credit and non-credit offerings, including:
 - Promoted STEM Scholars program through On the Record, Launch, and college video.
 - Held and promoted STEM Week events, with over 200 participants.
 - Held and promoted STEM keynote with high-profile WCC alumna Aisha Bowe, featured in WCC publications.

Positive IMPACT



PRIORITY 5

WORKFORCE DEVELOPMENT

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

OUTCOMES 2018–19

- Continued to expand apprenticeship opportunities through connections with employers, enrolling 73 apprentices in 2018–19 with 22 employers in manufacturing, information technology, and construction.
- Increased experiential learning employer postings and student placements through the transformation of Career Services into Career Transitions, increasing over the previous year students/alumni served by 18%, the number of learning placements by 41%, and the number of jobs registered on the Career Connection job board by 30%.
- Successfully achieved recognition from the National League of Nursing to become the first Center of Excellence in Nursing Education in the state of Michigan, a process that included the redesign of the nursing curriculum to align with National League of Nursing criteria and renovation of simulation labs.
- Continued to position the college as a leader in the mobility sector through the implementation of initiatives that advance and promote the Advanced Transportation Center and the American Center for Mobility, including in 2018-19:
 - Approved for the next phase of state Capital Outlay funding for construction of the ATC Mobility facility, with draft plans presented to the WCC Board of Trustees.
 - Recognized by the US Department of Transportation for developing best practices in the emerging mobility industry.
 - Served on the Intelligent Transportation Society (ITS) Board of Directors and Ann Arbor-Ypsilanti Local Development Finance Authority for the Smart Zone.
 - Hosted the Global Symposium on Connected and Automated Vehicles and Infrastructure, sponsored by the US Department of Transportation's Center for Connected and Automated Transportation (CCAT) at the University of Michigan.
 - Procured the ACE Automotive Cybersecurity Education hacking workbench.
 - Hosted the Center for Automotive Research Michigan Connected and Autonomous Workgroup Meeting.
 - Presented at the North American International Auto Show and hosted Governor Whitmer at the WCC exhibit.
 - Presented at the ITS America Annual Meeting.



Jobs of TOMORROW

“Over the last several years, WCC has successfully charted a strategic direction through the Advanced Transportation Center that ensures our students are ready for the careers in emerging fields within the intelligent transportation, advanced manufacturing, and cybersecurity industries. The mobile hacking workbench allows us to demonstrate deliberate and unintended consequences of hacking a vehicle’s information and communication system using actual vehicle components. This not only provides a unique opportunity to promote and engage current and potential students in this future-focused curriculum today, it helps us meet the growing demand of regional employers by filling the high-skills, high-wage jobs of tomorrow.”

- Cyndi Millns, M.Ed., C|ISSO, Professional Faculty, Cybersecurity, Washtenaw Community College

PRIORITY 6

ACADEMIC PARTNERSHIPS

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

OUTCOMES 2018–19

- Engaged with local high schools to increase preparedness of incoming WCC students among their graduates, including through the strategic use of the ALEKS math tool, such as:
 - Used with Ypsilanti Community High School dual enrollment student preparation, with dual enrolled math students increasing 9%.
 - Included in summer bridge programming and as part of summer boot camp.
 - Included free for all participants.
- Expanded partnerships with middle colleges across the state to increase enrollments and improve college readiness, including programming for Livingston County Middle College, and serving as a post-secondary partner for a middle college at Dexter Community Schools.
- Increased Fall 2018 dual-enrolled students by 19% over prior year.
- Continued to improve alignment of WCC's offerings to those of four-year colleges and universities by the following:
 - Created a new Associate in General Students Degree that allows for a career or transfer pathway.
 - Completed college-wide assessment of revised general education areas.
 - Launched a Liberal Arts and Science Advisory Board.
 - Awarded more than 1,500 Michigan Transfer Agreement certificates in 2018-19.
- Created access for WCC students through new and strengthened four-year partnerships and transfer strategies, including new relationships with transfer offices at Oakland University and Wayne State; STEM partnership with University of Michigan, Michigan State University, Western Michigan University, and Wayne State University through the LSAMP/S-STEM grant; and relationship with Wayne State pending for a four-year pathway in engineering technology.



Reaching GOALS

"Professors, staff, and students at WCC all work in conjunction to render graduates ready to transfer. My peers encouraged me throughout the tough application process, my professors helped me choose the right university, and numerous staff helped me navigate the transfer of my credits. I would not have been able to transfer so smoothly without the earnest assistance of the WCC community."

- Abbee Elwell, Student, Washtenaw Technical Middle College and Washtenaw Community College

PRIORITY 7

FUNDING AND RESOURCES

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

OUTCOMES 2018–19

- Completed final phase of three-year goal of increased fundraising for scholarships and student success and emergency initiatives by \$250,000, including:
 - Increased scholarship fundraising by 61% over last year to \$705,000.
 - Increased overall fundraising by 142% to nearly \$1.3 million.
 - Endowed 11 new scholarships in fiscal year 2019.
 - Assisted 90 students through the Student Emergency Fund with over \$19,000 in 2017-18.
 - Launched a Finish Line Scholarship for students who are within 25% of completing a degree.
- Enhanced the budget process by adding a classroom renovation fund in fiscal year 2020 in addition to the existing furniture fund, for combined funding of \$600,000.
- To promote student affordability, launched process to review and issue RFP to all current bookstore services.
- Completed the campus Master Plan discovery phase and draft plan process, including:
 - Gathered feedback from cross-campus working group consisting of faculty, student, staff, and Trustee representatives.
 - Developed and disseminated across campus an environmental scan of internal and external trends to guide discussion and input related to the master plan and other planning processes.
 - Completed 11 internal and external discovery sessions in 2018-19 with Albert Kahn Associates, Inc., with nearly 200 participants.
 - Completed draft plan for review by the Board in July 2019 and presentation at campus open house planned in August 2019, with final plan expected in Fall 2019.
- Continued advancing campus sustainability initiatives, including:
 - Achieved a Bronze rating through the Sustainability Tracking, Assessment and Rating System of the Association for the Advancement for Sustainability in Higher Education.
 - Hosted the campus- and community-wide 2019 Climate Summit on campus in March 2019.

Innovative WORK

“As Chair of Washtenaw Community College’s Board of Trustees, it is gratifying to see how this college has put its collective planning into action. WCC continues to build on its mission and capitalize on its strengths, even as it evolves and adapts to meet the many challenges on the horizon through its strategic initiatives. I am confident we will persist in our good and innovative work as we continue to keep college accessible, help our diverse population of students prepare for success in a complex and changing world, and contribute in powerful ways to making a difference in our community.”

- Christina Fleming, Chair,
Washtenaw Community College Board of Trustees



PRIORITY 8

COMMUNITY DEVELOPMENT

Become a key player in community development.

OUTCOMES 2018–19

- Engaged more strategically with non-profit and community organizations, including co-hosting with the Ann Arbor/Ypsi Chamber the A2Y Talent Summit focused on low-income adults and workforce development.
- Continued to implement strategies to support and engage with eastern Washtenaw County, such as:
 - Develop a pilot project model plan for low-income adults in Willow Run for public/private delivery of entry-level employment and training.
 - Implemented affordable housing outreach strategy for entry-level employment training in partnership with Kennedy Care.
 - Implemented year one of coordinated funding grant for academic support at Parkridge Center.
 - Expanded offerings at Ypsilanti Community High School in career and technical education, including adding Healthcare Terminology and CPR to the Certified Nursing Assisting (CNA) program, and adding the Intro to Manufacturing program.
 - Increased K-12 participation in activities at Parkridge Center by 41% over prior year.

Education with
HEART



Shaping our Future

Trustees are 100% behind this

creating communities in the college

Not just the teams but ALL of us will make this happen

integrating talent from the community



- prioritizes needs & goals
- competitive
- strategic
- targeted funding challenges
- criteria for success

Strategic plan

1. coordinate professional development

- internal advisory group
- goals requirements
- establish web presence
- professional development process

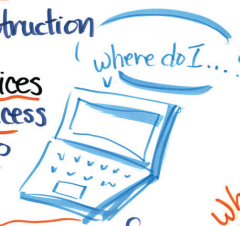


2. Student success instruction

- explore development of cross-disciplinary
- project-based learning
- marketing of programs
- social media in instruction



- student services
- awareness & access
- one-stop shop



3. institutional agility & responsiveness

- Center for Excellence & Innovation
- freedom to experiment
- expedite for curricular approval
- evaluation of curricula: mocs



allowing failure to happen

4. visibility & branding

- digital credentialing
- rankings awards
- audit



What makes us PREMIER?



5. Workforce development

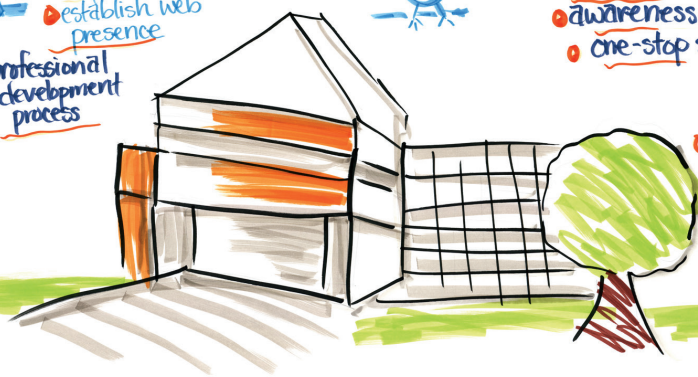
- internships: faculty advisory comm.
- expand relationships with employers
- collaborate with SPARK via salesforce
- career pathways model
- establish articulation agreements



6. Academic partnerships

- kids at college program encourage kids who might not come here
- University Center: investigate programs that are inconvenient to transfer from

example: criminal jus



7. funding

with entrepreneurship

- campaign to raise money \$8.5 million
- Study: Scholarships
- Student success
- educational innovation for faculty

faculty

- federal funding: grant on smart transportation
- Pres. task force: non-biz revenue looking at international opps.

8. Community development

Certifications
Jobs
Internships

- connecting students to learning opportunities with organizations
- reaching out to non-traditional students: training
- evaluating shift in aging population

Senior Academy
Elder hostel

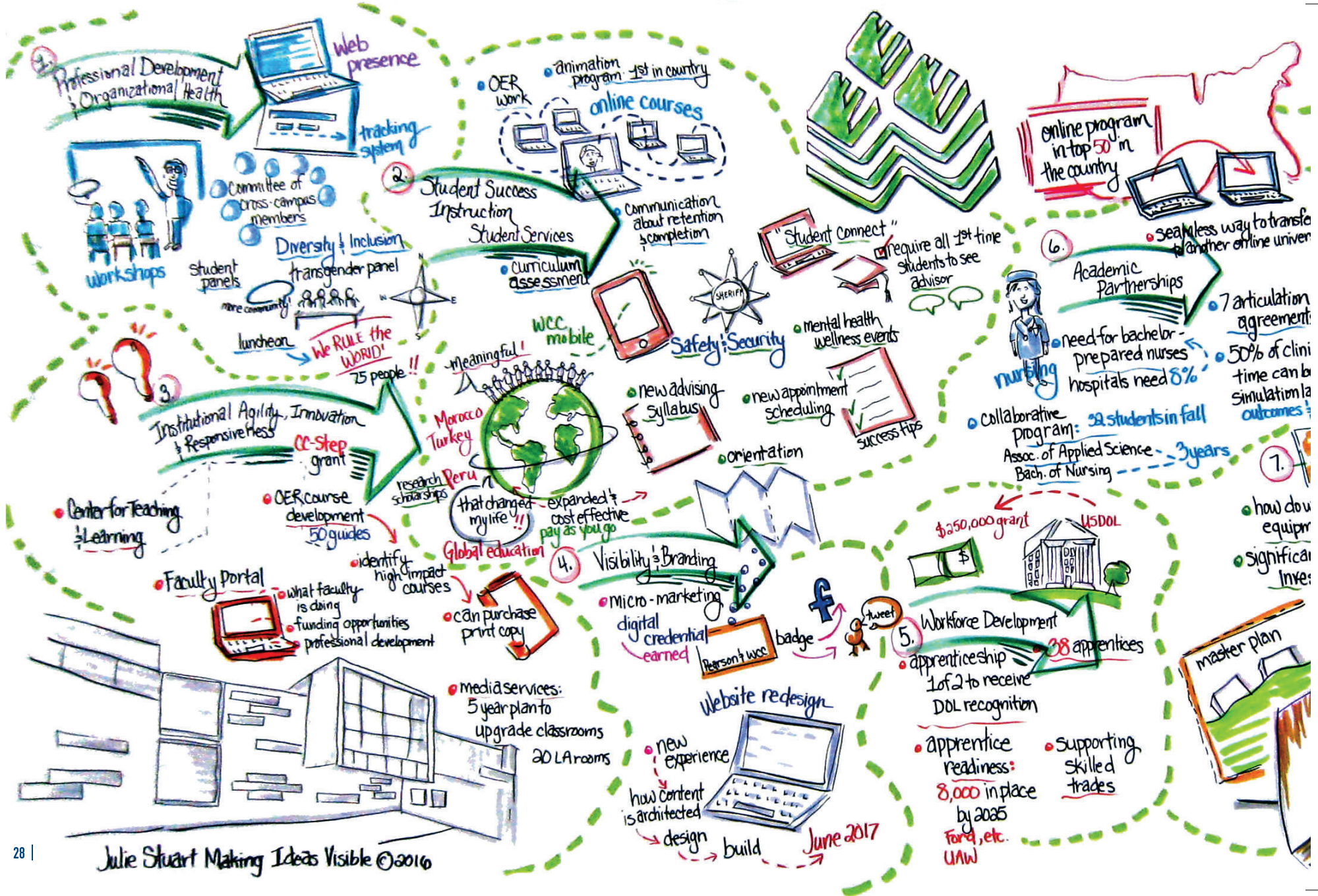
Challenge: bring the rest of the institution with you

not from justice

Noted: the amount of Centers - some can be synergistic

STRATEGIC PLANNING GRAPHIC MAP 2013

In May 2013, members of the Strategic Planning Priority teams provided updates on the priorities and goals of the 2012-15 *Shaping Our Future* strategic plan to the WCC Board of Trustees. This report was captured as it was presented in visual map by graphic facilitator Julie Stuart. This visual has provided a roadmap throughout the process.





STRATEGIC PLANNING GRAPHIC MAP 2016

As in 2013, graphic facilitator Julie Stuart once again captured the goals and priorities of the 2016–29 plan, *Shaping Our Future Together*, at a priority team presentation to the Board of Trustees in May 2016.

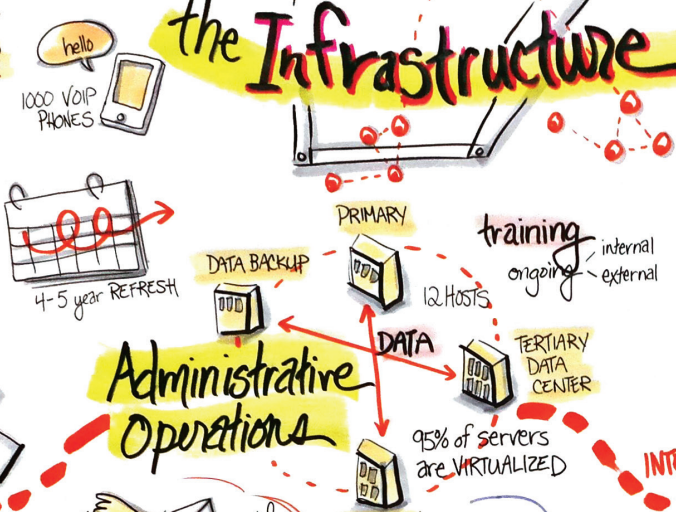
Washtenaw Community College
March 2019

the Infrastructure that Supports

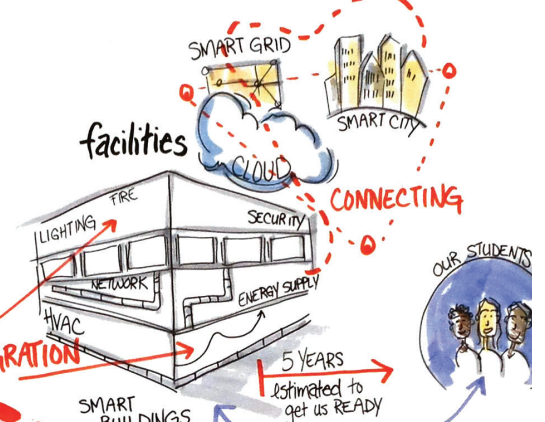


DIGITAL TRANSFORMATION OF LEARNING

- improve learning outcomes
- safety & security
- innovative learning environments



Administrative Operations

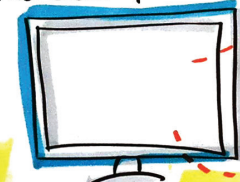


Instructional and Academic Technology

- NEED to ACCESS what we have
- NEED ADDITIONAL STAFF to MOVE FORWARD
- Identify skill sets needed



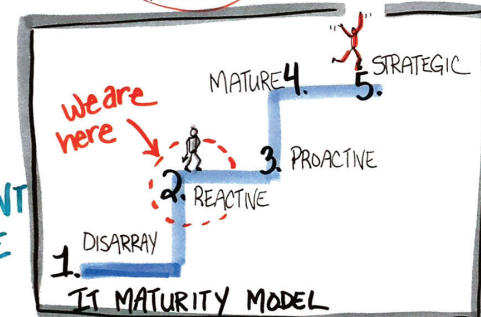
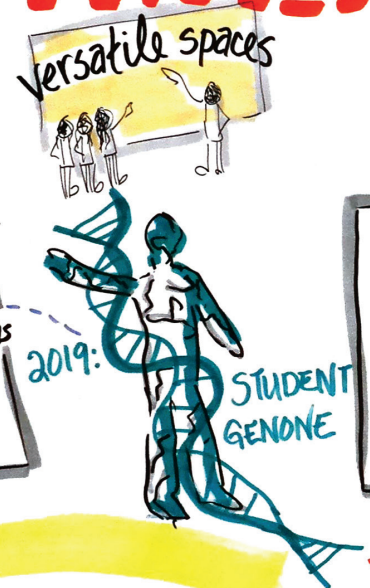
Blackboard = Online campus



- example: augmented reality \$3000
- example: can move welding experience into the cloud
- example: 3G simulator: can place 50% of nursing clinicals in the simulator
- example: mobile hacking bench

2018: EDUCAUSE TOP TEN IT

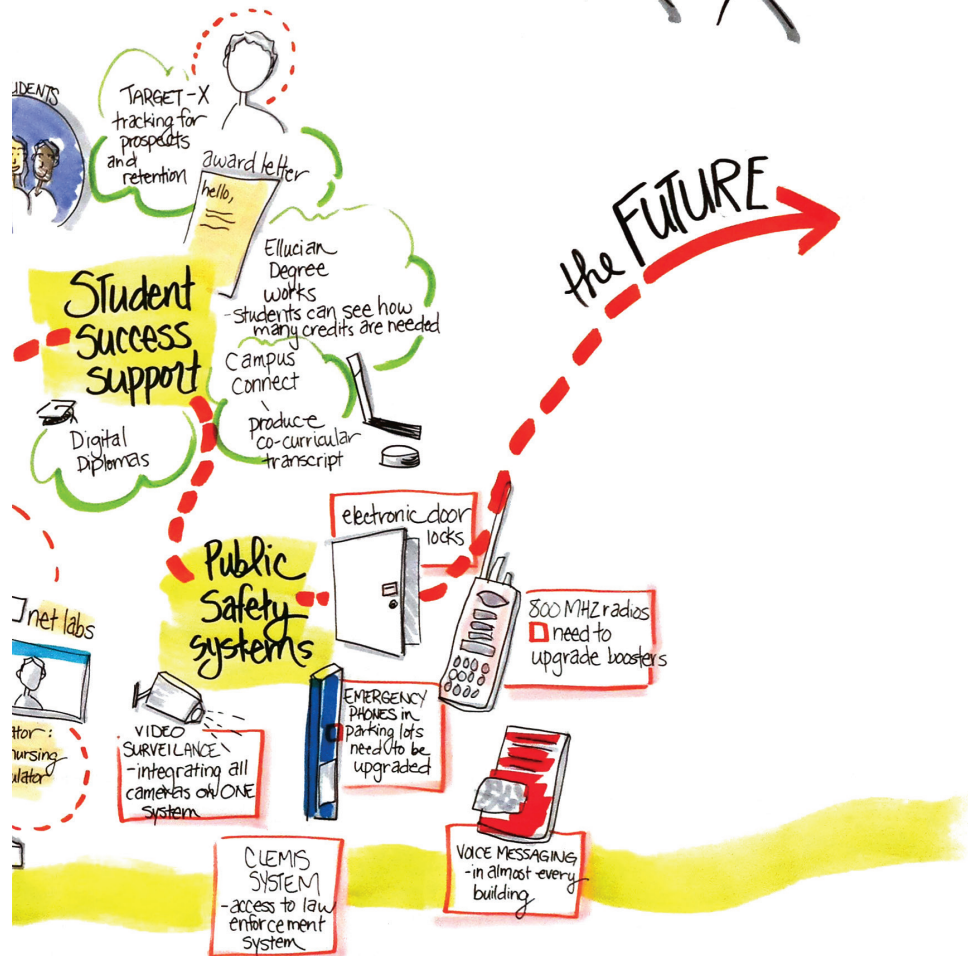
1. information security strategy.
3. privacy
5. digital integrations



- ✓ strategic & innovative
- ✓ sustainable
- ✓ cloud, whenever possible
- ✓ secure
- ✓ governed

Julie Stuart Making Ideas Visible ©2019

Student Success



THE INFRASTRUCTURE THAT SUPPORTS STUDENT SUCCESS GRAPHIC MAP 2019

A third graphic map was completed by in March 2019 at a Board of Trustee retreat focused on planning for technology and other infrastructure to support student success initiatives.



What do you call someone
who went to WCC?

Employed.

Your career starts here.
Apply today at **wccnet.edu**.



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Washtenaw Community College is accredited by the Higher Learning Commission 230 South LaSalle Street, Suite 7-500, Chicago, Illinois 60604-1411

800-621-7440 <http://www.hlcommission.org/> For information about Washtenaw Community College, call 734-973-3300

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