Shaping Our Future Success

Strategic Plan Progress Update | August 2022

Washtenaw
Community College

FROM THE BOARD CHAIR

Washtenaw Community College has continued to rise to address the ever-changing needs of its students this year, while still maintaining a sharp focus on achieving its mission and vision. It has been exciting this year to witness how faculty and staff have worked collaboratively to transition classes and services back to campus, sustain—and expand—high quality online and virtual offerings, and implement new innovations. The strategic goals accomplished this year support a learning environment that is distinguished by a commitment to preparing students—as well as the college--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 students an accessible, exceptional education, and readying them for a vibrant future, whatever their ambitions may be.

William G. Milliken, Jr.
Chair, Washtenaw Community College Board of Trustees

FROM THE PRESIDENT

At Washtenaw Community College, we are fully dedicated to 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 success of the many communities we serve today demands that we meet challenges and opportunities with foresight and agility as we forge new paths 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.

WCC's three-year strategic plan Shaping Our Future Success 2020-23 is the unfailing roadmap that has enabled us to be nimble in advancing innovative, progressive initiatives to move the college forward, while also providing a foundation to drive support for the college's sustainable future. Built on the success of our 2012-15 and 2016-19 strategic plans and framed around our eight strategic priorities, the plan guides us in reimagining how we prepare our students, community, and campus for success in the midst of disruptive but dynamic times. These goals and initiatives could not have been realized without the resilience and dedicated daily work of our WCC faculty and staff, and the contributions of many on this campus is evident in our collective efforts and success.

We should all be proud as we consider the achievements of the past year, review our progress, and prepare to pursue positive and bold actions in the year ahead. I am pleased to share these priorities, goals, and accomplishments for 2021-22, and am honored to move onward together as we continue to shape the future success of Washtenaw Community College.

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

Washtenaw Community College

(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 2021-2022

❖ Completed steps to create and deliver a holistic and comprehensive health and wellness program for WCC employees.

✔ Offered a new Wellness Day in August to welcome employees back to campus with activities and resources providing physical and mental health support.

✔ Emphasized mental health awareness as faculty and staff returned to campus, promoting resources available through health insurance providers, telehealth, and on-demand 24/7 Employee Assistance Program.

✔ Celebrated Mental Health Awareness Month in May with "Lunch and Learn" sessions on topics such as stress management, health care resources, mental health apps for coaching and support, and guidance for managers on addressing mental health issues in the workplace.

✔ Participated in the Alana's Foundation College/University Flu Vax Challenge, a national competition to promote increased flu vaccination rates for students and community members.

MASK UP VAX UP
Washtenaw Community College

WELLBEING   *prevention*   health & safety

" *Coming back to campus after a long academic year off was exciting and stressful at the same time. Knowing everyone was feeling some anxiety, it was easy to get behind the WCC Campus Wellness Day. The nursing department hosted blood pressure screening along with teaching for anyone who was interested. The weather cooperated, and the whole day provided a smooth transition into In-service Week and the Fall 2021 semester."*

—Theresa Bucy
Nursing Faculty

STRESS MANAGEMENT

WELLNESS

YOGA

CHAIR MASSAGE

NEW OR CONTINUING GOALS 2022-2023

❖ Continue to build and implement a comprehensive health and wellness program addressing mental and physical wellbeing of employees.

"*When I heard about Reconnect, I was really excited because while I have a great job, there was always something nagging in the back of my head to go back and finish my degree. I researched and saw that I qualified for Reconnect because it wasn't based on income. I make good money to support a family, but not good enough to support a family and put myself through school, so Reconnect is a no-brainer. If anybody is on the fence about taking advantage of this program, do it. It's only going to put you in a better position."*

—David Graham
WCC Reconnect Business Administration Student

ADULT LEARNING

STUDENT BELONGING

CAREER SUCCESS

PARTNERSHIP

(PRIORITY 2)

STUDENT SUCCESS AND SATISFACTION
Strengthen and enhance student success.

OUTCOMES 2021-2022

❖ **Developed and implemented a suite of instruction and student support initiatives addressing the distinct attributes and needs of the adult learner.**

✔ Implemented cohort-based accelerated programs in business and information technology.

✔ Established partnership with Michigan College Access Network (MCAN) to provide a dedicated student success coach for students in Futures for Frontliners and Reconnect programs.

✔ Developed co-requisite math and English courses to place students immediately in college-level courses with appropriate support.

❖ **Continued to re-envision WCC General Education programming that promotes and validates competencies for the workplace developed through studies in the liberal arts and sciences.**

✔ Completed partnership events with the Career Success Center and Liberal Arts programs/LA Innovate group for WCC's first annual Liberal Arts Week.

✔ Held classroom sessions and panel discussions on work competencies as part of Professionals in the Classroom program.

❖ **Implemented a comprehensive plan to increase student retention.**

✔ Incorporated support services into Target X student system to track student engagement in events and activities to promote student belonging.

✔ Extended micro-scholarships to Alpha Scholars to encourage student completion.

❖ **Enhanced wrap-around services, including student wellness services, to increase retention.**

✔ Launched WellTrack app for students, offering tools to monitor and assist with stress and mental health issues, and giving access to The Shrink Space, providing information on mental health providers across the United States.

✔ Launched "Protocol" 24/7 call center for student mental health support, providing immediate emergency resources and referrals as needed.

✔ Implemented "Let's Talk Tuesdays" with open sessions offered by WCC counselors for students to drop-in and learn about the college's mental health services.

✔ Supported 48 student-led weekly group meetings and one-on-one student recovery support meetings through WCC's Collegiate Recovery Program (CRP).

✔ Hosted Narcan/Naloxone training for faculty, staff, and students in partnership between the Collegiate Recovery Program, Public Safety, and Families Against Narcotics.

✔ Certified frontline WCC staff in QRP (Question, Respond, and Persuade) training to better assist students in distress.

✔ Completed 338 personal counseling appointments and served 163 students with personal counseling or non-clinical case management for those using off-campus mental health services.

✔ Provided multiple Care Team in-service presentations to faculty and staff, resulting in a 55% increase in referrals in 2021-22.

❖ **Developed a competitive e-sports program as a student success, retention, and recruitment strategy.**

✔ Hosted a week-long Esports Charity Event, raising $10,000 to purchase gaming consoles for UM Mott Children's Hospital.

✔ Hosted Esports competitions against EMU, and an Intramural Esports Tournament on the Mission Control Esport App.

✔ Purchased six Esport Gaming PCs to move toward the development of an official WCC Club Team by January 2023.

✔ Hosted eleven Esport drop-in sessions in the Student Center during lunch hours and four Esport watch parties, at which students viewed streaming gamers as a group.

❖ **Initiated development of a mobile cyber lab to enhance student learning opportunities and outreach, including exploring external support options and identifying potential schematic for a Cyber Trailer based on existing automotive cyber lab equipment and Ford Mach-E vehicle exhibits.**

SUPPORT

STUDENT SUCCESS

ACCESS   ENGAGE

RETENTION
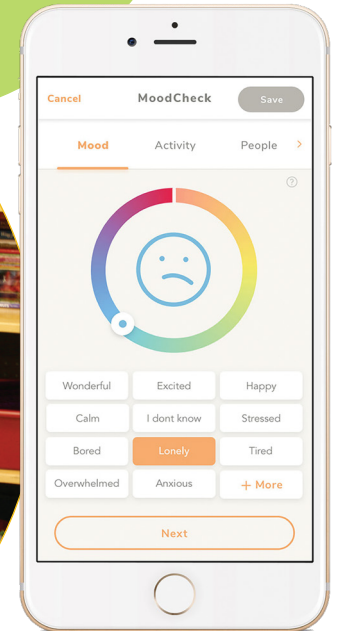
WellTrack App for students

WCC's Esports charity event helped purchase e-gaming consoles like this one for patients at UM's CS Mott Children's Hospital.

WOLFPACK
EsportsWeek
#StreamForMott

NEW OR CONTINUING GOALS 2022-2023

❖ Continue to expand the implementation of initiatives that address the needs of the adult learner.

❖ Continue to implement retention and completion strategies to address the needs of all students.

❖ Complete implementation of a mobile cyber lab to enhance students learning opportunities and college outreach.

> "I've taught at other colleges and have seen the WCC difference firsthand. I'm continually amazed by WCC's commitment to packing all course modalities — online, virtual and face-to-face — with engaging multimedia content. WCC's Center for Interactive Teaching and Learning (CiTL) team works in tandem with the faculty to create unique Blackboard course sites and to leverage educational technology to enhance the learning experience here."
>
> —Doug Waters
> Business Faculty
> Department Chair

ONLINE

NEW OR CONTINUING GOALS 2022-2023

❖ Continue to develop competency-based education programming.

❖ Continue implementation of a data analytics structure.

❖ Enhance the college learning environment through visual ambient learning spaces.

(PRIORITY 3)

INSTITUTIONAL INNOVATION, AGILITY, AND RESPONSIVENESS

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

OUTCOMES 2021-2022

❖ Implemented programming and services to create a complete, online campus experience.

✔ Continued to operationalize support services to complement all modalities, operating all services both online and in-person in 2021-22.

✔ Implemented "Engage" online queuing system for student Welcome Center, advising, counseling, and financial aid to mirror on-campus service.

✔ Launched "Intelligent Learning Platform" to facilitate use of the Blackboard Grade Center.

✔ Maintained high online success rates: 74.7% for online and 77.2% for virtual classroom in Fall 2021, and 74.9% for online and 78.5% for virtual classroom in Winter 2022, compared to a national average of 72%.

✔ Continued a high level of faculty development, with 102 individual Blackboard training sessions and 6,832 faculty support assistance actions.

❖ Launched the development of a data analytics structure to enable easier data retrieval and reporting.

✔ Installed and implemented the operational data store (ODS) and Argos data tool for improved data access and reporting.

✔ Developed standard data definitions and completed Fall and Annual Student Profile Reports using the new Argos tool.

❖ Initiated a structure for a new learning paradigm that allows for repackaged learning and skills training and validation of credentials, including Credit for Prior Learning.

✔ Launched Talent Development Conversations to determine current and anticipated future needs of local industry partners and employers.

✔ Refined credit for prior learning practices through Detroit Drives Degrees consortium project: completed internal assessment, gathered and reviewed internal focus group feedback, and developed blueprint for enhancing awareness of existing and improved CPL options.

(PRIORITY 4)

VISIBILITY AND BRANDING

Place a concerted emphasis on institutional visibility and branding.

OUTCOMES 2021-2022

❖ Expanded WCC's digital presence through the implementation of video and other programming.

✔ Developed multiple videos featuring alumni and current students.

✔ Developed first "Launch with WCC" program in partnership with CTN.

❖ Improved the student experience and safety through enhanced wayfinding on campus, including new Liberal Arts building signage and updated directories, serving as a model for future wayfinding updates on campus.

❖ Promoted the college as a leader in STEAM education.

✔ Published frequesnt student/alumni and program-focused STEAM stories in On the Record, Launch magazine, WCC's news website, and social media averaging more than two stories per month.

✔ Garnered 249,915 impressions for organic posts directly related to STEAM content on Facebook, an increase of 38% over the prior year.

✔ Secured 620 media stories/mentions with media outlets, an increase of 132% over the prior year.

✔ Produced Presidential interviews highlighting workforce development and STEAM education, including radio spots and a feature on "Women Who Lead" on WJR radio.

✔ Hosted multiple STEAM Saturday sessions and a STEAM week event for potential students, parents, middle school and high school administrators, counselors and teachers.

✔ Developed new TV/Video spots focused on STEAM careers, including engineering, advanced transportation, broadcast/video arts, medical billing and coding, and computer science.

"*STEM Scholars changed the trajectory of my college experience. Before, I was just going through the motions — attending class and working for good grades. STEM Scholars allowed me to get out of my shell and meet people with like-minded interests. The programming provides good networking opportunities and you meet a lot of people that you wouldn't necessarily cross paths with.*"
— *Ajahnee Harris*
Math & Science graduate

"*My sister introduced me to STEM Scholars. I'm so glad she did, because I see how valuable the mentoring, networking opportunities and workshops are. I already feel so confident and excited about achieving my dream of animating shows.*" — *Amaria Harris, 3D Animation Arts major (right in photo)*

Hunter Darrow
Emergency Room Nurse
WCC Graduate

Inaugural taping of "Launch with WCC" with **Dr. Rose Bellanca, WCC President,** and **Host Kristy King, WCC alumnus**

NEW OR CONTINUING GOALS 2022-2023

❖ Continue to advance WCC's digital presence through ongoing execution of a comprehensive media plan.

❖ Continue to build the college's position as a destination for STEAM education.

"WCC continues to be a leader in creating training that prepares students for jobs in the latest mobility technologies. Our recently acquired Ford Mach-E allows students to experience new connected vehicle technology that was not possible at WCC up to this point. The Mach-E has allowed the Transportation Technology department to update curriculum with new battery electric vehicle content, and our students can now learn how to diagnose, repair, and calibrate advanced driver assistance systems. We are excited by our work with electric vehicles, automotive cybersecurity, and our other mobility offerings, which are consistently recognized and supported by an array of grant funding and partnerships across the state. Most importantly, we are proud we are making a real impact on students and building the workforce in this emerging field."

— Allen Day
Transportation Technologies Faculty

Alex Spencer
Automotive Test Technician
WCC Graduate
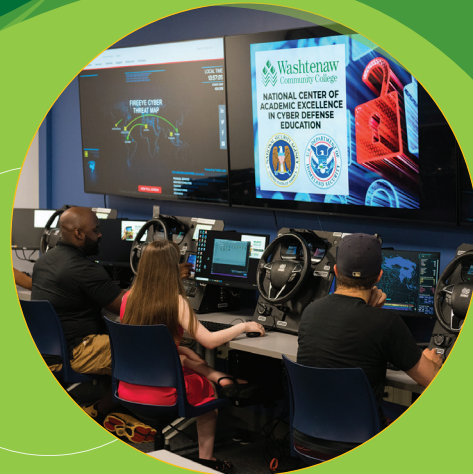
Automotive Cybersecurity Lab

NEW OR CONTINUING GOALS 2022-2023

❖ Continue to position the college as a leader in the mobility sector.

❖ Further position the college as a Smart Cities technology and training leader in support of workable, sustainable, and livable environments.

(PRIORITY 5)

WORKFORCE DEVELOPMENT

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

OUTCOMES 2021-2022

❖ Continued to expand the college's leadership in mobility-related programming.

✔ Procured and developed programming utilizing the college's first electric vehicle (Ford Mach-E).

✔ Received the Michigan Revolution on the Electrification of Vehicles (MiREV) grant through the Workforce Intelligence Network, part of the Governor's priority to identify training needs in electrification for mobility.

✔ Secured more than $100,000 in external support from multiple partners to enhance mobility programming for young people in the county and across the state.

✔ Participated in expanded external events to showcase WCC mobility offerings, including the Intelligent Transportation Society, Motor Bella, Center for Automotive Research, and others.

❖ Researched and developed extended programming to respond to 21st-century training needs of individuals, business, and industry.

✔ Developed online, on-demand training courses related to mobility as part of the CCAT (Center for Connected and Automated Transportation) grant.

✔ Launched discussions with the State of Michigan, MICHauto, and a national EV charging manufacturer to develop entry-level training in EV Charging Station Installation and Repair.

❖ Advanced efforts to position the college as a Smart Cities technology and training leader.

✔ Signed a contract with Unmudl, a marketplace for community college training courses, and began delivering Data Analytics Technician training throughout the United States.

✔ Partnered with the University of Michigan Transportation Institute to submit a second five-year USDOT funded Center for Connected and Automated Transportation Grant.

(PRIORITY 6)

PARTNERSHIPS

In alignment with mission and student, community, and other constituent needs, leverage and pursue partnerships with the following areas: university and K-12 districts; government relations; corporate and business partners; agencies; and/or public private partnerships.

OUTCOMES 2021-2022

❖ Explored and developed partnerships to pursue opportunities to enhance enrollment, student success, fundraising, and/or resource sharing, including (but not limited to):

✔ The renewal of the National Science Foundation funded LSAMP grant to support underrepresented student participation in STEM transfer fields, in partnership with the University of Michigan, Michigan State, Wayne State, Western Michigan, and Mott Community College.

✔ The Industry Infinity grant in partnership with seven community colleges and six workforce agencies to support programs in areas such as manufacturing, information technology, cybersecurity, and transportation technologies.

✔ Created HBCU Pathway program in partnership with several Historically Black Colleges and Universities nationwide to enable students to transition seamlessly from high school to an HBCU upon completion at WCC.

NEW OR CONTINUING GOALS 2022-2023

❖ Continue to seek and execute options to launch the development of a University Center on campus.

❖ Continue to seek and develop partnerships that align with the mission and goals of the college.

"WCC's HBCU Pathway showed me that our college really cares about me and my success as a student. This program gave me the opportunity to be seen and heard about my dreams of attending an HBCU, along with having full support throughout my transfer process. I know that they all want me to excel at WCC and beyond."

— Zaria Miller
WCC Class of 2022

"The HBCU Pathway program at WCC was an essential part of providing information on HBCUs that many people fail to tell their students. I am especially grateful to WCC's Diversity & Inclusion student engagement coordinator who took the time to advocate for me even when it seemed that I was out of options."

— Elizabeth Perryman
WTMC Class of 2022

HBCU *Pathway*

"Nurses are the soul of a hospital. Ensuring excellent nursing care for people in our community is of utmost importance to us. I've been in the hospital a lot and have met many nurses. Agnes and I have been moved by the care we've received from nurses and have made good friends."

– Agnes and Stephen Reading
Ann Arbor philanthropists and longtime supporters of WCC

"I appreciate this so much! This last semester was the hardest semester, so I couldn't work like I wanted to because of how much we had to study. After this semester we must take and pay for all of the NCLEX studies, so this money will help me be able to pay for everything leading up to that now education wise!"

— Reading Scholarship Recipient

NEW OR CONTINUING GOALS 2022-2023

❖ Continue to implement sustainability goals toward carbon neutrality on campus.

❖ Explore continued options for alternative revenue sources that meet student and community needs.

❖ Continue three-year strategic fundraising plan for WCC goals, including a $2 million Student Emergency Fund endowment, increasing WCC's capabilities in mobility and Smart Cities.

(PRIORITY 7)

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

OUTCOMES 2021-2022

❖ Instituted steps toward a carbon-neutral footprint by the year 2030, including the approval of a two-part plan to eliminate electric consumption.

✔ On track to reduce base load energy by 20% over ten years, including reducing consumption by 2% since 2019, despite COVID protocols to run air handling equipment 24/7.

✔ Became the first community college in Michigan to join the DTE MiGreen Power program to move all electric power to clean energy by 2029.

✔ Launched reduction of internal combustion engine vehicle fleet, with plan to convert fleet to electric vehicles beginning in FY23

❖ Pursued grants that align with WCC's mission and strategic plan and increase revenue, especially in the areas of mobility, workforce development, Smart Cities, STEM education and student success.

✔ Identified and pursued viable grant opportunities to support college priorities, with new grant awards of nearly $400,000 in 2021-22.

❖ Continued execution of three-year strategic fundraising plan in alignment with WCC goals.

✔ Raised $2.87 million to fund scholarships, emergency support, college initiatives and multiple endowments including a $1 million donation for WCC nursing students.

✔ Created and funded three different micro-scholarships to enhance student completion.

❖ Developed a technology sustainability plan and detailed action plan for implementation.

✔ Completed the Technology Sustainability Plan with broad input and a goal to provide service and solutions/technologies that further WCC's mission and priorities.

✔ Plan includes 74 projects total supporting areas such as college security, IT infrastructure, data access, and user experience.

✔ Completed the Technology Sustainability Plan with broad input and a goal to provide service and solutions/technologies that further WCC's mission and priorities.

✔ Plan includes 74 projects total supporting areas such as college security, IT infrastructure, data access, and user experience.

(PRIORITY 8)

COMMUNITY ENGAGEMENT & DEVELOPMENT

Become a key player in community development.

OUTCOMES 2021-2022

❖ Engaged strategically with local communities served to address particular areas of access.

✔ Expanded services at Parkridge and Harriet Street Centers, holding a revamped Summer Learning Experience at Parkridge led by certified teachers for instruction and STEM activities.

✔ Received more than $100K in external funding to support the Summer Learning Experience, after-school programming, technology support and literacy, and other new initiatives, with funding from partners such as the State of Michigan, Ann Arbor Community Foundation, United Way, Washtenaw County, and the Barfield Family Fund.

✔ Expanded boot camp programming in healthcare and IT/cybersecurity in partnership with local industry and agencies, providing immediate skills needed by area employers and resulting in job opportunities for local residents.

"In 2020, our employer group was desperate to attract and educate talent to enter the healthcare services field. Through tireless work, multiple meetings and exciting innovation, WCC, the employers and Michigan Works collectively created and implemented a Foundations of Caring program. We are all extremely proud of the work we've done and look forward to seeing our impact in the community now and in the future. Our seniors deserve it!"

— Breanne Stuart
CEO of Homewatch Caregivers

MICHIGAN WORKS!®

NEW OR CONTINUING GOALS 2022-2023

❖ Further develop strategies to address the needs of specific community populations, including eastern Washtenaw County.

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.

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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.

This graphic map captures Washtenaw Community College's journey into the future, depicting visual guideposts and pathways forward as the college meets its goals and aspirations over the next three years.

Washtenaw
Community College

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