



Shaping Our
FUTURE SUCCESS



2020–2023

Washtenaw Community College Strategic Plan Three-Year Update

September 2020



From the President

I am proud to introduce the goals of the third major update to the Washtenaw Community College Strategic Plan: *Shaping Our Future Success 2020–23*.

This update builds on the successful work of our two prior strategic planning cycles in 2012–15 and 2016–19, and incorporates campus-wide input that includes the 2019 Master Plan process. **Most importantly, it has prepared us to survive—and thrive—in an ever more uncertain future.** As we begin our 2020–21 academic year, we find ourselves in truly unprecedented and disruptive times. We are in the midst of a global COVID-19 pandemic that has forced colleges and universities to implement a sudden, dramatic shift in operations and operate virtually. Like any institution, WCC is not immune to the challenges the pandemic presents to the safety and stability of its campus and community. However, because we have a strategic planning framework in place that has successfully led us through the development of so many key initiatives—from the Teaching and Learning Center, to the Advanced Transportation Center, to Open Educational Resources, to the Center of Excellence for Nursing, to online advising, and more—we have found ourselves positioned to continue and grow as a college in our exceptional, innovative work. Because we had strategic goals and infrastructure in place, we have been able to respond swiftly and effectively to the needs of our students.

We continue daily to meet our mission of making a difference in the lives of those we serve by providing excellent and accessible educational programs and services, and our focus on student success and access drives us forward in ensuring that those who come through our open doors achieve their goals. As we move further into our second half-century, we increasingly recognize that there are disruptions and challenges beyond COVID-19 that are now arising ever more frequently. The impact of our work as a college now goes far beyond any geographic boundaries we might once have imagined. Our students, no matter where they reside or whether they take classes on campus or online, compete for jobs in a globally competitive, technologically advancing market. They are influenced by constantly evolving technologies that impact the way they learn, what they need to be successful, and how they will function in a connected world. A rapidly changing workplace requires increasingly responsive curriculum and training to prepare students for jobs that may not yet exist, and to meet the changing needs of employers. Meanwhile, as socio-economic factors and demographics shift, external forces exert an impact on the college's sustainability and its ongoing role in community and economic development.

As always, it is the college's commitment to build on past success but also be agile, innovative, and intentional in setting directions that align with the college mission, values, and vision. We embrace these challenges as opportunities to be future-focused, student-centered, and mission-driven. Strategic planning makes this possible.



Rose B. Bellanca, Ed.D.

President

Photos Top to Bottom, Left to Right: Nissan Technical Center North America delivered a fully-loaded 2018 Nissan Murano to the Auto Service Department; President Bellanca hugs a recent graduate; AVP Workforce and Community Development Brandon Tucker, Governor Gretchen Whitmer, President Bellanca, Congresswoman Debbie Dingell.

How We Got Here: Strategic Planning at WCC from 2012 to 2019

In 2011–12, WCC’s Board of Trustees, recognizing the need to position WCC to meet the opportunities and challenges of a dynamic, ever-changing environment, charged new leadership with the development of a strategic plan. A collaborative, future-focused, data-informed process was launched to develop a three-year plan to propel the good work of WCC forward and ensure it remained student-focused, relevant, and mission-based.

The process included input from faculty, staff, students, alumni, legislators, and leaders from community organizations, business and industry. This included a 25-member Strategic Planning Team, listening sessions with almost 150 faculty and staff, 200 community and business leaders, and a campus-wide survey. In April 2012, *Shaping Our Future*, WCC’s 2012–15 Strategic Plan, was presented to the college community.

Shaping our Future is built upon **eight strategic priorities** that represent those areas with which all strategic and operational goals are aligned:

1. Professional Development and Organizational Health
2. Student Success
3. Institutional Innovation, Agility, and Responsiveness
4. Visibility and Branding
5. Workforce Development
6. Partnerships
7. Funding and Resources
8. Community Engagement and Development

Throughout 2012-15, implementation teams of faculty and staff led initiatives to realize goals connected to each of the eight priorities. In addition, faculty departments led the creation of department-level strategic goals linked to the priority of student success. By 2014, the annual budgeting process was also realigned so that resource allocation reflected the priorities of the strategic plan, including special funding to support innovative strategic initiatives.

As the first three-year phase of the plan came to an end in spring of 2015, faculty/staff planning teams reviewed their work and oversaw implementation of new goals around the eight priorities for *Shaping Our Future Together 2016—19*. These were completed during 2016–19.



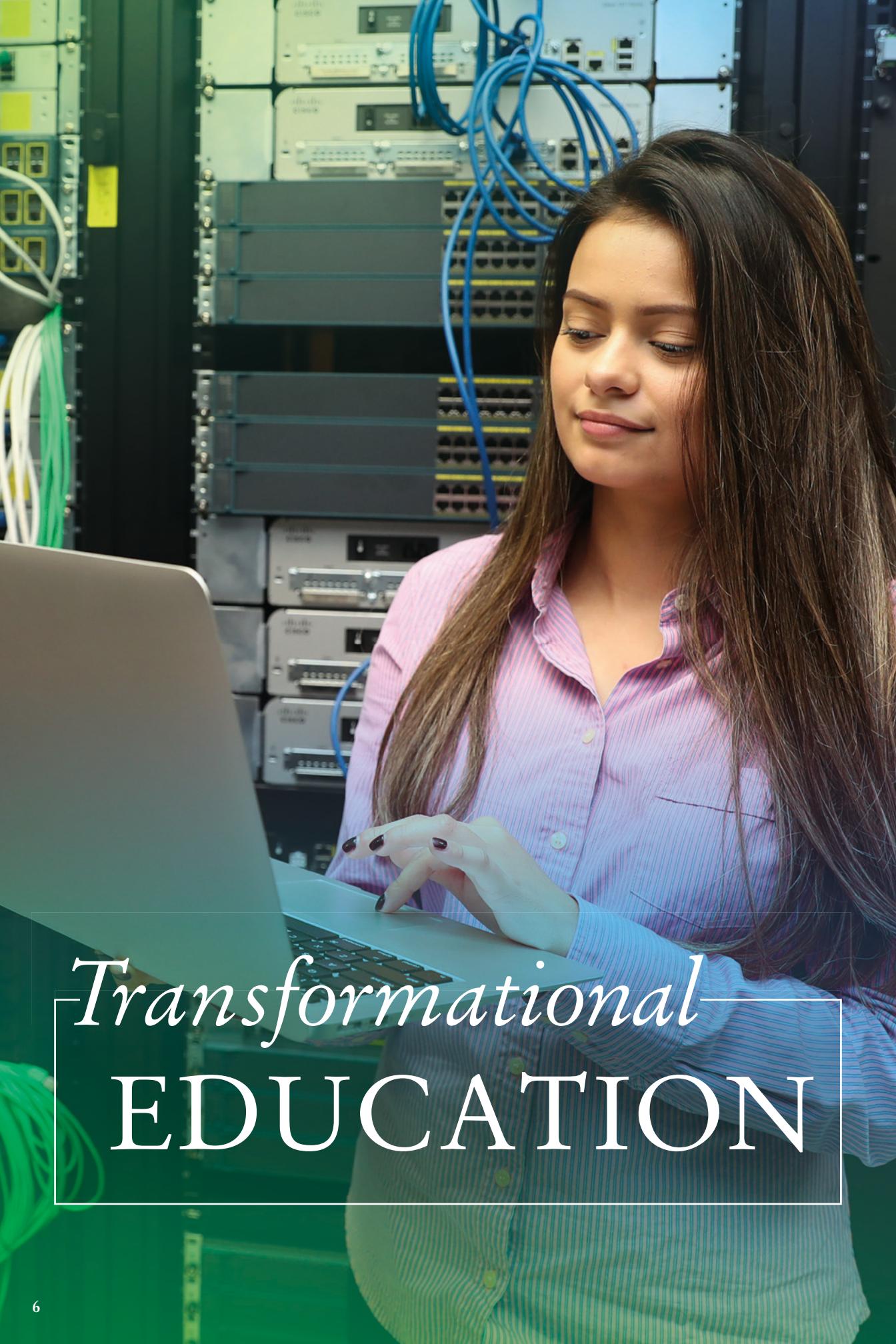
David Seaman, semifinalist, talks with Ali Kurmasba, winner of the national Jack Kent Cooke Foundation Undergraduate Transfer Scholarship.

A portrait of Christina Fleming, a woman with long dark hair, wearing a black blazer and a necklace with a blue pendant. She is smiling slightly and looking towards the camera. The background is a soft, out-of-focus blue and green gradient.

Innovation AT WORK

“As Chair of Washtenaw Community College, it is rewarding to see how the college’s collective planning work continues to position WCC and its students for a successful future, even in the face of the significant and unexpected changes around us. The initiatives achieved thus far, and the goals developed to move us forward over the coming years, demonstrate that the college has unquestionably embraced innovation and transformation in meeting its mission of serving our diverse student population. Because of this future-oriented work, WCC is able to progress continually as a leader in providing the very best educational opportunities for our students and the community, wherever and whenever they are needed.”

Christina Fleming
Chair, Washtenaw Community College Board of Trustees



Transformational
EDUCATION

Initiatives to Build On

The collective strategic work of WCC faculty and staff have led to the realization of initiatives that meet current needs and future possibilities. Some highlighted outcomes that resulted from the 2012–15 and 2016–19 strategic planning cycles include (but are not limited to):

- The Teaching and Learning Center, with a campus-wide model for providing and managing professional development (KALPA).
- Development of online advising and other services to support students completing online programs.
- Creation of a designated Center of Excellence in Nursing.
- Completion of an \$8.5 million capital campaign for student success, access, and faculty innovation.
- Creation and launch of the Advanced Transportation Center (ATC), including curriculum development, equipment/facilities, and grant funding.
- Expansion of K–12 outreach and partnerships, such as college readiness initiatives, bridge programs, STEAM programming, and summer camps.
- Enhanced assessment of student learning, including participation in the Higher Learning Commission (HLC) Assessment Academy.
- Implementation of multiple student success initiatives, such as a success coaching model; group advising; and multiple targeted strategies to increase and meet goals for persistence, retention, and completion.
- Development and expansion of Open Education Resources.
- Implementation of collaborative classroom models.
- Revision of general education to improve transfer pathways through adoption and incorporation of the Michigan Transfer Agreement.
- Increased fundraising for scholarships and implementation of student emergency funding.



WCC students in discussion near the campus green.

Opposite Page: A WCC student working on an IT project.

Development and Input into Shaping Our Future Success 2020—23

As we developed Shaping Our Future Success 2020–23, we recognized that the **eight priorities** identified in 2012 by the college community still represent the strategic guideposts that best enable WCC to move forward, thrive, and fulfill the mission of the college to its greatest future potential.

Working with this strong and successful existing framework for planning, the college is also determined to work as much as possible with existing structures, processes, and groups to develop and implement the next phase of the strategic plan.

Input providing context for strategic planning included:

- A series of Campus Master Plan input sessions held with approximately 200 internal and external constituents in 2018-19 on the future vision of the college, including analysis provided by facilitators at Albert Kahn Associates, Inc.
- Reflection workshops on the WCC mission, HLC criteria, and other feedback gathered from faculty and staff groups across the college during preparation for Reaffirmation of Accreditation in 2019-20.
- Feedback on the impact of internal and external forces and trends on the future directions of the college gathered at sessions for administrative leadership and staff in 2018-19.

As part of the Campus Master Plan process, a comprehensive **environmental scan** was conducted and provided campus-wide to inform all faculty and staff as they participated in the feedback gathering process. The external and internal data included demographic information, employment projection data, enrollment data, projections from the National Center for Education Statistics, data from the Center for Educational Performance and Information (CEPI), trend information, and many other sources. Data and feedback supported the identification of potential goal areas under the eight strategic priorities.

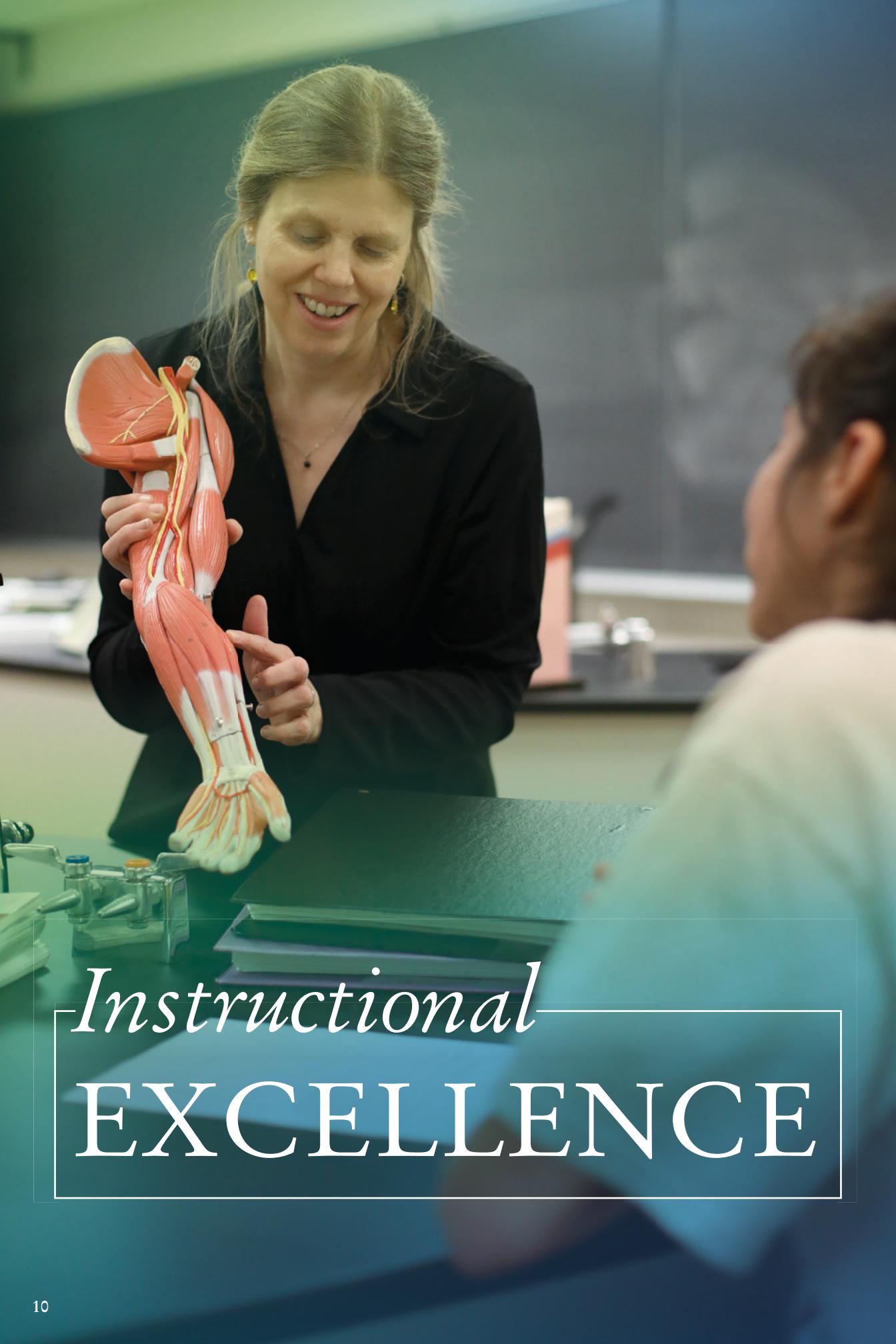
Three-year goals emerged as this feedback and data were reviewed that address strengths, needs, challenges, or opportunities for the college. These goals were introduced to the WCC Board of Trustees in February 2020.



*Surgical Technology faculty member Elizabeth Connors provides hands-on learning in the lab.
Opposite Page: Environmental Science faculty member, Smita Malpani leads a lab.*



A Plan for
SUCCESS



Instructional

EXCELLENCE

Shaping Our Future Success 2020—23 Goals

The following goals are intended for implementation in 2020-2023, drawing on the work of existing groups and structures. These goals emphasize WCC’s work such as providing a complete online campus experience to students and the community; expanding resources for employment; and offering maximum flexible learning environments to students.

PRIORITY ONE: Professional Development and Organizational Health

- Create and deliver a holistic and comprehensive health and wellness program for WCC employees, including support through a learning-focused environment for a shared commitment to inclusiveness, equity, and diversity.

PRIORITY TWO: Student Success and Satisfaction

- Implement a comprehensive strategy to improve and promote transfer completion.
- Develop and implement a suite of instruction and student support initiatives that address the distinct attributes and needs of the adult learner.
- Implement a comprehensive plan to increase student retention.
- Enhance wrap-around services to include student wellness services to increase retention and student success.
- Develop a competitive e-sports program as a student success, retention, and recruitment strategy (in an online environment).
- Implement a mobile cyber lab to enhance student learning opportunities and college outreach.

PRIORITY THREE: Innovation, Agility, and Responsiveness

- Implement programming and services to create a completely online campus experience.
- Develop and implement competency-based education programming (in an online environment).
- Enhance the college learning environment through visual ambient learning spaces.
- Incorporate internship or earn as you learn opportunities for degree credit students, with a focus on skilled trades, math, and science.
- Develop and implement a data analytics structure.
- Create a structure for a new learning paradigm that allows for repackaged learning and skills training and validation of credentials to meet rapid-paced market need, with a focus on credit for prior learning.
- Develop and implement a gamified app for modularized curriculum.

PRIORITY FOUR: Visibility and Branding

- Improve the community’s knowledge and WCC’s transparency through the use of digital media (in an online environment).
- Improve the on-campus visitor experience, public safety, and student success through enhanced wayfinding.
- Position the college as a leader in STEAM education.

PRIORITY FIVE: Workforce Development

- Research and develop expanded programming to respond to the 21st-century training needs of individuals, business, and industry.
- Position the college as a Smart Cities technology and training leader in support of workable, sustainable, and livable environments.

PRIORITY SIX: Partnerships

- In alignment with mission and student, community, and other constituent needs, explore and develop partnerships in the following areas to pursue opportunities to enhance enrollment, student success, fundraising, and/or resource sharing: University/K12; government relations; corporate and business partners; and corporate public/private agencies.
- Develop a University Center model.

PRIORITY SEVEN: Funding and Resources

- Strive for a carbon neutral footprint by the year 2030.
- Explore options for alternative revenue sources that meet student and community needs.
- Pursue grants that align with the college mission and strategic plan to increase revenue.
- Complete three-year strategic fund-raising goals for the student emergency fund, ATC, and WCC Success Center.

PRIORITY EIGHT: Community Engagement and Development

- Engage strategically with local communities served by the college, particularly to address areas of access such as the digital divide.



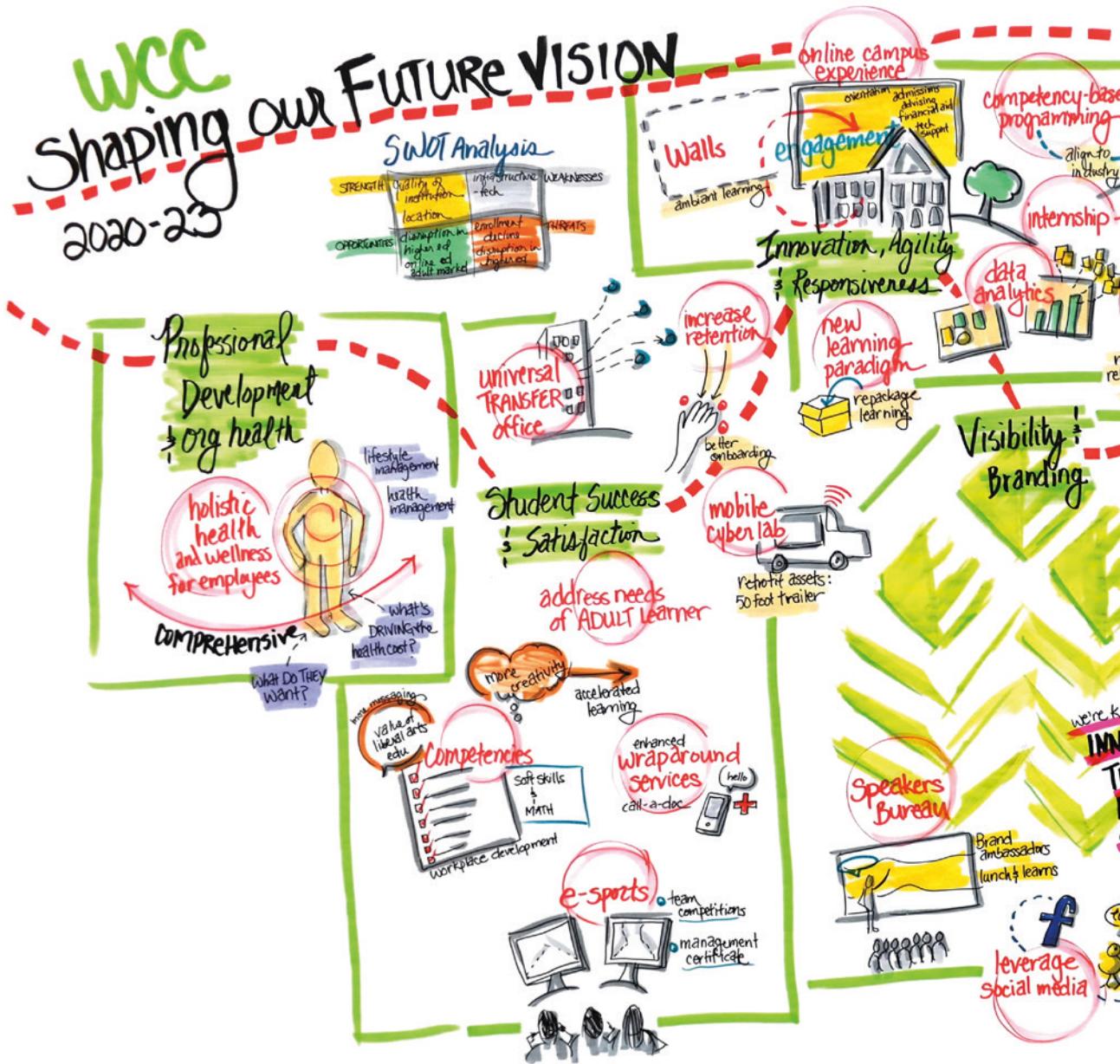
Hands-on learning in WCC's Nursing Center of Excellence simulation lab.



“WCC is by far the best choice I made in my career. That’s really where my life started to take off.”

- Aisha Bowe, WCC graduate, former NASA Aerospace engineer, tech entrepreneur

A graphic map of *Shaping Our Future 2020-2023* was created by graphic facilitator Julie Stuart in February 2020. Ms. Stuart has captured the early stage of each strategic planning cycle for WCC as a roadmap to follow throughout the college’s journey in realizing the goals it has set for the future.





Julie Stuart Making Ideas Visible ©2020

Student Center

Community STRONG





*Photos Top to Bottom, Left to Right:
Renowned author and urbanist Richard Florida views WCC's slingshot with consultant Brian Malone at the President's Leadership Recognition Luncheon.*

Michigan Attorney General Dana Nessel speaks at the Criminal Justice Reform Town Hall.

WCC hosted the CTE Industry Leaders Panel. Panelists included Ypsilanti Community High School Principal Cory Gildersleeve, Homewatch CareGivers President and CEO Breanne Stuart, Ann Arbor Regent Hotel and Suites/Bell Tower Hotel General Manager DeWayne R. Grann, Huck Finch co-founder Hien Lam, and Washtenaw County Sheriff's Office deputy Kaitlin Turpin.

Opposite page: Students gather in front of the Student Center Building.



*Photos Top to Bottom, Left to Right:
STEM Scholar students enjoy playing with a therapy dog.*

Students celebrate the kickoff of CTE Month.

Raising the flag on Veteran's Day.

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

CHAIR

Christina M. H. Fleming

VICE CHAIR

William G. Milliken, Jr.

SECRETARY

David DeVarti

TREASURER

Angela Davis

WCC PRESIDENT

Rose B. Bellanca, Ed.D.

TRUSTEES

Ruth A. Hatcher

Richard J. Landau, Ph.D., J.D.

Diana McKnight-Morton

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, Title IX or ADA/504 inquiries: Executive Vice President of Student & Academic Services, SC 247, 734-973-3536.

Facility access inquiries: Associate V.P. of Facilities, Development & Operations, DF 112, 734-677-5322

Employment compliance inquiries: V.P. for Human Resources, BE 120, 734-973-3497

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

If you have a disability and require accommodation to participate in this event, contact Learning Support Services at 734-973-3342 to request accommodations at least 72 hours in advance.

The Student-Right-to-Know and The Crime Awareness & Campus Security Act of 1990 (also known as the Clery Act) requires institutions to disclose information about graduation rates, crime statistics, and security information to current and prospective students. Individuals interested in obtaining this type of information should contact the Dean of Students office at 734-973-3328



Washtenaw
Community College