Leading Strategic Planning Through Faculty Engagement

Higher Learning Commission Annual Conference
April 13, 2014

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Overview

• Background on Washtenaw Community College (WCC)
• Strategic planning at WCC
• Engaging the faculty around Student Success
• Results and resources allocated
• Lessons learned
Washtenaw Community College

• Public, comprehensive community college in Ann Arbor, Michigan, founded in 1965
• ~20,600 credit students and 15,000 non-credit enrollments
• ~100 credit programs in occupational and general education
WCC Mission

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

Teaching and Learning
Support
Diversity
Partnerships
Innovation
WCC Vision

Student Success

Community Success

Staff Success
Strategic Planning at WCC

• Lack of recent strategic planning history
• Consultative recommendation by 2009 HLC team
• New administrative leadership
• External changes: enrollment declines, recession, job market, legislation, technology
Planning Process: Phase One (2011-12)

- External and Internal Data
- Listening Session
- Feedback

Opportunity Analysis

Shaping Our Future
2012-15
Input into Phase One

- 125 Business and Community Leaders
- 160 Students, Faculty and Staff
- Strategic Plan Advisory Team
  - 24 Faculty and Staff
- 2,500 FT Employees Surveyed
2011-12: Research and Input

External Information and Data

Internal Feedback and Data

Eight Strategic Plan Priorities

Professional Development

Student Success

Agility/Responsiveness

Visibility and Branding

Workforce Development

Academic Partnerships

Funding and Resources

Community Development

Student Success in the classroom

Student Services

2012-15: Priorities in Action

Washtenaw Community College
Phase Two: Implementation (2012-13)

• Small teams of faculty/staff for each priority, each led by co-chairs

• Charge: look at best practices and recommend goals, action plans, and measures
The Challenge

How to address student success?

Priority 2:
Student Success

Instruction  Student Services
The Challenge

How to engage faculty meaningfully in planning and implementation?

Crisis ≠ Danger + Opportunity
Crisis = Danger + Critical Point
(things are about to change)
The Plan

Priority 2:
Student Success

2A: Instruction
- Team: All Faculty Departments
- Task: Goal Setting

2B: Student Services
- Team: Priority Team
- Task: Best Practices/Action Plan
Engaging the Faculty: What and How

1. Focus on goals connected to student success priority (meaningful)

2. Focus on faculty ownership of success data
Engaging the Faculty: Getting to the Why

But how to you ask 27 department chairs to lead this work?
A shared sense of urgency...

“It does not do to leave a live dragon out of your calculations, if you live near him.”

-J.R.R. Tolkien, The Hobbit
Four Factors:

Tools

Time

Training

Tangible Results
# Tool #1: Customized Data Books

## Data Book Sample Contents:

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Enrollment and Success Rate</strong></td>
<td>4</td>
</tr>
<tr>
<td>1. Course Enrollments and Success Rates</td>
<td>5</td>
</tr>
<tr>
<td>2. Course Grade Distribution</td>
<td>7</td>
</tr>
<tr>
<td><strong>B. Persistence</strong></td>
<td>25</td>
</tr>
<tr>
<td>1. Fall to Winter by Major</td>
<td>26</td>
</tr>
<tr>
<td>2. Fall to Fall by Major</td>
<td>26</td>
</tr>
<tr>
<td><strong>C. Degrees and Certificates Awarded</strong></td>
<td>27</td>
</tr>
<tr>
<td><strong>D. Employment</strong></td>
<td>29</td>
</tr>
<tr>
<td>1. Graduate Follow-up survey results by Major</td>
<td>30</td>
</tr>
<tr>
<td>2. Program Review of Occupational Education survey results</td>
<td>100</td>
</tr>
<tr>
<td>3. Projected Occupational Openings by Program</td>
<td>132</td>
</tr>
<tr>
<td><strong>E. Transfer and Bachelor Degree Attainment</strong></td>
<td>134</td>
</tr>
</tbody>
</table>
Tool #2: Student Success Goal Template

• Two parts:
  – data and gap analysis
  – goal setting

• Used to frame department conversations on data and organize thinking

• Addressed multiple aspects of student success—up to department to prioritize
Student Success Priority Focus Areas

• Student satisfaction, success, persistence, and retention
• Quality of curriculum and instruction
• Post-secondary readiness and value-added developmental instruction
• Seamless transfer to a four-year college or university
• Job readiness for current business/industry needs
Priority: Strengthen and enhance student success.  

<table>
<thead>
<tr>
<th>Areas to Address (if applicable—not all areas will apply to all departments)</th>
<th>Data</th>
<th>Gap Analysis</th>
<th>Innovations</th>
<th>Goals</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student satisfaction</td>
<td>What data do you have? Is any data missing?</td>
<td>Based on the data, what are you doing now in this area that is effective?</td>
<td>Based on the data, what are you missing/what could you do to improve in this area?</td>
<td>What innovations are you thinking of for your area?</td>
<td>What are your long term (2-3 year) goal(s) to address this area?</td>
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<tr>
<td>Student success</td>
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<td>Student persistence/retention</td>
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<td>Completion (awards)</td>
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<td>Quality of curriculum and instruction</td>
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<td>Developmental instruction</td>
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<td>College readiness</td>
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<td>Job training/re-training</td>
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<td>Transferability</td>
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<td>Enrollment</td>
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</tbody>
</table>

4/9/2014
Part One: Data and Analysis

Use what you see in your data to answer the questions: “what are we doing well?” and “what do we want to do better?”
## Using the Template: Part One

<table>
<thead>
<tr>
<th>Areas to Address (if applicable)</th>
<th>Data</th>
<th>Gap Analysis</th>
<th>Based on the data, what are you missing/what could you do to improve in this area?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student satisfaction</strong></td>
<td>Radiography Graduate Exit Survey; Clinical site/ Clinical Instructor Evaluations; PROE Report</td>
<td>1. Aligning didactic courses with clinical courses.</td>
<td>Add a C-arm unit to the radiography lab</td>
</tr>
<tr>
<td><strong>Student success</strong></td>
<td>American Registry of Radiologic Technologists (ARRT) exam pass rate: Annual Radiography Program Assessment Plan/Report</td>
<td>1. RAD curriculum current in classroom and clinical setting; 2. Adding advanced certificates in Mammography, Computed Tomography</td>
<td>1. Need to address soft skills. 2. Sponsor an Annual Health Career Fair.</td>
</tr>
<tr>
<td><strong>Student persistence/retention</strong></td>
<td>Persistence data; Annual Radiography Program Assessment Plan/Report</td>
<td>1. Increased radiography prerequisite courses.</td>
<td>1. Eliminate the waitlist and go to a competitive admission model; 2. Include content on soft skills in RAD 100</td>
</tr>
<tr>
<td><strong>Completion (awards)</strong></td>
<td>JRCERT accreditation; program/course Assessment Plan/Report; Radiography Advisory Committee reports, SOQs</td>
<td>Using feedback to keep curriculum current.</td>
<td>Trauma/ER radiography training. Content on digital radiography</td>
</tr>
<tr>
<td><strong>Quality of curriculum and instruction</strong></td>
<td>JRCERT accreditation; program/course Assessment Plan/Report; Radiography Advisory Committee reports, SOQs</td>
<td>Using feedback to keep curriculum current.</td>
<td>Trauma/ER radiography training. Content on digital radiography</td>
</tr>
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<td><strong>Developmental instruction</strong></td>
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<td><strong>College readiness</strong></td>
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<tr>
<td><strong>Job training/re-training</strong></td>
<td>GFU report</td>
<td>High job placement rate</td>
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<td><strong>Transferability</strong></td>
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<tr>
<td><strong>Enrollment</strong></td>
<td>Enrollment data</td>
<td>Program has long waitlist.</td>
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</tbody>
</table>
Part Two: Choose Priorities and Set Goals

After your department has reflected on the data, choose a few priority areas to address.

Then set

• innovations,
• goals, and
• measures.
### Using the Template: Part Two

<table>
<thead>
<tr>
<th>Areas to Address (if applicable)</th>
<th>Innovations</th>
<th>Goals</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student satisfaction</td>
<td>Develop advanced certificate in Magnetic Resonance Imaging</td>
<td>Develop advanced certificate in Magnetic Resonance Imaging</td>
<td>Begin developing the courses and clinicals for the MRI program</td>
</tr>
<tr>
<td>Student success</td>
<td>Develop an advanced certificate in Magnetic Resonance Imaging</td>
<td>Develop an advanced certificate in Magnetic Resonance Imaging</td>
<td>Offer Medical Professionalism in Clinical Education; Sponsor an Allied Health Career Fair.</td>
</tr>
<tr>
<td>Student persistence/ retention</td>
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<tr>
<td>Completion (awards)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of curriculum and instruction</td>
<td>1. Provide high-level trauma/ER radiography training</td>
<td>1. Provide a one-month level-1 clinical rotation</td>
<td>Secure level-1 clinical sites</td>
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<tr>
<td>Developmental instruction</td>
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<td>College readiness</td>
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Tools#3 and #4: Time and Training

• In-service and dedicated department meetings throughout 2012-13 and 2013-14
• IR staff met with every department to help with data needs
• Facilitators (one faculty and one academic dean) assisted each department one-on-one
• Deans helped chairs prioritize goals
Tangible Results

• Strategic goals and innovations from all 27 academic departments in 2013

• Trending themes:
  – Expand cross-disciplinary collaboration
  – Increase use of social media/web in classroom
  – New marketing needs for program areas
  – Increase in distance learning
Resources Allocated

For FY14, 13 faculty strategic initiatives funded with “seed” money from strategic fund

– Must be innovative, one-time expenses
– Up to $10,000/request
– Application process and review panel
– Reviewed using specific criteria and rubric
Going Forward...

- Updates from departments in December and May: Department Status Update

- New goals due in May with simplified goal template

- Student Success goals now the connecting thread of the institutional plan
1. What is your strategic goal?:

2. What is the intended outcome of the goal?:

3. How will the outcome of the goal be measured?:

4. Complete the information regarding the action steps to accomplish the outcomes of the goal below:

<table>
<thead>
<tr>
<th>Action Step(s)</th>
<th>Status of Work Completed</th>
<th>Planned or Actual Completion Date mm/dd/yy</th>
<th>Budgeted Cost</th>
<th>Revised / Actual Cost</th>
<th>Responsibility</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Not Started</td>
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<td>In Progress</td>
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<td></td>
<td>Complete</td>
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If this goal has been submitted for strategic initiative funding, please check here: ☐
Department Strategic Goal Template 2014-15

Instructions: Complete this form to establish new departmental strategic goals for 2014-15. Please complete one chart for each goal.
1. Number and briefly describe your goal (blue box).
2. Describe how the goal will be measured (green box).
3. List the action steps necessary to achieve this goal in the table. Include completion dates, estimated costs, and list a responsible person.

<table>
<thead>
<tr>
<th>2014-15 Goal#</th>
<th>How this goal will be measured</th>
<th>Action Step(s) to complete this goal</th>
<th>Completion Date: mm/dd/yy</th>
<th>Estimated Cost</th>
<th>Responsible person</th>
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Shaping Our Future

1. Coordinate Professional Development
   - Internal Advisory Group
   - External Partnerships
   - Student Services: Awareness, Access, One-Stop Shop

2. Student Success Instruction
   - Explore Development of Cross-Disciplinary, Project-Based Learning
   - Instructional Technology: E-Tools, Social Media

3. Institutional Quality & Relevance
   - Center for Excellence, Innovation, Flexibility
   - Freedom to Experiment, Expect & Evaluate Curricular Approaches
   - Evaluation of Curricular Outcomes

4. Visibility & Branding
   - Digital Credentials, Faculty and Staff Engagement
   - Social Media, E-Tools

5. Workforce Development
   - Entrepreneurship Center, Start-ups
   - Internships, Faculty Advisory Council
   - Strategic Relationships with Employers
   - Collaborate with Spark via Salesforce
   - Career Pathways Model
   - Establish articulation agreements

6. Academic Partnerships
   - Kids at college program encourage high school students who might not have come here
   - University-Center Collaborative Programs: "..." (text not fully visible)
   - Strategic Community Partnerships
     - Senior Academy, Elder House
   - Challenge: "Bring the best of the institution to you" (text not fully visible)

7. Funding
   - Competition to Infuse Money
   - Study Scholarships, Student Success
   - Educational Innovation for Faculty
   - Federal Funding, Grant for Smart Transportation
   - Fis Task Force: Non-Profit Revenue, Looking at International Apps

What makes us premier?

Julie Stuart: Making Ideas Visible ©2013
Lessons Learned

• Communicate, communicate, communicate
• Emphasize repeatedly how department goals connect to the institutional plan
• Resources makes a difference
• Encourage early adopters to lead the charge
• Critical to have support of deans
• Simplify
Questions?

• Student Success Strategic Planning Toolkit (templates, databook samples, and more) and
• Strategic Planning Documents located here:  
  http://nca.wccnet.edu/

Or email us:
rbellanca@wccnet.edu
jmorriso@wccnet.edu