Washtenaw Community College

Shaping Our Future

Purpose of the Strategic Plan

The purpose of the strategic planning process is to identify strategic goals that continue to position WCC for success. The plan ensures that the college is prepared to meet opportunities and challenges presented by:

- Shifting enrollments and demographics
- Legislative changes and variations in State and federal funding
- Changing demands in business and industry that call for rapid curricular response
- Transformational change in multiple areas of education such technology, instructional delivery, and global outreach, that require a response to stay competitive with other institutions and the job market

Our Planning Process

2011-12

Shaping Our Future, the 2012-15 WCC Strategic Plan, was the result of a comprehensive examination of factors that will influence the development of the college in the near future. Throughout 2011-12, multiple sources were used to develop college priorities, including scans of internal and external data, surveys of college employees, and a series of conversations that included external listening sessions with leaders in business and industry, the community, K-12, high education, and government, and internal sessions with college faculty, staff and students. In spring 2012, a cross-campus Strategic Planning Advisory Team used this information to develop eight college-wide priorities to guide planning. In total (not including survey respondents), more than 300 individuals participated in providing input into the priorities.

2012-13

In 2012-13, small Priority Teams were formed to research best practices and develop goals and action steps for each priority. For the priority related to instructional student success, faculty departments developed their own data-based plans, including short and long-term goals and innovations. In spring 2013, department goals were prioritized by deans and chairs according to a defined rubric. Goals for the other priorities were prioritized by the eight teams and action plans for 2013-14 set in motion. These are presented in the 2013-15 update.

Strategic Plan Update
May 2013

Strategic Priorities and Goals: 2013-14 Update

Priorities and Goals	2013	2014	2015
Professional Development and Organizational Health			
Consolidate all professional development activities for the college under one umbrella.	●	●	●
1. Establish an internal advisory board representing multiple areas of the college including each employee group and the Faculty Professional Development Committee, Human Resources, and IT to provide input into identifying professional development requirements and activities that best meet the needs of the college.	●		
2. Identify a professional development process, procedures, and requirements for completion by faculty and staff each year, as well as a tracking system to ensure completion and recognition.	●	●	●
3. Establish a web presence for college-wide professional development activities.	●		
Student Success-Instruction (broad themes)			
Explore the development of cross-disciplinary courses and programs.	●	●	●
Implement more project-based learning for students.	●	●	●
Expand the online delivery of curriculum.	●	●	●
Determine ways to meet the need for marketing of programs.	●		
Explore ways to use social media or other web-based programs connected to WCC in instruction.	●	●	
Student Success-Student Services			
Provide technological support and information services to students and ensure that students are aware of them.	●	●	
1. Expand options for communication channels for accessing information regarding Support Services through a trackable "one stop" site for all student inquiries.	●		
2. Support advising access for students who are completing programs that are offered 100% online.	●	●	
Implement directive academic advising to provide early intervention for students.	●	●	●
1. Create student educational plans for specific populations such as developmental and targeted high school students, and provide them with intrusive advising that includes multiple points of contact and measures to ensure early interventions, faster remediation, and improved college readiness.	●	●	●
2. Implement group advising for students in high enrollment program areas, both in person and online.	●	●	
Institutional Agility and Responsiveness			
Meet employer needs through rapid curricular innovations.	●	●	
1. Create a Center for Excellence and Innovation to serve as a central point of contact, allow faculty innovative curriculum processes, and provide evaluation of MOOCs, competencies, or other innovative models.	●	●	
Visibility and Branding			
Market WCC as a "premier institution" of postsecondary learning.			
1. Introduce digital credentialing to encourage completion, heighten brand, and increase visibility on social media.	●	●	
2. Seek and obtain industry specific awards, certifications, and/or rankings.	●	●	

Priorities and Goals continued	2013	2014	2015
Workforce Development			
Offer students clearly defined pathways that incorporate objective assessment, stackable credentials, and smooth articulation from non-credit training to credit programs, and seek corporate investment in career pathways programs.		●	●
1. Continue implementation activities related to the Department of Labor grant leading to blended IT curriculum and articulated non-credit to credit.	●	●	●
2. Facilitate departments identifying vocational certificates and degrees so that credentials can be aligned with job and industry certifications where appropriate.	●		
Develop a comprehensive model for engaging employers and supporting students' career success.			
1. Implement a centralized internship/co-op program to engage employers and match with potential students seeking internships.	●		
2. Invest in new Career Services software and implement for Fall 2013.	●		
Connect students and position them for business success through an Entrepreneurship Center.	●	●	
1. Engage and communicate about the Center with internal stakeholders.	●		
2. Research and compare centers and service offerings.	●		
3. Build capacity to complete the Center and work internally on the development of the entrepreneurial mindset and spirit.	●	●	
Academic Partnerships			
Develop and implement summer-based K-12 initiatives on campus.	●	●	
Further improve articulation and program coordinated between WCC, K-12 districts, and other higher education institutions.	●	●	●
1. Investigate and recommend the development of a University Center at WCC.	●	●	
Funding			
Continue to effectively and creatively seek revenue through grants, fundraising, and other opportunities.	●	●	●
1. Develop and implement a capital campaign.	●	●	●
2. Generate National Science Foundation grant funding.	●		
3. Create a President's Task Force to pursue innovative, non-business related revenue sources.	●		
Community Development			
Connect student learning to community service via student internships, volunteer service, work study, or other service learning opportunities.	●	●	
1. Engage a cross-campus group to evaluate current student service learning activity and survey where community needs may be met through service learning.	●	●	
Reach out more effectively to non-traditional populations.	●	●	
1. Identify and provide training for all points of contact for students and external audiences who connect with the college, particularly special needs and non-traditional populations or social service organizations.	●	●	
Evaluate the shift in the aging population and how best to address their needs.	●	●	
1. Evaluate the economic model for offering courses for seniors and explore other models.	●	●	
2. Explore the creation of a senior academy or college-based elder hostel model.	●	●	

College Mission, Values, and Vision

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.

Student Success: Our students come first. We are committed to their learning, success, and satisfaction. We strive to serve every student in an effective, caring, and supportive way. In order to enhance student learning outcomes, we engage in continuous improvement of teaching, programs, processes, and structures. We increase our accessibility by reaching learners where, when, and how they need instruction through the use of learning technologies, workplace learning experiences, and flexible scheduling of classes.

Community Success: We are committed to community learning, success, and satisfaction. WCC's primary contribution to community success is the development of a highly skilled workforce. A strong partnership with area employers emphasizes customized employee training and rapid adaptation of WCC programs to changing job training needs. Through strategic alliances with business, government, labor, and other educational institutions, WCC increases its emphasis on applied technology education, joint technical education programs with the public schools, and basic job-training services to underserved and at-risk groups.

Staff Success: We are committed to staff learning, success, and satisfaction. As a staff, we emphasize teamwork within College units and between the units. We support our colleagues and help them to be successful. We learn to improve learning; that is, we continuously increase our capacity to meet the educational requirements of the students, employers, and communities we serve. Through staff learning, we continuously improve services at each stage of the flow of students through WCC. All staff members align their work to contribute to improved teaching and increased student and community learning.

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From Here to Career

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