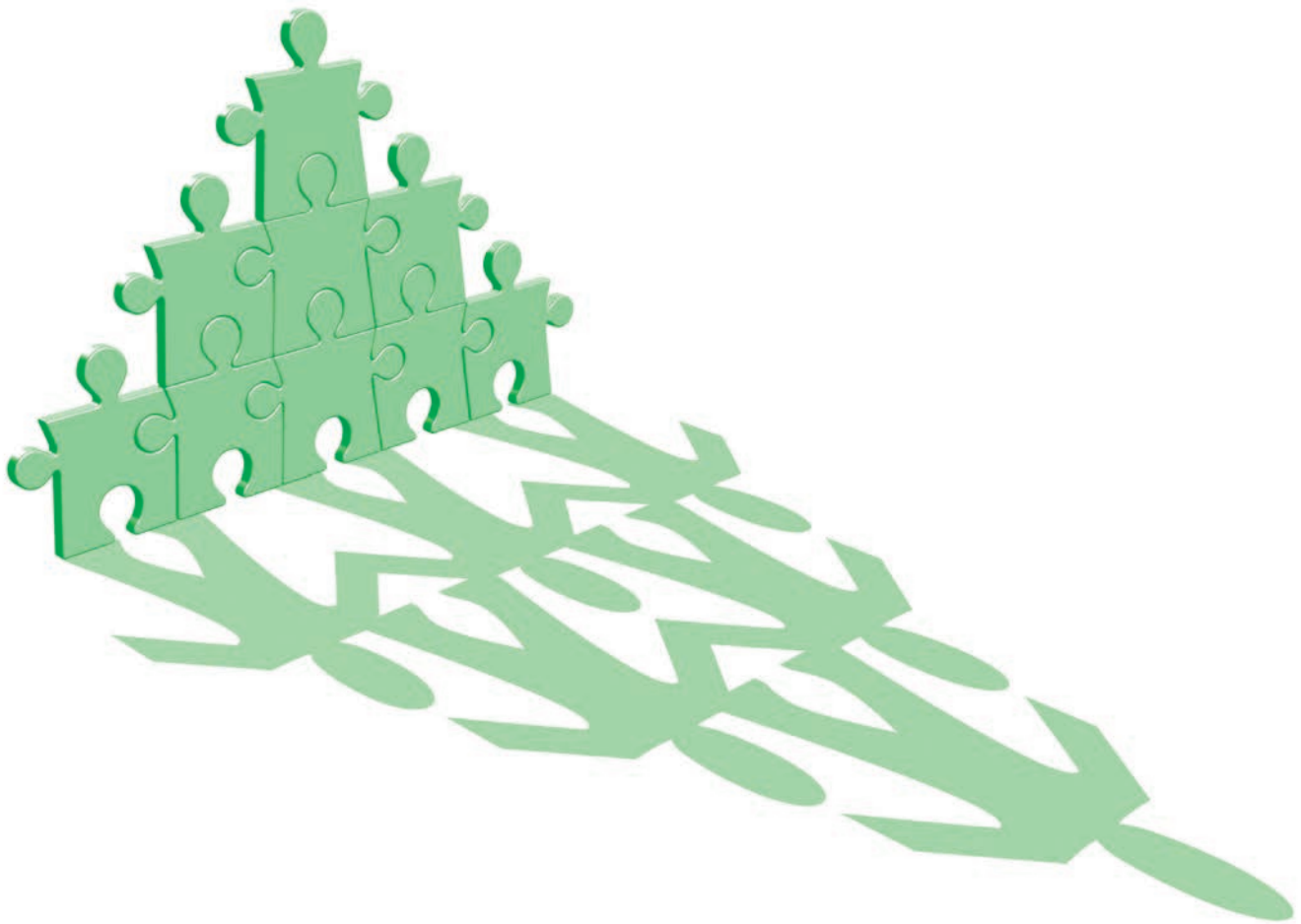




**Washtenaw**  
Community College

*Shaping Our Future*



**Strategic Plan Summary**  
**2012-2015**  
**April 2012**

# Strategic Planning Advisory Team

## Members

William Abernethy, *Dean, Humanities, Social, and Behavioral Sciences*  
Jennifer Baker, *Faculty and Co-Chair, Digital Media Arts*  
Rose B. Bellanca, *President*  
Stuart Blacklaw, *Vice President, Instruction*  
Linda Blakey, *Associate Vice President, Student Services*  
Beau Burgen, *Manager, Mechanical/Electrical Systems*  
Cheryl Byrne, *Faculty, Business*  
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Jim Egan, *Dean, Distance Learning*  
Tamika Fisher, *Administrative Support, Conference Services/Continuing Education*  
Connie Foster, *Faculty and Chair, Radiography/Allied Health*  
Michael Galea, *Faculty, Computer Information Systems*  
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Steven Hardy, *Vice President, Administration and Finance*  
Amin Ladha, *Chief Information Officer*  
Wendy Lawson, *Associate Vice President, Advancement*  
Victor Liu, *Dean, Learning Resources*  
Roger Mourad, *Director, Institutional Research*  
Lisa Veasey, *Faculty, English/Writing*  
Anne Williams, *Board of Trustees*  
Anthony Williamson, *Program Manager, Harriet Street Center*

## Planning Coordinator

Julie Morrison, *Interim Executive Associate to the President*

## Consultants

Richard Alfred, *Professor Emeritus, University of Michigan*  
Patricia Carter, *Executive Director, Center for Community College Development*

# Executive Summary

The findings and priorities presented in the Washtenaw Community College 2012-2015 Strategic Plan are the result of a comprehensive examination of forces and factors that will influence the development of the College in the foreseeable future. Multiple sources of information were used to frame priorities, including published documents and reports describing regional trends; a series of external and internal conversations between November 2011 and February 2012 focused on stakeholder perceptions of the College; and interviews with selected individuals. Over 125 individuals attended fourteen external listening sessions involving employers, K-12 schools, elected officials, non-profit organizations, alumni, colleges, and universities, and continuing education/emeritus students. Approximately 160 individuals attended sixteen listening sessions organized for WCC faculty, staff, administrators, and students. Multiple source data were synthesized by the consultants and shared with College faculty, staff, and administrators in two reports—a Capacity Analysis and an Opportunity Analysis. These reports and a portfolio of supporting information served as the resource platform for development of College-wide priorities by WCC's Strategic Planning Advisory Team in March 2012.

## Background and Strengths

Approved by Washtenaw County voters as a publicly supported county-wide community college with 1.25 mills financial support, WCC opened in 1965 with a six-member Board of Trustees, a newly-appointed president, and a parcel of land in Ann Arbor and Superior Townships. Classes started in September 1966 on a temporary campus at Willow Run, with 1,200 students enrolled in 30 occupational programs and a transfer curriculum. From this modest beginning, WCC has grown into one of the nation's premier community colleges with an annual enrollment approaching 23,000 credit and 8,000 non-credit students in 100 credit programs. Its 285-acre campus and strategically located extension centers, operating resources, technology-enabled facilities, and instructional quality are the envy of postsecondary education institutions near and far.

By all accounts, WCC is a valued resource in Washtenaw County and southeastern Michigan. It has achieved a remarkable level of support from the community through a series of successful millage elections, which have fueled operations and continuous capital improvement. Over four decades, it has developed a reputation as a top-quality institution with widely recognized accomplishments, among which are its standing as:

- a *valued and respected community resource* that makes a wide range of contributions to the community, including involvement and interaction with local boards and organizations and the sharing of intellectual and capital resources with the community;
- a *gateway to opportunity* that offers a valuable and affordable postsecondary alternative with a rich array of programs and services that prepare students for transfer to 4-year institutions and entry into the workforce;
- a *major provider of relevant and affordable training and retraining* for regional business and industry;
- an institution with a *stellar academic reputation* based on top quality instruction and strong support services for students; and
- an institution with *talent and resources* that have the potential to make it the premier provider of postsecondary education in southeastern Michigan.

*“Our continued success centers on our ability to expand our high quality faculty, staff, and programs in strategic areas based on student, community, and employer needs.”*

Rose B. Bellanca  
President  
Washtenaw Community College



## Challenges and Opportunities

Like all institutions, Washtenaw Community College is not without its challenges. While having enviable resources and opportunities to develop partnerships with an array of organizations, WCC has yet to achieve its full potential for outreach and collaboration. Among the opportunities on its horizon are bridge building and partnerships with K-12 school districts and business and industry employers. School districts are eager to partner with WCC in dual enrollment, curriculum laddering, and staff development toward the goal of enhancing student success. Employers recognize WCC's formidable resources for job training and retraining and express a need for strengthened linkages in course and curriculum development, skill training and retraining, needs assessment, and school-to-work transition through internships and school-to-work partnerships.

WCC has established excellent transfer relationships with regional 4-year colleges and universities, but there is potential for expanded collaboration in areas of mutual benefit such as reverse transfer, two-way reporting systems, curriculum development and articulation, and teaching methods. Similarly, through its engagement with community organizations via board memberships and resource sharing, WCC has established a basis for regional collaboration. More is possible, however, in the form of linkages with organizations involved in the economic and workforce development infrastructure of Washtenaw County and southeastern Michigan, with WCC as a hub for workforce development and economic recovery.

These and other opportunities constitute a threshold for pursuit of opportunity that few institutions enjoy. The planning process has provided WCC with a rich portfolio of information that is up-to-the-minute in the service region. The priorities articulated in *Shaping Our Future* will both continue the College's tradition of excellence and put it on track toward establishing a brand as southeastern Michigan's premier institution of postsecondary education and training.



*"WCC has partaken in a journey! Committed staff, faculty, trustees, students, and the community working together created momentum and synergy, and are already producing positive outcomes."*

Anne Williams  
Board of Trustees  
Washtenaw Community College



*"The WCC Board of Trustees enthusiastically supports these strategic priorities, envisioning them as a roadmap for success for the College over the next three years. We are confident their achievement will be of great benefit to our students and to the community as a whole."*

Pamela J. Horiszny  
Chair, Board of Trustees  
Washtenaw Community College



*"As a Trustee, I'm gratified WCC used this collaborative planning process to listen to the community and establish new strategic priorities that will make us a leader in post-secondary education and training for Washtenaw County residents well into the future."*

Stephen J. Gill  
Board of Trustees  
Washtenaw Community College



# College Mission, Values, and Vision

The College's Mission, Values, and Vision statements provide the foundation for the priorities that emerged from the strategic planning process.

## 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.



*"We have an excellent opportunity to steer WCC in a positive direction for years to come with both our internal and external constituents. This process also challenged us to identify what we will support in our long-term goals."*

Beau Burgen  
Manager, Mechanical and Electrical Systems  
Washtenaw Community College

## 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.



# Priorities

Priorities were identified through an extensive planning process that included external scanning and analysis using documents and listening sessions and internal review. Eight priorities reflect the needs of the community as well as the mission, values, and vision of the College. Together these priorities build on the strengths of the College and optimally use its assets. They are all important to the future of the College's continued development and success, and thus are not listed in any order of importance.

## **Sustain and enrich organizational culture and health with an emphasis on building and leveraging a learning community.**

- Build a strong culture of professional development for all faculty and staff.

## **Strengthen and enhance student success with a focus on ensuring the following:**

- Student satisfaction, success, persistence, and retention
- Quality of curriculum, instruction, and student services
- Post-secondary readiness and evidence of value-added developmental instruction
- Enhancing the college experience for traditional students seeking degree attainment and/or a seamless transfer to a four-year college or university
- Job readiness for current business/industry needs
- Successful training and retraining to enter or re-enter the workforce
- Lifelong learning and enrichment opportunities

## **Increase institutional agility and responsiveness to external needs, forces, and trends through:**

- Rapid curricular responsiveness to meet employer needs
- Expanded global, national, and international reach of course offerings, curriculum, and students
- An institutional focus on judiciously integrating technologies into the learning process (including face-to-face, blended, and online delivery) and emphasizing innovative approaches to instruction
- Anticipating and responding to emerging trends in higher education (e.g. major changes in distance learning and technology, legislative issues, public policy, and accountability)

## **Place a concerted emphasis on institutional visibility and branding.**

- Market WCC as a “premier institution” of post-secondary learning.
- Enhance external advocacy efforts (legislative and in the community).



*“This plan emphasizes WCC’s desire to move in an innovative direction while staying true to its mission, values, and vision.”*

Lisa Veasey  
Faculty, English/Writing  
Washtenaw Community College



### **Pursue workforce development in partnership with business and industry employers and community organizations through:**

- Community partnerships, including credit and non-credit offerings and community use of campus facilities
- Identifying, developing, and promoting further internship and co-op opportunities
- Integrating credit and non-credit curricula in workforce training programs and laddered curricula
- Promoting entrepreneurship opportunities and programming

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

- Ensure processes are in place to support initiatives with K-12 districts that increase post-secondary readiness and student success.
- Enrich partnerships with four-year colleges and universities.

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

- Continue to pursue grants, fundraising, and potential revenue-generating opportunities.
- Enhance the effective and efficient use of resources.

### **Become a key player in community development.**

- Continue to develop the College's role in the region in improving the quality of lives of County residents through educational strategic partnerships with K-12, community organizations, and business and industry, with a focus on the College's mission and priorities.

## **Strategic Intent**

Washtenaw Community College aspires to the goal of becoming the premier provider of postsecondary education and training in southeastern Michigan. The 2012-2015 Strategic Plan, *Shaping Our Future*, is our step into the future in partnership with people and organizations in Washtenaw County, southeastern Michigan, and the State of Michigan.



*“Working with WCC has been a great experience. They are responsive, proactive, and really want to create great career opportunities for their students. I look forward to creating a long-term relationship with WCC.”*

Jamie Hamilton  
Vice President, Software Engineering  
Quicken Loans





# Washtenaw Community College

Washtenaw Community College is accredited by

The Higher Learning Commission of the North Central Association  
230 South LaSalle Street, Suite 7-500 Chicago, Illinois 60604-1413  
312-263-0456 [www.ncahlc.org](http://www.ncahlc.org)

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Dr. Rose B. Bellanca

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