SHAPING OUR COLLECTIVE FUTURE
in transformative times

Washtenaw Community College

2023 Strategic Planning Report

FROM THE PRESIDENT

I am very pleased to present Washtenaw Community College's annual update report on the priorities, goals, and accomplishments of our 2020-23 strategic plan, **Shaping our Future Success**. It is extremely gratifying to share how the objectives of this three-year plan have been realized and embedded in the fabric of the college, thanks to the collaborative and forward-thinking efforts of our faculty and staff.

First introduced in early 2020 — just weeks before the onset of the global COVID-19 pandemic and its dramatic impact on every aspect of our operations — *Shaping Our Future Success* has provided the college with a clear roadmap for WCC for meeting future trends and promoting continued institutional sustainability. As we have navigated the many challenges, opportunities, and twists and turns of the past three years, our strategic plan has offered strong infrastructure for decision making and a path to assure the success of the college and our students.

As the college proceeded this year in assessing and addressing the changing environment around both education and the workplace, we have maintained a sharp emphasis on actualizing initiatives related to our strategic priorities that move us forward with intention. Accomplishments around student and employee mental health and wellness; engaging the college with the broader community; leveraging the college's strengths in providing programming around STEAM and mobility; and upholding sustainable operations are just a few examples of the remarkable work that has been achieved here at WCC.

The initiatives highlighted here affirm our commitment to making a positive and enduring impact on our students, partners, and larger community even in light of an ever-changing world around us. Of course, our drive toward improvement is never ending—and strategic planning is the key to our success.

Our cooperative planning for the future must continually transform to support the evolving needs of our WCC community as we pursue the best ways to teach, work, and learn in a fundamentally changed higher education landscape.

This is why I am also proud to introduce the next step of our strategic plan: **Shaping Our Collective Future 2023-26**, which we launched in May 2023. This highly focused phase addresses key areas that build upon recent initiatives and move our high-priority goals into the future. These goal areas include advancing the college's online strategies; enhancing student success through targeted initiatives; expanding data for decision making; and preparing to launch a new master plan process. You can read more about these critical directions in this update, and we look forward to sharing our outcomes in the future.

We have come so far in our evolution as a college. None of this would be possible without the commitment, student focus, and innovative work of this WCC community. It is my privilege to travel the road ahead together as we shape our collective future.

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

FROM THE BOARD OF TRUSTEES

As Chair of the Washtenaw Community College Board of Trustees, it has been remarkable to see how the college's collaborative efforts have transformed the goals and priorities of the strategic plan into action. The initiatives that have been achieved as part of this future-oriented planning process conclusively demonstrate the college's commitment to creating an innovative and progressive learning environment, preparing our students for future success in work and life.

Thanks to thoughtful and visionary planning, WCC has been able to bring bold ideas to life—such as nationally recognized programming in mobility training and cybersecurity; award-winning online education and services; seamless transfer with HBCU institutions; and unique industry partnerships that support training and employment in emerging career fields.

Above all, WCC consistently builds its leading-edge work on the college's mission and upholds its strong commitment to student access and success. In this way, the college continually moves forward as a leader in providing exceptionally relevant and responsive educational opportunities to meet the current and future needs of students and the community. I am confident that WCC's forward momentum will continue to allow the college to thrive as an institution and be a powerful, uplifting resource for those we serve for years to come.

Angela Davis
Chair, WCC Board of Trustees

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. College staff continuously learns to improve learning.

WCC BOARD OF TRUSTEES

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PROFESSIONAL DEVELOPMENT AND ORGANIZATIONAL HEALTH

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

OUTCOMES 2022–23

- Completed steps to deliver a comprehensive health and wellness program for WCC employees.
  - Developed data-driven, focused wellness initiatives emphasizing WCC's top health concerns, such as obesity, hypertension, diabetes, and behavioral health.
  - Enhanced and promoted an expanded online platform presenting employee wellness resources.
  - Offered Wellness Wednesdays to support physical and mental health, including lunch and learns on topics such as stress management and healthy eating, and interactive activities such as yoga and health-related workshops.
  - Expanded on-campus wellness events, including: employee walking program; To The Moon student and employee fitness program; In-service Wellness in the Park; Student Welcome Day wellness event; and employee vaccination clinics.

CONTINUING OPERATIONAL GOALS FOR 2023–24

- Continue to build upon and operationalize comprehensive health and wellness program addressing employee wellbeing.

TO THE MOON!

> " I love the walking program! It's the 10 weeks of a semester when I am actually **making sure I am getting up and moving with purpose!** It also makes me challenge myself and brings out this competitive side of me. I usually set a goal to start with for Week 1 and work hard to keep increasing my goal week after week. The walking program is really good at getting me up and active! The walking program has also introduced me to some awesome people around campus who I would not have connected with otherwise! "
>
> **— Laura Beck**
> Student Advisor

Walking on Campus

STUDENT SUCCESS AND SATISFACTION

Strengthen and enhance student success.

OUTCOMES 2022–23

- Continued to implement a comprehensive strategy to improve and promote transfer completion.
  - Expanded HBCU Pathways program, providing seamless transfer and support services, and added agreement with Alabama State University to current partners Jackson State, Southern University at New Orleans, Mississippi Valley State, and Tuskegee University.
  - Held first ever HBCU Day, filling Towsley Auditorium with area high schoolers interested in learning about HBCUs and transfer options.
  - Offered 67 transfer agreements, including 15 new/renewed agreements with university partners.
  - Further developed programming for transfer to University of Michigan's Engineering and Medical schools through twice yearly sessions by U-M faculty.
- Expanded initiatives that address the distinct attributes and needs of the adult learner.
  - Created a new tool for students to indicate course preferences by modality, day, and time, and refined course schedule to meet student demand, including expanding evening virtual classes to meet needs of adult learners.
  - Supported Michigan Reconnect students, enrolling the most Reconnect students in the state (3,234 students).
- Implemented a comprehensive plan to increase student retention.
  - Reviewed academic offerings and student course-taking patterns, adjusting schedule to offer more on-campus sections post pandemic to meet student need and demand.
  - Created Z-Degree in Math and Science enabling students to complete an associate degree in general studies with no textbook costs.
  - Increased Open Educational Resources (OERs) to over 300 course sections offering courses with low or no textbook costs.
  - Launched partnership through Detroit Drives Degrees consortium to promote best practices for academic advising.
- Enhanced wrap-around services, including student wellness services, to increase retention.
  - Increased referrals by nearly 60% to WCC's Care Team.
  - Made Personal Counseling services available in-person and virtually, with 598 appointments in 2022-23, an increase of 77% over prior year.
  - Held first-ever Wellness Fair, connecting students with WCC and community resources.
  - Offered weekly "Relax, Rejuvenate, Repeat" virtual sessions through Personal Counseling to help students with stress, and continued Mind Your Mental Health blog.
  - Increased use of WCC's WellTrack app, providing wellness activities and assisting with anxiety, depression, and stress, with 1,528 visits by WCC students this year.
  - Partnered with National Alliance on Mental Illness (NAMI) of Washtenaw County for a WCC Connection Support Group offering monthly meetings led by trained NAMI volunteers.
  - Continued "Protocol" 24/7 call center for student mental health support, providing immediate emergency resources and national directory of providers.
  - Offered classroom presentations by Personal Counseling on mental health resources, career burn-out, and test anxiety, with more than 500 students served to date.
  - Hosted three free Narcan/Naloxone training sessions for faculty, staff, and students in partnership with the WCC Collegiate Recovery Program, Public Safety, and Families Against Narcotics.
  - Hosted large-scale Vet Fest in July 2022 to connect veterans and their families to campus and community resources.
- Developed a competitive esports program as a student success, retention, and recruitment strategy.
  - Opened a dedicated esports arena on campus in Winter 2023.
  - Hired an esports coordinator supporting two competitive esports teams and daily drop-in sessions for students.

CONTINUING OPERATIONAL GOALS FOR 2023–24

- 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.

> " The esports arena is a valuable asset for our college because it enables students to explore esports and participate on teams with like-minded individuals. Free-play opportunities allow students to enjoy games outside of class, benefitting those who may not have access to gaming at home.
>
> **— Alex Warden**
> Cybersecurity student

New Esports Arena

INSTITUTIONAL INNOVATION, AGILITY AND RESPONSIVENESS

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

OUTCOMES 2022—23

- Implemented programming and services to create a complete, online campus experience.
  - Launched review and reimagining of online strategy in order to create a complete online student experience mirroring the on-campus experience, including: evaluation of processes and needs for best-in-class online offerings; development of staff; assessment of online course process; and review of current learning management system.
  - Continued creation of new online courses and revamping existing ones to offer the best online student experience, including DL online and virtual classroom offerings (507 DL sections and 266 Virtual sections in Fall 2022).
  - Maintained all services online/remote for student flexibility, as well as returning all student services to on-campus operations.
- Expanded apprenticeships and incorporated internship or earn as you learn opportunities for degree credit students.
  - Launched a Federation for Advanced Manufacturing Education (FAME) program in partnership with local employers (e.g. Toyota).
  - Increased the number of apprentices across the institution to nearly 350 as of May 2023. In addition, 3,258 skilled trades apprentices are taking online classes.
  - Awarded the Apprenticeship Building America (ABA) grant by the U.S. Department of Employment and Training Administration to support growing apprenticeships.
- Launched the development of a data analytics structure to enable easier data retrieval and reporting.
  - Established and staffed a new Analytics and Institutional Research office and created an online data request form and process to promote data-informed decision making.
  - Implemented Lightcast Analyst data tool, offering updated labor market data.
  - Expanded use of Argos data reporting tool in creating Annual and Fall Student Profiles and support for academic and other areas.
- Initiated structure for a new learning paradigm that allows for repackaged learning and skills training and validation of credentials, including Credit for Prior Learning.
  - Expanded Bootcamp offerings to include a Pharmacy Technician program in partnership with local employers (Michigan Medicine and Trinity Health).
  - Initiated new semiconductor certificate program in partnership with industry.

CONTINUING OPERATIONAL GOALS FOR 2023–24

- Continue to develop competency-based education programming.
- Continue implementation and development of a data analytics structure.
- Enhance the college learning environment through visual ambient learning spaces.

> Over the last few years, WCC has provided real-life experience in an online setting. The Center for Interactive Teaching and Learning (CiTL) team has helped me develop and design an engaging online experience for students. They helped me include outside resources, interactive activities and videos to enhance the students' learning experience. The virtual space in online learning can be a barrier in some cases, but CiTL helps me bring the in-class experience to an online setting and focuses on providing the collaboration and interaction of students within the online classroom.

— Anthony Terry
Professional Faculty,
Business & Computer
Technologies

> WCC's online learning options, including distance learning and virtual classrooms, have been key for me being able to return to finish my degree. Online learning supports my busy life, allows me to be present for my daughters, and continue employment.

— Carolyn Bradshaw
Business Management student

Online Campus Experience

VISIBILITY AND BRANDING

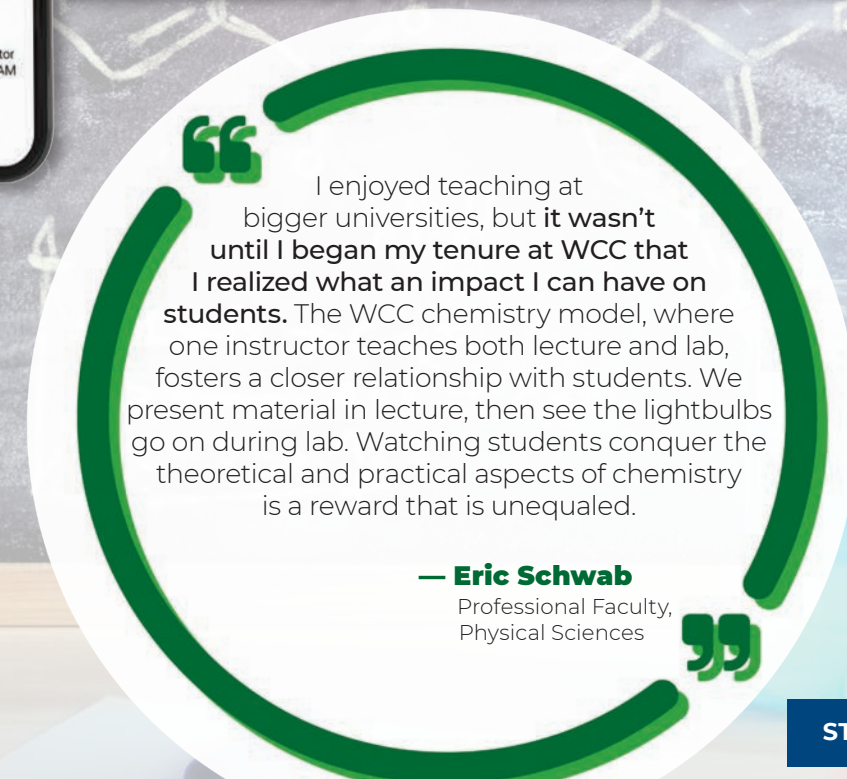Place a concerted emphasis on institutional visibility and branding.

OUTCOMES 2022–23

- Expanded WCC's digital presence through the implementation of video and other programming.
  - Established new agreement with marketing services firm to refine WCC's digital marketing strategies, including podcast advertising, digital search, digital display, and streaming television advertising campaigns.
  - Created HR Recruitment video to differentiate WCC as an inclusive, collaborative community in which to work.
- Ensured timely and effective internal communication to faculty, staff, and students through the development and deployment of an internal marketing campaign.
  - Developed integrated approach to sharing content via Washtenaw Weekly, a weekly digital publication for students, as well as across social media platforms.
  - Garnered 1.69 million impressions and 57,224 followers on multiple social media channels through May 2023.

- Promoted the college as a leader in STEAM education.
  - Published numerous STEAM stories — both student/alumni and program focused — in *On The Record*, *Launch*, WCC's news website, and social media.
  - Published an entire issue of *Launch* magazine (Summer 2022) reaching 107,000 readers focused on "Full STEAM Ahead," including student and alumni success stories.
  - Garnered more than 300,000 impressions for organic posts on Facebook directly related to STEAM-based programs, events, and student or alumni stories.
  - Achieved an estimated 1,500 earned media headlines in local, state, national and industry publications featuring STEAM-related content.

CONTINUING OPERATIONAL GOALS FOR 2023–24

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

> I enjoyed teaching at bigger universities, but **it wasn't until I began my tenure at WCC that I realized what an impact I can have on students.** The WCC chemistry model, where one instructor teaches both lecture and lab, fosters a closer relationship with students. We present material in lecture, then see the lightbulbs go on during lab. Watching students conquer the theoretical and practical aspects of chemistry is a reward that is unequaled.
>
> **— Eric Schwab**
> Professional Faculty,
> Physical Sciences

STEAM at WCC

WORKFORCE DEVELOPMENT

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

OUTCOMES 2022–23

- Continued to expand the college's leadership in mobility-related programming.
  - Awarded a $2.52 million congressional community grant to support developing a battery lab, associated short-term technician program, and electric vehicle charging station installation and maintenance program.
  - Continued to participate in extensive external events to showcase WCC mobility offerings, including the Intelligent Transportation Society, Motor Bella, Eyes on Design, Center for Automotive Research, the North American International Auto Show, and others.
- Researched and developed extended programming to respond to 21st-century training needs of individuals, business, and industry.
  - Awarded five-year renewal of a $750,000 Center for Connected and Automated Transportation (CCAT) grant.
  - Completed CCAT grant Year 6 deliverables, including Smartsheet and Power BI training.
  - Executed partnership contract with Skill Storm to deliver Corporate Training professional development classes, such as Appian Associate Developer, Salesforce Developer, AWS (Amazon Web Services) Cloud Practitioner, and PEGA Robotics System Architect.

- Created K-12 subscription model for non-credit programming.
- Established Michigan Medicine and Trinity Health Partnerships for Phlebotomy training.
- Received Michigan Works! Funding Award for Small Business.
- Advanced efforts to position the college as a Smart Cities technology and training leader.
  - Created emerging technical and infrastructure training to support State of Michigan Labor and Economic Opportunity's Broadband Infrastructure grant proposals.
  - Accepted as member in the Aerospace Industry Association of Michigan.
  - Implemented Hy-flex delivery model for non-credit training (simultaneous on-ground/virtual).

CONTINUING OPERATIONAL GOALS FOR 2023–24

- 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.

WCC students, faculty, and administration at the 2023 CCAT Global Symposium

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 2022–23

- Explored and developed partnerships to pursue opportunities to enhance enrollment, student success, fundraising, and/or resource sharing.
  - Continued to receive external financial support (Ann Arbor Community Foundation and Washtenaw County) to expand college and career readiness programming at Parkridge and Harriet Street centers.
  - Launched grant-funded Advance Ypsi initiative to support enrollment growth and job attainment in the Ypsilanti area.
  - Expanded partnerships with business and university partners to support apprenticeship and other options, including with University of Michigan Facilities and Health Information Technology and Services; Axis Engineering; Fourecia; Magna; ZOLLER; Sesi Motors; Meijer; Washtenaw County; the City of Ann Arbor; and more.
  - Launched new multi-partner initiatives, including the STAR Semiconductor Program in partnership with KLA, University of Michigan, and others.

CONTINUING OPERATIONAL GOALS FOR 2023-24

- Continue to seek and develop partnerships that align with the mission and goals of the college.
- Continue to seek and execute options to launch the development of a University Center on campus.

PHOTO: (From left) WCC Board of Trustees Vice Chair William G. Milliken Jr., Ralph C. Wilson Jr. Foundation President & CEO David Egner, WCC President Dr. Rose B. Bellanca, Detroit Regional Chamber President & CEO Sandy Baruah and WCC Vice President & Chief Workforce and Community Development Officer Brandon Tucker after the announcement of a $2.09 million grant that will fund the college's Advance Ypsi initiative.

Announcing Advance Ypsi funding

FUNDING AND RESOURCES

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

OUTCOMES 2022–23

- Instituted steps toward a carbon-neutral footprint by the year 2030.
  - Implemented two-part plan to eliminate electric consumption footprint, and on track to reduce base load energy by 20% over 10 years, with annual energy consumption reduced by 2% since FY 2019.
  - Became the first community college in Michigan to join DTE MiGreen Power program to move all electric power to clean energy by 2029.
  - Implemented energy conservation temperature guidelines in college HVAC Systems.
  - Continued upgrade of light fixtures to LED, totaling 3,053 to date.
  - Initiated reduction of internal combustion engine vehicle fleet and developed plan to convert to EVs, including purchase of electric zero-turn mower and two Ford e-Transit cargo vans.
  - Established a Green Fund to support campus EV infrastructure and college fleet replacement.
- Explored options for alternative revenue sources to meet students and community needs.
  - Increased the college's long-term investment portfolio and reinvested maturing investments to leverage current higher yields.
  - Contracted new catering services on campus to support community and college events while generating modest incremental income.
- 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 over $14.7 million in viable grant opportunities to

support college priorities, with new grant awards of $7,954,918 in 2022-23 (up from $393,750 in prior year), $2,126,833 in annual renewals, and $4,621,920 in multi-year renewals.
- Continued execution of strategic WCC Foundation fundraising plan in alignment with WCC goals.
  - Continued fundraising for the $2 million Student Emergency Fund, raising $1.4 million to date.
  - Distributed $1.5 million in scholarships and emergency support to nearly 2,000 students.
  - Closed 28 new gifts of $10,000 or more, including 14 new endowments and 3 gifts over $50,000.
  - Reopened WCC's Morris Lawrence Building after extensive renovations to better meet needs of the community at large.
- Implemented the Technology Sustainability Plan with broad input and a goal to provide service and solutions/ technologies that further WCC's mission and priorities.
  - Completed projects to support college security, IT infrastructure, data access, and user experience.

CONTINUING OPERATIONAL GOALS FOR 2023–24

- Continue to implement sustainability goals toward carbon neutrality on campus.
- Explore continued options for alternative revenue sources that meet student and community needs.
- Continue Foundation strategic fundraising plan to meet WCC goals.

WCC Foundation hosts its annual Women's Council luncheon fundraising event in the newly renovated Morris Lawrence Building.

COMMUNITY ENGAGEMENT AND DEVELOPMENT

Become a key player in community development.

OUTCOMES 2022–23

- Engaged strategically with local communities served, particularly to address areas of access.
  - Enhanced services at Parkridge and Harriet Street Centers, including new after-school program; revamped Summer Learning Experience led by certified teachers; and Weekend Academies, with a new focus on high school participants.
  - Increased external support, including $5,500 from the State of Michigan; $18,145 from the Barfield Family Fund; $20,000 from Toyota; $30,000 from United Way; and $231,680 from Washtenaw County.
  - Broadened scope of "Monday Meeting" at Parkridge to offer information sharing and engagement in Washtenaw County, led by WCC staff.
  - Obtained $5,000 in Ypsi LDFA tuition funding for K-12 students in the Ypsilanti region to enroll in FutureU Summer Camp tech programs at WCC.
  - Developed and implemented two NASA Youth Camps.

CONTINUING OPERATIONAL GOALS FOR 2023–24

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

Summer Learning Experience completion ceremony at Parkridge Community Center

SHAPING OUR COLLECTIVE FUTURE IN TRANSFORMATIVE TIMES

OVER THE LAST THREE YEARS, the collaborative work of WCC faculty and staff has led to the achievement of numerous key initiatives defined in *Shaping our Future Success 2020-23*. Many of the strategic goals launched in early 2020 — just prior to the COVID pandemic — were of critical importance in enabling WCC to be responsive, proactive, and innovative during a time of unprecedented change, challenge, and opportunity.

Now, as the goals and objectives of *Shaping Our Future Success 2020-23* become operationalized, the college is building upon the foundation of this pioneering and future-focused work—allowing us to meet the continuously evolving needs of today, and look further ahead to attaining the aspirations of the future.

Shaping our Collective Future in Transformative Times is the college's three-year roadmap to fulfilling our mission and vision as we move through changing times.

Shaping our Collective Future 2023-26 intentionally focuses on four key goal areas that have emerged organically from our past and present strategic planning efforts, supported by SWOT analysis (strengths, weaknesses, opportunities, and threats), data review, and internal/external feedback.

Each goal area is aligned with the ongoing priorities of the college's strategic plan and WCC's mission, vision, and values. The college is committed to realizing these forward-moving initiatives, which will be essential to assuring the future success of our students, and the enduring effectiveness and sustainability of the college.

SHAPING OUR COLLECTIVE FUTURE IN TRANSFORMATIVE TIMES

The following areas, with examples of related initiatives planned or in process, were presented to the WCC Board of Trustees in May 2023.

ONLINE LEARNING: CREATING A SEAMLESS LEARNING EXPERIENCE FOR STUDENT LEARNING, SUCCESS, AND SATISFACTION

- Adopt a learning management system to meet current and future needs of the college.
- Invest in growth and development of staff in the Center for Interactive Teaching and Learning.
- Develop data and reporting infrastructure to drive strategic direction and improvement.
- Redesign faculty support to empower faculty and spark innovation.
- Scale and streamline online learning to effectively meet student needs.
- Drive student success through seamless student support.

STUDENT SUCCESS: IMPLEMENTING TARGETED SUCCESS INITIATIVES

- As part of D3C3 grant, partner with the National Institute for Student Success (NISS) at Georgia State to evaluate WCC's high-level systems centered on student success and improve student outcomes and equity gaps.
- Complete an in-depth, diagnostic process to identify key insights, actionable recommendations, and leading indicators to track progress.
- Complete 12-month implementation, including:
  - Standardize academic advising systems and protocols.
  - Deploy standardized academic plans for part-time students.
  - Standardize use of additional "early alerts" across campus.
  - Strengthen on-boarding practices.

Washtenaw Community College

SHAPING OUR COLLECTIVE FUTURE IN TRANSFORMATIVE TIMES

The following areas, with examples of related initiatives planned or in process, were presented to the WCC Board of Trustees in May 2023.

DATA ANALYTICS: CREATING A DATA ANALYTICS STRUCTURE TO SUPPORT DECISION MAKING

- Continue to develop the new Office of Analytics and Institutional Research focused on institutional reporting, ad-hoc and survey requests, and predictive, real-time data analysis, and reporting.
- Improve and expand data and reporting tools for decision making, such as:
  - Argos reporting of real-time data for schedule analysis, retention, student data, and more.
  - Lightcast platform providing labor market analytics for current and future workforce, occupation, and program analysis.

UPDATED CAMPUS MASTER PLAN: MEETING THE CHANGING NEEDS OF STUDENTS AND CAMPUS

- Lead a collaborative process to develop a new Campus Master Plan addressing the impact of significant changes post-COVID on student, employee, and community campus space needs and expectations, including:
  - Complete a Space Utilization Study.
  - Develop internal/external environmental scan with study of demographics trends, course taking patterns, job market data, technology trends, and more.
  - Select and engage campus planning experts for Campus Master Plan deliverables.
  - Facilitate input from internal and external constituents and engagement with campus community.

Washtenaw
Community College