

ASPIRE **HIGHER.**



## SHAPING OUR **FUTURE SUCCESS**

STRATEGIC PLANNING REPORT  
PROGRESS UPDATE • AUGUST 2021



# From the Board Chair



I take a great deal of pride in how the College has overcome the adversity of the past year. College administration, faculty and staff collaborated to set priorities and lay out a strategic plan for continued delivery of both on-campus and virtual course work. The student body responded accordingly and—together—we have established a track record of innovation and continued growth at WCC. The result is that our students are ably equipped to navigate the road ahead. We are confident they will rise to both the challenges and opportunities that await them.

A handwritten signature in black ink, appearing to read 'W. G. Milliken, Jr.', with a long horizontal flourish extending to the right.

William G. Milliken, Jr.  
*Chair, WCC Board of Trustees*

## BOARD OF TRUSTEES

### BOARD CHAIR

William G. Milliken, Jr.

### VICE CHAIR

Angela Davis

### TREASURER

David DeVarti

### SECRETARY

Ruth A. Hatcher

### TRUSTEES

Christina M. H. Fleming  
Richard J. Landau, Ph.D., J.D.  
Diana McKnight-Morton

### WCC PRESIDENT

Rose B. Bellanca, Ed.D.

# *From the President*

We are living in a moment defined by change and ambiguity. During this last academic year, Washtenaw Community College, like higher education institutions everywhere, experienced an unprecedented period of disruption and complexity as our campus community faced the challenges—and opportunities—arising during the COVID-19 global pandemic. One year ago, in the midst of these extraordinary and tumultuous times on campus, we presented Washtenaw Community College's newly updated three-year Strategic Plan: *Shaping Our Future Success 2020-23*. There could not have been a better time to present the goals of the updated plan, which empower WCC to rise quickly to meet an uncertain future, even while maintaining a laser focus on the success of students and the community, and prioritizing the sustainability of the institution—regardless of the ever-changing forces around us.

*Shaping our Future Success* is built upon the strong scaffolding provided by our previous plans, *Shaping Our Future 2012-15* and *Shaping our Future Together 2016-19*. Rooted in our mission and consistently aligned with eight strategic priorities, our strategic plan has given WCC the resiliency to be agile in implementing bold, innovative initiatives, as well as the infrastructure to ensure stability in the face of an evolving economic and educational environment. Above all, as we completed the first full year of implementation in 2020-21, *Shaping Our Future Success* served as a map for traversing the uncharted waters in which we often found ourselves. Our collective, forward-thinking planning provided foundational support that has allowed us to swiftly adjust our sails and achieve rapid advancement of initiatives that assure our continued relevance and institutional health, throughout the pandemic and well beyond its horizon. Goals such as the development of a complete online campus experience, the expansion of student mental health support, and the creation of an Esports program to engage students are all examples of future-focused initiatives implemented (and accelerated) this year that propel us forward in meeting our mission today, tomorrow, and into the future.

My confidence in the vitality of Washtenaw Community College's future is stronger than ever. As we reflect on our past year's work and begin a new academic year, I am pleased to share the strategic priorities, goals, and accomplishments of 2020-21. I look forward to continuing the journey forward as we sail ahead with conviction, and shape a bright, ambitious, and limitless future together.

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



# PROFESSIONAL DEVELOPMENT AND ORGANIZATIONAL HEALTH

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

## OUTCOMES 2020-21

**Launched steps to create and deliver a holistic and comprehensive health and wellness program for WCC employees.**

- ✓ Created a cross-functional Healthcare Committee.
- ✓ Collaborated with Blue Cross Blue Shield to review top chronic conditions affecting WCC health plan participants, and will focus wellness initiative activities on managing chronic conditions.
- ✓ Hired Safety and Wellness Officer, with focus on safety and advocating for employee health and wellness initiatives.
- ✓ Updated Benefits and Wellness page on HR Blackboard site to include employee resources for both mental and physical wellness.

## NEW OR CONTINUING GOALS 2021-22

- » Fully launch and implement a comprehensive health and wellness program addressing mental and physical well-being of employees.

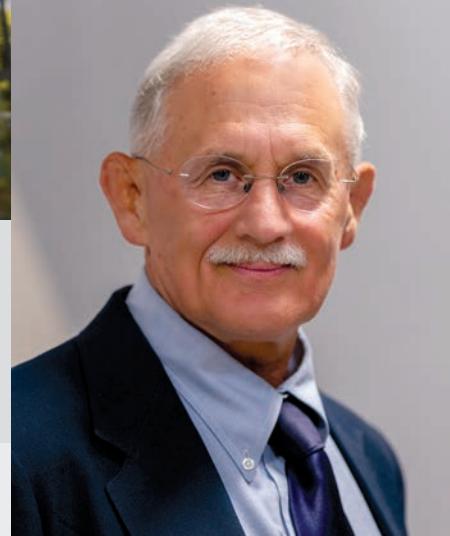
# Priority 1



*wellness*



*happiness*



Marvin Boluyt  
*Biology Faculty*

“ The accumulated body of scientific evidence overwhelmingly supports the notion that exercise is medicine. Moreover, it is increasingly clear that exercise is the BEST medicine available for prevention and treatment of a broad range of human ailments, as well as for promotion of overall health and well-being. Thus, it is fitting and gratifying that the college has chosen to promote exercise enthusiastically. The broad range of activities supported by WCC has been acknowledged the last three years by receipt of a Silver Exercise is Medicine on Campus Award from the American College of Sports Medicine. ”

# STUDENT SUCCESS AND SATISFACTION

Strengthen and enhance student success.

## OUTCOMES 2020-21

### Implemented a comprehensive strategy to improve and promote transfer completion.

- ✓ Engaged at least 50% of transfer students per cohort in Fall 2018, 2019 and 2020 in transfer activity through communication, events, transfer club and other activities.
- ✓ Developed alert and follow-up mechanisms for students with transfer intent in TargetX student management system.
- ✓ Launched new transfer web page and student tools.
- ✓ Established joint communication with transfer partner Eastern Michigan University to assist with pathways related to the State of Michigan Reconnect scholarship.

### Developed and implemented a suite of instruction and student support initiatives that address the distinct attributes and needs of the adult learner.

- ✓ Launched Accelerated Business Associate Degree program for Fall 2021.
- ✓ Defined accelerated co-requisite support model for math and English designed to meet needs of adult Reconnect students.
- ✓ Implemented short-term credit and non-credit job-ready programs in fields such as business, cybersecurity and healthcare.

### Re-envisioned WCC General Education programming to promote and validate competencies for the workplace that are developed through studies in the liberal arts and sciences.

- ✓ Created the LA Innovate committee to guide reimagining of general education initiatives.
- ✓ Hosted 10 professional development sessions for faculty to develop advising guides related to general education competencies, resulting in eight new advising guides.
- ✓ Held 27 virtual classroom sessions on work competencies as part of Professionals in the Classroom program.

# Priority 2



*strategy*



*skill*

*future-ready*



*career*



*targeted*



# STUDENT SUCCESS AND SATISFACTION *(continued)*

## **Implemented a comprehensive plan to increase student retention.**

- ✓ Created Success Team model to promote high-touch support, assigning success teams to all degree-seeking students.
- ✓ Launched Alpha Scholars program supported by \$1.46 million Title III grant to support first-time, full-time, degree-seeking students.

## **Enhanced wrap-around support to include student wellness services to increase retention.**

- ✓ Certified all licensed professional counselors in providing tele-mental health services, with 319 appointments in 2020-21.
- ✓ Continued to promote Campus Assistance Program, available 24/7/365, with 185 student contacts, and expanded Campus Recovery Program virtual offerings.
- ✓ Held 11 Wellness Webinars on topics such as self-care and minority mental health.
- ✓ Increased awareness and use of Care Team services through three in-service sessions and five classroom presentations to over 110 participants.

## **Initiated the development of a competitive Esports program as a student success, retention and recruitment strategy.**

- ✓ Completed three student interest surveys to guide programming, with over 500 responses.
- ✓ Hosted 10 intramural Esports events with 31 students participating.
- ✓ Completed WCC Esports website, social media pages, Campus Connect site and marketing.
- ✓ Launched process for implementing a mobile app for intramural Esports.
- ✓ Commenced planning for e-sport fundraising event to take place in summer 2021.

## NEW OR CONTINUING GOALS 2021-22

- » Continue to implement retention and completion strategies to address the needs of all students.
- » Implement a mobile cyber lab to enhance students, learning opportunities and college outreach.
- » Continue to support the growth and deeper establishment of Esports on campus.

*individualized*



*flexible*



Ben Trapp  
WCC Student and  
WCC Sports Assistant

*wellness*

“ The new development of WCC Esports allows students to stay connected through an online setting, while also having the opportunity to learn strategy and sportsmanship through their shared experience with other students. ”

# INSTITUTIONAL INNOVATION, AGILITY, AND RESPONSIVENESS

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

## OUTCOMES 2020-21

### Implemented programming and services to create a complete, online campus experience.

- ✓ Achieved transition of all student services available in an online, virtual format.
- ✓ Created a new online course format with synchronous elements to meet student needs: the Virtual Classroom. This is in addition to WCC's existing high-quality online, asynchronous model.
- ✓ Developed over 60 new online courses in 2020-21 (double the prior year), now offering over 250 online courses and 40 programs, utilizing the same quality standards as pre-COVID-19.
- ✓ Moved student support online, including advising, with an average of 1,500 drop-in zoom sessions a month, and tutoring, adding 24/7 services.
- ✓ Provided student access to services through one embedded point on Blackboard.

### Expanded apprenticeships and incorporated internship or earn as you learn opportunities for degree credit students.

- ✓ Revamped apprenticeship program in 2020-21, with 80 apprentices enrolled as of May 2021.
- ✓ Expanded internships to include 50 experiential learning opportunities for students studying in the arts and sciences, STEM and skilled trades fields.

### Launched the development of a data analytics structure to enable easier data retrieval and reporting.

### Initiated a structure for a new learning paradigm that allows for repackaged learning and skills training and validation of credentials, including transitioning assessment of Credit for Prior Learning portfolios to the Center for Career Success.

## NEW OR CONTINUING GOALS 2021-22

- » Develop and implement competency-based education programming.
- » Complete the implementation of a data analytics structure.
- » Enhance the college learning environment through visual ambient learning spaces.
- » Develop a gamified app for modularized curriculum with potential model for certification/revenue.

*initiate*



“ The online learning experience at WCC has evolved into one of engagement, rigor, connection, and a unique WCC experience. Faculty, instructional designers, videographers, multimedia specialists, Blackboard support, student services and WCC leadership are successfully teaming to creatively produce and continually adapt the most robust learning opportunities for our students. ”

*expand*



Bobby Klemmer  
Mathematics Faculty

# VISIBILITY AND BRANDING

Place a concerted emphasis on institutional visibility and branding.

## **OUTCOMES 2020-21**

**Developed and deployed timely and effective internal communications plan for faculty, staff and students, providing consistent COVID-19 pandemic response updates, averaging two-to-three messages per month across various channels.**

**Positioned the college as a destination for STEAM education, including:**

- ✓ Published 25 STEAM stories in On The Record and WCC news web page.
- ✓ Garnered over 181,000 impressions for posts to WCC social media channels related to STEAM-related programming, events and stories.
- ✓ Secured 267 STEAM-focused media stories and mentions in local or national outlets.
- ✓ Featured four profiles of students in STEAM fields in Launch magazine.
- ✓ Generated nearly 1,700 views on STEAM Week and STEAM web pages, with over 1,500 unique page visitors.
- ✓ Hosted six STEAM related classes at 2021 Free College Week with 556 registrations.

## NEW OR CONTINUING GOALS 2021-22

- » Continue to expand WCC's digital presence through the development and execution of a comprehensive media plan.
- » Develop overarching "one-brand" voice and messaging theme for WCC for 2021 launch across multi-audience and channel communications.
- » Improve the visitor experience, public safety, and student success through enhanced wayfinding on campus.

*growth*



*recognition*



“ As a student who was initially unmotivated and unfocused, Washtenaw Community College provided a flexible and supportive environment that enabled me to cultivate a passion for engineering and technology. ”

Aisha Bowe  
WCC Alumna, former NASA  
aerospace engineer, founder  
of STEMBoard

# WORKFORCE DEVELOPMENT

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

## OUTCOMES 2020-21

### Continued to position the college as a leader in the mobility sector.

- ✓ Submitted collaborative National Science Foundation grant proposal with University of Michigan to enhance curriculum in electrification and new battery development.
- ✓ Partnered with Square One Education network to support their annual Innovative Vehicle Design Competition.
- ✓ Acquired new mobile hacking workbenches to support cybersecurity and a 2021 Ford Mach-E, fully funded by grants.

### Researched and developed expanded programming to respond to 21st-century training needs of individuals, business and industry.

- ✓ Created 24/7 online emerging sector training in Data Analytics and Artificial Intelligence, funded by the U.S. Department of Transportation.
- ✓ Expanded funding options for non-credit participants for Fast Track training programs leading to employment through MyCAA and Military COOL.
- ✓ Implemented digital credentials for all professional development non-credit training.
- ✓ Partnered with World Education to launch a marketing plan for Data Analytics training.

## NEW OR CONTINUING GOALS 2021-22

- Further position the college as a Smart Cities technology and training leader in support of workable, sustainable, and livable environments.

# Priority 5



*collaboration*



*innovation*



Cyndi Millns  
Computer Science and  
Information Technologies  
Faculty and Department Chair

“ Every day we hear about new cyber-attacks and cyber-threats against our nation’s critical infrastructure. Cyber is no longer just about securing our information, cybersecurity is also about keeping us safe from deliberate harm and unintended consequences associated with embedded systems and connected devices. In the CSIT department, we are excited to roll out our new Automotive Cybersecurity lab where students will use Automotive Hacking Workbenches to test and secure an automobile’s internal and external networks by applying skills in programming, automotive electronics and cybersecurity. This program has been a collaborative effort between the CSIT and Automotive Technologies department. ”

# 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, legislators and policy makers, corporate and business partners, agencies, and/or public private partnerships.

## OUTCOMES 2020-21

**Explored and developed partnerships to pursue opportunities to enhance enrollment, student success, fundraising, and/or resource sharing, including but not limited to:**

- ✓ Received approximately \$150,000 in external support from partners to renovate the Parkridge Center, including Washtenaw County, the Ann Arbor Community Foundation, and others.
- ✓ Partnered with local employers and Michigan Works! on the Talent Collaboration Series of Boot Camps in cybersecurity and long-term healthcare, offering short-term training leading to job placements.
- ✓ Collaborated with Ypsilanti Community Schools to provide learning labs at Parkridge Center.

## NEW OR CONTINUING GOALS 2021-22

- **Complete the development of a University Center on campus.**



*impact*

“ The partnership between our school district and the community college is invaluable and intrinsically connected to the overall success of students within our district. Over the last year, we have strengthened our partnership through the successful launch of Learning Labs which addressed a major issue of access and academic success for students within the Ypsilanti Community Schools during the global pandemic, COVID-19. We are grateful and look forward to collaboratively continuing the necessary work of ensuring youth in our community are prepared for post-secondary education and ultimately employment. ”

*access*



*opportunity*



Alena Zachery-Ross  
Superintendent,  
Ypsilanti Community Schools



# FUNDING AND RESOURCES

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

## OUTCOMES 2020-21

**Instituted steps toward a carbon-neutral footprint by the year 2030, including the development of a two-part plan that includes reduction of incremental electric consumption of 20% by 2030, and phasing in renewable energy for remaining energy consumption over the same time period.**

**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.**

- ✓ Received approximately \$3.4 million in existing, annual and renewable grants.
- ✓ Generated approximately \$2 million in new grants last year, including a \$1.46 million U.S. Department of Education Title III Strengthening Institutions student success grant, and a \$450,000 Youth in Transition renewal grant.

**Launched three-year strategic fundraising plan in alignment with WCC goals.**

- ✓ Raised \$1.1 million to fund scholarships, Student Emergency Fund and college initiatives.
- ✓ Established 14 new scholarship and Student Emergency Fund endowments.
- ✓ Assisted 117 students through the Student Emergency Fund.
- ✓ Launched development of a fundraising plan for a \$2 million Student Emergency Fund endowment.

## NEW OR CONTINUING GOALS 2021-22

- » Continue to implement sustainability goals toward carbon neutrality on campus.
- » Explore options for alternative revenue sources that meet student and community needs.
- » Continue three-year plans to pursue grants that support the areas of Mobility, Workforce Development, Smart Cities, STEM education and Student Success.
- » Continue three-year strategic fundraising plan for WCC goals, including a \$2 million Student Emergency Fund endowment, increasing WCC's capabilities in Mobility.
- » Complete a technology sustainability plan for implementation.

“ I am thankful for the WCC Foundation scholarship I received last semester to assist with covering costs of my coursework. This fall is my final semester, and I will be graduating with my Associate Degree in Nursing; however, I'm not stopping there. After passing the NCLEX – RN, I am continuing to Oakland University to complete the last 32 credits I need to receive my BSN.

Your kindness and generosity have helped allow me to continue staying home with my children most of the time, while still working part time, pursuing my goals, and being a great example for my kids. Higher education costs are daunting, but with assistance from individuals like you it makes them easier to undertake and overcome. Please know that my family and I are thankful from the bottom of our hearts. And your compassion does not go unnoticed. ”



*endow*



Chelsea Soulliere,  
WCC Nursing Student

# COMMUNITY ENGAGEMENT AND DEVELOPMENT

Become a key player in community development.

## OUTCOMES 2020-21

Engaged strategically with local communities served to address particular areas of access, including:

- ✓ Opened learning labs at Parkridge Center in collaboration with Ypsilanti Community School to provide academic support and address the digital divide for school-age children and their families.
- ✓ Reimagined Parkridge and Harriet Street Center in Eastern Washtenaw County to focus on College and Career Readiness, including a complete renovation of Parkridge.
- ✓ Identified opportunities for partnerships with the Ann Arbor/Ypsilanti Ministerial Alliance.
- ✓ Promoted support of local entrepreneurs through the continued growth of the annual Entrepreneurship Center Pitch competition.
- ✓ Partnered with local businesses in Ypsilanti and First Fridays Ypsi on the community art project “Our Layers of Identity” to showcase community artwork created in response to the pandemic, exhibited in locations throughout the Ypsilanti community.
- ✓ Provided support to local business, including Entrepreneurship Center mentorship and grants to minority- and women-owned small businesses impacted by COVID-19.

## NEW OR CONTINUING GOALS 2021-22

- Expand collaboration with Ypsilanti Community Schools to increase high school student access to CTE programs and apprenticeships.
- Develop a career readiness initiative to prepare individuals for entry-level careers.
- Launch a student success and engagement program at Parkridge Center, providing intensive academic readiness and life skills programming.

# Priority 8

*mentorship*



*support*



**Kristin Gapske,**  
*WCC Entrepreneurship  
Center Director*

“ When the pandemic battered our economy and negatively affected local business owners, the Entrepreneurship Center was well positioned to lift up and support local entrepreneurs, especially from the eastern side of our county, representing the EC’s main client base, and from rural areas. Many of these microenterprise owners have historically not been supported with sufficient resources and business funding. In the last year, through community connections and outreach, committee work to assist in disbursing local, state and federal COVID-related emergency grants, and programs like Renew Your Business Training and Grant Program, the EC continued and expanded the work of addressing these inequities, carrying out WCC’s mission to build and support our local communities. ”

# OUR ASPIRATIONS

## 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.



This graphic map captures Washtenaw Community College's journey into the future, depicting visual guideposts and pathways forward as the college meets its goals and aspirations over the next three years.





**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.