Celebrating Our Achievements; Responding to Tomorrow’s Challenges and Opportunities
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During the next five years, WCCCD will celebrate the 50th anniversary of its founding and opening, and will commence a set of major future-shaping initiatives called “Bold Future Pathways” that will launch the second fifty years of educational and career advancement services to the citizens, businesses, and communities of Wayne County.
Message
from the Chancellor

The 2015-2020 Strategic Plan describes WCCCD’s plans and priorities for institutional development and continuous improvement for the five academic years beginning 2014-15 through 2020. This is a very special strategic plan update because it encompasses the preparation for celebrating 50 years since WCCCD’s founding by Wayne County citizens starting in 1965 and the opening of college classes in September 1969.

The 50th anniversary celebration provides an opportunity for the District to reflect on the achievements of the past 50 years, thank the citizens of the college district for their enduring support, honor the legacy of those who have shaped the history of the district, showcase WCCCD’s excellence, and enhance the district’s identity at the local, state, and national levels.

The 2015-2020 Strategic Plan provides a historic and compelling platform from which to launch major future-shaping initiatives as we look forward to WCCCD’s next 50 years of service. The Plan will guide WCCCD in reinventing programs, services, structures, and processes as we position the district to respond to the rapidly changing opportunities and challenges of the future. WCCCD’s best future is linked to providing a gateway to education success, and security for the community. Nothing is more gratifying than that magical moment when WCCCD services provide a lifeline that empowers a person who has experienced inequality to overcome its devastating impact and achieve educational and career success.

I have had the privilege of serving as the chancellor of Wayne County Community College during twenty years of amazing growth and progress. I am thankful to many groups that have contributed to WCCCD’s success. These groups include a Board of Trustees that cares deeply about the students and the communities we serve, a dedicated faculty and staff, and many citizens and organizations in Wayne County and at the state and national levels who enthusiastically support the college. Above all, I am thankful to our students who honor us by choosing WCCCD as their door to career and academic success. As we prepare to celebrate a very significant milestone in WCCCD’s history, I invite each of you to join us in celebrating the achievements of the past and the promise of the future.

Dr. Curtis L. Ivery
Chancellor
Introduction

A Brief History

WCCCD was established in 1967 by the State of Michigan Legislature. The college serves 32 communities and townships in Wayne County, Michigan, a region with nearly two million residents. The college first operated in various rented sites throughout the Wayne County area, and then developed the five campuses currently in operation (Downtown Campus, Western Campus, Downriver Campus, Northwest Campus, and Eastern Campus). In 1999, the Board of Trustees and Chancellor Curtis L. Ivery determined that new era of college service and financial viability must be achieved. In November 2001, the voters of the district approved a 1.5 mill increase in the college’s property tax levy to be added to an existing 1.0 mill levy. After decades of severe underfunding, WCCCD finally had a measure of financial viability that placed it in parity with other Michigan community colleges. Immediately after the successful November 2001 vote, WCCCD embarked on an intensive, high energy, and rapid transformation of the college’s programs, services, facilities, structures, and processes called the Pathways to the Future program.
Strategic Planning is critical for continuous quality improvement initiatives that facilitate the District’s efficiency and effectiveness in achieving its mission, improving service delivery and college operations, as well as promoting better-informed decisions for resource management. The strategic planning process is a collaborative and comprehensive tool that promotes the development of a “living” document that is continuously assessed and evaluated for alignment and appropriateness in achieving the District’s mission.

The District launched its efforts in October 2014 to assess needs, resources, goals and processes for developing WCCCD’s 2015-2020 Strategic Plan. The strategic planning efforts are transparent, inclusive, and evidence-based to achieve a comprehensive five year plan. The District will utilize internal and external data and information, input from college constituent groups, and other planning documents to develop and prioritize strategic directions needed to better serve students, staff, faculty, and community members.

WCCCD gathers data and information from the college community and aligns planning initiatives with its academic programs and student support services led by the District Educational Affairs and Student Services divisions. In conjunction with gathering data, information and feedback from college constituents, Educational Affairs and Student Services continue to examine initiatives, processes, and supportive services that promote effective delivery of instructional programs and student support services such as scheduling, advising, and academic planning that enable student success.
WCCCD serves as many as 70,000 credit and non-credit students annually from 32 cities and townships in Wayne County and beyond.
WCCCD foundational statements (mission, vision, values and functions) are declarations of why the District exists, its core institutional beliefs that guide decisions and actions, what it does to carry out its mission and values, the geographic area that it serves, who it serves, and what it will become in the future. The foundational statements unite to form the driving force for the college.

**Mission Statement**

The mission is to empower individuals, businesses and communities to achieve their goals through excellent and accessible services, culturally diverse experiences and globally competitive higher education and career advancement programs.

**Vision Statement**

Wayne County Community College District will be recognized as an institution that has achieved national and international recognition for enduring excellence as a comprehensive multi-campus community college district. WCCCD will focus on continuous self-evaluation and improvement; preparation of a highly skilled workforce in support of the Wayne County economy; student academic and career success, and leadership in strengthening the open door philosophy of educational opportunity.
Value Statements

Supporting Excellence in Teaching and Learning
We value and support effective teaching and learning. We are committed to excellence in teaching and learning as defined by the high standards for student learning outcomes.

Honoring Diversity
We honor the worth of individuals of all racial, gender, ethnic, and national origins, and we value persons from all socio-economic, educational, and experiential backgrounds.

Serving the Common Good
We value being an integral part of the communities we serve, providing community services that improve the economic, social, cultural, and educational life of these communities.

Being Accountable
We are accountable to the students who depend on us to provide them with a quality education, to the citizens who support us with their tax dollars, and to the businesses that depend on us to provide them with highly trained employees.

Operating with Integrity
We exemplify the values of honesty, responsibility, trust, fairness, reliability, and mutual respect in every aspect of our work.
Function Statements

**Career Education:** WCCCD offers associate degree programs, certificate programs, and individual courses that prepare students for entry-level employment and career advancement. Business and community advisory groups guide the quality and currency of these programs.

**University Transfer and General Education:** WCCCD offers associate degree courses and programs that transfer to baccalaureate-level colleges and universities. These courses also support career education programs and provide opportunities for individual growth in academic areas such as communications, humanities, mathematics, sciences, languages, social sciences, and business.

**Workforce Development and Continuing Education:** WCCCD provides non-credit customized job training services in cooperation with business, education, government, labor, and non-profit organizations. WCCCD offers non-credit short-term programs and courses designed for the personal growth of participants in areas such as cultural enrichment, computer skills, recreation, personal finance, and basic occupational and literacy skills.

**Developmental Education:** WCCCD offers basic courses that provide students with the reading, writing, mathematics, computer, and study skills needed for collegiate and career entry success.

**Student Support Services:** WCCCD provides student support services such as enrollment services, admissions, student orientation, registration and course placement, financial aid, personal and career counseling, tutorial services, job placement, special needs services, library services, and bookstore services.

**Community Engagement:** WCCCD serves as an educational resource to the communities it serves, partnering with business and community partners to engage in community-based projects that positively impact the economic, education, social, and cultural dimensions of community life.
**Philosophy of WCCCD**

WCCCD is a multi-campus urban/suburban comprehensive community college serving as many as 70,000 credit and non-credit students. Originally, WCCCD administered its multi-campus structure as a centralized system. In 1995, the structure was changed to a decentralized, campus-based approach. The change was initiated to give each campus its unique identity within its service area and more decision-making capabilities in support of the District policies and procedures. To accurately reflect these changes, the District changed its name from Wayne County Community College to Wayne County Community College District. The District is a multi-campus community college system. The Chancellor, Dr. Curtis L. Ivery is the Chancellor of the District and is responsible for implementing the policies and regulations established by the Board of Trustees.

The administrative components of the District consist of a District Office and separate, structured campus operations. The campuses and the District office are organized to assure maximum coordination and cooperation among all units in the District to serve its students, faculty, staff, and community. The primary function of all administration is to provide effective, dynamic leadership which supports each campus, program, and service to ensure that the objectives of the District are met.
More than 42% of our students are the first in their families to attend college.
Wayne County Community College District Points of Pride

WCCCD is on an aggressive mission to better serve local communities and become the best community college in Michigan. The dramatic transformation of WCCCD over the past decade is the result of several positive initiatives, for example new programs, significant improvements in student services, upgraded technology, and student facilities improvements. The tremendous milestones and accomplishments include but are not limited to:

- In 2012, Fitch Ratings upgraded WCCCD’s bond rating to A+, based on its strong fiscal management.
- WCCCD was granted the highest commendation of a 10-year reaffirmation of its accreditation with no findings by the Higher Learning Commission of North Central Association of Colleges and Schools.
- With the support of the Wayne County community WCCCD passed a millage during the recent fall 2012 elections which will allow added revenue for college and program expansion.
- Implementation of a comprehensive web-based Transparency and Accountability Initiative
- Ranked in the top ten community colleges in awarding associate degrees and certificates to African American students.
- WCCCD is the first community college in the state of Michigan to achieve Leader College status through the Achieving the Dream.
- WCCCD established multiple partnerships with four year colleges and universities in conjunction with its Mary Ellen Stempfle University Center to offer courses and programming leading to advanced degrees.
- WCCCD is one of the largest community colleges in the state of Michigan and designated as a Achieving the Dream Leader College.
- WCCCD increased its capacity to better serve its community through the expansion of the multi-building Northwest Campus to include the state of the art Health Sciences Center and 100,000 square foot Larry K. Lewis Education Building.
Pathways to the Future

WCCCD’s Pathways to the Future Initiative was launched after voter approval of the proposal for a 1.5 mill increase in the District’s property tax levy in November 2001. The goal of the initiative was to integrate all of WCCCD’s strategic college development projects into one unified future-shaping whole. The initiative has developed in two phases referred to as Pathways I and Pathways II:

**Pathways I: (2002-2006)**

Immediately after the 2001 voter approval of a millage levy increase, WCCCD “jumpstarted” a wide range of improvement projects to demonstrate to taxpayers the effective use of the increased resources provided. These projects included emergency building repairs, upgrading of science and career education laboratories, introduction of updated learning technologies, replacement of obsolete classroom furniture, replacement of outdated integrated information system, installation of a new telephone system, transforming workforce development and continuing education programs, streamlining class scheduling and registration systems and introducing new career education programs. As a result of Pathways I projects, WCCCD experienced dramatic increases in student enrollment and achieved parity with other regional community colleges in terms of finances, facilities, programs, student services, technologies, community engagement, and internal processes.
Pathways II (2007-2014)

The theme of the second phase of the Pathways to the Future Initiative is “Leading WCCCD to Enduring Excellence.” Pathways II is designed to elevate WCCCD to heightened level of scope and quality in all major District functions that will endure in the years and decades ahead. Building on the foundation established during Pathways I, the second phase of transformation emphasized working with our community partners to uplift WCCCD to a heightened level of excellence with a focus on student success and institutional effectiveness. This has been a period of solidifying and deepening the progress made in Pathways I, thus assuring a high level of excellence that can be sustained in the years and decades ahead. During Pathways II, WCCCD launched a major effort called the District Design Initiative (DDI) to address new financial realities as property tax revenues dropped due to economic decline and the collapse of property values in the district. DDI guided the steps to financial sustainability while protecting investment in programs and services most directly impacting student success and completion. In 2012, voters demonstrated their support for WCCCD by approving a proposal for a millage increase to partly offset earlier revenue losses.

Pathways III: (2015-2020)

The Pathways III period will encompass the five years of preparation for the celebration of the 50th Anniversary and the implementation of the 2015-2020 Strategic Plan goals and objectives. The strategic plan focus areas will include productivity, sustainability, accountability, and completion. As the District continues efforts to achieve operational excellence and promote economic development within the region, it will advance District Design Initiatives identified in Pathways II as well as focus on sustainability and efficiencies of scale. The District will adopt strategic initiatives to streamline bold future pathways in areas such as completion, program development, technology infrastructure, and resource development.
Remarkable licensure/certification pass rates in health sciences demonstrate exceptional student skills and preparedness for gainful employment in the workforce.
Strategic Focus Areas

The District Strategic Plan 2015-2020 serves as a “living” document in which it will be evaluated based on expected outcomes to determine appropriateness and alignment during the course of five years. There are three major focus areas that serve as guiding principles in the redesign of WCCCD’s programs, services, structures, and processes as WCCCD becomes leaner, smarter, and more efficient in response to the reduced level of local and state funding that is expected to persist into the foreseeable future. Each focus area defines the strategic goal, objectives, and respective expected outcome that will be measured annually to monitor the District’s achievements. The annual reviews will inform and monitor the appropriateness and effectiveness of the strategic planning goals and activities based on internal and external data sources.

WCCCD’s Focus Areas

Productivity: Redesign systems and structures to advance productivity, effectiveness, and efficiency in critical areas that support student success such as, student access, campus inclusiveness, and community engagement with an emphasis on increasing number and percentage of students completing certificates and associate degrees.

Sustainability: Maximize organizational capacity to strengthen impact of human, financial, physical, and technological resources on achievement of its mission, vision, and student success agenda.

Accountability: Enhance the organization’s “culture of evidence” through the use of data and information to continuously evaluate and strengthen services and maintain transparency with the community it serves.

Completion: Equip students with the necessary support through the delivery of comprehensive services and innovative academic and workforce program opportunities that build essential skills for academic, personal, and professional success resulting in the completion of degrees and certificates.
What does the District need to continue increasing its enrollment (credit and non-credit) and retention?

How can the District continue advancing its completion agenda to award more students with associate degrees, certificates, and short term certificates to support seamless transition to careers within the region?

What does the District need to continuously strengthen partnerships with 4-year universities that support access to advance their degrees and promote reverse transfer opportunities?

How can WCCCD advance partnerships to support community engagement and responsiveness to community needs?

What strategies and services does the District need to continuously promote academic and workforce program excellence and effectiveness?

How can WCCCD advance imaging and profiling of its five premier campuses and its Mary Ellen Stempfle University Center?

Summary of the Strategic Planning Process and Implementation

WCCCD focuses its efforts and services according to the mission, vision, and Chancellor’s priorities. The strategic plan serves as a blueprint to support the District’s efforts in accomplishing its guiding principles outlined in its foundational statements. The strategic planning process is driven by external and internal data to support evidenced-based decision-making and goal development. As part of the decision process, data was collected and evaluated to measure the institutions impact and responsiveness to the following strategic planning questions:
The 2015-2020 strategic plan will be implemented through existing administrative, governance, and academic structures. A number of divisional strategic and annual plans will be driven by this college-wide strategic plan, including Educational Affairs (district, discipline, and program/department levels), Distance Education and Learning Technologies, Student Services, Workforce Development and Continuing Education, Administration and Finance, Institutional Advancement, International Programs and Global Partnerships, Institutional Effectiveness and Information Technology. WCCCD continuously reviews internal and external data trends to determine the District’s impact within its service region as well as adopts continuous quality improvement strategies to accomplish its annual and strategic goals. In an effort to promote inclusion and transparency for the strategic planning process, the District encourages district-wide participation in providing input and feedback on the District’s strategic directions for the next five years.

A primary mechanism for the implementation will be established annual action planning and budget development processes. Decisions on operations and improvement priorities will be guided by performance assessments of student learning outcomes, environmental scans, surveys of business and community satisfaction, and surveys of faculty and staff satisfaction. Annual action plans will include the Chancellor’s annual priorities for district-level development and improvement, divisional annual action plans, campus annual action plans, district unit annual action plans, and the continuous improvement plans of academic disciplines, departments, and programs.
67.1% of entering students reported WCCCD as their first choice for college
2015-2020 Strategic Goals and Objectives

The strategic goals are statements that clearly define the goal, the objectives to implement the goal, as well as the expected outcome that outlines how the goals will be measured to determine effectiveness.

Goal No. 1: Advancement of Operational Systems

WCCCD will promote effectiveness of the operational system improvements within its District divisions, campus locations, services, and programs by enhancing continuous quality improvement processes and redesigning business models.

Objectives:

Advance Transparency and Accountability:
WCCCD will advance transparency and accountability initiative by conducting in-depth evaluations of critical operational areas such as scheduling, registration, facility maintenance, and budget development that lead to process redesign and improvement.

Expand Annual Planning and Evaluation of Programs: Continue annual planning and evaluation of academic programs, services, and customer satisfaction to monitor divisional and campus-level performance and management excellence.

Augment the Quality Initiative: Identify and designate one transformational Quality Initiative improvement effort for continued quality improvement and for reaffirmation of accreditation.

Build on the Culture of Evidence: WCCCD will emphasize the use of data to make decisions district-wide.

Strengthen District Alignment Initiatives: WCCCD will align organizational and business processes for greater effectiveness and accountability in achieving student learning and administrative outcomes.
Goal No. 2: Integration of Innovative Technological Resources

WCCCD will integrate innovative technological resources and quality improvement processes to increase proficiency of infrastructure, faculty, staff, and students to advance effective teaching, learning, and management of operations.

Objectives:

Create a Strategic Technology Plan: Develop a comprehensive Strategic Technology Plan that is aligned with the District’s strategic plan to advance innovative technology use by faculty, staff, and students.

Implement Technology Infrastructure Enhancement Plan: WCCCD will implement a technology infrastructure maintenance process to promote ongoing development and improvement of technology resources.

Enhance Effective use of Technology Resources: Develop and implement professional development training program with an emphasis on effective appropriate levels of knowledge and use of technology resources and initiatives.

Advance the use of technology in the classroom: Implement innovative strategies and learning technologies such as applications, software, hardware, and virtual instructional delivery modalities.
Goal No. 3: Development of Institutional Resources

WCCCD will increase its capacity to meet changing student business, and community educational needs through the advancement and sustainability of its human, financial, physical and technological resources.

Objectives:

Broaden faculty and staff professional development: WCCCD will continue to enhance faculty and staff professional development directed toward increasing the capacity of WCCCD to inspire a life of learning and self-improvement.

Assure WCCCD’s financial viability and sustainability: WCCCD will continue to enhance efforts that assure its financial viability and sustainability through institutional initiatives such as:

- Leveraging current and new grant opportunities to improve the District’s capability to respond to teaching and learning needs
- Identifying other sources of revenue to advance institutional effectiveness

Review and update facility and site development: WCCCD’s will continue facility and site development initiatives.

Implement the District Design Initiative strategies: WCCCD will continue to seek opportunities to strengthen alignment, improve instructional delivery, support student success, and promote life-long learning though effective business model design.
WCCCD offers more than 100 degree and certificate options.
Goal No. 4: Advancement of Institutional Profile

WCCCD will advance campus imaging and institutional profiling initiatives to focus on increasing marketability and reputation within Michigan and its service region.

Objectives:

- **Strengthen engagement with the community:** WCCCD will increase engagement with the community by strengthening relationships with community organizations and informational networks.

- **Implement targeted regional, national, and international initiatives:** WCCCD will implement targeted regional, national, and international initiatives that will enhance its profile.

- **Enhance diversity and equity initiatives:** WCCCD will broaden and strengthen outreach efforts and community service which highlight diversity and equity.

- **Implement customer service and satisfaction initiatives:** WCCCD will design and implement customer-friendly initiatives to increase customer service to its internal and external community.
Goal No. 5: 
Advancement of Instructional Innovation

WCCCD will advance curricular, co-curricular, and innovative student-centered services that respond to the dynamic educational needs of its students and promote global and cultural competence.

Objectives:

Support curricular and teaching/learning change: WCCCD will enhance curricular and teaching/learning change through supporting program and discipline proposals that address changing student educational needs and global learning experiences.

Enhance the Health Sciences Center: WCCCD will continue to enhance the Health Sciences Center at the Northwest Campus to serve as a vehicle for (1) responding to local, state, and regional employer needs, (2) developing curriculum and new programs aligned with workplace skills, and (3) engaging in partnerships and community outreach.

Increase Distance Learning opportunities: WCCCD will expand distance learning opportunities through the Mary Ellen Stempfle University Center - Center for Distance Learning.

Expand and Enhance Dual Enrollment Partnerships: WCCCD will continue to expand dual enrollment partnerships.
Goal No. 6: 
Enhancement of Student Success and Completion

WCCCD will enhance completion initiatives that support students in successfully completing degrees, certificates, and courses that lead to transfers to four-year universities and colleges.

Objectives:

Expand the WCCCD 2020 Student Completion Agenda: WCCCD will improve outcomes at each stage of student progress and completion, including stages that involve student services, curriculum, and teaching and learning.

Advance Career Technical Education Programs: WCCCD will develop and implement additional strategies to improve student success in career technical education programs and identify new programs that have potential to meet market demands.

Expand continuous review and alignment of academic programs: WCCCD will expand continuous review and alignment of programs to strengthen pathways for program completion and potential careers.

Increase student use of support services that promote completion: WCCCD will promote student engagement and use of support services such as Candid Careers, Graduate Progress System (GPS), and SmarThinking that lead to completion of credentials and/or coursework.
Goal No. 7: Strengthen Partnerships with Four-Year Colleges and Universities

WCCCD will cultivate and strengthen partnerships with four year colleges and universities that increase WCCCD student access to advanced degrees.

Objectives:

Facilitate additional Articulation Agreements: WCCCD will expand articulation agreements by:

- Strengthening collaborations with local 4-year transfer institutions to streamline the transfer path
- Ensuring the relevance of the transfer curriculum to the curriculum of four-year institutions

Increase Partnerships at Mary Ellen Stempfle University Center: WCCCD will identify and explore opportunities for potential partners to expand options at the University Center.

Goal No. 8: Advance Community Engagement and Workforce Development

WCCCD will advance community engagement and workforce initiatives to serve as an educational resource for problem-solving and economic development efforts at the community and state levels.

Objectives:

Expand Workforce Development Initiatives: WCCCD will expand workforce development initiatives through:

- Pursing and expanding additional funding streams
- Enhancing collaborations with business and industry to increase responsiveness to their needs

Enhance collaborations with the community: WCCCD will enhance collaborations with the community through:

- Increasing involvement with organizations that will further advance the District's interests.
- Identifying and engaging advocates who will support the District's initiatives in developing solutions for workforce preparation.
- Continuing education programming

Advocate Economic Development: WCCCD will contribute to the economic development that benefits community revitalization and renewal within Detroit, Wayne County, and beyond.
84% of Graduates indicated they would recommend WCCCD to others!
2015-2020 WCCCD Strategic Plan

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