Wayne County Community College District
2009-2014 STRATEGIC PLAN

Leading WCCCD to Enduring Excellence through a Focus on
STUDENT SUCCESS AND COLLEGE-WIDE EFFECTIVENESS

Wayne County Community College
Office of the Chancellor
Curtis L. Ivery, Chancellor
October 2008
STRATEGIC PLAN
2009-2014

LEADING WCCCD TO ENDURING EXCELLENCE THROUGH A FOCUS ON STUDENT SUCCESS AND DISTRICT-WIDE EFFECTIVENESS

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I have had the privilege to serve as the Chancellor of Wayne County Community College District (WCCCD) for thirteen years of amazing growth and progress. I am thankful to many who have contributed to WCCCD’s success. These 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 that enthusiastically support the District. Above all, I am thankful to our students who honor us by choosing WCCCD as their door to academic and career success.

WCCCD has evolved through a number of stages since its creation by the Michigan Legislature in 1967. The most dramatic development has occurred since 2001, when citizens of the District approved an increase in the college’s property tax millage rate. This vote of confidence by the citizens provided WCCCD with a revenue level at parity with other community colleges in Michigan. Having adequate revenue for the first time in its history, WCCCD immediately launched a very ambitious “Pathways to the Future” program to transform its programs, services, and facilities. Since 2001, student enrollment has increased dramatically; several new career education programs have been introduced; new and renovated buildings have been constructed throughout the District; and new community partnerships with business organizations, public schools, universities, and other community entities have emerged. Today, WCCCD is one of the largest and fastest growing community colleges in the United States.

Building on the foundation that has been established during the last decade, we now launch the next phase of development and improvement we call Pathways to the Future II. During the 2009-2014 period, we will work together with our community partners to uplift WCCCD to a heightened level of excellence focusing on student success and institutional effectiveness. This will be a period of solidifying and deepening the progress we have made in the past decade, thus assuring a high level of excellence that can be sustained in the years and decades ahead. During the next five years, our development as a comprehensive metropolitan community college district will be driven by the theme of the 2009-2014 strategic plan: Leading WCCCD to Enduring Excellence through a Focus on Student Success and District-Wide Effectiveness.

Sincerely,

Dr. Curtis L. Ivery
A BRIEF HISTORY

WCCCD was established in 1967 by the State of Michigan Legislature. The District serves 32 communities and townships in Wayne County, Michigan, a region with nearly two million residents. The District first operated in various rented sites throughout the Wayne County area, and then developed the five campuses currently in operation (Downriver Campus, Downtown Campus, Eastern Campus, Northwest Campus, and Western Campus). In 1999, the Board of Trustees and Chancellor Curtis L. Ivery determined that a new era of District service and financial viability must be achieved. In November 2001, the voters of the District approved a 1.5 mill increase in the District’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 (2.50 mill property tax levy) that gave it 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 district’s programs, services, facilities, structures, and processes called Pathways to the Future. During the first phase of this transformational program referred to as Pathways I (2002 to 2008), student enrollment increased dramatically, District buildings have been constructed or renovated, new career education and academic programs have been introduced, student support services have been transformed, new information and learning technologies have been installed, community engagement and partnership building has expanded, and updated accountability and transparency systems have been created to assure the careful monitoring and management of the District’s financial resources.

WCCCD is now entering the second phase of the Pathways to the Future program (Pathways II) during which the accomplishments of the past eight years will be solidified and the district will be positioned for enduring excellence for the years and decades ahead. This 2009-2014 strategic plan captures the theme of Pathways II: Leading WCCCD to Enduring Excellence with a Focus on Student Success and District-Wide Effectiveness.
STUDENT SUCCESS AND DISTRICT-WIDE EFFECTIVENESS

This 2009-2014 strategic plan is the blueprint for the development and improvement of WCCCD during the next five years. The plan focuses on student success and District-wide effectiveness. Student Success at WCCCD is defined by the following achievements of our students: successful transitioning from developmental education courses to college-level courses, completing college courses with a grade of “C” or better, continuing to progress in college-level courses from one semester to the next, completing certificate and associate degree programs, transferring from WCCCD to a university, securing a good job and career advancement, and completion of individual personal enrichment and skill development goals. District-wide effectiveness is defined as the state of having achieved a high standard of performance in terms of student, business, community, faculty and staff success and satisfaction. District-wide effectiveness is the outcome of continuous improvement based on self-evaluation and data-informed judgments about quality.

THE STRATEGIC PLANNING PROCESS

The Executive Strategy Team, chaired by Chancellor Curtis L. Ivery, served as the strategic planning steering group. A number of processes were used to involve faculty and staff members in the strategic planning process: (1) Approximately seventy faculty and staff members serving on self-study committees for the Higher Learning Commission re-accreditation self-study met to express their vision for the District and react to a draft of strategic goals and objectives, (2) Approximately one hundred faculty and staff members completed a strategic plan survey, (3) Divisional and unit leaders led staff members in a review of WCCCD’s strategic directions, and (4) faculty members were invited to complete a survey during the fall 2008 Faculty Organization Day.
WCCCD’s Statements

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

WCCCD’S FOUNDATIONAL STATEMENTS
WCCCD’s foundational statements (mission, values, functions, service area, target constituencies, and vision) are declarations of why the District exists, what its core values are, 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. These foundational statements guide the actions of the Board of Trustees; the day-to-day actions of the District’s executive leaders, faculty, staff, and students; and our interactions with those in the communities served. The updated foundational statements were approved by the Board of Trustees at its March 28, 2007 meeting.
1. 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 high standards for student learning outcomes. We are committed to providing a supportive, caring, safe, and responsive learning environment for students that will maximize their opportunity for academic and career success. We value our faculty and staff as productive contributors to the future of the District and its students.

2. 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. We value our role as “Democracy’s College,” providing an open door of educational opportunity to all who can benefit from our services. We help our students live responsibly in a global society by nurturing in them an increased appreciation and understanding of diverse cultures and ideas.

3. 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.

4. 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. We commit to being good stewards of the resources that are provided to us to carry out our mission.

5. 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, educational, social, and cultural dimensions of community life.
1. SERVICE AREA 1:
WCCCD’s primary service district is comprised of the communities and townships in Wayne County within its taxing district.

2. SERVICE AREA 2:
WCCCD serves students who reside outside on the primary service district who chose to attend the college based on the nature and availability of its programs and services. Service is provided in this way to two constituencies:
   a. Students whose legal residence is outside of the district but in Michigan
   b. Students whose legal residence is outside of Michigan and international students

3. SERVICE AREA 3:
WCCCD provides selected programs and services to students and businesses outside of commuting distance through alternative instructional delivery systems including electronic delivery methods (Distance Learning).
WCCCD will achieve national and international recognition for enduring excellence as a comprehensive multi-campus community college with a focus on:

1. Continuous self-evaluation and improvement
2. Preparation of a highly-skilled workforce in support of the Wayne County economy
3. Student academic and career success
4. Leadership in strengthening the open door of educational opportunity to all who can benefit.
STATEMENT

TARGET CONSTITUENCIES

STUDENT CONSTITUENCIES

WCCCD is an open-door community college, serving students from all educational, employment, and experiential backgrounds who can benefit from its services. WCCCD serves all post-high school age groups, and serves secondary students through cooperation with secondary schools.

BUSINESS CONSTITUENCIES

WCCCD serves regional businesses through customized job training programs and other services designed to create a match between the skills of the Wayne County workforce and the actual job skills required by employers.

COMMUNITY CONSTITUENCIES

WCCCD serves the 32 cities and townships in its taxing district through involvement in workforce development, economic development, cultural enhancement, and other community development activities in which the college’s educational resources can have a positive impact.

MISSION-DRIVEN CORE INDICATORS OF EFFECTIVENESS

WCCCD’s core indicators of effectiveness describe the standards or benchmarks for District-wide effectiveness against which actual performance can be monitored and measured. The core indicators of effectiveness translate the elements of the mission statement (student goal achievement, accessibility of programs and services, cultural diversity, etc.) into more precise and measurable terms (rate of successful completion by students of college-level courses, rate of student certificate and degree completion, rate of student progression from semester to semester, level of business and community satisfaction with college programs and services, etc.). Thus the core indicators of effectiveness provide a data-based bridge between the general sentences in the mission statement and the concrete, practical improvement decisions and day-to-day actions of faculty and staff members as they carry out the mission of the District.
EXECUTIVE SUMMARY: THE SEVEN STRATEGIC GOALS

2009-2014
GOAL #1 - ADVANCEMENT OF THE OPEN DOOR OF EDUCATIONAL OPPORTUNITY
WCCCD will expand its Open Door model by focusing on student access, diversity, equity, multicultural experiences, campus inclusiveness, and community engagement.

GOAL #2 - EXPANSION OF COMMUNITY ENGAGEMENT
WCCCD will serve as an active educational resource for problem-solving and economic development efforts at the community and state levels, and will enhance its engagement in national and international educational initiatives.

GOAL #3 - ADVANCEMENT OF INSTRUCTIONAL INNOVATION
WCCCD will advance curricular, co-curricular, and teaching/learning innovations in response to the dynamic needs of a diverse student body and changes in community and workforce educational needs.

GOAL #4 - STRENGTHENING OF PROCESSES TO SUPPORT EFFECTIVE STUDENT LEARNING
WCCCD will strengthen the assessment of student learning outcomes by increasing faculty and staff participation in (1) ongoing assessment of student learning outcomes at the course, program, discipline, and District levels, (2) analysis of student learning outcomes data, and (3) bringing about improvements in curricula, teaching and learning, and institutional practices based on the assessment data.

GOAL #5 - 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.

GOAL #6 - ENHANCEMENT OF DISTRICT-WIDE CONTINUOUS SELF-EVALUATION AND SELF-IMPROVEMENT
WCCCD will continue to enhance the measurement of its effectiveness in serving students, regional employers, and communities, and will increase the use of measurement data to inform decisions on continuous institutional improvement.

GOAL #7 - ADVANCEMENT OF OPERATIONAL AND MANAGEMENT EXCELLENCE
WCCCD will advance the process of continuously improving operational systems in all divisions and campuses of the district.
Presented below are the seven strategic goals and related objectives that will guide WCCCD’s development over the five-year period starting in 2009-2010.

The 2009-2014 strategic plan is a blueprint for the ways WCCCD will give life and shape to the District’s mission and vision during this period of its development as a comprehensive multi-campus metropolitan community college District. The plan is guided by these elements of WCCCD’s mission and vision statements:

1. Student career and academic success and satisfaction
2. Employer/business group success and satisfaction
3. Community success and satisfaction
4. Excellence of programs and services
5. Accessibility of programs and services
6. Culturally diverse experiences for students and community
7. Higher education/academic excellence
8. Excellence of career education programs
9. Strengthening of the open door of educational opportunity
Goal 1

ADVANCEMENT OF THE OPEN DOOR OF EDUCATIONAL OPPORTUNITY: WCCCD will advance its Open Door model by focusing on student access, diversity, equity, multicultural experiences, campus inclusiveness, and community engagement.

OBJECTIVES:

1. Implement student success interventions:
   WCCCD will increase the academic achievement of students who experience barriers to career and educational success through implementation of student-centered interventions, such as the national Achieving the Dream Initiative, that improve student advisement, course placement, developmental education, and student retention.

2. Continue WCCCD’s role as a national open door leader:
   WCCCD will continue its state and national involvement in leading the re-invention of the open door of the community college through participation in conferences, publications, and sharing emerging best practices.

3. Advance educational opportunities:
   WCCCD will advance educational opportunities for students by integrating diversity, equity, multicultural, campus inclusiveness, and community engagement elements throughout curricular and co-curricular programs and services.

4. Enhance and re-design Student Services:
   WCCCD will continue to transform student support services with an emphasis on a customer-service culture, high school partnerships, student recruitment, student retention, student engagement, financial aid, technology-assisted services, and outreach to diverse community groups.
EXPANSION OF COMMUNITY ENGAGEMENT: WCCCD will serve as an active educational resource for problem-solving and economic development efforts at the community and state levels, and will enhance its engagement in national and international educational initiatives.

OBJECTIVES:

1. Implement the use of environmental scan reports:
   WCCCD will base decisions on program and service improvements on evidence of changing community educational needs obtained through environmental scan reports.

2. Enhance WCCCD’s community leadership role:
   WCCCD will enhance its community leadership role through partnering with other community organizations, co-sponsoring community summits and conferences on specific-community issues, and other community problem-solving initiatives.

3. Expand the Marketing and Community Relations Program:
   WCCCD will enhance its marketing and community relations efforts in order to:
   • Strengthen its positive image in the community, state, and nation
   • Support student recruitment efforts

4. Implement targeted national and international initiatives:
   WCCCD will implement targeted national and international initiatives that:
   • Enhance global perspective of students, faculty, and staff
   • Maintain the District’s involvement in national community college affairs
Goal 3

ADVANCEMENT OF INSTRUCTIONAL INNOVATION: WCCCD will advance curricular, co-curricular, and teaching/learning innovations in response to the dynamic needs of a diverse student body and changes in community and workforce educational needs.

OBJECTIVES:

1. 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.

2. Establish a premier Health Sciences Center:
   WCCCD will establish a premier Health Sciences Center at the Northwest Campus to serve as a vehicle for:
   • Responding to local, state, and regional employer needs
   • Developing new programs aligned with changing workplace skills
   • Engaging in partnerships and community outreach.

3. Expand Distance Learning opportunities:
   WCCCD will expand distance learning opportunities through online degree and certificate offerings and non-credit options.

4. Implement and develop university partnerships:
   WCCCD will develop University Square, the District’s university center featuring:
   • Student access to upper division collegiate courses and programs and professional certificates
   • On-site and on-line partnerships with state and national baccalaureate colleges and universities

WCCCD will also continue to expand partnerships with other higher education institutions in order to increase student access to baccalaureate degree program and to inspire a life of learning.
Goal 4

STRENGTHENING OF PROCESSES TO SUPPORT EFFECTIVE STUDENT LEARNING: WCCCD will strengthen the assessment of student learning outcomes by increasing faculty and professional staff participation in:

1. Ongoing assessment of student learning outcomes at the course, program, discipline, and District levels
2. Analysis of student learning outcomes data
3. Bringing about improvements in curricula, teaching and learning, and institutional practices based on the assessment

OBJECTIVES:

1. Increase faculty/staff participation in the review of student learning outcomes:
   WCCCD will increase faculty/staff participation in annual review of student learning outcomes at the course, program/department, discipline, campus, and district levels.

2. Increase the use of assessment results to improve student learning:
   WCCCD will increase the use of outcomes-based assessment results to improve teaching, learning, curricular, and institutional practices.

3. Implement a web-based assessment management system:
   WCCCD will implement a web-based assessment management system for supporting:
   • Multiple levels of assessment
   • District-wide reports of assessment results
Goal 5

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:

1. Enhance Faculty and Staff Development:
   WCCCD will enhance faculty and staff professional development directed toward increasing the capacity of WCCCD to inspire a life of learning and self-improvement.

2. 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 the development of a 10-year strategic financial plan, cost control measures, and public reporting of financial data (accountability and transparency processes).

3. Sustain technological resources:
   WCCCD will continue the strategic implementation of the technology plan to increase District-wide technology awareness and competence, and to enhance the use, security, and capacity of its learning and information resources.

4. Continue facility and site development initiatives on the five campuses:
   WCCCD facility and site development projects will include:
   • Completion of major building projects on the Western and Downriver campuses
   • The building and transition of the Northwest Campus to a beautiful 32-acre site on Outer Drive
   • The update of the facility and site master plan
   • Preparation for the increased financial and staff demands of expanded facilities (for example, ongoing maintenance, repair, security, and renovation costs)
Goal 6

ENHANCEMENT OF DISTRICT-WIDE CONTINUOUS SELF-EVALUATION AND SELF-IMPROVEMENT: WCCCD will continue to enhance the measurement of its effectiveness in serving students, regional employers, and communities, and will increase the use of measurement data to inform decisions on continuous institutional improvement.

OBJECTIVES:

1. Promote a culture of evidence:
   Through its District-Wide Holistic Plan, WCCCD will promote a culture of evidence through faculty and staff involvement in using performance data as a guide to make data-driven decisions at all levels.

2. Strengthen the annual Plan/Do/Manage/Learn continuous improvement cycle:
   WCCCD will strengthen faculty and staff involvement in the annual Plan/Do/Measure Learn continuous improvement cycle as an integral part of the annual planning and budget development process.

3. Implement an annual year-end achievement report system:
   As a part of creating a culture of evidence, divisions, campuses, and selected District units will prepare year-end achievement reports focusing on evaluation of performance and continuous improvement.

4. Strengthen the individual planning and performance appraisal system:
   WCCCD will strengthen the annual process of individual staff performance planning, formative coaching and teaching, and year-end performance appraisal.
Goal 7

ADVANCEMENT OF OPERATIONAL AND MANAGEMENT EXCELLENCE: WCCCD will assure the effectiveness of the operational systems of the District through evaluation and continuous improvements.

OBJECTIVES:

1. Implement an annual systems improvement cycle:
   Each year, WCCCD will identify two or three major institutional systems for in-depth review and upgrading; for example, curriculum development, process course management system, human resources processes, class scheduling, student registration, purchasing, facility maintenance, inventory control, and transparency and accountability processes.

2. Continue District/campus alignment initiative:
   WCCCD will develop annual plans to strengthen the alignment between:
   - WCCCD’s mission, values, and vision
   - District-level goals, strategies, and processes
   - Campus-level plans and operations

3. Implement an expanded program of point-of-service customer evaluation:
   WCCCD will expand its program of point-of-service customer evaluation at all levels of the District, including an annual process of assessment and improvement planning as part of the Plan/Do/Measure/Learn continuous improvement cycle.
The 2009-2014 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 District-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, and Institutional Effectiveness and Information Technology. The strategic plan will also drive the action priorities of shared services such as public relations, labor relations, governmental relations, and faculty and staff development (Organizational Development Institute). As well, the strategic plan will drive special action plans such as the facility and site master plan, the technology plan, and the financial strategic plan, and the district/campus alignment plans.

A primary mechanism for the implementation of the strategic plan will be annual action planning and budget development processes starting in 2009-2010. Decisions on annual development and improvement priorities will be guided by performance assessments such as the assessment 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.
WAYNE COUNTY COMMUNITY COLLEGE DISTRICT BOARD OF

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