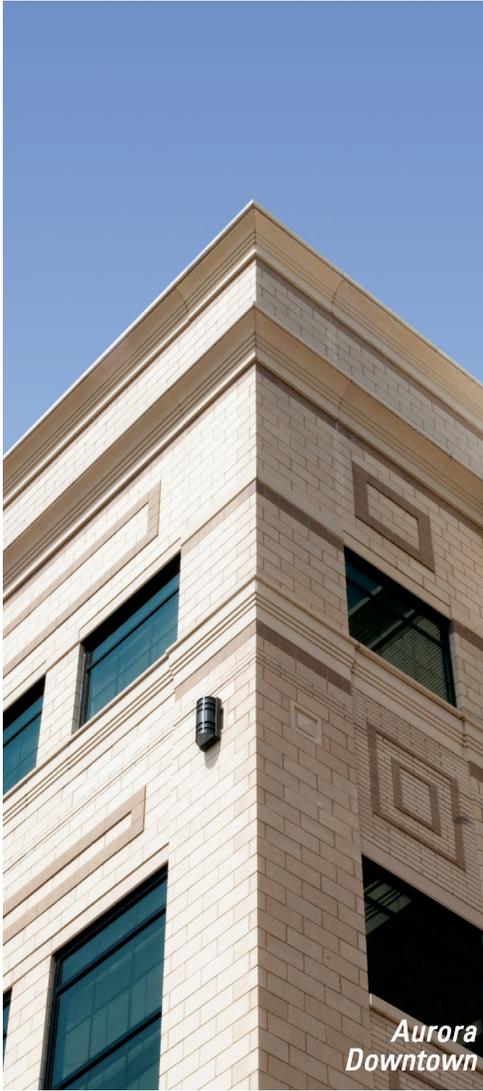




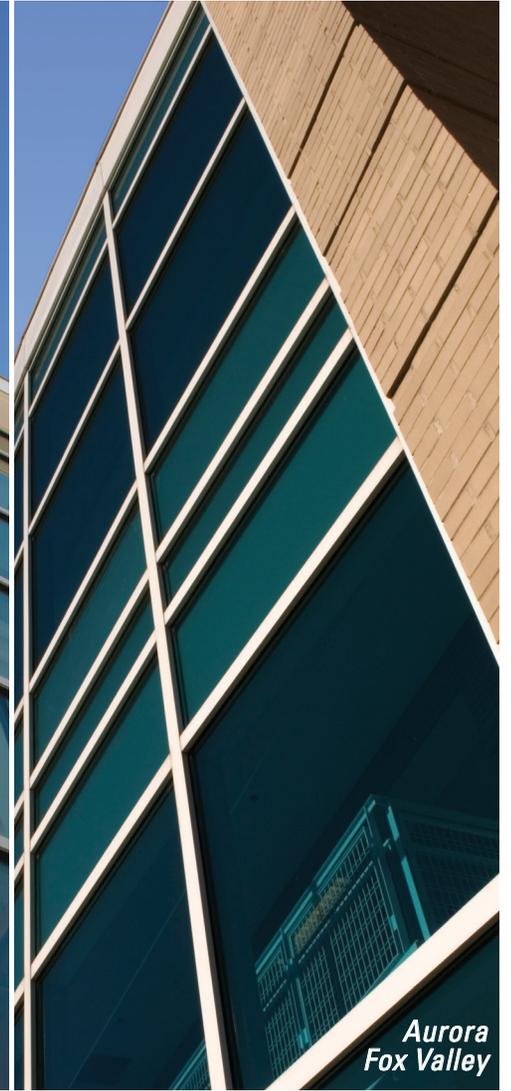
*Sugar Grove*



*Aurora  
Downtown*



*Plano*



*Aurora  
Fox Valley*

# TRANSFORMATIONAL PLAN

*FY2017-FY2019*



**WAUBONSEE**  
COMMUNITY COLLEGE

# MISSION

*Waubonsee Community College is a public, comprehensive community college that was organized in 1966 as mandated by the Illinois Community College Act to provide education and training services for individuals in portions of Kane, Kendall, DeKalb, LaSalle and Will counties of District 516.*

*The philosophy of Waubonsee Community College is based on the premise that education is the cornerstone of a literate, democratic society; that learning is a lifelong process; and that the pursuit of knowledge must be supported by institutional policies that demonstrate the values of quality, value, innovation, service and accessibility.*

# VALUES

**Quality:** *We constantly redefine what it means to be “the best,” seeking to improve in every area and exceed the expectations of those we serve.*

**Value:** *We focus every resource directly on the search for learning, creating tangible benefits in everything we do.*

**Innovation:** *We are actively engaged on the frontiers of education, continuously improving the learning environment for our students and communities.*

**Service:** *We view the world from the perspective of those we serve, anticipating needs and striving to exceed expectations while demonstrating a caring, knowledgeable, consistent connection with each individual every time they meet us.*

**Accessibility:** *We remove barriers to learning formed by time, geography, education, culture, experience or beliefs to provide a full range of quality educational opportunities for all who can benefit.*



# VISION

*Waubonsee Community College opens the door of knowledge, sparks imaginations, and enlightens lives through learning. We welcome the diverse abilities, goals, and experiences of individuals standing on the threshold of discovery. Our success is defined by the dreams we help shape, the opportunities we help design, and the futures we help create.*



## OUR COMMITMENTS

Provide quality educational programs and services that are academically, geographically, financially, technologically and physically accessible to meet the educational and training needs of a diverse, multicultural population and the organizations within our community.

Maintain institutional policies, programs, practices and efforts that provide an emphasis on a learning-centered college for students and the community.

Develop the intellectual, physical, social, cultural and career potential of the individual.

Promote diversity in faculty, staff and student recruitment; staff development; and cultural enrichment activities.

Contribute to the economic, workforce, social, recreational and cultural quality of life of the community.

Cooperate with other local, state and national organizations, and provide leadership that will enhance educational services and avoid duplication of services.

## OUR PROGRAMS AND SERVICES

### TRANSFER PROGRAMS

Associate degree education consisting of communications, social and behavioral sciences, physical and life sciences, mathematics, humanities and fine arts, education, engineering, and other pre-professional fields designed to prepare students for transfer to baccalaureate degree granting institutions.

### CAREER PROGRAMS

Business, health care, technical and professional education consisting of associate degrees, certificates, courses, workshops and seminars designed for career, entry-level employment, transitioning, retraining, and/or upgrading of skills to meet current and emerging employment needs and trends.

### DEVELOPMENTAL EDUCATION

Courses, programs and services designed to assist academically underprepared students to be successful in the next level of education, including reading, mathematics, writing, college success, literacy, high school equivalency exam preparation (HSE), Adult Basic Education (ABE) and English as a Second Language (ESL).

### WORKFORCE DEVELOPMENT

Courses, programs and services designed to meet the workplace training needs of both individuals and organizations with an emphasis on skill building and improved productivity.

### COMMUNITY EDUCATION

Courses, trips, tours, special events and experiences designed for the personal enrichment of the lives of learners of all ages and to promote lifelong learning.

### STUDENT SERVICES

Services designed to meet the needs of a diverse student population that include counseling, advising, transfer planning, admissions, registration and records, assessment, financial aid, career development, student life programming, intercollegiate athletics and assistance for those students with disabilities.

# OUR PROGRAM SUPPORT

## INSTRUCTIONAL SUPPORT

Services designed to facilitate and provide support to the instructional process, including alternative delivery systems such as online courses; the use of computer technology; the libraries; the Center for Teaching, Learning and Technology; and media and learning laboratories.

## ADMINISTRATIVE SUPPORT

Organizational support that provides services for staff selection and development, financial services, facilities, operational management, technology advancements and training, research, planning, marketing and communications.

## COMMUNITY SUPPORT

Service to communities, organizations and businesses may be provided by the college to meet local needs. These combined efforts may include programming in the community, workforce development and partnership activities which will improve the quality of life.

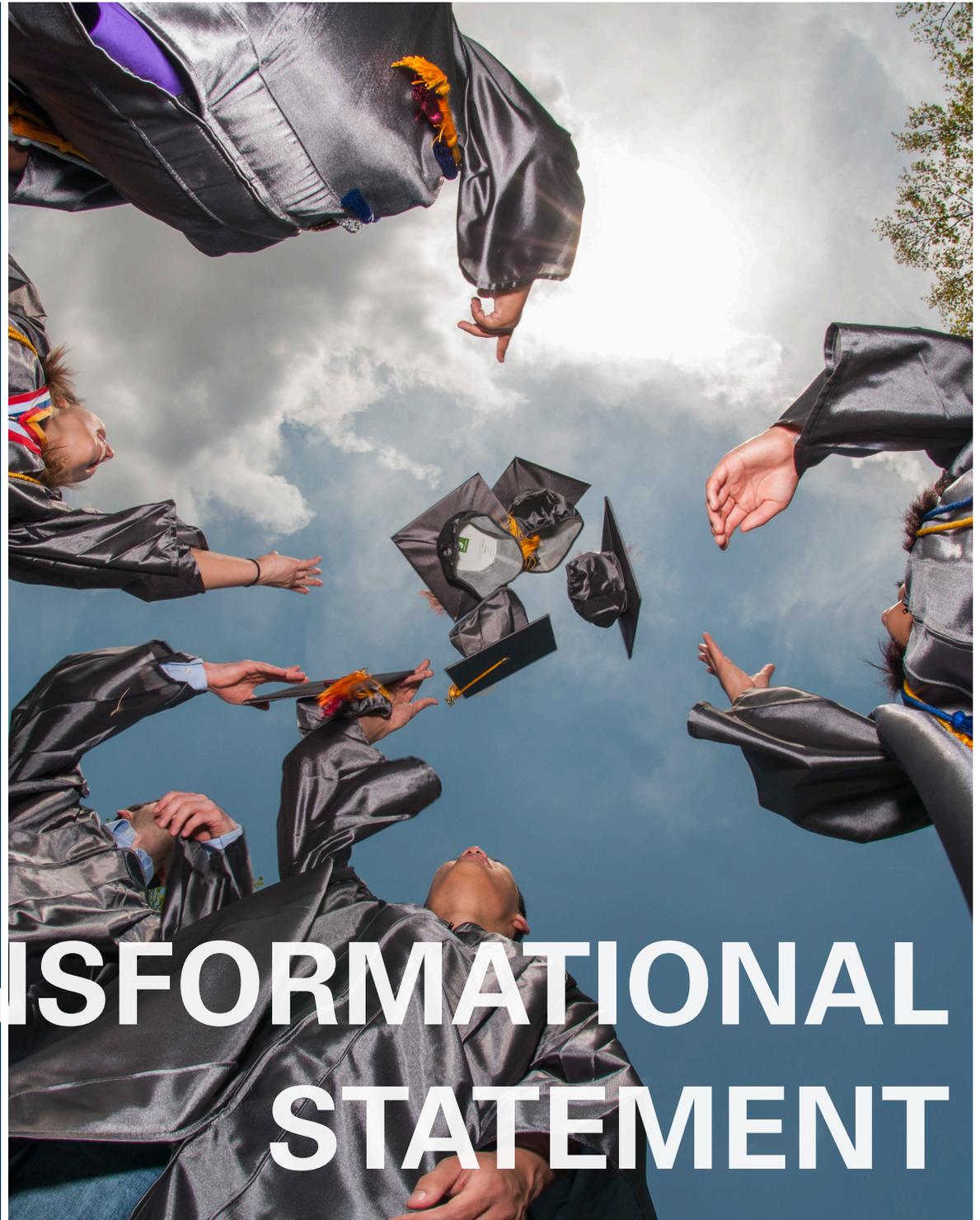


# INSTITUTIONAL SUPPORT PLANS

Institutional Support Plans focus on the initiatives that reach across many functional areas of the college. These plans support the viability of the college's transformational goals, and inform and impact all other institutional planning. They also serve to ensure alignment between long- and short-term plans. The college's Institutional Support Plans include the Comprehensive College Master Plan, Financial Stewardship Plan, Human Resources Plan, Data Support Plan, and Technology Plan.

*Waubonsee  
shapes futures  
through global,  
amplified  
learning that  
creates lifetime  
connections  
and knowledge  
growth.*

# TRANSFORMATIONAL STATEMENT



## GUIDING PRINCIPLES

- **Personal Touch** - Waubonsee maintains a high-touch learning environment while integrating technology into the human experience.
- **Diversity** - Waubonsee develops and values the ability to perceive and appreciate diverse perspectives and provides learning environments aligned with the divergent needs of its global community.
- **Sustainability** - Waubonsee is committed to the integration of sustainable practices, methods and materials in the academic, financial and physical operations of the college.
- **Community Engagement** - Waubonsee executes its mission with the insight, understanding and sensitivity that come from community engagement.
- **Holistic Education** - Waubonsee empowers learners with the broad knowledge and skills essential for making positive contributions in an interconnected world.

## CORE IDENTITY



## Transformational Goal

**PREPARE LEARNERS** for success in the 21st century by raising student achievement and completion through technological innovation and academic quality.

- **1.1 Improve digital literacy** with a focus on tailored, curriculum-embedded projects.

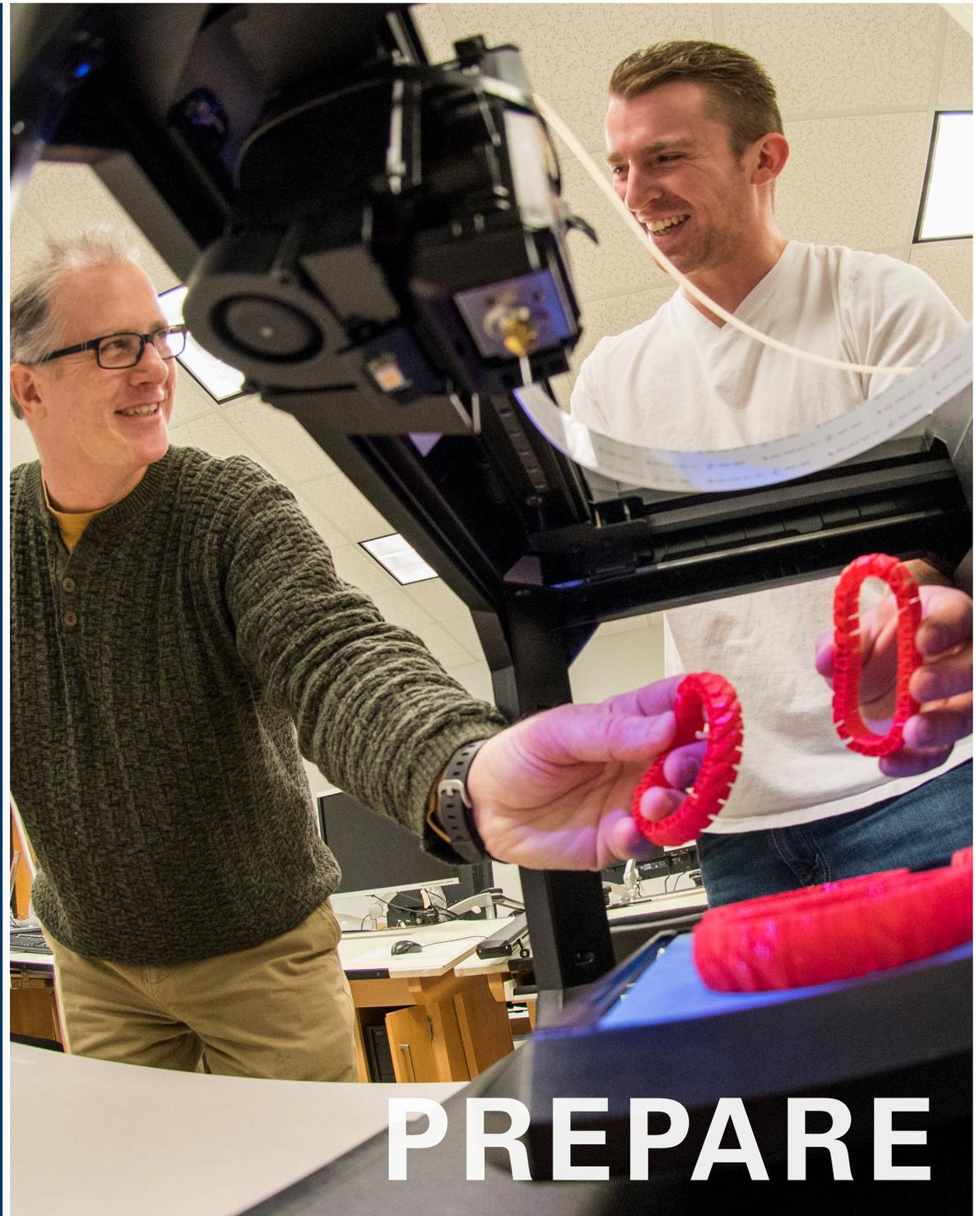
### Success Metrics:

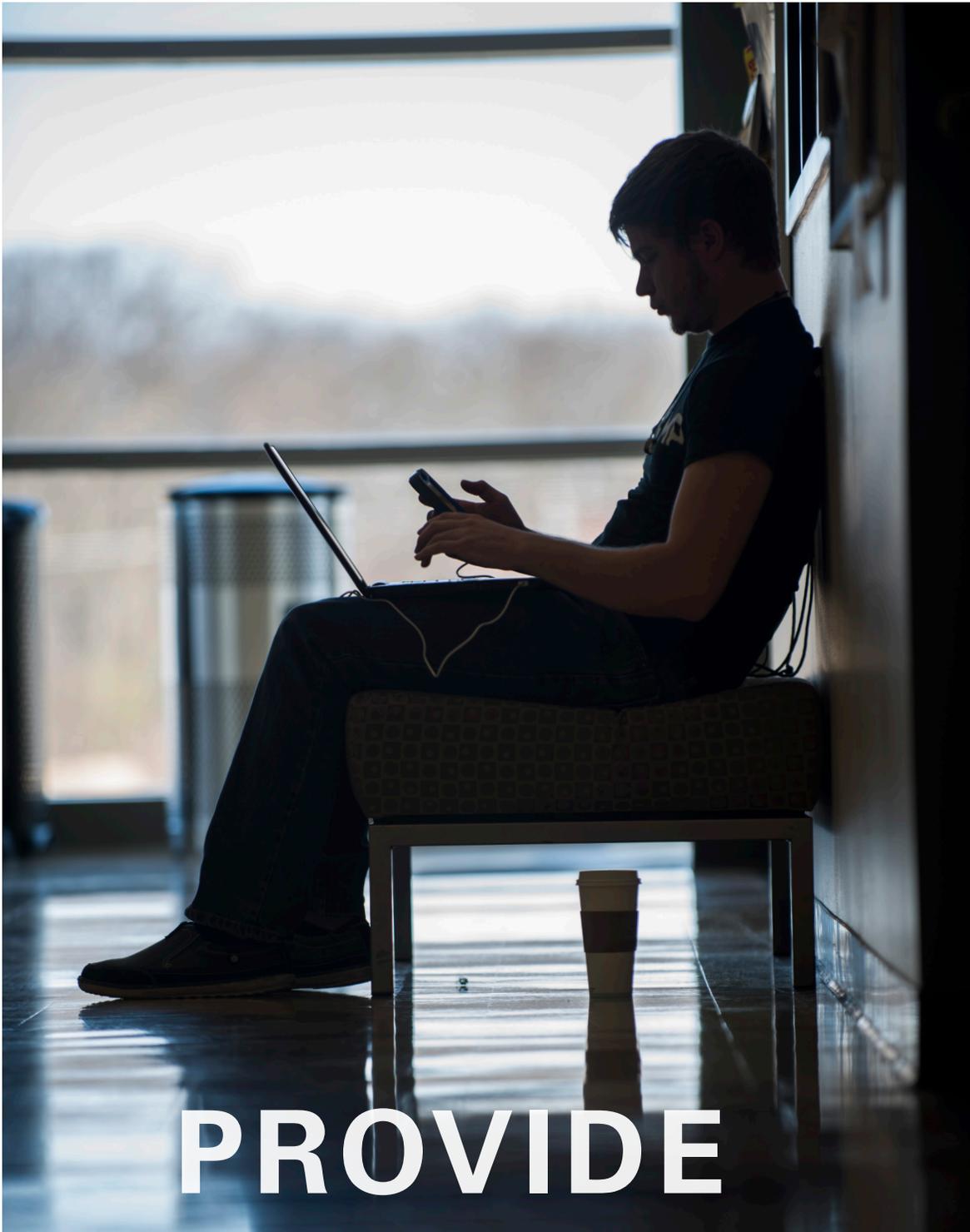
- Development of College Learning Outcome and core competencies
- Map core competencies to individual courses
- Data from College Learning Outcome embedded course assessments

- **1.2 Support the execution of a Student Success Framework** with a continued focus on student persistence and completion.

### Success Metrics:

- Increase in Integrated Postsecondary Education Data System (IPEDS) Graduation Rate
- Increase in the number of degrees/certificates awarded
- Increase in student satisfaction with programs and services
- Decrease in the Cohort Default Rate
- Increase in the Developmental Education to College Transition Rate





**PROVIDE**

## Transformational Goal

**PROVIDE ACCESS** for all prospective and current students as an interconnector of global cultures and diversity.

- **2.1 Redesign the website** to demonstrate our commitment to access and diversity.

### Success Metrics:

- Increase in conversion rates
- Increase in time spent on website
- Decrease in bounce rate
- Public high school market share
- Illinois Community College Board credit market share headcount per 1000 population

- **2.2 Help students acquire** the competencies necessary to be successful in an ever-changing world.

### Success Metrics:

- Development of strategies to support each defined competency
- Responses to relevant questions on the graduate survey
- Responses to relevant questions on the alumni survey
- Learning outcomes data from curricular and co-curricular strategies related to the acquisition of global competencies

## Transformational Goal

### DESIGN OPPORTUNITIES

*by anticipating needs and removing barriers to learning with a focus on personalization and experiential learning.*

- **3.1 Establish new opportunities** for students which reduce time to completion.

#### Success Metrics:

- Number of credits awarded through various methods of prior learning assessment (PLA)
- Number of students who earn credit through various PLA methods
- Number of new opportunities created that reduce time to degree
- Reduction in the number of cancelled classes by 10 percent
- Increase the Developmental Education to College Transition Rate by 60 percent

- **3.2 Investigate flexible learning models** to adapt to students' needs.

#### Success Metrics:

- Establish institutional definitions for all learning modalities
- Determine feasibility and implementation plan for Flex Ed (which combines various modalities such as online, hybrid and face-to-face)
- Compare persistence rates by modality (Flex Ed compared to online, face-to-face and hybrid)
- Compare course success rates by modality (Flex Ed compared to online, face-to-face and hybrid)





## *Transformational Goal*

**STRENGTHEN CONNECTIONS**  
*through ongoing career development  
and continuous learning by building  
an alumni infrastructure to support  
and maintain engagement.*

- **4.1 Develop an alumni strategy** which will be a community resource network.

### **Success Metrics:**

- *Number of alumni who respond to, and provide their information for, the new database*
- *Response rates to targeted communication*
- *Response rates for alumni engagement opportunities*
- *Perceptions of value to alumni of enhanced services, communication and engagement opportunities*
- *Financial support from alumni*
- **4.2 Design a mentoring program** for successful graduates who can serve as an inspiration to current students and keep them engaged.

### **Success Metrics:**

- *Number of pilot volunteer mentors (alumni, faculty, staff and administrators)*
- *Early student interest in mentoring program information and stronger interest as measured by the number of student opt-ins*
- *Early use of new mentoring system as measured by time spent on mentoring software site by volunteer mentors and student opt-ins*
- *Satisfaction with the program, events and mentoring relationship*

## Transformational Goal

**EXPAND KNOWLEDGE** by being responsive and adaptive to the needs of a changing workforce and society.

- **5.1 Refine noncredit programs and related services** to more effectively meet constituents' learning needs.

### Success Metrics:

- Track project progress toward completion/ implementation per calendar action plan and benchmarks established for the various project phases
- Increase in Workforce Development enrollments
- Increase in Community Education enrollments
- Increase in Adult Education to college credit course or certificate programs or employment transition

- **5.2 Invest in becoming a data-informed, research-based culture** to respond more quickly to our environment and surrounding communities.

### Success Metrics:

- Increase in student satisfaction with programs and services via effectiveness surveys and assessment tools
- 95 percent employee satisfaction with the data request process and fulfillment of requests by Institutional Effectiveness
- Increase in the number of data requests successfully completed
- Documented changes in processes, systems or services as a result of interaction with data



*FY2018 Presidential  
Action Initiative:*



**BOLD  
FUTURE:**  
OUR  
TRANSFORMATION  
CONTINUES

**FY2018 Additional Priorities:**

1. *Enrollment optimization*
2. *Higher Learning Commission (HLC) institutional opportunities*
3. *Employee engagement*
4. *Community needs assessment*
5. *Emergency preparedness*



**Higher Learning Commission  
AQIP ACTION PROJECTS**

1. Higher Learning Commission Assessment Academy
2. Establishing a culture of data-informed decision making
3. Faculty involvement\*
4. Facilities renovation and space utilization

\* New for FY2018