

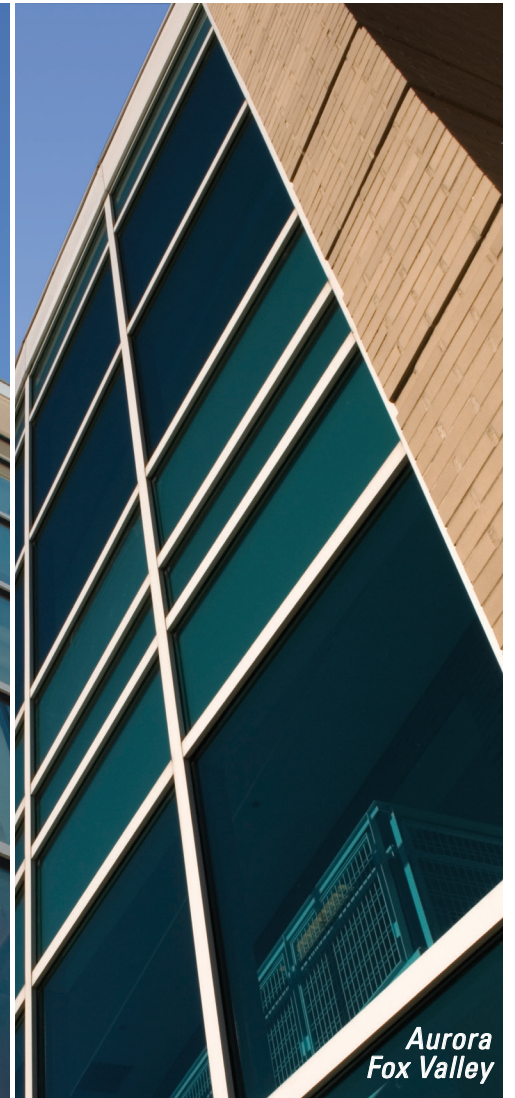
*Sugar Grove*



*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.*

# 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.*

# 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.*





## 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 arts, education, engineering, and other pre-professional fields designed to prepare students for transfer to baccalaureate degree granting institutions.

### WORKFORCE EDUCATION AND TRAINING

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

Training includes courses, programs and contract training designed to meet the workplace needs of both individuals and organizations with an emphasis on skill building and improved productivity.

### PRE-COLLEGE PROGRAMS

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) and English Language Acquisition (ELA)/English as a Second Language (ESL).

### 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 holistic development of all students including counseling, advising, transfer planning, admissions, registration and records, assessment, financial aid, scholarships, career development, student life programming, intercollegiate athletics and assistance for students with disabilities.

# OUR PROGRAM SUPPORT

## INSTRUCTIONAL AND ACADEMIC SUPPORT

Services designed to facilitate and provide support to the instructional process, including new programs; alternative delivery systems such as online courses; tutoring; the use of instructional technology; the libraries; and learning laboratories.

## ADMINISTRATIVE SUPPORT

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

## COMMUNITY SUPPORT

Service to communities and organizations may be provided by the college to meet local needs. These combined efforts may include collaborations and partnership activities which will improve the quality of life.



# INSTITUTIONAL PLANNING

This pyramid provides our framework for our organizational leadership and planning process at Waubonsee Community College. The most important thing to us, which drives all of our decisions, is the success of our students. We understand that success is different for everyone, and we have committed to gathering as much information as possible to better identify exactly what the needs of our students are when they get to Waubonsee. Based on that information, we can put a more effective strategy (Transformational Plan) into place and identify specifically what we need to change or improve at a departmental level (Organizational Unit Plans). Our process of goal setting for all employees and the professional development needed to meet these goals are what helps us to measure our success in better servicing our students and our community.



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

# TRANSFORMATIONAL STATEMENT

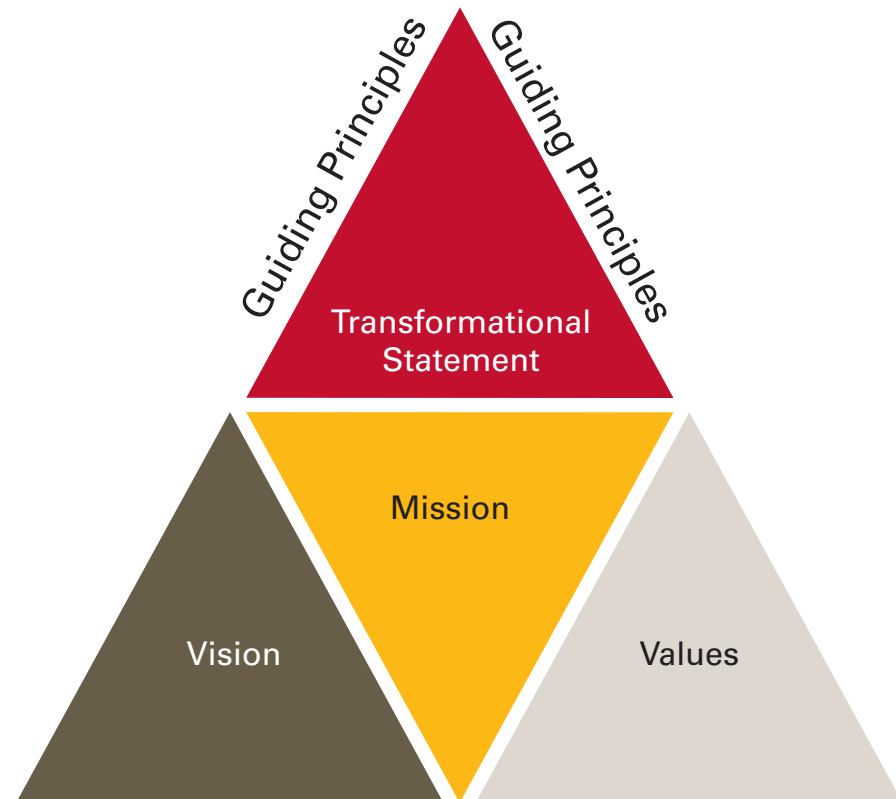




## CORE IDENTITY

### 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.







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

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



## *Transformational Goal*

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

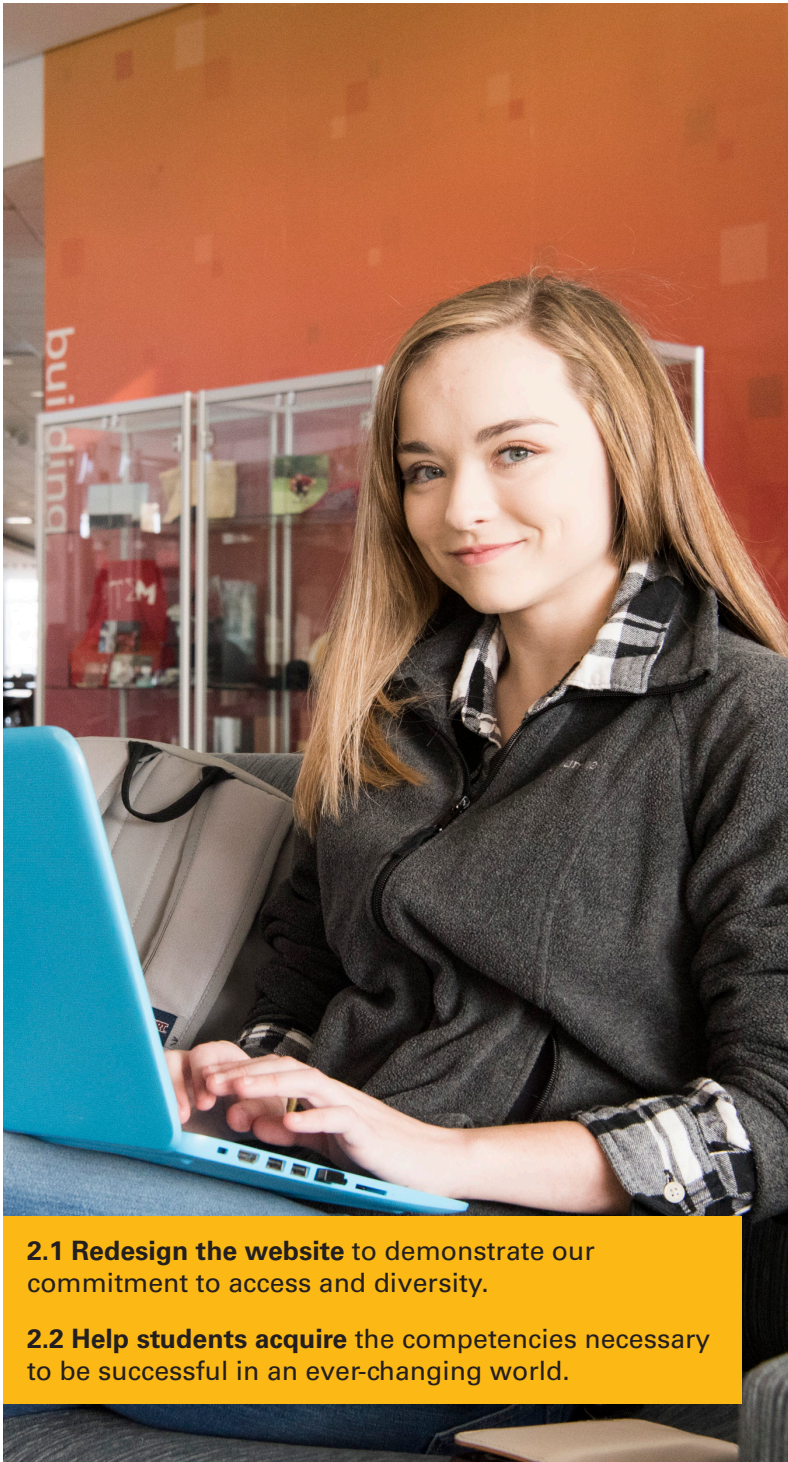
*Goal one* is focused on ensuring that our students have the updated skills and knowledge necessary to be productive members of society. We heard this directly from our students when gathering data to develop the plan; they wanted to feel as though they were current and up-to-date in their fields and with the ever-changing world of technology.

The initiatives of improving digital literacy and the development of a student success framework have resulted in significant accomplishments. Information literacy, which also encompasses digital literacy, was added as one of our five college learning outcomes by our institutional Outcomes Advisory Council. Competencies were developed for this outcome to ensure that the appropriate skills are being taught

across the curriculum. Support materials have been developed for faculty, along with an interdisciplinary rubric to measure the effectiveness of the outcome.

The Student Success Framework has been developed with multiple layers and priorities for student success, specifically focusing on persistence and completion gaps that need to be closed to improve performance. Changes are being made to curriculum and instruction based on assessment results. External consultation from Ellucian and the American Association of Collegiate Registrars and Admission Officers has provided direction for student intake processes, which will help remove barriers to new and continuing student enrollment.





# 2

## Transformational Goal

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

*Goal two* highlights our institutional efforts focused on diversity and prospective and current student communications, led by the redesign of our website. Our website has been able to attract more prospective students. We have seen an increase in traffic to critical pages such as “Contact Us” and “Request for Information.” As a Hispanic Serving Institution, we continue to make an intentional effort to have our community and diverse student body prominently represented on our website and in our student communications.

Another significant accomplishment is adding global awareness as one of our five college learning outcomes. We have outlined key performance indicators to measure the success of this outcome and held many campus sessions to gather ideas and feedback on how to better execute this global awareness initiative.

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

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





# 3

## *Transformational Goal*

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

During our research in the development of our plan, we heard from students that they wanted programs and learning methods specifically tailored to their needs and interests. *Goal three* has led our prior learning assessment (PLA) initiative, which, through work with the Council on Adult and Experiential Learning, has resulted in a new tool called PLA Accelerator for students to identify if they potentially have transfer credits. We have held multiple training sessions for our admissions advisors and counselors to discuss these PLA opportunities with prospective and current students. We have piloted our PLA model with our Medical Assistant Certificate, where we have developed an

alternative admissions requirement. There are now two ways to prove readiness, and almost half of the admitted students used this new methodology for FY2018. We have also reviewed best practices for online, hybrid and traditional classroom learning to provide strategic direction for our flexible learning strategy. We have identified high-enrolled and gateway courses that are delivered in multiple modalities and parts of term. Our Outcomes Advisory Council has revised our internal assessment report to now include the identification of modality, so that we can track the success of these students more effectively.

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

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



## *Transformational Goal*

### **STRENGTHEN CONNECTIONS** *through ongoing career development and continuous learning.*

*Goal four* directly addresses our students' need to be connected to successful alumni who can serve as mentors and provide information to students who are following a similar path. In our Advancement Office, we upgraded our system which led to 4,356 new alumni records, 4,558 new mailing addresses, and 12,795 new email addresses. We were more targeted in our communications and our response rates improved dramatically. We sent our first electronic alumni newsletter and held our first alumni event at the Kane County Cougars baseball game, which drew nearly

200 people. Our new alumni engagement plan was formalized around the topics of communication, personal engagement, and fundraising. Helping with communication and engagement is the new "Waubonsee Connect" social-media-style system, which was rolled out to alumni in May. More than 125 alumni created profiles at that time, allowing them to share resources and serve as mentors to current Waubonsee students. Plans are in motion to do a full launch with students this fall.

**4.1 Develop an alumni strategy** that serves as a community resource network.

**4.2 Design a mentoring program** to embrace graduates who can serve as inspirational and informational guides to current students, keeping them engaged throughout their career.





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

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

# 5

## *Transformational Goal*

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

*Goal five* focuses on our ability to provide education and training opportunities that meet the needs of our communities. Working closely with our program advisory teams and our faculty, program development efforts will align with our community needs survey and correspond to careers with high employment opportunities in the area. In addition, we will also be supporting our transfer populations with the review of specializations that meet students'

transfer needs. Regarding professional development courses, we are in the process of finalizing a solution to provide a more seamless registration process. Our focus on becoming a more data informed culture has resulted in a new college scorecard, which is live on our website. We have identified new data processes to deliver information in a more seamless and timely manner. We have increased the use of the Idea Lab, a tool for gathering information from both internal and external constituents.

## 2018-19 PRESIDENTIAL ACTION INITIATIVE

# TRANSFORMATIVE REINVENTION:

## *Putting Enrollment First*

Waubonsee Community College is in the process of reinvention so that we may better serve our students and our community. As technology and education have evolved, our transformation is necessary to innovate and provide more relevant programs and services. We have outlined six main areas of focus which we believe are hallmarks of student and community engagement and success:

1. New student recruitment and admission; refinement of student intake process, and student retention (including new counseling and advising model)
2. Integrated approach to delivery of Workforce Education and Training; Corporate Sales Team model
3. New program development
4. Launch of Faculty Development and Engagement Department and Employee Development Department
5. Enhancement and documentation of school district partnerships
6. Design thinking as a tool for transformation

This is a very exciting time for the college, and we look forward to continuing our work of shaping the future of our communities.

