



WAUBONSEE  
COMMUNITY COLLEGE

# STRATEGIC PLAN

FY2020-FY2022

*To be the top choice for learning in our community.*





# MISSION

# VISION

# VALUES

## WAUBONSEE COMMUNITY COLLEGE FY2020-FY2022 STRATEGIC PLAN

The Waubonsee Community College FY2020-FY2022 Strategic Plan (Plan) is focused on moving the college forward so that we will be known as the top choice for learning in our community. Learning is a lifelong process which begins in our youth and continues well into adulthood. We welcome all students from all walks of life and celebrate the differences that make us unique and contribute to our rapidly changing society.

Our value of innovation highlights our Transformational Statement, which focuses on shaping futures and the ongoing acquisition of knowledge. The term “amplified learning” is something that we discovered in our 2017-2019 Transformational Plan and it means taking our teaching and learning to another level, in the classroom, in our program design, and in our technology and physical resources.

As we began to conceptualize a new Plan, we asked ourselves what assumptions we would make heading into the process. Continuing the work from our 2017-2019 Transformational Plan, we identified six key drivers critical to the success of our college. These assumptions helped us to identify the critical opportunities facing higher education and Waubonsee Community College now and in the future.

We have three pillars of this new Plan: Student Equity and Success, Community Connections, and Employee and Organizational Excellence. We conducted a Community Needs Assessment in 2018 and received feedback from more than 1,500 people in our community. We conducted focus groups with our students and held listening sessions with our employees. We talked to employers, to our Board of Trustees, and other key stakeholders. Our three pillars represent the future of Waubonsee Community College.

Each of our three pillars includes three goals that we will accomplish over the next three years. And to help us measure our progress, we connected the goals of our strategic plan to the metrics in our College Scorecard, which you can find online at [waubonsee.edu/scorecard](http://waubonsee.edu/scorecard).

As we begin our 53rd year, we continue to strive for transformation in our programs and services. Transformation plays an essential role in our unending quest to be the area’s top choice for learning and the pride that comes from knowing we are more than college — Waubonsee is *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 of 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.







# TRANSFORMATIONAL STATEMENT

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

# TRANSFORMATIONAL





## FY2020-FY2022 Strategic Plan Key Drivers and Assumptions

### 1. New Student Recruitment and Admission, Refinement of Student Intake Process, and Student Retention (including new Counseling and Advising Model)

- a. Overall population projections predict continued declines in enrollments of traditional-age students.
- b. The Waubensee district will continue to experience limited population growth.
- c. The demographics of our district will continue to change and become more diverse.
- d. Competition for Illinois students will intensify.
- e. Education levels in our district are varied and there will continue to be many people in parts of the district who do not have college degrees.
- f. Nearly 75% of our students are part-time and are working; college programs and services need to match the needs of working adults and part-time students.
- g. Equity in student success and student outcomes is a priority.

### 2. Integrated Approach to Delivery of Workforce Education and Training, Corporate Sales Team Model

- a. Students, businesses and other organizations seek nimble processes and systems that are responsive to their needs.

### 3. New Program Development

- a. Sustained state and federal funding sources will continue to be challenging, while demand for new programs and services, along with the staff to support them, continues to increase.
- b. Stronger relationships with employers must be at the center of our curricular design and enhancements for new and existing programs.
- c. Students will continue to seek stackable credentials.
- d. Students planning to transfer to four-year institutions will remain a significant part of the student body; strong partnerships with transfer institutions will influence program development and should support student transfer.

### 4. Launch of Faculty Development and Engagement Department and Employee Development Department

- a. Employee diversity and employee professional development and growth are key to quality teaching and learning and overall organizational success.
- b. Open and honest communication is essential to sustaining an engaged and productive workforce.

### 5. Enhancement and Documentation of School District Partnerships

- a. Strengthening connections with our educational partners will remove barriers to enrollment and help more students reach their stated goals.

### 6. Design Thinking as a Tool for Transformation

- a. A more student-centric approach in our policy and process design is essential to the success of meeting the goals of our Strategic Plan.
- b. Creating environments of support for multicultural, historically underserved, first-generation, and non-traditional students is critical to student success.
- c. Quality online/hybrid learning and mobile strategies are key to expanding access to an increasingly diverse population.



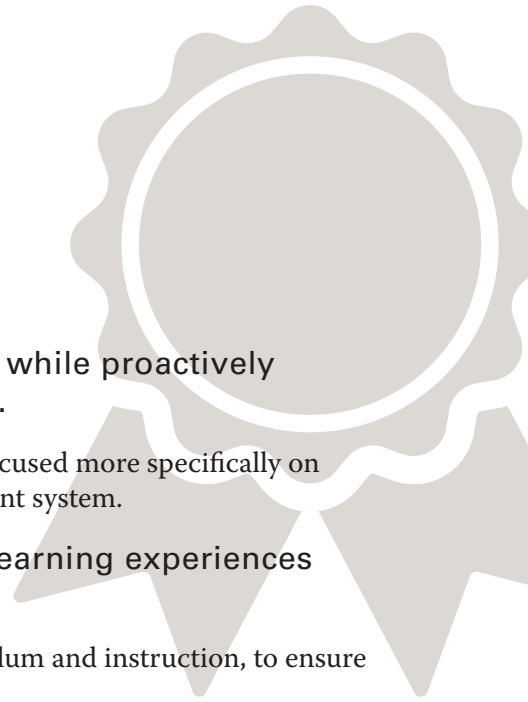


# STUDENT EQUITY AND SUCCESS

*Waubonsee partners with all students to ensure their success, providing equity for our diverse and historically underserved students, developing broad, integrative, specialized, and applied knowledge and meeting their academic, professional, and personal goals.*







**GOAL 1:** With student feedback, we will modify our processes while proactively advising students to timely completion of their goals.

*Priority:* Implement a redesigned advising and counseling model focused more specifically on identifying individual student needs and a case management system.

**GOAL 2:** We will promote student equity and provide quality learning experiences and personal growth for all students.

*Priority:* Create new programs, and make improvements to curriculum and instruction, to ensure that all students succeed in reaching their goals.

**GOAL 3:** We will continue developing a community of respect and inclusion, providing a safe, healthy, and adaptive environment for all students to take charge of their futures.

*Priority:* Develop an institutional equity plan, led by our new Council for Access and Inclusion, to close achievement gaps and more effectively meet the needs of all students.

#### HOW WE WILL MEASURE SUCCESS:

- Graduation Rate
- Unduplicated Credit Headcount, Fall
- Credit Hours, Fiscal Year
- Degrees/Certificates Awarded
- Developmental Education to College Transition Rate
- Fall-to-Fall Persistence Rate
- Average Annual Net Cost for In-District Students





# COMMUNITY CONNECTIONS

*Waubonsee partners with our community members and alumni to promote cultural and economic development, civic partnerships, and lifetime educational opportunities.*





**GOAL 1:** We will create and sustain relationships with employers by being responsive to the skill needs of an ever-changing labor market.

*Priority:* Renovate and rebrand our Plano Campus as an Innovation and Design Center in response to the identified community need for more trained technical workers in areas like welding and cybersecurity.

**GOAL 2:** We will strengthen a college-going culture within our educational partnerships to ensure seamless transitions and personalized options for all learners.

*Priority:* Establish more formalized K-16 relationships to increase opportunities for students with a focus on specific programs and major tracks.

**GOAL 3:** We will design and deliver community-responsive programming to support a lifetime of learning.

*Priority:* Create new, flexible programs and services, for students of all ages, to increase awareness of career options and to promote the personal and professional pursuit of knowledge.

#### HOW WE WILL MEASURE SUCCESS:

- Three-Year Cohort Default Rate
- Illinois Community College Board Credit Market Share
- Headcount Per 1,000 Population
- Public High School Market Share
- Transfer-Out Rate



The background of the slide features a photograph of a brick building. On the right side, there is a prominent stone pillar with a decorative top. A shield-shaped logo with a sunburst design is mounted on the pillar. To the left of the pillar, a black light pole stands. The top left corner shows some green foliage. The main title is overlaid on the center of the image.

# EMPLOYEE AND ORGANIZATIONAL EXCELLENCE

*Waubonsee values and respects all employees, promoting organizational excellence by upholding the highest standards set by our accrediting bodies, careful stewardship of our resources, and meaningful work defined by the successful fulfillment of our mission.*





**GOAL 1:** We will implement a talent management program to recruit, hire, retain, and develop highly-qualified and diverse employees, and we will continue advancing excellent professional development for all.

*Priority:* Implement the key tenets of the Employee Engagement Plan to address the changing needs of our employees and a more competitive economic and labor market.

**GOAL 2:** We will practice meaningful communication strategies to promote transparency and effectiveness.

*Priority:* Finalize the redevelopment of the student and employee portals (mywcc) to further organizational communication and support.

**GOAL 3:** We will continually assess our processes, improving and innovating, to ensure stewardship of time and resources.

*Priority:* Identify solutions for increased efficiency in the form of technology, personnel, and data analysis to better increase and measure our effectiveness in ensuring student success.

#### HOW WE WILL MEASURE SUCCESS:

- Bond Rating
- Employee Turnover
- Unrestricted Net Assets as % of Total Assets
- Student Satisfaction with Programs and Services



