



WAUBONSEE
COMMUNITY COLLEGE

STRATEGIC PLAN

2020-2021-2022

To be the top choice for learning in our community.



MISSION

VISION

VALUES

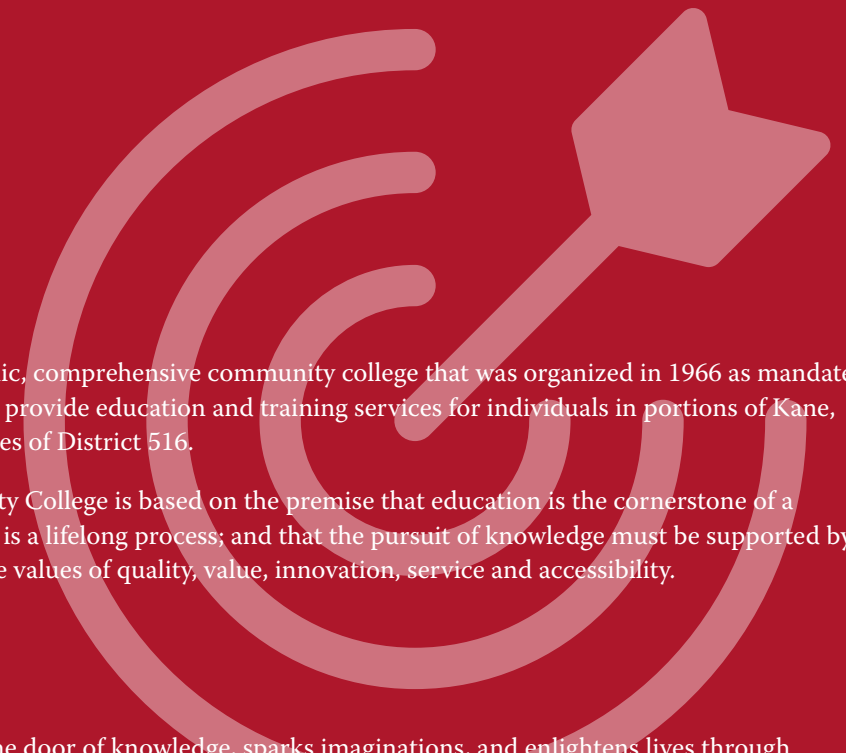
WAUBONSEE COMMUNITY COLLEGE FY2020-FY2022 STRATEGIC PLAN

The FY2021 Waubonsee Strategic Plan (Strategic Plan) update is our opportunity to share some of our new priorities with you as we head into a new fiscal year and update our strategic direction based on our successes and opportunities from the first year of our Strategic Plan execution. We continue with our theme of being the *top choice for learning in our community* as we understand that learning is a lifelong process that spans many different forms. Learning is not just an educational term, it is societal, environmental, and cultural. We continue to welcome the growth, development, and diversity of our district as we continue to challenge our thinking and improve our learning in order to effectively serve the changing needs of our collective communities.

The second half of this year has been particularly challenging for all of us as we have encountered an unprecedented pandemic that has threatened so many of our existing realities. We've seen some of the most recognizable organizations in our society close permanently and even file for bankruptcy. The unfortunate realities and outcomes of the pandemic have caused all organizations to review the structure and efficiency of their operations and we are no different. We have spent the last couple of months working on a Return to Campus Plan (Return Plan) to ensure the safety of our students, employees, and community members as we continue to provide quality teaching, learning, and student service experiences. We have provided guidelines designed to protect our collective health and safety which are aligned with those of our state (Restore Illinois) and federal (Center for Disease Control) recommendations. Additionally, we are receiving guidance from the Illinois Community College Board and the Illinois Department for Public Health, so that we may be in alignment with other colleges and universities that attempt to resume on campus instruction and services. Consistent with the State of Illinois, our Return Plan is broken into phases and we will move in alignment with the state from Phase 4 (Revitalization) to Phase 5 (Restore). Visit waubonsee.edu/covid19 to see the full Return Plan.

We believe that our Transformational Statement and Strategic Plan Drivers and Key Assumptions still hold tremendous value; they guide our innovation, planning, and thought processes as we look into the completion of the plan. Every six months, we update our College Scorecard (Scorecard) which serves as our accountability in key metrics related to the Strategic Plan. We continue to identify the possibility of adding new metrics which tell our story and can help to evaluate the effectiveness of the execution of our Strategic Plan. Visit waubonsee.edu/scorecard to view the current version.

Our updated priorities are italicized under each of our goal statements. These were derived in feedback from our students and employees on how we executed our Strategic Plan in year one. We encourage your continued feedback and support of our Strategic Plan and our Campus Plan as we continue to perfect our commitment and service to you in this challenging and unprecedented time. Waubonsee Community College is your 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.



TRANSFORMATION



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.

7. Illinois Community College Board Assumptions*

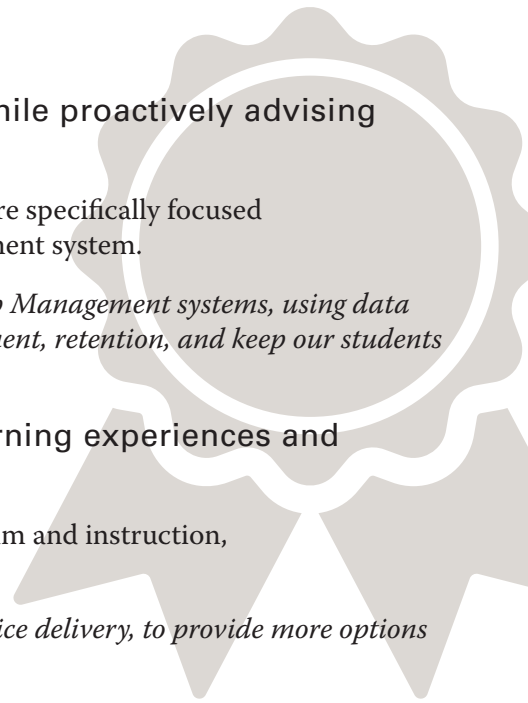
- a. There is no “one best model” for serving developmental education students.
- b. Leading change in developmental education requires faculty leadership.
- c. All institutions of higher education are committed to students and their success.
- d. All institutions of higher education are committed to equity.

* Retrieved from IL Senate Joint Resolution 41 Advisory Council meeting



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

Priority 2: Begin the transition to new Student Success and Relationship Management systems, using data analytics and real-time insights, to improve student recruitment, retention, and keep our students on the path toward reaching their educational goals.

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

Priority 1: Create new programs, and make improvements to curriculum and instruction, to ensure that all students succeed in reaching their goals.

Priority 2: Transition to new modalities, models of instruction and service delivery, to provide more options to students seeking educational flexibility.

Priority 3: Commit to providing the necessary technology and academic support for students to ensure more equitable access and outcomes recognizing that remote learning has highlighted and deepened systemic inequities in higher education.

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 1: 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.

Priority 2: Launch a new Sustained Dialogue series, learning how to have honest conversations on race, bias, and historical perspectives, so that we may more effectively serve our students and communities.

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 1: 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.

Priority 2: Launch a new Workforce and Solutions Council, improving partnerships with recognized leaders, identifying opportunities for strategic collaboration to better meet the needs of the organizations and adult students in our communities.

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

Priority 1: 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 1: 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

A photograph of two women in an office environment. They are seated at a yellow desk, looking at a large document spread out before them. The woman on the left is wearing a blue denim shirt and glasses, while the woman on the right is wearing a grey cardigan and glasses. The desk is cluttered with various office supplies, including a computer monitor, a mouse, a printer, and a green spray bottle. The background shows a typical office setting with a wall-mounted calendar and a desk organizer.

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 1: 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 1: Finalize the redevelopment of the student and employee portals (mywcc) to further organizational communication and support.

Priority 2: Gather new data from community members, students, and employees, identifying how information is best received and through what channels, and make modifications and changes to best serve each respective constituent group.

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

Priority 1: 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.

Priority 2: Conduct micro and macro departmental gap analyses to support the implementation of, and availability for, inclusive and alternative work arrangements.

Priority 3: Create a mobile work environment for all employees, maintaining accessibility and productivity, ensuring that output is not compromised based on location.

HOW WE WILL MEASURE SUCCESS:

- Bond Rating
- Unrestricted Net Assets as % of Total Assets
- Employee Turnover
- Student Satisfaction with Programs and Services
- High Engagement Population
- Employee Engagement Survey Response Rate



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