



WAUBONSEE  
COMMUNITY COLLEGE

# STRATEGIC PLAN

2020-2021-2022

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



**WAUBONSEE COMMUNITY COLLEGE**

**FY2020-FY2022  
STRATEGIC PLAN**

**T**he FY2022 update of the Waubonsee Strategic Plan (Plan) gives us an opportunity to update our direction and priorities as we embark on a new fiscal year. Like many organizations, the last year for us was extremely challenging given the disruption we faced with the pandemic. We responded and adjusted to create safe learning environments in which our students could continue to thrive and develop. As the top choice for learning in our community, we pivoted and provided service to our students and community members virtually, continuously gathering data and information on what was effective in this time, what we learned, and how we could be a stronger community college in the future.

We found success with our synchronous online modality which removed some of the traditional barriers like travel and childcare and allowed many students to attend live class sessions right from their living rooms. We continued to partner with our healthcare providers on vaccination clinics and events to ensure that we can rebuild a safe and thriving campus community. We have branded **Waubonsee Connected** as our re-engagement of our students, employees, and community members; we believe in the value that being in person provides in terms of building relationships and making community connections on campus. Student equity and success continues to be our top priority in our strategy and this year we have several new priorities that address that focus. A lot has taken place this year, but it has not changed our fundamental goals and mission as a higher educational institution with teaching and learning as our primary focus.

This year, we will embark on a review of our mission statement to ensure that it is still relevant and accurately represents the purpose of Waubonsee Community College in today's world. Our values of quality, value, innovation, service, and accessibility are strong and have resonated well with many throughout the college and community for many years. Our vision statement is highlighted by our long-standing promise that we are well known for; we are a college that shapes dreams and futures, creates and designs opportunities, and supports and welcomes diverse backgrounds and experiences. The mission review will focus solely on our mission and transformational statements; their relevance, meaning, and understanding as they relate to our internal and external stakeholders and community.

We appreciate your support of our work as we continue to navigate our way through this unprecedented time. We hope you have the opportunity to experience Waubonsee Community College in person. If you have never been on campus, we want you to see the time and effort we have devoted to creating a transformative educational experience. Your continued feedback is encouraged and will be used for continuous transformation and innovation in the future. Waubonsee Community College is *your* community college.

**MISSION**

**VISION**

**VALUES**



# 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.*

# 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.

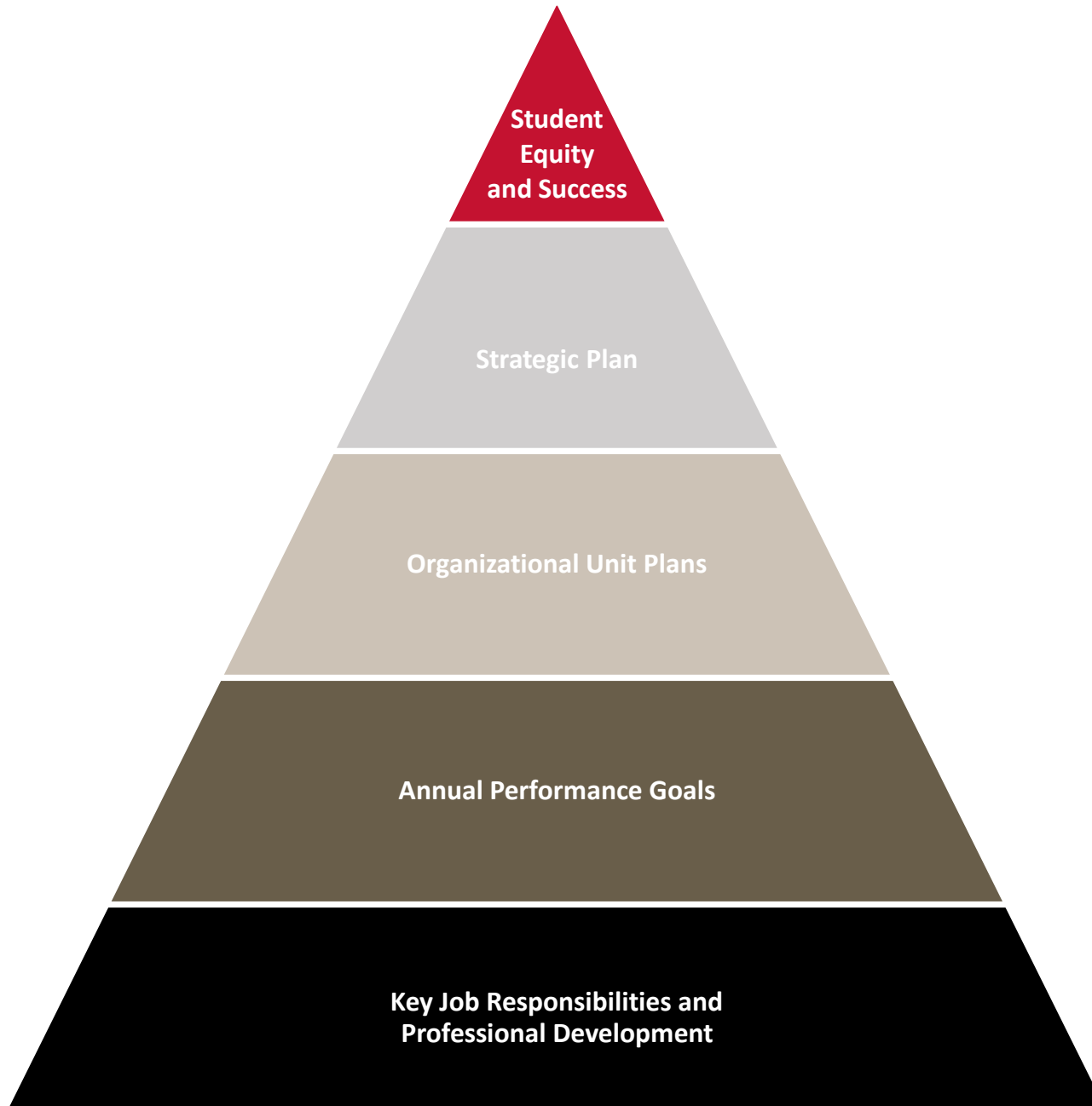
\* Retrieved from IL Senate Joint Resolution 41 Advisory Council meeting



WAUBONSEE COMMUNITY COLLEGE

# WAUBONSEE INTEGRATED PLANNING

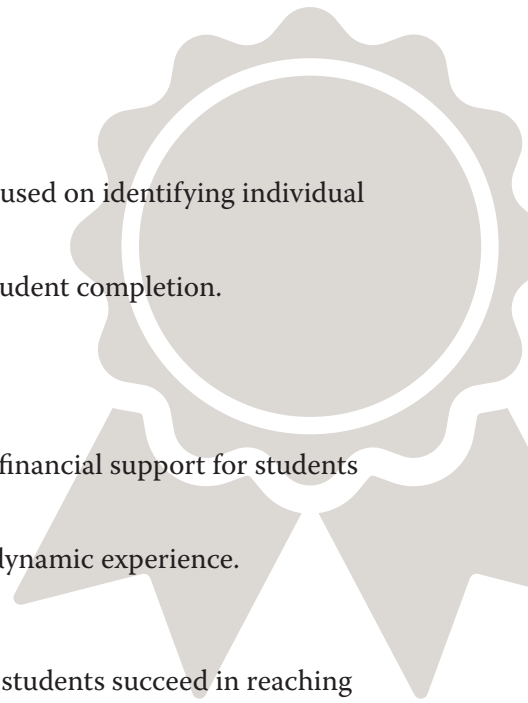
# FY2022 STRATEGY AND PLANNING





# 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.*



## 1.1 STUDENT EQUITY AND SUCCESS: PROCESSES AND STUDENT SUPPORT

- Priority 1:** Implement a redesigned counseling and advising case management model more specifically focused on identifying individual student needs.
- Priority 2:** Implement a Strategic Enrollment Management Plan to optimize recruitment, retention, and student completion.
- Priority 3:** Launch our new Developing Hispanic Institutions (Title V) Grant.
- Priority 4:** Manage pandemic recovery stimulus funds, and other resources, to ensure student success.
- Priority 5:** Minimize student financial barriers with a renewed focus on offering flexibility, education, and financial support for students while providing clear communication on how to access financial resources.
- Priority 6:** Redesign student service delivery models to reduce obstacles to persistence and create a more dynamic experience.

## 1.2 STUDENT EQUITY AND SUCCESS: PROGRAMS AND TECHNOLOGY

- Priority 1:** Create new programs and make improvements to curriculum and instruction to ensure that all students succeed in reaching their goals.
- Priority 2:** Commit to providing the necessary technology and academic support for students to ensure more equitable access and outcomes.
- Priority 3:** Research, design, and implement innovative teaching and learning solutions to support our new modalities and service delivery, continuing to provide options to students seeking educational flexibility.

## 1.3 STUDENT EQUITY AND SUCCESS: DIVERSITY, EQUITY, AND INCLUSION

- Priority 1:** Implement our institutional equity plan to close equity gaps while providing a welcoming, safe, and adaptive environment for 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.*



**2.1 COMMUNITY CONNECTIONS: WORKFORCE DEVELOPMENT**

*Priority 1:* Focus on work-based learning, apprenticeship programs, and skill attainment to support the rapidly shifting needs of employers and assist students with faster entry into the labor market.

**2.2 COMMUNITY CONNECTIONS: EDUCATIONAL PARTNERSHIPS**

*Priority 1:* Implement University Partnership Programs to empower our students to reach their professional and educational goals while promoting further collaborative opportunities.

**2.3 COMMUNITY CONNECTIONS: PUBLIC COMMITMENT**

*Priority 1:* Update our Facilities Renovation and Space Utilization plan.

*Priority 2:* Re-examine the College Mission Statement.

**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 employees, a woman on the left and a man on the right, sitting at a yellow desk in an office. The woman is wearing a grey cardigan over a blue top and is smiling. The man is wearing a blue t-shirt with a logo and a gold chain, also smiling. The desk has two computer monitors, a printer, and various office supplies. A green plant is visible on a shelf in the background.

# 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.*



### 3.1 EMPLOYEE AND ORGANIZATIONAL EXCELLENCE: ENGAGEMENT

*Priority 1:* Support and engage employees through enhanced communication while transitioning to the workforce of the future.

### 3.2 EMPLOYEE AND ORGANIZATIONAL EXCELLENCE: STUDENT COMMUNICATION

*Priority 1:* Design communication strategies to improve awareness and prompt action for students.

### 3.3 EMPLOYEE AND ORGANIZATIONAL EXCELLENCE: EFFICIENCY

*Priority 1:* Utilize technology as a strategic asset identifying technological solutions and conducting process analyses to improve student and organizational outcomes.

#### 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



WAUBONSEE  
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*Waubonsee Community College does not discriminate based on an individual's actual or perceived race, color, creed, religion, gender, gender identity, sex, sexual orientation, age, national origin, ancestry, veteran's status, military status, unfavorable discharge from military service, marital status, order of protection status, pregnancy, disability, citizenship status, or any other characteristic protected by law in educational programs, activities, services or employment practices. Career and technical education (CTE) courses and program offerings and admission criteria can be found on the college's website at [www.waubonsee.edu](http://www.waubonsee.edu). The college will take steps to ensure the lack of English-language skills will not be a barrier to admission and participation in CTE programs.*