



**Board of Trustees, District No. 20  
Walla Walla Community College  
Special Board Meeting Agenda  
Board Room (161) | WWCC Walla Walla Campus  
Wednesday | August 23, 2023 | 10:00 a.m.**

To connect to the Wednesday, August 23, 2023 Special Board Meeting virtually, go to ZOOM:  
<https://wwcc-edu.zoom.us/j/81840678706> or dial-in: 253/215-8782.

**Special Board Meeting Agenda**

*All Times are Estimates*

**10:00 a.m. Call to Order**

*Ms. Michelle Liberty, Chair*

**2023-2028 Strategic Plan**

*Dr. Chad Hickox and Dr. Nick Velluzzi*

**Discuss**

**Tab 1**

**Public Comment**

*Persons wishing to express their views on any matter must sign up in advance and are limited to three minutes.*

**Discuss**

**12:00 p.m. Adjournment**

DRAFT 2023-2028 Strategic Plan

Strategic Priorities so that Desired Outcome with success Defined by Achieving these Objectives hitting Targets (KPIs are a Subset)^

1	Student Learning and Achievement		A. Student Access and Success	Enrollment grows to optimal, sustainable levels across all units	Enrollment hold steady YOY and X% stretch goal by 2029
				Student demographics match community demographics	In community 31% Latinx; 49% male; etc. vs. X% at WWCC
				Address inequities that create barriers to student success	Indicators broken out, below
					Provide expanded access to child care
					Investigate options to address the need for affordable student housing
			B. Equitable Outcomes	Students learn	Address food insecurity
				Diversification of instructional offerings	Need Indicators
					Need Indicators
				Identify and close equity gaps	150% and 200% time-to-completion: F2S 56% F2S overall/43% Latinx; etc. Baseline plus 2% YOY
			C. Sense of Belonging		F2S and F2F retention rates increase over baseline for all demographics
					Transfer success rates increase over baseline for all demographics
				F2S and F2F retention rates at parity across all demographics	Post-college employment within four years--baseline plus 2% YOY (64% in 2018)
				Student self-report of sense of belonging	
				Diverse and representative staff/faculty	Retention rates at parity among demographics, and the gap closing 2% YOY
				Become an officially designated Hispanic Serving Institution (HSI)	HEDS/PACE survey results trend positive by 2% YOY or cycle-over-cycle

Strategic Priorities	so that	Desired Outcome	with success	Defined by Achieving these Objectives	hitting	Targets (KPIs are a Subset)^
Institutional Sustainability		A. Balanced Budget		No reliance on reserves for operating/routine expenses		Declining trendline of \$/% until reaches zero by Year X
						Personnel costs not to exceed 75% of operating budget
		B. Grow Reserves/Fund Balances		Increase grant awards		Baseline plus X% each year
				Increase contract revenue		Baseline plus X% each year
				Increase enterprise revenue		Baseline plus X% each year
				Increase self-support/Continuing Education enrollment		Baseline plus X% each year
		C. Develop Operational Infrastructure				
				Need an objective		Substantial completion by 2026*
						* Prioritize emergency and crisis preparedness
						*Enhance policy and procedure structure
WWCC is an Employer of Choice		A. Attract Robust Applicant Pools		Maintain salary range at or above state median per SBCTC salary survey		Full-time employee salaries are within 10% of SBCTC median salary for comparable positions
		B. Support Employees		Professionally develop all employees		Develop systematic process to provide PD (Y1) develop and implement (Y2-5)
		C. Develop Employees		Develop pathways for professional advancement		Set target/indicator
		D. Retain Employees		Annual employee turnover rates comparable to historical average		Annual employee turnover not to exceed X%

Strategic Priorities		so that	Desired Outcome	with success	Defined by Achieving these Objectives	hitting	Targets (KPIs are a Subset)^
4	Thriving Communities		A. Support Economic Development-- Growth/Expansion of Business  B. Increased Charitable Giving to WWCC Foundation  C. Strong Partnerships  D. Welcome the Community to Campus		Increased contract training activity		Baseline plus X%/\$X YOY
					Increased resources for program enhancement/development		Baseline plus X% YOY
					Work-based learning/jobs for students and graduates		Internships increase X% YOY over baseline
					Develop MOUs with important organizations		Need Indicator
						Update athletic facilities and fields	Update fields and courts, need indicator
							<p>^ All measures will be disaggregated by race, ethnicity, gender, and other relevant categories, with the explicit purpose of promoting equity of outcomes across all demographic groups. Baseline data, trendlines, and annual targets for each above measurement, as well as the student survey cycle, employee survey cycle, quantitative analysis and quantitative targets, are all to be established under the leadership of IEC in close collaboration with the Office of Institutional Research and Effectiveness</p>

# DRAFT Vision and Mission

## VISION:

Version 1	WWCC sets the standard for rural comprehensive community colleges in the nation
Version 2	WWCC is the best rural comprehensive community college in the nation
Version 3	WWCC's graduates achieve their goals and are highly sought for their knowledge, skills and abilities
Version 4	WWCC is entrepreneurial in providing optimal student learning; we create innovative pathways that enable all individuals to meet their personal learning goals, and help prepare them to vitally contribute to the communities in which they work and live
Version 5	Thriving rural communities through educational attainment/achievement
Version 6	All learners are successful in achieving their educational goals in support of a robust economy and a vibrant society
Version 7	Students succeed 100 percent of the time
Version 8	Dream. Learn. Thrive.

## MISSION:

Version 1	All learners discover their potential and achieve their educational goals by experiencing relevant, equitable, and meaningful learning opportunities and services, which leads to robust economies and vibrant communities
Version 2	<p>Our mission is to cultivate thriving rural communities by empowering students to succeed beyond their wildest dreams. We believe this is best accomplished by:</p> <ul style="list-style-type: none"> <li>• Providing Exceptional Experiences</li> <li>• Developing Essential Skills</li> <li>• Creating Lasting Connections</li> </ul>
Version 3	Create access for all learners, provide an engaging, relevant educational experience providing the necessary support for success
Version 4	WWCC sets the standard for supporting a thriving and growing rural community
Version 5	WWCC removes barriers to access, provides high quality educational experiences, and facilitates equitable learning and success by providing pathways and support to all

# Current Values

## Learning Opportunities

We value learning and encourage students to acquire a rich and wide body of knowledge as well as a love of their chosen discipline. We provide an environment that fosters active learning and the support services necessary to help all students achieve their potential. Everything we do is focused on expanding student access, retention and completion.

## Sense of Community

We strive to build community. We value a climate where all individuals feel accepted and meaningfully involved in a common cause. We recognize we are interdependent and demonstrate respect for one another.

## Diversity

We oppose all barriers that separate people from opportunities: barriers of socioeconomic status, race and ethnicity, age, gender, sexual orientation, and inexperience with the educational system.

## Health and Humor

We value a healthy environment that encourages humor, creativity, and enjoyment of work. We promote health, wellness, and safety within the College and the communities we serve.

## Excellence

We value superior quality and are dedicated to continued improvement in all college programs and services. We practice an ongoing systematic planning and evaluation process to ensure that our programs and services are distinctive, relevant, responsive, and of the highest quality.

## Integrity

Integrity is an essential component of the common bond within Walla Walla Community College. Efficient accomplishment of institutional goals is based on trust and mutual respect. We value honesty, fairness and ethical behavior.

## Teamwork

We value partnerships within the College and with members of the communities we serve. We practice collaboration in plans, actions, and shared results.

## Innovation

Walla Walla Community College values, respects, and rewards the enthusiastic pursuit of new ideas, creative risk-taking, and entrepreneurial endeavors. Encouraging the pursuit of excellence and innovation will help the College prepare students and staff to shape the future. Creativity is one of our most important resources in the 21st Century.

## Personal and Professional Growth

We value the growth of both our students and staff. We believe that our own engagement in the learning process enhances our ability to enrich our personal lives, careers, and work in the global community.

## Sustainability

Walla Walla Community College values the well-being of our communities and is dedicated to protecting and restoring our resources. We advocate for and demonstrate practices that promote economic and environmental sustainability.