



**2014-2017
Strategic Plan**



William A. Grant Water & Environmental Center
Walla Walla Community College

WILLIAM A. GRANT WATER & ENVIRONMENTAL CENTER AT WALLA WALLA COMMUNITY COLLEGE

VISION

We envision a Center where:

- Diverse cultural values are respected and nurtured in rural, urban, and tribal communities.
- Public institutions, nonprofit organizations, and business communities use collaborative dialogue to address pressing issues and build pathways for problem solving through partnerships.

MISSION

To serve as a place where people with diverse interests and values can learn, share knowledge, and work together to create a healthy and sustainable natural environment and thriving local economies.

VALUES

- **Innovation:** We encourage the pursuit of excellence and innovation through the enthusiastic pursuit of new ideas, creative risk-taking, and entrepreneurial endeavors.
- **Sense of Community:** We strive to build a community where all individuals feel accepted and meaningfully involved.
- **Sustainability:** We dedicate ourselves to protecting and restoring our resources and advocating for and demonstrating practices that promote economic and environmental sustainability.
- **Teamwork:** We value partnerships within the College and the communities we serve, and embrace collaboration in planning, acting, and sharing results.
- **Learning Opportunities:** We offer an environment that encourages students to acquire a rich and wide body of knowledge by providing the support necessary to help students achieve their potential and focus on increasing student access, retention, and completion.
- **Excellence:** We are dedicated to continued improvement, and use an ongoing systematic planning and evaluation process to ensure our programs and services are distinctive, relevant, responsive, and of the highest quality.
- **Integrity:** We value honesty, fairness, and ethical behavior, and understand that efficient accomplishment of institutional goals is based on trust and mutual respect.
- **Diversity:** We oppose all barriers that separate people from opportunities and seek to attract and nurture cultural diversity on our campus and in the communities we serve.

COMMITMENT

We are committed to enhancing local economies and natural ecosystems by:

- Offering educational programs that address current and emerging water and environmental challenges.
- Providing a place for collaborative dialogue to develop effective and useful partnerships.
- Fostering and modeling the use of innovative practices that enhance the economic well-being of our region.
- Restoring and protecting natural resources using sustainable best practices throughout our region.

2014-2017 STRATEGIC GOALS

GOAL 1: Cultivate and support effective partnerships

Strategy 1: Create parameters and frameworks for maximizing partnerships

Outcome 1: Partnership categories, frameworks and service areas are defined

Responsible: Dave Stockdale and Water & Environmental Center (WEC) staff
Target Completion Date: December 2014
Performance measure(s): Partnership categories, frameworks, and service areas defined and documented

Outcome 2: Relationships with co-locators and current partners are (re)established and partnership parameters are documented, including adopting Memorandums of Understanding if appropriate

Responsible: Dave Stockdale
Target Completion Date: December 2015
Performance measure(s): Document partnership parameters for co-locators and active partners

Outcome 3: Potential new partners are identified and new relationships, based on adopted frameworks, are established

Responsible: Dave Stockdale and WEC staff
Target Completion Date: Ongoing after completion of frameworks
Performance measure(s): At least one new partnership is established each fiscal year

Strategy 2: Meet regularly with co-locators and active partners

Outcome 1: Representation on the Water Technologies and Management (WTM) Advisory Board includes former students and additional industry sectors as needed

Responsible: Jerry Anhorn and Melissa Holecek
Target Completion Date: April 2015
Performance measure(s): Board includes broad representation

Outcome 2: A regional natural resources consortium, based on the former Conservation Forum, is reestablished

Responsible: Dave Stockdale and Melissa Holecek
Target Completion Date: June 2015
Performance measure(s): Group is reestablished and at least one joint print publication or e-media posting is completed each fiscal year

Outcome 3: Regularly scheduled meetings and other gatherings with co-locators are established

Responsible: Dave Stockdale and Maureen Johnson
Target Completion Date: December 2014

Performance measure(s): Annual meeting schedule in place one quarter before the start of each fiscal year, with at least two informational sessions and one social event held each fiscal year

Strategy 3: Fully develop the education partnerships with CTUIR

Outcome 1: Leadership level discussions are convened to explore Confederated Tribes of the Umatilla Indian Reservation (CTUIR) student recruitment and retention needs

Responsible: Jerry Anhorn, Melissa Holecek, and Dave Stockdale
Target Completion Date: December 2015
Performance measure(s): Leadership meetings have been convened and needs fully documented

Outcome 2: WEC staff works with CTUIR leadership to develop and initiate a cooperative approach to addressing Tribal student needs

Responsible: Jerry Anhorn, Melissa Holecek, and Dave Stockdale
Target Completion Date: September 2016
Performance measure(s): A joint strategy is developed and initiated; at least one Tribal student is enrolled in a WTM class each quarter beginning September 2017

Outcome 3: Mechanisms are developed for creating a link between Tribal students and Washington Conservation Crew participation

Responsible: Melissa Holecek and Jerry Anhorn
Target Completion Date: September 2017
Performance measure(s): WCC opportunity is promoted to tribal youth annually in person at a site of their choice, in the Confederated Umatilla Journal, and electronically

Outcome 4: WEC staff works with CTUIR education staff to extend and promote general public and youth education opportunities

Responsible: Melissa Holecek, Lindsey Williams, and Dave Stockdale
Target Completion Date: Ongoing
Performance measure(s): Return to the River conducted annually; attendance increases each year



GOAL 2: Attract and support students for careers in the water and environmental workforce

Strategy 1: Create media to promote programs and illustrate career opportunities

Outcome 1: Videos and slide shows on each WTM degree program are created or updated

Responsible: Melissa Holecek, Scott Anderson, and Jerry Anhorn
Target Completion Date: Ongoing beginning December 2014
Performance measure(s): Videos and slide shows are completed and posted online and on WWCC/WEC monitors

Outcome 2: A multi-media WTM degree promotion campaign in the main campus building (Career Pathways Media Wall) is established and maintained

Responsible: Dave Stockdale and Jerry Anhorn
Target Completion Date: December 2014
Performance measure(s): Media wall promotional campaign in place; materials reviewed annually and updated as needed

Outcome 3: WEC representatives participate in student orientation sessions

Responsible: Melissa Holecek and Lindsey Williams
Target Completion Date: Ongoing as scheduled
Performance measure(s): WTM promotional materials are present at all WWCC student orientation sessions; WEC faculty is available for general advising

Outcome 4: Radio and print media are utilized to promote WTM degree programs

Responsible: Melissa Holecek
Target Completion Date: Annually each summer
Performance measure(s): Radio and print media ads are created annually

Strategy 2: Develop tools and services to orient and support students

Outcome 1: Peer-to-peer and industry/alumni-to-student WTM orientations are established

Responsible: Melissa Holecek
Target Completion Date: Ongoing beginning January 2015
Performance measure(s): WTM-specific orientations established and presented quarterly or as needed

Outcome 2: Increased efforts are undertaken to link students to potential jobs and/or employers

Responsible: Melissa Holecek and Lindsey Williams
Target Completion Date: Ongoing
Performance measure(s): Annual Natural Resource and Agriculture Job Fair is convened and at least 50% of participating students secure an internship or fulltime position via this event; job boards and resume boards are established and regularly updated; 100% of graduating students seeking employment secure positions in their chosen field

Strategy 3: Establish a year-round Walla Walla Community College-based Washington Conservation Crew (WCC) as a pathway for recruiting and supporting WTM students

Outcome 1: WEC staff works with the Department of Ecology to identify, secure, and support work crew sponsors

Responsible: Dave Stockdale and WEC staff
Target Completion Date: Initial sponsors in place by February 2015
Performance measure(s): Sufficient sponsor funding is secured to support establishing one fulltime crew beginning in March 2015

Outcome 2: Mechanisms are developed for creating a link between WCC crew participants and WTM degree programs, including credit-earning options

Responsible: Jerry Anhorn and Melissa Holecek
Target Completion Date: September 2017
Performance measure(s): Mechanisms are in place for awarding credit, WTM program opportunities are promoted to WCC crew members based throughout the state, WCC crew meet with WTM, WWCC and/or WEC staff to develop career/educational goals during their time as a crew member

Outcome 3: Potential WCC crew members are identified and recruitment efforts enacted

Responsible: WEC staff
Target Completion Date: Annually prior to summer application deadline
Performance measure(s): WCC opportunities are posted on the WEC website, Facebook page, and WEC bulletin boards/job boards, WorkSource, Ag Center of Excellence Job Board, Confederated Umatilla Journal, Walla Walla Union Bulletin, Waitsburg Times

Strategy 4: Create mechanisms for staying connected to students post-graduation, including data collection

Outcome 1: Person-to-person approaches are initiated that create a culture of staying connected

Responsible: Melissa Holecek, Bill Loney and WEC staff
Target Completion Date: Ongoing
Performance measure(s): Personal notes to graduating students, quarterly student e-letter sent to WWCC student email

Outcome 2: Web-based tools or networks are utilized for gathering and updating student post-graduation data

Responsible: Melissa Holecek and WWCC staff
Target Completion Date: Ongoing beginning June 2015
Performance measure(s): Web-based networks or tools like Facebook or LinkedIn are in place and in use by WTM students

GOAL 3: Evaluate and strengthen water, energy and environmental outreach and education programs

Strategy 1: Promote place-based knowledge and connectivity by creating a more engaging and informative WEC visitor experience

Outcome 1: Visible, uniform wayfinding and other building services signage is designed and installed

Responsible: Dave Stockdale and Maureen Johnson
Target Completion Date: December 2014
Performance measure(s): Signage in place

Outcome 2: Displays, interpretive trails, and/or other items are designed and installed in and around the WEC facility to highlight and connect visitors to the programs of the WEC and its co-locators

Responsible: Dave Stockdale and Melissa Holecek, and WEC staff
Target Completion Date: Staggered by projects; ongoing
Performance measure(s): Full complement of co-locator-connected displays developed by June 2015; interpretive trail brochure update by May 2015; wall posters in place by December 2014

Outcome 3: An annual Open House is conducted to highlight the WEC and its co-locators

Responsible: WEC staff and co-locators
Target Completion Date: Annually as scheduled
Performance measure(s): Annual Open House conducted and attendance increases each year

Strategy 2: Design and initiate a multi-faceted approach for presenting youth education to 5th grade students

Outcome 1: A limited selection of classroom-based staff-directed lessons for 5th graders is initiated

Responsible: Lindsey Williams and Melissa Holecek
Target Completion Date: February 2015
Performance measure(s): Trial lessons in place for Spring 2015 quarter; full slate of lessons in place for Fall 2015 quarter; all available slots are fully subscribed by Spring 2017

Outcome 2: The annual Make a Splash! program for 5th graders is expanded by offering classroom-based staff-directed programs to create more comprehensive place-based education opportunities for students

Responsible: Lindsey Williams and Melissa Holecek
Target Completion Date: February 2015
Performance measure(s): Classroom components in place for spring 2015 quarter; Make a Splash! held annually in May

Outcome 3: A one week summer science camp is offered for students entering 6th grade to increase awareness of STEM career opportunities and environmental issues and potential solutions

Responsible: Lindsey Williams and Melissa Holecek
Target Completion Date: July 2015
Performance measure(s): Camp initiated in 2015; camp is fully subscribed by 2016

Strategy 3: Develop a mobile learning center (trailer exhibit)

Outcome 1: Concepts and funding for a mobile learning center that builds a stronger community and regional presence are researched and developed

Responsible: Dave Stockdale and Melissa Holecek
Target Completion Date: September 2015
Performance measure(s): Plans fully developed; funding secured

Outcome 2: A mobile learning center is designed and constructed

Responsible: Dave Stockdale and Melissa Holecek
Target Completion Date: September 2016
Performance measure(s): Funding secured; design and fabrication contracts awarded; construction completed

Outcome 3: The mobile learning center is being scheduled and operated regionally; its use/effectiveness is regularly evaluated and refined as needed

Responsible: Melissa Holecek and Lindsey Williams
Target Completion Date: June 2017 and ongoing thereafter
Performance measure(s): Mobile learning center present in at least one public setting/month on average per year

GOAL 4: Use the WEC to implement and demonstrate sustainability best practices

Strategy 1: Create a model waste management plan for the WEC facility and its events

Outcome 1: A waste management audit is completed to determine needs and opportunities

Responsible: Dave Stockdale and Maureen Johnson
Target Completion Date: December 2014
Performance measure(s): Initial waste audit is completed and recommendations compiled; annual waste audits are conducted to track progress

Outcome 2: Protocols are created and materials are acquired or designed as necessary to initiate an updated management plan

Responsible: Dave Stockdale and Maureen Johnson
Target Completion Date: April 2015
Performance measure(s): Waste management protocols are created and distributed to all WEC occupants (including co-locators) and users (other campus units and outside renters); supporting materials, including signage or additional containers, are in place

Strategy 2: Provide leadership in establishing, modeling and communicating sustainability actions on campus and sustainability efforts in the community

Outcome 1: Leadership is provided to identify, expand, and highlight sustainability best practices on campus

Responsible: Dave Stockdale, WWCC Sustainability Committee, and WEC staff
Target Completion Date: March 2015
Performance measure(s): WEC Director serving as WWCC Sustainability Committee Chair; a campus-wide sustainability practices audit is completed; signage is designed and installed highlighting current practices; a plan for creating a more sustainable campus-wide landscape is developed and presented to WWCC administration for consideration

Outcome 2: An aerated static pile (ASP) composting system is established on campus and used as a model for local ranches, wineries, small businesses and homeowners

Responsible: Dave Stockdale, WWCC Sustainability Committee, and WEC staff
Target Completion Date: June 2015
Performance measure(s): Large and small scale ASP composting systems established and operating; one field day for small farms and wineries conducted; one public program conducted

Outcome 3: The WEC facility is used to demonstrate alternative energy and energy efficiency strategies

Responsible: Dave Stockdale and WEC staff
Target Completion Date: June 2016

Performance measure(s): Phase-changing materials and/or nanocoating treatments installed; solar hot water heater installed; signage or other tools are in place to highlight installations, including performance data

Outcome 4: Public programs and demonstrations are hosted or presented in support of the City of Walla Walla's participation in the Georgetown University Energy Prize competition

Responsible: Dave Stockdale and WEC staff
Target Completion Date: December 2017
Performance measure(s): WEC hosts at least one public program annually in support of the City's effort

Strategy 3: Pursue a diverse and sustainable funding model

Outcome 1: A long-range funding plan is developed that includes governmental, private foundation, corporate foundation, corporate sponsorship, and earned revenue sources

Responsible: Dave Stockdale and WEC staff
Target Completion Date: Ongoing beginning July 2015
Performance measure(s): At least one new funding source is established annually; WEC releases a yearly financial statement

Outcome 2: Foundation and corporate connections are cultivated and established

Responsible: Dave Stockdale and WEC staff
Target Completion Date: Ongoing beginning July 2015
Performance measure(s): Funder/prospect event convened annually at WEC; funder/prospect e-letter update is distributed twice annually

Outcome 3: Legislative connections are established and nurtured

Responsible: Dave Stockdale and WEC staff
Target Completion Date: Ongoing
Performance measure(s): Annual WEC site visit offered for legislators; Impact Study booklet distributed to legislators upon completion; annual WEC work summary document distributed to legislators



GOAL 5: Develop the tools and opportunities to promote and extend the WEC collaborative model

Strategy 1: Maximize web-based tools and online promotional strategies

Outcome 1: Website is redesigned and updated

Responsible: Dave Stockdale and WEC staff
Target Completion Date: December 2014
Performance measure(s): New website is launched; website is reviewed at least quarterly and updated as needed

Outcome 2: Social media is more fully utilized to promote WEC programs, resources and activities

Responsible: Dave Stockdale and WEC staff
Target Completion Date: Ongoing
Performance measure(s): At least one post/week on Facebook; number of followers increases each quarter; at least one new social media tool is trialed annually

Strategy 2: Participate in professional, agency, academic and community events

Outcome 1: Tools are created to explain and replicate the model, operations and outcomes of the WEC (economic and social impact study, posters, displays, exhibits and presentations) for use at professional, agency, academic and community events

Responsible: Dave Stockdale and WEC staff
Target Completion Date: June 2015
Performance measure(s): An array of display, exhibit and communications materials has been created, including a showpiece Impact Study booklet, a tabletop display and a PowerPoint presentation; materials are reviewed annually and updated as needed

Outcome 2: WEC staff actively solicits participation in or representation at other natural resources area meetings, professional association conferences, agency meetings, legislative sessions, community events, or other venues

Responsible: Dave Stockdale and WEC staff
Target Completion Date: Ongoing beginning July 2015
Performance measure(s): WEC representative attending or participating in at least two outside natural resource area events annually, at least one professional association event/year, two agency or peer organization events/year and four community events/year; help host a Staff Training for Technical and Community Colleges statewide training event

Strategy 3: Create greater WEC awareness on campus

Outcome 1: WEC staff actively participates in and/or hosts WWCC new staff orientation programs

Responsible: Dave Stockdale, Melissa Holecek, and WEC staff
Target Completion Date: As scheduled

Performance measure(s): A WEC representative participates in all WWCC staff orientations; at least one new staff orientation session is held in the WEC annually

Outcome 2: A tour is conducted annually for all WWCC instructors highlighting the WEC facilities and resources

Responsible: WEC staff

Target Completion Date: Annually in August

Performance measure(s): At least one additional use of the facility or its resources by WWCC faculty is requested annually

Outcome 3: WEC and WEC co-locator programs and public events are promoted online, in the WEC facility, and elsewhere on campus

Responsible: WEC staff

Target Completion Date: Ongoing

Performance measure(s): Promotions for all WEC public events are posted in the WEC, on the WWCC reader board, WWCC calendar, and in the Walla Walla Union Bulletin calendar at least two weeks beforehand; all co-locator public events are posted online and, when appropriate, via posters on campus, at least two weeks prior to events

