WCCCD Wayne County Community College District

2022–2026 STRATEGIC PLAN

WCCCD *New Day New Way*

WCCCD is the largest urban community college in Michigan with five campus locations, a university center, and specialty centers. The District serves students across 32 cities and townships, to include more than 500 square miles.

Table of Contents

Message
from the Chancellor

"And when the danger passed, and the people joined together again, they grieved their losses and made new choices, dreamed new images, and created new ways." - Kitty O'Meara (inspired by the COVID-19 pandemic)

As reflected in the Kitty O'Meara quote above, the WCCCD family—students, faculty, staff, and community supporters—is entering a new day based on the lessons learned from our COVID-19 pandemic experiences. We have grieved personal, institutional, and societal losses caused by the pandemic, and as a result we have become more emphatic and more responsive to the urgent needs of those we serve. Now, as we anticipate a post-COVID-19 era, we are called to "make new choices, dream new images, and create new ways." We fully recognize that we can never go back to "the way things were" before COVID-19; we are truly entering a "new day." This period of new beginnings will be the fourth phase (Pathways IV) of Pathways to the Future, WCCCD's multi-year initiative for institutional transformation that began in 2002.

To build the future of WCCCD that those we serve so richly deserve, we will discover "new ways" to deliver instructional programs and student support services. One of the lessons we have learned during COVID-19 is that we must anticipate and adapt more quickly and effectively to rapidly changing demographic, educational, economic, and culture changes in Detroit and the Wayne County region. Based on this insight, this strategic plan update calls for us to be more innovative and entrepreneurial at all levels. For example, the pandemic spotlighted the need for innovation in response to meeting the urgent basic insecurities of students in areas such as finances, housing, food, transportation, childcare, medical care, and mental health. As well, it became clear that many students lacked the computer and Internet access needed for online and other virtual learning modalities. We learned that inequities in these areas were experienced disproportionately by underserved communities. It is my expectation that every reinvention effort during Pathways IV and the 2022-2026 Strategic Plan were developed

through an equity-driven lens, with the goal of removing all personal, academic, and societal barriers so that every student has the opportunities and resources needed to thrive and succeed.

As I reflect on our shared experiences during the past two years of COVID-19, I have a sense of enduring gratitude for the sacrifices, persistence, and resilience of the WCCCD family. I have had the privilege of serving as WCCCD's Chancellor for twenty-six years, and I will be forever thankful to the many groups that have contributed to our shared success during my tenure and especially during COVID-19. It is with great pleasure to serve with the members of the Board of Trustees who care deeply about our mission and the students we serve, our dedicated faculty and staff, and the many citizens and organizations who enthusiastically support the college. Above all, I am thankful to our students for choosing WCCCD as their open door to career and academic success.

Dr. Curtis L. Ivery
Chancellor

A Brief History of
Wayne County Community College District

WCCCD was established by the Michigan Legislature in 1967 as a community college district serving the City of Detroit and nearly all of Wayne County. The college literally arose from the ashes of the 1967 racial uprising in Detroit as New Detroit (a civic organization established to help the city recover from the destruction of 1967), the State of Michigan, and Wayne County stepped in to help fund its start-up. The first classes were held in the fall of 1969. At its beginning, WCCCD was known as the "college without walls" since it had no buildings of its own; classes were taught in schools, churches, and other community facilities. During the 1970s and 1980s, WCCCD created five campuses and began its evolution toward the comprehensive community college district that is in operation today.

In 1995, the Board of Trustees selected as WCCCD's new chancellor Dr. Curtis L. Ivery, an executive from the Dallas County College District. Early in his tenure, Chancellor Ivery announced a set of fourteen sweeping initiatives to revitalize the curriculum, decentralize operations, update personnel practices, and tighten financial controls. At that time, WCCCD was the most poorly funded of any community college in Michigan and faced severe financial limitations that restricted growth and development. At a 1999 Board of Trustees retreat, the Board of Trustees and Chancellor Ivery made a "fierce commitment" to advance WCCCD to a new era of financial viability and stability by seeking approval of voters for a major increase in the District's millage rate.

PATHWAYS
To The FUTURE

In 2001, the voters of WCCCD's service district approved a major increase in the district's millage rate which for the first time in the college's history placed it at parity with other Michigan community colleges. With the leadership of Chancellor Ivery and the Board of Trustees, WCCCD launched a period of transformation of its programs, services, processes, and structures which came to be known as the "**Pathways to the Future"** initiative. The District has now achieved three phases of the Pathways initiative and is entering the fourth phase:

Pathways I (2002-2006)

The "Jumpstart" phase (massive investment in new and upgraded facilities on each campus, significant expansion of career education and continuing education programming, upgrading of science and career-focused laboratories, and the installation of new computer and communications systems). Student enrollment grew dramatically during this period.

Pathways II (2007-2014)

The "Leading WCCCD to Enduring Excellence" phase (redesign and improvement projects to elevate WCCCD's programs and services to a level of excellence that could be sustained in the years and decades ahead). The focus of Pathways II was on student success and completion, increasing the number and percentage of students who completed a higher education credential.

Pathways III (2015-2020)

The "Designing Bold Future Pathways" phase (increasing the pace of innovation and entrepreneurship at all levels and across the divisions and campuses of the district). Innovations were achieved in areas such as community talent and workforce development, student success and completion, the equity and diversity agenda, school and university partnerships, and technology-enabled teaching and learning.

Pathways IV (2021 and beyond)

The "New Day, New Way" phase (a period of college-wide reinvention and reframing based on the lessons learned during the COVID-19 pandemic). The strategic imperatives of Pathways IV are outlined in this 2022-2026 strategic plan.

WCCCD is now one of the largest community college districts in Michigan and the nation. The District operates five campuses and a university center, and provides services to a diverse student population each year through its academic, career education, and continuing education/workforce development programs. WCCCD serves individuals, businesses, and communities in Wayne County and the Southeastern Michigan region, and also serves students from other areas in Michigan and the nation as well as international students. WCCCD is the only truly urban/metropolitan community college in Michigan and serves one of the most diverse student bodies of any college in Michigan and in the nation.

Executive Summary

Strategic Planning is critical for continuous quality improvement initiatives that facilitate the District's effectiveness in achieving:

- **its mission**

- **improving service delivery and college operations**

- **promoting better-informed decisions for resource management**

The strategic planning process is a collaborative and comprehensive tool that promotes the development of a "living" document that is continuously assessed and evaluated for alignment and appropriateness in achieving the District's mission.

The District launched its strategic planning efforts by assessing trends in higher education, constituents' needs, resources, goals and processes while reviewing and measuring previous goal achievements from 2015-2020. The strategic planning efforts are transparent, inclusive, and evidence-based in order to achieve a comprehensive five-year plan. The District utilizes internal and external data and information, input from college constituent groups, best practices and other planning documents to develop and prioritize strategic directions needed to better serve students, staff, faculty, and community members. The District continuously evaluates its effectiveness in meeting goals and objectives to remain current and responsive to changes in higher education and community needs nationally and regionally.

Wayne County Community College District gathers data and information from the college community and aligns planning initiatives with its academic programs, student success goals, support services, and its institutional budget development process. In conjunction with gathering data, information and feedback from college constituents, campuses and District divisions are examined to develop strategic initiatives that promote effective delivery of instructional and student success programs, support services, professional development, continuing education, university and business partnerships, and workforce development to achieve the District's mission and vision.

WCCCD offers over 130 degrees and certificates through distance learning and full service campus options.

Foundational Statements and Philosophy

WCCCD's foundational statements (mission, value, functions, and vision) are the enduring ideals on which the college is founded. These statements are declarations of the reason WCCCD exists, the core beliefs that will guide decisions and actions, the functions through which it will achieve its mission and values, and the preferred future it will strive to achieve. These statements express the decisions of the Board of Trustees and Chancellor Curtis L. Ivery regarding the guiding principles that provide direction for the goals, actions, and decisions of all associated with the district.

Mission Statement

WCCCD's mission is to empower individuals, businesses, and communities to achieve their higher education and career advancement goals through excellent, accessible, culturally diverse, and globally competitive programs and services.

Vision Statement

WCCCD will be known as a premier community college and innovator in the areas of high quality academic and career education, talent development in support of regional economic growth, diversity and inclusion, and technological advancement.

Value Statements

1. Supporting Excellence in Teaching and Learning

We value and support effective teaching and learning. We are committed to excellence in teaching and learning as defined by high standards for student learning outcomes. We are committed to providing a supportive, caring, safe, and responsive learning environment for students that will maximize their opportunity for academic and career success. We value our faculty and staff as productive contributors to the future of the college and its students.

2. Honoring Diversity

We honor the worth of individuals of all racial, gender, ethnic, and national origins, and we value persons from all socio-economic, educational, and experiential backgrounds. We value our role as "Democracy's college," providing an open door of educational opportunity to all who can benefit from our services. We help our students live responsibly in a global society by nurturing in them an increased appreciation and understanding of diverse cultures and ideas.

3. Serving the Common Good

We value being an integral part of the communities we serve, providing community services that improve the economic, social, cultural, and educational life of these communities.

4. Being Accountable

We are accountable to the students who depend on us to provide them with a quality education, to the citizens who support us with their tax dollars, and to the businesses that depend on us to provide them with highly trained employees. We commit to being good stewards of the resources that are provided to us to carry out our mission.

5. Operating with Integrity

We exemplify the values of honesty, responsibility, trust, fairness, reliability, and mutual respect in every aspect of our work.

Function Statements

Career Education
WCCCD offers associate degree programs, certificate programs, and individual courses that prepare students for employment and career advancement.

University Transfer and General Education
WCCCD offers associate degree courses and programs that transfer to baccalaureate-level colleges and universities. These courses also support career education programs and provide opportunities for individual growth in academic areas such as communications, humanities, mathematics, sciences, languages, social sciences, and business.

Workforce Development and Continuing Education
WCCCD provides non-credit customized job training services in cooperation with business, education, government, labor, and non-profit organizations. WCCCD offers non-credit short-term programs and courses designed for the personal growth of participants in areas such as cultural enrichment, computer skills, recreation, personal finance, and basic occupational and literacy skills.

Developmental Education
WCCCD offers basic courses that provide students with the reading, writing, mathematics, computer, and study skills needed for collegiate and career entry and success.

Student Support Services
WCCCD provides student support services such as enrollment services, admissions, student orientation, registration and course placement, financial aid, personal and career counseling, tutorial services, job placement, special needs services, library services, and bookstore services.

Community Engagement
WCCCD serves as an educational resource to the communities it serves, partnering with business and community partners to engage in community-based projects that positively impact the economic, educational, social, and cultural dimensions of community life.

WCCCD Service Area

Service Area 1
WCCCD's primary service district is comprised of the communities and townships in Wayne County within its taxing district.

Service Area 2
WCCCD serves students who reside outside the primary service district who choose to attend the college based on the nature and availability of its programs and services.

Service is provided in this way to two constituencies:

a. Students whose legal residence is outside of the district but in Michigan

b. Students whose legal residence is outside of Michigan and international students

Service Area 3
WCCCD provides selected programs and services to students and businesses outside of commuting distance through alternative instructional delivery systems including online and other virtual teaching and learning modalities.

Target Constituencies Statements

1. Student constituencies
WCCCD is an open-door community college, serving students from all educational, employment, and experiential backgrounds who can benefit from its services. WCCCD serves all post-high school age groups and serves secondary students through cooperation with secondary schools.

2. Business constituencies
WCCCD serves regional businesses through customized job training programs and other services designed to create a match between the skills of the Wayne County workforce and the actual job skills required by employers.

3. Community constituencies:
WCCCD serves the thirty-two communities and townships in its taxing district through involvement in workforce development, economic development, cultural enhancement, and other community development activities in which the college's educational resources can have a positive impact.

The Top Five Awards Programs at WCCCD are:

- **Nursing**
- **Computer Information Systems**
- **Business Administration**
- **Dental Hygiene**
- **Criminal Justice/Corrections**

Points of Pride
Wayne County Community College District

1. The Higher Learning Commission (HLC) granted WCCCD continued accreditation with no findings for another 10 years (2030). The Chancellor and the HLC Steering Committee prepared a comprehensive assurance argument with evidence that demonstrated the District's quality improvement efforts to achieve its mission. WCCCD was one of a few colleges that hosted virtual re-affirmation visits during the peak of COVID-19. The peer reviewers particularly commended the District's fiscal responsibility and commitment to the communities it serves during the pandemic.

2. The Higher Learning Commission granted WCCCD approval to expand Distance Learning Programs to offer full degrees and certificates 100% online. This is a tremendous achievement to provide students more access to educational opportunities that lead to credentials that meet their goals and lifestyle needs.

3. Wayne County Community College District's Nursing Program Earned ACEN Accreditation. WCCCD's Nursing program was reimagined to enhance instructional delivery, improve the NCLEX licensure/certification pass rates, and advance clinical and health science center upgrades. The programmatic quality improvements resulted in competitive experiences and relevant instruction to train graduates to fill the nursing shortage gap.

4. The Chancellor's COVID-19 Taskforce. With the onset of COVID-19, the Chancellor immediately formed a taskforce of administrators to pivot services, internal controls, instructional delivery, training and community education to a virtual modality to reduce interruption of services to the community. WCCCD built curriculum and expedited training and certification for faculty who committed their service to our students. WCCCD invested in technology enhancements and equipment to meet operation, teaching, and services to students, faculty, staff, and community.

Points of Pride

5. The New Way, New Day Initiative was developed to respond to students' immediate needs to avoid disruption and dropping out of college due to the effects of COVID-19 on their families, loved ones, and homes.

New Day New Way
Wayne County Community College District

6. Expansion of the Student Success Center to advance initiatives that focus on meeting student needs offering one-on-one assistance to help students plan for and achieve their academic and career goals.

7. Curtis L. Ivery Health and Wellness Education Center (HWEC). The Chancellor led the college in meeting its goals in the Capital Improvement Plan with the opening and naming of the HWEC. The HWEC is hosting its basketball team games and streaming them virtually for free to the community.

8. Chancellor's Annual Innovation Cycle. This initiative supports a culture of innovation by providing an opportunity for faculty and staff to share and promote their best ideas for improvement projects at all levels.

9. The opening of the Teaching and Learning Center serves as an essential resource for our faculty to improve curriculum focusing on teaching and learning excellence. The Center promotes teaching effectiveness and continuous improvement through professional development and innovation.

10. WCCCD committed to tuition relief initiatives and earmarked funds towards the 50% off tuition relief initiative, where students were able to enroll and register at reduced costs. The District also participated in support initiatives such as the Higher Education Relief Cares Act funding, Futures for Frontliners, and Reconnect that provide relief for books, supplies, and last dollar tuition debt.

Points of Pride

11. Securing more than $2M in grants and contracts. WCCCD focused on addressing the skill trades gap in the workforce and enhanced training opportunities by partnering with businesses, industries, and foundations to retool the Regional Training Center and Workforce Development. Partnerships include the PepsiCo Partnership Grant.

12. The formation of the Reinvent Diversity/Equity/Inclusion Steering Team to streamline and advance initiatives that focus on Pathways IV initiatives and continuous improvements through an equity-driven lens or perspective.

13. WCCCD was named "One of the 20 Best Colleges in Michigan" by EDSMART.

14. Permanent Millage Authorization. As of January 2020, WCCCD now maintains a permanent millage authorization of 3.25 mils. The District received resounding community support in November 2018, when the community passed 2.25 permanent mils by wide margins in support of the District. The permanent mils replace two existing temporary time-limited mils expiring in 2021 and 2023.

Strategic Focus Areas

The 2022-2026 District Strategic Plan was developed through WCCCD's "New Day, New Way," lens. The focus of the plan is to implement "new ways" to deliver instructional programs and student support services with emphasis on promoting student success, enhancing diversity, equity, and inclusion, and increasing the District's capacity to meet the changing needs of the community during these unprecedented times.

There are five major focus areas that serve as guiding principles in the redesign of WCCCD's programs, services, structures, and processes as WCCCD builds on the lessons learned throughout the pandemic to adjust its operational systems to respond to student prioritized academic and non-academic needs, uncharted financial predicaments, and growing faculty and staff support needs.

Each focus area defines the strategic goal, objectives, and respective expected outcomes that will be measured annually to monitor the District's achievements. The annual reviews will inform and monitor the appropriateness and effectiveness of the strategic planning goals and activities based on internal and external data sources.

1. Student Success
Strengthen consistency of student services across all campuses and delivery modalities to promote success and equitable outcomes through removing barriers to success, creating opportunities, and deploying resources needed to thrive academically, physically, and emotionally.

2. Operational Effectiveness and Advancement
Promote operational excellence through strengthening district-campus alignment, transparency, accountability, and evaluation of systems, services, and programs to create systems that are more agile to respond and adapt to rapid changes.

3. Curriculum Development and Effectiveness
Enhance curricular and co-curricular services that respond to dynamic student educational needs and regional economic development needs through strengthening virtual modalities, expanding course schedule management, and implementing innovative strategies that integrate co-curricular activities in student learning experiences.

4. Workforce Development and Community Partnerships
Advance institutional community engagement and workforce development initiatives that position the District as a premier resource for community and workforce development.

5. Institutional Resources
Increase the District's capacity to meet changing student, business, and regional educational needs through the advancement of sustainable human, financial, physical, and technological resources.

Summary of the
Strategic Planning Process and Implementation

WCCCD focuses its efforts and services according to its mission, vision, and Chancellor's priorities. The strategic plan serves as a blueprint to support the District's efforts in accomplishing its guiding principles outlined in its foundational statements. The strategic planning process is driven by external and internal data to support evidenced-based decision-making and goal development. As part of the decision process, data was collected and evaluated to measure the institution's impact and responsiveness to the following strategic planning questions:

- What does the District need to continue increasing its enrollment (credit and non-credit) and retention?

- How can the District continue advancing its completion agenda to award more students with associate degrees and certificates to support seamless transition to careers within the region?

- What does the District need to continuously strengthen partnerships with 4-year universities that support access to advance their degrees and promote reverse transfer opportunities?

- How can WCCCD advance partnerships to support community engagement and responsiveness to community needs?

- What strategies and services does the District need to continuously promote academic and workforce program excellence and effectiveness?

- How can the District advance imaging and profiling of its five premier campuses and its Mary Ellen Stempfle University Center?

The 2022-2026 strategic plan will be implemented through existing administrative, governance, and academic structures. A number of divisional strategic and annual plans will be driven by this college-wide strategic plan, including Educational Affairs (district, discipline, and program/department levels), Distance Education and Learning Technologies, Student Services, Workforce Development and Continuing Education, Administration and Finance, Institutional Advancement, International Programs and Global Partnerships, Institutional Effectiveness and Information Technology.

WCCCD continuously reviews internal and external data trends to determine the District's impact within its service region as well as adopts continuous quality improvement strategies to accomplish its annual and strategic goals. In an effort to promote inclusion and transparency for the strategic planning process, the District encourages district-wide participation in providing input and feedback on the District's strategic directions for the next five years.

A primary mechanism for the implementation will be established through annual action planning and budget development processes. Decisions on operations and improvement priorities will be guided by performance assessments of student learning outcomes, environmental scans, surveys of business, community satisfaction, and faculty and staff satisfaction. Annual action plans will include the Chancellor's annual priorities for district-level development and improvement plans for academic disciplines, departments, programs, campuses, and district divisions.

WAYNE COUNTY COMMUNITY COLLEGE DISTRICT 2022-2026 STRATEGIC PLAN GOALS:

STRENGTHENING STUDENT SUCCESS

Goal 1:
Expansion of Student Success Initiatives and Opportunities

WCCCD will increase student success through expansion of student-centered support services, initiatives, and partnerships.

Objectives:

1. Increase Retention, Persistence, Completion, and Access to High-Wage, High-Demand Careers
WCCCD will strengthen consistency of student services across each campus and distance learning modalities to increase student success and career readiness.

2. Strengthen Transfer Pathways to Advanced Degrees
WCCCD will increase and strengthen articulation agreements to facilitate student access to advanced degrees.

3. Enhance Holistic Student Support Services
WCCCD will expand the Student Success Center to enhance and develop virtual and in person student services that support both student academic and personal needs.

4. Expand Diversity, Equity, and Inclusion Initiatives
WCCCD will continue to support a culture of diversity, equity, and inclusion (DEI) by expanding programs and initiatives that embrace and engage internal and external district stakeholders in promoting DEI district-wide.

5. Expand Dual Enrollment Partnerships
WCCCD will increase opportunities for high school students to participate in dual enrollment through expanding partnerships with secondary schools.

Goal 2:
Strengthen Curriculum Development and Effectiveness

WCCCD will develop curricular and co-curricular services that respond to dynamic student educational needs and regional economic development needs.

Objectives:

1. Strengthen Virtual Modalities and Instructional Platforms
WCCCD will strengthen virtual modalities and instructional platforms to increase distance learning course offerings and design structured virtual program pathways.

2. Expand Student-Centered Course Schedule Management
WCCCD expand course schedule management to intentionally meet the diverse pathways of WCCCD's student population.

3. Update Curriculum to Reflect Emerging Regional Economic Development Needs
WCCCD will update curriculum to meet evolving regional economic development needs identified through community business partners, labor market analysis, and proactive regional environmental research.

4. Improve Integration of Co-Curricular Activities into Student Learning Outcomes
WCCCD will improve, design, and implement innovative strategies that integrate co-curricular activities in student learning experiences to improve student engagement and learning outcomes.

5. Align Competency-Based Education by Increasing use of Prior Learning Assessment
WCCCD will increase competency-based education that utilizes stackable credentials with multiple exit points and career pathways. To improve alignment of career pathways, WCCCD will increase use of K-16 articulation strategies.

For WCCCD graduates, 76% were employed either full or part-time and 70% found a new or better job.

The average associate degree graduate from WCCCD will have increased earnings of $9,700 each year compared to a person with a high school diploma in Michigan.

Goal 3:
Promotion of Operational Systems

WCCCD will promote operational excellence within its systems, services, and programs by expanding continuous quality improvement processes.

Objectives:

1. Strengthen District Campus Alignment Initiatives
WCCCD will continue to strengthen district campus alignment initiatives that promote consistency, accountability, and effectiveness in achieving operational excellence and student outcomes.

**2. Advance Data-Driven Transparency and Accountability**
WCCCD will advance transparency and accountability through promoting the use of data to make decisions district-wide.

3. Broaden Annual Planning and Evaluation of Programs
WCCCD will broaden annual planning and program evaluations to ensure that its operational systems are aligned with the institution's missions and strategic objectives and that program offerings reflect market demand.

4. Rapid Integration of Innovative Learning, Teaching, and Technological Strategies
WCCCD will expand the Chancellor's Annual Innovation Cycle initiatives to encourage innovations and development opportunities.
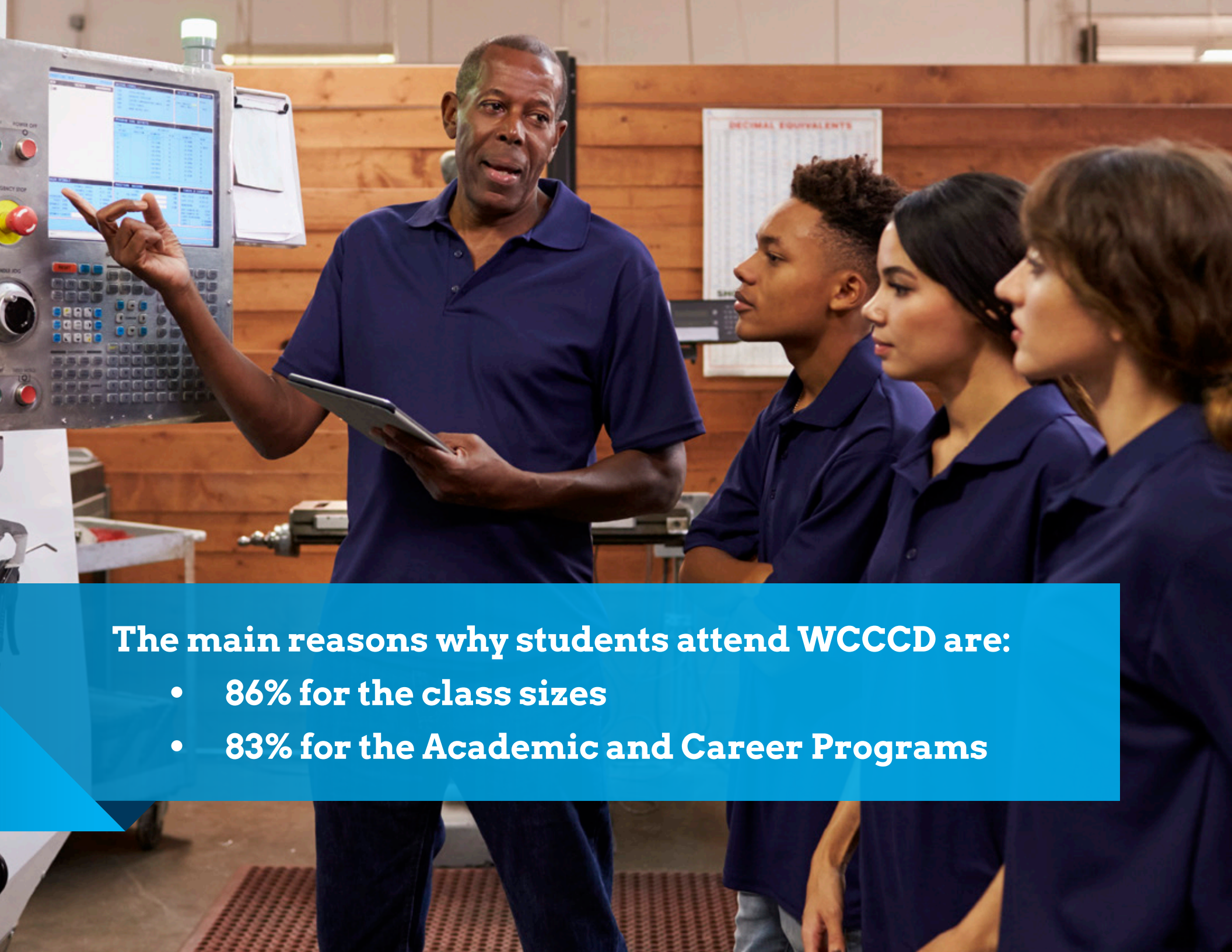
The main reasons why students attend WCCCD are:
- 86% for the class sizes
- 83% for the Academic and Career Programs

Goal 4:

Development and Management of Institutional Resources

WCCCD will increase its capacity to meet changing student, business, and regional educational needs through the advancement of sustainable human, financial, physical, and technological resources.

Objectives:

1. Review and Update Facility and Site Capacity
WCCCD will continue updates to facilities and site capacity management to provide learning environments that afford educational access and community engagement opportunities while supporting environmental stewardship.

2. Assure WCCCD's Financial Viability
WCCCD will continue to expand its financial viability through leveraging current and new funding opportunities that advance institutional sustainability and effectiveness.

3. Develop Agile Technologies, Facilities, and Virtual Strategies
WCCCD will expand the District Strategic Technology Plan to create an agile technological infrastructure to rapidly respond to the evolving technology environment.

4. Expand Faculty and Staff Professional Development and Support Activities
WCCCD will expand professional development activities to provide opportunities for skill and leadership development and resources to support the overall well-being of its faculty and staff.

Goal 5:

Advancement of Workforce Development, Community Partnerships, and Engagement

WCCCD will advance institutional community engagement and workforce development initiatives that position the District as a premier resource for community and workforce development.

Objectives:

1. Increase Community Talent Development Partnerships
WCCCD will increase engagement with community partners to provide talent development leadership and transform the communities served as inclusive and diverse centers of economic cultural vitality.

2. Increase Community Engagement through Virtual Continuing Education Programming
WCCCD will increase community engagement through expanding continuing education opportunities which are provided through virtual modalities.

3. Expand Rapid Deployment of Programs to Meet Regional Economic Development Needs
WCCCD will expand its processes of ongoing regional environmental scanning and labor market analysis to identify programs and delivery modalities that meet the economic needs of community business partners.

Wayne
County
Community
College
District

**Curtis L. Ivery
Downtown Campus**
1001 W. Fort Street, Detroit, MI 48226

Downriver Campus
21000 Northline Road, Taylor, MI 48180

Eastern Campus
5901 Conner Street, Detroit, MI 48213

Northwest Campus
8200 W. Outer Drive, Detroit, MI 48219

Ted Scott Campus
9555 Haggerty Road, Belleville, MI 48111

**Mary Ellen Stempfle
University Center**
19305 Vernier Road, Harper Woods, MI 48225

Board of Trustees