

**2015-2018 Strategic Plan
(Goals, Objectives, & Themes)**

Goal	Objectives & Detailed Themes
<p align="center">1</p> <p><i>Provide support and opportunities for student learning and success.</i></p>	<p>1. Develop a systematic approach that will raise students' level of essential skills for success in both employment and life.</p> <ul style="list-style-type: none"> a. Soft skills b. Employment skills/Employability skills c. Employee behavior and etiquette d. Strong work ethic e. Emotional intelligence f. Oral/Written Communication g. Basic math and writing/English h. Critical thinking i. Conflict resolution j. Interpersonal skills k. Finance l. Social m. Professional n. Customer Service orientation o. Support students to overcome personal issues, including financial, that spill into work place p. Professional piercings q. Online/Distance Learning <ul style="list-style-type: none"> ➤ Lack of interpersonal skills ➤ Develop social skills of online students <p>2. Develop strategies for responsive scheduling and teaching methods.</p> <ul style="list-style-type: none"> a. Flexibility/creative solutions <ul style="list-style-type: none"> ➤ Method of delivery ➤ Length of program ➤ Hours of operation (to meet student's needs for child care/transportation, etc.) ➤ Include for business and industry training ➤ More offerings at under-utilized times (Fridays-evenings-weekends-summers) ➤ Blended classes ➤ Take WITC programming to business, smaller communities due to travel issues. b. Instructor engagement c. Support for students in alternate delivery formats d. Internships and hands-on learning e. Improve ITV/IP

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	<p>3. Analyze programming needs and opportunities.</p> <ul style="list-style-type: none"> a. New programs b. Support and modification of existing programs c. Improve new program development to move rapidly, meeting industry need. d. Responsive/adaptive programming. Quick to response, flexibly in delivery such as Friday, Saturdays Sundays, summers. e. Machine Tool f. More advance machining instruction and well-rounded machine tool instruction g. Have a generalized machining program that can have specialized training. h. Continue to expand CE offerings to meet post-graduate needs of industry. i. Better Employers-WITC Connection to better ensure grads have needed skills (tech skills) and opportunity for continuing education j. Trade & Technical programming k. Labor gap in welders, machinists, etc. l. LEAN training m. Infuse LEAN principles into all WITC programs that are applicable to any work setting. n. Provide programming that matches retiree and community needs (ex. CPR Refresher every 6 months) o. Transfer opportunities <ul style="list-style-type: none"> ➤ Transfer to Baccalaureate (4-year) ➤ General studies/liberal arts ➤ Program to program

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<p align="center">2</p> <p><i>Create and strengthen partnerships that benefit our stakeholders.</i></p>	<p>1. Develop additional approaches to provide internship opportunities utilizing assistance of our Business & Industry partners.</p> <ul style="list-style-type: none"> a. Students get on-the-job experience while still in school b. Potential employers are provided a glimpse of future graduates c. Future graduates better understand the world of work and what is going to be expected of them d. Help students transition to work place. Make programs more “real”. e. Infuse soft skills f. Service learning requirements g. Clinical sites for nursing students, be more creative, virtual reality h. Enhance partnerships with Business & Industry i. More partnerships with industry j. Linking currents students directly to business/internships. How to make things happen without over burdening the businesses k. Expand Internships with business and industry l. Increase intern opportunities m. Match skilled workers with employer and industry needs (ex. manufacturing: Welders, Automation, HVAC Service Technicians, Geothermal) <p>2. Working with our K-12 districts, develop a comprehensive approach to increase and promote opportunities to high school students to enroll at WITC.</p> <ul style="list-style-type: none"> a. WITC needs to develop a better bridge for high school graduates to come to WITC. <ul style="list-style-type: none"> ➤ WITC Outreach to K-12 at an earlier age. ➤ Keep working with K-12, increase connection ➤ Dual credit option with high schools. ➤ Improve image of Tech College to high school students, teachers, counselors ➤ Create pipeline approach-work with high schools to create options <ul style="list-style-type: none"> ○ Internships ○ Dual Credit ○ Promoting CE ○ Shadowing ➤ Help develop entrepreneurs ➤ Provide non-profit training

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	<ul style="list-style-type: none"> b. Conduct an analysis of the cost/effectiveness of the current marketing efforts to high school students and their parents. <ul style="list-style-type: none"> ➤ WITC should promote technical education to the parents of high school students ➤ Enhance K-12 partnerships, marketing to parents, dual credits ➤ Provide exposure to programs at an earlier age. ➤ Host job/career fairs ➤ Provided earlier information to prospective students in the K-12 system (i.e. middle school level) ➤ Inform parents (dispel myths with facts/data) ➤ Promote WITC to parents (quality education, affordability, being close to home, small classroom environment, online options, etc.) ➤ Benchmark our HS relationship through coordinators ➤ Communicate with middle school, high school, parents <ul style="list-style-type: none"> ○ Career pathways ○ Affordability ○ Benefits of technical education ➤ High school partnerships <ul style="list-style-type: none"> ○ Two year vs four year ○ Get information to students – parents c. Actively seek changes in statutory language to allow the WTCS to: <ul style="list-style-type: none"> ➤ better serve students from our K-12 partners, including individuals requiring Adult Basic Education services or academic services not provided by the current program offerings. ➤ credits to count for professional development toward K-12 teacher recertification.

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	<p>3. Create Networking/Relationship Building/Connections</p> <ul style="list-style-type: none"> a. Volunteer for organizations b. Make connections with workforce, veterans, and community c. Arrange for students to talk to graduates d. Equate these to resources for classroom learning e. Develop employer-specific strategies <ul style="list-style-type: none"> ➤ Communicate with local business and industry to identify needs ➤ Open houses for business and industry ➤ Identify local industry program and training needs ➤ Increase communication of training opportunities ➤ Share points of contact for CE locally ➤ Provide training to keep up with technology ➤ Promote TechConnect more ➤ Host more business and industry forums f. Trade & Technical programming—manufacturing and automation <ul style="list-style-type: none"> ➤ Labor gap in welders, machinists, etc. ➤ LEAN training ➤ Improve Employer-WITC Connection to better ensure grads have needed tech skills and opportunity for continuing education

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<p align="center">3</p> <p><i>Foster a learning and working environment that nurtures trust, respect, and professional growth.</i></p>	<p>1. Effectively predict the technical and soft skill needs of employers and train faculty and staff accordingly so that program modifications can be made in a timely and efficient manner.</p> <ul style="list-style-type: none"> a. Adaptation: education, world changes, job environment. b. World demands more tech employees so our faculty/staff need tech training to ensure program students get the technical training they need. c. Employee training in technical areas and systems (LEAN) so they can transfer this knowledge to students. d. Plans for growth: responsible to changing needs, listening to faculty, staff and stakeholders. e. Cross-functional involvement: accommodations for students, classroom design, support for alternate deliveries.
	<p>2. Determine areas for faculty development relative to use of best instructional practices.</p> <ul style="list-style-type: none"> a. Focus specific professional development activity. b. Training in recording classroom sessions for online students. c. Collecting & using stakeholder feedback d. Utilize multiple learning styles within a course. (e.g. online courses include required group meetings, flipped classrooms, etc.)
	<p>3. Emphasize and provide opportunities and resources for support and technical staff learning and professional development that help the College achieve its strategic goals and objectives.</p> <ul style="list-style-type: none"> a. Provide more training opportunities and materials (ie. technology). b. More comprehensive and continuous training/outcome based training c. Technical support d. Transparent in professional development offerings e. Train new managers f. Train, access/follow-up, and document
	<p>4. Continue to develop manager and supervisor leadership skills.</p> <ul style="list-style-type: none"> a. More training for leadership/management on how to supervise b. Helping managers and supervisors become good leaders
	<p>5. Determine a plan to recruit good employees, considering the high turnover and budget constraints.</p>

2013 Forum Themes for the 2015-2018 Strategic Plan

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<p align="center">4</p> <p><i>Demonstrate effective leadership through collaboration with clear and consistent communication.</i></p>	<p>1. Improve Internal Communications and Decision-Making</p> <ul style="list-style-type: none"> a. Valuing staff and students b. More positive interactions involving all staff – work groups c. More communications internally/externally d. Important decisions should reference the data used to make them e. Improve communication with staff <ul style="list-style-type: none"> ➤ Decision-making/feedback loop/input ➤ Accessibility of managers and supervisors ➤ VP forums f. Better internal communications <ul style="list-style-type: none"> ➤ Less top down and more employee input into decision-making ➤ Better methods of internal communication g. Communication (of) job positions/employment decisions/input top-down h. Informal ways to get more feedback i. Staff want/need to be heard more regularly j. Better organization
	<p>2. Enhance External Communication – Recruitment and General Marketing</p> <ul style="list-style-type: none"> a. Share student success stories and quotes b. Publicize programs that we offer c. Communicate <ul style="list-style-type: none"> ➤ Workstudy (opportunities) ➤ Scholarships ➤ Student clubs ➤ Affordability ➤ Calendar date changes ➤ Scheduling ➤ What we do well ➤ Career impact ➤ Accreditation d. Market 4th in nation e. 2 year training leads to good pay and rewarding jobs f. Promotion and marketing 2 year vs 4 year g. Leadership role in getting the word out about WITC h. WITC accredited, cheaper, get the word out there! i. Community involvement – be heard and seen j. Communicate credit transfer opportunities k. Make public relations ongoing
	<p>3. Showcase our facilities</p> <ul style="list-style-type: none"> a. Community resource b. Bring more people in

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<p align="center">5</p> <p><i>Improve planning processes, decision making, and use of resources.</i></p>	<p>1. Determine future programming by meeting community needs and serving district residents.</p> <ul style="list-style-type: none"> a. Be able to provide strategic response to district needs b. Utilize market research and trend analysis to develop the framework for response. <ul style="list-style-type: none"> ➤ Demographics of what’s expanding/what’s not ➤ Scanning horizon/environmental scanning to determine needs, e.g. <ul style="list-style-type: none"> ○ Aging populations ○ Retirements ○ Flexibility ➤ Current and new programming
	<p>2. Plan facilities and technology to support the learning environment.</p> <ul style="list-style-type: none"> a. Classroom/Lab <ul style="list-style-type: none"> ➤ Design for learning with input from faculty/staff ➤ Consider ergonomics including sound, accommodations, and whether multiple use ➤ Labs with machines and other equipment must be planned for accordingly for space, safety, power, etc. ➤ Consistency between campuses for like student learning experiences ➤ Ensure appropriate technology available for use b. Out of Class Support <ul style="list-style-type: none"> ➤ Technology available in all labs, LRCs, etc. ➤ Have quiet areas available ➤ Support for alternate delivery (e.g. online, ITV/IP, etc.) ➤ Teach 3-D printing, cell phones, tablets ➤ Provide student access to H drive? ➤ Northern WI bandwidth-lobby legislators ➤ Ensure that someone is responsible for helping online students resolve their technology issues so they can access their materials ➤ Provide consistent Windows platform for online students when changes are made (all online instructors need to change to the new format so students can access their online materials) c. Examine the need to expand the facilities at New Richmond campus to accommodate new programming for recent and anticipated growth in population.
	<p>3. Improve Facilities</p> <ul style="list-style-type: none"> a. Provide a safe environment b. Improve energy use c. Consider noise in LRC and Automation classrooms (S) d. Monitor room temperatures e. Consider parking lot improvements (ex. video cameras, painting the parking lines) f. Consider putting blue lights in all classrooms as they aren’t always visible from the hallways