

Wisconsin Indianhead Technical College

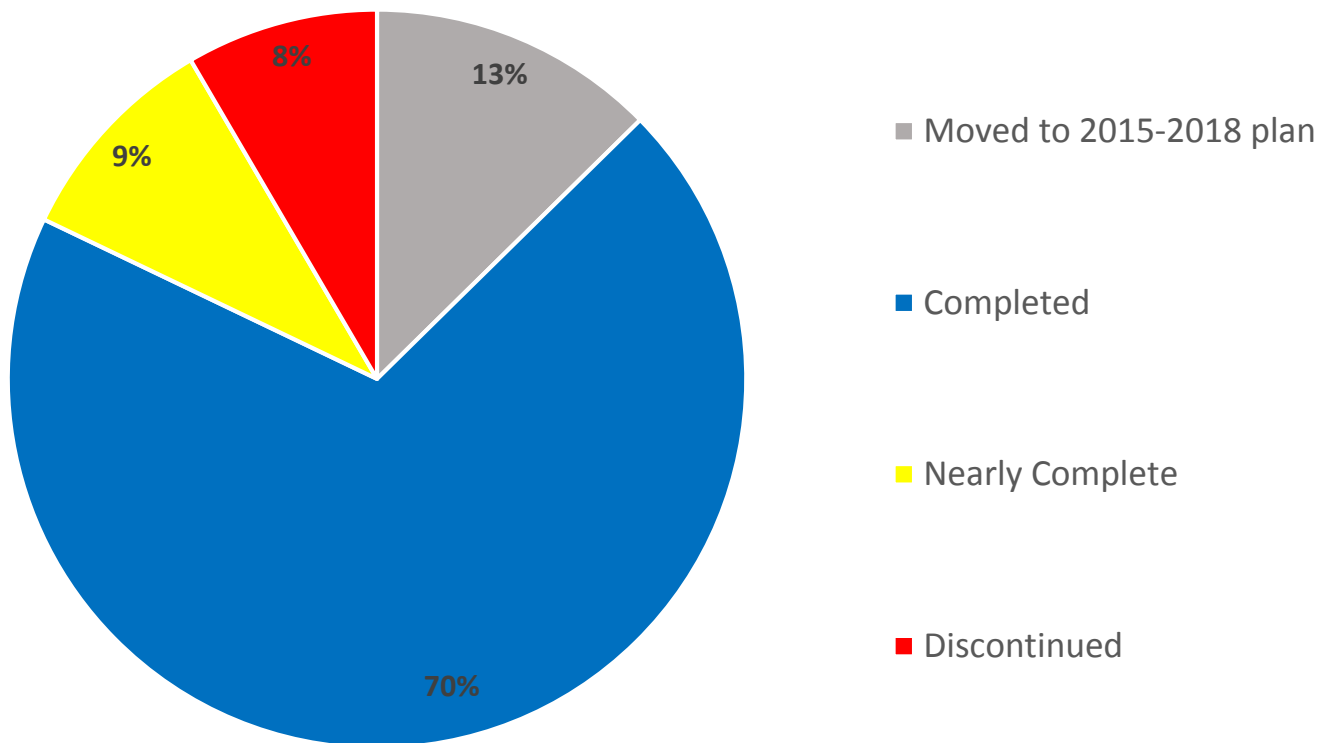
2012-2015 Strategic Plan

*Academic Affairs, Business Services, Continuing Education, Human Resources,
Institutional Effectiveness, Instructional Technology, and Student Affairs*

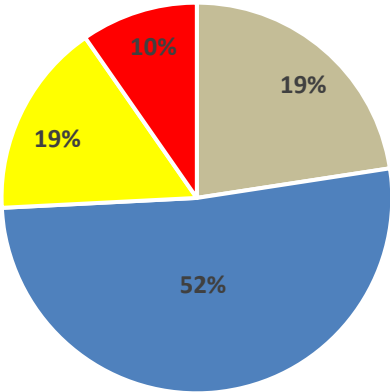


June 30, 2015

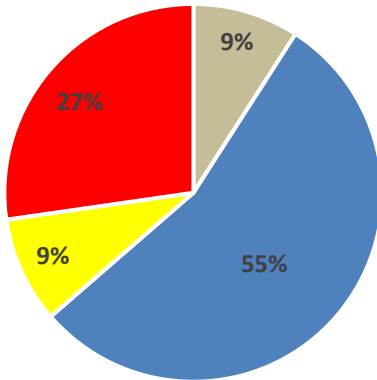
2012-2015 Strategic Plan Action Item Summary



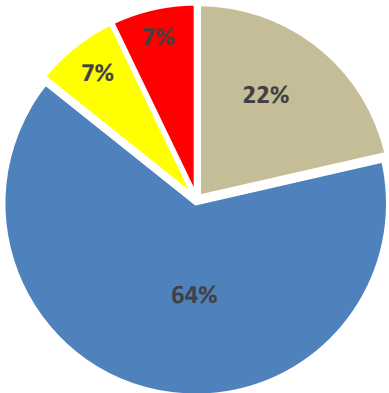
Goal 1 – 31 Action Items
Provide Support & Opportunities for
Student Learning & Success



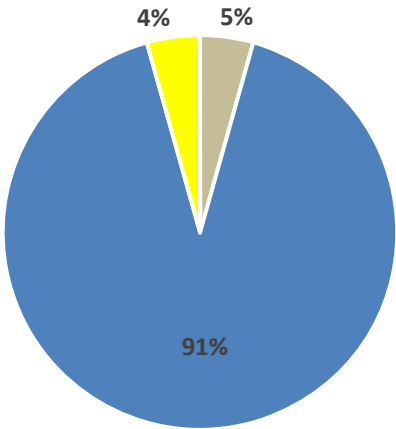
Goal 2 – 11 Action Items
Create & Strength Partnerships
that Benefit our Stakeholders



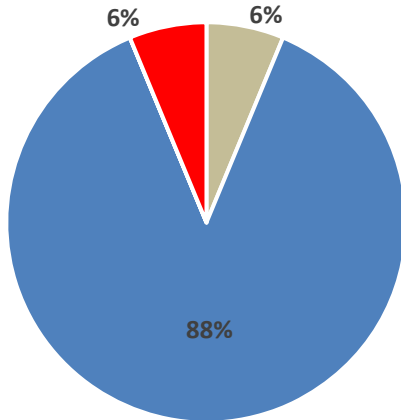
Goal 3 – 14 Action Items
Foster a Trusting, Respectful Environment that
Nurtures Professional Growth and Balance



Goal 4 – 23 Action Items
Demonstrate Effective Leadership through
Clear & Consistent Communications



Goal 5 – 16 Action Items
Expand upon Strategies that Improve Planning Processes,
Decision Making, and Effective Use of Resources



■ Moved to 2015-2018 plan ■ Completed ■ Nearly Complete ■ Discontinued

2012-2015 Strategic Goals, Objectives, and Action Items

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AA-Academic Affairs, BS-Business Services, CE-Continuing Ed, HR-Human Resources, IE-Institutional Effectiveness, IT-Instructional Technology, SA-Student Affairs; VP-Vice President

■ = Complete, ■ = On Schedule, ■ = Behind Schedule, ■ = Discontinued, ■ = Move to 2015-2018 Plan

GOAL 1 (Student Focused)				
Provide Support and Opportunities for Student Learning and Success				
Objective/Action	Description	Champion(s)	Outcome	Status
ACADEMIC AFFAIRS (AA)				
Objective 1	Enhance and Improve Online Learning			
Action 1 (Ref: 1.1.1 AA)	Develop processes and procedures that enhance and improve online learning Develop a list of acronyms	Academic Affairs Collaborate with WERD Group	Processes and procedures are developed to enhance and improve online learning	Nearly completed – Finishing up 2015
Objective 2	Enhance, Improve, Integrate, and Implement Student Learning Assessment (Program, Course, and Collegewide Level)			
Action 1 (Ref: 1.2.1 AA)	Improve assessment communication across the institution	Academic Affairs	Faculty and staff will become more familiar with assessment, assessment results will be used to improve student learning, documentation of assessment results will be made available.	Move to 2015-18 plan
Action 2 (Ref: 1.2.2 AA)	Clarify program outcome assessment	Academic Affairs	Document appropriate program level assessment methods, appropriate analysis of discussion of results. Use results to improve student learning at the program level.	Nearly completed - Finishing up 2015
Action 3 (Ref: 1.2.3 AA)	Improve the working efficiency of the Assessment Team	Academic Affairs	Engage committee members as determined by survey results from survey of engagement; have the committee function more efficiently and effectively; ensure WITC assessment is integrated into accreditation and institutional effectiveness activities	Move to 2015-18 plan
Action 4 (Ref: 1.2.4 AA)	Develop a 3-5 year professional development plan related to student learning	Academic Affairs	Professional development will be formally documented; faculty, deans, and staff will have knowledge of WITC assessment practices.	Move to 2015-18 plan

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GOAL 1 (Student Focused)				
Provide Support and Opportunities for Student Learning and Success				
Objective/Action	Description	Champion(s)	Outcome	Status
Action 5 (Ref: 1.2.5 AA)	Enhance assessment, data collection and storage	Academic Affairs	Collection has begun; processes are started; data is collected and stored in an organized and consistent location; data is consistently analyzed with feedback returned to appropriate faculty and dean	Completed
Action 6 (Ref: 1.2.6 AA)	Enhance Assessment Outreach	Human Resources Academic Affairs	Assessment is included in faculty job description	Discontinued
Action 7 (Ref: 1.2.7 AA)	Clarify course level assessment expectations	Academic Affairs	Document appropriate course level assessment methods, appropriate analysis and discussion of results. Results used to improve student learning in the classroom.	Completed
Objective 3	Expand and Enhance Program Viability			
Action 1 (Ref: 1.3.1 AA)	Expand and enhance program viability	VP, Academic Affairs	Develop a process to integrate program viability improvement plan into long-range strategic plan	Completed
Objective 4	Improve Student Learning Environment Classroom/Facilities			
Action 1 (Ref: 1.4.1 AA)	Improve student learning environment classroom/facilities	Academic Affairs Director, Information Technology Director, Learning Resources Instructional Technologist	Develop learning environments that will meet the needs of students	Completed
Objective 5	Review and Define Academic Placement			
Action 1 (Ref: 1.5.1 AA)	Review and Define Academic placement	Academic Affairs Student Services Prepared Learner Team Academic Standards Committee	Enhance and validate entrance requirements at the program level	Nearly Completed – Finishing up 2015

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GOAL 1 (Student Focused)				
Provide Support and Opportunities for Student Learning and Success				
Objective/Action	Description	Champion(s)	Outcome	Status
Objective 6	Enhance, Expand, and Diversify International Education			
Action 1 (Ref: 1.6.1 AA)	Enhance, Expand and Diversify International Education	Divisional Dean of Business	Increase International Education experiences for students and staff (See International Travel Plan)	Completed
Objective 7	Expand and Enhance Academic Support (e.g. Learning Commons, Tutoring)			
Action 1 (Ref: 1.7.1 AA)	Expand and enhance Academic Support (e.g. Learning Commons, tutoring)	Director, Academic Advancement Tech Prep Consortium	Create structures and frameworks that support and enhance learning opportunities and student success	Completed
Objective 8	Implement and Enhance Accelerating Opportunities			
Action 1 (Ref: 1.8.1 AA)	Implement and market a career pathway model that allows learners of all abilities to achieve credentials and meaningful employment, ensure alignment with state	Academic Affairs	<ul style="list-style-type: none"> A minimum of two career pathways will be established in the health area. Secure successful funding Design and implement a process to increase transitions by 25% Minimum of three programs will develop embedded diplomas 	Nearly completed – Finishing up 2015
Objective 9	Expand Academic Advising Model			
Action 1 (Ref: 1.9.1 AA)	Expand Academic Advising model	VP, Academic Affairs VP, Student Affairs Academic Advising Team Human Resources Academic Advising Committee	To develop a high functioning academic advising model that meets student needs.	Completed

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GOAL 1 (Student Focused)				
Provide Support and Opportunities for Student Learning and Success				
Objective/Action	Description	Champion(s)	Outcome	Status
Objective 10	Establish Academic Affairs Benchmarking Measure Completion			
Action 1 (Ref: 1.10.1 AA)	Establish Academic Affairs benchmarking measure completion	Academic Affairs	To establish an Academic Affairs dashboard	Completed
Objective 11	Expand and Enhance Programming Design and Mix			
Action 1 ★ (Ref: 1.11.1 AA)	Expand and enhance programming design and mix	Academic Affairs	Develop processes and expand programs for WITC	Nearly completed – Finishing up 2015
BUSINESS SERVICES (BS)				
Objective 1	Increase Academic Support			
Action 1 (Ref: 1.1.1 BS)	Eliminate barriers to students in allowing them to charge enterprise activities to their student account	VP, Finance & Business Instructional Technology	To implement a process to allow students to access services through their student account.	Move to 2015-18 plan
CONTINUING EDUCATION (CE)				
Objective 1	Expand Opportunities to Support Student Learning			
Action 1 (Ref: 1.1.1 CE)	Implement the 8-stage new programming initiative model, including online CE offerings (1.1d and 1.4c) FY13	VP, Continuing Education	Process will be implemented and the appropriate mix of courses will be offered	Completed
Action 2 (Ref: 1.1.2 CE)	Obtain more information regarding LERN's structure on student guidance (follow-up) in a specified area (1.4c) FY14	VP, Continuing Education	Research processes/best practices that may be used	Discontinued
Action 3 (Ref: 1.1.3 CE)	Collaborate with academic Deans, instructors, and advisory committees to identify CE opportunities for students, graduates, and targeted industries (1.4.c) FY13	VP, Continuing Education	New opportunities identified	Completed

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GOAL 1 (Student Focused)				
Provide Support and Opportunities for Student Learning and Success				
Objective/Action	Description	Champion(s)	Outcome	Status
Action 4 (Ref: 1.1.4 CE)	Create and implement an effective evaluation tool for customized training customers (1.4.i, 2.1.a) FY13	President's Cabinet Instructional Technology	Potential tools reviewed	Completed
Action 5 (Ref: 1.1.5 CE)	Schedule and offer Critical Core skills to regional business and industry (1.2.a) FY13	VP, Continuing Education	Offerings developed	Move to 2015-18 plan
Action 6 (Ref: 1.1.6 CE)	Solicit student input for food items and healthier food choices offered at the Snack Bar (1.2.j/k) FY13	VP, Continuing Education	Students and staff will provide input for food choices	Completed
Action 7 (Ref: 1.1.7 CE)	Incorporate a new Food Commons Building (snack bar, cafeteria, food prep) (1.2.j/k) FY15	VP, Continuing Education	New plan folded into college's building plan	Completed
Action 8 (Ref: 1.1.8 CE)	To assist students with their concerns surrounding daycare	VP, Continuing Education VP, Student Affairs	Ideas reviewed and evaluated	Discontinued
Objective 2	Improve Opportunities for Student Learning and Support at our Outreach Centers			
Action 1 (Ref: 1.2.1 CE)	Develop and implement a strategy to utilize outreach centers as a "starting point" for students seeking degree programs by offering support services, remedial opportunities and a wide variety of general education courses by maximizing existing resources and technology	VP, Continuing Education VP, Academic Affairs VP, Student Affairs	A measureable increase in the number of opportunities for students and potential students to participate in at the Outreach Centers	Nearly Completed – Finishing up 2015
INSTRUCTIONAL TECHNOLOGY (IT)				
Objective 1	Expand and Enhance Student Access to Resources Needed to be Successful			
Action 1 (Ref: 1.1.1 IT)	Increase hardware and software check-out availability for students to complete assignments	Director, Learning Resources Instructional Technologist Instructional Technology	Director of LRC, Instructional Technologist, Instructional Technology	Completed

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GOAL 1 (Student Focused)				
Provide Support and Opportunities for Student Learning and Success				
Objective/Action	Description	Champion(s)	Outcome	Status
STUDENT AFFAIRS (SA)				
Objective 1	Expand the Preparedness for Student Success			
Action 1 (Ref: 1.1.1 SA)	Implement new communication strategies during the admissions process	VP, Student Affairs Director, Information Technology	Implementation of targeted communication strategies and additional communication methods for students.	Completed
Action 2 (Ref: 1.1.2 SA)	Improve Student Orientation	VP, Student Affairs	Program and College Orientation process that supports student success, maximizes enrollment, clearly identifies roles and responsibilities, and maintains an appropriate level of consistency across the college	Move to 2015-18 plan
Objective 2	Increase Academic Support			
Action 1 (Ref: 1.2.1 SA)	Improve services for students with disabilities	VP, Student Affairs Instructional Technology	Improve efficiency and effectiveness of disability services	Completed

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GOAL 2 (Partners and External Stakeholders)				
Create and Strengthen Partnerships that Benefit our Stakeholders				
Objective/Action	Description	Champion(s)	Outcome	Status
ACADEMIC AFFAIRS (AA)				
Objective 1	Expand Articulation Agreements with other Institutions of Higher Learning			
Action 1 (Ref: 2.1.1 AA)	Expand articulation agreements with other institutions of higher learning	Registrar Director of Marketing Web Manager Academic Affairs	Document and expand articulation agreements for institutions of higher education	Nearly Completed – Finishing up 2015
Objective 2	Document and Develop Plan to Promote Student Learning Educational Opportunities to include Service Learning			
Action 1 (Ref: 2.2.1 AA)	Document and develop plan to promote student learning educational opportunities to include service learning	Academic Affairs VP, Institutional Effectiveness	Enhance and expand opportunities for service learning and student internships	Discontinued
Objective 3	Revitalize Advisory Committees Throughout the College			
Action 1 (Ref: 2.3.1 AA)	Revitalize Advisory Committees throughout the College	Academic Affairs	Several	Discontinued
CONTINUING EDUCATION (CE)				
Objective 1	Expand Partnership Opportunities for Regional Stakeholders			
Action 1 (Ref: 2.1.1 CE)	Identify K-12 partnerships, particularly in the northern regions (Community Supervisor model) (2.4.c and 2.4.d, 4.5.b) FY13	VP, Continuing Education	Stronger ties to K12 partners	Completed
Action 2 (Ref: 2.1.2 CE)	Expand areas of contracting (specialization) (2.1.a) FY14	VP, Continuing Education	New areas identified and offered	Completed
Action 3 (Ref: 2.1.3 CE)	Offer assistance to provide internships with local businesses (2.2.a and 2.2.b) FY13 partner with AA	VP, Continuing Education	Additional partners will be identified	Move to 2015-18 plan

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GOAL 2 (Partners and External Stakeholders)				
Create and Strengthen Partnerships that Benefit our Stakeholders				
Objective/Action	Description	Champion(s)	Outcome	Status
Action 4 (Ref: 2.1.4 CE)	Provide additional continuing education for health care and other industries (2.5.a, 5.3.c) FY13	VP, Continuing Education	Additional areas will be identified	Completed
Action 5 (Ref: 2.1.5 CE)	Initiate focus group forums for business and industry for the district FY14	VP, Continuing Education	Courses & training will be offered that reflect the input gathered	Discontinued
Action 6 (Ref: 2.1.6 CE)	Expand and validate existing Alumni database	VP, Continuing Education (Foundation)	Database will be brought up-to-date and used	Completed
Action 7 (Ref: 2.1.7 CE)	Develop potential donor data base in our district	VP, Continuing Education (Foundation)	An update, viable donor base created	Completed
Action 8 (Ref: 2.1.8 CE)	Integrate grants process into strategic and operational planning	VP, Continuing Education (Foundation)	Better communication throughout the grants channel	Completed

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GOAL 3 (Staff Support and Development)				
Foster a Trusting, Respectful Environment that Nurtures Professional Growth and Balance				
Objective/Action	Description	Champion(s)	Outcome	Status
ACADEMIC AFFAIRS (AA)				
Objective 1	Increase and Implement Collaborative Educational Offerings in the High Schools			
Action 1 (Ref: 3.1.1 AA)	Increase and implement collaborative educational offerings in the high schools	Academic Affairs Director of Video Networking	The college will increase, expand and enhance collaborative educational offerings	Completed
Objective 2	Enhance Adjunct Faculty Experiences at WITC			
Action 1 (Ref: 3.2.1 AA)	Enhance adjunct faculty experiences at WITC	Academic Affairs Human Resources Manager VP, HR & Risk Management Director, Information Technology Director of Learning Resources	Expand and enhance adjunct faculty experiences at WITC	Move to 2015-18 plan
BUSINESS SERVICES (BS)				
Objective 1	Enhance the Safety of the College			
Action 1 (Ref: 3.1.1 BS)	Continue to align site safety protocols and standards	VP, Finance & Business Services VP, Human Resources & Risk Management VP, Instructional Technology	Consistent collegewide reaction to incidents; consistent standards for safety and emergencies	Nearly Completed – Finishing up 2015
CONTINUING EDUCATION (CE)				
Objective 1	Increase Opportunities for Professional Growth			
Action 1 (Ref: 3.1.1 CE)	Improve divisional communications	VP, Continuing Education	Better internal communications	Completed
Action 2 (Ref: 3.1.2 CE)	360 Evaluation by each of the division's managers (3.3.a, 3.3.c) FY13	VP, Continuing Education	All managers will have their own results to review	Completed

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Foster a Trusting, Respectful Environment that Nurtures Professional Growth and Balance				
Objective/Action	Description	Champion(s)	Outcome	Status
Action 3 (Ref: 3.1.3 CE)	Improve staff knowledge in critical areas	VP, Continuing Education	More information shared by identified staff members	Completed
Action 4 (Ref: 3.1.4 CE)	Evaluate current EMS structure and implement necessary changes (3.2.a) FY13	VP, Continuing Education	A realignment of areas based on workload	Completed
HUMAN RESOURCES (HR)				
Objective 1	Develop a Collegewide Comprehensive Professional Development Strategy			
Action 1 (Ref: 3.1.1 HR-IT)	Research and analyze a Collegewide professional development plan	Human Resources Instructional Technology	A more effective and efficient training and support system for internal stakeholders is created.	Completed
Action 2 (Ref: 3.1.2 HR-IT)	Develop a Collegewide professional development plan	Human Resources Instructional Technology	A more effective and efficient training and support system for internal stakeholders is created.	Completed
Action 3 (Ref: 3.1.3 HR-IT)	Implement a Collegewide professional development plan	Human Resources Instructional Technology	A more effective and efficient training and support system for internal stakeholders is created.	Move to 2015-18 plan
Objective 2	Develop a Collegewide Management Leadership Development Strategy			
Action 1 (Ref: 3.2.1 HR)	Develop and implement a Collegewide Management Leadership Development Plan	Human Resources President's Cabinet	A Collegewide Management Leadership Development Plan is in place which supports the needs of the management group and nurtures professional growth and balance.	Discontinued
Objective 3	Develop a Collegewide Employee Recognition Strategy			
Action 1 (Ref: 3.3.1 HR)	Develop and implement a Collegewide Employee Recognition Program	President's Cabinet	An Effective Collegewide Employee Recognition Program is in place	Completed

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Foster a Trusting, Respectful Environment that Nurtures Professional Growth and Balance				
Objective/Action	Description	Champion(s)	Outcome	Status
INSTITUTIONAL EFFECTIVENESS (IE)				
Objective 1	Develop a Systematic Method of Measuring Staff Satisfaction			
Action 1 ★ (Ref: 3.1.1 IE-HR)	Institute a collegewide employee quality survey to measure internal customer service satisfaction (c, e, f, i, j)	VP Institutional Effectiveness VP Human Resources	<ul style="list-style-type: none"> • A survey instrument is developed. • A cyclical schedule for implementation is in place. 	Completed
STUDENT AFFAIRS (SA)				
Objective 1	Implement Staff Development			
Action 1 (Ref: 3.1.1 SA)	Implement systematic training for student services employees	VP, Student Affairs	Continue and improve upon excellent customer service within student services	Move to 2015-18 plan

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GOAL 4 (Leadership and Communication)				
Demonstrate Effective Leadership through Clear and Consistent Communications				
Objective/Action	Description	Champion(s)	Outcome	Status
ACADEMIC AFFAIRS (AA)				
Objective 1				
Integrate a Communication Process Across Divisions/Units for Facility Planning Needs in Educational Offerings				
Action 1 (Ref: 4.1.1 AA)	Integrate a communication process across divisions/units for facility planning needs in educational offerings	VP, Academic Affairs	Enhance leadership throughout the division	Completed
BUSINESS SERVICES (BS)				
Objective 1				
Improve Internal Communication Between the Business Office and WITC Staff				
Action 1 (Ref: 4.1.1 BS)	Improve internal Business Office fiscal reporting mechanisms	VP Finance & Business Services	To improve the ability of managers to effectively and efficiently manage college resources through improved reporting in the budgeting, recording and monitoring cycles.	Nearly complete – Will be complete Fall 2015
CONTINUING EDUCATION (CE)				
Objective 1				
Make use of Expanded Communication Methods				
Action 1 (Ref: 4.1.1 CE)	Partner with other postsecondary institutions based on needs assessment (4.5.b) FY14	VP, Continuing Education	Viable partnerships identified	Completed
Action 2 (Ref: 4.1.2 CE)	Strengthen partnership with Student Affairs for enhancing consistent communications FY14	VP, Continuing Education	Areas of improvement/collaboration identified	Completed
Action 3 (Ref: 4.1.3 CE)	Continue streamlining operations and programming for best utilization of limited resources (4.4.a) FY13	VP, Continuing Education	Areas of improvement identified	Completed
Action 4 (Ref: 4.1.4 CE)	Implement activities centered around Strengths Based Leadership development	VP, Continuing Education	All staff assessed	Completed

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GOAL 4 (Leadership and Communication)				
Demonstrate Effective Leadership through Clear and Consistent Communications				
Objective/Action	Description	Champion(s)	Outcome	Status
Action 5 (Ref: 4.1.5 CE)	Improve communication with adjunct instructors (4.1.e and 4.1.f) FY15	VP, Continuing Education	New avenues for better communication implemented	Completed
INSTITUTIONAL EFFECTIVENESS (IE)				
Objective 1	Improve Organizational Effectiveness			
Action 1 (Ref: 4.1.1 IE)	Develop a plan for more proactive communication of institutional effectiveness data to internal and external stakeholders (e, f, j, k, l, m)	VP Institutional Effectiveness	A process is in place to post and communicate all official institutional effectiveness reports.	Completed
Objective 2	Develop Marketing Strategies			
Action 1 (Ref: 4.2.1 IE)	Promote college and program accreditations, licensing, affiliations, and industry standards (e, h, n, q, s)	VP Institutional Effectiveness	Institutional Effectiveness accreditation web site lists up-to-date information.	Completed
INSTRUCTIONAL TECHNOLOGY (IT)				
Objective 1	Develop the SharePoint Portal (The Connection)			
Action 1 (Ref: 4.1.1 IT)	Continue to develop the SharePoint intranet portal (The Connection).	VP, Instructional Technology SharePoint Executive Team	End users experience more intuitive and seamless collaboration and document sharing.	Completed
Objective 2	Enhance Collaboration Between WITC and its WILM Partners			
Action 1 (Ref: 4.2.1 IT)	Implement the Operations Team	VP, Instructional Technology	An administrative process is in place that fosters closer collaboration between WILM partners.	Completed
Action 2 (Ref: 4.2.2 IT)	Develop the WILM Strategic Plan	VP, Instructional Technology	A strategic plan is adopted to guide the WILM Consortium	Completed

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Objective/Action	Description	Champion(s)	Outcome	Status
STUDENT AFFAIRS (SA)				
Objective 1	Improve Organizational Effectiveness			
Action 1 (Ref: 4.1.1 SA)	Improve efficiencies and effectiveness of student services operations in the area of counseling services	VP, Student Affairs	Development and implementation of “collegewide services” using strategies such as technology to communicate with students, allocation of collegewide work, and coordinated efforts to meet demand for services collegewide.	Completed
Action 2 (Ref: 4.1.2 SA)	Improve efficiencies and effectiveness of student services operations in the area of Financial Aid	VP, Student Affairs	Financial aid information and support more readily available to students	Completed
Action 3 (Ref: 4.1.3 SA)	Improve efficiencies and effectiveness of student services operations in the area of Student Life	VP, Student Affairs	New strategies implemented for Student Life to support student success	Completed
Action 4 (Ref: 4.1.4 SA)	Improve efficiencies and effectiveness of student services operations in the area of Registrar	VP, Student Affairs	New strategies implemented in to improve efficiencies	Completed
Action 5 (Ref: 4.1.5 SA)	Improve efficiencies and effectiveness of student services operations in the area of recruitment	VP, Student Affairs	New strategies implemented to measure and improve effectiveness of marketing and recruitment	Completed
Action 6 (Ref: 4.1.6 SA)	Collaborative Admissions and Enrollment Team	VP, Student Affairs	<ul style="list-style-type: none"> • Implement process for continuous improvement of admissions and enrollment • Student-focused admissions/enrollment process that maximizes course capacity 	Move to 2015-18 plan

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GOAL 4 (Leadership and Communication)				
Demonstrate Effective Leadership through Clear and Consistent Communications				
Objective/Action	Description	Champion(s)	Outcome	Status
Action 7 (Ref: 4.1.7 SA)	Define and communicate specific roles of site supervisors and direct supervisors within Student Affairs	VP, Student Affairs	Develop and implement balance between one-college concept and campus cohesiveness within student services	Completed
Objective 2 Develop Marketing Strategies				
Action 1 (Ref: 4.2.1 SA)	Develop marketing plans utilizing feedback from Strategic Planning Forums	VP, Student Affairs	Implemented marketing plans based stakeholder feedback	Completed
Action 2 (Ref: 4.2.2 SA)	Develop Social Media Plan	VP, Student Affairs Instructional Technology	Social Media plan including outcomes and strategies developed and implemented	Completed
Action 3 (Ref: 4.2.3 SA)	Improve advertising effectiveness and efficiency	VP, Student Affairs	Enter into an agreement with a media buyer if feasibility study suggest	Completed
Objective 3 Improve Educational Partnerships				
Action 1 (Ref: 4.3.1 SA)	Improve enrollment direct from high school	VP, Student Affairs	Higher percentage of students at WITC enrolled directly from high school	Completed

2012-2015 Strategic Goals, Objectives, and Action Items

★AQIP Action Project

AA-Academic Affairs, BS-Business Services, CE-Continuing Ed, HR-Human Resources, IE-Institutional Effectiveness, IT-Instructional Technology, SA-Student Affairs; VP-Vice President

■ = Complete, ■ = On Schedule, ■ = Behind Schedule, ■ = Discontinued, ■ = Move to 2015-2018 Plan

GOAL 5 (Planning and Implementation of Continuous Improvement)				
Expand upon Strategies that Improve Planning Processes, Decision Making, and Effective Use of Resources				
Objective/Action	Description	Champion(s)	Outcome	Status
ACADEMIC AFFAIRS (AA)				
Objective 1	Expand and Improve Business Processes in the Area of Academic Affairs			
Action 1 (Ref: 5.1.1 AA)	Expand and improve business processes in the area of Academic Affairs	Academic Affairs Human Resources Scheduling Committee Business Process Group Director, Information Technology Director of Enrollment	Enhance and improve the areas of scheduling, location codes, transcripts, graduation audit, WIDS to Web, Blackboard V 9, online registration, handbook, policies and procedures	Completed
BUSINESS SERVICES (BS)				
Objective 1	Keep Pace and Balance with Technology			
Action 1.a. (Ref: 5.1.1.a. BS)	Improve internal Business Office processes to make them more efficient and user friendly	VP Finance and Business Services Instructional Technology WILM CIO	To have more efficient operating procedures.	Completed
Action 1.b. (Ref: 5.1.1.b. BS)	Implement a collegewide comprehensive records retention policy and procedures	VP Finance and Business Services Records Retention Committee Instructional Technology	To effectively and efficiently manage District records.	Completed
Objective 2	Continue to Implement Sustainability in WITC's Operations and Support ongoing Sustainability Programming across the College			
Action 1 (Ref: 5.2.1. BS-TM)	Develop and implement a plan to advance collegewide sustainability	VP Finance and Business Services Academic Dean Renewable Energy and Sustainability Committee	By 2015, sustainability has become a modus operandi for the college, and continuing efforts are taken to incorporate systems thinking and sustainability into all programs where appropriate.	Discontinued

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GOAL 5 (Planning and Implementation of Continuous Improvement) Expand upon Strategies that Improve Planning Processes, Decision Making, and Effective Use of Resources

Objective/Action	Description	Champion(s)	Outcome	Status
CONTINUING EDUCATION (CE)				
Objective 1	Strengthen Accountabilities within the Division			
Action 1 (Ref: 5.1.1 CE)	Collaborate with Institutional Effectiveness (and Business Office) to obtain necessary data (5.1.a) FY13	VP, Continuing Education	A better "business" model developed to assess effectiveness	Completed
Action 2 (Ref: 5.1.2 CE)	Continue to evaluate programming and staff to allocate resources effectively (5.1.c) FY13	VP, Continuing Education	More effective operations within the division	Completed
Action 3 (Ref: 5.1.3 CE)	Implement online scholarship application and award software as a way of being more efficient (5.2.e) FY13	VP, Continuing Education	Scholarship software in place	Completed
Action 4 (Ref: 5.1.4 CE)	Increase Foundation assistance to students (5.2.e) FY13	VP, Continuing Education	Key deficiencies identified; plan to respond in place	Completed
Action 5 (Ref: 5.1.5 CE)	Create and implement needs assessment tool for business and industry customers (5.3.b) FY13	VP, Continuing Education	Better identification of customers' needs	Completed
Action 6 (Ref: 5.1.6 CE)	Consider outsourcing opportunities FY13	VP, Continuing Education	Review of business practices	Completed
Action 7 (Ref: 5.1.7 CE)	Complete an annual review of metrics, including current benchmarks and potential for additional measurements FY13	VP, Continuing Education	Annual review completed	Completed
Action 8 (Ref: 5.1.8 CE)	Explore what CE classes can be offered online (5.6.b) FY13	VP, Continuing Education	Market plan that included online courses developed	Completed

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GOAL 5 (Planning and Implementation of Continuous Improvement)				
Expand upon Strategies that Improve Planning Processes, Decision Making, and Effective Use of Resources				
Objective/Action	Description	Champion(s)	Outcome	Status
INSTITUTIONAL EFFECTIVENESS (IE)				
Objective 1	Implement Divisional and Collegewide Effectiveness Measures (Continue to Improve WITC Decision Making)			
Action 1 ★ (Ref: 5.1.1 IE)	Develop Collegewide Dashboard (a)	VP Institutional Effectiveness President's Cabinet	College Dashboard developed.	Completed
Objective 2	Expand Continuous Improvement Processes (Continue to Improve WITC Decision Making)			
Action 1 (Ref: 5.2.1 IE)	Implement Unit reviews for all functional areas of the College	VP Institutional Effectiveness	Process for unit reviews in place. Cycle for unit reviews published	Move to 2015-18 plan
Action 2 (Ref: 5.2.2 IE)	Complete WITC's first Academic Quality Improvement Program (AQIP) cycle	VP Institutional Effectiveness President's Cabinet	All AQIP cycle (1-4-7) activities are completed within timelines	Completed
STUDENT AFFAIRS (SA)				
Objective 1	Continue to Improve WITC Decision Making			
Action 1 (Ref: 5.1.1 SA)	Use data in the bookstore to improve profitability and measure goals	VP, Student Affairs	Quarterly report designed to track sales by product group	Completed

Academic Affairs

Action Steps

Ref: 1.1.1 (AA) - Nearly completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 1	Enhance and Improve Online Learning
Action Item: 1	Develop processes and procedures that enhance and improve online learning <i>Develop a list of acronyms</i>
Champion(s):	VPAA, *Larry Gee (Lead), Online Learning Committees, Instructional Technology, <i>Collaborate Academic Affairs with WERD Group</i>
Outcomes: i.e. a process has been put in place, etc.	Processes and procedures are developed to enhance and improve online learning
Metrics/KPI's: i.e. tracking data	See 1-16 listed on action steps

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop an <i>orientation online readiness course</i> for faculty	*Larry Gee Training Team Professional Development Mentors	2011	July 1, 2012	100% of faculty teaching will complete online readiness course. <i>At this time, just instructors teaching online.</i>	Nov2013: Course completed. Faculty Professional Development Cmte recommended faculty have one year to take course (approx.. 10 hrs). Timeline begins summer 2014. <i>Course has been piloted to Online Mentors. Recommended changes will be completed by May 15, 2014.</i> June 2014: Changes made. Course updated. Second pilot currently underway. Tentative schedule set up for next two years in effort to have all faculty take the six week course. Nov2014: Schedule has been followed. Course offered districtwide three times this fall. Partnered with HR regarding course registration and documentation development. Certificates being developed for participants who successfully complete course. Course is modified by instructors as feedback is received.	

Ref: 1.1.1 (AA) - Nearly Completed

						June 2015: 81 (56 percent) instructors will have completed the course by end of summer 2015. An additional section was offered summer 2015 due to high demand. Continuing sections are scheduled for fall 2015 and spring 2016. Feedback from participants indicate course is highly successful in its objective to help instructors improve their online or web enhanced courses.	
2.	Develop an <i>orientation online readiness course</i> for students	*Larry Gee Dan Cooper Cathy Pocerlich	2011	July 1, 2012	100% of students enrolled in an online course will complete <i>online readiness module</i>	Nov2013: Course is completed and piloted. Academic Affairs & Student Affairs will collaborate on procedure to administer. Course is 85 percent complete. Will be piloted summer/fall 2013 June2014: Course is completed. Next step > partner with SS to enable each student to complete course. Nov2014: New Development > district cmtc is developing a course to determine how savvy students are in actual hands-on use of technology by performing indicated activities. Collaboration will now take place between the two courses. June 2015: Interest is continuing to build with the Computer Literacy Assessment course that IT is requiring (and now, other programs) of their program students. Discussions have taken place of how to somehow integrate this into student enrollment process.	
3.	Develop and implement a full <i>comprehensive training plan</i> for all faculty teaching online	*Larry Gee Training Group Mentors	2011	August 2012	Plan will be implemented and training will begin New faculty receive this training, but what about "old" instructors? Training team will develop	Nov2013: Faculty Professional Development Cmte has expanded plan. Plan to be finalized spring 2014. Parts of plan already in operation. Skeleton plan developed. Continue to be upgraded. Presented at Aug 2013 Acad Day.	

Ref: 1.1.1 (AA) - Nearly Completed

						<p>June2014: Same status. No change. Nov2014: no change June 2015: Plan to be integrated into full college FQAS Professional Development Plan.</p>	
4.	Design and implement <i>teaching/online learning modules</i>	*Larry Gee LRC Training Group	2011	July 2013	A minimum of five modules will be developed	<p>Nov2013: Original goal 100+ percent complete. Inventory of modules continues to be increased. LRC developing modules as requested. 38+ training videos thus far: Go to http://www.witc.edu/library/index.htm click on "Training Videos" on the left navigation. Scroll down to the three headings "How Do I....." "Learn-a=Bit Workshops" "Tablet & ipad Workshops" June2014: Completed. See link above.</p>	
5.	Develop an <i>instructional handbook</i> for online faculty	*Larry Gee	2011	August 2012	A handbook is developed and given to all online instructors	<p>Nov2013: Handbook completed and all faculty given chance to review and provide input. Liz Whitchurch is putting final touches on this 1st edition of handbook. Handbook draft completed. To be reviewed by Training Team. June2014: Completed. June 2015: it is currently being updated. Will post it back to connection when finished.</p>	
6.	Revise online curriculum using collected data	*Larry Gee Curriculum Team Andrea Schullo	2011	August 2012	<p>Program Review data will be analyzed and appropriate changes made to the curriculum/program Evaluate 100% of online courses by 2014 using Quality Matters</p>	<p>Nov2013: Percent of courses reviewed using Quality Matters continues to near 100 percent. One WITC faculty and one WITC specialist have attained Master Reviewer status. A second WITC course has had a formal review by a national panel of QM experts. Results to follow spring 2014 (2012-13: one of Diane Pettis' courses received the</p>	

Ref: 1.1.1 (AA) - Nearly Completed

						<p>QM Seal of Excellence after being reviewed by national panel of QM experts).</p> <p>The Program Review process has been upgraded and faculty continue to use data to upgrade curriculum.</p> <p>98 percent of online program courses have been reviewed by Andrea – as documented in her excel database. WITC is now beginning to host peer reviews of courses using the QM rubric.</p> <p>A pilot peer review was conducted in May 2013 and processes and procedures were developed. An additional QM review has been successfully completed.</p> <p>June2014: Program Review > all programs have now been thru Program Review at least once. Instructors, if appropriate, have made changes to their program curriculum based upon results of the Program Review.</p> <p>Quality Matters: additional WITC instructors have taken QM training, have had courses reviewed, and/or have inquired about next steps in QM.</p> <p>Nov2014: Quality Matters will be ongoing.</p>	
7.	Expand online delivery of courses	*Larry Gee Divisional Deans	2012	2013	10% increase in online course offerings (2012-2013)	<p>Nov2013 Goal completed. District-wide: 12 percent increase in courses that are 100 percent online: 142 in FY12 to 159 in FY13: (courses vs classes is significant difference).</p> <p>Business Division-Current curriculum development to increase online courses continues. 100% of courses in Accounting, Marketing, Business Management, Supervisory Management, and Administrative Professional Programs are available</p>	

Ref: 1.1.1 (AA) - Nearly Completed

						<p>online.</p> <p>Successful development of E-Child online Program for Fall 2013 implementation by F&CS Division</p> <p>E-CHiLD online program successfully implemented and at full capacity. Enrollment is underway for new Fall 2014 cohort. June 2014: E-CHiLD Fall 2014 cohort full with waiting list. Health Division – MCS/HIT program started Fall 2012, completely offered online. ADN continues to offer summer online classes. Business Division Online Program enrollment for fall looks good. 10/14-Offering additional sections of ECE online courses, including a synchronous course, Spring 2015, in preparation for new ECE One-Year Embedded Technical Diploma (E-Connect)-Fall 2015. Goal completed and continues to expand in a good way. E-Connect-Child Care Services One-Year Embedded Technical Diploma approved by WTCS. Implementation begins Fall 2015 with students admitted. (6/15)</p> <p>Online courses being offered in ITNS, first and second years June 2015: additional courses being put onto Bb – e.g. web enhanced, hybrid, online. Eventual goal of having every instructor using Bb in some fashion – e.g. web enhanced, hybrid, online. The Online Facilitation 1 course has aided in the improvement of online courses.</p>	
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Ref: 1.1.1 (AA) - Nearly Completed

8.	Expand number of online programs	*Larry Gee Divisional Deans	2012	2013	50% increase in online programming collegewide (2012-2013)	<p>Nov2013: Goal Completed. Of the original 4 totally online programs:</p> <ul style="list-style-type: none"> • 1 (marketing) was suspended. • 1 (E-CHiLD) was started • 1 (Health Information Technician) was started • 1 certificate (Medical Coding Specialist) was started <p>District wide: E-Child program being added to online offerings in Fall 2013.</p> <p>E-CHiLD online program successfully implemented and at full capacity.</p> <p>June2014: Update > E-CHiLD Fall 2014 cohort full with waiting list.</p> <p>10/14 – WTCS approval received for new ECE One-Year Embedded Technical Diploma (E-Connect)-Fall 2015. Will be available to students fully online-no cohort requirements.</p> <p>E-Connect-Child Care Services One-Year Embedded Technical Diploma approved by WTCS. Implementation begins Fall 2015 with students admitted. (6/15)</p> <p>Business Division-Expansion of Administrative Professional to 100% online.</p> <p>Health Division – MCS/HIT program started Fall 2012, completely offered online.</p> <p>In The T and T division, the new program , ITCSAS has developed the second year courses to be offered online as well as in person at the Rice Lake campus. This makes it a hybrid program, with the first year available face to face at all of the campuses, and the second year online</p> <p>June 2015: Continuing to look at</p>	
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Ref: 1.1.1 (AA) - Nearly Completed

						curriculum quality as programs seek online status.	
9.	Develop and document student evaluation process for all online courses	*Larry Gee Assessment Team Divisional Deans	2012	2013	Success Rates (C or better) for all online students will exceed 75% Overall online satisfaction rates will exceed 85%	Nov2013: Faculty Professional Development Cmte recommended changes to draft copy of Student Eval of Online Instruction. Also recommended piloting the student eval by volunteers (members of the Faculty Prof Dev Cmte). Will be piloted spring 2014. Continued from 2009-2012 Strategic Plan *1.1.6 (5) Student eval of online instruction is in draft form. Will get input from instructors. June2014: Draft Online Evaluation instrument reviewed and approved by Faculty Prof Development Committee. Cmte recommended doing a pilot. Pilot was completed Spr2014 with few students completing the survey. Pilot will be reviewed. Nov2014: no change. Carried forward to 2015 – 2018 strategic plan Project not done during this cycle; will not be carried to new plan, however; project will be included in a planned salary study.	
10.	Increase student completion of online programs/courses	*Larry Gee Divisional Deans	2012	2015	Overall student completion of online programs/courses will exceed 85% annually	Ongoing June 2014: Retention is being addressed in each program review. Ongoing. Completed.	
11.	Develop and implement a standard course template	*Larry Gee Jim Dahlberg Template Team	2011	2012	100% of all courses will implement and utilize the standard online template	100 percent completed.	
12.	Streamline and update the website to better market online programs and classes	*Larry Gee			An annual process will be developed that continually updates the	Nov2013: Website continually updated in areas of most need. Process being developed.	

Ref: 1.1.1 (AA) - Nearly Completed

					online website	E-Child online program created a “webmercial” (in-house) and marketed program on WITC webpage carousel for F&CS. June2014: Ongoing effort. Nov2014: small progress at this time Project not completed during this cycle; will not be carried forward.	
13.	Explore and pilot mobile learning option	Online Learning Taskforce	2012	2015	A pilot will be implemented by 2015	I.T. is consistently researching possibilities. Project not completed during this cycle; will not be carried forward by Academic Affairs but will collaborate with IT if proposed.	
14.	Implement and train all faculty in Blackboard Version 9	Larry Gee Mentors Jim Dahlberg	2012	2015	Version 9 will be implemented and 100% of online faculty will be trained	100 percent completed.	
15.	Develop a three-year design and implementation plan for Quality Matters	Andrea Schullo Larry Gee Cindy King VPAA	2012	2015	Plan will be developed and implemented	Nov2013: 100 percent completed. Plan is developed and is being implemented.	
16.	Enhance video infusion into all online courses	*Keith Hasart Divisional Deans Academic Deans	2012	2015	100% of online courses will have video enhancement	Districtwide: Keith is working with faculty one-on-one & in groups to infuse video into online courses. Business Division-curriculum updates for courses now include pod casts, live online chat rooms, skype, links to video, YouTube. Health Division – continues to include and update podcasts. Increase the number of F&CS online courses with video infusion (ECE) June2014: Ongoing group and individual training with Keith. Nov2014: Keith developing online module regarding using video in online courses. June 2015: Continuing with options	

Ref: 1.1.1 (AA) - Nearly Completed

						of video in newer version of Bb. Keith Hasart has as continuing goal.	
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Ref: 1.2.1 (AA) – Move to 2015-18

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 2	Enhance, improve, integrate, and implement student learning assessment (program, course, and collegewide level) <i>Who/how will all of these trainings be coordinated and monitored? How can we meet efficiently and provide the trainings described. Have to ensure they are useful, tracked, and continuously improved.</i>
Action Item: 1	Improve assessment communication across the institution
Champion(s):	Academic Affairs, Assessment Team, Divisional Deans, Larry Gee and *Barb Landstrom (Lead), Instructional Technology
Outcomes: i.e. a process has been put in place, etc.	Faculty and staff will become more familiar with assessment, assessment results will be used to improve student learning, documentation of assessment results will be made available.

Metrics/KPI's:
i.e. tracking data See measures 1-10 attached to action steps

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Have a presence on campus. Academic meetings on the 3 rd Thursday.	*Barb Landstrom Assessment Team Divisional Deans	2011	2015 ongoing	Once a semester communication with Academic meeting will occur.	<p>Communication from Assessment Team members has occurred at Academic meetings as needed – related to upcoming or completed assessment activities.</p> <p>Continued from 2009-2012 Strategic Plan *4.1.1 (DV)</p> <p>Generally academic meetings were scheduled twice</p>	

Ref: 1.2.1 (AA) – Move to 2015-18

						<p>per semester and we tried to integrate campus-wide academic initiatives through ITV.</p> <p>10/14- Campus Academic Meetings have been discontinued for 2014-15.</p> <p>Discontinued and will not be carried forward</p>	
2.	Communicate Assessment activities with Student Services.	*Barb Landstrom Assessment Team Divisional Deans	2012	2015	Once a semester Communicate assessment.	<p>Student Services representative no longer on team due to SA initiatives.</p> <p>A student services representative joined the team in 2011 – this helped improve communication between AA and St. Services. More communication needs to occur in the future.</p> <p>Business Division- Assessment activities are</p>	

Ref: 1.2.1 (AA) – Move to 2015-18

						<p>reviewed at Divisional in-service in Fall and Spring as well as during college in-service's focused on assessment.</p> <p>Discontinued and will not be carried forward.</p>	
3.	Create and distribute a communication plan for the college relative to assessment.	*Barb Landstrom	2011	2015 ongoing	A communication will be developed and distributed quarterly beginning January, 2012.	<p>Communication has occurred through emails and staff meetings. An official communication plan still needs to be completed.</p> <p>Plans related to the spring -14 assessment were communicated to faculty and deans in fall 2013. 6/2/14</p> <p>Discontinued and will not be carried forward.</p>	
4.	Develop a process to continually update assessment website.	*Barb Landstrom	2011	2015 ongoing	Website will have current information and assessment results will be posted annually to the site.	<p>The website is reviewed at Assessment Team meetings and is updated on a regular basis.</p>	

Ref: 1.2.1 (AA) – Move to 2015-18

						Discontinued and will not be carried forward.	
5.	Provide assessment training to faculty and deans on an annual basis.	*Barb Landstrom Assessment Team	2011	2015 ongoing	Training will be provided, evaluated and documented.	Assessment related training has occurred during Academic Days in fall, winter and spring for the last 4 years. Training related to assessment has been put on hold due to a change in focus. 6/2/14 Discontinued and will not be carried forward however, this task is already included in staff workload.	
6.	Survey the faculty to determine the percentage that utilize and share rubrics with students.	*Barb Landstrom Assessment Team	2011	2015 ongoing	Develop baseline from survey – set target of 90% of all faculty utilizing rubrics with students.	Survey specific to the use of rubrics needs to be completed. Has been put on hold. 6/2/14 Discontinued and will not be carried forward.	
7.	The CWO pilots are developed and assessed according to the assessment schedule	*Barb Landstrom Assessment Team	2012	2015	Six collegewide outcomes will be assessed. 90% of programs will identify where each CWO will be introduced, reinforced and assessed within their program	Plans for spring include assessment of critical thinking and math CWOs. The CWO	

Ref: 1.2.1 (AA) – Move to 2015-18

					<p>curriculum.</p> <p>90% of programs will assess and analyze student data on each outcome. 80 random samples of student artifacts are submitted to assessment team on annual basis</p>	<p>assessment schedule has been followed, but tweaked as necessary. This year, Deans recommended a slower assessment pace – at least for the short-term.</p> <p>This issue will be addressed by the AQIP Project.</p>	
8.	<p>CWO assessment and improvement plans are included in program review process</p>	<p>*Barb Landstrom Ellen Hauser Divisional Deans</p>	2011	2015	<p>CWO assessment and improvement plans will be discussed at all advisory committee meetings.</p> <p>Improvement plans based on assessment results will be posted to the website annually.</p>	<p>Programs are encouraged to develop improvement plans based on assessment results, but more work needs to be done, especially related to the sharing of specific program feedback from CWO assessment results.</p> <p>Business Division-Results from the CWO assessments are shared with advisory board members.</p>	

Ref: 1.2.1 (AA) – Move to 2015-18

						<p>F&CS complete</p> <p>Discontinued and will not be carried forward however, this task is already included in staff workload.</p>	
9.	Assessment results will be collected and documented on assessment website annually.					<p>Results are collected and posted annually.</p> <p>Discontinued and will not be carried forward however, this task is already included in staff workload.</p>	
10.	CWO math assessment will be developed and piloted	*Barb Landstrom Assessment Team Divisional Deans	2012		CWOs will be piloted by fall of 2013	<p>The CWO math assessment has been developed, piloted and is moving into the 2nd year of actual college wide assessment.</p> <p>Business Division-Math CWO has been identified and will be implemented for Fall 2013.</p> <p>The Math assessment</p>	

Ref: 1.2.1 (AA) – Move to 2015-18

						<p>pilot and two years of assessment have taken place.</p> <p>There were several areas in the Trade and Technical area that completed the Math assessment and also completed the Critical Thinking assessment.</p> <p>Several Allied Health programs completed the CWO math assessment.</p> <p>10/14-FCS Division Complete. Complete – final assessment in spring 2015. To change from here on out.</p>	
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Ref: 1.2.2 (AA) – Nearly Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 2	Enhance, improve, integrate, and implement student learning assessment (program, course and collegewide level)
Action Item: 2	Clarify program outcome assessment
Champion(s):	Academic Affairs
Outcomes: i.e. a process has been put in place, etc.	Document appropriate program level assessment methods, appropriate analysis of discussion of results. Use results to improve student learning at the program level.
Metrics/KPI's: i.e. tracking data	1-10

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop a plan to collect annual program outcome assessment and display results on the assessment site (to include TSA). Results must be used to inform curricular changes.	*Larry Gee Barb Landstrom Divisional Deans	2012	2015 ongoing	100% of all programs assessment information will be collected and displayed on an annual basis.	Through the use of TSA implementation plans, steps are in place to collect and report program outcome assessment data. WIDS will be utilized to document results. F&CS in progress TSA Phase III reporting is being submitted for all programs with approved TSA Phase II implementation plans.	
2.	Align student learning program assessment with budgeting	Divisional Deans *VPAA	2012	2015 ongoing	100% of program student learning results will be aligned with budgeting.	A process needs to be determined. F&CS in progress Aligning the assessment budget is included in the AQIP action project on assessment. 6/2/14	
3.	Align student learning assessment with program modifications	Divisional Deans Cindy King *VPAA	2012	2015	100% of program modification will be based on student learning assessment	Completed. F&CS in progress and ongoing, as needed	

Ref: 1.2.2 (AA) – Nearly Completed

4.	Implement Technical Skills Attainment for all programs.	*Cindy King Divisional Deans Barb Landstrom VPAA	2012	2015	All phase 2 implementation documents will be completed for programs that have completed phase 1	<p>F&CS – ECE completed, HSA and Cosmetology Phase II submitted to WTCS. 6/2/14</p> <p>HSA Phase II Plan approved by WTCS 6/2/14</p> <p>10/14-Cosmetology Phase II Plan approved by WTS 6/14.</p> <p>Cosmetology Phase II Plan revised 5-15 to reflect 1550 hour program modification/re-structure. (6/15)</p> <p>Plan to develop E-Connect-Child Care Services One-Year Embedded Diploma TSA Phase II Plan scheduled for 6-23-15. (6/15)</p> <p>Business – Business Management and Marketing are complete. Accounting Admin. Prof. and OSS are now in process. 6/2/14 Nov 2014: Accounting complete. Administrative Professional and OSS complete. Human Resource Management and Supervisory Manage in process. 6/15</p> <p>Health – Nursing and OTA are complete. Dental Assistant is in process and is now complete. Medical Assistant, HIT and MCS are now in process. 6/2/14</p>
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Ref: 1.2.2 (AA) – Nearly Completed

						<p>Medical Assistant, HIT and MCS are now complete 6/15</p> <p>Trade and Technical – Automotive Maintenance Technician, Farm Business and Production Management are complete. Machine Tool Operation, Welding, Machine Tooling Technics, Machine Tool Technician, and Automated Packaging Systems Technician are complete and also Auto Collision, Repair, Refinish Technician is also complete. ITNS is in process.6/2/14</p> <p>Industrial Maintenance Technician, Ag Power and Equipment Technician, IT-Network Technician, and IT - Web and Software Developer complete. Architectural Commercial Design and Marine Repair Technician in process. 6/15</p> <p>Plumbing Apprenticeship completed and Cosmetology apprenticeship in process. 6/15</p> <p>Public Safety and Emergency Services – Criminal Justice – Law Enforcement, Criminal Justice – Corrections, EMT-Paramedic and Paramedic Technician are complete.</p>	
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Ref: 1.2.2 (AA) – Nearly Completed

5.	Complete Phase I TSA for Automated Packaging Systems Technician Program	Nancy Cerritos Mike Boyle *Cindy King VPAA Barb Landstrom	2012	2013	100% completed by July 2013	Completed.	
6.	Complete and serve as state lead for TSA Phase I for Finance.	Frank Braswell *Cindy King VPAA Barb Landstrom	2012	2013	100% completed by 2013	Business Division-Due to state budget reductions, this implementation has been pushed out to 2014. Still waiting for state to prioritize project.	
7.	Complete and serve as state lead for TSA Phase I for Ag. Power and Equipment. 6/2/14	Nancy Cerritos Cindy King	2014	2015	100 % Completed by 2015	In progress Complete 6/15	
8.	Complete Phase I for all unique WITC programs	Divisional Deans Academic Deans Cindy King *VPAA Barb Landstrom	2012	2013	100% completed by 2013 ongoing	Have requested clarification from WTCS regarding their definition of unique – reference made to similar programs meeting to develop outcomes. Marine Repair Technician in process 6/15	
9.	Develop and implement a process for Phase III reporting of TSA	*Cindy King Barb Lundberg Divisional Deans Academic Deans	2012	2013	100% completed by 2013 ongoing	Centralized process for collecting and reporting of TSA client reporting data is established. Documentation to be developed identifying the by-program specifics for data collection/submission.	
10.	Develop reporting documents to track TSA assessment results	*Cindy King Barb Landstrom Divisional Deans Academic Deans Ellen Hauser	2012	2013	100% Completed by 2013 Ongoing	Business Division-Rubrics have been created to document the outcomes and assessments for each program. Currently researching tools to collect and analyze data. 6/2/14 Both Automotive Maintenance and Automotive Collision use third party testing for reporting TSA data. Are scanning rubrics to ImageNow and data entry	

Ref: 1.2.2 (AA) –Nearly Completed

						centralized. Still exploring options for more automated process that provides format for collecting and analyzing data as well as client reporting automation.6/15	
11.	Train Divisional/Academic Deans and faculty on TSA	*Cindy King Barb Landstrom Andrea Schullo	2012	ongoing		Information/updates provided at Academic/Divisional Deans meetings and Academic Days. Individual meetings scheduled with deans and program faculty to develop TSA Phase II implementation plans.	

Ref: 1.2.3 (AA) – Move to 2015-18 plan

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 2	Enhance, improve, integrate, and implement student learning assessment (program, course and collegewide level)
Action Item: 3	Improve the working efficiency of the Assessment Team
Champion(s):	Larry Gee, *Barb Landstrom (lead), Assessment Team
Outcomes: i.e. a process has been put in place, etc.	Engage committee members as determined by survey results from survey of engagement; have the committee function more efficiently and effectively; ensure WITC assessment is integrated into accreditation and institutional effectiveness activities
Metrics/KPI's: i.e. tracking data	1-5

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Review and clarify team purpose annually	*Barb Landstrom Larry Gee Assessment Team	2012	ongoing	Document through team minutes the purpose of the team.	Reviewed and updated at annual retreat. Anticipate changes this year with new AQIP project. A joint meeting of the AQIP team and the Assessment Team will be scheduled to clarify the role of the assessment team and discuss college assessment processes. 6/2/14 Discontinued and will not be carried forward however, this task is already included in staff workload.	
2.	Solidify and formally document team members and team leads.	*Barb Landstrom Larry Gee Assessment Team	2012		Update committee form annually	Current documented list of members will be updated with new	

Ref: 1.2.3 (AA) – Move to 2015-18 plan

						AQIP project. Project will be carried forward in the AQIP Project.	
3.	Clarify team operational processes, including orientation of any new team members and hold exit interviews for those leaving or rotating off.	*Barb Landstrom Larry Gee	2012		Document process and list on website.	In 3 – 5 year plan. Plan needs to be reviewed/updated as new AQIP project is developed. Project will be carried forward in the AQIP Project.	
4.	Clarify how and where team fits in Academic Affairs and IT	Larry Gee *Barb Landstrom Ellen Hauser VPAA	2012		Conversations will be held between all members.	New AQIP project will clarify. Project will be carried forward in the AQIP Project.	
5.	Develop a process to measure the effectiveness of team meetings, activities and outcomes	*Barb Landstrom Larry Gee	2012		Process will be developed and documented on web site	Evaluations conducted of every meeting/event. Discontinued. Not needed.	

Ref: 1.2.4 (AA) - Move to 2015-18 plan

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 2	Enhance, improve, integrate, and implement student learning assessment (program, course and collegewide level)
Action Item: 4	Develop a 3-5 year professional development plan related to student learning
Champion(s):	*Larry Gee, Barb Landstrom, Assessment Committee
Outcomes: i.e. a process has been put in place, etc.	Professional development will be formally documented; faculty, deans, and staff will have knowledge of WITC assessment practices.
Metrics/KPI's: i.e. tracking data	

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Prepare professional development plan related to assessment of student learning	*Larry Gee Barb Landstrom Assessment Team Val Smith	2012	2015	<p>Survey is conducted and results analyzed.</p> <p>80% or more of full-time faculty will report a high level of competence in using assessment.</p> <p>Faculty follow-up activities/action plan (based on professional development training session) document the effectiveness of assessment practices.</p> <p>80% of faculty say the dean supports and mentors their assessment activities.</p> <p>80% of faculty apply professional development learning as documented and assessed through plan.</p>	<p>Assessment course developed and sections of course offered for faculty as part of Academic Day fall 2012 and January 2013.</p> <p style="color: red;">Assessment Team worked with assessment mentor to develop 3 – 5 year plan. Plan is updated on a regular basis. Have accomplished: 1. Communication assessment, 2. Successful completion of academy, and 3. Completion of AQIP action</p>	

Ref: 1.2.4 (AA) - Move to 2015-18 plan

						<p>project (CWO development and assessment). Future action will depend on results of AQIP Action Project. 6/2/14</p> <p>Carried forward to AQIP Project.</p>	
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Ref: 1.2.5 (AA) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 2	Enhance, improve, integrate, and implement student learning assessment (program, course and collegewide level)
Action Item: 5	Enhance assessment, data collection and storage
Champion(s):	Larry Gee, *Barb Landstrom, Assessment Committee
Outcomes: i.e. a process has been put in place, etc.	Collection has begun; processes are started; data is collected and stored in an organized and consistent location; data is consistently analyzed with feedback returned to appropriate faculty and dean
Metrics/KPI's: i.e. tracking data	1-4

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Determine what data we need to collect.	*Barb Landstrom Ellen Hauser Jennifer Kunselman Larry Gee	2012	2014		Overall plan needs to be developed. Currently, Assessment team has concentrated on collection of CWO data. General Studies course assessment is also collected and posted on assessment website. It has been determined that WIDS will house program assessment documentation. Phase III TSA program outcome data is being collected.6/2/14 Completed.	
2.	Determine the process for data collection	*Barb Landstrom Ellen Hauser Jennifer Kunselman Larry Gee	2012	2014		CWO Assessment data collection process developed in previous AQIP project. Program Outcomes: TSA & program outcome assessment. Course Level: general studies course assessments Program Outcome Assessment documentation "how to information" was added to the	

Ref: 1.2.5 (AA) – Move to 2015-18 plan

						program review manual. 6/2/14 Completed.	
3.	Determine site for storage	*Barb Landstrom Ellen Hauser Jennifer Kunselman Larry Gee	2012	2014		WITC Assessment website. Will be moving towards WIDS storage. TBD 6/2/14 Completed.	
4.	Develop evolving and expanding analysis of data	*Barb Landstrom Ellen Hauser Jennifer Kunselman Larry Gee	2012	2014		Much work still needs to be done. The assessment team has shared Communication outcome assessment data with all faculty. Faculty analyzed in small groups at Jan. '13 inservice. Discontinued and activity already included in workload.	

Ref: 1.2.6 (AA) - Discontinued

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 2	Enhance, improve, integrate, and implement student learning assessment (program, course and collegewide level)
Action Item: 6	Enhance Assessment Outreach
Champion(s):	Human Resources, Divisional Deans, *Barb Landstrom, * Larry Gee
Outcomes: i.e. a process has been put in place, etc.	Assessment is included in faculty job description
Metrics/KPI's: i.e. tracking data	1-3 – see measures below

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Revise and update faculty job description that more clearly includes assessment	Human Resources Divisional Deans *Barb Landstrom Larry Gee	2012		Bring forward to HR a proposal by Spring 2012	Discussed with HR and will bring forward thru VPAA. To be completed. INCOMPLETE AT THIS TIME. 6/2/14 Discontinued.	
2.	Document that assessment practices are being shared at all campuses on a regular basis	*Barb Landstrom			80% of graduating students have participated in program and CWO levels 80% of WITC administration are aware of and involved with assessment at levels measured by self-assessment survey	CWO assessment plans have been shared with all program deans and faculty, but data related to percentage of students and administrative awareness needs to be completed. Discontinued.	

Ref: 1.2.6 (AA) - Discontinued

3.	Complete final year of assessment academy	*Larry Gee	2012	2013		100 % completed. Graduated June, 2012	
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Ref: 1.2.7 (AA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success
Objective: 2	Enhance, improve, integrate, and implement student learning assessment (program, course, and collegewide level)
Action Item: 7	Clarify course level assessment expectations
Champion(s):	*Barb Lundberg (Lead), Assessment Team, Larry Gee, *Barb Landstrom
Outcomes: i.e. a process has been put in place, etc.	Document appropriate course level assessment methods, appropriate analysis and discussion of results. Results used to improve student learning in the classroom.
Metrics/KPI's: i.e. tracking data	All documented in follow-up report due June 30 th the year of assessment with annual follow-up.

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop a plan to measure course completion, student success, and student satisfaction with all general education courses.	VPAA *Barb Lundberg Academic Deans General Education	2012	2013	A plan will be developed using Perkins indicators	Course completion rates associated with Perkins grant are available as part of the scorecard and include general education and program courses. Mary Ann Pebler is creating a plan Completed.	
2.	Report course completion, student success and student satisfaction in all 801, 809, 890 areas.	VPAA *Barb Lundberg Laura Jasper Assessment Team	2012	2015 ongoing	100% of courses will be analyzed in the area of 801, 809, 890 and information will be provided to the deans.	Implemented assessment of student satisfaction with data from Jim Dahlberg and student evaluations of instruction. Monitoring student "C or higher" rates for all associate degree courses. Developing	

Ref: 1.2.7 (AA) - Completed

						plans for student measures of satisfaction. Completed.	
3.	Report course completion, student success and student satisfaction in 804 and 806.	VPAA *Barb Lundberg Ted May Assessment Team	2012	2015 ongoing	100% of courses will be analyzed in the area of 804 and 806.	Implemented assessment of student satisfaction with data from Jim Dahlberg and student evaluations of instruction; course completion (C or better) data for all math courses being kept by delivery mode for each semester. Monitoring student "C or better" rates for all main courses. Developing plans for student measures of satisfaction. Completed.	
4.	Align student learning assessment data to budgets	*Barb Lundberg VPAA Larry Gee	2012	2015	100% of program and general studies student learner data will be aligned with budgeting	Assessment now has separate budget code. Need to develop processes to encourage program and divisions to use data to support budgets. Completed	
5.	Develop "best practice" resource guide for course assessment	*Barb Landstrom Larry Gee	2011	ongoing		Identified best practices (science) and have presented to faculty. Need to develop resource guide. A curriculum and assessment	

Ref: 1.2.7 (AA) - Completed

						guide has been started. 6/2/14	
6.	Develop a process that aligns all student learning data to course modification	Cindy King Divisional Deans *VPAA	2012	ongoing	100% of course modifications will be based on documented student learning assessment data.	Completed. A process is documented in program improvement manual. 6/2/14	
7.	Research Ed Assess as an assessment tool to determine its viability	VPAA Larry Gee Assessment Team	2012	2012	Develop a plan collegewide for Ed Assess We need to directly contact programs who are using Ed Assess or planning to use it in the near future.	Science instructors and Nursing instructors. Completed.	

Ref: 1.3.1 (AA) -Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 3	Expand and enhance program viability
Action Item: 1	Expand and enhance program viability
Champion(s):	VPAA, Divisional Deans, Academic Deans
Outcomes: i.e. a process has been put in place, etc.	Develop a process to integrate program viability improvement plan into long-range strategic plan
Metrics/KPI's: i.e. tracking data	

N o.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop a process for first tier and second tier programs to include strategic planning and improvement. Those programs include: <ul style="list-style-type: none"> ▶Marketing/Retail - SUSPENDED ▶IT Computer Support – MODIFIED TO IT – Computer Systems Administration Specialist ▶IT Web Analyst/Programmer – title change to IT – Web and Software Developer ▶Mechanical Design Technology - SUSPENDED ▶Farm Business/Production Management MODIFIED ▶Architectural Commercial Design – MODIFIED and expanded to New Richmond ▶Wood Technics RESTRUCTURED – title change to Residential Construction and Cabinetmaking 	VPAA Divisional Deans Academic Deans	2012	2015	Plans of improvement will be integrated into Strategic Plan	Currently conducting DACUM/focus groups for Mechanical Design to determine future status. Business Division-Retail was suspended in 2011. Marketing program was modified to an online program and is currently suspended (2013) however the staff are working to reevaluate the program, courses, and curriculum to modify and create	

Ref: 1.3.1 (AA) -Completed

						<p>a more sustainable program. Nov2014: Marketing online program revised and now offered as a cohort, accepting new admissions on the even years. Accepted students for fall 2014. Curriculum set up in 8 week blocks to reinforce course retention and completion.</p> <p>Completed</p>	
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Ref: 1.4.1 (AA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1 **Student Learning:** Provide support and opportunities for student learning and success.

Objective: 4 Improve student learning environment classroom/facilities

Action Item: 1 Improve student learning environment classroom/facilities

Champion(s): *Laura Wassenaar, *~~Twila Sauve~~, Ted May, *Mary Ann Pebler, *Kate Siegler, **Randy Deli, DD-BUSINESS** and Divisional Deans, Jim Dahlberg, Matt Rosendahl, and Keith Hasart

Outcomes:
i.e. a process has been put in place, etc.
Develop learning environments that will meet the needs of students

Metrics/KPI's:
i.e. tracking data
See Below 1-8

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Complete Rice Lake facility renovation for Barber Cos	Laura Wassenaar *Twila Sauve	2012	2014	Facility renovation will be completed	Complete-also added new GuestVision Point of Sale software and hardware and new signage. 10/14-Replaced one room of Client Services chairs. Completed.	
2.	Establish a designated classroom for ECE at the Rice Lake and Ashland Campuses	*Laura Wassenaar	2012	2014	Designated classrooms will be established	Complete. Completed.	
3.	Upgrade Science Lab at the Superior Campus	Ted May *Twila Sauve	2012	2014	Science Lab will be renovated at Superior	Sup and RL new science labs come into full operation in fall 2013 – very positive comments from students and faculty!! Plans are well	

Ref: 1.4.1 (AA) - Completed

						<p>under way for new science lab to be constructed over the 2013 summer.</p> <p>F&CS – RL – Complete</p> <p>Ashland – in renovation stage</p> <p>Fall 2013 – complete – provides excellent advancements in student learning</p> <p>Completed.</p>	
4.	Ensure Health Classroom/lab space meets accreditation standards for all campuses	*Mary Ann Pebler *Kate Siegler	2012	2015	Classrooms will be renovated to meet accreditation standards	<p>ASH – MA classroom new for fall 2012.</p> <p>RL – new addition. New MA and ADN lab.</p> <p>Sup – remodel science lab. Expanding MA in SUP to another room. Moving ADN to new space.</p> <p>2014 – NR and RL MA program received a citation from the accrediting agency: “The clinical office laboratory facilities are inadequate. The areas where</p>	

Ref: 1.4.1 (AA) - Completed

						students are assigned to room patients...is not large enough for the number of students assigned to work there.”	
						Completed.	
5.	Expand human patient simulation and other simulated clinical experiences	Mary Ann Pebler Kate Siegler	2012	2015	Human patient simulation and other clinical simulation will be expanded	iPads and electronic health record implemented Spring 2013 by MA and ADN programs. Simulation expanded on all campuses by ADN program. F&CS Complete	
						Completed.	
6.	Model classroom for business after the environment that graduates will enter in business and industry	Randy Deli DD/BUSINESS	2012	2015	Classroom will be identified at each location and a plan for renovation will be developed	All Automotive students are required to purchase uniforms to model industry standards for professionalism – both in Superior and Rice Lake. There were questions to clarify what this means and how it could be replicated at each campus.	

Ref: 1.4.1 (AA) - Completed

						<p>Business Division-development continues to create labs that incorporate an business environment equipped with current technology to simulate a work environment.</p> <p>Several Trade and Technical programs have their own uniforms for their programs and instructors are promoting this professionalism within their program.</p> <p>Completed.</p>	
7.	Increase simulations and virtual labs	Divisional Deans	2012	2015		<p>Health – ADN using simulation in all clinical courses.</p> <p>CE- Using simulation in Paramedic Technician courses</p> <p>Completed.</p>	
8.	Develop a process that effectively communicates facilities changes from program modifications or new program development	VPs of all divisions Steve Decker Divisional Deans	2012	2013	A process will be developed and implemented	<p>Ongoing.</p> <p>Completed.</p>	

Ref: 1.5.1 (AA) – Nearly Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 5	Review and Define Academic placement
Action Item: 1	Review and Define Academic placement
Champion(s):	Divisional Deans, Cindy King, Shane Evenson, VPAA , Student Services, Prepared Learner Team, Barb Lundberg, *Academic Standards Committee
Outcomes: i.e. a process has been put in place, etc.	Enhance and validate entrance requirements at the program level

Metrics/KPI's: 1-5 listed below
i.e. tracking data

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Confirm program entrance requirements	Divisional Deans Cindy King Shane Evenson *Academic Standards Committee Student Services	2012	2014	100% of programs will be evaluated and entrance requirements will be analyzed, reviewed and changed where necessary.	Program entrance requirements reviewed annually and updated accordingly. Continued from 2009-2012 Strategic Plan *4.3.2 (SB) Admission and support services strategic initiative plan has been developed. Move to 2015-2018 Strategic Plan	
2.	Review and validate all Accuplacer scores	Divisional Deans Cindy King Shane Evenson *Academic Standards Committee Student Services	2012	2014	All scores will be reviewed to determine accuracy. What is remediation process policy and actual practice if student does not meet requirement?	See above. Future review and discussion of ECE and HSA program Accuplacer scores pending Planned and implementing pilot admission process for ITNS, ITSAS, and IACN.	

Ref: 1.5.1 (AA) – Nearly Completed

						<p>Students will be admitted to the programs according to their Accuplacer score per course rather than program.</p> <p>Move to 2015-2018 Strategic Plan</p>	
3.	Validate ADA functionality for all programs	<p>Divisional Deans Cindy King Shane Evenson *Academic Standards Committee Student Services</p>	2012	2014	100% will be reviewed for ADA functionality	<p>Business Division-when purchasing classroom equipment ADA compliance is part of the review/approval process.</p> <p>Divisional Deans are working through this process. Health Division – all programs have reviewed functional abilities.</p> <p>F&CS – ECE Complete Cosmetology – in progress HSA – in progress</p> <p>Family & Consumer Services Division has now successfully developed and implemented division-wide program-specific ADA Functional Abilities as part of the admission requirements improving appropriate program placement and early intervention. T and T has completed ADA Functional Abilities for IT programs and the rest of the division programs are in progress. This will be part of the admissions process for all T and T programs when completed</p>	

Ref: 1.5.1 (AA) – Nearly Completed

						Partially complete and will be addressed but in the new Strategic Plan.	
4.	Implement an enrollment management process for all degree programs in include determining a data-driven program and course capacity for each program and courses and a process to manage optimum enrollment levels.	*Academic Affairs/ VPAA Student Services/ Steve Bitzer	2012	2015	An enrollment process that focuses on course/programs will be developed, documented and communicated.	Will be addressing through the admission and support services initiative. Move to 2015-2018 Strategic Plan	
5.	Implement remedial reading course	Barb Lundberg (cross-functional team)	2012	2013	A development reading course will be designed, implemented and evaluated.	Intro to College Reading course taught at each campus Spring 2014. Faculty will evaluate fall 2014 and revise as needed for Spring 2015. Intro to College Reading is scheduled on all campuses for Spring 2014. Currently remedial reading courses are offered through ABE on all campuses each semester and all FT faculty and many PT faculty have been trained in the US Dept. of Ed STAR reading program. General College Reading course will be scheduled for Spring 2014 along with other courses that were offered as part of a "Success Semester" pilot that was offered at Ashland in Spring 2013. New FT ABE instructors are required to meet the reading certification requirement in addition to the ABE	

Ref: 1.5.1 (AA) – Nearly Completed

						certification in preparation of new offering. Completed.	
6.	Review and document admission and program-specific requirements for all programs.	Cindy King Laura Sullivan Divisional/Academic Deans	2012		Accurate admission and program-specific requirements will be documented in WITC publications, on Web site, and PeopleSoft admission checklist setups.	Complete – updated yearly based on new programs and modifications Completed.	

Ref: 1.6.1 (AA) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1 **Student Learning:** Provide support and opportunities for student learning and success.

Objective: 6 Enhance, Expand, and Diversify International Education

Action Item: 1 Enhance, Expand, and Diversify International Education

Champion(s): DD-BUSINESS

Outcomes:
i.e. a process has been put in place, etc.



International Education Plan 2010 -

Increase International Education experiences for students and staff (See International Travel Plan)

Metrics/KPI's: 1-6
i.e. tracking data

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Cultural Exchanges (short-term study abroad) to gain exposure to new countries, people and cultures.	International Team	2011	ongoing	<p>Each exchange leader uses evaluation tool developed by the IE Committee.</p> <p>All participants contribute to SWOT analysis and provide anecdotal information.</p> <p>Results will be submitted to the IE Committee as a requirement of the exchange.</p> <p>Results will be used to determine future activities and as data in developing long-range programs</p>	<p>Current activities include cultural exchanges, semester abroad, professional staff exchanges, and service learning projects.</p> <p>Each activity is evaluated; the results are shared with the IE committee. An annual report of all activities is presented to the Board of Trustees.</p> <p>Policies and procedures continue to be created to reflect</p>	

Ref: 1.6.1 (AA) – Completed

						<p>input gained by each experience. A study abroad handbook has been created.</p> <p>Three WITC students were Guy Healy Japan counselors Summers 2013 and 2014. Two were in Japan 2012.</p> <p>Completed.</p>	
2.	Semester or Summer abroad to earn college credit while learning about the culture and history of a new country. Live in home stays or college residence halls.	International Team	2011	ongoing	Each exchange leader uses evaluation tool developed by IE Committee.	<p>One faculty member has participated in a semester abroad program, and another will do so with students during Spring Semester 2014. Evaluation of the Experience Scotland program continues. Site visit was completed March 2013 with recommendations to IE committee members.</p> <p>Completed.</p>	
3.	Semester Abroad – Wisconsin in Scotland – Live in a manor built in 1701, earn 12+ credits, 10-day travel break and long weekends, learn with diverse students and	International Team	2011	ongoing	Each exchange leader uses evaluation tool developed by IE Committee	The IE Director and WIS representative traveled to	

Ref: 1.6.1 (AA) – Completed

	faculty. Each student is matched with host family as well					<p>Dalkeith House with students over Spring Break 2013. One WITC teacher and two students participated Spring 2014, one during Summer 2014. At least one student has applied for Spring 2015.</p> <p>Completed.</p>	
4.	Co-curricular Embedded Travel to earn a college credit while taking WITC course abroad.	International Team	2011	ongoing	Each exchange leader uses evaluation tool developed by IE Committee.	<p>Business Management students participated in a co-curricular cultural event in Waterford, Ireland, while Early Childhood Education students did so at Dalkeith, Scotland, in May 2013.</p> <p>Completed.</p>	
5.	International Internships is an opportunity to integrate career related experience into a student's program education by participating in planned, supervised work.	International Team	2011	ongoing	Each exchange leader uses evaluation tool developed by IE Committee.	<p>There have been no opportunities for internships. The committee continues to explore opportunities. The student who has applied for Spring</p>	

Ref: 1.6.1 (AA) - Completed

						2015 is planning a Corrections internship in Scotland. Completed.	
6.	International Service Learning – Credit and non-credit to integrate meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility and strengthen communities.	International Team	2011	ongoing	Each exchange leader uses evaluation tool developed by IE Committee.	The first service learning project was completed by IT students in Guatemala in May 2012. A complete report and evaluation was submitted to the IE committee as well as the Board of Trustees. The experience will be duplicated in May of 2014 or 2015. Completed.	

Ref: 1.7.1 (AA) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 7	Expand and enhance Academic Support (e.g. Learning Commons, tutoring)
Action Item: 1	Expand and enhance Academic Support (e.g. Learning Commons, tutoring)
Champion(s):	*Barb Landstrom (Lead), Tech Prep Consortium, Larry Gee, Twila Sauve, Matt Rosendahl
Outcomes: i.e. a process has been put in place, etc.	Create structures and frameworks that support and enhance learning opportunities and student success
Metrics/KPI's: i.e. tracking data	1-2

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Identify opportunities to better prepare high school students for post-secondary education (e.g. Accuplacer in the high schools, summer academy)	*Barb Landstrom Tech Prep Consortium Larry Gee Twila Sauve Matt Rosendahl	2012	2015	Strategies will be developed and implemented that prepare high school students for post-secondary education.	<p style="color: red;">Career Prep activities geared toward preparing students for post-secondary education include: summer academies, the implementation of Accuplacer in the high schools, articulation, professional development of K-12 teachers, etc.</p> <p style="color: green;">A High School Relations Team has been identified and is working on a plan to improve high school connections. 6/2/14</p>	
			2012	2014	Each location will have a co-located learning commons.		
					All students will be surveyed to determine their level of satisfaction in areas of LRC, ETC, SSC. Improvements will be made based on results of surveys.		

Ref: 1.7.1 (AA) – Completed

						Completed.	
2.	Evaluate, expand and enhance tutoring opportunities	Barb Lundberg	2012	2014	Survey strategies to improve tutoring based on student feedback.	<p>Campuses are meeting local tutoring needs – more students appear to be receiving services, particularly at New Richmond where the SSC was moved to the Learning Commons.</p> <p>Faculty surveyed in Fall 2011 and information reviewed spring 2012. Team of ABE Instructor/Program Director, Twila Sauve and Student Success TA's have been reviewing current processes and working on updating for consistency across district.</p> <p>Each campus has a tutoring process in place and is coordinated by the local Student Success TA. Tutoring is a component of the</p>	

Ref: 1.7.1 (AA) – Completed

						Perkins grant and is reported on as one of the components of the grant.	
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Ref: 1.8.1 (AA) – Nearly Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 8	Implement and enhance Accelerating Opportunities
Action Item: 1	Implement and market a career pathway model that allows learners of all abilities to achieve credentials and meaningful employment, ensure alignment with state
Champion(s):	Mary Ann Pebler, Kate Siegler, Kathy Kitter-Carey, Cindy King, VPAA, DD-BUSINESS , Leslie Bleskachek, Mike Boyle, Randy Deli, Nancy Cerritos, Garry Krause , Laura Wassenaar, Twila Sauve , *Barb Lundberg, Larry Gee, Tim Schreiner , Divisional Deans
Outcomes: i.e. a process has been put in place, etc.	See Below

Metrics/KPI's: 1-7
i.e. tracking data

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop career pathways in the area of health occupation	Mary Ann Pebler Kate Siegler Kathy K-Carey Cindy King Barb Lundberg	2012	2014	A minimum of two career pathways will be established in the health area.	<p style="color: red;">Health Division – MCS ladders to HIT. Collaborated with CVTC to admit their career pathways students to ladder into MA program in Fall 2013.</p> <p style="color: green;">Exploring other opportunities in health areas. Patient Services Specialist embedded technical diploma developed laddering into MA 6/15</p> <p style="color: red;">Career pathway bridge for ABE to</p>	

Ref: 1.8.1 (AA) – Nearly Completed

						<p>NA being developed spring 2013. Prior bridge exists for ELL to NA.</p> <p>CNA bridge was not developed, but could be explored again. Emphasis went into developing the MA bridge.</p> <p>Bridge for MA program will be taught 2014-15 – was included in WTCS GPR grant.</p> <p>MA bridge courses were taught at all campuses in 2014-15. A Math Foundations for Health (ABE) course was developed and piloted Summer 2015 and will be taught again Fall 2015.</p>	
2.	Develop career pathways in the area of business	<p>DD-BUSINESS Leslie Bleskachek Cindy King Barb Lundberg</p>	2012	2014	A minimum of two career pathways will be established	<p>Business Division-Creation of a tax certificate that builds into the Accounting Assistant degree which terminates with the Associate Accounting</p>	

Ref: 1.8.1 (AA) – Nearly Completed

						<p>degree.</p> <p>The Microsoft Office certificate awards 9 credits that ladder into the Office support Specialist embedded technical diploma. This one year diploma ladders into the two year Administrative Professional Associate degree program. All are available online, and the certificate and OSS programs are available face to face at all campuses</p> <p>Medical Office Specialist embedded technical diploma for the Medical Administrative Specialist program developed and implemented.</p> <p>Programs</p>	
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Ref: 1.8.1 (AA) – Nearly Completed

						continue to investigate ways to provide pathways for students.	
3.	Develop career pathways in the area of trade and technology	Mike Boyle Randy Deli Nancy Cerritos Garry Krause Barb Lundberg Cindy King	2012	2014	A minimum of two career pathways will be established	<p>Bridge courses for Machine Tool Technics (NR), Composite (SU) and CNC (RL) will be taught fall 2014 as part of GPR grants.</p> <p>Bridge courses in math for MTT and CNC were offered in 2014-15. Composite program did not run, so bridge courses were not offered.</p> <p>Dairy Herd Bridge courses taught Fall 2013 and scheduled for Spring 2014. 3 ABE teachers and Dairy Herd teacher attended WTCS team teaching training Oct. 2013</p> <p>Bridge courses for DHM taught in 2013-14 and will be taught again 2014-15 as part of</p>	

Ref: 1.8.1 (AA) – Nearly Completed

						<p>GPR grant.</p> <p>Career pathway bridge for ABE to Dairy Herd program developed and will be taught Fall 2013 (secured grant funding to assist with costs).</p> <p>Dairy Herd Management embedded short-term technical diplomas for Dairy Cattle Management, Dairy Feeding Management, and Dairy Cattle Genetics and Reproduction developed and submitted to WTCS for approval.</p> <p>We have had students graduate from each of the three short-term technical diplomas.</p> <p>DHM bridges are now being offered using district dollars as of 2015-16.</p> <p>Embedded Welding programs</p>	
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Ref: 1.8.1 (AA) – Nearly Completed

						<p>approved and marketing plans are being developed.</p> <p>Development of a Welding career pathway to include 4 pathway certificates for SMAW, GMAW, FCAW, and GTAW along with an embedded short-term technical diploma for Production Welding in process</p> <p>5 short-term technical diplomas were approved by the state with the 6th being the 1 year technical diploma in Welding.</p> <p>Math bridge for Welding will be taught fall 2014</p> <p>In what we have learned is that this must be mandatory and not optional for moving ahead with Bridging in all T & T programs.</p> <p>The advisory committees for Automotive</p>	
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Ref: 1.8.1 (AA) – Nearly Completed

						<p>Maintenance in both Superior and Rice Lake have approved three career pathways for that program. Academic Affairs will make the decision on when these pathways will move forward to the state for approval.</p> <p>Bridge course for CISCO Fundamentals piloted in Rice Lake fall of 2014 and spring of 2015. Will be expanded to all four campuses in fall of 2015.</p> <p>Embedded Technical Diploma developed for ITSAS, ITNS, and IACN and in place fall of 2014.</p> <p>Two embedded Technical diplomas in Machine Tooling Technics in place fall of 2014.</p>	
4.	Develop career pathways in the area of family and consumer services	Laura Wassenaar Twila Sauve Barb Lundberg Cindy King	2012	2014	A minimum of two career pathways will be established	ABE to ECE (Continuing education courses) were	

Ref: 1.8.1 (AA) – Nearly Completed

						<p>developed and successfully taught Spring 2013 with GPR Adult Literacy grant money for support.</p> <p>F&CS – exploration process in place</p> <p>Preliminary development, advisory committee approval and endorsement and Wisconsin Registry approval of ECE One-Year Embedded Early Learning & Care – “E-Connect” Technical Diploma. Currently on hold pending available resources and VPAA approval to proceed with new programming.</p> <p>10/14- WTCS approval received for ECE One-Year Embedded Early Learning & Care – “E-Connect” Technical Diploma-10/14- to be offered Fall 2015.</p>	
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Ref: 1.8.1 (AA) – Nearly Completed

						<p>Beginning initial exploration of collaborative Gerontology career pathway programming options between Allied Health and Family & Consumer Services Divisions. Preliminary TAACCCT 4 grant ACT for Healthcare application planned for submission 7/7/14.</p> <p>TAACCCT 4 grant approved and funding received. Gerontology-Aging Services Professional program developed and ready for Northern Tier (Ashland/Superior) implementation Fall 2015 with expansion to the Southern Tier (New Richmond/Rice Lake) Fall 2016. Plans are underway to develop</p>	
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Ref: 1.8.1 (AA) – Nearly Completed

						Community Based Residential Facility (CBRF) embedded programming along with a Gerontology related certificate for health care professionals. (6/15)	
5.	Explore and secure additional grant funding for accelerated opportunities	*Barb Lundberg Larry Gee Tim Schreiner Divisional Deans	2012	2014	Secure successful funding	Secured GPR funding for WTCS GPR grants for Career Pathways and Bridges for CNC, Machine Tool Technics, Composite and MA (new patient Support Services Embedded credential) for 2014-15 Secured GPR Adult Literacy funding for the ABE to ECE (continuing education) bridge for 2012-13 and funding for ABE to Dairy Herd bridge for 2013-14. Have been working with NWCEP and Workforce resource to determine needs in this area.	

Ref: 1.8.1 (AA) – Nearly Completed

						Successful ABE bridges in Welding, Medical Assistant, and Dairy Herd Management will continue under district funding for 2015-16. IT bridges will continue under TAACCCT 3 funding.	
6.	Implement a plan/process for transitioning students from ABE/GED to post-secondary education	*Barb Lundberg Divisional Deans VPAA Cindy King	2012	2015	Design and implement a process to increase transitions by 25%	Transition of ABE students to college is an action item on the 2013 ABE program review. Implementation process includes 6 items. In addition, Career Pathways Bridges are included in 6 programs for fall 2014. College Connections website with resources now available to assist students and faculty with transitioning to programs. Adult Literacy Grant awarded for the second year in 2012-13.	

Ref: 1.8.1 (AA) – Nearly Completed

						<p>College Connections courses were developed and piloted for both ABE and ELL in 2011-12 and expanded in 2012-13. Additional resource material was developed for ABE student and faculty use and posted on the web Spring 2013. ABE faculty received training in transition in 2011-12 and 2012-13.</p> <p>Summer Learning Program grant through the Great Lakes Foundation was offered in Summer 2013</p> <p>State embedded credentials within the trades will have bridge components added before sending to state for approval.</p> <p>Funding for Summer Learning ABE courses were secured for Summer 2014</p>	
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Ref: 1.8.1 (AA) –Nearly Completed

						and additional funds were secured for Summer 2015 to expand hours. A new GPR grant will further develop ABE transitioning for 2015-16 to include curriculum development for ABE college prep courses that will prepare students specifically to transition to Prepared Learner courses. An ABE math for the trades will also be developed jointly by ABE, Math, and Trades faculty using the successful development process used to develop ABE math for health programs.	
7.	Develop embedded technical diplomas to replace long-term certificates	Divisional Deans Cindy King *Barb Lundberg	2012	2014	Minimum of three programs will develop embedded diplomas	5 short-term technical diplomas were approved by the state with the 6 th being the 1 year technical diploma in Welding. Composite Technology has developed short-	

Ref: 1.8.1 (AA) – Nearly Completed

						term technical diplomas within their program and waiting for state approval.	
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Ref: 1.9.1 (AA) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 9	Expand Academic Advising model
Action Item: 1	Expand Academic Advising model
Champion(s):	*VPAA, Steve Bitzer, Academic Advising Team, Human Resources, Student Affairs, Academic Affairs, Academic Advising Committee, *Larry Gee

Outcomes:
i.e. a process has been put in place, etc.

To develop a high functioning academic advising model that meets student needs.

Metrics/KPI's:
i.e. tracking data

1-5

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Integrate academic advising into new faculty training.	*VPAA Steve Bitzer	2012	2014	Student will report an increase in academic advising from ____ to ____ based on Student Satisfaction Survey.	Continued from 2009-2012 Strategic Plan *4.5.2 (DV) ABE faculty received training in advising for postsecondary transition from ABE in Spring 2012, Fall 2012, and Spring 2013. Completed.	
2.	Develop training videos/modules for faculty on how to conduct academic advising.	Academic Advising Committee *Larry Gee	2012	2014	Videos will be designed, displayed and posted on the web.	Nov2013: 9 are completed and posted on the Academic Advising site on the Connection. 3 remain to be completed by Dec 15, 2013. Development of 12 training videos is underway. Three drafts have been reviewed by committee and recommended changes made. Completed videos to be posted on Connection. Videos expected to be rolled out at Aug 2013 Acad Day.	

Ref: 1.9.1 (AA) – Completed

						<p>June2014: nine of the twelve are posted on the Academic Advising site. Three to be finalized.</p> <p>Nov2014: no change</p> <p>June 2015: no change. Videos will be completed, however.</p>	
3.	Develop a standardized faculty assignment model.	Human Resources Student Affairs Academic Affairs VPAA	2012	2014	A standardized assignment model will be developed and communicated.	Discontinued and will not be moving forward.	
4.	Develop a faculty resource website.	*Larry Gee	2012	2014	Will be developed	<p>Nov2013: Drafting a resource site on Connection. Videos will be are incorporated into site.</p> <p>June2014: ongoing</p> <p>Nov2014: Upgrade of Connection incorporates new Teaching & Learning site for faculty resources. Site to be greatly expanded.</p> <p>Completed.</p>	
5.	Revisit academic advising committee and expand membership.	VPAA Academic Advising Committee	2012	2014		<p>Will be addressed through the admission and strategic student success process.</p> <p>Completed.</p>	
6.	Requirement to meet with advisor in order for the student to register for each semester (or something to enforce students attending a meeting with an academic advisor)					On hold.	
7.	Is there a way to follow-up on students who drop courses? A way that PeopleSoft could email instructor/academic advisor.					On hold.	
8.	Blackboard drops all grades when students drop. Can this be fixed?						

Ref: 1.10.1 (AA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 10	Establish Academic Affairs benchmarking measure completion
Action Item: 1	Establish Academic Affairs benchmarking measure completion
Champion(s):	Academic Affairs
Outcomes: i.e. a process has been put in place, etc.	To establish an Academic Affairs dashboard
Metrics/KPI's: i.e. tracking data	1-3

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop a plan to increase retention of first year full and part-time program students	VPAA Ellen Hauser Divisional Deans	2012		Plan will be developed and implemented	<p>Business Division-Implemented Smarter Measure assessment as a requirement of new student registration for all Business Division programs. Academic advisors review the report with students to review strengths and weaknesses identified in the assessment. Adoption of the early alert notification system in contacting students at risk early in the semester. Fall 2013 working with student services to require mandatory academic advising prior to course registration.</p> <p>Family & Consumer Services Division has now successfully developed and implemented division-wide program-specific ADA Functional Abilities as part of the admission requirements improving appropriate program placement and early intervention. The</p>	

Ref: 1.10.1 (AA) - Completed

					<p>E-CHILD online program also incorporates SmarterMeasure as an admission requirement and this data is used to provide necessary technological student support.</p> <p>Admission and Support Services strategic initiative has been developed.</p> <p>District-wide retention committee formed in fall 2013 and corresponding campus retention teams formed in spring 2014. Districtwide retention data has been reviewed at both levels.</p> <p>Health – ADN continues to implement part of Student Retention grant. Employs nurses as tutors to increase retention rates.</p> <p>T & T- Has incorporated some but not all ADA Functional Abilities. More updates will be done this summer on additional programs. T & T works very closely with the disability specialist. An example would be TSA testing for Automotive programs to where the test proctoring and reading of the test is done separate from all other students with an extremely high success rate.</p> <p>June 2015: Bus Div: Bus Mgmt Program starting 2nd year of Perkins Grant to work with retention. Accounting program will be in 1st year of Perkins Grant (2015-16) with retention objective.</p>	
2.	Gather data to determine baseline program retention for first year program students	VPAA Ellen Hauser Divisional Deans			A baseline will be developed to determine number of first	The use of state accountability and student success measures will be used.

Ref: 1.10.1 (AA) - Completed

					year program students full and part-time (determine the percentage)	
3.	Develop a plan with target measures that increases retention from baseline % to% increase	VPAA Ellen Hauser Divisional Deans	2012		Report will be developed	See above.

Ref: 1.11.1 (AA) – Nearly Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

★AQIP Action Project

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 11	Expand and enhance programming design and mix
Action Item: 1	Expand and enhance programming design and mix
Champion(s):	Academic Affairs
Outcomes: i.e. a process has been put in place, etc.	Develop processes and expand programs for WITC
Metrics/KPI's: i.e. tracking data	1-29

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Continue to improve and expand Program Review to include alignment with assessment, QRP and budgeting ★	*Ellen Hauser Divisional Deans *VPAA	2012	2015	100% of programs under program review will align assessment results and improvement plans to budgeting and resource development	<p>The ECE and ABE programs completed this task as part of the 2013 program review process.</p> <p>The HSA program completed this task as part of the 2014 program review process.</p> <p>General Studies program review is now broken out by disciplines so each department (Communications, Math, Science, and Social and Behavioral Science) can focus more fully on their areas.</p> <p>Trade and Technical area has been doing assessment like</p>	

Ref: 1.11.1 (AA) – Nearly Completed

						the QRP, budgeting, score card analysis and Perkins funding.	
2.	Develop a model that will assist in analyzing a program mix for WITC	*VPAA Jim Dahlberg Cindy King Divisional Deans	2012	2015	Develop a model that assists in analyzing program mix for the college	To be continued. Academic Affairs will be meeting in regard to strategic planning on July 29 at the Superior Campus location. Project not done during this cycle; however project is in process and will be completed by December 2015.	
3.	Implement a Finance Program online	*DD/BUSINESS Cindy King Student Affairs	2013		By fall of 2013 an online Finance Program will be implemented	Business Division-All courses are available in an online format for the Finance Program. Due to budget constraints implementation of an online program has been delayed.	
4.	Implement a Supervisory Management online program	DD/BUSINESS *Cindy King Student Affairs	2013		By fall of 2013 an online Supervisory Management Program will be implemented	Business Division-All courses are available in online format for fall 2013. June 2015: SMgmt instructors have been focusing on developing Human Resources Mgmt curriculum for past 3 years.	
5.	Health Information Technology program will be implemented	*Mary Ann Pebler Cindy King Student Affairs	2013		By fall of 2013 a Health Information Technology Program will be implemented	Health Information Technology associate degree program and Medical Coding Specialist embedded technical diploma program were implemented fall 2012 in an online format.	
6.	Design a certificate that addresses ICD-10 Coding	DD/BUSINESS *Mary Ann Pebler Cindy King Student Affairs	2013		Coding Certificate will be developed and a pathway will be formed	Business Division-Medical Coding Specialist certificate (ICD Coding) is currently being phased out and is now incorporated into the new imbedded technical diploma	

Ref: 1.11.1 (AA) – Nearly Completed

						for the HIT program. Health - ICD-10 coding course will be offered through continuing education Fall 2013/Spring 2014 – credential is AHIMA approved.	
7.	Implement a Human Resource Management Degree	*DD/BUSINESS Cindy King Student Affairs	2013		By fall 2013 a Human Resource Associate Program will be implemented	Business Division-Human Resource Associate Degree program is approved and will be implemented in Fall 2013. June 2015: Completed. Human Resource Management Associate Degree program has graduated its first students May 2015.	
8.	By fall of 2013 an AODA Certificate will be developed	*Laura Wassenaar Cindy King Student Affairs	2013		Fall of 2013 AODA will be implemented in the north	F&CS HSA Associate Degree program received State of Wisconsin Department of Safety and Professional Services pre-approval certification for substance abuse counselors. Successfully completed 2013-2014 curriculum modifications accordingly. State of Wisconsin Department of Safety and Professional Services pre-approval certification for substance abuse counselors now fully implemented and operational within the HSA program.	
9.	Explore the possibility of beginning a cohort program of MA at the Ashland Campus	*Kate Siegler Cindy King Student Affairs	2012		Data and position paper will be developed that addresses the need	First cohort started Fall 2012. Will be offered every other year.	

Ref: 1.11.1 (AA) – Nearly Completed

					for MA in the Ashland area	
10.	Explore the possibility of expanding Human Services to Ashland	*Laura Wassenaar Cindy King Student Affairs	2012		Data and position paper will be developed that addresses the need for expanding Human Services to Ashland area	Pending further exploration of collegewide hybrid model and other college driven factors and decisions. On hold, due to temporary no new program development directive.
11.	Implement new business core tracking option for the Business Program	*DD/BUSINESS Cindy King Student Affairs	2013		A new business core tracking option for business program will be developed	Business Division-Curriculum had been created to allow Business Management program to align with other program (tracts) to create an area of specialization. Investigation continues with WTCS to approve implementation. Projected date of completion and implementation is Fall 2014. Placed on hold fall 2013, will be part of programming plan with an implementation timeline of fall 2016. Info will be added to 2016-17 WITC main catalog.
12.	Develop a Gerontology Certificate	*Laura Wassenaar Cindy King Please add Julie Kantarik and Kate Siegler to this.	2013		A Gerontology Certificate will be developed and implemented	Health Division—preliminary discussions started within division as well as with Family and Consumer Services Divisional Dean. Exploring future collaborative programming with Allied Health Division. On hold, due to temporary no new program development

Ref: 1.11.1 (AA) – Nearly Completed

						<p>directive.</p> <p>Beginning initial exploration of collaborative Gerontology programming options between Allied Health and Family & Consumer Services Divisions. Preliminary TAACCCT 4 grant ACT for Healthcare application planned for submission 7/7/14.</p> <p>TAACCCT 4 grant funding approved and received. Gerontology-Aging Services Professional program fully developed and approved by WTCS. Northern Tier (Ashland/Superior) implementation begins Fall 2015 with plans to expand to the Southern Tier (Rice Lake & New Richmond) Fall 2016. (6-15)</p>
13.	Implement a CNC Machine Tool Operation at the Rice Lake Campus	*RANDY DELI Mike Boyle Cindy King	2012		A CNC Machine Tool Operation at the Rice Lake Campus will be implemented	CNC Machine Tool Operation program was implemented fall 2012. Enrollments continue to be successful. Currently working on Pathways within this program and working with area high school to establish articulation agreements.
14.	Explore programming options for the New Richmond Campus	*Joe Huftel *VPAA Divisional Deans	2012		Develop a three-year programming plan for the New Richmond Campus by 2012	To be continued. Viable option for New Richmond campus would be Automotive Maintenance. A building plan/facility plan would need to be implemented before it can become a viable option.

Ref: 1.11.1 (AA) – Nearly Completed

						ON HOLD. Project not done during this cycle; Academic Affairs will continue this as part of its complete academic plan.	
15.	Explore programming options for the Rice Lake Campus	*Craig Fowler *VPAA Divisional Deans	2012		Develop a three-year programming plan for the Rice Lake Campus by 2013	To be continued. ON HOLD Project not done during this cycle; Academic Affairs will continue this as part of its complete academic plan.	
16.	Explore Mortuary Science/Funeral Director Program at the New Richmond Campus	*Twila Sauve Laura Wassenaar Cindy King	2012		Begin a needs assessment for a Mortuary Science Tech Program	Removed. Project not done during this cycle; Academic Affairs will continue this as part of its complete academic plan.	
17.	Put together a three year new program development plan for the Trades	*Randy Deli Academic Deans T & T VPAA Cindy King			Implement a three year new program development for the trades	ON HOLD Project not done during this cycle; Academic Affairs will continue this as part of its complete academic plan.	
18.	Explore Grammarly software for online students	Larry Gee Keith Hasart				100 % Completed.	
19.	Put together a three year new program/certificate in the area of Sustainability/Green Energy	*Ted May Cindy King VPAA				BPT program suspended; Renewable Electricity Certificate – no instructor who can be credentialed to teach; to investigate when program investigations open again: Environmental Engineering. Striving to sustain BPT program in Superior with adequate # of students; finalizing new MOU w/NC for	

Ref: 1.11.1 (AA) – Nearly Completed

						<p>Renewable Elec. Certificate. No new programs projected at this time.</p> <p>Developed opportunity through Con Ed to offer Renewable (PV) courses at the Ashland campus ☺ - starting fall 2014</p> <p>On Hold until further notice</p>	
20.	Implement Medical Office Specialist embedded Technical Diploma	*Leslie Bleskachek Cindy King	2012		An embedded technical diploma will be offered at Ashland and Superior	Completed. Embedded technical diploma was developed and implemented fall 2012 at Ashland and Superior and was subsequently added as an option for New Richmond and Rice Lake.	
21.	Begin the process of creating common curriculum alignment	*DD/BUSINESS Cindy King	2012		Accounting Program will implement common curriculum	Completed. Business Division-Common curriculum is now available in the accounting program.	
22.	Expand online Accounting Program and begin both a Fall and Spring start for incoming students	*DD/BUSINESS Cindy King	2012		Spring 2012 the Accounting Online Program will be expanded	Completed. Business Division-Spring and Fall program start dates have been created.	
23.	Begin state application process to officially change the name of Supervisory Management Program to Management and Leadership	*DD/BUSINESS Cindy King Trudy Kroeger	2012		Fall of 2012 the name change will be completed	Business Division-Continue to work with WTCS in approval of a name change. Director of Curriculum contacted WTCS education director and WTCS colleges were unable to reach consensus on a title. Other colleges are marketing their program with different titles with permission of the WTCS.	
24.	Create Marketing materials for Finance Program	*DD/BUSINESS Kathy Maas	2012		Fall of 2012 – new marking materials will be developed	Completed and Ongoing. Business Division-Materials have been created in brochure, web, and news media formats.	

Ref: 1.11.1 (AA) – Nearly Completed

25.	Enhance course curriculum by infusing more video technology in all online courses	*Keith Hasart Divisional Deans	2012		100% of online courses will infuse video technology	<p>Health Division – continue to create and update podcasts.</p> <p>E-CHiLD online program utilizing web-based synchronous instruction one night per week.</p> <p>E-Connect- Child Care Services utilizing web-based synchronous instruction on night a week for “method” courses. Piloted Spring 2015 with full implementation beginning Fall 2015. (6/15) Keith increased travel to all campuses for objective of increasing video production into online or hybrid classes.</p> <p>The Composite program implemented in the first year of teaching Skills 180 curriculum which was highly animated for the Composite industry.</p> <p>Partially completed.</p>	
26.	Expand Basic Reading Course	*Barb Lundberg	2012		Fall of 2013 a Basic Reading course will be implemented at the college	<p>Intro to College Reading course taught at all campuses Spring 2014. Added to budget for Spring 2015 offerings.</p> <p>Intro to College Reading scheduled for Spring 2014. All FT ABE new hires also certified to teach the course.</p> <p>Reading course will be scheduled for Spring 2014 along with other courses that were offered as part of a “Success Semester” pilot that</p>	

Ref: 1.11.1 (AA) – Nearly Completed

						<p>was offered at Ashland in Spring 2013. New FT ABE instructors are required to meet the reading certification requirement in addition to the ABE certification in preparation of new offering.</p> <p>Intro to College Reading continues to be offered spring semesters. When demand grows, it may be offered other semesters.</p>	
27.	Written Communication faculty will develop a plan to have at least 75% of students earn a final grade of C	*Laura Jasper *Barb Lundberg Gen Ed Faculty Ellen Hauser	2012		By fall of 2012 data will be collected and a plan will be implemented	<p>C or higher course completion percentages topped 75 percent in three of the past six terms.</p> <p>That percentage reached 82.7 Summer 2012-Spring 2014</p>	
28.	Course completion with a C or higher by students in online sections of Social/Behavioral Science courses will increase by 5%	*Laura Jasper *Barb Lundberg Gen Ed Faculty Ellen Hauser	2012		By fall of 2012 data will be collected and a plan will be implemented	<p>Baseline data from Spring 2012 to Spring 2013 indicated an increase of 4.5 percent increase in online students earning a grade of C or higher.</p> <p>The completion rates for most courses exceed the state Behavioral/Social Science benchmark average of 67.96%. The department's 2015 Program Review Self-Study shows that WITC completion rates vary significantly by student program.</p>	

Ref: 1.11.1 (AA) – Nearly Completed

29.	Data will be collected and analyzed to develop practices that support student learning in the areas of Math, Writing and Reading	*VPAA Barb Lundberg Matt Rosendahl	2012		Data will be analyzed and a plan developed that aligns with the Learning Commons concept	<p>Math and Communications faculty are undergoing program review in 2014. As part of this process they undergo a self-study, review data, and create an improvement plan.</p> <p>Math faculty are complementing the initiatives taken by ABE faculty, with an in-service (1/8/14) on teaching fractions; workshop shared with ABE faculty, seeking to further the ongoing collaboration between ABE and math faculty.</p> <p>GS faculty continue to analyze course data as part of the GS Course assessment process. Additionally, Math and Communications faculty will be undergoing program review in 2014 and will continue to assess learning as part of that process.</p> <p>Communications faculty emphasize course placement and collaboration with program faculty and Student Services staff in their improvement plan implemented in Fall 2015.</p> <p>Science and</p>	
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Ref: 1.11.1 (AA) – Nearly Completed

						Social/Behavioral Sciences departments undertook program review in 2015.	
30.	Explore the possibility of development of the following programs for New Richmond: ▶Event, Conference Center Planning ▶Golf Course Management (articulate with Stout)	*VPAA *Cindy King	2012		Have a discussion about the possibility of two new programs at New Richmond. Check CVTC	Removed. Project not done during this cycle; Academic Affairs will continue this as part of its complete academic plan.	
31.	Implement Composite Technology associate degree program.	*Randy Deli VPAA Charlie Glazman Cindy King Student Affairs	2012		Composite Technology program will be implemented fall 2013 in conjunction with Wisconsin Covenant Grant funding.	Program is approved and was implemented. One-year embedded technical diploma Composite Materials Technician pending WTCS approval. Composite Technology program is scheduled for WTCS Board action in May 2013 and on target for implementation fall 2013. FALL 2013 class has started with a second start scheduled for Spring of 2014. We are accepting new enrollments for Fall 2014. Currently we are on track to graduate 14 students in Spring 2015. We have had extreme success in the area of internships in this program. We have also established high school composite courses and also engineering training in composites for some area composite businesses. Also, prototype development with Cirrus, UW-Stout and WITC has been established in conjunction	

Ref: 1.11.1 (AA) – Nearly Completed

						with a high-strength seat part for Cirrus in its new design.	
32.	Explore development of a Manufacturing Engineering Technologist program.	*RANDY DELI Cindy King Student Affairs	2012		Program development process will be utilized to determine feasibility of development and implementation of a Manufacturing Engineering Technologist program.	<p>Program is on hold based on other AA priorities.</p> <p>Ad hoc committee created to provide input on development of a Manufacturing Engineering Technologist program. Needs assessment complete and results currently being compiled. Based on needs assessment will determine next steps.</p> <p>ON HOLD</p> <p>Project not done during this cycle; Academic Affairs will continue this as part of its complete academic plan.</p>	
33.	Explore development of a Phlebotomy certificate and Medical Laboratory Technician program.	*Julie Kantarik Kate Siegler Cindy King Student Affairs	2012		Program development process will be utilized to determine feasibility of development and implementation of a Manufacturing Engineering Technologist program.	<p>Programs on hold based on other AA priorities.</p> <p>Needs assessment first mailing sent to employers. Potential ad hoc committee members are identified. Will determine next steps based on needs assessment results.</p> <p>ON HOLD</p> <p>Project not done during this cycle; Academic Affairs will continue this as part of its complete academic plan.</p>	

Ref: 2.1.1 (AA) – Nearly Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 2	Partners and External Stakeholders: Create and strengthen partnerships that benefit our stakeholders.
Objective: 1	Expand articulation agreements with other institutions of higher learning
Action Item: 1	Expand articulation agreements with other institutions of higher learning
Champion(s):	Office of Curriculum, Divisional Deans, Director of Curriculum, Registrar, Director of Marketing, Web Manager, Academic Affairs Specialist Scheduler, Curriculum Design Specialist, Academic Deans

Outcomes:
i.e. a process has been put in place, etc.
Document and expand articulation agreements for institutions of higher education

Metrics/KPI's:
i.e. tracking data
1-4

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Transition transfer information web page to splash page format	Director of Curriculum Registrar	2012	2013	100% of transition transfer information web page will be converted to splash page format	Continued from 2009-2012 Strategic Plan *2.2.2 (DV) Have drafted a splash page format – need to work with Web team to develop. Work group is working on this information 6/15	
2.	Incorporating CFPL transfer articulation agreement information	Director of Marketing Web Manager				Health Division – info developed for MA/DA/HIT.	
3.	Develop a process for updating transfer information system (TIS) to reflect current UW to WITC transfer equivalencies	Registrar Director of Curriculum Academic Affairs Technician - Scheduler Curriculum Academic Affairs	2012	2015	Plan will be completed and implemented	The Academic Affairs Technician updates TIS on an ongoing basis. 6/2/14 Transfer equivalencies for UCTA being finalized for updating TIS entry 6/15	

Ref: 2.1.1 (AA) – Nearly Completed

4.	Develop articulation agreements with UW and private college partners to promote transferability of WITC credits to baccalaureate programs	Director of Curriculum Divisional Deans Academic Deans Curriculum Design Specialist	2012	2015	Articulation agreements will be increased by 25%	<p>Health Division – agreement with College of St. Scholastica for HIT to their HIM program - ready for signature.</p> <p>2014 – HITs articulation agreement with the College of St. Scholastica is completed.</p> <p>F&CS added:</p> <ul style="list-style-type: none"> ➤ UWS Social Work, UWS Articulation Agreement – HSA ➤ Renewed ECE ➤ Added UWS ECE Child Life Specialist Articulation Agreement ➤ UW-Stout – Articulation Agreement in progress approved for HSA <p>Currently working on developing new agreements with ECE – Northland College and HSA-Metropolitan State College.</p> <p>ECE- Northland College Agreement approved and in place (6/15).</p> <p>Public Safety and Emergency Services – Draft agreement developed for Criminal</p>
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Ref: 2.1.1 (AA) – Nearly Completed

						<p>Justice – Corrections and Criminal Justice – Law Enforcement</p> <p>UWS Bus. Mgt. articulation approved and Accounting and Finance agreements in process. 6/2/14 June 2015: Bus Mgmt & Accounting & Finance agreements with UWS approved.</p>	
5.	<p>Add an action step to track how many of our students came to WITC via Transcribed Credit options.</p>						

Ref: 2.2.1 (AA) - Discontinued

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 2	Partners and External Stakeholders: Create and strengthen partnerships that benefit our stakeholders.
Objective: 2	Document and develop plan to promote student learning educational opportunities to include service learning
Action Item: 1	Document and develop plan to promote student learning educational opportunities to include service learning
Champion(s):	Divisional Deans, Academic Deans, VPAA , Cindy King, Ellen Hauser, Andrea Schullo, Larry Gee
Outcomes: i.e. a process has been put in place, etc.	Enhance and expand opportunities for service learning and student internships
Metrics/KPI's: i.e. tracking data	1-3

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop a systematic format of gathering data to measure student engagement in service learning projects	Divisional Deans Academic Deans VPAA Cindy King Ellen Hauser Andrea Schullo	2012	2015	Increase the number of reported courses/programs utilizing service learning by 50%	Discontinued as other projects took the place of Service Learning. At this time, this will not be carried forward as a district project.	
2.	Develop resource for faculty to incorporate service learning into program or classroom	Andrea Schullo Divisional Deans Larry Gee	2012	2015	Resource will be developed	Ongoing at this point (May 2013) On Hold. Discontinued as other projects took the place of Service Learning. At this time, this will not be carried forward as a district project.	
3.	Survey faculty on number of internships that currently exist at WITC for programs	Ellen Hauser Divisional Deans VPAA Academic Deans	2012	2014	Increase internship by 25%	Discontinued as other projects took the place of Service Learning.	

Ref: 2.2.1 (AA) - Discontinued

						At this time, this will not be carried forward as a district project.	
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Ref: 2.3.1 (AA) - Discontinued

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 2	Partners and External Stakeholders: Create and strengthen partnerships that benefit our stakeholders.
Objective: 3	Revitalize Advisory Committees throughout the College
Action Item: 1	Revitalize Advisory Committees throughout the College
Champion(s):	Divisional Deans, Academic Deans, *VPAA, Cindy King, Larry Gee
Outcomes: i.e. a process has been put in place, etc.	See below
Metrics/KPI's: i.e. tracking data	1-4

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Identify best practices of functioning advisory committees	Divisional Deans Academic Deans *VPAA Cindy King Larry Gee	2012	2014	Best practices will be established, documented and communicated.	<p style="color: red;">Survey is being developed to send to lead instructors who work with Adv. Cmtees.</p> <p style="color: red;">To be continued</p> <p style="color: red;">Health Division – MA/DA/HIT-MCS offer best practices.</p> <p style="color: green;">Family & Consumer Division running very effective advisory committees at this time. New formats piloted in identified program areas with success.</p> <p style="color: orange;">Trade and Technical Advisory Committee input is crucial for changes within all of our programs. Farm Business advisory committee dictates what units are taught within this program on a yearly basis.</p>	

Ref: 2.3.1 (AA) - Discontinued

						Discontinued and a part of regular workload.	
2.	Establish a metrics/rubric of a functioning advisory committee	Divisional Deans Academic Deans *VPAA Cindy King Larry Gee	2012	2015	Metric/rubric will be developed, documented, communicated and utilized.	Input will be requested from instructors and Deans. To be continued. Discontinued and a part of regular workload.	
3.	Review all advisory committee memberships to ensure appropriate membership (follow program review).	*Divisional Deans	2012	2015	100% of advisory committees will contain appropriate membership	To be continued. ABE department reviewed memberships for appropriateness Spring 2013 as part of program review. Suggested changes to be implemented in 2013-14. In Trades we offer 3 year rotational basis for all advisory committee members as a best practice. Some choose to serve longer while others choose to serve 3 years. Allied Health Complete F&CS in progress complete Discontinued and a part of regular workload.	
4.	Disseminate state guidelines regarding advisory committee to all deans	*VPAA	2012	2013	All state guidelines will be shared with all deans	Ongoing. Discontinued and a part of regular workload.	

Ref: 3.1.1 (AA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 3	Staff Support and Development: Foster a trusting, respectful environment that nurtures professional growth and balance.
Objective: 1	Increase and implement collaborative educational offerings in the high schools
Action Item: 1	Increase and implement collaborative educational offerings in the high schools
Champions:	Andrea Schullo, Mary Ann Pebler, Kate Siegler, Kathy Kitter-Carey, Mike Boyle, Laura Wassenaar, Twila Sauve , DD-BUSINESS, Leslie Bleskachek, Cindy King, Director of Video Networking
Outcomes: i.e. a process has been put in place, etc.	The college will increase, expand and enhance collaborative educational offerings.
Metrics/KPI's: i.e. tracking data	1-7

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Work with area high school teachers to develop transcribed credit offerings in the health area.	*Andrea Schullo Mary Ann Pebler Kate Siegler Kathy K-Carey DD – Allied Health	2012	2015	Increase the number of transcribed credit agreements by 20%	Exceeded. There were five transcribed credit agreements in the health area in 2011-2012. An increase of 20% will be achieved by adding one additional course (6). In 2012-2013 there were 13 transcribed credit agreements and there are 15 agreements in place for 2013-2014. Health Division – offering nursing assistant and medical terminology	

Ref: 3.1.1 (AA) - Completed

						<p>courses via transcribed credit.</p> <p>CE: In addition, Offered EMT onsite to high school juniors and seniors at Ladysmith HS in spring 2013 (contract)</p> <p>Additional agreements continue to be developed.</p>	
2.	Work with area high school teachers to develop transcribed credit offerings in the trade area	*Andrea Schullo Randy Deli Academic Deans-T&T	2012	2015	Increase the number of transcribed credit agreements by 20%	<p>Status: Exceeded. There were 13 transcribed credit agreements in the ag/trade area in 2011-2012. An increase of 20% will be achieved by adding three additional courses (16). In 2012-2013 there were 14 transcribed credit agreements and there are 18 agreements in place for 2013-2014. Additional agreements continue to be developed.</p>	
3.	Work with area high school teachers to develop transcribed credit offerings in the family and consumer services area	*Andrea Schullo Laura Wassenaar Twila Sauve	2012	2015	Increase the number of transcribed credit agreements by 20%	<p>Status: Exceeded. There were two transcribed credit</p>	

Ref: 3.1.1 (AA) - Completed

						<p>agreements in the family and consumer services area in 2011-2012. An increase of 20% will be achieved by adding one additional course (3). In 2012-2013 there were 3 transcribed credit agreements and there are 5 agreements in place for 2013-2014.</p> <p>F&CS—ECE—3 agreements in place with increased interest for 2013-2014</p> <p>Additional agreements continue to be developed.</p>	
4.	Work with area high school teachers to develop transcribed credit offerings in the business area	*Andrea Schullo DD-BUSINESS Leslie Bleskachek	2012	2015	Increase the number of transcribed credit agreements by 20%	<p>Status: Exceeded. There were 84 transcribed credit agreements in the business area in 2011-2012. An increase of 20% will be achieved by adding 17 additional courses (101). In 2012-2013</p>	

Ref: 3.1.1 (AA) - Completed

						<p>there were 90 transcribed credit agreements and there are 114 agreements in place for 2013-2014.</p> <p>Business Division-Meetings with HS faculty were held and agreements were developed for transcribed credit throughout the district. Concerns with current agreements are centered on faculty credentials and course rigor. Additional agreements continue to be developed.</p>	
5.	Market, promote and expand transcribed credit offerings	*Andrea Schullo Cindy King	2012	2015	Increase the number of transcribed credit agreements by 25%	<p>Status: Exceeded. WITC had 107 transcribed credit agreements in place in 2011-2012. An increase of 25% will be achieved by adding 27 additional courses (109). In 2012-2013 there were 123 transcribed credit agreements and</p>	

Ref: 3.1.1 (AA) - Completed

						there are 155 agreements in place for 2013-2014.	
6.	Develop a high school relations committee to establish a comprehensive high school relations plan	*Barb Landstrom Andrea Schullo Cindy King VPAA Cross-functional Team Members	2012	2015	Team will be developed and a plan implemented	Cross functional committee membership is defined and presented to PC. Meetings of WITC staff currently working with high schools were held in fall '11 and '12. Plans are for the Career Prep Director and the PR Director to officially develop/document a college-wide high school committee and establish a comprehensive plan by fall 2013. A high school relations committee has been approved and has met twice. 6/2/14	
7.	Create marketing materials for parents regarding high school articulation	Kathy Maas High School Relations Committee	2012	2013		Once in place, the high school relations committee will work with marketing to create materials.	
8.	Collaboration with Baldwin-Woodville High School and OEM in development of career pathway model that incorporates high school articulation, work experience, and WITC opportunities.	Randy Deli VPAA Cindy King	2012			Transcripted credit courses approved; Accuplacer pilot completed. Ongoing	

Ref: 3.2.1 (AA) – Move to 2015-18

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 3	Staff Support and Development: Foster a trusting, respectful environment that nurtures professional growth and balance.
Objective: 2	Enhance adjunct faculty experiences at WITC
Action Item: 1	Enhance adjunct faculty experiences at WITC
Champion(s):	Larry Gee, Val Smith, Cher Vink, VPAA, Divisional Deans, Academic Deans, Jim Dahlberg, Director of Learning Resources
Outcomes: i.e. a process has been put in place, etc.	Expand and enhance adjunct faculty experiences at WITC
Metrics/KPI's: i.e. tracking data	1-7 (*Adjunct faculty are referred to as UGRAD instructors only for this purpose)

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop and implement a plan for professional development of adjunct instructors	Larry Gee Val Smith Susan Lockwood (Committee)	2012	2013	Plan will be developed	Adjunct instructor training and development track will be incorporated into the district Faculty Training and Development Plan. In addition, pilot in-services were held with non-credit adjunct instructors in 2012 and 2013. HR was involved with the in-services. Move to the 2015-2018 Strategic Plan.	
2.	Enhance the mentoring relationship for new faculty	*Larry Gee Val Smith	2012	2013		Mentoring relationship being enhanced beginning with the New Faculty Orientation. Additional hours with faculty mentor(s) is being considered. Budget is a concern. June2014: Larry is WITC's rep on the state mentoring development team for FQAS. Discontinue and will be covered by the new FQAS Process.	
3.	Implement faculty professional development, training and orientation (PeopleSoft) for adjunct	Larry Gee Val Smith	20123	2014		Adjunct have been invited (Dean's choice) to Academic Days and various training events. Need to focus on PS training.	

Ref: 3.2.1 (AA) – Move to 2015-18

						<p>June2014: FCS Division regularly implements program-specific orientation/training opportunities and mentorship opportunities for adjunct faculty, as relevant and applicable. Adjunct faculty continue to be invited (Dean's choice) to professional development sessions. Ongoing.</p> <p>Discontinue and will be covered by the new FQAS Process.</p>	
4.	Establish database of current and potential adjunct	*Larry Gee Val Smith	2012	2014	Database will be developed and documented	<p>To be completed.</p> <p>Discontinue.</p>	
5.	Develop e-mail system for adjunct	*Larry Gee *Jim Dahlberg	2012	2015	100% of UGRAD will have access to email	<p>Adjunct now have access to Connection – big step.</p> <p>Completed.</p>	
6.	Develop and administer adjunct satisfaction survey	*Larry Gee Divisional Deans Academic Deans	2012	2015	Satisfaction rates will exceed 80%	<p>To be completed.</p> <p>Discontinue</p>	
7.	Investigate new payment structure for adjunct faculty (e.g., contract per credit vs. per hour)	*Cher Vink VPAA Divisional Deans	2012	2013	New compensation structure will be developed	<p>Non-credit adjunct salary plan has been developed and was implemented July 1, 2013 – salary plan for credit faculty still in development.</p> <p>Discontinue and is no longer feasible.</p>	

Ref: 4.1.1 (AA) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Integrate a communication process across divisions/units for facility planning needs in educational offerings
Action Item: 1	Integrate a communication process across divisions/units for facility planning needs in educational offerings
Champion(s):	VPAA
Outcomes: i.e. a process has been put in place, etc.	Enhance leadership throughout the division
Metrics/KPI's: i.e. tracking data	1-4

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop a plan to provide professional development for the deans	VPAA Larry Gee Val Smith Divisional Deans	2012	2014	Survey deans on training topics – develop training as needed	Business Division- Surveys took place and multiple training opportunities were provided by HR. A team is in development to continue this process in conjunction with HR. June2014: HR continues to plan mgmt. training on a regular basis.	
2.	Continue to use strength training at Academic Affairs retreats	VPAA	2012	2013	Revisit strength training – incorporate into work plans	Remove.	
3.	Increase dean's understanding of student learning assessment	Barb Landstrom Larry Gee	2012	2013		Assessment training provided at academic/ divisional deans meeting spring 2013..	

Ref: 4.1.1 (AA) - Completed

4.	Meet with deans on an individual basis quarterly	VPAA Divisional Deans	2012	2013	Once a quarter meet individually with the deans to review divisional goals	Completed	
5.	Develop a plan to improve student input into course evaluation						

Ref: 5.1.1 (AA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 1	Expand and improve business processes in the area of Academic Affairs
Action Item: 1	Expand and improve business processes in the area of Academic Affairs
Champion(s):	VPAA, HR, Divisional Deans, Scheduling Committee, Cindy King, Business Process Group, Andrea Schullo, Jim Dahlberg, Laura Sullivan, Betty Tschernach
Outcomes: i.e. a process has been put in place, etc.	Enhance and improve the areas of scheduling, location codes, transcripts, graduation audit, WIDS to Web, Blackboard V 9, online registration, handbook, policies and procedures

Metrics/KPI's: 1-21
i.e. tracking data

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Complete instructional area of handbook	*VPAA Human Resources Divisional Deans	2011	2015 ongoing	Handbook completed	Reviewed and revised spring 2013. Completed.	
2.	Review and update standardized class scheduling notes and program suggested PDFs	Scheduling Committee *Cindy King	2012	2013	Changes to class notes and program suggestions will be made	Completed – updated as needed during each scheduling cycle	
3.	Implement online campus value and online location code and communicate how changes impact student schedules	*Cindy King Scheduling Team Business Process Group	2012	2013	Online campus value and location code identified and communicated.	Completed	
4.	Develop a strategy to implement WIDS to Web	Andrea Schullo *Cindy King	2012	2013	Strategy developed, communicated and training plan is developed	Syllabi training completed Jan. and May 2014. All Syllabi are to be posted in WIDS for fall 2014. 6/2/14 Curriculum and	

Ref: 5.1.1 (AA) - Completed

						<p>Assessment Mentors identified representing each division and campus location. Training of C & A mentors completed June 2013. Syllabi information provided to all faculty during Academic Day fall 2013. Syllabi training provided to Family and Consumer Services, Business, and Public Safety faculty completed.</p> <p>All program design documents and COSs imported.</p> <p>Syllabi template developed for faculty to reflect WITC requirements.</p> <p>Curriculum and Assessment Mentors to be identified – training scheduled June 2013 with roll out to faculty teams fall 2013.</p>	
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Ref: 5.1.1 (AA) - Completed

5.	Explore options for online registration and grade access for high school transcribed credit	Andrea Schullo Jim Dahlberg *Cindy King *Laura Sullivan	2012	2013	Options documented and communicated		
6.	Establish an Academic Standards Committee to address academic standards issues	VPAA	2011	2012	Committee Established	Committee update on hold – to be reviewed by new VPAA Completed.	
7.	Review and update academic affairs policies and procedures	*Diane Vertin Divisional Deans	2011	2015	100% of policies and procedures will be reviewed	Curriculum and Assessment Documentation board policy updated. To be continued.	
8.	Implement R25 Room Scheduling software for Conference Center	R25 Implementation Team Conference Center Staff *Betty Tschernach	2011	2013	R25 for Conference Center will be implemented	Completed – using for rooms. Additional software options are in progress, i.e., invoicing.	
9.	Explore option to a trimester system	VPAA Divisional Deans Cindy King	2012	2015	Position paper will be developed and presented to PC	To be continued.	
10.	Research, test and implement automated graduation audit process	WILM WITC Team	2011	2015	Process will be implemented	Student Affairs staff are working with this process	
11.	Develop, communicate and implement a plan for training data entry scheduling staff	Academic Affairs Specialist- Curriculum/Scheduling	2011	2012	Plan and training of data entry scheduling will be completed	Current staff have been trained. Plan in place for new and/or replacement staff training, i.e., Lync, ITV, inperson	
12.	Provide training for update to Blackboard Version 9	Online Learning Training Group Mentors	2012	2013	Training will be completed	Completed.	
13.	Provide R25 room scheduling software training to end-users	R25 Implementation Team Betty Tschernach	2012	2015	Training will be completed	Completed – Continued for new hires as needed.	

Ref: 5.1.1 (AA) - Completed

						6/2/14	
14.	Improve purchasing of equipment, so equipment is delivered, installed and ready to start for academic year	Divisional Deans Academic Deans VPAA	2012	2015	100% of major equipment will be purchased within the first quarter of the financial year.	F&CS complete	
15.	Research and implement fix for general college courses to be reflected accurately on academic advising transcripts	Academic Affairs Specialist Scheduling/Curriculum Student Affairs Specialist WILM Campus Solutions	2012	2013	Plan and fix will be designed and implemented	Complete – 11/15/13	
16.	Develop and implement a process to address workload factor for payroll	VPAA Cindy King Val Smith Divisional Deans	2012	2014	Plan will be developed and implemented	Business Division-Process developed to review WLF after 21 st day of courses to ensure overloads are captured correctly. F&CS complete	
17.	Develop a plan that includes a timeline for publication/promotions of program marketing materials	Cindy King BETH LYDEN Divisional Deans Academic Deans Tom Szalajka	2012	2013	A plan will be developed and implemented	F&CS complete	
18.	Complete the transition of curriculum documents on the “W” drive to Academic Affairs site in The Connection	Cindy King Divisional Deans Academic Deans Jennifer Kunselman Betty Tschernach VPAA	2012	2015	100% of “W” drive will be converted	On hold due to plans for restructuring of The Connection In progress now that Connection is restructured	
19.	Develop a plan to identify strategies for communicating curriculum process with Continuing Ed	Susan Yohnk-Lockwood Cindy King Craig Fowler VPAA	2015	2015		In progress FCS Division works very closely and collaboratively with Con Ed with	

Ref: 5.1.1 (AA) - Completed

						evidence of increased internal and external partnerships and increased FTE. Strong advisory committee participation and interaction	
20.	Continue to monitor improvements with ETC and online learning	VPAA Larry Gee Matt Rosendahl				Completed. Strong collaboration and partnership with E-CHiLD program development and implementation resulting in student success and increased innovation	
21.	Continue to monitor Academic Affairs budget to determine efficiencies	VPAA Divisional Deans	2012	2013	Cut budget by 10% by FY13	Completed. F&CS complete	
22.	Re-evaluate and define instructional mode for courses	*Larry Gee Cindy King VPAA Academic Standards Committee	2012	2013	The instructional mode will be reviewed and changed as needed.	New/revise instruction modes identified – will be tested for implementation with summer/fall 2014 scheduling. In progress New ITV/Hybrid mode added	
23.	Record Retention Inventory and Submission of Academic Affairs records.	Betty Tschernach VPAA Director, Curriculum Divisional Deans	2013	2015	Inventory of all records completed in July 2014. Submission to Public Records Board in July 2015.	February inservice presentation on Records Retention. Presentation	

Ref: 5.1.1 (AA) - Completed

						<p>provided to Academic Affairs staff September 2013. Follow-up IPV session held for champions and draft inventory forms completed. Curriculum Office staff meeting to begin inventory of forms.</p> <p>Curriculum office inventory of forms completed. 6/2/14</p> <p>10/14-FCS Division Complete-To Date</p>	
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Finance and Business Services

Action Steps

Ref: 1.1.1. (BS) – Move to 2015-2018 plan

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 1	Increase Academic Support
Action Item: 1	Eliminate barriers to students in allowing them to charge enterprise activities to their student account.
Champion(s):	Associate Vice President – Finance and Business Services; Instructional Technology
Outcomes: i.e. a process has been put in place, etc.	To implement a process to allow students to access services through their student account.
Metrics/KPI's: i.e. tracking data	Completion of process design and implementation of a process including the recording and billing of activities.

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Implement a procedure that integrates Nebraska books, PeopleSoft and TouchNet to allow students to charge books to their student account.	Business Office Team/ Student Services/ Bookstore Team Director of Instructional Technology WILM CIO	07/01/12	06/30/14	Students are allowed to order and charge books via the student account.	11/2013: In process Moved to 2015-2018 Plan due to WILM resources need.	
2.	Implement a procedure to improve the payment plan and collection procedures to minimize student's disruption to education.	Business Office Team/ Student Services Director of Instructional Technology WILM CIO?	07/01/12	06/30/14	Credit & Non-credit students can set up a payment plan regardless of transaction amount.	Completed: See procedure: J-249A-2	
3.	Explore additional areas of applicability of charging student accounts (print services, food service, etc..)	Business Office Team/ Student Services/RL Food Service Staff	7/1/14	6/30/15	Input from service teams to gauge interest in process has been gathered.	11/2013: In process - Exploring pre-pay credit cards. Further exploration after	

Ref: 1.1.1. (BS) – Move to 2015-2018 plan

		Director of Instructional Technology, Director, LRC, WILM CIO				#1 above is implemented. 2015-18 Strategic Plan.	
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Ref: 3.1.1 (BS) – Nearly Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 3	Staff Support and Development: Foster a trusting, respectful environment that nurtures professional growth and balance.
Objective: 1	Enhance the Safety of the College
Action Item: 1	Continue to align site safety protocols and standards
Champion(s):	Associate VP, Finance & Business Services, Associate VP, HR & Employee Relations, VP, Instructional Technology
Outcomes: i.e. a process has been put in place, etc.	Consistent collegewide reaction to incidents; consistent standards for safety and emergencies
Metrics/KPI's: i.e. tracking data	Completion of Business Continuity Plan, including testing

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Approve Business Continuity Plan	President's Cabinet, College Safety Team; Instructional Technology Executive Team	7/1/2012	6/30/14	(CV) (SD) The Business Continuity Plan is currently under development; approval pending.	In-Progress Continued from 2009-2012 Strategic Plan *3.6.1 (1) JH-CV and 3.6.1 (2)(5) CV Delayed to FY 2015 due to CFO resignation (JH)	\$ 0.00
2.	Research and implement a College-wide mass notification system.	Safety Team – Security Subcommittee	7-1-12	8-1-13	Notification system is in place and policies and procedures developed for use.	Completed: RAVE & Alertus Systems went live 12/3/2013	\$15,000 for FY '14
3.	Pilot required online training with Rice Lake custodians, Spring '13, implement College-wide plan by July, 2013	Safety Team – Risk Management Subcommittee	12-12-12	6-30-13	Rice Lake custodians have participated in mandatory training and Plan developed for College-wide implementation that includes electronic recordkeeping (Enterprise Learning?).	Completed: 11/2013: Pilot implemented. Monitoring success of pilot for further implementation of other areas.	

Ref: 3.1.1 (BS) – Nearly Completed

						Update 10-1-14: Maintenance and Facility managers are using the Lesage on-line training modules regularly. Monitoring and compliance has been automated to an extent via Excel spreadsheet. Safety Team looking at how to interface this process with Peoplesoft for greater efficiency and accountability. (JH)	
4.	Evaluate and recommend plan for supplemental student accident insurance through DMI (funded by student fees) (FY '14)	Safety Team – Risk Management Subcommittee	12-12-12	5-1-13	Student Senate has been provided information regarding supplemental insurance program and have formally acted upon recommendation.	Discontinued Moved to 2015-2018 strategic plan.	
5.	Provide accident (incident) “go packs” at each campus and Shell Lake.	Safety Team – Risk Management Subcommittee	12-12-12	3-1-14	Go-paks are in place at campuses and Shell Lake.	In Progress Update 10-1-14: Need to research. (JH)	\$500 in FY '14 at each campus?
6.	Develop and disseminate incident command program that are customized for each specific campus locations and train personnel.	Safety Team – Emergency Action Plan Subcommittee	12-12-12	9-1-13	Each campus location and Shell Lake has a customized incident command structure in place and managers have been trained on aspects of plan.	Moved to 2015-2018 Plan Update 10-1-14: Not started. (JH)	
7.	Train, schedule and conduct safety table top exercises with campus teams.	Safety Team – Emergency Action Plan Subcommittee	9-1-13	Ongoing	Each campus leadership team will conduct identical table top exercises twice per semester. Results of exercise to be shared with	Completed 11/2013: All front-line staff are trained. All other staff trained at	

Ref: 3.1.1 (BS) – Nearly Completed

					District Safety Team to determine best practices.	January 9, 2014 campus inservices. Update 10-1-14: Monthly safety themes still being utilized to heighten awareness of emergency procedures. September, 2014, all campuses were to conduct behavior intervention training/awareness in conjunction with a lockdown drill. (JH)	
8.	Identify program-specific safety training needs and develop training curriculum in coordination with Academic Affairs.	Safety Team – Program/ Instruction Subcommittee	7-1-13	6-30-14	Database of courses and corresponding student safety training program is developed.	In progress	
9.	Train faculty in methods and best practices to teach safety competencies and document student attainment.	Safety Team – Program/ Instruction Subcommittee	1-1-14	7-1-14	Each course that requires students to attain safety competencies has an established training plan.	In progress	
10.							
11.							

Ref: 4.1.1. (BS) – Nearly Complete

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Improve internal communication between the Business Office and WITC staff
Action Item: 1	Improve internal Business Office fiscal reporting mechanisms
Champion(s):	Vice President Finance and Business Services
Outcomes: i.e. a process has been put in place, etc.	To improve the ability of managers to effectively and efficiently manage college resources through improved reporting in the budgeting, recording and monitoring cycles.
Metrics/KPI's: i.e. tracking data	See 1 - 4

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Solicit input from Divisions, Campuses and staff regarding financial informational needs.	Business Office Team	07/01/12	06/30/13	Attend 2 Divisional Dean / All Dean meetings and 1 general meeting of each Division Spend 1 Campus Day per month to meet with individuals.	Completed: Imagenow, ScitQuest Bi-weekly expense reimbursements Attending divisional dean meetings & going out to campuses regularly.	
2.	Improve financial reporting for general staff through scheduled communications and use of The Connection.	Business Office Team	07/01/12	6/30/13	Monthly financial information distributed to general staff	Completed: Bi-weekly budget vs actual report updates are emailed and stored on the network Y drive	
3.	Distribute comprehensive budget and actual reports to budget managers through scheduled communications and use of The Connection or Cognos	Business Office Team	07/01/12	6/30/14	Implementation of Cognos Reports or on The Connection.	11/2013: In progress - Until Cognos reports are created and	

Ref: 4.1.1. (BS) - Nearly Complete

						tested. Bi-weekly budget vs actual report updates are emailed and stored on the network Y drive	
4.	Tuition and fee due date and drop for non-payment due date changes	Business Office Team / Managers of Enrollment Services	07/01/13	06/30/14	Reduction in student outstanding fees for non-payment. Increase in program student enrollments	Completed	

Ref: 5.1.1.a. (BS) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 1	Keep Pace and Balance with Technology
Action Item: 1	Improve internal Business Office processes to make them more efficient and user friendly.
Champion(s):	Associate Vice President Finance and Business Services, Instructional Technology, and WILM CIO
Outcomes: i.e. a process has been put in place, etc.	To have more efficient operating procedures.
Metrics/KPI's: i.e. tracking data	Completed VSM of process including implementation of recommendations.

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Business Office to Value Stream Map the bi-weekly expense process to determine improvements that may be available.	Business Office Team/ Human Resources Team/ WILM (DCS Netlink) IT Staff	07/01/12	6/30/13	Changes made to current process including the use of workflow	Completed: bi-weekly expense forms are sent thru ImageNow workflow	
2.	Business Office to Value Stream Map the Purchase Card process to determine improvements that may be available.	Business Office Team/ Divisional Deans/ Managers IT Staff	07/01/13	6/13/14	Changes made to current process including the use of workflow	Completed: Visa statements are sent thru ImageNow workflow	
3.	Business Office to Value Stream Map the Accounts Receivable process to determine improvements that may be available	Business Office Team/ Campus Divisional Teams IT Staff	07/01/12	6/30/13	Changes made to current process including the use of workflow	Completed: Using iNow for record retention. B&I contracts and reporting have been streamlined.	

Ref: 5.1.1.a. (BS) - Completed

4.	Implement paper reduction	Business Office Team/ RE&S Committee	07/01/12	6/30/14	Reducing paper consumption by 25% over a 3 year period	<p>Completed 11/2013: PaperCut is implemented for students. Printers are collecting data but no reports yet. Anita Hacker to build the reporting system in PaperCut. Eliminated the printing of paper check copies within AP. 2013 fiscal year end the paper copies of documents has been reduced to three. E-Billing/E-Refunding on student accounts</p>	
5.	Value stream map farm business management	Business Office Team	07/01/12	06/30/14	Document process for new Foundation funding due to the elimination of state funding	<p>Completed</p>	

Ref: 5.1.1.b. (BS) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 1	Keep Pace and Balance with Technology.
Action Item: 1	Implement a collegewide comprehensive records retention policy and procedures.
Champion(s):	Associate Vice President of Business and Financial Services, Record Retention Committee and Instructional Technology
Outcomes: i.e. a process has been put in place, etc.	To effectively and efficiently manage District records.
Metrics/KPI's: i.e. tracking data	Record Retention Schedule completed.

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop a record retention strategy using ImageNow as a tool	Business Office Staff Instructional Technology, Record Retention Committee	1/1/12	06/30/12	Strategy completed.	Completed	
2.	Business Office pilot implementation of Image Now record retention software.	Business Office Staff Record Retention Committee Instructional Technology	07/01/12	12/31/12	Training and use of system by all Business Office Staff.	Completed	
3.	Based upon process, training materials will be developed and distributed to collegewide divisions for implementation	Record Retention Committee, Instructional Technology	01/01/13	06/30/14	Training in all Divisions of "Divisional Power Users"	Completed. Other divisional retention inventories in process.	

Ref: 5.1.1.b. (BS) - Completed

4.	Phase 1: Move college wide collections to the State Debt Collection (SDC) Program	Business Services	01/01/14	07/15/14	Decrease in outstanding debt receivables	Completed	
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Ref: 5.2.1 (BS-TM) – Discontinued

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision-making, and effective use of resources.
Objective: 2	Continue to Implement Sustainability in WITC's Operations and Support ongoing Sustainability Programming across the College
Action Item: 1	Develop and implement a plan to advance college-wide sustainability.
Champion(s):	VP, Finance & Business Services, Ted May, with the RE&S Committee & others listed below
Outcomes: i.e., a process has been put in place, etc.	By 2015, sustainability has become a <i>modus operandi</i> for the college, and continuing efforts are taken to incorporate systems thinking and sustainability into all programs where appropriate.
Metrics/KPI's: i.e., tracking data	See the various action steps – each with an associated metric.

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Expand visibility/pervasiveness of sustainability (4a) – Develop internal/external RE&S communications strategy – emphasizing educational growth & visibility.	Ted, Steve , RE&S Committee & Beth Lyden Kathy Maas	7/1/12	6/30/15	Visibility and pervasiveness plan in place across the college	Strengthened leadership of District Committee for the campus Green Teams; solidified at least 2 members from each campus on district team. 11/2013: Plan to be presented to PC at Jan 2014 meeting. 7/14 – presentations (below) at fall inservices will begin to enhance communications.	
2.	Staff Development (3a) – Provide systems thinking and sustainability education experiences for all staff.	Ted May, RE&S Committee & Human Resources	1/5/12	6/30/15	12 or more participants/year participate in course on systems thinking and sustainability; outcomes assessed	(started early) Developing revised plan for broader reach, starting with “training” for RE&S Committee – to be expanded from there. 11/2013: Plan to unfold in 2014 for systematic staff development	

Ref: 5.2.1 (BS-TM) – Discontinued

						7/14 – Planning for presentations at fall In-services for AA, and later for all-staff.	
3.	Student and Public Education (1a) – The District and campus green teams establish annual RE&S educational opportunities on all campuses.	Gayla Wencl, Kurtis Burton, RE&S Committee & Continuing Ed staff	7/1/12	5/15/15	Evident in annual activities available across the district – some campus-specific; others IPV across district	Many of the campuses had some educational outreach in 2012-13, but will likely be expanded at each campus next year. 7/14 – each year, most campuses have some RE&S educational opportunities for staff and students	
4.	Collegewide Outcomes (1b) – Gradually expanding evidence of sustainability education across programs – culminating in a CWO for the college.	Ted May, RE&S Committee & Assessment Committee	7/1/12	5/15/15	Completion of a Sustainability CWO – and assessment thereof (possibly not until FY2016)	Discussed at the Assessment Team – on agenda for 2013 summer retreat. 11/2013: Assessment Team suspended; will present concept at AA or district inservice in August 7/14 – we will extend the amount to which sustainability is incorporated into programs gradually with faculty support/initiative – throughout the 2015-18 plan/action time-period.	
5.	Partnerships (2a) – The number, strength and value of RE&S-related partnerships will steadily expand.	Leslie Larsen and RE&S Committee	7/1/12	6/15/15	WITC well-networked in sustainability throughout NW WI; financial support for initiatives; high placement rate grads from RE&S educational efforts	Table of current established partnerships is developed; expanding specific purposefulness these – but already viable collaborations at most campuses are in place. 7/14 – part of 2015-18 Strategic Plan – not a major part, but there.	

Ref: 5.2.1 (BS-TM) – Discontinued

6.	<p>Future Vision (4b, 5a, 5b) – RE&S and WITC establish:</p> <ul style="list-style-type: none"> a) 2020 Vision of a sustainable WITC b) Facility review team assists with any building modifications or additions c) Green-specific elements enumerated/ highlighted across the college 	<p>RE&S Committee – with leads on each:</p> <ul style="list-style-type: none"> (a) Charlie Glazman (b) Mark Kruser Steve Decker (c) Ted May 	7/1/12	5/15/15	<ul style="list-style-type: none"> (a) Vision established/adopted (b) 10% reduction in BTUs/sq.ft./degree day (c) Green-specific elements highlighted; plans for future 	<p>Making significant progress toward energy reduction; 2 Committee members going to workshop on Green Tier in May 2013; more work with Committee in summer of 2013.</p> <p>11/2013: While Green Tier workshop was cancelled, we will pursue Green Tier at one (Superior) pilot campus.</p> <p>7/14 – we intend to complete Green Tier I at the Superior campus this coming year, and blend into plans for other campuses into 2015-18.</p>	
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Continuing Education

Action Steps

Ref: 1.1.1 (CE) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 1	Expand Opportunities to Support Student Learning
Action Item: 1	Implement the 8-stage new programming initiative model, including online CE offerings (1.1d and 1.4c) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Process will be implemented and the appropriate mix of courses will be offered
Metrics/KPI's: i.e. tracking data	Comprehensive market plan developed for the division.

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop implementation team to determine approach	CE VP CE Deans	00/00/00	00/00/00	Add if available	Completed	N/A \$000,000
2.	Contact LERN for samples from other colleges	CE Dean (NR)	10/1/11	1/1/12	Receipt of samples	Completed	
3.	Implement model with professional development courses	CE Deans, Assc Deans, Specialists	10/1/11	5/31/15	10 percent new professional development courses that successfully run each year	In progress: Scheduling classes for spring 2013 using model 11/15/13: Progress continues. New professional development seminars have been scheduled in the instructional areas of Cosmetology, Early Childhood	

Ref: 1.1.1 (CE) – Completed

						and Medical Assistant for Fall 2013 and Spring 2014. Using LERN formulas, the number of classes that need to be scheduled have been identified.	
4.	Expand model to remaining CE courses	CE Deans, Assc Deans, Specialists	7/1/12	5/31/15	10 percent new courses each year	In progress: using model for aid code 42 and 47 classes, fall 2013 11/15/13: Progress continues. Using LERN formulas and last year's course data, scheduling projections have been made for spring 2014. These projections will be utilized to reach the 10 percent goal.	

Ref: 1.1.2 (CE) - Discontinued

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 1	Expand Opportunities to Support Student Learning
Action Item: 2	Obtain more information regarding LERN's structure on student guidance (follow up) in a specified area. (1.4c) FY14
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Research processes/best practices that may be used
Metrics/KPI's: i.e. tracking data	Processes will be reviewed to determine if we can implement at WITC.

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	LERN and other resources analyzed	CE Leadership team	7/1/14	12/30/14	Resources prioritized	Pending	
2.							
3.							
4.							
5.							
6.							

Ref: 1.1.3 (CE) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 1	Expand Opportunities to Support Student Learning
Action Item: 3	Collaborate with academic Deans, instructors, and advisory committees to identify CE opportunities for students, graduates, and targeted industries. (1.4.c) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	New opportunities identified
Metrics/KPI's: i.e. tracking data	Market plan developed and implemented

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Explore and identify credit programs that have a need for CE for students or graduates	Assc CE Deans, CE Deans	10/1/11	5/31/12	List developed of programs that have CE potential	Complete	
2.	Collaborate with credit programs to attend advisory committee meetings to survey committee and learn more about CE needs	Assc CE Deans, CE Deans, Academic Deans	6/1/12	5/31/13	At least 2 Advisory Committee meetings are attended by CE staff in each of the Academic divisions	In progress; programmers and customized training Assc CE Deans have been attending meetings Fall 2012. In progress continues: Deans and Associate deans attended advisory committee meetings in spring 2013 and will attend Fall 2013	
3.	Interview program faculty to identify CE needs of students and graduates	Assc CE Deans, CE Deans, Academic	6/1/12	5/31/15	CE staff will meet with at least 2 faculty from each division each year for the	No action as of 11/14/12	

Ref: 1.1.3 (CE) – Completed

		Deans, program instructors			next 3 years to identify training needs		
4.	Develop survey to give to advisory committee members and target industries to identify CE needs, and provide Academic Affairs division awareness via close communication with them.	Assc CE Deans, CE Deans,	10/1/11	5/31/12	Survey developed in multiple formats (email, paper, postcard)	Ongoing and completed during visits to advisory committee meetings	
5.	Work with Supervisory Management (SM) faculty, marketing, and advisory committees to develop effective method for SM promotion.	Assc CE Deans, Faculty, Marketing Dept. Outreach Center Managers (OCM)	9/14/11	5/31/12	SM promotional piece developed and shared on contract calls and at outreach centers.	SM piece has been developed and is used as part of "sales kit" as appropriate. CE Deans Invited to the NR SM Advisory Committee in Feb 2013	

Ref: 1.1.4 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success. Test
Objective: 1	Expand Opportunities to Support Student Learning
Action Item: 4	Create and implement an effective evaluation tool for customized training customers (1.4.i, 2.1.a) FY13
Champion(s):	President's Cabinet and Instructional Technology
Outcomes: i.e. a process has been put in place, etc.	Potential tools reviewed
Metrics/KPI's: i.e. tracking data	Evaluation tool and process in place

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Review current survey methods (WTCS Economic Impact Survey, individual student evaluation) for possible content/overlap.	Assc CE Deans CE Deans Research & Planning Coordinator, OCMs	1/01/12	6/30/12	Economic Impact Survey (EIS) distribution methods reviewed and revised as necessary; contract training student evaluation form revised.	EIS surveys now distributed regularly by OTS 3 months after training is completed. Student evaluation form has been revised.	
2.	Query Workforce Training and Economic Development (WTED) counterparts on their processes.	Assc CE Deans, CE Deans	1/01/12	6/30/13	Processes gathered and discussed at AD meetings for best implementation.	In progress.	
3.	Begin use of effective evaluation tool	Assc CE Deans	7/01/12	NA	Tool developed and put into place.	Decision made to use only EIS and student survey at this time to avoid survey overload.	
4.							

Ref: 1.1.5 (CE) – Move to 2015-18 plan

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 1	Expand Opportunities to Support Student Learning
Action Item: 5	Schedule and offer Critical Core Skills to regional business and industry (1.2.a) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Offerings developed
Metrics/KPI's: i.e. tracking data	New offerings in place and are successful

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop a needs assessment to give to business and industry on Critical Core training	CE Deans, CE Assc Deans, Research & Planning Coordinator, OCMs	10/1/11	3/01/12	Survey developed	Survey available as link on WITC customized training page and as hard copy.	
2.	Survey business and industry to identify format of class to best meet employer and employee needs	CE Deans, CE Assc Deans	1/1/12	6/30/12	Survey administered and data collected	Ongoing.	
3.	Schedule classes	CE Assc Deans	3/1/12	5/31/15	Classes offered based on the survey results	Continue to monitor requests.	
4.	Marketing plan developed and implemented to promote CCS	CE Assc Deans, Marketing	3/1/12	5/31/15	Run rate of 85 percent of scheduled classes.	CCS marketing piece created; used in sales kits. 11/13 CCS (Critical Core Skills) brochure and training materials repackaged as "Essential	?

Ref: 1.1.5 (CE) – Move to 2015-18 plan

						Employee Skills” (EES). Continue marketing and offering modules.	
5.							

Ref: 1.1.6 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 1	Expand Opportunities to Support Student Learning
Action Item: 6	Solicit student input for food items and healthier food choices offered at the Snack Bar. (1.2.j/k) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Students and staff will provide input for food choices
Metrics/KPI's: i.e. tracking data	New menu & new offerings in place

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Campus team formed	Manager, CC, Student reps, Campus SA reps	10/1/12	12/31/12	Strategies for input determined	Completed	
2.	Solicitation of feedback	Manager, CC, Student Reps, Campus SA reps	1/15/13	2/28/13	Feedback received and analyzed	In progress	
3.	New directions implemented	Manager, CC & Food Service Team	8/15/13	On-going	New food options offered to students	In progress	
4.							
5.							
6.							

Ref: 1.1.7 (CE) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 1	Expand Opportunities to Support Student Learning
Action Item: 7	Incorporate a new Food Commons Building (snack bar, cafeteria, food prep) (1.2.j/k) FY15
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	New plan folded into college's building plan
Metrics/KPI's: i.e. tracking data	New/remodeled space identified for foodservice space

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Analyze needs of RL students, Campus Food Staff	Campus team, SA rep, RL student reps	9/30/12	12/30/13	Needs identified and prioritized	Completed	
2.	Comparison of other Student Commons areas at other WITC campuses	SA rep, VP, CE	9/30/12	12/30/12	Metrics identified	Completed	
3.							
4.							
5.							
6.							

Ref: 1.1.8 (CE) - Discontinued

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 1	Expand Opportunities to Support Student Learning
Action Item: 8	To assist students with their concerns surrounding daycare
Champion(s):	VP, Continuing Ed and VP, Student Affairs
Outcomes: i.e. a process has been put in place, etc.	Ideas reviewed and evaluated
Metrics/KPI's: i.e. tracking data	Strategies for daycare assistance in place

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Determine feasibility of developing and funding an assistance program for students	Foundation and Student Affairs	7/01/13	6/30/14		Postpone discussion of this topic until FY14	
2.	Research potential partners within WITC's district who could help provide additional assistance to our students.					Postpone discussion of this topic until FY14	
3.							
4.							
5.							
6.							

Ref: 1.2.1 (CF) – Nearly Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 2	Improve opportunities for student learning and support at our outreach centers
Action Item: 1	Develop and implement a strategy to utilize outreach centers as a “starting point” for students seeking degree programs by offering support services, remedial opportunities and a wide variety of general education courses by maximizing existing resources and technology
Champion(s):	VP-AA; VP-SA; VP-CE
Outcomes: i.e. a process has been put in place, etc.	A measureable increase in the number of opportunities for students and potential students to participate in at the Outreach Centers
Metrics/KPI's: i.e. tracking data	Courses offered, services offered, FTE, headcount, IP & ITV utilization rates; Outreach Center room utilization rates

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Leadership team meets to discuss opportunities; task force formed	Bitzer, Fowler, Vertin	07/12	09/12	Team meets with CE Dean and agrees on direction of Outreach Centers (OCs)	10/12—VPs and CE Dean met via IP and agreed on direction.	
2.	Task force meets to evaluate potential ideas and to develop plan.	CE Dean, OC Managers	11/12	12/12	Team develops initial draft of operational plan for VP-CE	11/12--Plan drafted. 11/13—Met via IP with WITC staff (academic affairs, marketing, institutional effectiveness, distance learning) Consider moving ahead to become HLC “additional locations.”	\$5000 est.
3.							

Ref: 2.1.1 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 2	Partners and External Stakeholders: Create and strengthen partnerships that benefit our stakeholders.
Objective: 1	Expand Partnership Opportunities for Regional Stakeholders
Action Item: 1	Identify K-12 partnerships, particularly in the northern regions (Community Supervisor model) (2.4.c and 2.4.d, 4.5.b) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Stronger ties to K12 partners
Metrics/KPI's: i.e. tracking data	Classes offered at additional venues

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop a plan to regularly communicate with current K-12 CE partners and enhance working relationship	CE Assc Dean (Ashland), CE Dean (NR), OCMs	10/1/11	11/1/11	Plan developed	Communication plan developed and carried out by the CE Associate Dean. Plan includes access to The Connection, regular notification on form updates and assistance with class scheduling	
2.	Identify school districts with community education programs	CE Assc Dean	10/1/11	1/1/12	List with contact names is developed	List has been developed and is maintained by CE Assc Dean	

Ref: 2.1.1 (CE) - Completed

3.	Schedule meetings with community education programs identified in Step 3	CE Assc Dean, Career Specialists	1/1/12	3/1/12	Meetings scheduled	CE Associate Dean meets annually with community education programs and actively participates in ICEPAK meetings	
4.	Contact K-12 schools without community education programs to discuss IP and other CE partnership opportunities	CE Assc Dean, CE Dean, Career Specialists	1/1/12	5/31/12	Schools contacted	In progress. Summer 2012, partnered with Superior School District to offer free lunch during "College for Kids." Conversations Fall 2012 with Spooner and Hurley Schools have occurred	
5.	Schedule CE courses in K-12 schools	CE Assc Deans	10/1/11	5/31/15	10 percent of all CE programming will be new courses, including courses at K-12 locations	In progress. For the past two terms, new programming at each K-12 has ranged from 10-20 % 11/15/13 In Progress. Associate Dean meets annually with K-12 representatives (community supervisors) who collaborate with WITC to offer	

Ref: 2.1.1 (CE) - Completed

						classes and discuss programming goals.	
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Ref: 2.1.2 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 2	Partners and External Stakeholders: Create and strengthen partnerships that benefit our stakeholders.
Objective: 1	Expand Partnership Opportunities for Regional Stakeholders
Action Item: 2	Expand areas of contracting (specialization) (2.1.a) FY14
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	New areas identified and offered
Metrics/KPI's: i.e. tracking data	Additional training offered and successfully run

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Create and implement needs assessment tool for business and industry customers.	CE Assc Deans Research & Planning Coord	1/1/12	6/30/12	Tool developed.	Discussed/developed survey with input from marketing and institutional effectiveness departments; added survey link to Customized Training Website	
2.	Review Workforce Training and Economic Development (WTED) counterparts and NWMOC colleagues' tools for ideas	CE Deans Assc CE Deans Director IT Research & Planning Coord	1/01/12	12/31/12	Data gathered from WTED and NWMOC colleagues; reviewed and revised as needed to fit WITC contract expansion efforts.	11/12—Continue work with WTED colleagues (WAT grant collaborations, etc.) CVTC WAT Grant tool shared with WITC. Meetings scheduled 12/12 with NWMOC and	

Ref: 2.1.2 (CE) - Completed

						CVTC staff to redevelop partnership. 11/13—Separate MOU with UW Stout MOC; continue in-kind and meetings with MOC staff.	
3.	Develop tool based on findings	CE Deans Assc CE Deans Director IT Research & Planning Coord	7/1/12	9/1/12		Complete; available on website and hard copy.	
4.	Use tool as appropriate to determine training needs of business and industry customers	CE Deans Assc CE Deans OCMS Director IT Research & Planning Coord	9/1/12	6/30/13	Track effectiveness of tool through satisfaction survey	In progress. 11/13 Review process/use by 6/14.	
5.	Diversify customer base for contract training; utilize Outreach Center Managers (OCMs) for project management for contract training	OCMs CE Deans CE Assc Deans	10/1/11	7/1/13		Reconsidering based on outreach center direction. 11/13 Decision made to utilize OCMs as contacts to forward opportunities to customized training as appropriate.	
6.	Utilize Outreach Center Managers (OCMs) for contract project management to allow for expansion throughout college.	OCMs CE Assc Deans CE Deans	7/1/12	6/30/15	Track numbers/types of contracts offered.	Reconsidering based on outreach center direction. 11/13 OCMs instead working with CE/Customized Training projects	

Ref: 2.1.2 (CE) - Completed

						as appropriate.	
7.	Identify a pool of qualified instructors and specialists to provide training to our customers	OCMs, Assc Deans, CE Deans	7/1/12	12/31/12	Instructor list developed and shared.	In progress. 11/13 Survey sent 11/13; results will be compiled and spreadsheet shared when complete.	
8.	Research and expand safety training offerings to our business and industry community.	CE Deans, Assc Deans	7/01/12	6/31/13	New courses and training successfully offered	In progress. July 2012, Safety Specialist position began. Plan of classes for 2012-13 in progress. Fall 2012, increased MSHA offerings throughout the district. 11/13. Safety Specialist position moved under customized training (workforce/economic development) as of July 1.	

Ref: 2.1.3 (CE) – Move to 2015-18

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 2	Partners and External Stakeholders: Create and strengthen partnerships that benefit our stakeholders.
Objective: 1	Expand Partnership Opportunities for Regional Stakeholders
Action Item: 3	Offer assistance to provide internships with local businesses (2.2.a and 2.2.b) FY13 partner with AA
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Additional partners will be identified
Metrics/KPI's: i.e. tracking data	List of partners developed for use

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Work with AA & AS divisions to increase the number of sites available for student internships	Con Ed reps, AA reps, SA reps	7/01/13	12/30/13	Increased opportunities for students to intern at local businesses	Deferred	
2.	Develop a system for opportunities that are identified.	President's Cabinet	1/01/14	6/30/14	Students and businesses are connected.	Deferred	
3.							
4.							
5.							
6.							

Ref: 2.1.4 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 2	Partners and External Stakeholders: Create and strengthen partnerships that benefit our stakeholders.
Objective: 1	Expand Partnership Opportunities for Regional Stakeholders
Action Item: 4	Provide additional continuing education for health care and other industries (2.5.a, 5.3.c) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Additional areas will be identified
Metrics/KPI's: i.e. tracking data	More courses, workshops, seminars in place

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop survey to administer to advisory committees and regional health care industry	CE Assc Dean (NR), CE Dean Research & Planning Coord, Health Dean	10/1/11	1/1/12	Survey developed	In progress. At this time, an informal verbal survey completed during fall 2012 at the following meetings: Medical Assistant, Nursing – Associate Degree, Occupational Therapy Assistant , HSA, Therapeutic Massage	

Ref: 2.1.4 (CE) - Completed

2.	Collaborate with academic programs by attending advisory committee meetings and meeting with program instructor to identify CE needs	CE Assc Dean, Health Dean	10/1/11	5/31/12	CE managers attend advisory committee meetings and contribute to 8 Stage Needs Assessment	Ongoing: Spring and Fall 2012, CE managers attended advisory committee meetings for 16 programs	
3.	Administer survey to identify emerging CE training needs	CE Assc Dean Research & Planning Coord	1/1/12	5/31/12	Survey developed	Moved to spring 2013 Survey to be administered Fall 2013 11/15/13 Survey developed and given to faculty and staff, asking for emerging CE training needs within their instructional expertise in November 2013. Data to be compiled and analyzed in December 2013	
4.	Research potential CE offerings and include in CE Annual Program Plan	CE Assc Dean, CE Dean, Health Dean	10/1/12	5/31/12	Development of 8 stage needs assessment plan for CE classes based on information from LERN.	Ongoing: New CE programming initiatives are documented in single document on the Connection.	
5.	Schedule courses	CE Assc Dean	10/1/12	5/31/15	10 percent of all courses scheduled in CE will be new	Ongoing: new programming varies by instructional area, ranging from 0-30 percent for fall 2012	

Ref: 2.1.4 (CE) - Completed

						Ongoing: Data based on LERN benchmarks was shared Fall 2013 with managers that schedule classes to assist with identifying targets for various instructional areas	
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Ref: 2.1.5 (CE) - Discontinued

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 2	Partners and External Stakeholders: Create and strengthen partnerships that benefit our stakeholders.
Objective: 1	Expand Partnership Opportunities for Regional Stakeholders
Action Item: 5	Initiate focus group forums for business and industry for the district FY14
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Courses & training will be offered that reflect the input gathered
Metrics/KPI's: i.e. tracking data	An increase in the number of courses offered

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Identify locations to host focus group forums	Assc Deans (contract training), Assc Deans (programming), CE Deans	7/1/13	9/1/13	Locations identified; focus group forums scheduled.	11/13 Held off on specific focus groups; college-wide strategic forums were held Oct/Nov 2013.	
2.	Host forums	Assc Deans (contract training), Assc Deans (programming), CE Deans	9/2/13	12/31/13	Participants identified, invitations sent. Discussions facilitated and information gathered.	Not started	
3.	Develop courses based on forum information and follow up with business and industry	Assc Deans (contract training), Assc Deans (programming), CE Deans	1/1/14	5/31/14	Courses are developed/offered based on results of forums.	Not started	

Ref: 2.1.6 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 2	Partners and External Stakeholders: Create and strengthen partnerships that benefit our stakeholders.
Objective: 1	Expand Partnership Opportunities for Regional Stakeholders
Action Item: 6	Expand and validate existing Alumni database
Champion(s):	VP, Continuing Ed (Foundation)
Outcomes: i.e. a process has been put in place, etc.	Database will be brought up-to-date and used
Metrics/KPI's: i.e. tracking data	Plan developed and implemented

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Work with IT staff to develop a reliable database	Foundation Team, IT Rep	1/01/13	6/30/13	Email addresses validated; Higher level of open emails	Planned to occur in Spring 2013 via <i>Constant Contact®</i>	
2.	Develop comprehensive annual communications plan to identified alumni database	VP Con Ed, Director or Marketing, Foundation Tea,	7/01/13	7/01/14	Successful plan developed and implemented with positive feedback from Stakeholders	<ul style="list-style-type: none"> • Initial planning for creating/ expanding Alumni Boards at Oct 30 strategic planning retreat • December graduates' email addresses will be collected to help build database 	
3.							

Ref: 2.1.7 (CE) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 2	Partners and External Stakeholders: Create and strengthen partnerships that benefit our stakeholders.
Objective: 1	Expand Partnership Opportunities for Regional Stakeholders
Action Item: 7	Develop potential donor database in our district
Champion(s):	VP, Continuing Ed (Foundation)
Outcomes: i.e. a process has been put in place, etc.	An update, viable donor base created
Metrics/KPI's: i.e. tracking data	Increase in number of contacts

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Improve potential donor base	Foundation Team, IT Rep, Marketing Rep	7/01/12	12/12/12	Increased number on potential donors (alumni, community, etc.)	October strat plan mtg developed plans to expand outreach to new employees, soon-to-be-retired employees, update staff appeal with a more "exciting" approach	
2.	Vendors reviewed	Foundation Team	03/13	06/13	Proposals reviewed	On hold for CRM	
3.							
4.							

Ref: 2.1.8 (CE) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 2	Partners and External Stakeholders: Create and strengthen partnerships that benefit our stakeholders.
Objective: 1	Expand Partnership Opportunities for Regional Stakeholders
Action Item: 8	Integrate grants process into strategic and operational planning
Champion(s):	VP, Continuing Ed (Foundation)
Outcomes: i.e. a process has been put in place, etc.	Better communication throughout the grants channel
Metrics/KPI's: i.e. tracking data	Communication improved; PC better informed

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Recommendations of Grants task force implemented	Director, Resource Development, Grant Stakeholders	7/01/12	6/30/15	Grants process improved along with communications	Progressing	
2.	Bring grant opportunities forward for exploration and discussion	CE Executive Team, Director, Resource Development	7/1/12	6/30/15	Improved communication and opportunities for exploring/securing grants	Ongoing	
3.							
4.							
5.							
6.							

Ref: 3.1.1 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 3	Staff Support and Development: Foster a trusting, respectful environment that nurtures professional growth and balance.
Objective: 1	Increase Opportunities for Professional Growth
Action Item: 1	Improve divisional communications
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Better internal communications
Metrics/KPI's: i.e. tracking data	Divisional staff will agree that communication is improved

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Schedule regular (semi annual) CE meetings and develop agendas pertinent to all participants	VP CE Deans Adm Spec	10/1/11	6/30/12	Improved communications	Ongoing Ongoing Fall 2013: During semi annual CE meetings, tasks/issues are identified collaboratively. Work teams are then formed to address the tasks and report out at the next semi annual meeting.	
2.	Utilize all available tools including the Connection (discussion board) and email to communicate division and department updates regularly	CE Division	10/1/11	6/30/12	Discussion Board being used weekly to communicate among programming areas.	In progress and ongoing	
3.	Incorporate monthly updates from CE Operations and post on Connection; identify formats to reach all CE division members with updates	CE Dean CE Operations	7/1/12	6/30/14	All staff within CE able to access information; improved communication	Pending	

Ref: 3.1.1 (CE) - Completed

4.	CE staff to expand communications to other divisions in the college and share information by attending other divisional meetings	VP CE Deans	7/1/12	6/30/15	Improved partnerships and shared information	Ongoing	
5.	Track performance; gather feedback from managers and counterparts; recognize achievements by sending thank-you notes of appreciation	VP CE Deans	7/1/11	6/30/15	Greater accountability; recognition for individual achievements and contributions	Ongoing	
6.	Communicate with external customers using Constant Contact (develop a database) to deliver information on upcoming terms	CE Comm. Mgr	7/01/12	6/30/13	Instructors given regular updates; effectiveness based on open and click-thru rates	Pending	
7.	Create CE facebook page; post weekly messages; expand network; invite others to share information	CE Dean (Op) Comm. Mgr. CE	7/01/12	6/30/13	Expand network; improved quantity and quality of posts	In progress	

Ref: 3.1.2 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 3	Staff Support and Development: Foster a trusting, respectful environment that nurtures professional growth and balance.
Objective: 1	Increase Opportunities for Professional Growth
Action Item: 2	360 evaluation for each of the division's managers (3.3.a, 3.3.c) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	All managers will have their own results to review
Metrics/KPI's: i.e. tracking data	Managers will have completed the 360, and will have discussed results with their supervisor

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Distribute 360-degree survey to evaluate satisfaction with manager role and communications	VP CE Deans CE Comm Mgr	7/1/2012	6/30/14	Survey utilized; responses documented; discuss with supervisor; identify potential growth opportunities	In Progress: Majority of CE managers had 360 evaluations completed summer 2012	N/A \$000,000
2.							
3.							
4.							
5.							

Ref: 3.1.3 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 3	Staff Support and Development: Foster a trusting, respectful environment that nurtures professional growth and balance.
Objective: 1	Increase Opportunities for Professional Growth
Action Item: 3	Improve staff knowledge in critical areas
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	More information shared by identified staff members
Metrics/KPI's: i.e. tracking data	Staff members have shared their knowledge and experiences

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Share expectations regarding "pay it forward" for anyone attending professional development	CE Deans	7/1/11	6/30/15	Information brought forward and shared with others on discussion board, in meetings, etc.	Ongoing	
2.	Evaluate staffing structure to determine effective allocation of support that aligns with programming	CE Dean (S)	7/1/12	6/30/15	CE support identified and comfortable in roles as experts for specified programming areas	In progress	
3.	Review the programming staffing structure on a regular basis to ensure the appropriate managers are scheduling CE classes based on their instructional area knowledge	CE Deans, Assc Deans, specialists	7/1/12	6/30/15	Percentage of new programming in assigned areas	In progress Fall 2013: Effective July 1, 2013, CE staffing was restructured to more efficiently use college resources and to meet needs within instructional areas. The changes allow for focus on specific	

Ref: 3.1.3 (CE) - Completed

						areas to explore new programming initiatives including incorporating of online classes in CE, more professional development seminars.	
4.	All CE staff are required to be LERN trained	CE Deans	7/1/11	6/30/12	All CE staff trained regarding LERN benchmarks and strategies	In progress: All current employees have attended some type of LERN training, a majority completing the CPP training	
5.	Share opportunities for professional development; encourage participation	CE Deans	7/1/11	6/30/15	Improved knowledge and skills; improved performance	Ongoing	

Ref: 3.1.4 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 3	Staff Support and Development: Foster a trusting, respectful environment that nurtures professional growth and balance.
Objective: 1	Increase Opportunities for Professional Growth
Action Item: 4	Evaluate current EMS structure and implement necessary changes (3.2.a) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	A realignment of areas based on workload
Metrics/KPI's: i.e. tracking data	A new plan will be developed and implemented

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Examine course data, student enrollment data by region, and instructional load	CE Dean (NR), Assc Dean of EMS	11/1/11	12/31/11	Regional workloads are balanced	In progress: Spring 2012 specialists geographical responsibilities were re-aligned to create more workload balance. Data continues to be reviewed for future alignment and shifts of duties	
2.	Realign Specialists' designated training regions based on data in Step 2	CE Dean, Assc Dean of EMS, Specialists	1/1/12	5/31/12	Regional workloads are balanced and students have same customer experience regardless of campus	In progress Fall 2013: In progress. Each EMS specialist is a "champion" of an area (ex: curriculum content,	

Ref: 3.1.4 (CE) - Completed

						equipment, instructor training) for the district rather than campus.	
3.	Establish consistency in Specialists' contracted time	VP, CE Deans, Assc Deans	10/1/11	7/1/12	Specialists' contracts established at 52 weeks	Complete as of July 2012	

Ref: 4.1.1 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Make use of Expanded Communication Methods
Action Item: 1	Partner with other postsecondary institutions based on needs assessment (4.5.b) FY14
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Viable partnerships identified
Metrics/KPI's: i.e. tracking data	New offerings with new partners

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Fully participate in the SCVEC to identify training and partnering opportunities with UWRF, CVTC, and WITC and Hudson and River Falls K-12; Fully participate in NorthWERD initiative as well	CE Deans, OCM	7/01/12	6/30/15	Represent WITC/CE at all meetings; participate in assigned work groups.	Ongoing; organizations and work groups meet regularly.	
2.	Attend all stakeholder meetings that invited to participate	CE Deans and Assc CE Deans	10/1/11	5/31/15	WITC/CE represented at all appropriate meetings.	Ongoing.	
3.	Collaborate with partner institutions to offer CE courses	CE Deans, Assc Deans	10/1/11	5/13/15		Ongoing: scheduled computer classes with UW RF at Hudson Center spring and summer 2012 Ongoing: discussions with UW Superior to offer entrepreneurial classes in 2013-2014	

Ref: 4.1.2 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Make use of Expanded Communication Methods
Action Item: 2	Strengthen partnership with Student Affairs for enhancing consistent communications FY14
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Areas of improvement/collaboration identified
Metrics/KPI's: i.e. tracking data	Realingment of divisional duties and resources; more collaboration

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Work with SA division to determine how to best improve communications	CE Team SA Team	7/1/12	12/31/12	Steps for improvement in place	Pending SA Meetings Attended	
2.	Participate in joint meetings to evaluate current procedures and inconsistencies; identify areas for collaboration and increased efficiencies	CE Team SA Team	5/1/12	6/30/15	Improved partnership; consistent procedures	Pending	
3.	Assign representatives from CE to attend monthly Student Services meetings on each campus	CE Dean, Enrollment Services Managers	7/1/12	6/30/14	Improved communications	In progress	
4.							
5.							
6.							

Ref: 4.1.3 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Make use of Expanded Communication Methods
Action Item: 3	Continue streamlining operations and programming for best utilization of limited resources (4.4.a) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Areas of improvement identified
Metrics/KPI's: i.e. tracking data	Annual review of operations

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Evaluate and document operating procedures; eliminate unnecessary steps and duplicated efforts	CE Dean; CE Operations	7/01/12	6/30/13	Operating procedures streamlined and consistent	Ongoing	N/A \$000,000
2.	Evaluate existing forms, redesign to incorporate Adobe technology, enforce consistency throughout district	CE Dean; CE Operations; Director IT	7/01/11	6/30/13	Forms consistent, streamlined, and available in electronic format	In Progress	
3.	Align staff with specific programming areas districtwide to enable more efficient procedures and enhanced communication	CE Dean; CE Operations	7/01/11	6/30/13	Each support staff identified and comfortable as expert for assigned program areas	In Progress	
4.							
5.							
6.							

Ref: 4.1.4 (CE) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Make use of Expanded Communication Methods
Action Item: 4	Implement activities centered around Strengths-Based Leadership development
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	All staff assessed
Metrics/KPI's: i.e. tracking data	Formal communication tool developed

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Analyze results for the divisional staff	CE Leadership team	7/01/14	12/31/14	Strengths data available for all staff	In Progress	
2.	Tools developed to help staff communicate better with each other and our stakeholders	CE Leadership Team, HR Rep	7/01/12	6/30/13	Improved communication; ICPs completed by all; increased use of technology and other tools for communication	Pending: Implemented monthly communicator video chats among CE programming managers; utilize discussion boards to brainstorm and share information In progress: Fall 2013, utilized IPV technology to host CE adjunct instructor inservice to all campuses and	

Ref: 4.1.4 (CE) – Completed

						outreach centers. Inservice provided an opportunity to share new adjunct instructor handbook with CE staff and instructors, provide communication on operational activities	
3.							

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Make use of Expanded Communication Methods
Action Item: 5	Improve communication with adjunct instructors (4.1.e and 4.1.f) FY15
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	New avenues for better communication implemented
Metrics/KPI's: i.e. tracking data	The Connection available to adjunct faculty

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Collaborate with academic deans to develop handbook for adjunct instructors that includes CE instructors	CE Deans, Academic Deans	1/1/12	6/30/14	Handbook developed	In progress: Online Taskforce subcommittee has been creating documentation for Blackboard instructors, piloting it with CE instructors first Completed Adjunct Instructor Handbook Fall 2013	
2.	Provide regular feedback to instructors on classroom performance; includes classroom visits and data from student evaluations	CE Assc Deans	7/1/13	6/30/14	CE managers will evaluate 25 percent of CE instructors each year		
3.	Identify consistent communication means to share information with all adjunct instructors	CE Deans, VP, Assc Deans, Specialists Director IT	7/1/13	6/30/14		In progress: Mandatory Inservices by instructional area have been offered	

						for Law Enforcement, EMS, Fire, Traffic Safety, and Motorcycle In progress: CE Adjunct Instructor inservice was held in August 2013. A workteam has been established to plan future inservices and explore online opportunities for connecting with adjunct instructors.	
4.	Make the Connection accessible to adjunct instructors	Director, IT; Connections Manager		Dec. 2011?		Complete	
5.							

Ref: 5.1.1 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 1	Strengthen Accountabilities within the Division
Action Item: 1	Collaborate with Institutional Effectiveness (and Business Office) to obtain necessary data (5.1.a) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	A better "business" model developed to assess effectiveness
Metrics/KPI's: i.e. tracking data	New data collected and analyzed

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop report to provide financial data related to CE enrollments	CE Comm. Mgr.	7/01/11	12/01/11	Financial data available to evaluate lifetime value and income	Complete	
2.	Develop improved process for ordering and tracking CPR cards	CE Dean Ass. Dean EMS	7/01/11	12/01/11	CPR cards maintained by and purchased through Associate Dean; quantity and expenditures available for annual review	Complete	
3.	Utilize Institutional Effectiveness staff when developing surveys	Research & Planning Coord OCMs CE Assc Deans CE Deans	7/1/11	6/30/14	Improved data collection and analysis; increased collaboration with Institutional Effectiveness	Ongoing	
4.	Utilize the business office to provide customized accounts and financial reports	CE Dean, Business Office	7/1/12	6/30/14	Easier tracking and improved accountability	Ongoing	

Ref: 5.1.2 (CE) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 1	Strengthen Accountabilities within the Division
Action Item: 2	Continue to evaluate programming and staff to allocate resources effectively (5.1.c) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	More effective operations within the division
Metrics/KPI's: i.e. tracking data	Annual review of staffing structure; annual review of key reports

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Use reports to determine workload, evaluate efficiency, and redistribute tasks as needed to improve streamlining	CE Operations	7/01/12	6/30/14	Evenly distributed workload	Pending	N/A \$000,000
2.	Review LERN's annual market analysis of CE courses to ensure that budget dollars are allocated to CE's top 7 market segments	CE Dean (NR), CE Assc Deans, CE Comm. Mgr.	7/1/12	10/1/12		In progress	
3.	Review Professional Development Seminar records, comparing cost projections and enrollments	CE Dean, Assc Deans	7/1/12	6/30/13		In progress	
4.	Review program viability data, program enrollments, graduation statistics of credit CE programming	VP, CE Dean, Assc Deans	7/1/12	6/30/13		In progress	
5.							
6.							

Ref: 5.1.3 (CE) - Completed

**Wisconsin Indianhead Technical College
Strategic Goals
2012-2015**

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 1	Strengthen Accountabilities within the Division
Action Item: 3	Implement online scholarship application and award software as a way of being more efficient (5.2.e) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Scholarship software in place
Metrics/KPI's: i.e. tracking data	More applications received; better service provided

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	New system implemented	Foundation Team IT Rep	7/01/12	7/30/12	Student scholarships will be awarded using new system	Initial Spring 12 was a little rocky. Fall 2013 is significantly improved. We are anticipating more scholarship applications based on web-based format.	
2.	Integrate Scholarship software with Blackbaud system	Foundation Team, IT Rep	8/01/12	10/30/12	Additional steps of integration in place	Academic Works does not integrate with Blackbaud products. This information is entered manually by J LaGuire and CAAs	
3.	Expand use of software as related to donor communications, etc.	Foundation Team	1/01/13	12/30/13	Expanded capabilities in place	Postponed to Spring 2013 since still working on	

Ref: 5.1.4 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 1	Strengthen Accountabilities within the Division
Action Item: 4	Increase Foundation assistance to students (5.2.e) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Key deficiencies identified; plan to respond in place
Metrics/KPI's: i.e. tracking data	Gaps identified; strategies developed; resources raised

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Analyze immediate gaps in assistance	Foundation Team SA Rep	7/1/12	12/31/12	Determine greatest needs	<i>DreamKeepers</i> grant implemented as of Fall 2012. We will be able to track how these grants, in addition to the Foundation Student Emergency Loans, support students by the end of FY13.	
2.	Research potential areas of additional assistance	Foundation Team SA Rep	1/1/13	6/31/13	Itemized and prioritized list	See above.	
3.	Determine specific fundraising initiatives to meet additional needs	Foundation Team	7/1/13	6/30/15	Funds raised for specific goals	<i>DreamKeepers</i> will be specified as possible donation during Staff Appeal FY13.	

Ref: 5.1.4 (CE) - Completed

4.	Increase the overall scholarship pool awarded to students by 5%.	Foundation Team	7/1/13	6/30/15	Analyze total dollars awarded	Temporarily Restricted funds were reviewed at Oct 2012 strategic planning retreat. CAAs to begin to move excess TR funds to increase scholarships in Spring 2013 and beyond. CAAs committed to designate excess TR funding in 3-5 scholarship funds every month.	
5.							
6.							

Ref: 5.1.5 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 1	
Action Item: 5	Create and implement needs assessment tool for business and industry customers (5.3.b) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Better identification of customers' needs
Metrics/KPI's: i.e. tracking data	New tool developed for customers

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Review documents/tools from Workforce Training and Economic Development (WTED) counterparts and NWMOC colleagues.	CE Deans Assc CE Deans	1/1/12	12/31/12	Data gathered from WTED and NWMOC colleagues; reviewed and revised as needed to fit WITC contract expansion efforts.	Complete	
2.	Develop tool for WITC business and industry customers.	CE Deans Assc CE Deans Director IT	7/1/12	9/1/12	Tool developed.	Discussed/developed survey with input from marketing and institutional effectiveness; added survey link to Customized Training website. Tool available on website and hard copy.	
3.	Use tool as appropriate to determine training needs of business and industry customers.	CE Deans Assc CE Deans OCMs	9/1/12	6/30/13	Website link communicated to all customers; hard copy available if needed.	In progress. 11/13 Tool developed, (ref. in	

Ref: 5.1.5 (CE) - Completed

						2.1.2) will review process/use by 6/14.	
4.							

Ref: 5.1.6 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 1	Strengthen Accountabilities within the Division
Action Item: 6	Consider outsourcing opportunities FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Review of business practices
Metrics/KPI's: i.e. tracking data	Potential outsourcing tasks identified

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Evaluate process for pulling data for CE course catalogs; outsource for redesign as needed to improve efficiency	CE Dean (S) CE Comm. Mgr.	7/01/12	6/30/13	Streamlined process for pulling and formatting course data; reduced catalog production time	In Progress	\$3,000
2.	Evaluate use and results of social media for marketing CE courses; research potential for outsourcing	CE Dean (S) CE Comm. Mgr. Director, Marketing	7/01/12	6/30/13	Increased use and improved results from social networking	Pending	
3.	Evaluate use and effectiveness of surveys for CE customers; research potential for outsourcing	CE Dean (S) CE Comm. Mgr. Research & Planning Coord, Director, Marketing	7/01/12	6/30/13	Increased use and improved results from customer surveys	Pending	

Ref: 5.1.7 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 1	Strengthen Accountabilities within the Division
Action Item: 7	Complete an annual review of metrics, including current benchmarks and potential for additional measurements FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Annual review completed
Metrics/KPI's: i.e. tracking data	Results analyzed and communicated; benchmarks tweaked and/or new benchmarks added

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Review LERN data and formulas to determine if still applicable to goals	VP, CE Deans	7/1/12	9/1/12		Complete	
2.	Review and improve upon Metrics for Foundation	VP, CE	7/1/12	12/12/12		Break-out of contributions data for past 5 years used for planning of focus for fundraising at October strategic planning mtg. New scholarship software can easily track scholarship metrics.	
3.							

Ref: 5.1.8 (CE) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 1	Strengthen Accountabilities within the Division
Action Item: 8	Explore what CE classes can be offered online (5.6.b) FY13
Champion(s):	VP, Continuing Ed
Outcomes: i.e. a process has been put in place, etc.	Market plan that included online courses developed
Metrics/KPI's: i.e. tracking data	An increase in the number of online CE courses offered

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Utilize 8 stage programming model to identify potential areas to offer online	CE Dean, CE Assc Deans	7/1/11	6/30/13	Model is implemented and documented	In progress	
2.	Participate in Online Learning Taskforce to ensure CE is represented in the development of new business practices, training programs for instructors, and the unique needs of CE students are met	CE Dean, CE Assc Dean	7/1/11	6/30/13		In progress	
3.	Survey current students	CE Assc Deans	7/1/12	6/30/13		Complete	
4.	Identify instructors that would be interested in teaching online and have necessary skills	CE Assc Deans	7/1/11	6/30/13	CE online offerings are expanded	In progress: Child Care Licensure and Certification classes, IT certification prep, and some EMS classes have been scheduled Fall 2012 and Spring 2013	

Ref: 5.1.8 (CE) - Completed

						Complete	
5.	Investigate a 3 rd party provider (ie. Ed2go), etc.	CE Assc Deans	7/1/11	6/30/13		In progress: continue to offer ed2go as a service. January – July 2012, 89 people utilized ed2go through WITC	

Human Resources

Action Steps

Ref: 3.1.1 (HR-IT) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 3	Staff Support and Development: Foster a trusting, respectful environment that nurtures professional growth and balance.
Objective: 1	Develop a Collegewide comprehensive professional development strategy
Action Item: 1	Research and analyze a Collegewide professional development plan
Champion(s):	Human Resources & Instructional Technology
Outcomes: i.e. a process has been put in place, etc.	A more effective and efficient training and support system for internal stakeholders is created.
Metrics/KPI's: i.e. tracking data	Employee satisfaction surveys, training and development data (activity/attendees/satisfaction rating/costing) Obtain data on mentor programs from technical colleges in WTCS Summarize Inservice information, 2012-2015, and include in guidelines of Professional Development Plan

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
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Ref: 3.1.1 (HR-IT) - Completed

1.	Research best practices of professional development plans.	Human Resources	2012	2014	Examples collected	<p>2013 Survey Professional Development staff at other technical colleges. Findings: Other Colleges did not have an overall professional development plan; Examples of specific professional development programs were collected and reviewed.</p> <p>2014 WTCS Professional Development group shares best practices: inservice; orientation; and leadership programs</p>	
2.	Define elements of professional development plan for analysis	Human Resources	2012	On-going	Metrics for elements of Training and Development are defined	<p>2013 Metrics tracking data is defined (type of activity, #attendees, satisfaction rating, costing) and includes data collection and results of evaluation surveys for events such as Academic Days</p>	

Ref: 3.1.1 (HR-IT) - Completed

						<p>and Inservice; Leadership; Orientation; Facilitating the Future; Technology and Safety training sessions; Certification courses; and mentoring.</p> <p>2014 Metrics tracking data is expanded with additional costing data for a second year to support the development of a comprehensive Collegewide Professional Development Plan</p> <p>2015 Metrics tracking data continues to be expanded and is utilized to support development of the Collegewide Professional Development Plan.</p> <p>Recommendation for implementation of the FQAS Plan components to begin FY15 and continue beyond. Continued</p>	
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The legislative approved Faculty Quality Assurance System (FQAS) is utilized to develop faculty learning experiences to meet required professional development competencies.

Ref: 3.1.1 (HR-IT) -Completed

<p>3.</p>	<p>Inservices will include specific segments for staff development and topics of interest to faculty and staff.</p>	<p>Human Resources/ President's Cabinet</p>	<p>2012</p>	<p>On-going</p>	<p>The College Annual Plan is developed in accordance with FQAS requirements and timelines. Components of plan includes Recruitment, Selection and Hiring, Onboarding, Mentoring, Professional Development Plan, Performance Evaluation.</p> <p>Agendas and Trainers are verified with PC.</p> <p>Evaluation survey completed and sent to staff for completion within 24 hours of event.</p> <p>Response to evaluation survey rate is greater than 50%.</p> <p>Response to evaluation survey rating is above average.</p>	<p>progress is coordinated with WTCS.</p> <p>Review of overall Faculty mentor program will take place during FY15 as part of Faculty Quality Assurance System planned implementation.</p> <p>Mentor program information gathered from other technical colleges in Health division and used to develop mentor plan unique to the Associate Degree Nursing program area, Fall, 2014</p> <p>2012 HR presents draft Inservice agenda with topics and presenter information to PC a minimum of 3 times in the planning process to provide opportunity for PC members to seek and report input gathered from his/her division. 2013 Posted Inservice survey results:</p>	
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Ref: 3.1.1 (HR-IT) - Completed

					<p>Inservice evaluation data is analyzed and used to determine Inservice components of the Professional Development Plan.</p>	<p>positive comments on posting. Overall, evaluation survey response ratings are greater than 50% with ratings above average. Adjusted and changed the Inservice format and topics of future inservices based on feedback from Inservice evaluation surveys.</p> <p>January 10, 2013, Inservice included staff development topics of safety initiatives, AQIP, and presentation by Health Partners to introduce the Wellness Program</p> <p>February 27, 2013, Inservice included staff development topics of WTCS Issues of Interest, Advocacy Website, Federal Priorities, and Regional Economics.</p> <p>August 15, 2013, Inservice included</p>	
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Ref: 3.1.1 (HR-IT) - Completed

						<p>staff development topics of Strategic Planning, Mass Notification System, and Programming. During the afternoon, time was made available for staff to prepare for first day of classes.</p> <p>October 15, 2013, Inservice included keynote, Dr. Brian VanBrunt, AQIP sessions, and employee choice sessions. Process and format improvements included registration and expanded use of technology to capitalize on meeting room usage to accommodate number of staff in attendance.</p> <p>January 8, 2014, Inservice topics included Strategic Planning and Emergency Preparedness. Each location had separate agendas which included</p>	
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Ref: 3.1.1 (HR-IT) - Completed

						<p>topics on Security and Emergency Procedures; Accident Reporting and Investigation; On-Course; Table Top Exercises; and Tenet of the Month.</p> <p>February 26, 2014, Inservice topics included WTCS Related Issues, Best Practices in High School Partnerships, Harassment/ Bullying Identification and Prevention, and Employee Choice Breakout Sessions: CPR/AED; Fostering Culture of Respect; Best Practices in Teaching & Learning; Live Your Strengths; Network with Business and Industry (faculty); Wellness- Employee Ideas; and Technology.</p> <p>August 14, 2014, Inservice topics included Strategic</p>	
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Ref: 3.1.1 (HR-IT) - Completed

4.	As part of professional development assessment, technology skill development is a critical need so must determine through assessment, surveys and informal feedback what the technical needs of faculty are.	Human Resources/ Technology Services/ Academic Affairs	2012	On-Going	Faculty Development Technology Grant data is reviewed and utilized to make recommendation for continuance of grant	<p>Planning and WTCS Related Issues; AQIP; Programming Updates; Money Talks (Student Finances); Special Grant Funding. Each location had separate agendas with campus and divisional updates that included Enrollment and Foundation updates, and the Global Harmonization System.</p> <p>October 14, 2014, Inservice topics include Alumni/Panel and sessions, Is E-mail a Record?, New Federal Required Training on Violence Prevention, and Civility.</p> <p>2012, 2013, 2014 Obtain Technology Grant. Reviewed prior year professional development activity supported by Faculty Development Technology grant. Application for</p>	
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Ref: 3.1.1 (HR-IT) - Completed

						<p>funding written by HR, TS, and AA staff and presented to PC for continuance of grant dollars from WTCS. Grant approved by WTCS.</p> <p>2014 WTCS redefines grant guidelines. Grant is re-written as Professional Development Grant to support faculty <u>and</u> staff. Grant application is written by HR, TS, and AA staff and submitted to PC for approval and forwarded to WTCS. WTCS approves grant award of \$55,000 for FY15 to support mentor program and professional development opportunities for <u>faculty and staff.</u></p>	
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Ref: 3.1.2 (HR-IT) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 3	Staff Support and Development: Foster a trusting, respectful environment that nurtures professional growth and balance.
Objective: 1	Develop a Collegewide comprehensive professional development strategy
Action Item: 2	Develop a Collegewide professional development plan
Champion(s):	HR/IT
Outcomes: i.e. a process has been put in place, etc.	A more effective and efficient training and support system for internal stakeholders is created.
Metrics/KPI's: i.e. tracking data	Employee Satisfaction Surveys

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Research needs assessments methods	Human Resources/ Technology Services	2012	2014	Examples of needs assessments collected	2012-2013 Researched models/ instruments for needs assessment. Survey WTCS Professional Development group. Findings: Needs assessment tools not available by others or utilized prior to program development.	
2.	Develop and administer needs assessment	Human Resources/ Technology Services	2014	Ongoing	Needs assessment results and supervisor feedback	Needs assessment development in-progress for Management	

Ref: 3.1.2 (HR-IT) – Completed

						<p>Professional Development plan completed. Consideration being given to needs assessment of technology skill needs. Needs assessment still to be developed for other components of Professional Development Plan.</p> <p>Employee Satisfaction Surveys, Division staff input of staff needs provided to PC during Inservice planning, and information collected through Individual Learning Plan (ILP) is utilized to determine Collegewide staff professional development training opportunities.</p>	
3.	Draft outline summary of Professional Development Plan to include key training areas.	Human Resources	2013	2014	Draft outline summary is complete, including key training program areas of College professional	2013 Template is in draft form and identifies key	

Ref: 3.1.2 (HR-IT) – Completed

					development activities with descriptions and costings.	training areas: certification, inservice, leadership (management professional development, WLDI, WWHEL), orientation and mentor programs, safety, and technology. 2014 Metrics data is expanded with additional costing data for a second year to support continued work to finalize the professional development plan template with program descriptions and program costs.	
4.	Develop comprehensive professional development plan to include key training program areas with employee feedback	Human Resources	2012	Ongoing	Each component of Professional Development Plan will include a training plan within that is auditable. Training plan of each component would be surveyed for employee feedback.	2012 Online Teaching and Learning plan complete. 2013 Curriculum developed for advanced course of Teaching and Learning in an Online Environment to be delivered to faculty. 2013 Quality Matters	

Ref: 3.1.2 (HR-IT) – Completed

						<p>plan recommendation complete. 2013 Established taskforce to poll managers and report recommendation back to PC. Management Professional Development taskforce drafted competencies for PC review.</p> <hr/> <p>2014 Management Professional Development (MPD) subcommittee finalizing competencies with MPD Taskforce. Taskforce will be working to gather manager input on competencies MPD Task Force will finalize competencies and recommendation of MPD Plan and submit to PC for input, review, and approval.</p> <hr/> <p>2014 Faculty Quality Assurance System (FQAS)</p>	
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Ref: 3.1.2 (HR-IT) – Completed

						<p>components in development with WTCS.</p> <p>2015 Evaluation surveys completed with employee feedback on Employee Orientation, Academic Day, and staff Inservice.</p> <p>Continue development of components of Faculty Quality Assurance System (FQAS) with WTCS.</p>	
5.	<p>Technology training and inservice is included in Professional Development Plan . Technology training is offered to faculty with monies supported by the Faculty Development Technology Grant</p>	<p>Human Resources/ Technology Services/ President's Cabinet/ Academic Affairs</p>	2012	Ongoing	<p>A minimum of 20 Technology training sessions are held each year and a minimum of 4 Inservice.</p> <p>Technology training opportunities are provided to faculty as outlined within the Faculty Development Technology Grant.</p> <p>Employee feedback through training offerings of Technology Grant is used to develop future training sessions.</p>	<p>2012 Completed Blackboard Version 9 upgrade training with full-time and part-time faculty teaching online courses. 2012 Pilot of online facilitating course completed Online Teaching and Learning Open Labs are held at all campus locations. Online course</p>	

Ref: 3.1.2 (HR-IT) – Completed

						<p>curriculum developed.</p> <p>2012 All new faculty and faculty new to online teaching are required to participate in pedagogy and introductory Blackboard training. The grant funding supports the training. Each campus location has two online Teaching and Learning Mentors assigned to work with faculty. The grant funding supports payment to mentors. The Faculty Technology grant supports technology training of 157 full-time faculty (instructional).</p> <p>2014 The Collegewide Professional Development plan included the delivery of technology training and</p>	
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Ref: 3.1.2 (HR-IT) – Completed

						<p>Inservice. Staff participated in training opportunities through Inservice (4 Collegewide Inservice) and Technology (26 sessions). In addition, the plan included Academic Days (2 days); Safety training (25 sessions); Employee Orientation (5 sessions); Faculty Orientation (1 session over 6 days); Certification courses (4 courses). Overall, satisfaction rating is above average. 2014 26 Technology training sessions were held. 100% of faculty (instructional = 157) participated in Technology training supported by the Grant. Evaluations from Faculty Academic technology training reflects 3.9 on a scale of 1-5.</p>	
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Ref: 3.1.2 (HR-IT) – Completed

6.	Survey employee groups to obtain feedback on development of Professional Development Plan components.	Human Resources/ Institutional Effectiveness	2012	Ongoing	<p>Surveys reflect a minimum of 50% response rate with an above average rating.</p> <p>Inservice and training evaluations are utilized to gather input and input is considered to improve upon professional development activities.</p> <p>Response rate is greater than 50% with above average ratings overall.</p>	<p>2012, 2013, 2014</p> <p>Continue to use evaluation surveys to obtain feedback on Inservice and training opportunities.</p> <p>Inservice and training evaluations demonstrate above average satisfaction ratings.</p>	

Ref: 3.1.3 (HR-IT) – Move to 2015-2018 plan

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 3	Staff Support and Development: Foster a trusting, respectful environment that nurtures professional growth and balance.
Objective: 1	Develop a Collegewide comprehensive professional development strategy
Action Item: 3	Implement a Collegewide professional development plan
Champion(s):	HR/IT
Outcomes: i.e. a process has been put in place, etc.	A more effective and efficient training and support system for internal stakeholders is created.
Metrics/KPI's: i.e. tracking data	Participation Level within Employee Groups

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop Collegewide communication plan to ensure employees understand the Professional Development Plan and Objective	Human Resources	2012	Ongoing	<p>Evaluation surveys indicate overall satisfaction rating of inservice and training is above average.</p> <p>Comments provided on evaluation surveys are reviewed and considered when planning inservice and training to improve delivery.</p> <p>Communication plan includes standardization of training information and evaluation survey formats.</p>	<p>Continue to survey input on professional development events to continually improve delivery of staff training and development.</p> <p>Communications and reminders of events are sent to staff and posted on The Connection. Communication plan to be developed in follow-up to</p>	

Ref: 3.1.3 (HR-IT) – Move to 2015-2018 plan

						completion of Professional Development Plan.	
2.	Develop training videos/modules for faculty and staff, particularly for new employees and new managers as an alternate method for delivery that considers our unique District.	Human Resources/ Technology Services	2013	Ongoing	<p>Training Videos are designed, displayed and posted on The Connection Training and Support site.</p> <p>Training utilizes face-to-face, ITV, and Blackboard delivery methods until on-line versions are complete.</p>	<p>2013 Orientation Introduction module is posted as resource for staff on Training and Support site on The Connection. Training and Support site is developed and includes technology training videos/modules for staff.</p> <p>2014 Videos will be produced of presentations at Summer Faculty Orientation session and posted on the Connection as a resources to new faculty as well as current faculty and staff.</p> <p>2015 Videos produced and editing in process of Academic Affairs, Technology, Teaching and Learning, and</p>	

Ref: 3.1.3 (HR-IT) – Move to 2015-2018 plan

						<p>Student Affairs sessions. Videos will be posted on The Connection as completed by Instructional Technologist.</p> <p>HR staff to be trained on use of Lync and BlackBoard Facilitator I training in January/February/March, 2015, with completion of orientation modules online in May, 2015.</p>	
3.	Research and Analyze Professional Development Tracking System, also known as Learning Management System (LMS)	Human Resources/ Technology Services/WILM	2014	Ongoing	<p>System will track individual professional development activity including meaningful reporting of data to HR and the individual</p> <p>Evaluate data collected through WILM from other LMS to identify pros/cons of other systems and the continuation of the Enterprise Learning PeopleSoft module.</p>	<p>2013 Implemented PeopleSoft Enterprise Learning module. 2013-2014 Employee attendance at Collegewide inservice and training events is recorded on individual employee record in Enterprise Learning. Individual can view and/or print a summary of his/her professional</p>	

Ref: 3.1.3 (HR-IT) – Move to 2015-2018 plan

						<p>development activities. 2014 Self-Service functionality in Enterprise Learning module is developed and in testing process so that individual employee can enter his/her attendance/ completion of professional development activities outside of Collegewide Professional Development activities. Implementation of this functionality is scheduled September, 2014. WILM team is in the process of researching Professional Development tracking systems with robust capabilities to track individual learning plans and improve reporting capabilities to meet College needs. PeopleSoft Administer Training module</p>
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Ref: 3.1.3 (HR-IT) – Move to 2015-2018 plan

						<p>demonstration viewed by WILM team members May 6, 2014. Enterprise Learning Management module demonstration viewed by WILM team members May 13, 2014. Recommendation from WILM team will be provided to WILM Leadership by October, 2014.</p> <p>2015 WILM team meeting on September 29, 2014, to analyze comparison of LMS demonstrations and make recommendation to WILM leadership to resolve tracking and maintenance of staff professional development activity.</p>	
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Ref: 3.2.1 (HR) - Discontinued

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 3	Staff Support and Development: Foster a trusting, respectful environment that nurtures professional growth and balance.
Objective: 2	Develop a Collegewide Management Leadership Development Strategy
Action Item: 1	Develop and implement Collegewide Management Leadership Development Plan
Champion(s):	HR and President's Cabinet
Outcomes: i.e. a process has been put in place, etc.	A Collegewide Management Leadership Development Plan is in place which supports the needs of the management group and nurtures professional growth and balance.
Metrics/KPI's: i.e. tracking data	Supervisor Feedback Participation Surveys

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Evaluate 360 degree "feedback" pilot processes (President's Evaluation, Continuing Education, IT division). (Individual positive coaching tool, confidentiality)	HR	Summer 2012	2012	Survey Monkey User Feedback	Continue use of multi-rater feedback form in current evaluation process. The pilot process has been discontinued for all divisions with the exception of Con. Ed who will continue utilization of Survey Monkey for 360 evaluations.	
2.	Develop and recommend Management Professional Development (MPD) schedule to encourage manager participation in the training program	Human Resources	2012	2012	MPD schedule is created and approved by PC	HR developed MPD training schedule and presented training schedule to PC. PC approved and sent to managers.	

Ref: 3.2.1 (HR) - Discontinued

						<p>2012 4 ITV MPD training sessions and one face-to-face session held and included topics Legal Review and How to Manage in the New Environment of Change; Effective Communication; Performance Management; Identifying Leadership Training through Successes and Challenges; Serving Students with Disabilities.</p>	
3.	<p>Research and create needs assessment survey tool; conduct survey; use data to create MPD Plan</p>	<p>Human Resources/ MPD Taskforce</p>	<p>2013</p>	<p>2014 - Ongoing</p>	<p>Examples collected. Needs assessment developed, administered, and data collected and reviewed for inclusion into MPD</p>	<p>Needs assessment documents collected and reviewed. 2013 MPD session held to Identify Leadership Training needs. 2014 MPD Taskforce approved by PC Manager feedback indicated a lack of interest for MPD plan.</p>	

Ref: 3.2.1 (HR) - Discontinued

4.	Develop Manager Competency Model with definitions	Human Resources/MPD Taskforce	2013	2014-Ongoing	Manager Competency Model is developed with Manager input and recommended to PC for approval	<p>2013-2014 MPD Taskforce completed draft Manager Competency Model with definitions.</p> <p>2014 MPD Taskforce sub-committee in process of developing MPD needs assessment to gather input from managers. Input will be utilized to finalize MPD plan and program recommendation which will be submitted to PC for approval.</p>	
5.	Analyze evaluation of performance process of managers (what about other employee groups?)	PC	2013	2014-Ongoing	Performance evaluation process is reviewed for managers	Plan review of manager evaluation tool to coincide with Management Professional Development Plan.	
6.	Create a tie in with job and performance Merit?	PC	2014	2014-Ongoing	To be Identified	Briefing of faculty salary plan with Academic Affairs and Continuing Education Deans. Northeast Technical College (NTC) administration presented changes to salary	

Ref: 3.2.1 (HR) - Discontinued

						<p>plan administration at NTC. Discussion with VP, Academic Affairs of faculty teaching credit salary pay plan; salary plan development placed on hold. Continuing Education Division salary pay plan revised and implemented beginning of FY14.</p>	
7.	Train managers and supervisors on the use of the current performance evaluation process or the revised process as applicable	Human Resources	2012	2013-Ongoing	Performance Management and College processes training provided to managers	<p>2012 Performance Management and How to Evaluate Performance training session presented to managers by HR. Presentation posted as a resource for managers on The Connection. 2013 Checklists (Oral warning; written warning; final written warning) created as a guide for managers when dealing with employee performance deficiency.</p>	

Ref: 3.2.1 (HR) - Discontinued

						Performance Improvement Plan (PIP) document updated. 2014 Performance Management training and consultation is provided on an on-going basis to managers.	
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Ref: 3.3.1 (HR) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 3	Staff Support and Development: Foster a trusting, respectful environment that nurtures professional growth and balance.
Objective: 3	Develop a Collegewide Employee Recognition Strategy
Action Item: 1	Develop and implement a Collegewide Employee Recognition Program
Champion(s):	President's Cabinet
Outcomes: i.e. a process has been put in place, etc.	Collegewide Employee Recognition Program is in place
Metrics/KPI's: i.e. tracking data	Satisfaction survey or audit?

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Review Service Award Process -Develop metrics on use and value	HR	February 2012	Ongoing	June 2012 - Participant's choice of award and survey of process	June 2012 - Changed guidelines based on employee feedback and changes to WRS eligibility which was the previous qualifier for determining who is recognized based on Board approved positions. Will continue to recognize those individuals who are already on the list. (Grandfathered) This was reviewed by PC	

Ref: 3.3.1 (HR) - Completed

						<p>and approved. With FY 14, the Staff Awards will be set up and ready to go by September 1 to allow each campus to plan their specific campus recognition at a more convenient time. Proposal is to recognize all awardees at the Fall Inservice to allow for Collegewide recognition. Change in gifts offered has been well received based on responses from staff when submitting their choices.</p> <hr/> <p>Foundation to review 30, 35 and 40 year cash awards to consider alternatives. November 2013 - For FY 14, the programs for recognizing employees at the campuses was moved at three locations to Sept/Oct so as to not conflict with</p>	
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November 2013 –
Employee feedback on
surveys

Ref: 3.3.1 (HR) - Completed

						<p>end of year events. In addition, all staff on the award list for FY 14 were recognized at the Collegewide Inservice on 10/15/13 so they could be recognized by all staff.</p> <p>June 2014 - Recognizing the Staff Service Award recipients at Fall Inservice was felt to be very time consuming and was not received well; will move to a powerpoint prior to the start of an inservice or post on HR Connection site for FY 15.</p> <p>Change for FY 15 on no cash award for 30 years and up from the Foundation, changing to scholarship at retirement, mixed response. PC responded to any criticisms.</p> <p>There was also feedback received from the Culture committee as to</p>	
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Based on employee feedback

Culture Committee Feedback

Ref: 3.3.1 (HR) - Completed

						recognizing adjunct instructors. Information was provided to the Committee on the difficulty of determining who was regular and the sporadic teaching that may be done by some.	
2.	Develop communication plan to convey Recognition Program to employees	HR	January 2012	Nov 2012 Ongoing	Number of postings to site by staff November 2013 - After reviewing lack of feedback being posted on the Recognition Blog on the Connection, moved to another format. June 2014 - Employee input reviewed from the August and October inservices through evaluations. Based	A site was created on The Connection for staff to place comments in recognition of co-worker achievements. HR is tracking degree completion and position changes for recognition at inservice as informed by staff. November 2013 - HR will review the presentation of information done at the August inservice that is broadcast to all locations; see if there are other options to presenting to staff. June 2014 - At February inservice, recognition was	

Ref: 3.3.1 (HR) - Completed

					on feedback, made a change for the February inservice	moved to a powerpoint that was shown prior to the start of the inservice. This seemed to be received well as not taking up time of the inservice. Will continue this in FY 15.	
3.	Provide data to Culture Committee that was developed as part of QISC to support the employee recognition	HR	May 2013	Ongoing	June 2014 - Responding to requests for data on suggestions received by the Committee to show feasibility, participation or costs. Data provided to the Culture Committee in form of analytic tools	June 2014 - The Culture Committee as part of feedback and discussion by staff of the tenets of the College have asked for back-up information on some of the questions raised. The HR Department has provided the information to the Committee to enable them to respond to any questions that have come up in the tenet discussion.	
4.	Review employee assistance programs -Develop metrics on use and value	HR	Summer 2012	Ongoing	Consider internal and confidential survey of employee use;	Program was implemented in January 2012. Quarterly reports were reviewed in 2012 with monthly emails being sent to staff to highlight some of the	

Ref: 3.3.1 (HR) - Completed

					<p>November 2013 - No data is provided as the login is generic for all users and not specifically by College;</p> <p>June 2014 – still no data being received. Maintaining a program that is available to employees as a competitive benefit</p>	<p>programs offered. Information was provided again during open enrollment. The College changed vendors for the EAP from HealthPartners to Unum, the College's life insurance carrier effective January 2013. Unum offers the same program, but at no cost to the College.</p> <p>November 2013 - Reviewed with staff during annual enrollment presentations.</p> <p>June 2014 – 410 employees have access to this program. May need to send out a survey for responses to be anonymous for those who have used it and can provide us feedback on its viability. There may be an opportunity in CY 15 if a new medical insurance provider or TPA is selected for the College.</p>	
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Ref: 3.3.1 (HR) - Completed

						Information will be presented during open enrollment presentations in November 2014. Counselors and College Health Nurses have been contacting Human Resources for information as needed for those employees who inquire with them.	
5.							

Institutional Effectiveness

Action Steps

Ref: 3.1.1. (IE-HR) 11/1/14 – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

★AQIP Action Project

Goal: 3	Staff Support and Development: Foster a trusting, respectful environment that nurtures professional growth and balance.
Objective: 1	Develop a systematic method of measuring staff satisfaction.
Action Item: 1	Institute a collegewide employee quality survey to measure internal customer service satisfaction. (c, e, f, i, j)
Champion(s):	VP Institutional Effectiveness and VP Human Resources
Outcomes: i.e. a process has been put in place, etc.	A survey instrument is developed. A cyclical schedule for implementation is in place.
Metrics/KPI's: i.e. tracking data	Internal Quality Survey Administered (11/8/13: Completed by 283 staff. Approximately 70% of FT staff) Long-term: Internal customer service scores improve. (Survey will be re-administered in Fall 2015)

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Research potential instruments	VP, Inst Effect VP, Hum Resource VP, Bus Services R & D Coordinator	7/1/2012	6/30/2013	<ul style="list-style-type: none"> Multiple instruments reviewed Input garnered Final decision made 	10/25/12: Collecting/reviewing potential instruments including PACE, former WITC surveys, Noel-Levitz CESS 11/8/13: COMPLETE	
2.	Select and finalize instrument	President's Cabinet	1/1/2013	6/30/2014	<ul style="list-style-type: none"> Survey Ready for Distribution 	6/1/13: PC approved use of Noel-Levitz College Employee Satisfaction Survey (CESS) 11/8/13: COMPLETE (ahead of schedule because of loss of results from HLC culture survey)	\$7,000 - \$10,000 (Actual - \$4,000)
3.	Develop process for surveying ★AQIP Action Project	VP, IE R & D Coordinator	7/1/2013	6/30/2014	<ul style="list-style-type: none"> Process developed 	6/1/13: For this first iteration of the CESS, it will be analyzed through the AQIP Action Project's	

Ref: 3.1.1. (IE-HR) 11/1/14 – Completed

						College Culture committee. 11/8/13: Committee will recommend continuing process. 6/1/14: Will align with administering sometime after Fall inservices every three years. COMPLETE	
4.	Determine cyclical schedule ★AQIP Action Project	VP, IE	7/1/2013	6/30/2014	<ul style="list-style-type: none"> Implementation schedule in place 	6/1/13: A recommendation will be made by the Action Project committee 11/8/13: Committee would like to repeat survey in two years to assess success of action project. 6/1/14: Will be repeated in Fall 2015 (2 ½ years) to provide assessment for AQIP Action Project and then cycle every three years. COMPLETE	
5.	Administer survey	Research	FY 15	FY15	<ul style="list-style-type: none"> Minimum 80% of FT staff surveyed 	6/1/13: Survey administered in March 2013 (FY14) to all FT and regular PT staff. Ahead of schedule because of AQIP Action Project COMPLETE	
6.	Analyze and communicate results. ★AQIP Action Project	VP, IE President's Cabinet	FY15	FY15	<ul style="list-style-type: none"> Summary results communicated to staff 	6/1/13: AQIP Action Project Committee met in May to analyze results. 11/8/13: AQIP Action	\$5,000 (Actual - \$2,000)

Ref: 3.1.1. (IE-HR) 11/1/14 – Completed

						Project Committee presented results and began activities to address at the October 2013 collegewide inservice. COMPLETE	
7.	Analyze survey process including items included, timelines, etc.	VP, IE VP, HR R & D Coordinator PC	FY15	FY15	<ul style="list-style-type: none"> Suggested adjustments to process documented 	6/1/14: Will do prior to administering in Fall 2015. 11/1/14: COMPLETE	

Ref: 4.1.1. (IE) 11/1/14 – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Improve Organizational Effectiveness
Action Item: 1	Develop a plan for more proactive communication of institutional effectiveness data to internal and external stakeholders. (e, f, j, k, l, m)
Champion(s):	VP Institutional Effectiveness
Outcomes: i.e. a process has been put in place, etc.	A process is in place to post and communicate all official institutional effectiveness reports.
Metrics/KPI's: i.e. tracking data	Number of reports completed versus number of reports posted and communicated.

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Determine internal and external data/reporting criteria.	VP IE R&D Coord R&D Staff	7/1/2013	1/1/2014	Criteria on file.	6/1/13: Initial discussions took place with research team and marketing director. 6/1/14: The Connection categories were reviewed and revised. COMPLETE	
2.	Review and analyze current reporting methods and mechanisms.	VP IE R&D Coord R&D Staff	7/1/2013	7/1/2014	Analysis complete.	11/8/13: One main research/data report will be worked on each year. 6/1/14: Prior to WITC Board meetings, R&D Coordinator now provides a report to PC when possible. After Board meetings, data and handouts are posted on The Connection and an e-mail sent to all staff with links. 11/1/14: COMPLETE AND ONGOING	

Ref: 4.1.1. (IE) 11/1/14 – Completed

3.	Develop and plan for internal communications via The Connection.	VP IE R&D Coord QI Coordinator	7/1/2014	7/1/2015	The Connection site(s) completed.	11/8/13: FTE & New Student Enrollment Report being sent quarterly to all staff. 6/1/14: The Connection redesign for Institutional Effectiveness is scheduled to be completed by June 2014. 11/1/14: COMPLETE	
4.	Develop a plan for external communications via the WITC web site	VP IE R&D Coord QI Coordinator	7/1/2014	7/1/2015	The Web sites/pages completed and appropriate postings exist.	6/1/14: Web pages have been updated as appropriate. Academic program review portfolios were updated to no longer include contact information for team members. 11/1/14: COMPLETE WITH ONGOING MONITORING	

Ref: 4.2.1. (IE) 11/1/14 – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 2	Develop Marketing Strategies
Action Item: 1	Promote college and program accreditations, licensing, affiliations, and industry standards. (e, h, n, q,s)
Champion(s):	VP Institutional Effectiveness
Outcomes: i.e. a process has been put in place, etc.	Institutional Effectiveness accreditation web site lists up-to-date information.
Metrics/KPI's: i.e. tracking data	Information verified/updated yearly (accurate)

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Review location and ownership of current documentation	VP Inst Effect. President's Cabinet Director of Curriculum Dean of Con Ed Academic Deans QI Coordinator	7/01/12	7/01/13	Draft list completed.	6/1/13: Data collection begun. 11/8/13: QI Coordinator worked with deans on location of materials and a copy of official accreditation notification will be kept on file in QI office. COMPLETE	
2.	Develop tracking method through program and unit review processes.	VP IE	7/01/13	7/01/14	Info request built into processes.	6/1/13: 2012-2015 Academic Program Review process includes this information as part of the "Program Profile" information requested. COMPLETE 6/1/14: QI Coordinator has developed a process with Technician, Allied Health to share documentation.	

Ref: 4.2.1. (IE) 11/1/14 – Completed

3.	Create and maintain current list for posting on public website.	Research and Data Staff QI Coordinator	7/01/14	7/01/15	Accurate and complete information on web site.	6/1/13: Draft table for accreditation website developed. 11/8/13: Web table developed with links. QI Coordinator will monitor yearly. COMPLETE wisc.edu/academics/accreditation	
4.	Connect listing to fact book publication	QI Coordinator R&D Coordinator	7/1/14	7/1/15	Accurate and complete information in fact book.	6/1/14: QI Coordinator will serve as the direct resource for Research & Data department for this area when fact book is updated each year. 11/1/14: COMPLETE – ONGOING PROCESS IN PLACE	

Ref: 5.1.1. (IE) 6/1/2015 – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

★AQIP Action Project

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 1	Implement Divisional and Collegewide Effectiveness Measures (Continue to Improve WITC Decision-Making)
Action Item: 1	Develop Collegewide Dashboard (a) Continued from 09-12 Strat Plan *1.3.1
Champion(s):	Vice President, Institutional Effectiveness and President's Cabinet
Outcomes: i.e. a process has been put in place, etc.	College Dashboard developed.
Metrics/KPI's: i.e. tracking data	Collegewide Dashboard available for viewing and communicated.

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Identify what divisional metrics are being collected and used. ★AQIP Action Project	VP Institutional Effectiveness President's Cabinet	7/1/2012	7/1/2013	Complete list of each divisions' metrics finalized.	10/25/12: Developed template and met with each VP to discuss. 6/1/13: Draft measures from divisions due by 6/30/13. 11/8/13: This will continue into 14-15. 11/1/14: Divisional metrics meetings held this fall with plans for finalization by end of fiscal year. 6/1/2015: Three divisions completed and posted on The Connection. Two divisions should be posted by 6/10 and remaining two by 6/30/2015.	

Ref: 5.1.1. (IE) 6/1/2015 – Completed

2.	<p>Research dashboard examples from other educational institutions</p> <p>★AQIP Action Project</p>	<p>VP Inst Effect R & D Coordinator President's Cabinet</p>	7/1/2012	7/1/2013	<p>Suggested dashboards presented to President's Cabinet.</p>	<p>10/25/12: Copies collected and reviewed. workshop on dashboards attended Summer 2012</p> <p>COMPLETE</p>	
3.	<p>Define College Metrics</p> <p>★AQIP Action Project</p>	<p>President's Cabinet</p>	7/1/2013	7/1/2014	<p>Final Metrics approved by President's Cabinet.</p>	<p>10/25/12: Workshop attended and draft college scorecard designed. 6/1/13: Draft measurements presented to PC and Board. Final draft to PC on 6/4/13. 11/8/13: WTCS State Performance-Based Funding discussions and alignment determined. 6/1/14: College Effectiveness Measures reviewed and discussed at PC meetings on 2/25/14 and 5/5/14. Measures & signal values 95% complete. 11/1/14: COMPLETE</p>	
4.	<p>Develop & Publish College Scorecard</p> <p>★AQIP Action Project</p>	<p>Inst Effect Staff Instr Tech Staff Web Design Staff</p>	7/1/2014	7/1/2015	<p>Published college scorecard on The Connection</p>	<p>6/1/14: WILM Business Intelligence Leadership will be discussing this at a July 2014 meeting 11/1/14: Scorecard communicated at College Inservice 8/14 and published on the Connection 10/14. 6/1/2015: WILM BI Leadership initiative for FY16--improving and revising dashboards that will include the college scorecard and potentially each division's scorecard. Met in person 5/4/15 to plan. COMPLETE</p>	???

Ref: 5.2.1 (IE) 11/1/14 – Move to 2015-2018 plan

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 2	Expand continuous improvement processes. (Continue to improve WITC decision-making)
Action Item: 1	Implement Unit reviews for all functional areas of the College. (a)
Champion(s):	Vice President, Institutional Effectiveness
Outcomes: i.e. a process has been put in place, etc.	Process for unit reviews in place. Cycle for unit reviews published.
Metrics/KPI's: i.e. tracking data	Pilots completed. Cycle for divisional unit reviews in place. (This will be moved to the 15-18 strategic plan)

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Research best practices.	VP Institutional Effectiveness R & D Coordinator	7/1/2012	7/1/2013	Examples collected.	10/25/12: Examples collected and reviewed. Concept paper presented to VPs for further discussion within divisions. 6/1/14: Discussions with each divisional VP were held on concept and potential cycle.	
2.	Develop draft process and present to President's Cabinet.	VP Institutional Effectiveness President's Cabinet	7/1/2013	7/1/2014	Draft presented to PC for feedback	6/1/14: Postponed due to Admin Services/President's Office reorganization and budgeting priorities. Plan to continue in 2014-15. 11/1/14: Moving to 15-18 strategic planning process.	

Ref: 5.2.1 (IE) 11/1/14 – Move to 2015-2018 plan

3.	Pilot process with selected unit(s).	VP Institutional Effectiveness QI Coordinator R & D Coordinator VP Con Ed VP Stud Services	7/1/2014	1/1/2015	Two college units within divisions piloted process.		
4.	Revise, publish, and communicate review process and cycle.	VP IE QI Coordinator	1/1/2015	7/1/2015	Cycle in place and published to Staff.		

Ref: 5.2.2 (IE) 6/1/14 - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 2	Expand continuous improvement processes. (Continue to improve WITC decision making)
Action Item: 2	Complete WITC's first Academic Quality Improvement Program (AQIP) cycle
Champion(s):	Vice President, Institutional Effectiveness and President's Cabinet
Outcomes: i.e. a process has been put in place, etc.	All AQIP cycle (1-4-7) activities are completed within timelines.
Metrics/KPI's: i.e. tracking data	Reaffirmation of accreditation received. (Received May 16, 2014)

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Analyze systems appraisal.	President's Cabinet QISC	7/1/2012	10/1/12	Preparations for Strategy Forum complete.	10/25/12: Initial analysis by QISC and further analysis at Collegewide Inservice and by Strategy Forum Team. COMPLETE	
2.	Participate in Strategy Forum	VP Inst Effect Strategy Forum Team	7/1/2012	Fall 2012	Strategy Forum attended.	6/1/13: Strategy Forum Attended 11/14-16, 2012 COMPLETE	\$10,000
3.	Define new AQIP Action Projects and align with strategic plan.	QISC President's Cabinet			Three or more action projects in place at all times.	6/1/13: Current AQIP Action Projects <ul style="list-style-type: none"> • Aligning our Student Assessment Initiatives • Developing Divisional and Collegewide Measurements • Fostering a Culture Where Employees are Valued 	

Ref: 5.2.2 (IE) 6/1/14 - Completed

4.	Prepare for Quality Check-Up Visit	President's Cabinet AQIP Committee Visit Subgroups HLC	2013	2014	Check-Up Visit Completed	11/8/13: Documents submitted by deadline. Check up and Multi-campus visits completed. COMPLETE	\$5,000 +
5.	Receive reaffirmation of accreditation	VP, IE HLC	2014	2015	Reaffirmation received.	11/8/13: This timeline will be earlier because WITC's reaffirmation is required in FY14 due to 10 year HLC policy. (last reaffirmation was in 2003-04) 6/1/14: Letter confirming full reaffirmation of accreditation received from the Higher Learning Commission on 5/16/2014. COMPLETE	

Instructional Technology

Action Steps

Ref: 1.1.1. (IT) – Completed (Per JH on 5-27-15)

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 1	Expand and Enhance Student Access to Resources Needed to be Successful
Action Item: 1	Increase hardware and software check-out availability for students to complete assignments
Champion(s):	Director of LRC, Instructional Technologist, Instructional Technology
Outcomes: i.e. a process has been put in place, etc.	
Metrics/KPI's: i.e. tracking data	Compare number of equipment items in the LRC collection, and the circulation statistics for all items each year. Compare student satisfaction with equipment available for borrowing in LRC satisfaction surveys each year.

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Research feasibility of virtual desktop environment on and off campus	Director of Learning Resources, Director of Instructional Technology,	2013-2014		Report to IT Executive committee with recommendations about virtual desktop environment on and off campus, particularly related to lending PCs.	Completed. Will pilot Remote Desktop environment, Fall, 2015 at Rice Lake campus. On hold pending demonstrated effectiveness and reliability of virtual platform.	
2.	Research feasibility of lending laptops and/or tablets for mobile access to LRC's electronic collections	Director of Instructional Technology, Instructional Technologist, Director of Learning Resources	06/05/2012	01/01/2013	A report to IT Executive Committee; and possible budget request or grant proposal	Completed. Tablet lending not recommended at this time. Laptop lending policy implemented Fall 2014.	

Ref: 1.1.1. (IT) – Completed (Per JH on 5-27-15)

3.	Develop collection of equipment to supplement the student experience in the classroom and labs	Director of Learning Resources, Student Activities Coordinators, Instructional Technologist	08/01/2012	07/01/2013 07/01/14	Grant proposals, or donation requests, prepared for lending equipment to supplement the student experience (i.e. microscopes, telescopes, specialized tools, recreational items such as snow shoes)	Completed. Partially implemented (10/2014) Examples Incl. digital cameras, ipods, ipads. (all sites), snowshoes (Ashland)	
4.							
5.							
6.							

Ref: 4.1.1 (IT) – Completed (Per JH on 5-27-15)

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Develop the SharePoint Portal (The Connection)
Action Item: 1	Continue to develop the SharePoint intranet portal (The Connection).
Champion(s):	VP, Instructional Technology and SharePoint Executive Team
Outcomes: i.e. a process has been put in place, etc.	End users experience more intuitive and seamless collaboration and document sharing.
Metrics/KPI's: i.e. tracking data	

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Improve organization and retrieval of documents, pages, and sites on the Connection	VP, IT SharePoint Executive Team Director of Learning Resources	July 2012	June 2013	The Connection Sharepoint site is live and accessible by all staff.	Part-time staff are provided access into The Connection.	
2.	Further development of SharePoint portal & services	WILM staff, SharePoint Executive Team	July, 2012	June, 2014	Divisional, employee group and campus feedback sessions scheduled to collect improvement suggestions to The Connection.	Meetings completed-Nov 2012 Re-Connection Plans detailed below.	
3.	Satisfaction Survey	SharePoint Executive Team, IE	Dec. 2013	Jan. 2013	Survey staff		
4.	Re-Design The Connection by implementing: <ul style="list-style-type: none"> • Governance • Taxonomy • Improved Search 	Sharepoint Team, IT, consultant	Nov 2013	May 2014	Consultant hired to facilitate Governance Team formed Taxonomy applied Improved searching	Monica Sword hired Governance team approved Division meetings scheduled	\$ 40,000- \$ 50,000

Ref: 4.2.1 (IT) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 2	Enhance collaboration between WITC and its WILM partners
Action Item: 1	Implement the Operations Team
Champion(s):	VP, Instructional Technology
Outcomes: i.e. a process has been put in place, etc.	An administrative process is in place that fosters closer collaboration between WILM partners.
Metrics/KPI's: i.e. tracking data	

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Follow WILM Board-approved plan for Operations Team approach for collaboration and continuity among the three partner colleges.	Dave Reilly (WILM) Jim Dahlberg (WITC) Chris Lewinski (LTC) Brad Russell (MSTC)	July, 2012	N/A	Monthly meetings are scheduled and minutes are kept.	<p style="color: red;">WILM Board has made monthly meetings with WILM IT managers a formal part of its agenda.</p> <p style="color: blue;">Update 10-1-14: The Operations Team approach has worked very well at the Board level, having the IT directors be a standing agenda item on the monthly Board meetings. There was concern raised by MSTC as to the amount of time spent by</p>	N/A \$000,000

Ref: 4.2.1 (IT) - Completed

						this group on Peoplesoft issues. This concern seemed isolated to MSTC. (JH)	
2.							
3.							
4.							
5.							

Ref: 4.2.2 (IT) – Completed (Per JH on 5-27-15)

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 2	Enhance collaboration between WITC and its WILM partners
Action Item: 2	Develop WILM Strategic Plan
Champion(s):	VP, Instructional Technology
Outcomes: i.e. a process has been put in place, etc.	A strategic plan is adopted to guide the WILM Consortium
Metrics/KPI's: i.e. tracking data	

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop a design and timeline for strategic plan review and re-development	WILM Board Joe Huftel	July, 2012	August, 2012,	Plan and timeline is approved by WILM Board	Accomplished. Initial Operational plan developed. Board will begin next step in process by meeting with CS Leadership at its December, 2013 meeting.	
2.	Develop the strategic plan for the WILM Consortium	WILM Board Joe Huftel Jim Dahlberg	August, 2012	Feb. 2013 June, 2014	Strategic plan is adopted by WILM Presidents' Council	Completed project delayed by transition to new Operations Director. Update 10-1-14: Initial team meetings have been held to determine tentative strategic direction. Work to	

Ref: 4.2.2 (IT) – Completed (Per JH on 5-27-15)

						<p>date was presented to WILM presidents at September annual planning meeting. Further discussion and cross planning needs to occur before a more finalized plan is presented back to presidents for approval. Timeline for this will be Spring, 2015. (JH)</p>	
3.							
4.							

Student Affairs

Action Steps

Ref: 1.1.1 (SA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 1	Expand the Preparedness for Student Success
Action Item: 1	Implement new communication strategies during the admissions process
Champion(s):	VP, Student Affairs and Director of Information Technology
Outcomes: i.e. a process has been put in place, etc.	Implementation of targeted communication strategies and additional communication methods for students.

Metrics/KPI's: #of prospects contacted
i.e. tracking data

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Review current communications flow	Superior Dean of Students Admissions Advisors	July 2012	2013	Review complete and documented	Complete	
2.	Explore alternate communication methods for new prospects and current students (i.e. instant messaging). Research other technical colleges and student feedback.	Director of Instructional Technology	July 2012	2013	Review of alternative communication methods, information on best practices, and costs of possible technology solutions.	Online Chat added Fall 2012 http://www.witc.edu/stusvcs/index.htm Automated communication generation developed for New Student Orientation, Checklist Items, and Blackboard	
3.	Develop timeline/process for Admissions Advisors to contact prospects, applicants, and accepted students that are not registered. Ensure timeline supports programming/scheduling decisions.	Admissions Advisors, Career Specialists	July 2012	2013	Process and timeline developed and implemented.	Complete	

Ref: 1.1.1 (SA) - Completed

4.	Develop opportunities to retain unassigned students and non-aidable programs through the implementation of a communication plan and integrating advising and counseling.		July 2012	2013		Unassigned Student portal letter and process (mailed from Superior campus) developed and implemented Fall 2013	
5.	Develop opportunities to add communication from program advisors and student mentors to the communication flow. Integrate with program orientation process.	Students (i.e. Student Senate)	July 2012	2014		Implemented mandatory advising pilot with online Marketing program during spring/summer 2014	

Ref: 1.1.2 (SA) – Move to 2015-2018

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 1	Expand Preparedness for Student Success
Action Item: 2	Improve Student Orientation
Champion(s):	VP, Student Affairs
Outcomes: i.e. a process has been put in place, etc.	Program and College Orientation process that supports student success, maximizes enrollment, clearly identifies roles and responsibilities, and maintains an appropriate level of consistency across the college
Metrics/KPI's: i.e. tracking data	% of full programs on first day

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Identify process for collegewide input	Superior Campus Dean of Students, VP of Student Affairs	July 2012			Student Support and Admissions Strategic Initiative meeting Jan. 2013. Determined that this action item is on hold to ensure new student orientation supports new admissions processes and strategy. Admissions and Support Strategic Initiative	
2.	Develop draft concept that includes outcomes and process for program and college orientations. Explore possibilities of program orientation with a) student involvement, b)	Dean of Students and Enrollment Services	Jan. 2013			On hold until Student Support and Admissions Initiative	

Ref: 1.1.2 (SA) – Move to 2015-2018 plan

	program advisor involvement, and c) employer involvement.	Managers				complete.	
3.	Present draft concept and develop final program and college orientation process	Superior Campus Dean of Students, Designated Enrollment Services Manager, Academic Deans, Faculty, Admissions Advisor	March 2013		Documented process, procedures, and expectations for program and campus orientation programs	On hold	

Ref: 1.2.1 (SA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 1	Student Learning: Provide support and opportunities for student learning and success.
Objective: 2	Increase Academic Support
Action Item: 1	Improve services for students with disabilities
Champion(s):	VP, Student Affairs and Instructional Technology
Outcomes: i.e. a process has been put in place, etc.	Improve efficiency and effectiveness of disability services
Metrics/KPI's: i.e. tracking data	# of students with disabilities served

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop website to provide a "clearinghouse of information"	RL Dean of Students Portal Web Manager, Accommodations Specialists	July 2012	2013	Updated Web site	Handbook and new student forms developed. Added to website during 2013-14 year. http://www.witc.edu/stusvcs/disability.htm	
2.	Develop and improve guidelines, procedures and handbook	RL Dean of Students, Accommodations Specialists	July 2012	2014	Developed guidelines, handbook and procedures for providing accommodations	Handbook and new student forms developed. Added to website during 2013-14 year. http://www.witc.edu/stusvcs/disability.htm	
3.	Communicate updated guidelines and utilize new resources	RL Dean of Students, Accommodations Specialists	Jan. 2013	June 2014	Communication plan	Complete	

Ref: 1.2.1 (SA) - Completed

4.	Integrate disability services with Learning Commons	RL Dean of Students, Accommodations Specialist, Director of LRC, Learning Commons staff	July 2012			Ongoing	
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Ref: 3.1.1 (SA) – Move to 2015-18 plan

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 3	Staff Support and Development: Foster a trusting, respectful environment that nurtures professional growth and balance.
Objective: 1	Implement Staff Development
Action Item: 1	Implement systematic training for student services employees
Champion(s):	VP, Student Affairs
Outcomes: i.e. a process has been put in place, etc.	Continue and improve upon excellent customer service within student services
Metrics/KPI's: i.e. tracking data	Noel-Levitz Survey of Student Satisfaction

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Determine specific purpose and outcomes of training for student services staff	Student Affairs Leadership Team	July 2012	May 2013	List of training outcomes	Complete. Customer service outcomes identified.	
2.	Identify training tools and timeline (i.e. Noel Levitz Connections NOW)	Director of Enrollment	Jan. 2013	May 2013	Training timeline	Complete. Utilized Innovative Educators training material. http://www.innovativeeducators.org/v/vspfiles/V4_Backup/05_22_Exceptional_Front_Line_Customer_Service_handout.pdf	\$300
3.	Implement training	Director Enrollment, Managers of Enrollment Services	2013	June 2013		Pilot training completed at Ashland campus. Plan for implementation for all student	

Ref: 3.1.1 (SA) Move to 2015-18 plan

						services staff in-progress.	
4.	Measure results	Student Affairs Leadership Team	2014	June 2015	Process to measure results of training		
5.							
6.							

Ref: 4.1.1 (SA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Improve Organizational Effectiveness
Action Item: 1	Improve efficiencies and effectiveness of student services operations in the area of counseling services
Champion(s):	VP, Student Affairs
Outcomes: i.e. a process has been put in place, etc.	Development and implementation of "collegewide services" using strategies such as technology to communicate with students, allocation of collegewide work, and coordinated efforts to meet demand for services collegewide.
Metrics/KPI's: i.e. tracking data	# of admitted students per counselor

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Identify collaborative efforts for counselors to assist each other college-wide and ensure consistency.	Ashland Dean of Students, Counselors	July 2012	June 2013	List of potential areas of collaboration	Continued from 2009-2012 Strategic Plan *4.4.1 (1,2) Complete (see action Step 2)	
2.	Develop plan and procedures Updated 6/30/13: * Technology (Met with Director of IT, Piloting iPad at RL campus) * Admissions https://theconnection.mywilm.com/ConnectTo/ASSSI/default.aspx * Career Services Implemented Feb. Free promotion * Title IV Training completed with HR Feb. 2013 * Functional Abilities Forms Met with Accommodations Specialist Feb. 2013. Continue to work on 2013-14	Ashland Dean of Students, Counselors, other Dean of Students	Jan. 2013	2014	Plan and procedures developed	Continued from 2009-2012 Strategic Plan *4.4.1 (1,2) Complete	

Ref: 4.1.1 (SA) - Completed

	<p>*Online Program Referral Process Developed consistent process</p> <p>*MBTI/Strong Training All counselors completed training</p> <p>*Strengths Training All counselors completed training</p> <p>*Create counseling vision Retreat planned for 2013-14 year</p> <p>*Retention Team https://theconnection.mywilm.com/ConnectTo/ASSSI/default.aspx)</p>						
3.	Implement plans and new procedures	Dean of Students, Counselors	2013-14				Continued from 2009-2012 Strategic Plan *4.4.1 (1,2) Complete: See Action Step #2
4.							
5.							

Ref: 4.1.2 (SA) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Improve Organizational Effectiveness
Action Item: 2	Improve efficiencies and effectiveness of student services operations in the area of Financial Aid
Champion(s):	VP, Student Affairs
Outcomes: i.e. a process has been put in place, etc.	Financial aid information and support more readily available to students
Metrics/KPI's: i.e. tracking data	# of FA students packaged per FA advisor

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Analysis of “front line” and “FA information” provided to students. Identify opportunities to maximize efficiency of financial aid service by more effectively providing financial aid information to students.	Director of Financial Aid, Financial Aid Team, Managers of Enrollment Services	July 2012	July 2013		Continued from 2009-2012 Strategic Plan *4.2.5 Complete	
2.	Identify staff at campus to provide “front line” financial aid information to student.	Manager of Enrollment Services, Dean of Students		July 2013		Complete	
3.	Develop a job aid for front lines staff that includes FA questions/information.	Director of Financial of Aid		July 2013	Job aid developed	Complete	
4.	Identify training needs and provide training	Director of Financial Aid, Managers of Enrollment Services		Aug. 2013	Training provided	Complete	
5.	Communicate changes in service strategies to student services staff.	Managers of Enrollment Services, Dean of Students		2014	New service strategies implemented	Complete	

Ref: 4.1.3 (SA) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Improve Organizational Effectiveness
Action Item: 3	Improve efficiencies and effectiveness of student services operations in the area of Student Life
Champion(s):	VP, Student Affairs
Outcomes: i.e. a process has been put in place, etc.	New strategies implemented for Student Life to support student success
Metrics/KPI's: i.e. tracking data	# of students participating by desired outcome of activity

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Maximize effectiveness of Student Life by implementing college-wide initiatives and developing common threshold for expectations, topics, and themes.	NR Dean of Students	July 2012	2013	Initiatives and expectations communicated and implemented.	Documentation of current state implemented through Common End-of-Year Reporting Format (June 2013).	
2.	Develop list of CAB ideas that promote student development and student success.	NR Dean of Students, Student Life Coordinators	July 2012	2015	Co	Campuses worked together for fall 2013 to schedule events in more cost effective manner Complete	
3.							
4.							

Ref: 4.1.4 (SA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Improve Organizational Effectiveness
Action Item: 4	Improve efficiencies and effectiveness of student services operations in the area of Registrar
Champion(s):	VP, Student Affairs
Outcomes: i.e. a process has been put in place, etc.	New strategies implemented in to improve efficiencies
Metrics/KPI's: i.e. tracking data	Cost of service per student FTE

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Identify and list all duties and tasks of Registrar.	Registrar	July 2012	Dec 2012		Complete	
2.	Identify job tasks that can be decentralized/delegated, or made more efficient through the use of technology. Updated 6/30/13: *Background Check Software *Transcripts in pdf *Record Retention *International Education participation *TES Software (transfer credit analysis) *Graduation audit	Registrar, VP of Student Affairs	Jan. 2013	June 2013		Complete	
3.	Develop plan to decentralize/delegate appropriate tasks to support staff in Shell Lake and at the campuses.	Registrar, Enrollment Services Managers	2013	2015		Transcripts .pdf complete September 2013	
4.	Identify Registrar activities that are currently decentralized that would be more efficient if centralized, delegated, or through use of technology.	Registrar, Enrollment Services Managers	2013	2015		<ul style="list-style-type: none"> • Background Check software piloted 2013-14 • Record Retention plan 	

Ref: 4.1.4 (SA) - Completed

						<p>In-progress</p> <ul style="list-style-type: none"> • IE participated identified • TES in place and plan to update during 2013-14 year • Graduation Audit – update database during 13-14 year 	
5.	Develop new list of duties and tasks for Registrar position that supports strategic initiatives of the college.	Registrar, Enrollment Services Managers, SA Leadership Team	2013	2015	Tasks analyzed and changes made where appropriate.	Complete	

Ref: 4.1.5 (SA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Improve Organizational Effectiveness
Action Item: 5	Improve efficiencies and effectiveness of student services operations in the area of recruitment
Champion(s):	VP, Student Affairs
Outcomes: i.e. a process has been put in place, etc.	New strategies implemented to measure and improve effectiveness of marketing and recruitment
Metrics/KPI's: i.e. tracking data	Return on Investment (ROI)

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop and implement productivity measurements for Career Specialists and Marketing/P.R. Representatives.	Director of Marketing, Career Specialists, P.R. Reps	July 2012	2013		Complete	
2.	Develop tracking and reporting mechanism to measure results.	Director of Marketing, Career Specialists, P.R. Reps	July 2012	2013		Complete Spreadsheet posted on Connection	
3.	Develop productivity goals for each position.	Director of Marketing, Career Specialists, P.R. Reps	July 2012	2014		In-progress	
4.	Monitor and measure goal attainment	Director of Marketing, Career Specialists, P.R. Reps	2012	2013-14	Goals and productivity measurements communicated via SA activity report.	In-progress	

Ref: 4.1.5 (SA) - Completed

5.	Develop action plans based on results	Director of Marketing, Career Specialists, P.R. Reps		2015		Developed action plan including common dates for events.	
6.							

Ref: 4.1.6 (SA) – Move to 2015-18 plan

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Improve Organizational Effectiveness
Action Item: 6	Collaborative Admissions and Enrollment Team
Champion(s):	VP, Student Affairs
Outcomes: i.e. a process has been put in place, etc.	Implement process for continuous improvement of admissions and enrollment Student-focused admissions/enrollment process that maximizes course capacity
Metrics/KPI's: i.e. tracking data	Increase Enrollment Increase Student Retention/Persistence

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop metrics and identify process to track data	VP of Student Affairs, Institutional Effectiveness	July 2012	2013		This action item became part of the Student Support and Admissions Strategic Initiative https://theconnection.mywilm.com/ConnectTo/ASSSI/default.aspx	
2.	Consensus at Presidents Cabinet that metrics support strategic direction of college	President's Cabinet	2013			Same as #1	
3.	Develop cross-functional team of admissions and academic staff	VP of Student Affairs	2013			Same as #1	
4.	Identify opportunities for process changes that would improve customer service and maximize capacity	Team	2013			Same as #1	

Ref: 4.1.6 (SA) – Move to 2015-18 plan

5.	Develop implementation plan	Team	2013		Implementation of plan to improve admissions process.	Same as #1	
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Ref: 4.1.7 (SA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 1	Improve Organizational Effectiveness
Action Item: 7	Define and communicate specific roles of site supervisors and direct supervisors within Student Affairs
Champion(s):	VP, Student Affairs
Outcomes: i.e. a process has been put in place, etc.	Develop and implement balance between one-college concept and campus cohesiveness within student services
Metrics/KPI's: i.e. tracking data	Documented roles and responsibilities for supervisors and employees for all student services staff with off-site supervision

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Document specific roles and responsibilities for site supervisors, direct supervisors, and employees	Student Affairs Leadership Team	Jan 2012	Dec 2012		Complete	
2.	Communicate specific roles and responsibilities to both site supervisor and employee.	Student Affairs Managers	May 2012	June 2013	Handout to both site supervisor & employee.	Complete	
3.	Implement supervision structure and responsibilities	Student Affairs Managers	July 2012	June 2013	Expectations communicated to staff and supervisors.	Complete	
4.	Replicate process for Student Affairs Leadership responsibilities	Student Affairs Managers	July 2012	2013	Documentation in place	https://theconnecton.mywilm.com/StudentAffairs/sateamsite/Shared%20Documents/Student%20Affairs%20Leadership%20Booklet.docx	

Ref: 4.2.1 (SA) – Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 2	Develop marketing strategies
Action Item: 1	Develop marketing plans utilizing feedback from Strategic Planning Forums
Champion(s):	VP, Student Affairs
Outcomes: i.e. a process has been put in place, etc.	Implemented marketing plans based stakeholder feedback
Metrics/KPI's: i.e. tracking data	Return on investment (ROI)

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Analyze marketing ideas based on feasibility, impact, and budget	Director of Marketing, Marketing/PR Associates Con Ed/Foundation	2012	2013		Complete	
2.	Identify top 5 strategies Update 6/30/13: <ul style="list-style-type: none"> • Brand Strategy • Integrated marketing incorporating new tagline • Career Specialist focus on high school enrollment • Content Marketing • Partner with Foundation/Alumni 	Director of Marketing, Marketing/PR Associates	2012	2013		Complete	
3.	Identify desired outcomes of identified strategies Update 6/30/13: <ul style="list-style-type: none"> • Encourage faculty and staff to become brand advocates • Consistent messaging/visual images collegewide across all media 	Director of Marketing, Marketing/PR Associates	2012	2013		Complete	

Ref: 4.2.1 (SA) – Completed

	<ul style="list-style-type: none"> Improved perception of technical education by HS students and staff WITC web site and social media sites perceived as “go to” sites for information 						
4.	Develop action plans to implement strategies	Director of Marketing, Marketing/PR Associates	2012	2014	Marketing action plans related to stakeholder feedback implemented.	Complete	

Ref: 4.2.2 (SA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 2	Develop marketing strategies
Action Item: 2	Develop Social Media Plan
Champion(s):	VP, Student Affairs and Instructional Technology
Outcomes: i.e. a process has been put in place, etc.	Social Media plan including outcomes and strategies developed and implemented
Metrics/KPI's: i.e. tracking data	Social Media Outcomes

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Analyze current social media strategies and identify best practices from other colleges/industries	Director of Marketing, Marketing/PR Associates Con Ed Rep Foundation Rep	2012	2013		Complete	
2.	Identify desired outcomes of social media strategy	Director of Marketing, Marketing/PR Associates Con Ed Rep Foundation Rep	2012	2013		Complete	
3.	Develop action plan to implement social media strategies	Director of Marketing, Marketing/PR Associates Con Ed Rep Foundation Rep	2012	2014	Social media	Complete but considered "work in progress" as social media trends evolve	
4.							

Ref: 4.2.3 (SA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 2	Develop marketing strategies
Action Item: 3	Improve advertising effectiveness and efficiency
Champion(s):	VP, Student Affairs
Outcomes: i.e. a process has been put in place, etc.	Explore feasibility of using media buyer
	Enter into an agreement with a media buyer if feasibility study suggest
Metrics/KPI's: i.e. tracking data	Return on Investment (ROI)

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Analyze advantages and disadvantages of using media buyer. Explore costs and potential savings	Director of Marketing, Marketing/PR Associates	Jan. 2012	June 2012		Complete	
2.	Identify desired outcomes of media buyer	Director of Marketing, Marketing/PR Associates	Jan. 2012	June 2012		Complete	
3.	Enter into agreement with media buy based on results of action step #2	Director of Marketing, Marketing/PR Associates	2012	June 2012		Complete	
4.	Implement advertising and promotion strategies identified by media buyer.	Director of Marketing, Marketing/PR Associates	2012	June 2013		Complete	
5.							

Ref: 4.3.1 (SA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 4	Leadership and Communication: Demonstrate effective leadership through clear and consistent communications.
Objective: 3	Improve Educational Partnerships
Action Item: 1	Improve enrollment direct from high school
Champion(s):	VP, Student Affairs
Outcomes: i.e. a process has been put in place, etc.	Higher percentage of students at WITC enrolled directly from high school
Metrics/KPI's: i.e. tracking data	% of students at WITC enrolled directly from high school

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Develop recruiting and marketing strategies to increase enrollment directly from high schools Update 6/30/13: <ul style="list-style-type: none"> • Enrollment teams implemented at all campuses • New Career Specialists at 3 campuses • Developed mechanism to track and analyze recruiting activities 	Director of Marketing, Marketing and PR Reps, Career Specialist Director of Video Networking	2012	2014		New strategies implemented. Record attendance for career days. Increased number of HS visits. % of students directly from high school remains static	
2.							
3.							

Ref: 5.1.1 (SA) - Completed

Wisconsin Indianhead Technical College Strategic Goals 2012-2015

Goal: 5	Planning and Implementation of Continuous Improvement: Expand upon strategies that improve planning processes, decision making, and effective use of resources.
Objective: 1	Continue to improve WITC Decision Making
Action Item: 1	Use data in the bookstore to improve profitability and measure goals
Champion(s):	VP, Student Affairs
Outcomes: i.e. a process has been put in place, etc.	Quarterly report designed to track sales by product group
Metrics/KPI's: i.e. tracking data	Sales and Rental Goals

No.	Action Steps (2012-2015)	Team Members	Start Date	End Date	Measure(s)	Status	Budget
1.	Identify key product groups to track	Bookstore Supervisor, VP of Student Affairs, Superior Campus Dean of Students	July 2012	Dec. 2012		Complete	
2.	Develop spreadsheet and schedule for report	Bookstore Supervisor, VP of Student Affairs, Superior Campus Dean of Students	July 2012	Dec. 2012		Complete	
3.	Develop goals and monitor progress	Bookstore Supervisor, VP of Student Affairs, Superior Campus Dean of Students	July 2012	Dec. 2012		Progress monitored through monthly reports	
4.	Develop and implement plans based on goal results	Bookstore Supervisor, VP of Student		June 2015		Mark-up percentage changed based	

Ref: 5.1.1 (SA) - Completed

		Affairs, Superior Campus Dean of Students				on report data	
5.							
6.							