

2009 – 2012

Strategic Goals, Objectives, and Action Items

(8/4/09 Revised)

★AQIP Action Project

GOAL 1

Enhance and Promote Learning Opportunities to support the Growth and Success of Students and Employers in Northwestern Wisconsin

Objective/Action	Description	Champion(s)	Team Members and Timeline (See Action Steps Detail/Reference)	Status
Objective 1	Develop a coordinated data-driven planning process.			
Action 1	Document and benchmark the existing planning process.	President's Cabinet	Ref: 1.1.1 PC	
Action 2	Develop a comprehensive program planning process that addresses the needs of all stakeholders and considers market demands and trends	VP, Academic Affairs VP, Continuing Ed/Foundation Director	Ref: 1.1.2 DV Ref: 1.1.2 CF	
Action 3	Align and communicate college planning processes.	President's Cabinet	Ref: 1.1.3 PC	
Action 4	Develop an institutional process to determine the viability of programs (consider SWTC elements that include graduation rates, enrollment trends, cost per FTE, retention rates, placement rates, delivery efficiencies, etc.).	VP, Administrative Services <i>(President's Cabinet does the decision making)</i>	Ref: 1.1.4 JW	
Action 5 ★	Incorporate processes and procedures into program planning for the approval of online degrees.	VP, Academic Affairs	Ref: 1.1.5 DV	Completed 6/09
Action 6 ★	Develop and evaluate online learning, philosophy/vision, and strategies.	President's Cabinet	Ref: 1.1.6 PC (DV)	

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Objective/Action	Description	Champion(s)	Team Members and Timeline (See Action Steps Detail/Reference)	Status
Action 7	Implement and evaluate all external accreditation processes.	VP, Academic Affairs	Ref: 1.1.7 DV	
Action 8	Improve consistencies of the learning environment (consistent facilities, experiences, and services within programs at each campus).	President's Cabinet	Ref: 1.1.8 PC	
Objective 2	Be the resource in Northwest Wisconsin for career awareness and informed decision making.			
Action 1	Develop marketing strategies that promote opportunities, address niche markets, specific media tools, and effectiveness measures.	VP, Student Affairs	Ref: 1.2.1 SB	
Action 2	Continue to build the WITC brand and enhance our image based on research.	VP, Student Affairs	Ref: 1.2.2 SB	
Action 3	Communicate marketing initiatives to all stakeholders to engage staff, board, legislators, and all other constituent groups.	VP, Student Affairs	Ref: 1.2.3 SB	

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<p>GOAL 1</p> <p>Enhance and Promote Learning Opportunities to support the Growth and Success of Students and Employers in Northwestern Wisconsin</p>				
Objective/Action	Description	Champion(s)	Team Members and Timeline (See Action Steps Detail/Reference)	Status
Objective 3	Provide continuous improvement of processes, procedures, and business practices based on outcomes and measures.			
Action 1	Define and utilize key performance indicators for each functional area.	President's Cabinet	Ref: 1.3.1 PC	
Action 2	Align program review, Quality Review Process (QRP), and Perkins initiatives.	VP, Academic Affairs	Ref: 1.3.2 DV	
Objective 4	Integrate renewable energy and sustainability concepts into WITC's operations and programming.			
Action 1	Investigate new programming and integrate renewable energy and sustainability into existing curriculum.	VP, Academic Affairs VP, Continuing Ed/Foundation Director	Ref: 1.41. DV Ref: 1.4.1 CF	
Action 2	Investigate and implement renewable energy and sustainability practices into operations.	VP, Administrative Services	Ref: 1.4.2 JW	

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<p>GOAL 2</p> <p>Develop Strategic Partnerships that enhance Educational and Economic Opportunities</p>				
Objective/Action	Description	Champion(s)	Team Members and Timeline (See Action Steps Detail/Reference)	Status
Objective 1	Position WITC as a key partner with regional, economic, and workforce development initiatives.			
Action 1	Document and prioritize WITC's involvement in existing regional and local economic and community development groups and associations.	VP, Continuing Ed/Foundation Director	Ref: 2.1.1 CF	
Action 2	Facilitate the growth of a regional economic development consortium in the Ashland/Northern region.	President Campus Admin. (A)	Ref: 2.1.2 BM–SB	
Objective 2	Improve opportunities to leverage WITC's resources before, during, and after students are enrolled.			
Action 1	Investigate additional student internship opportunities.	VP, Academic Affairs	Ref: 2.2.1 DV	
Action 2	Document and promote transferability of WITC credits to programs.	VP, Academic Affairs VP, Student Affairs	Ref: 2.2.2 DV Ref: 2.2.2 SB	
Action 3	Seek additional articulation agreements to provide pathways to continue educational attainment.	VP, Academic Affairs	Ref: 2.2.3 DV	
Action 4	Document and increase collaboration with school districts to share resources and expand awareness of WITC's programs and services.	President's Cabinet	Ref: 2.2.4 PC	

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<p>GOAL 2</p> <p>Develop Strategic Partnerships that enhance Educational and Economic Opportunities</p>				
Objective/Action	Description	Champion(s)	Team Members and Timeline (See Action Steps Detail/Reference)	Status
Action 5	Develop relationships with “home schooled” population.	VP, Instructional Technology VP, Academic Affairs	Ref: 2.2.5 JH	
Action 6	Review the basic education delivery model.	VP, Academic Affairs	Ref: 2.2.6 DV	
Action 7	Continue exploring partnership opportunities with Chippewa Valley Technical College.	President VP, Continuing Ed VP, Instructional Technology	Ref: 2.2.7 BM-CF	
Objective 3	Pursue external funding that aligns with our strategic priorities.			
Action 1	Streamline process for identifying strategic priorities for external funding.	VP, Administrative Services VP, Continuing Ed	Ref: 2.3.1 JW-CF	
Action 2	Communicate strategic funding priorities to appropriate funding agencies and organizations.	VP, Continuing Ed/Foundation Director VP, Administrative Services	Ref: 2.3.2 CF-JW	

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GOAL 3

Create a Culture and Climate that enhances Collaboration and Student Learning

Objective/Action	Description	Champion(s)	Team Members and Timeline (See Action Steps Detail/Reference)	Status
Objective 1	Continue to define changing roles and responsibilities under the one-college model.	President's Cabinet		
Objective 2 ★	Develop communication strategies at WITC.	VP, Administrative Services		
Action 1	Define "one-college" concept.	VP, Administrative Services Faculty (NR) (Mark Kearns)	Ref: 3.2.1 JW-MK	
Action 2	Clarify staff roles and responsibilities.	VP, Administrative Services Faculty (NR) (Mark Kearns)	Ref: 3.2.2 JW-MK	
Action 3	Create or revise communication mechanisms and tools.	VP, Administrative Services Faculty (NR) (Mark Kearns)	Ref: 3.2.3 JW-MK	
Action 4	Develop mechanisms for broad based input into decision making.	VP, Administrative Services Faculty (NR) (Mark Kearns)	Ref: 3.2.4 JW-MK	

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<p>GOAL 3</p> <p>Create a Culture and Climate that enhances Collaboration and Student Learning</p>				
Objective/Action	Description	Champion(s)	Team Members and Timeline (See Action Steps Detail/Reference)	Status
Objective 3	Provide a work environment that continues to attract, support, and retain talented people.			
Action 1	Recognize staff for their professional and personal achievements.	President's Cabinet	Ref: 3.3.1 PC Ref: 3.3.1 PC (SB)	
Objective 4	Strategically support professional development opportunities for staff.			
Action 1	Continue to align staff development budgets with major college initiatives and assess effectiveness.	President's Cabinet	Ref: 3.4.1 PC	
Action 2	Identify and promote resources from the Foundation that can be used for staff development.	VP, Continuing Ed/Foundation Director	Ref: 3.4.2 CF	
Objective 5	Foster diversity across the college.			
Action 1	Strengthen relationships with our minority communities.	President's Cabinet	Ref: 3.5.1 PC (SB)	
Action 2	Explore opportunities to provide foreign language to students.	VP, Continuing Ed/Foundation Director VP, Academic Affairs	Ref: 3.5.2 CF Ref: 3.5.2 & 3.5.3 DV	

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GOAL 3				
Create a Culture and Climate that enhances Collaboration and Student Learning				
Objective/Action	Description	Champion(s)	Team Members and Timeline (See Action Steps Detail/Reference)	Status
Action 3	Increase opportunities for International education.	President VP, Academic Affairs VP, Continuing Ed/Fndtn. Director VP, Student Affairs VP, Instructional Technology	Ref. 3.5.3 BM Ref. 3.5.2 & 3.5.3 DV Ref. 3.5.3 CF Ref. 3.5.3 SB Ref. 3.5.3 JH	
Objective 6	Enhance the safety of the college.			
Action 1	Continue to align site safety protocols and standards.	VP, Administrative Services VP, Continuing Ed/Foundation Director VP, Instructional Technology	Ref. 3.6.1 JW Ref. 3.6.1 CF Ref. 3.6.1 JH	
Action 2	Implement crisis prevention strategies.	President's Cabinet	Ref. 3.6.2 PC (JW)	
Action 3	Implement occupational safety plan and training.	VP, Administrative Services VP, Continuing Ed/Foundation Director VP, Instructional Technology	Ref: 3.6.3 JW-JH Ref: 3.6.3 CF	

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<p>GOAL 4</p> <p>Exemplify a Learning Environment that promotes Accessibility and Success</p>				
Objective/Action	Description	Champion(s)	Team Members and Timeline (See Action Steps Detail/Reference)	Status
Objective 1	Establish a successful and sustainable student learning assessment program.			
Action 1 ★	Develop and implement a student learning assessment plan.	VP, Academic Affairs Director, Tech Prep/Assessment	Ref: 4.1.1 DV-BL	
Objective 2	Remove barriers that impede student access to programs and services.			
Action 1	Provide clear processes for obtaining financial aid and scholarships.	VP, Student Affairs VP, Continuing Ed/Foundation Director	Ref: 4.2.1 SB Ref: 4.2.1 CF	
Action 2 ★	Develop a full spectrum of online Student Services.	VP, Student Affairs VP, Instructional Technology	Ref: 4.2.2 SB-JH	
Action 3	Develop and implement a plan to reduce the overall cost of books and provide books to students in a timely manner.	VP, Student Affairs	Ref: 4.2.3 SB	
Action 4	Develop and implement ways to reduce the cost of instructional resources to students.	VP, Instructional Technology VP, Academic Affairs VP, Continuing Ed/Foundation Dir.	Ref: 4.2.4 JH Ref: 4.2.4 DV Ref: 4.2.4 CF	

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GOAL 4

Exemplify a Learning Environment that promotes Accessibility and Success

Objective/Action	Description	Champion(s)	Team Members and Timeline (See Action Steps Detail/Reference)	Status
Action 5	Provide information and support for Veterans.	VP, Student Affairs	Ref: 4.2.5 SB	
Action 6	Improve awareness of community resources.	VP, Student Affairs	Ref: 4.2.6 SB	
Objective 3	Strengthen the Prepared Learner Program.			
Action 1	Implement the math placement program.	VP, Academic Affairs VP, Student Affairs	Ref: 4.3.1 & 4.3.2 DV Ref: 4.3.1 SB	(SB) Completed 7/09
Action 2	Investigate and implement the reading placement processes.	VP, Academic Affairs VP, Student Affairs	Ref: 4.3.1 & 4.3.2 DV Ref: 4.3.2 SB	
Action 3	Review/evaluate the Prepared Learner process and align with admissions.	VP, Student Affairs VP, Academic Affairs	Ref: 4.3.3 SB-DV	
Objective 4	Provide services that support and enhance student success.			
Action 1	Emphasize counseling focus on student retention and goal attainment.	VP, Student Affairs	Ref: 4.4.1 SB	
Action 2	Interpret and respond to Community College Survey of Student Engagement and Student Satisfaction Inventory.	President's Cabinet	Ref: 4.4.2 PC	

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<p>GOAL 4</p> <p>Exemplify a Learning Environment that promotes Accessibility and Success</p>				
Objective/Action	Description	Champion(s)	Team Members and Timeline (See Action Steps Detail/Reference)	Status
Action 3	Communicate processes to receive credit for prior learning.	VP, Student Affairs VP, Academic Affairs	Ref: 4.4.3 SB-DV	Completed (ongoing)
Objective 5	Review, enhance, and implement an academic advising plan.			
Action 1	Clarify academic advising roles, responsibilities, and expectations.	VP, Student Affairs VP, Academic Affairs	Ref: 4.5.1 SB-DV	
Action 2	Review current academic advising system.	VP, Academic Affairs VP, Student Affairs VP, Administrative Services	Ref: 4.5.2 DV-SB-JW	