



Wisconsin Indianhead Technical College

**2012-2015
Strategic Plan
Executive
Summary**

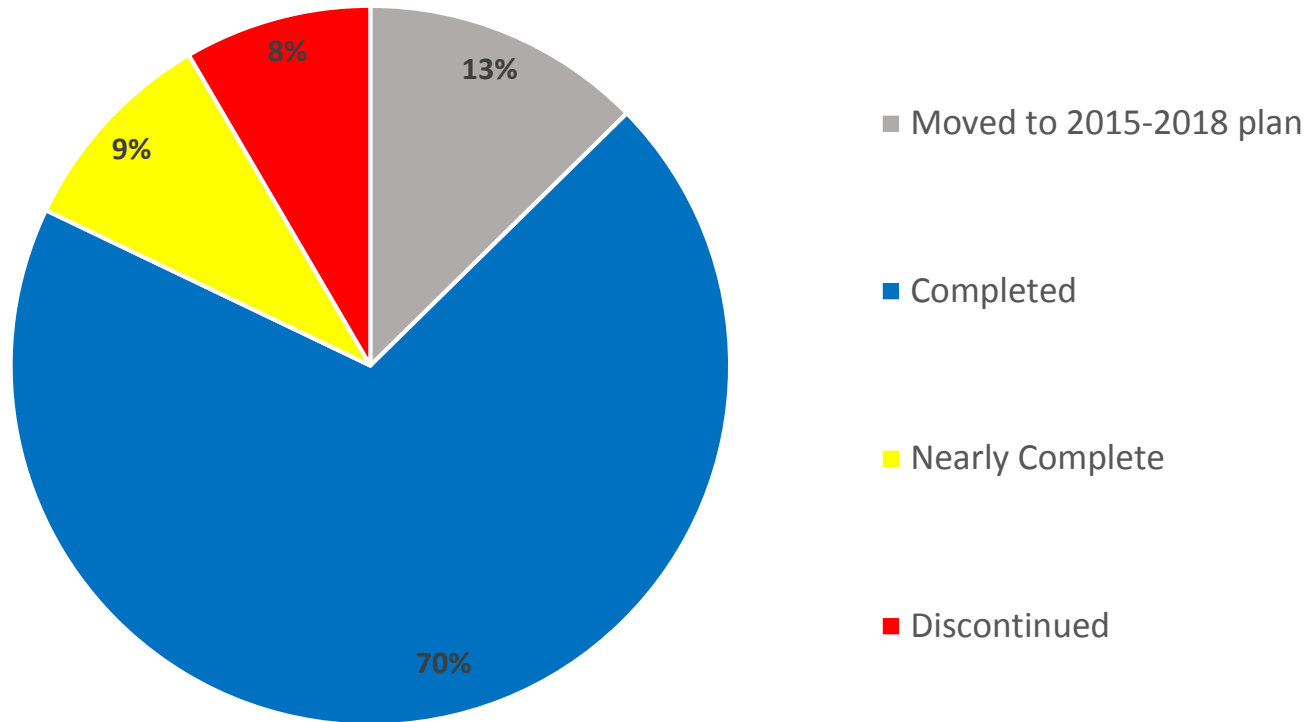
*Academic Affairs, Business Services, Continuing Education, Human Resources,
Institutional Effectiveness, Instructional Technology, and Student Affairs*



June 30, 2015

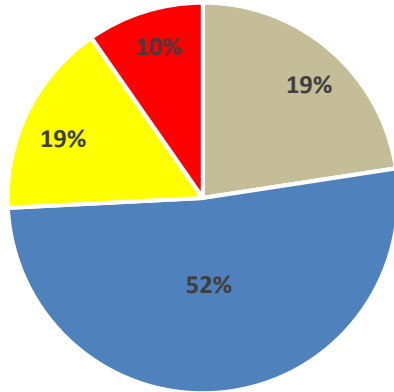
2012-2015 Strategic Plan

Action Item Summary

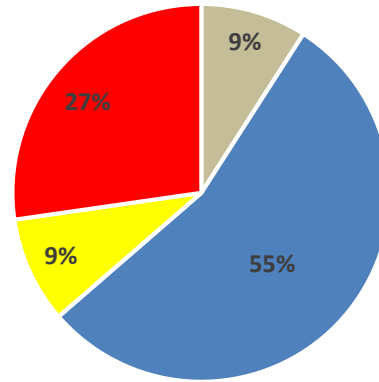


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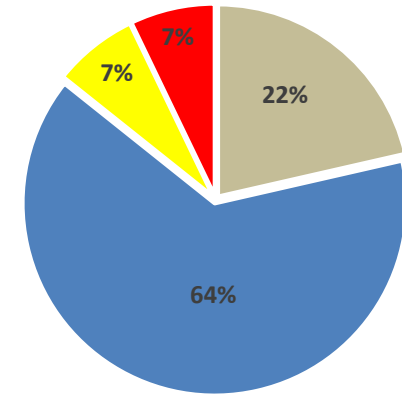
Goal 1 – 31 Action Items
Provide Support & Opportunities for Student Learning & Success



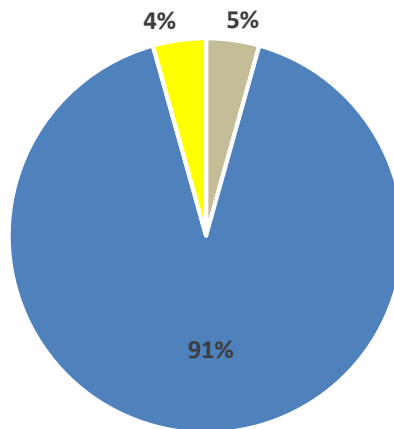
Goal 2 – 11 Action Items
Create & Strength Partnerships that Benefit our Stakeholders



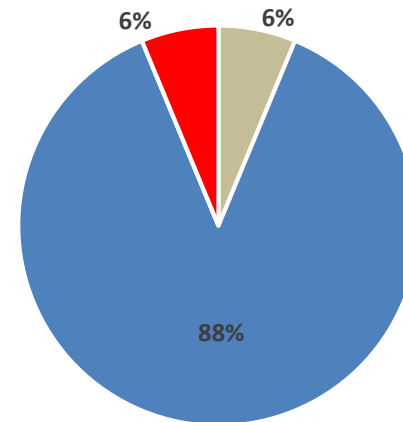
Goal 3 – 14 Action Items
Foster a Trusting, Respectful Environment that Nurtures Professional Growth and Balance



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

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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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GOAL 4 (Leadership and Communication)				
Demonstrate Effective Leadership through Clear and Consistent Communications				
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

2012-2015 Strategic Goals, Objectives, and Action Items

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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