WITC President Bob Meyer conducted employee forums at WITC campuses in September 2008 to seek employee input into key questions that would help develop and prioritize the strategic goals and direction for 2009 and beyond. Employees were given the opportunity to complete an Employee Questionnaire in written or online format.

A total of 73 employees responded to the questionnaire, representing all four WITC campuses and the Administrative Office. Percent of total responses received is broken out by campus in the chart below.

**Question 1: In your view, how can WITC best serve communities/businesses/students?**

1. **Renewable Energy**
   a. Walk the talk - hold ourselves accountable to the people we serve. Make decisions based on what is best for our customer, not what is easiest for us. Be willing to step 'safely' outside the box and try something different. Look to the future to see what programs might benefit the world around us....what programs/training could we offer that would improve our environment - what are the jobs of the future and where do we stand in preparing to serve them? I see technical colleges all over the state positioning themselves with new programs to meet future needs - renewable energy, diagnostic imagery, vascular technology, wind energy, biomedical technology, etc. Where are we in promoting new programming? (AO)

2. **Collaboration or Integration with Industry**
   a. It would be nice if WITC could play a role in job development. I think we are really on top of current business needs, but we all need more business and industry. (A)
   b. WITC can best serve by continuing to meet with all stakeholders to gain their insight. We should collaborate on projects whenever feasible in order to help our students understand the connection between what goes on in classes and what will be required of them in the world of work. (NR)
c. By systematically evaluating demand across the district and intentionally placing resources where demand and growth is occurring and is projected to happen. Communities: encourage more town and gown relationships, forge partnerships. Businesses: evaluate program offerings regularly and offer new programming regardless of investment required for program implementation. Look for funding partnerships in the community to expand our needs. (NR)

d. Goal 1: Employer needs. Goal 4: Improve partnerships. Listen to needs of community and area businesses. (RL)

e. By having business and industry as close partners, we will be able to work with them to determine what their needs are for the immediate and near future. We can then work with them to provide the training and skills necessary. Our Campus Administrator works extremely well with business and industry and I believe she is very respected in our community. (S)

f. Offer courses that train students to fill the work needs in our community. We need real input from businesses and our advisory committees. (S)

g. More continuing education classes to deal with layoffs. With the economic mess we're in, more people are going to lose their jobs and will need retraining. We need to focus on what's happening locally and help businesses succeed and keep people working for good wages. (AO)

3. Educational and Training Needs

a. WITC-Ashland provides access to higher education in an area of the state that does not have many higher educational opportunities. Many people living in this area do not want to drive to Superior (or further) to go to school. This is an important service to this area.

I think by offering a wide range of classes and opportunities, we best serve our communities. Students also need a resource, like a strong Student Services department, to access as they have questions and concerns. Many students are bewildered, at least at first, by school and need a little extra help. For our businesses, I think flexible training opportunities are important. (A)

b. Offer relevant programs. Up-to-date skills. (NR)

c. Provide increased educational opportunities in the medical field and reduce waiting lists to enter nursing programs. Maintain relationships with area employers. (NR)

d. Flexible general education instruction.

Local communications writer's workshop that supports students through hybrid instruction in written communication, technical reporting, applied communication, applied human relations, and other relevant courses. This model exists. As students are correctly placed for remedial needs, we can then admit students to these courses that have the ability to master them. I agree that some students need more structure, but managing details/deadlines is an implicit workforce competency. Forcing our students to manage these details is important. Give them the freedom and responsibility of flexible instruction! (S)
4. Technology and/or Skills Needed
   a. Being available to the community, being visible, continue expanding programs and technology. (A)
   b. We need to continually evolve to keep up with changing trends/job markets etc. (AO)
   c. Stay on top of technology to train people for good paying positions. (AO)

5. Additional Expansion or Employee Needs
   a. Being a leader in employee retraining and provide professional development opportunities for current employees. (AO)

6. Student Needs
   a. By graduating the best prepared students possible. Students first, last, and always. (A)
   b. Keep the student the focus of our college. (A)
   c. Become an ACT test site. Become a Nursing Assistant (CNA) test site. More day courses and seminars for local employers such as computer training, health insurance information, and retirement planning. Our accounting instructors may be good resources for retirement type information. (NR)
   d. Stay responsive to industry. Keep the student/teacher ratio at current levels for more personal contact with the students. Look at policies that put barriers in the students' way. Make sure there are adequate counselors at all locations. Our enrollments are growing. Don't let the first contact with the college be a barrier by making students wait weeks to see a counselor. (NR)
   e. By having conversations with our students on a regular basis to find out what their needs are and by informing them what obstacles (money, the State, etc.) there are that administration must deal with to obtain those needs. (S)
   f. Continue to improve processes that support students. (AO)
   g. By providing opportunities for classes that meet the needs of students in content, convenient times and up-to-date technology. In addition, being conscious of the increasing cost of the economy and doing everything possible to insure that employees are doing their part in controlling costs. (AO)

7. Staff Needs
   a. Put the customer first, not just the bottom line. Also, a happy staff is happy to serve. (A)
   b. By listening to staff and by finding out how changes in a process affect them before making the change. Often times changes are made and the staff are made to look incompetent while trying to implement those changes in a way that works best for them and the students. Make OTS part of the decision making process...they are in the trenches and know if something will work or not or if a new process needs to be worked out. Students often talk to OTS on a different level than that of an instructor or administrator. (S)
   Years ago we had an Ad Hoc committee on our campus that included an administrator, instructor, and a member or two of the OTS (an advisory committee member or a student could be included when necessary). Before
each meeting, the committee would gather ideas, complaints, or suggestions from their perspective group and bring the ideas, complaints and thoughts to the monthly meeting to have an opportunity to look at it from all angles. Often the faculty didn't understand what process was required in Student Services when they made a request or filed a complaint or OTS didn't understand that the initiative was coming from the State. The issue would be discussed at the meeting and the results, suggestions, etc. would be brought back to the groups at large for input. More issues were solved with this group than any other committee I have been on. (S)

8. Online/ITV
   a. We need to capitalize on our strength, providing face-to-face education for our geographic territory. There are other institutions much better at serving the online population than we can afford to be. WITC needs to offer alternatives such as online and flex lab, but only to the extent necessary to support our on-campus programs. (NR)
   b. Students: Cautiously approach expanding IPV courses. While it offers access to programs more easily, the nature of IPV is not delivered consistently with WITC's strong personal service. Reality is that an IPV course is not very different from a lecture course with 200 students. (NR)
   c. I think WITC has to survey communities/businesses/students to see what the needs and wants are in the given areas. I would also like to see that classes needed for program completion be offered in class and not just on-line. I know in the past at the Rice Lake campus, students’ only choices for some classes were to take them on-line and the students were not happy. Not very good customer service, in my opinion. (NR)
   d. I think we are headed in the right direction in offering on-line classes. (RL)

   a. Be responsive to business needs. (RL)
   b. Continually maintain contact with businesses to ask what their current needs are and what they see their needs to be in the future. (RL)
   c. By providing up-to-date training programs that represent the work and requirements of the businesses locally; skill building; and career options that fit the area the people live in. (RL)
   d. Be flexible to adjust to need changes i.e. Internet based, various times, maybe short trainings based on employer needs. Connect with them (continue much of what we’re doing). (RL)
   e. Talk directly to their workforce. Run continuing education classes at their businesses that would be generally beneficial. Budget idea - sell advertising space on our webpage. (RL)
   f. Be visible, talk with them and truly listen to their needs. (AO)

10. Quality Instruction
    a. Students - Seek to hire and retain quality instructors; use long-term student data to correct or address weaknesses of teachers who aren't performing.
Community - Provide avenues for classes that will enrich lives, enhance job skills and certify or recertify licenses. Allow us the means to attract quality instructors for these purposes. (RL)
b. By providing quality education at a reasonable price for the businesses that are within our catchment area. By providing training and job placement for 'living wage' jobs. (RL)
c. I feel that WITC can best serve students by providing the high quality of education and support that they now receive so that they can be productive citizens and employees in the work market. The support staff at WITC does an exemplary job of helping all students, regardless of financial or other special needs, to succeed. (S)
   -Network and build strong working relationships with the businesses
   -Have vibrant, active Advisory Committee meetings with much community input
   -Focus on prepared, professional graduates
   -Hold to high standards in the programs
   -Be responsive to each

d. First and foremost, we can best serve our students by making sure we have the adequate amount of staff and faculty at each campus to make sure that students' needs are being met on all sides of the WITC experience. We can help our communities thrive by making sure they are aware that we are here to help people in the community obtain their career goals and stay in their community. (S)
e. Continue to hire faculty that are very knowledgeable in their course topic. Hire faculty that are willing to explore new methods of teaching and use new technology in the classroom. (AO)

11. Affordability
a. I think WITC is a great and affordable choice for students. (RL)
b. Keeping cost of going to school affordable. Housing, childcare and transportation are big ticket items. How can we help? (RL)
c. Be affordable. Be a presence in the high school scene as a school of first choice. Continue to find ways to do worksite training. Bring some continuing education classes to worksites that may or may not be work related to enhance soft/people skills of companies' employees. (AO)
d. By offering up-to-the-minute, cost-effective education for new graduates and continuing education for adults moving up or changing positions in our communities. (AO)

12. Programming with Community in Mind
a. We need to provide a variety of programs which reflects community needs. New programming is a must!
   
   Industry needs short-term training in management which meets at times that are convenient to workers schedule. Sometimes this may mean weekends, a variety
of times during the day (not everyone works the traditional 9-5), and/or a few hours one day a week over a period of time. (S)

b. By asking them what they want and then fulfilling those requests to the best of our abilities and as quickly as possible with the technology in place to capture those requests (credit and noncredit). We need to do more targeted surveys and targeted marketing. (S)

c. Offering programs and courses that will help students become employed in Wisconsin. For those employed, WITC needs to offer courses that can help advance in the workplace. (AO)

d. Communication, communication, communication - which starts inside the institution and moves out into the community. Do what we say we do. Keep and emphasize the things we do best...trades (welding, automotive, building trades), computer, allied health, police, fire, EMT, etc.). (AO)

e. Be aware of each of the communities’ needs and differences. (A)

f. Be available to the community (current and future students) with resource personnel available to address their individual and diverse needs. (S)

13. Miscellaneous

a. I feel we need to re-visit our new policy on destruction of electronics. This is not helping our community or students at all. (A)

b. The best way to serve 'our customers' is by giving them what they want and need, and doing it in the timeframe they need. (AO)

Question 2: What are some of the barriers to serving WITC communities, businesses, and/or students?

1. Economy
   a. I think the poor economy is a barrier to everything. (A)

2. Money/Finances
   a. 1. Money! 2. Trying to be 'all things to all campuses'. 3. Not involved in the communities because the VPs are too busy and can't be Campus Administrators. (A)
   b. For our students, many have financial and personal barriers. They often lack basic living skills, such as budgeting, conflict management, interpersonal skills, and time management. Personal issues, even if they seem small to others, often get in the way. Many students live lives of chaos and a little crisis puts them over the top. (A)
   c. Limited funds. (NR)
   d. Barriers: Lack of funding, unknown growth goals (FTE), costly start up for new programs, staffing issues. (NR)
   e. Marketing and advertising budgets are limited and we are facing fierce competition throughout even the smallest communities. (RL)
f. Insufficient financial aid, lack of understanding as to how WITC can serve them. Lack of programming, especially in the medical area. (RL)
g. The available dollars to provide the services and necessary training programs. Lack of awareness of what technical colleges are all about and what they can offer to individuals seeking training and increased income levels. (RL)
h. The primary barrier appears to be financing to keep current human resources available to all persons, current and future, utilizing the services of WITC. (S)
i. The largest barrier, as I stated above, is the lack of staff positions to fill the demand for students’ needs. We need to ensure we are not overloaded as a staff. And of course, funding. We need to make sure that these students have up-to-date technologies in order to succeed as students. (S)
j. Some of the barriers are budget and state rules/laws that prevent immediate actions and flexibility. (AO)
k. $$$  
Less than effective management at the campus level.  
Territorialism. (AO)

3. Communication  
   a. Communications within WITC. Decision making by the wrong people and everything hanging on the bottom line. (A)  
   b. Management making decisions without gathering knowledge from the people/staff/students that know what is going on. (A)  
   c. Resistance to change and inability to act quickly in response to new demand (distance, money, childcare, commitment). (NR)  
   d. Another barrier is that management isn’t finding out what businesses want and need. We have advisory meetings but I wonder who ever reads the minutes from those meetings. (RL)  
   e. Communication. (S)  
   f. Knowledge by the community about who we are and what we do. We need to be more community involved as employees. Community boards, parade, sponsorships, etc. (AO)  
   g. Too narrow-minded. All the communities, WITC, and business get stuck in the same-old-same-old. (AO)  

4. Geography/Housing  
   a. Geography - for students. Not sure for communities or businesses. (A)  
   b. Distant can be a factor for our communities and students. People may have to drive over 45 minutes to get here and this is the closet campus to them. (A)  
   c. Travel for our far-flung residents. Visibility for our programs (we have made progress in recent years). (NR)  
   d. WITC needs a WITC 2020, 2030 plan for addressing regional growth and positioning itself to be able to more rapidly respond to changing need.  
   e. So spread out - large land mass. Many different types of communities, so many needs. Fewer younger people, more older people. (RL)
f. Geography is huge. Students drive miles, leaving children at home in their respective communities. Also, evening programs are tough. Driving at night is an obstacle. (RL)
g. Student housing is not available at each campus. Students have a hard time attending a campus that is not located in their area because there are no real housing options. (AO)
h. The distance we have between all of our campuses. Maintaining four facilities is much more costly as you duplicate a lot of our services which increases costs to the community in taxes. (AO)
i. Our distance between campuses could cause hardship when student has to travel, or when a business has to send their employees to a campus that is not close to receive additional training/schooling. As always there is the financial aspect and how to meet all the needs of the many with so few dollars. This forces us to trim our offerings that can meet the needs of the many vs. the needs of the few. (AO)
j. Distance/location. Types of programs offered. Do we add value to the current employees of surrounding businesses? (AO)
k. The distance between campuses can be a positive or negative issue. While it is great that we have locations strategically situated throughout NW Wisconsin, it would be even more beneficial if each campus offered the same programs with comparative curriculum so travel would be less expensive for our students. (AO)
l. Geography – many miles between campuses. (AO)

5. Facilities
   a. New Richmond has serious lack of space. Preliminary plans to build new power equipment center appear short-sighted and only address current need, not future demand/need.
   b. Cramped trade facilities. (RL)
   c. Older students who aren’t comfortable with computers and the new classrooms. Not enough study areas/computers for student use. (RL)

6. Time and Response
   a. Time. (A)
   b. Some of the barriers include a lack of time and opportunity for faculty to meet with members of the business/industry fields. This would be helpful in order to keep abreast of what is happening in the work world and what people who run companies see as the needs/education we should be including in our curriculums. (NR)
   c. Inability to respond quickly to changing needs. We need to do a better job of predicting future needs so we have everything in place at the right time. (S)
   d. Time and energy. In my humble opinion, we’ve been stressed for the past few years by an administration that repressed growth, that created a college environment based on 'big brother' and not on empowering people to think for themselves, or energizing people to be creative. There are always the funding issues, for students who want to attend college, for businesses to be able to afford customized training, and for WITC to expand its offerings. We need to
plan so that we can use what we have to the best advantage of our customers. Everything from heat, to gas, to food, to tuition, has provided challenges for all concerned. Can we offer classes 4 days a week and thus save a day of travel? Can we use our online learning technology to reduce classroom time and enhance student opportunities? (AO)

7. Technology & Support
   a. We know the rate at which technology doubles itself is shorter every year. With that comes a need for us to be agile not only in technology, but facilities. To be able to build in a 15% buffer in room space/utilization would better serve everyone. (NR)
   b. Need to be on cutting edge of technology and hire enough staff to keep our stuff functioning and train staff to use programs like Blackboard efficiently. (RL)
   c. There are instances where the faculty need more support from the supportive services such as Student Services, technology support on campus for various types of equipment, etc., and continued counselor involvement so that faculty can focus on teaching. (S)

8. Scheduling/Programming
   a. Staff, faculty, and deans that feel things have to be done their way or it isn't 'right.' In serving students, a huge barrier is scheduling. Schedules are built around the wants of faculty and deans and not built around the students' needs. It is crazy to have a student drive 50 miles one way for only one class. (RL)
   b. I believe that we need to look at our programs here in Rice Lake. We really need to offer more health care programs such as Dental Hygiene and Assistant, Pharmacy Tech, etc. (RL)
   c. Some barriers are linked to how we are offering classes. It's great to offer online courses to students who need to work from home or around their work schedules. However, now we only offer some classes online or over ITV/IP. Some students do not learn in this manner and fail or leave us because they do not get the face-to-face, relationship building opportunities. Online classes are not a 'one size fits all' solution to budget and education needs. (S)

9. Marketing
   a. Lastly, why don't we advertise?? As faculty, we go out to the high schools and have open houses twice a year. I wish some of this effort would fall to a marketing department as many faculty don't have the expertise in this area. (RL)

10. Miscellaneous
    a. We could be more responsive to industry needs if we were not hindered by State guidelines/laws (e.g. at Riverland CC in Albert Lea, MN, they were able to start a credit program for a specific industry six months after the request). Would love to be able to respond as fast. (A)
    b. For our businesses, I think some don't know what we offer. Also, some people think that WITC is for other people, not for them. (A)
c. We can't continue to be all things to all people. WITC needs to specialize in a select group of areas. (NR)
d. Inadequate resources; not enough faculty to serve full time programs as well as business and industry, the high cost of contracting (for businesses), the lack of counselors that keep students waiting and don't serve students quickly enough when issues arise, our sometimes difficult to navigate registration process. (NR)
e. Another barrier is that some continuing education departments are really not offering classes for the communities. In these times where people are questioning why they are paying taxes for WITC, I would think the continuing education would be flooding the communities with classes. (RL)
f. Unions are huge barriers in the Twin Ports communities for the various trades. The trades unions have made it impossible to bring some apprenticeship programs into the college, i.e. plumbing, electrical, that would be well suited to our mission. (S)
g. Some of the main barriers are that we have many students with various disabilities and needs that provide quite a challenge for all staff members. This is also an area we excel in as many community icons have returned to tell their success stories due to the excellent support they received at WITC. (S)
h. Students are coming to us with a variety of barriers including: low academic skills, mental health issues, financial problems, child care concerns, relationship problems, behavioral concerns, legal and background check issues, etc. In order for students to effectively participate in their education we must provide a variety of services to assist students in overcoming these barriers. This starts with the student's initial contact with us and follows through their entire student career. Students who are treated with respect and given support are more likely to enroll and complete programs. When students test and meet with a counselor, a relationship is developed which continues as they progress through the college. Student Services becomes a friendly place when crises arise and not the principal's office. We need to maintain if not expand services including the nurse, financial aid advisors, tutors, and counseling. (S)
i. Getting past 'friends/fixtures' on staff and seriously looking at who's doing what. Trim Shell Lake/campus management. Work with the union to give those at risk for layoff priority consideration in faculty openings as industry helps identify relevant needs. Set an FTE benchmark needed to sustain programs and pay the bills. Abide by it. Offer buyouts prior to layoffs that help affected employees. Centralize continuing education. If accredited programs can work under centralized supervision, we should revisit having a dean at each campus to work with weak revenue-producing courses (and many of the 'nice to have' but not 'need to have' seminars they sponsor). Continuing ed. serves an important function, but so much $$$ is going into managing courses with low enrollments and, in many cases, are cancelled. I know many residents who enjoy these courses yet would be appalled if actual costs of course delivery were revealed. (S)
j. We're too busy--too much on our plates and understaffed. (AO)
1. Support/Caring
   a. I think we make an impact on students by being genuine and caring. (A)
   b. Again, put them first. (A)
   c. I truly believe that we already make a very positive impact on our students’ lives. If we can get them in the door, and they want to learn, we will impact their lives. (A)
   d. Continue to care about them. Have 'real' people working here that they can access - not everything can be done by Internet. We need a strong Student Service department. I think keeping current, or even foreseeing the future a little, in employment trends is important to students too. Students need training in areas in which they can work. (A)
   e. Support them in their education through counseling, advising and caring. Be available to them and show genuine caring. (RL)
   f. WITC has very dedicated and caring employees who do impact students' lives every day. Students with low-level skills are often overlooked. Offering alternative class room delivery, one-on-one assistance, and encouragement from the entire WITC family would not only impact their lives, but it would be noticed by the community as well. These students are eager to get an education and deserve to be taught in a way that makes sense to them. (S)
   g. Help to decrease the barriers students have when attending school. To impact students we need to create a positive relationship with them. (S)
   h. More counselors and time spent for students with the counselors. (S)
   i. By continuing to have the passion to help students succeed. By showing them by example that they can succeed. To be willing to go the extra mile for them, but to also be able to show them the reality of a situation. Our students at WITC come from many unique situations and they are looking for someone to understand them, to make sense of their lives up until this juncture. If we fail to see who these students are, we are unable to see what they are capable of in the future. (S)
   j. Students' lives are impacted by the reception they receive from the moment they contact us including phones, email, and in person. We need adequate staff who have the time and skills to respond quickly and to give accurate advice. (S)
   k. Maintaining student support services including financial aid advisors, counselors, disability specialists, and the nurses are essential to student success. Instructors rely on these support services for their students. (S)
   l. Give them what they're asking for (flexible, well-delivered instruction), and hold them responsible for that freedom. Keep counseling services and get smarter about how we reach out to at-risk students. (S)
   m. Value them: past, present, and future students. Listen to what they need, and provide for those needs, whether it's through more scholarships, more technology, more business relationships for better placement, etc. (S)
n. Providing an environment that encourages them to succeed. I believe that WITC does a good job with this when I look at the other technical colleges and I see students not treated with as much care. (AO)
o. Be sure that they are up to speed when they come on board or shortly after. It would mean some things like taking a computer skills placement test when they arrive. If they aren't up to speed, they need to take a remedial course to bring them up to speed. I think we are doing a pretty good job now, otherwise. (AO)
p. Listen: take more active roles and build relationships. (AO)

2. Financial Opportunities
   a. Make sure college education is available and affordable for all. Ensure financial opportunities are available. Provide support services for students. Make sure students have technical and soft skills. (A)
   b. Help them finance their education. (A)
   c. More emphasis on the scholarships we award. I would like to see scholarship winners in the local newspapers (i.e. New Richmond News). (NR)
   d. Keep the cost of tuition reasonable and provide the same education as the more costly colleges and technical schools in the area provide. We have a huge amount of competition in this area and we need to remember that. (S)

3. Provide Education Needed In/Out of Class
   a. Continue with a well-rounded education. (A)
   b. Model enthusiasm, ethical behavior, and smart use of technology to improve our lives and workplaces. (NR)
   c. The relationships we create with students consistently comes back as what was most important to past graduates. We need to continue this practice through a focus on on-campus instruction. (NR)
   d. We can continue to provide excellent educational opportunities for students; additionally we can expand our 'out of classroom' experiences, through social clubs, expanded academic club offerings, internships, and corporate partnerships. (NR)
   e. By offering a quality education along with top-notch customer service that comes from all staff and management! (RL)
   f. Offer continued education to employers (our grads). Newest software and technology (ITV and online for going to the customer). We can use the buildings weekends and evenings. (RL)
   g. We need to continue to do what we do best: provide an excellent education meeting the needs of all students. (S)
   h. We can impact students’ lives by providing the best, most up-to-date education in an affordable and available format. Each student may interpret 'available' in a different way and we need to be ready to provide what they need when they need it. (AO)
4. Communication
   a. We need to listen to our community members when giving input about upcoming careers in our areas. Get out to high schools and listen to upcoming students about what they are looking for. (A)
   b. We also need to demonstrate professionalism on campus. We need to have professionalism in behavior, language, etc. demonstrated by the Campus Administrator, deans, and all faculty. It's hard to promote professional language in the classroom as part of preparing students for the workplace when campus leaders don't demonstrate professionalism. (S)
   c. We need to offer our students the best possible education to prepare them for the working world and how to survive in the workplace. Good communication skills/problem solving are always a must these days. If we fail to communicate properly, jobs won't get done as instructed--frustration results and can be costly to employer and employee (especially if our student lost his/her job because of communication problems or was not prepared to solve problems/team work). (AO)
   d. One simple thing is to provide targeted communication options, e.g. the day of the bulletin board on the wall is gone. If students want to sell books, ride share, find an apartment, we need to provide them the secure online environment to do so. We need to take the pulse of the future and position ourselves with programming that makes us a leader and not someone trying to catch up. We need to look at when classes should be offered to provide maximum opportunities for students, not schedules that are best for our instructors. There are so many things that we do right. We need to build on those. (AO)
   e. Provide more than adequate information about our locations, programs, financial aid options, and employment options in our area for those programs. (AO)

5. Placement
   a. Make sure they get jobs. (A)
   b. It would be great to have a Placement Center on each campus...a place for students to work on and store their resumes, do job searches, practice interviewing skills, and keep a credential file up-to-date to use when applying and interviewing. Right now, we sort of provide these things, but it is very piece-meal and not all in one place and convenient for the students to use. Also, it would be good to require a course in soft skills for all disciplines. One of the things we do consistently hear from business and industry is that our students graduate with great technical skills, but not always the personal skills needed to be successful. (NR)
   c. By sending our graduates out into the field they actually studied for. I see so many of our graduates from Accounting, Med Assistant, Finance, etc. working as cashiers in Walmart or a gas station, fast food, etc. Almost seems like a waste. (RL)

6. Facilities/Instruction
   a. Good facilities. Good instruction. Instructors are concerned for student success. (RL)
b. Continually hiring instructors who are student oriented and knowledgeable in their field is extremely important. This includes continual professional development and knowledge of the job market. (S)

7. Technology & Skills/Programming
   a. Be tops in technology. (RL)
   b. Be the visionaries of what’s coming and what people will need for up-to-date, applicable skills to survive. (RL)
   c. Continuously improve education to ensure students’ training matches/exceeds expectations of employers. Opportunities for personal growth: student organization opportunities, national and international exposure. (RL)
   d. Indirectly, cut down on road time for the deans. Use technology to have interactive meetings and save in travel budgets. Use ITV and computer cameras more. The general building cleanliness is lacking. There is a lot of dust, especially on window sills. Need to expand the number of janitorial staff. Maybe use more work study. (RL)
   e. Offer programs that will open doors and provide opportunities. (AO)
   f. Stay on the technological edge, both in equipment and knowledge. (AO)
   g. Continue to provide education for careers. (AO)

8. Diversity
   a. We need to work to address, not dismiss, an increasingly diverse population. (S)

9. Miscellaneous
   a. Have deans or contact deans at all locations to help immediately when situations arise. Be responsive to students needs. Have easier refund policies that allow more than one or two class periods to make up your mind. (NR)
   b. Increase access to education; provide opportunities to meet potential employers; help students realize they are part of a larger community and the positive influence they can have on others. (NR)
   c. Allow enough time for the deans of the various departments to really work with the small divisional groups. Too often they are pulled far and wide and department needs don’t get met. (RL)
   d. In the machine shop, it would be a great help to the health of the students to have thin rubber mats where the students stand the most, students are on their feet almost all day on the concrete. Not good. (S)
   e. Does the student perceive that we enjoy our jobs, or do they see harried employees who are spread too thin for the sake of saving $$? (AO)
Question 4: In the future, why would people want to choose to work at WITC?

1. People/Relationship with Students/Staff
   a. WITC is like a big family. Everyone here is so nice to work with. And I think that other people know this and would like to work here too. (A)
   b. The people. However, college management/board relationship with unions is weak. Again, seems the bottom line and not people is primary concern of the board. (A)
   c. Great place to work because of people who work there. Quality programs. Good benefits and equitable pay. (A)
   d. For the most part, because it is a good place to work if you are a people person. (A)
   e. We are a great team! Our size works to our advantage. (A)
   f. Working at WITC is rewarding, and not just financially (although that helps). We are all proud to see the students make a change in their lives, from obtaining a GED to graduation. (A)
   g. Friendly, outgoing, willing to help staff. (A)
   h. Great people to work with. Improved union/management relations. In the last years we have had improved involvement in planning the direction of the school. (Strategic Planning). (RL)
   i. It is a great ‘family’. Most staff genuinely care about other staff and the students. (RL)
   j. The staff and faculty of WITC are very caring about the community that they live in. We take pride in the educational opportunities we offer. This is apparent in staff and faculty work ethic. WITC is a fair place to be employed at. I came out of a very difficult work environment and WITC was an answer to prayer. The staff and faculty care about you as a co-worker but also as an individual. When someone at work has a need - the staff and faculty are there to help you in any way they can. This is a wonderful place to work and I am so grateful to be surrounded by such caring and giving people. (S)
   k. Because of the pride an employee feels watching a student come in for the first time afraid and without confidence, and then watching as they grow and develop within themselves and as a member of the student body, and finally watching them achieve their goals at graduation and again as they find a job. Pride. (S)
   l. Because we make a difference and we value each other and those we serve. (S)
   m. We play such an important part in the educational atmosphere and just having a part in shaping a student’s future can be rewarding. Working at WITC also gives one a better perspective on what is going on in the work world and how we are keeping up with new technology in our office that helps us better serve our community. (AO)
2. Atmosphere/Environment
   a. A positive atmosphere with the potential for personal growth is a big reason. Personal growth is defined by each individual - some want job promotions, others want professional development, while others want to use the skills they have in a good way. People want to know they are cared about and that they are making a difference to others. They want to be heard. For the most part, people don't want to view themselves just as a 'cog in the wheel'. (A)
   b. People would want to choose to work at WITC for the same reasons we do now: warm and welcoming environment, clean and professional buildings and equipment, fair wages and good benefits, opportunities for professional and personal growth, ability to collaborate with other professionals. (NR)
   c. Friendly, supportive organization. If I have new ideas, as long as I develop a solid plan, we can try them. Good work environment. Good communities. (RL)
   d. The benefits we provide and the working environment is flexible. (AO)
   e. It's a great place to work which is certainly demonstrated by the longevity of employees. Also the mission of WITC is honorable and necessary. Many students who think they will not succeed at a 'college' have succeeded at WITC and have become some of our most successful graduates and community leaders (not to mention WITC employees). We also offer opportunities for continuing education certification and licensing courses providing a service conveniently here in the local community. Even though just recently we have joined AQIP, WITC has been constantly looking at ways to improve for all the years I have been employed here. (AO)
   f. It is a great place to work. There are many dedicated people. We need to continue the fine hiring practices so that we're continually improving our 'gene' pool. When good work is recognized, people step up to the plate to do it again. It doesn't take formal recognition. It takes the day to day, 'hey I noticed' kind of recognition. (AO)

3. Salary/Benefits/Professional Development
   a. Competitive salaries and benefits are important too, but if you don't have the above things, people can get a salary and benefits from other organizations. (A)
   b. Salaries are on a par with other technical colleges (not at the bottom) and more reflective of the work done. (NR)
   c. I believe WITC really does want to see people succeed, both personally and professionally. They provide a wonderful professional development plan and a wonderful benefit plan. We are fortunate to be able to work for WITC. (RL)
   d. Salaries, health care program, satisfaction of helping others, being part of a group that is leading in the trends of the future, having staff and faculty whose presence is a gift to all of us. (RL)
   e. High standards, promotion opportunities, good pay and benefits. (RL)
   f. Good pay, good benefits, good internal customer service, feeling respected and valued. (RL)
   g. WITC is a well-respected institution in our community. People already know that the staff here is helpful and friendly along with good benefits and pay. (RL)
   h. Great place to work. Benefit packages offered. (AO)
i. It used to be that WITC was one of the better paying employers in the area. When an employee came here, they stayed here. Outside our area, the wage scale is surpassing that of WITC and the lure of other employment has become greater. How do we counteract that? Good question. Until the glaring issue of healthcare and how much it steals from the ability to pay attractive wages to the whole spectrum of WITC employees is dealt with, the challenge will continue to be daunting. (AO)

j. Great pay and challenging positions. (AO)

4. Supportive of Co-Workers
   a. It is a great place to work. Our programs attract eager students. Our faculty colleagues are student-focused, and really care! Faculty and staff support each other and the programs willingly and with enthusiasm. (NR)
   b. I would hope fellow employees sense a genuine concern for the education of all students, with or without the need for special accommodations. If we truly represent a caring body of educators, we will work to uphold a standard of support we can be proud to be part of. (S)

5. WITC Support of Student/Staff
   a. Because WITC supports education for its own students, as well as faculty and staff (WITC helps with tuition reimbursement and textbook cost for faculty and staff). Reasonable course loads compared to the national average, and adequate compensation for faculty. (NR)
   b. I think if we had a strategic plan that most staff believed in, we could really turn around the morale and make this a great place to have a career; not just a place where people collect a paycheck. (RL)
   c. I would hope that someone would choose to work for WITC because it’s an institution that is respected and well revered as a technical college in the region as well as the nation. They can see how we have a respect for the students and the other staff/faculty we work with. It’s an institution that gives back to and contributes to the success of a community. (S)
   d. Students choose WITC because we offer not only good quality programming but also friendly and helpful services. Students stay because they feel valued, receive excellent training, and have the resources necessary to assist them in obtaining their goals.

      New programming which reflects the needs of the community and business would allow us to truly be futuremakers. (S)
   e. To become involved in a college which works to change lives through education that will provide opportunities and allow students to reach goals they never thought possible. (AO)
   f. There are many benefits to working at WITC. Each department provides an education all its own, and while most departments interconnect to provide a one college feel, we learn about those departments as well providing a well-oiled machine. (AO)
6. Not sure of Recommending WITC for a Place to Work
   a. I don't know. We definitely have lost our family image. Situations such as staff
given parking tickets in the staff lot, told to get DMV parking passes to be allowed
to park in the visitor lot while healing from foot surgery, and taken out of class
because of nonpayment (missing paperwork) lowers morale. Why would people
choose to work at WITC? Good question. (S)
b. I'm not sure. If faculty are being asked to do more and more while cutting back
on the supportive services, faculty will burn out faster than ever. If staff are being
asked to do more as well, the concern would be the same. I realize that financial
constraints are a major concern but the focus should still be on making sure
faculty and students are supported in the best way possible to prepare them to
be effective employees. We want businesses to WANT WITC graduates! (S)
c. Hopefully due to being an organization that truly respects and values all of their
employees, an organization that doesn't dole out their benefits based on your title
or level, but values each person enough to give them all the benefits the
organization offers. Who wants to work at a place that says their office staff aren't
worthy enough for retirement benefits or a cost-of-living wage increase when the
president and vice presidents are making six figures? It might be attractive to
include those staff involved in changes in the decision-making process. By
leaving them out of it, you are missing out on the most valuable, educated and
creative information needed. WITC needs people in upper positions that truly
care about their needs and don't criticize and treat them like idiots. WITC needs
to walk their talk. (AO)
d. WITC must believe that we can recruit and retain highly talented staff, but we
need to treat them like highly talented individuals by giving the autonomy,
respect, and trust needed to keep them. (AO)

7. Reputation
   a. It has a solid reputation as an educational institution, good benefits, and good
working conditions. (AO)

8. Miscellaneous
   a. We need to begin a textbook rental program to give WITC a competitive
advantage over area colleges. (NR)
b. We train the public for local businesses to get health insurance (just joking). (RL)
c. WITC is a community. Everyone works together to help all students succeed.
Many of our students have special needs and are able to attain an education with
all the support they receive from WITC. (S)
d. We're relevant. We listen to industry. (S)
e. I think that WITC must start taking a more 'green' approach. The idea of 4-day
work weeks is becoming a popular way to deal with the energy and economic
situation. Prices of everything are soaring with no relief in sight. If students only
attended classes four days a week and employees only worked four days a week
it would give some relief to the terrible economy we are all suffering through.
Could WITC ever give their employees a raise large enough to cover the cost of
living increases? Other educational institutions and companies are going this way
and why not WITC? We cover such a rural area that it would make good sense to go to 4-day weeks. (AO)

1. Reputation/Respected  
   a. I am already very proud of WITC and that I work here. By continually meeting the needs of our students, I think our reputation will speak for itself. (A)  
   b. That we’re ranked number seven or higher in student survey. (A)  
   c. Being chosen seventh or higher among 2-year colleges. And, even more important, learning about the great contributions made by WITC graduates. (A)  
   d. That WITC is respected in the community and that we are making a difference in the lives of others. (A)  
   e. High rankings such as those of the Washington Monthly. Publishing of data of ‘increased enrollments’ across the board (CNED and Credit). Recognition of staff at community levels across the district and outreach facilities. New program developments. Efforts to reach distance locations with quality credit offerings and certification offerings. (RL)  
   f. WITC cares about your future and is ready to assist in meeting your goals of success in the working world. (S)  
   g. We’re relevant. We listen to industry. (S)  
   h. What we give back to our communities and taxpayers. (AO)  
   i. I would be proud of WITC if they were treating all their employees fairly and equally no matter their position or level; if they were honoring people for a ‘job well done’, not only the upper administration that didn’t do the work involved to get there; if WITC walked the talk internally. The staff at WITC care about the students and work hard to see them succeed and all staff should be recognized for that. (AO)  
   j. Recognize the whole value of what an employee has to offer. Do we have talented musicians, artists, etc. that make up our employee base? Do what we can to highlight the best of our students’ abilities, both in and out of the realm of their choice of program. (AO)

2. Leader in Innovation/Technology  
   a. I want us to be the leader of innovative programming. Becoming LEED certified. Don’t know where this fits: In the past we’ve been told that the board wants to respond to current community needs rather than anticipate needs based on national trends and lead the way. True, didn’t work for CVTC and their nanotechnology, but sustainable energy alternatives seem to be on the horizon. We could position ourselves as a leader in training in this field. (A)  
   b. That we were able to expand our program offerings, and that the new programs would be cutting edge. Thank you! (A)
c. Significant construction projects to accommodate our growing student body in the programs they demand. News articles about how our workforce needs skills to compete in the changing world, and that WITC has the programs to teach the skills. (NR)
d. An award for 'top online college' that incorporates streaming video, interactive links, CDs of lectures/demonstrations. (RL)

3. Student Employability/Success Stories/Accomplishments
   a. The fact that because of our programs, students are employable! (A)
   b. In the future the thing that would make me most proud of WITC is learning of the great accomplishments of our graduates and staff. (NR)
   c. Success stories of our students. (NR)
   d. Student success achieved through job placement; transfer rates increase; increased student social life and technical skills. (NR)
   e. Success stories of my graduates. (RL)
   f. We have former students who are topnotch in their field. My students will be caring for me when I am in the hospital or nursing home. (RL)
   g. Student success stories. Real placement statistics. New programs that meet students’ demands and employer needs. How we can respond quickly to needs. (RL)
   h. That students are happy with their WITC experience and that employers come to WITC first when hiring. (RL)
   i. The concerted efforts of our staff in making life better for individuals of our communities. (RL)
   j. Quality graduates and how they are having an impact where they work and in their community (whether in WI or world). Career Impact magazine is great! Thanks for considering our input! (RL)
   k. Graduate's success is my success! (RL)
   l. To see one of our students become famous! (RL)
   m. I am very proud to work at WITC as I constantly hear former and present students tell about their successes. Many of our students come from situations where education has not been a priority and through the help of dedicated educators and support staff they are able to find better employment and training resulting in becoming productive citizens in the community. (S)
   n. I would like to see employers coming to WITC seeking our graduates for employment based on our graduate preparedness and professionalism. (S)
   o. I'm extremely proud of where I work when I hear students who praise us in comparison to local schools. This is a direct result of our student focus. Often I hear 'I couldn't talk to anyone over there.' 'They just wanted my money.' 'You've been so helpful.' 'I'm glad I came here.' Our best promotion comes from what our students say about us in the community. Let's not lose sight of that! (S)
   p. Success stories from our students. That is proof that we helped them along the way (again, both credit and non-credit students). (S)
   q. WITC is providing students with the education to fill jobs in Wisconsin and surrounding areas. (AO)
r. WITC students are community leaders. (AO)
s. WITC helps struggling adults turn their lives around. (AO)
t. Hearing students talk about their career and that their experience at WITC contributed to it. (AO)
u. Hearing stories about successful graduates...not just salary statistics but stories that show students are in leadership roles and are productive citizens supporting and contributing to their community. (AO)
v. The one thing that would make me proud of WITC is reading about how our student's enjoyed attending WITC--the good job our teachers did and how this enabled them to get the best job possible in their field of training. (And good pay doesn't hurt either). (AO)
w. I registered today at WITC and it was easy. The help was there just when I needed it. You should meet my instructor - he/she is amazing - knows their program and really cares if I succeed. How did I get this job? I got a degree at WITC and the rest is history. (AO)
x. The success stories of staff and students. (AO)
y. That by providing word-of-mouth testimonials about how important furthering education is for one's future, that if even one person would register from that testimonial would be something to be proud of. I often spread the word to new high school graduates working in checkout lines and lesser paying jobs that going back to school is their best option. That financial aid is always an option, check with us to see what your options are. Many have been responsive to this. Whether they have followed through, I don't know. (AO)
z. That someone has a great job after WITC training. (AO)

4. Active Regionally/Organizations/Publications
a. I'd like to see WITC better represented and active in regional and professional organizations and publications. (NR)
b. I'd be proud to see WITC do a better job of press releases. Many Wisconsin Technical Colleges are really good at getting press, and we don't seem to care. I would be very proud to hear that WITC is a leader among WTCS colleges. When at state meetings it's obvious that we have some perception management to complete within the state. (NR)

5. New Programs
a. I would love to hear that sometime soon WITC Rice Lake will add the dental hygiene program. (RL)

6. Community Involvement
a. We do many community service oriented events, e.g. Locks of Love, Cram the Van, work in partnership with the Chamber for the back-to-school-supply event - the list is endless. I think that is one of the things that attracted me to WITC for employment. The staff and faculty go out of their way to do good things for our community. We have many agencies in this area that are in constant need of help and funds. WITC staff and faculty are always willing to give of their time and money to help. St. Bernard's Parish Hurricane Relief was a partnership we did
with Murphy Oil when Katrina hit New Orleans. We also cannot forget how important our own scholarship funds are to our staff and faculty. We care as a college and it is apparent in the amount we contribute annually to these funds. (S)

b. How they are in touch with the community and eager to serve ALL its residents. That they are on top of where business and industry needs them to be with programs that will provide needed jobs right here in the area. Keeping their focus on jobs for students and not just making technical school a step toward the four-year colleges. Technical colleges need to stay trade focused. (S)

7. Miscellaneous
   a. That we have a high taxpayer satisfaction rating. (NR)
   b. I am already proud of the impact WITC has on students' lives and the community. (S)

Additional Comments:

1. Relationships with Business/Industry
   a. Build stronger working relationships with businesses throughout the district. (A)
   b. There is a well defined need for regional educational, economic and workforce development for NW Wisconsin as adopted in other parts of the state. (A)
   c. We as a college (students, programs and staff), the community, businesses and organizations are missing out on the numerous advantages of further promoting and offering student Internships, Work-Based Learning, and Service Learning. (A)
   d. As a veteran and with the legislation passed recently, we need to address the expanded market needs and potential of better serving veterans. (A)
   e. Help promote innovation by being more involved and sponsoring collaborative activities with the area (Districtwide) Inventors and Entrepreneurs Clubs. (A)

2. Just In Time Delivery
   a. Need convenient, just-in-time education delivery for students that want to enroll in classes after the 2nd or 3rd week of a semester i.e. adults seeking a Certificate in Self-Employment/Small Business needing to wait months to get into a class that could be provided as an open entry/open exit concept but are limited by current policy and procedures. (A)

3. Program Assistance
   a. Students enrolled for the first time in an online class need more and flexible assistance (face-to-face) at all locations for classes offered college-wide. (A)
   b. There is a need to communicate to our students and alumni the opportunities and option of working for yourself (self-employment/entrepreneurship vs. working for someone else as an employee). (A)
c. With our students competing and participating as consumers as well as future employees in a global market, such classes as Introduction to International Business should be featured and possibly required in some programs. (A)
d. We need to look at how we can better provide student services to our online students and ITV/IPV students (i.e. student activities opportunities, counseling, events, etc). (A)

4. Funding
a. We need to support and pursue grant funding in the area of entrepreneurship. (A)
b. Pursue a Kauffman Foundation Grant to incorporate WITC working more closely with other business, education and community leaders as well as other stakeholders to further promote entrepreneurship as well as our training opportunities. (A)
c. As futuremakers, more dollars and support needs to be made available on a district level thru Facilitating the Future, and on a state and national level with the WACTE/ACTE conferences and workshops to create more learning opportunities and avenues for us to be better versed regarding future trends, market changes, product enhancements, etc., so that we can be better equipped as futurists and visionaries. (A)

5. Technology
a. Technology services to our students should be pursued to provide discounted prices or the availability of low cost or a rental program for laptops (and necessary software); being able to create and use compressed videos for online classes such as a link to meet your Instructor with a live welcome and overview of the class as a class orientation as well as summaries of units of instruction; supportive videos from publishers should also be available as a Blackboard link. (A)

6. Professional Development
a. WACTE/ACTE professional development opportunities (i.e. workshops, seminars, conferences for support staff, counselors, student services personnel, managers, instructors, etc.) should be further promoted, included in district and state calendars and further supported. (A)
b. The annual WACTE Legislative Seminar which includes college-wide representation of students and staff to engage in learning about district, state and federal Career and Technical Education legislative issues and advocacy is an import activity which certainly needs to remain as one of our top priorities. (A)
c. WITC is blessed with exceptional staff, successful students and supportive employers. Staff as well as alumni and business and industry recognition for best practices and accomplishments is an important motivator as well as an exceptional marketing opportunity for the college. WACTE/ACTE provides an excellent opportunity for recognition thru their local, state and national awards program which our college should be working with more collaboratively. (A)
7. Miscellaneous
a. To further serve our college, I have a personal interest and willingness to become a Lean Certified Instructor to help deliver instruction to area businesses & organizations. How could I do that? (A)
b. At some point in time it would be helpful to learn more about our current and future college operations in regards to what duties, services, finances and responsibilities have been decentralized vs. centralized. (A)
c. When planning for WITC staff productivity and quality services the concept of ‘span of control’ needs to be investigated for all managers, instructors and staff. It seems as though each year we as staff seem to be given more responsibilities and accountability, with limited recognition and personal gain. (A)