Category Two: Accomplishing Other Distinctive Objectives

Context for Analysis

2C1 Other institutional objectives

In addition to creating an environment that focuses on lifelong learning (Helping Students Learn), WCTC’s other distinctive objectives have been legislated by the Wisconsin State Statute 38.001 (see Figure 2-1) and identified through internal strategic planning. The statute provides the framework and outlines the priorities for all of the WCTC’s programs and services. Statutory objectives 3a through 3e form the other distinctive objectives.

Another distinctive objective of the college, identified through strategic planning is the strategic goal to maximize and expand external partnerships. In doing so, WCTC has been expanding health care programs and services (e.g., Community Nursing Center) for students, staff and the community; enhancing manufacturing workforce capacity; expanding Homeland Security (protective service, fire and EMS) programming; developing and constructing an applied technology center for the printing industry; and establishing articulation and transfer agreements with the University of Wisconsin System and other institutions of higher learning (O4).

One of WCTC’s long term goals/End Statements (Figure 8-1) is to provide customer-driven educational services to the community. In meeting this End, the College has developed a distinctive institutional objective (related to statutory objective 3c) to provide services and resources that directly support non-profit organizations, entrepreneurial business and other community education needs. Such services are offered through the Center for Global Business, the Small Business Center, the Richard T. Anderson (RTA) Education Center and Tiny Tech, an early childhood care center.

Since the late 1980s, WCTC has been applying the principles of continuous quality improvement. Quality thinking continues to help the college in many ways. Because of the long history and the fact that quality truly defines the work of the College, it, too, is one of WCTC’s distinctive objectives. Staff’s belief in continuous quality improvement led WCTC to its participation in AQIP and has been instrumental in:

- Building trust across WCTC internal and external communities;
- Developing a reputation for serving students and other customers with the highest standards of service;
- Fostering a reputation for continuously improving every process related to teaching, learning, and working throughout the College.

Finally, a very important distinctive objective is WCTC’s commitment to serving those un- or under-prepared learners (2R1).

Figure 2-1 WTCS Statutory Objectives

<table>
<thead>
<tr>
<th>Statute</th>
<th>Objective</th>
<th>Example Measures</th>
<th>Figure</th>
</tr>
</thead>
<tbody>
<tr>
<td>38.001</td>
<td>Contract with secondary schools to enhance high school students’ potential to benefit from postsecondary education and to obtain employment.</td>
<td>High School contracts, enrollments and related data</td>
<td>Figure 2-4 Figure 9-2</td>
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<tr>
<td>3a1</td>
<td>Coordinate with secondary schools to facilitate transfer into technical college education through articulation.</td>
<td>Articulation agreements, transcripted credits, youth apprenticeship enrollments</td>
<td>Figure 2-4 Figure 9-2</td>
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<tr>
<td>3a2</td>
<td>Provide a collegiate transfer program.</td>
<td>Post-secondary articulation agreements, transfers and performance</td>
<td>Section 2R1</td>
</tr>
<tr>
<td>3b</td>
<td>Provide community services and avocational or self-enrichment activities.</td>
<td>Non-credit enrollments; community satisfaction</td>
<td>Figure 2-4</td>
</tr>
<tr>
<td>3c</td>
<td>Provide education in basic skills to enable students to effectively function at a literate level in society.</td>
<td>Basic skills and ELL enrollment and outcomes – see Adult Education and Family Literacy Performance Report; QRP Scorecards</td>
<td>Figure 2-3 Figure 2-4 Figure 2-5 Figure 2-6</td>
</tr>
<tr>
<td>3d</td>
<td>Provide education and services which address barriers created by stereotyping and discriminating and assist special populations to participate in the workforce, tech programs and activities.</td>
<td>Enrollments and outcomes of clients served</td>
<td>Figure 2-2 Figure 2-3</td>
</tr>
</tbody>
</table>
2C2 Alignment with mission and vision
WCTC ensures that its other distinctive objectives are in alignment through the College’s strategic planning process, described in category 8. Planning begins with the District Board and President’s review of the Wisconsin State Statute 38.001. Next, WCTC’s vision and strategic goals are evaluated for alignment with the Wisconsin Technical College System (WTCS) vision.

WCTC’s organizational structure also helps ensure that its distinctive objectives are aligned with the college and statutory mission. Each department has a mission statement that is aligned to the college mission and reflects the explicit and other distinctive objectives of the College. In 2005, WCTC determined that offering an athletic program did not directly support its primary or distinctive objectives; subsequently, collegiate and intramural basketball and baseball were eliminated.

Continuous quality improvement and the Center for Quality and Innovation are directly aligned with the WCTC’s core value of Quality – We value educational and professional excellence through continuous improvement and innovation as we respond to changing community needs.

2C3 Support in helping students learn
The College has a commitment of quality and excellence to its students pre, during, and post-enrollment. To honor that commitment, programming and services that are delivered to support other distinctive objectives help prepare students to succeed in college and entry level employment; partnerships with business and industry enhance their learning experiences and aid retention; and articulation agreements and partnerships with other post-secondary institutions create opportunities for students and graduates to continue their life long learning.

Processes
2P1 Determining other distinctive objectives
WCTC’s other distinctive objectives are determined by Wisconsin State Statute 38.001 and through the internal strategic planning process (8P1).

The establishment of strategic goals, initiatives and distinct objectives supporting the college’s statutory mission and the District Board’s vision, mission, values and ends is a collaborative process. It involves stakeholders from administration, instruction and support staff. Also included are students and stakeholders such as advisory committees, employers, employees and organization leaders, legislators and community action groups, educational partners and citizens at large.

In addition, WCTC affirmed its commitment to quality by creating the Center for Quality and Innovation, staffed with full and part-time instructional and support staff. The work of the Center for Quality and Innovation includes college-wide efforts as well as service to the wider community served by WCTC.

Within WCTC:
- Train staff and students in Quality-related topics --Appreciative Inquiry, Quality at Work, Facilitator Training and specialized workshops related to teaching and learning
- Develop and facilitate various process improvement teams or local improvement projects
- Facilitate college process efforts such as Students Outcomes Assessment and Strategic Planning
- Provide on-going coaching throughout WCTC in Quality-related processes (Teacher Improvement System, Support Staff Process for Development and Improvement)
- Link trained facilitators to serve as guides at team, task force, or occasional meetings
- Apply problem-solving processes to resolve conflicts
- Use quality methods and tools to gather and display data and to strengthen and assess learning
- Model free flow of information between individuals and groups
- Grow leadership at all levels
- Improve services and processes using customer feedback
- Assist with planning activities (design and document group plans)

Throughout the Community:
- Collaborate with Waukesha County, state, and national groups in quality and student outcomes assessment topics
- Deliver seminars and presentations in public and professional settings
- Facilitate local, state and regional planning activities as non-profit groups create vision, mission, values, and plans to guide their work