productivity, providing improved job security, increased career opportunities, and support for regional workforce and economic development efforts.

- Printing Applied Technology Center – formed a partnership with the Wisconsin printing industry as well as local and state government to create a regional applied technology center to be located on the WCTC campus. The $3.4 million Center will serve as a vehicle for driving job and technology growth in the printing and graphic communications industry. Specifically it will serve as a hub for companies, suppliers, services, equipment manufacturers, and academic institutions within the printing industry. The Center will support product testing, applied research, technical training, industry seminars, and conferences, and will house a year-round demonstration area.

**Improvement**

**2I1 Improving systems and processes**
The College makes improvements for accomplishing its other distinctive objectives by using a continuous improvement cycle (Plan-Do-Study-Act) based in the philosophy of W. Edwards Deming (Figure 2-14).

![Figure 2-14 Quality Improvement Model](image)

**Plans** are created by assessing the current state of a process or problem and summarizing data to describe that state. The second step – **Do** – requires an experimental test of a change to the process or solution to the problem. The third step is the **Study** of after data – a check-up to see if the tested change made a positive improvement. Finally, the **Act** step is an opportunity to adjust, abandon, or adopt the change.

An example of this process improvement PDSA cycle follows: One Quality Team that studied alternative delivery methods of instruction, the Distance Learning Task Force, reviewed a variety of delivery modalities used at the College including these: Video instruction, Internet courses, live TV Interactive classes, Structured Independent Study, and Accelerated Learning. The final outcome was new contract language in the faculty contract that clarified and outlined the work assignments for each of the different modes.

WCTC also uses formal evaluations and data-informed decision-making that fosters educational quality and fiscal accountability when improving processes. WCTC’s definition of accountability is the stewardship responsibility it has to stakeholders to explain and clearly report its planned usage of resources and the results of those efforts to achieve organizational objectives while maintaining the integrity of its educational programs.

The QRP evaluation process, (1P8) fosters the dialogue necessary for staff to discover and study areas needing improvement and to establish realistic plans for implementing them. The plans require annual progress updates which helps to ensure accountability. The activities planned and carried out are linked to scorecard indicators which will help to monitor the impact of changes made.

WCTC also uses a strategic planning and visioning process to improve its systems and processes. For instance, one of WCTC’s major goals is to identify and implement measures of institutional effectiveness. Within this planning framework, one example was to improve the process for monitoring grants and their impact on the college. Many of the grants funded WCTC’s distinctive objectives. An action plan was developed and a grants task force was created including four cross-functional work teams that reviewed and analyzed the grants process. Improvements were made not only to streamline the process but also to increase communication and better coordinate grants in the planning and budgeting of the college.

**2I2 Setting targets for improvement**
Targets for improvement are set in a number of ways. For example, QRP scorecards have targets and thresholds established for each indicator. Each year targets are based on the performance of the top four WTCS colleges while thresholds are based on the performance of the bottom four. The college’s goal is to exceed the annual targets and to improve performance each year.
Perkins Core Indicator targets (2-7) and AEFL performance goals (2-5, 2-6) are set by the WTCS.

Another approach used for target-setting is the work done as part of the College’s strategic planning process. Several examples include:

(1) The Academic Foundations division has targeted priorities in their strategic action plan:
- Double the number of classes offered in Foreign Languages over 2006-07 classes offered.
- Increase the number of students who transition from ELL to occupational programs by 10% each year until the rate of transition reaches the target level indicated by the QRP scorecard/WTCS Report Card.
- Revise process for documenting student goals at entry.

(2) WCTC’s expansion of the health career program. A specific action plan was to increase partnerships and community involvement through meetings with area businesses, government agencies, community groups, major health care providers and schools. Indicators of success were identified and established. Accomplishments included development of eight new clinical sites for nursing courses. In addition, the associate degree nursing program placed students in 12 new facilities for clinical experiences.

(3) The business division established an applied technology (ATC) center for the printing industry on the college campus in order to enhance community awareness of, and optimize access to, college services and products. Indicators of success included successful construction of the facility and occupancy by regional industry printers in 2007.

(4) Learning and Student Services has established a strategic action plan activity to “increase junior status articulation agreements with four-year schools, with a focus on the UW system,” although specific targets have not been fully established.

Improvement priorities are communicated to staff in QRP program improvement plans and in division strategic action plans. Various publications are intentionally developed to communicate college accomplishments and improvements to the community. Staffs suggest articles for the student newsletter, postings on the web and staff portal.