Category Eight: Planning Continuous Improvement

Context for Analysis

8C1 Five-ten year institutional vision
The College’s vision statement was adopted in 1999 to read: "Waukesha County Technical College is building a better community – one learner at a time. Through education, partnerships and technology, WCTC is preparing learners for tomorrow and is linking our community to the future and the world economy.

At the time the vision was adopted, employees wished to communicate their continued dedication to being a student-learning centered organization. The College’s primary purpose was not only to improve students’ quality of life by helping them succeed in entry level employment, but to prepare them with Critical Life Skills (CLS) that would help ensure their future career development and life-long learning. Employees also recognized their growing partnership role in regionalization and their need for using technology to expand educational opportunities to students world-wide.

These beliefs continue today. In fact, WCTC has free-standing, two-sided table signs visible around campus that read: “How does this affect student learning?” (side one); and “Everyone contributes to helping students achieve success” (side two).

8C2 Short and long-term strategies
In keeping with its Carver Policy Governance model, WCTC’s District Board has developed End Statements (Figure 8-1) that describe the benefits or long-term results that are desired for WCTC students and other customers and define the expectations of the college in meeting its mission.

Figure 8-1 District Board End Statements

<table>
<thead>
<tr>
<th>Students</th>
<th>Employers</th>
<th>Taxpayers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students will obtain the CLS as well as the occupational and technical skills needed to achieve their educational goals at an affordable cost.</td>
<td>Employers will be able to develop and maintain a skilled workforce through available and accessible educational offerings.</td>
<td>Taxpayers will benefit from customer driven educational services provided through efficient and effective use of limited resources.</td>
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</tbody>
</table>

The College’s short-term strategies are its strategic goals. These four-year goals (O1) help guide WCTC in achieving its mission, vision, and ends. They focus on the following: (1) providing lifelong learning opportunities; (2) optimizing the community’s access to and use of college offerings; (3) improving internal collaboration and maximizing external partnerships; (4) ensuring a diverse and highly-qualified workforce; and (5) improving processes to measure institutional effectiveness. The goals tie directly to the mission of enhancing the community’s quality of life by providing high quality, affordable and accessible lifelong learning opportunities and to the vision of linking the community to the future and world economy.

Processes

8P1 Planning process
WCTC has a long history of engaging in various steps of its strategic planning process on both an ongoing and annual basis. WCTC’s strategic planning begins with a review of its broad statutory mission (Figure 8-2).

Figure 8-2 Planning Process

Annually, the District Board and president review and evaluate the currency and effectiveness of the mission, vision, values, ends and goals. The District Board leads the process of modifying the End Statements when necessary. Updates to the mission, vision and values have been led by the president with all-staff participation following an in-depth analysis of our key customers, stakeholders and their needs.