Category Nine: Building Collaborative Relationships

Context for Analysis
9C1 Key collaborative relationships
Figure 9-1 describes the key collaborative relationships that support learning. These existing, growing and developing relationships provide many opportunities for partnering, collaborating and enhancing relationships in support of WCTC.

9C2 Reinforcing mission, supporting change
Collaborative relationships play a strong role in reinforcing WCTC’s mission, vision, and strategic goals. Developing strategic partnerships is an essential element of WCTC’s mission to serve “as the leader in workforce development for Waukesha County.” WCTC’s vision speaks to “building a better community one learner at a time through education, partnerships and technology.” One of WCTC’s goals states, “Maximize and expand external partnerships and external collaborations.”

Collaborate relationships and partnerships support changes at WCTC through the advice of members of advisory committees who keep the College aware of needs, current trends as well as emerging trends. Collaborative relationships with other outside partners such as high schools, four-year colleges, employers, help WCTC fulfill its mission and vision.

Processes
9P1 Creating, prioritizing and building relationships
Educational institutions
WCTC creates and builds relationships by pursuing partnerships that provide opportunities for high school students to interact with the College, for graduates to advance their education through articulation agreements, for innovations with business and industry and for the community to benefit from activities with the College. WCTC is recognized as a leader in developing partnerships in all areas of the district.

The College builds and maintains relationships with K-12 districts in a number of different ways. WCTC has developed articulation agreements with 21 high schools. Through a peer instructor process, the high schools teach WCTC courses, using the same text and curricula as the College. Students then receive a grade for their high school course and also receive a WCTC grade.

Through a very active School-to-Work Committee, chaired by an area school district superintendent and the WCTC VP of Learning and Student Services, strategic plans are prepared, professional development activities are shared, articulation agreements are explored, youth apprenticeship is encouraged and grant opportunities are reviewed and pursued as necessary.

In addition, WCTC has many high school students attending WCTC under the Youth Options agreement. The College sponsors Career Quest each summer which gives minority students a one-week opportunity to explore the many career opportunities available to them through WCTC, as well.

The College also supports Tech Camp which gives high school students a one-week opportunity to explore careers in the Industrial and Engineering Technology division of the College.

Also, in the fall, WCTC co-sponsors Career Expo which provides district middle-school students an opportunity to explore different career through hands-on activities. This activity involves the business and industry community as well.

WCTC has also been instrumental in helping Waukesha South High School, along with Pro Health Care and Aurora Health Care, develop a Health Academy Charter School inside Waukesha South High School. WCTC has several articulated courses available to the students in the Health Academy. This has been an outstanding project involving the high school, WCTC and the health care industry.

WCTC has built and maintains relationships with 24 four-year colleges. The College has signed agreements with other higher education institutions that, generally, permit WCTC graduates to enter the transfer institution with 60 or more credits and junior status. The four-year colleges are regularly invited to WCTC to meet with students who wish to continue their education. During student career nights when high school students and parents are invited to learn about different programs, four-year colleges with articulation agreements attend so prospective students will know about the possibility to take their associate of applied science degrees to four-year colleges. To further help students who wish
### Figure 9-1 Key Collaborative Relationships

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Examples</th>
<th>Nature of Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Higher Education</strong></td>
<td>WTCSB, WTCS Presidents' Association, the State Legislature. Higher education partners include the University of Wisconsin System, private colleges and other schools in the WTCS.</td>
<td>Governance. (existing)</td>
</tr>
<tr>
<td><strong>K-12</strong></td>
<td>Many transcripted credit agreements are in place with most of the high schools in the district as well as a few schools outside the district.</td>
<td>• High school students earn WCTC credit through transcripted credit when their high schools offer WCTC courses on-site. WCTC provides a mentor instructor for the high school instructor to ensure students are earning WCTC credit. See <a href="http://www.wctc.edu%3E">www.wctc.edu&gt;</a> admission&gt; transcripted credit/transfer credit. (existing)</td>
</tr>
</tbody>
</table>
| **Advisory Committees**| Each existing occupational program has an industry advisory committee; new programs and services have ad hoc industry/community advisory members. | • Advisory committees provide regular feedback and guidance for curriculum development, program modification, facilities needs, and equipment acquisition.  
• Ad hoc advisory members provide research feedback and initial steering committee advice for at program and service development. |
| **Business Community** | • WCTC provides training to the business community through Corporate and Community Training (CCT) offerings.  
• Businesses support the college in a variety of ways.  
• Printing Cluster. | WCTC provides $1.4 million per year in training revenue. (existing)  
• All programs have community advisory committees that include representatives of the business community. (existing)  
• Many district businesses provide cooperative education training sites for WCTC students. (existing)  
• WCTC and the printing industry have partnered to develop an advanced technical center to enhance training in the area. (growing) |
| **Economic Development Organizations** | • Waukesha County Economic Development Corp. (WCEDC)  
• Wisconsin Regional Training Partnership (WRTP)  
• Wisconsin Manufacturing Extension Partnership (WMEP)  
• Milwaukee 7 Regional Economic Development Organization  
• Workforce Development Center  
• Wisconsin Entrepreneurs Network  
• Waukesha County Action Network (WCAN) | WCTC president and vice-president are on the board of WCEDC and the College provides financial support. (existing)  
• The College works with WRTP to train displaced workers. (existing)  
• WCTC works with WMEP to provide training. Two WMEP representatives are on the College payroll. (existing)  
• WCTC is involved in the evolution of the Milwaukee 7. (growing)  
• The county workforce development center, housing 9 different organizations including WCTC, is located on campus. (community service)  
• WCTC’s Small Business Center is a member of the network and provides support to entrepreneurs. (community service)  
• WCTC is part of this business leader coalition that concentrates on improving the local economy, education, infrastructure and cultural growth of the county. (growing) (community service) |
| **Community Organizations** | • Chambers of Commerce  
• Service Organizations | WCTC has representatives to all district Chambers of Commerce  
• WCTC has representation on most service clubs in the district. (existing) (community service) |
| **Local Governments**   | Local site for a new fire station | WCTC is leasing land to the local community to build a fire station on the campus to better serve the community and provide a training site for the fire program. (developing) |
| **Foundations**         | WCTC Foundation | Provides scholarships for students and receives donations to WCTC. (existing and growing) |
| **Suppliers**           | • Food service  
• IKON services  
• Kleen Mark Cleaning Service  
• Oconomowoc Hospital | Provides food service to the campus. (outsource).  
Provides mail service on the campus. (outsource)  
Provides cleaning/housekeeping service on the campus (outsource)  
Community Nursing Clinic — joint venture between WCTC and Oconomowoc Hospital offering students and the community a full-service health center at discounted rates |
to transfer to a four-year college, WCTC has been holding a Transfer Fair at least once per year and has approximately 25 four-year colleges represented at the fair.

Employers
The College has a long-standing partnership with local business and industry. This has evolved through a number of different venues. One involves the Corporate and Community Training (CCT) department which provides customized training to the local business and industry community. This year, CCT will be providing approximately $1.4 million in training. Advisory Committees provide invaluable information to WCTC. Departments become aware of the trends in their industry as well as the emerging trends that need to be considered. In addition, Advisory Committee members often provide advising to students who might be interested in their discipline.

WCTC has an ongoing relationship with the printing industry which has culminated in the building of the Printing Advanced Technology Center which opened in April, 2007. This project was a joint effort of WCTC and a number of professional printing organizations as well as the printing industry in general. The College built the building and is leasing it to a private organization to provide advanced programming and research activities which will enhance the academic printing program. WCTC also works with the Wisconsin Manufacturing and Extension Partnership (WMEP) to combine efforts to help local manufacturers in assessing their needs and providing training where needed. In addition, the College works with the Wisconsin Regional Training Partnership (WRTP), a labor-management initiative to help train displaced and unemployed workers in the metropolitan area. The training is primarily in health care and manufacturing.

Economic Development
Economic development partnerships are also an important initiative. The WCTC president and vice-president of learning and student services are members of the board of directors of the Waukesha County Economic Development Corporation (WCEDC), the agency charged with advancing economic development in the county and as part of the new Milwaukee 7, a regional economic effort being advanced in southeastern Wisconsin. The WCTC president participates on the Milwaukee 7 as well as on the Regional Workforce Alliance. In addition, the WCTC Small Business Center is a very active member of the Wisconsin Entrepreneur Network (WEN) which is financed by funds administered through the Wisconsin Department of Commerce. The role of WEN is to provide entrepreneurial services to small business at all levels in the state. The Small Business Center is a partner at the local level, counseling with small businesses and then moving them to other services in the state which might be a benefit to the small business.

Community Groups and Service Organizations
To establish further relationships with the community, WCTC has a representative on most of the Chambers of Commerce as well as most of the service clubs in the district. This involvement also provides the opportunity for the college to make presentations at the meetings of these organizations. In addition, the student clubs on campus provide support in a number of ways to area K-12s, The Women’s Shelter, the Kidney Association, The Cooperating Congregations of Greater Waukesha, Salvation Army and other charitable organizations.

Educational Association
WCTC supports a chapter of the Wisconsin Association of Career and Technical Education (WACTE) which is a member of the national Association of Career and Technical Education. The association supports and enhances the mission of career and technical education through workshops, conferences and legislative days.

9P2 Ensuring needs are being met
WCTC ensures that the varying needs of those involved in these relationships are met in various ways. An example of ensuring that needs are being met is WCTC’s partnering relationship with the K-12 schools. A WCTC employee is the liaison to the K-12 schools as well as a member of the School-to-Work Council which oversees the relationships between the schools.

To ensure that the various needs of the partnership groups are being meet, the college uses informal and formal feedback that is provided by the businesses, industries and organizations in the district. Through leadership roles in various organizations outside of the college, the partnerships are communicating on a regular basis. More formal relationships, such as with the WCEDC and the Printing Advanced Technology Center, give the college partners in activities that benefit the district.
9P3 Creating and building internal relationships

Internally, the college creates and builds relationships and assures integration and communication through the use of cross-functional teams, continuous improvement teams and more open dialogue. The relationship with the Wisconsin Education Association Council, the bargaining unit for the faculty and support staff is being enhanced by the use of Joint Issue Teams during negotiations. These teams study a specific issue and report back with recommendations to the negotiations team.

Through the use of the Continual Communication Teams, the presidents of the professional unions as well as the college president, vice-president and human relations staff meet regularly to make sure communication is ongoing and problems can be addressed at an early stage.

Other issues in the college are dealt with by ad hoc committees which address specific issues as needed. Professional development activities are provided to the entire organization at various times during the school year. One of these activities is Boot Camp (1C4) for new instructors, which is a two-day orientation to teaching and learning at WCTC.

9P4 Measuring collaborative relationships and analyzing results

WCTC currently uses the following measures to determine how effectively the College is working with its collaborative partners. The results are analyzed for future improvements.

- Annual review of high school partnerships including the number of students attending WCTC directly from high school as well as within 3 years and 5 years of graduation. (Figure 9-2)
- Review the number of students choosing the Youth Options program to take courses at WCTC which are not offered at the students’ high schools. (1P4, 9P1)
- Review the number of students electing to participate in the Youth Apprenticeship program. Also review the annual number of articulation agreements with high schools. (1P4), (9P1)
- Review the number of articulation agreements with four-year colleges. (O4), (9P1)
- To measure the impact in the business community, the college sends an Employer Survey every five years to assess the satisfaction of employers with WCTC graduates. (Figure 1-17)
- Review of the total revenue from the CCT department (Figure 9-5); review grants developed with business community partners.
- Economic development reviews will include the number of activities and the revenue earned through the partnerships with WMEP and WRTP. Activities with WCEDC and the Milwaukee 7 are also reviewed. (Figure 9-4)
- Review the number of chambers and service organizations with WCTC membership and the impacts of those relationships. (9R1)

Results

9R1 Results for building key collaborative relationships

In the past 10 years, WCTC has seen a definite growth in the number of district high school students transitioning directly to WCTC the school year following their graduation. The numbers of students enrolling in programs has also shown growth (see Figure 9-2).

Another initiative with the high schools has been WCTC’s involvement in the development of the Health Academy, a health charter school located within a local high school. This has been a cooperative arrangement among two local heath care organizations, a four-year college and WCTC. The first class will be graduating in June, 2007.

Another effective partnership exists with the WCTC Foundation. The WCTC Foundation obtains, manages and conveys, as appropriate, private resources to assist WCTC in achieving its goals and to coordinate private fundraising activities.

The WCTC Foundation, Inc. was established as a non-profit organization in 1977 organized under the laws of the State of Wisconsin. The Foundation is dedicated to seeking support for WCTC students through scholarships assisting needs related to the College’s academic programs and advancing educational opportunities for the community through charitable support. The Foundation’s tax-exempt 501(c)(3) designation from the IRS assures donors that all gifts are tax deductible.

The WCTC Foundation helps WCTC students and potential students pay for tuition, books and other school related expenses.
The college has received the donation of a great deal of equipment for educational purposes and, through solicitations of the college employees and the general public, the Foundation has been able to support many scholarships. Figure 9-3 provides a summary of the past three years’ donations and scholarships.

**Figure 9-3 WCTC Foundation Donations and Scholarships**

<table>
<thead>
<tr>
<th>FY</th>
<th>Donations</th>
<th>Scholarships ($/#)</th>
</tr>
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<tbody>
<tr>
<td>2004-05</td>
<td>$1,855,926</td>
<td>$256,413 (255)</td>
</tr>
<tr>
<td>2005-06</td>
<td>$2,262,302</td>
<td>$281,478 (255)</td>
</tr>
<tr>
<td>2006-07</td>
<td>$527,612</td>
<td>$259,140 (293)</td>
</tr>
</tbody>
</table>

Partnerships with local workforce development agencies – WMEP and WRTP – have resulted in training to meet specific workforce needs in the community. Figure 9-4 shows the results of these partnerships.

**Figure 9-4 Workforce Development Partnerships**

<table>
<thead>
<tr>
<th>Contract Type</th>
<th>2004-05</th>
<th>2005-06</th>
<th>2006-07</th>
</tr>
</thead>
<tbody>
<tr>
<td>WMEP 38.14</td>
<td>$73,384</td>
<td>$62,852</td>
<td>$425</td>
</tr>
<tr>
<td>WMEP 38.24</td>
<td>$0</td>
<td>$43,380</td>
<td>$36,150</td>
</tr>
<tr>
<td>WRTP 38.14</td>
<td>$51,419</td>
<td>$102,694</td>
<td>$169,830</td>
</tr>
</tbody>
</table>

WCTC provides extensive training for local businesses and service organizations through the CCT department. These partnerships also provide the college with links to business and industry which can result in finding additional members for program advisory committees (see Figure 9-5).

WCTC partners with the local district through memberships in local chambers of commerce and service clubs (such as Rotary, Kiwanis, etc.). Currently, WCTC is represented in 11 area chambers of commerce and seven service clubs. WCTC staff representatives to these organizations often serve as leaders by assuming officer and/or board member roles.

**9R2 Results comparisons**

The results of a recently administered Noel-Levitz Student Satisfaction Survey demonstrate how WCTC compares to national student responses in building key relationships with students (3R1 Figure 3-5). An improvement plan will be developed within student service and instructional units to meet areas which show need for improvement.

At this time, besides the Noel-Levitz Survey, the College does not formally compare itself to other educational institutions or other organization in other ways regarding key collaborative relationships.
Figure 9-5 Contract Training Revenue by Department

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</thead>
<tbody>
<tr>
<td>Corporate &amp; Community Training (CCT) - 38.14</td>
<td>$1,247,569</td>
<td>$1,308,521</td>
<td>$1,694,910</td>
</tr>
<tr>
<td>Corporate &amp; Community Training (CCT) - 38.24</td>
<td>$0</td>
<td>$0</td>
<td>$43,296</td>
</tr>
<tr>
<td>College Advancement/ Office of Development - 38.14</td>
<td>$842,512</td>
<td>$898,865</td>
<td>$743,962</td>
</tr>
<tr>
<td>38.14 TOTAL</td>
<td>$2,090,081</td>
<td>$2,207,386</td>
<td>$2,438,872</td>
</tr>
</tbody>
</table>

*Total revenue includes grants amounts

Improvement

9I1 Improvement of current processes and systems for building key collaborative relationships

The faculty and administrators review collaborative relationship-building periodically during department meetings, advisory committees, corporate and community training and other activities in which the college collaborates with partners of all kinds. The feedback obtained from these interactions is used in strategic planning, program improvement, facility planning and in the budgeting process.

WCTC continues to work on the challenge of more effectively using collected data to establish processes to further build and improve relationships.

9I2 Targets, improvement priorities and recommendations

One of the current goals of the College calls for expansion of collaborative partnerships both inside and outside the college. All departments have addressed that item in their current annual strategic action plans.

WCTC communicates current results and improvements, such as QRP evaluations, the Academic Master Plan, and the Facilities Master Plan to relationship partners, faculty, staff, administration, students where appropriate and other stakeholders by sharing information on the WCTC portal, e-mail, and the web site District Board meetings and through community publications where appropriate.

Necessary improvements will be reviewed as a result of the Noel-Levitz Student Satisfaction Survey recently administered.

An AQIP team is currently working on pre-enrollment assessment for proper placement in general education classes involving reading, writing, math and science. The goal is to provide students with the best procedure to become successful at WCTC (1P3).

Another target for improvement is better information on student in class assessments and better information to improve retention rates. The College is in the process of developing a dashboard to monitor these rates in order to make these future improvements.