

CVTC STRATEGIC PLAN

Fiscal Year 2017-2019

Mission

CVTC delivers innovative and applied education that supports the workforce needs of the region, improves the lives of students, and adds value to our communities.

Vision

CVTC will be a dynamic partner for students, employers, and communities to learn, train, and succeed.

Board Outcome Statements

1. CVTC will meet the dynamic and diverse employment and training needs of the region.
2. CVTC will meet changing student educational needs.
3. CVTC will enhance seamless transition for all students between educational systems in Wisconsin.
4. CVTC will support the economic development of West Central Wisconsin.
5. CVTC will be fiscally and organizationally healthy.

Strategic Goals

1. **Quality:** Position our College for continuous quality improvement in programs and services.
2. **Student Success:** Promote opportunities for student success through support of innovative student success strategies and quality teaching and learning.
3. **Program Alignment:** Align programs and course offerings with the needs of high-demand, high-growth industries in the region.
4. **Cohesive Culture:** Build on positive working relations within the college to maintain a cohesive organizational culture.
5. **Business & Community Partnerships:** Foster continued partnerships with businesses and community organizations to develop the workforce and promote economic growth in the region.

Annual Action Plan

Goal 1: Quality

Position our College for continuous quality improvement in programs and services.

Outcomes

1. Expand the number of programs with industry recognized accreditation.
 - a. Complete program accreditation process in Business (ACBSP) and Childcare (NAEYC).
2. Redesign programs and curriculum to improve program key performance indicators.
 - a. Complete program approval for two new business programs: Digital Marketing and Sales Management.
 - b. Implement redesign of Health Information Technology curriculum and online delivery.
3. Expand program development of career pathways with embedded certificates and stackable credentials that align with high demand jobs.
 - a. Expand HVAC program to include Embedded Technical Diploma (ETD) (grant funded).
 - b. Add 1 YR Technical Diploma to Electromechanical Program; name change to Automation Engineering Technology (grant funded).
 - c. Explore 1 YR Technical Diploma in Machine Tool; add 5 axis machining to program (grant funded).
 - d. Add Nail Technician Technical Diploma to Cosmetology program.
 - e. Explore new program design in Agriculture programs.
4. Increase efficiency and integrity of College systems to support learning goals.
 - a. Implement Customer Relations Management (CRM) software to support recruitment, admissions, and retention activities.
 - b. Design a personalized student portal/dashboard view of MyCVTC.
 - c. Complete Phase II of program scorecards automation (River Falls programs, Liberal Arts).
 - d. Design FTE cube to increase accuracy and forecasting.

Goal 2: Student Success

Promote opportunities for student success through support of innovative student success strategies and quality teaching and learning.

Outcomes

1. Increase student access.
 - a. Design Cultural Enrollment Plan.
 - b. Explore CVTC Promise program.
 - c. Explore Residence Hall-Student Engagement Center.
2. Expand student engagement in enrollment pipeline.
 - a. Implement a one-stop enrollment center with dedicated space and staff.
3. Support student persistence to degree completion.
 - a. Redesign Developmental Education Model.
 - b. Redesign Math programs and courses.
 - c. Implement Alumni Mentor program.
 - d. Participate in the Higher Learning Commission (HLC) Persistence and Completion Academy.
4. Strengthen course completion with assessment of learning (Technical Skills Assessment-TSA).
 - a. Move all programs from the planning phase in Technical Skill Attainment (TSA) and Core Ability Assessment (CAA) to data collection phase to meet HLC requirements.

Goal 3: Program Alignment

Align programs and course offerings with the needs of high-demand, high-growth industries in the region.

Outcomes

1. Increase bridges for K-12 students into programs.
 - a. Implement High School Academy options with regional High Schools (partially grant funded).
2. Increase program offerings.
 - a. Expand online and hybrid delivery of courses and programs.
 - b. Implement new programs: Entrepreneurship Technical Diploma, Professional Communications Associate Degree, and Nail Technician Short-Term Certificate.
 - c. Explore implementation of Culinary Arts program with Board.
 - d. Explore implementation of Global Business Program and Mechanical Design Program.
 - e. Expand summer and winter term options.
 - f. Review and revise course scheduling process to increase student satisfaction and staff efficiencies.

Goal 4: Cohesive Culture

Build on positive working relations within the college to maintain a cohesive organizational culture.

Outcomes

1. Maintain staff and faculty satisfaction and overall college climate while implementing new systems and policies.
 - a. Redesign employee evaluation process.
 - b. Complete implementation of Faculty Quality Assurance system (FQAS).
2. Support employee engagement within College community.
 - a. Enhance employee engagement opportunities through forums, newsletter, committee participations, CVTC and Community sponsored events.
 - b. Support professional and leadership development opportunities.

Goal 5: Business & Community Partnerships

Foster continued partnerships with businesses and community organizations to develop the workforce and promote economic growth in the region.

Outcomes

1. Investigate credit offerings in Business & Industry offerings (Critical Core Manufacturing Skills (CCMS) Critical Core Supervisory Skills (CCSS) and Transformational Leadership).
2. Modify Business & Industry (B&I) price structure to enhance revenue and stay competitive with market.
3. Explore Credit for Prior Learning (CPL) for B&I programs (EM, IM, and Organizational Leadership).
4. Partner with area manufacturing companies in Workforce Advancement Training (WAT) and Fast Forward grant projects.
5. Develop, build, and staff outreach with UW-River Falls, the City of River Falls, and River Falls EDC to develop and build a Business Incubation and Training Center.