

CVTC STRATEGIC PLAN

Fiscal Years 2020-22

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 End 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:** Ensure continuous quality improvement in all college programs and services.
2. **Student Success:** Improve student success through innovative, student centered strategies and quality instruction.
3. **Community & Stakeholder Alignment:** Align programs and courses with community and stakeholder needs.
4. **Cohesive Culture:** Develop a culture that enhances efficiency, effectiveness, and professional growth for employees.
5. **College Resources:** Build financial strength through effective resource stewardship.

Annual Action Plan (Fiscal Year 2020)

Goal 1: Quality

Ensure continuous quality improvement in all college programs and services.

Outcomes and Strategies

- 1.1 Expand continuous quality improvement in academic and non-academic departments and services.
 - A. Investigate and begin self-studies for individual program accreditations/certifications to demonstrate quality programming
 - B. Complete HLC Assurance Review (Year 4 Review)
- 1.2 Expand technical skills attainment and assessment of student learning to all academic programs.
 - A. Move all TSA Phase 2-eligible programs into assessment reporting
 - B. Implement HESI assessments for students in Radiography, Dental Hygiene, and DMS

Goal 2: Student Success

Improve student success through innovative, student centered strategies and quality instruction.

Outcomes and Strategies

- 2.1 Increase student persistence to degree completion.
 - A. Blend program improvement planning, student assessment, and student success initiatives into one sustainable process.
 - B. Expand and review CVTC use of open and affordable educational resources (OER/AER) and assess resources for scalability
 - C. Increase course success rates to 80% (focus on courses with lowest success rates)
 - D. Explore options for sustainability of mental health services to address gaps.
- 2.2 Increase number of credits student obtain through prior learning assessment.
- 2.3 Increase Associate degree program transfer rates.
- 2.4 Assist basic skills students to transition into occupational programs.
 - A. Develop and implement bridge programs

Goal 3: Community & Stakeholder Alignment

Align programs and courses with community and stakeholder needs.

Outcomes and Strategies

- 3.1 Increase college enrollments and FTEs.
 - A. Expand Apprenticeship programs and enrollments

- B. Align educational training with workforce needs through implementation, modification, or suspension of programs:
 - C. Expand programming at River Falls campus based on supportive data
- 3.2 Expand career pathways with embedded certificates and stackable credentials that align with high demand jobs.
- 3.3 Increase Business and Industry credit offerings.
- A. Explore new credit and non-credit offerings in B&I
- 3.4 Increase dual enrollment options for high school students.
- A. Expand high school academies and transcribed credit opportunities
 - B. Expand manufacturing education for high schools

Goal 4: Cohesive Culture

Develop a culture that enhances efficiency, effectiveness, and professional growth for employees.

Outcomes and Strategies

- 4.1 Promote employee leadership development.
- A. Implement reorganization of senior leadership and impacted divisions
 - B. Advance succession planning
- 4.2 Support college diversity through recruitment and programming.
- A. Expand study abroad programming
- 4.3 Promote a climate of inclusion and satisfaction for faculty and staff.
- A. Continue to develop River Falls as a comprehensive branch campus

Goal 5: College Resources

Build financial strength through effective resource stewardship.

Outcomes and Strategies

- 5.1 Maintain updated equipment and facilities to foster authentic learning environments with cutting edge technology.
- A. Determine viability of student housing project
 - B. Complete integrated Business Student Engagement Center
 - C. Remodel IT Networking lab and classroom to facilitate advanced data center programming
 - D. Develop Fab Lab using NSF ATE grant funding
 - E. Update master facilities plan to align with college priorities
- 5.2 Maintain efficient and effective information systems to support college goals.
- A. Complete full implementation of Canvas LMS
 - B. Optimize and integrate systems to improve customer experience, staff efficiency, and productivity across divisions
- 5.3 Increase alternative revenue.
- A. Increase unrestricted giving to the college