

Blackhawk Technical College Strategic Priorities, Objectives, and Goals 2008-11

- ◆ Based on the information collected from the Blue Ribbon II Committee, the Blackhawk Technical College (BTC) Board, and the BTC Leadership Team, the following key areas were identified as the strengths, weaknesses, opportunities, and threats facing the College.

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • People • Affordability • Size/Location • New facilities • College reputation 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Financial limitations • Contractual limitations • Ability to react quickly enough • Diversity issues (staff accepting diverse students) • High school transitioning
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Displacement (develop new programs, delivery, flexibility) • Regional approaches to delivery (curriculum, collaboration, TSC) • Demographics in portions of population served/growth in diverse populations • Non-traditional student growth (55-year-old buy-outs/not ready to retire) • AQIP/Quality Improvement 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Unfunded mandates • What do we offer that makes people want to come here? What is our competitive advantage? • Economy • Financing education • On-line learning (competition) • Apathy toward learning (lack of motivation/attitude) • Contractual issues (fiscally/rigidity)

- ◆ Based on direction from the BTC District Board, the President's Council developed the following objectives for consideration to further define the activities that the College will undertake to advance the Strategic Priorities of PROGRAMMING, ENROLLMENT MANAGEMENT (recruitment, retention, and student success), PEOPLE, and COLLEGE OPERATIONS (finance, technology, and facilities). In addition, the College will continue to place emphasis on marketing and diversity initiatives.

Strategic Priorities: **Programming, Enrollment Management, People, and College Operations**

Objectives:

- Expand access to programming for BTC students, with attention to the under-prepared learner, the on-line learner, transitioning workers, and minority populations.
- Develop a College-wide system of relationship building that results in student success.
- Establish processes for the College to strengthen recruitment efficiencies, organizational culture, and the professional development of College staff and faculty.
- Provide evolving support systems to adapt to changing programming and student services' needs.

- ◆ The President's Council further developed key goals, recommended to the BTC District Board, for the College to accomplish over the next three years. Each of these recommended goals will be assigned to an individual responsible for implementing the goal.

Strategic Priority: Programming

•Objective: Expand access to programming for BTC students, with attention to the under-prepared learner, the on-line learner, transitioning workers, and minority populations.

▪Goal: Align BTC curriculum with high schools' programs of study to better prepare students for college-level work.

Benchmark: Collaborate with teachers and administrators in two (2) school districts on either math or communications general education/skills alignment.

Benchmark: Collaborate with teachers and administrators in two (2) high school districts to change two (2) programs of study from advanced standing to transcribed credit.

▪Goal: Establish higher cut scores on the COMPASS Test and increase offerings of Intro to College (thin layer) courses to transition under-prepared students into college-level work.

Benchmark: Add sections of Intro to General College Math.

Benchmark: Review statistical evidence of student success at two (2) other colleges that have raised COMPASS cut scores.

Benchmark: Prepare to implement needed changes in cut scores for AAS degree for 2009-2010.

▪Goal: Mandate a one-credit student success course for specific populations of students to be taken prior to or during the first semester of enrollment.

Benchmark: Review modules in model Student Success course.

Benchmark: Investigate statistical evidence of student success at colleges that have implemented a student success course requirement.

Benchmark: Make recommendations for a Student Success course for offering in spring semester 2010.

▪**Goal:** Expand on-line and hybrid (part on-line, part face-to-face) opportunities to improve access.

Benchmark: Implement on-line student orientation tutorial fall semester 2008.

Benchmark: Present workshop of Effective On-Line Teaching in summer 2008.

Benchmark: Review progress and revise orientation course, spring semester 2009.

Benchmark: Offer 15 new on-line or hybrid courses for spring semester 2009.

▪**Goal:** Review programs with a pattern of declining enrollments between 2008-2011 to evaluate continued need for program.

Benchmark: Review with President's Council, during fall semester 2008, two (2) programs with a history of three (3) years of the greatest declining enrollments.

Benchmark: Develop enrollment remediation plan for spring and fall semesters 2009.

Benchmark: Determine by end of spring semester 2010 if remediation plan is not improving enrollments by 20 percent.

Benchmark: Discontinue new enrollments in program(s) for fall semester 2010.

Strategic Priority: Enrollment Management

•**Objective:** Develop a College-wide system of relationship building that results in student success.

▪**Goal:** Envision a strategic plan to guide future enrollment management activities to support anticipated College growth.

Benchmark: Develop and communicate a Strategic Enrollment Management Plan.

Benchmark: Identify and communicate benchmarks for recruitment and retention efforts.

Benchmark: Identify and implement specific recruitment strategies and tactics targeting transitioning workers and underrepresented populations.

Benchmarks: Measure increased student retention and success by Perkins and IPEDS report data.

Benchmark: Anticipate a 3% to 5% increase in FTEs.

- Goal: Examine existing efforts, identify and develop support systems to ensure student retention and success.**

Benchmark: Student retention rates show a consistent annual increase.

Benchmark: Student satisfaction survey data shows positive perception of student success.

Benchmark: Post-graduate employment survey data supports student success.

- Goal: Finalize the business plan for the Traffic Safety Center, develop a strategic plan for private financing of the project, and initiate the developmental effort.**

Benchmark: Develop business and strategic plans.

Benchmark: Announce/initiate capital campaign.

Strategic Priority: People

- Objective: Establish processes for the College to strengthen recruitment efficiencies, organizational culture, and the professional development of College staff and faculty.**

- Goal: Expand diversity/contacts/network at local and regional levels to build relationships and promotional opportunities.**

Benchmark: Work with the Deans to determine the community contact opportunities contained within the program advisory committees and what role they play in diversifying staff.

Benchmark: Hold a spring 2009 semester part-time instructor job fair to focus on the recruitment of part-time staff.

•Goal: Implement an on-line applicant management system to automate the application submission and candidate selection process administration.

Benchmark: Provide training for staff on the on-line applicant management system software.

Benchmark: Implement on-line applicant management system software.

•Goal: Analyze, define, and communicate the organizational culture of the College.

Benchmark: Develop a plan for an organizational culture analysis; review with the President's Council for approval and support.

Benchmark: Research best practices applied to defining/changing organizational culture.

Benchmark: Form cross-section employee focus group for input on initiative; compile information gathered from focus group and share with President's Council.

•Goal: Establish structured professional development systems for new and existing faculty and supervisory staff for effective and efficient performance of key position responsibilities.

Benchmark: Participate with Statewide Organizational Development Committee seeking new trends and best practices for possible adoption at BTC.

Benchmark: Develop training/skills data bank for supervisors and staff.

Benchmark: Meet with supervisors to collect input on training systems for new supervisors.

Benchmark: Present training system plan proposal to President's Council for supervisor and instructor training systems.

Strategic Priority: College Operations

•**Objective:** Provide evolving support systems to adapt to changing programming and student services' needs.

•**Goal:** Maintain a three-year financial plan that articulates the planned growth of the College, facilitates the BTC District Board's goals for tax levy and rates, and redeploys scarce resources to the goals of the College's Strategic Plan.

Benchmark: Present three-year financial plan to the Board that includes at least one option to achieve both Board tax levy/rate goals and maintains the general fund balance within the Board's policy range.

•**Goal:** Maintain, update, and invest in appropriate new program technologies to advance on-line learning support and student-learning opportunities, with specific attention focused upon system dependency through redundancies to serve students.

Benchmark: Re-invest in Information Technology replacement cycle to adhere to update cycle.

Benchmark: Complete Blackboard, Touch Net, and other on-line support components to support academic needs.

Benchmark: Develop BTC Disaster Recovery Plan.

•**Goal:** Continue to invest in updating and maintaining College facilities consistent with new standards and requirements, with special attention focused upon energy conservation, facility security, and support for long-term academic plans for the Beloit Center.

Benchmark: Complete roof and HVAC replacement cycle, and develop plans for the next generation of preventative maintenance.

Benchmark: Complete each year with no critical federal, state, or local code or property violations, or have remediation plans in place.

Benchmark: Address the recommendations of the AQIP-Energy Conservation Team.

Benchmark: Develop and implement plans to address facility needs in Beloit based upon 2008-2011 academic needs.