



MORaine PARK
TECHNICAL COLLEGE



INNOVATION 2025 STRATEGIC PLAN



IMAGINE WHAT'S NEXT

It is Graduation Day 2025. As the Moraine Park Technical College graduates take to the stage to accept their diplomas and degrees, hope fills the room. The reasons for the optimistic mood and celebratory tone are clear from opening remarks.



The number of credential recipients has **increased by 3%** over the last 5 years.



Of those graduating **58% say they'd choose Moraine Park Technical College again**, 41% higher than the national average.



For the first time, **60%** of residents in the district now **hold a post-secondary credential**.

Collaborating to continuously improve what Moraine Park Technical College has to offer is working. Revamped student schedules, a focus on impactful learning and innovative teaching modalities - paired with instructor and staff support - are helping both attract and retain recent high school graduates and non-traditional students. Employees say the focus on work/life balance and personal and professional development has played a big part in their sense of engagement. Employees and students from a wide variety of backgrounds say they feel a sense of belonging at the college - a testament to the college-wide inclusion efforts.



Moraine Park Technical College is now in the **75th percentile for employee satisfaction and engagement**.

The college's commitment to growing individual students, local businesses and the communities it serves is reaping rewards.



SDG
DWD



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INNOVATION 2025 STRATEGIC PLAN

METHODOLOGY

From January 2018-July 2019, Moraine Park Technical College undertook the process for developing a five-year strategic plan.

PLANNING

ASSESSMENT

SUMMIT

ENGAGEMENT

DEVELOPMENT

FINALIZATION



PLANNING

Identify project deliverables and charge Innovation 2025 team members (a cross-functional group of faculty and staff) with developing them.



ASSESSMENT

Gain a comprehensive view of the changing environment in which Moraine Park Technical College operates through an environmental scan of demographic, population, enrollment, recruitment and retention trends.



SUMMIT

Bring together approximately 100 business/industry, government, non-profit leaders with faculty and staff to understand key stakeholder needs and identify additional research questions.

(See Summit Agenda – Exhibit A)



ENGAGEMENT

Conduct focus group and/or phone interviews with more than 150 faculty members, 44 management and support staff members, 44 high school students, 12 parents and 49 current and prospective adult learners.



DEVELOPMENT

Synthesize the environmental scan and research findings and create a vision, mission, values and strategic objectives that help Moraine Park Technical College meet stakeholders' changing needs.



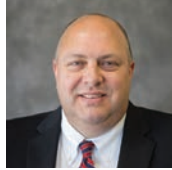
FINALIZATION

Introduce the Innovation 2025 plan to key stakeholders as the first step toward implementation.

OUR TEAM



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STUDENT SERVICES



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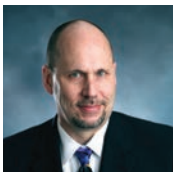
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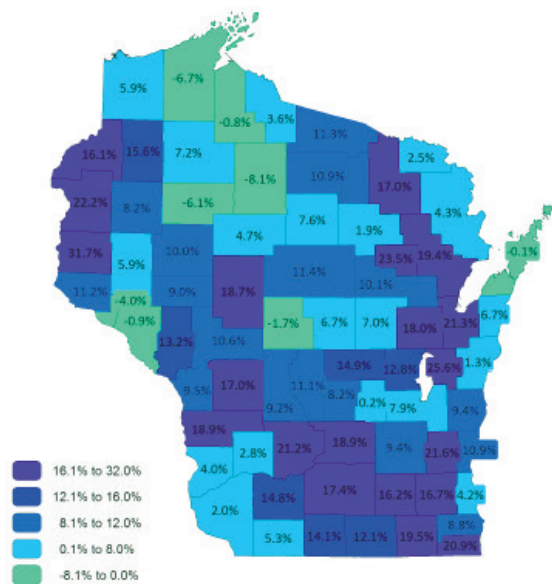
Nicole Stecker
RESEARCH SPECIALIST

TRENDS

Demographic Shifts

Wisconsin's population is projected to grow modestly (14.2%) in the next 30 years. However, 94.7% of the growth is expected to be among those 65+ as immigration, domestic migration and births lag behind other states. Young people, particularly those who have completed at least a bachelor's degree, are routinely fleeing the state.

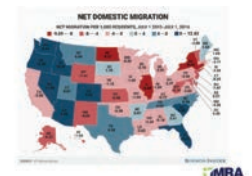
PROJECTED POPULATION CHANGE 2015 - 2035



4.8%
of Wisconsin's population
is foreign born



-4 - 0
Net migration per 1000
residents in Wisconsin
July 1 2015 - July 1, 2016

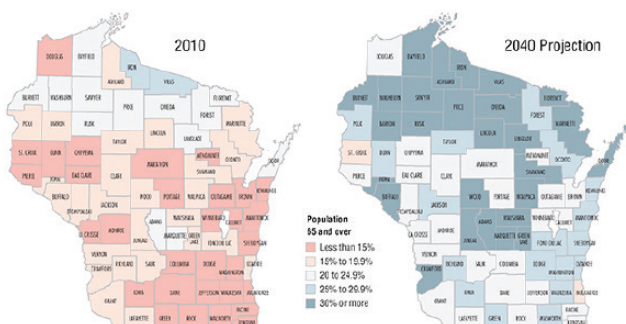


Below 1.93
Fertility rate in Wisconsin



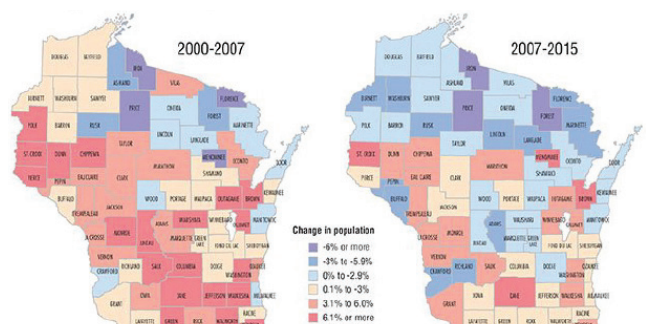
THE GRAYING OF WISCONSIN

More than 40 counties are projected to have **25% senior populations by 2040**.



THE FLEEING OF WISCONSIN

Young adults are leaving Milwaukee and the northern counties.



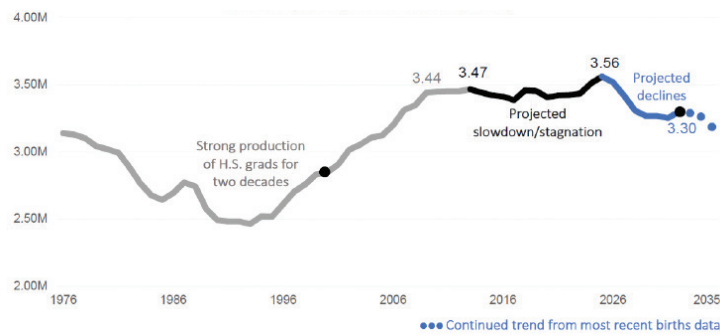
TRENDS

DEMOGRAPHIC SHIFTS (CONTINUED)

The demographic shifts mean traditional-age students are likely to represent a smaller portion of overall enrollment. Those who enroll are expected to be increasingly older, more diverse and a significant number living in poverty.

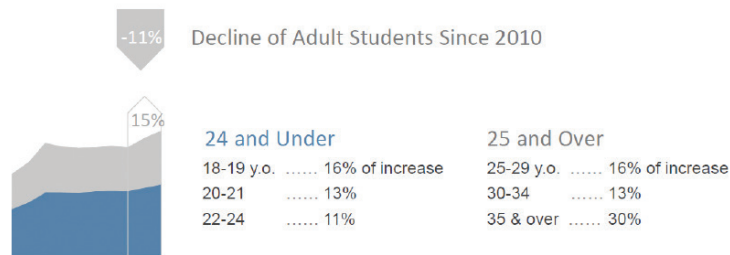
SLOWDOWN & DECLINE OF TRADITIONAL-AGE STUDENTS

Public & Nonpublic High School Graduates (Millions)



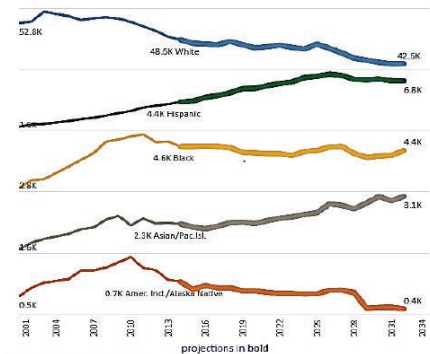
Source: *The Future Framework of a Student-Focused Culture* | October 19, 2018

ADULTS ARE THE MAJORITY OF THE PROJECTED INCREASE FOR COLLEGE STUDENTS FROM 2015 -2025



Source: *The Future Framework of a Student-Focused Culture* | October 19, 2018

PUBLIC SCHOOL TRENDS



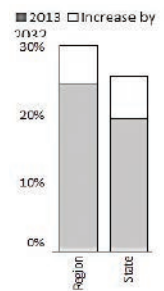
WHITE GRADUATES

White graduates will change from 80% to 74% of public school graduates, around 6,800 fewer in 2031-32 than 2012-13.

NON-WHITE GRADUATES

Wisconsin high school graduates are less diverse than the Midwest overall.

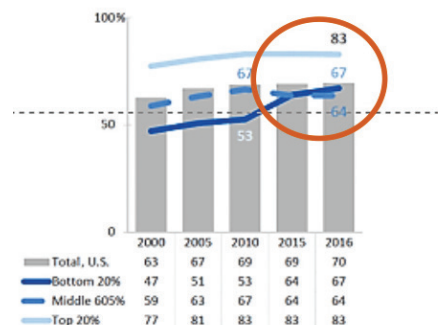
Non-white graduates in Wisconsin will increase in number by around 2,800 from 2012-13 to 2031-32.



Source: *The Future Framework of a Student-Focused Culture* | October 19, 2018

COLLEGE ENROLLMENT

18-24 year olds within 12 months of H.S. Diploma or equivalent, by income



NCES 2016 Digest of Education Statistics, Table 303.20.

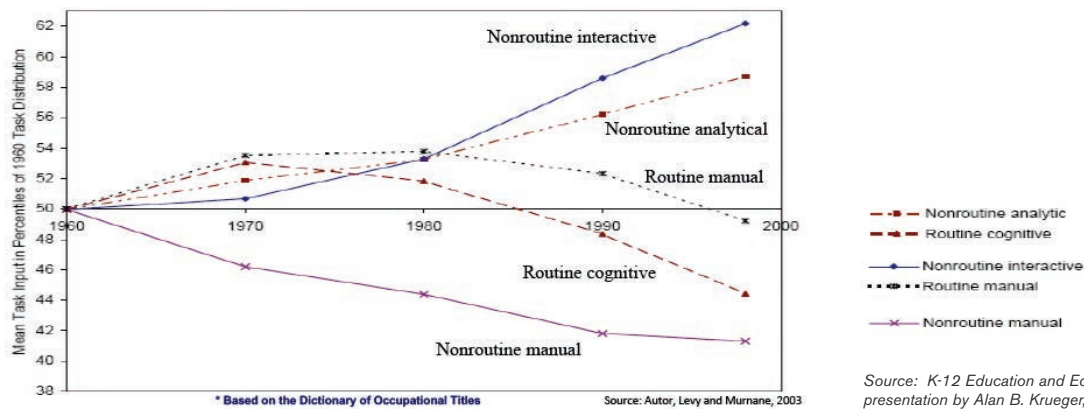
Source: *The Future Framework of a Student-Focused Culture* | October 19, 2018

TRENDS

Need for Interactive Skills

The need for non-routine, interactive skills – communication, negotiation, problem-solving – is increasing.

WORKPLACE REQUIREMENTS CHANGES IN SKILLS USED AT WORK



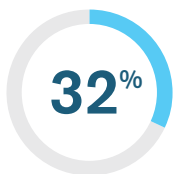
Student Mental Health

Student mental health needs are growing.

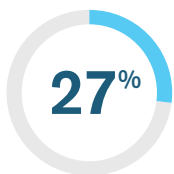
HEALTH MINDS STUDY - 2016



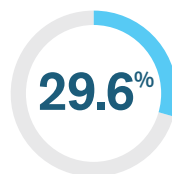
of students report any **level of anxiety** (9.4% severe anxiety).



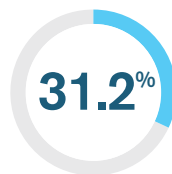
have been **diagnosed with anxiety** by a health professional.



of students report any **level of depression** (14% severe depression).



of students have been **diagnosed with a mood disorder** by a health professional.



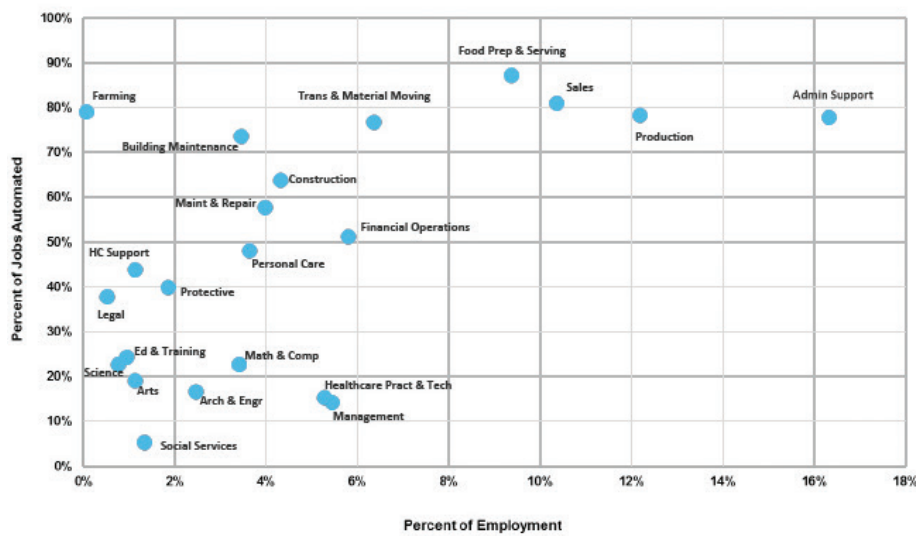
of students are **taking psychiatric medications**.

Source: The Future Framework of a Student-Focused Culture | October 19, 2018

Automation Technology

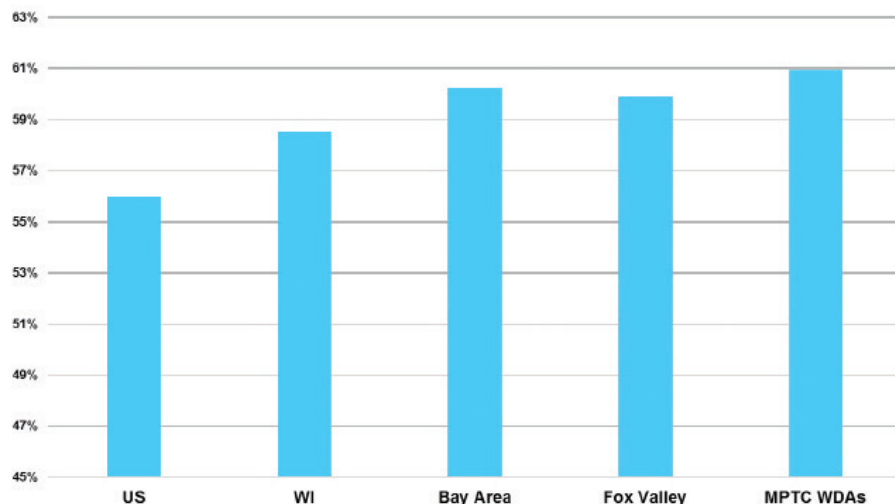
Tight labor markets and improvements in technology are projected to drive dramatic increases in automation, affecting a broad range of fields. Those without an Associate's degree or higher are most likely to be affected.

PROPENSITY FOR AUTOMATION BY OCCUPATIONAL GROUP



Source: *The Future of Employment: How Susceptible are Jobs to Computerization*, C.B. Frey and M.A. Osborne, September 17, 2013, Oxford Martin School, University of Oxford; OES.

PROPENSITY FOR AUTOMATION BY REGION



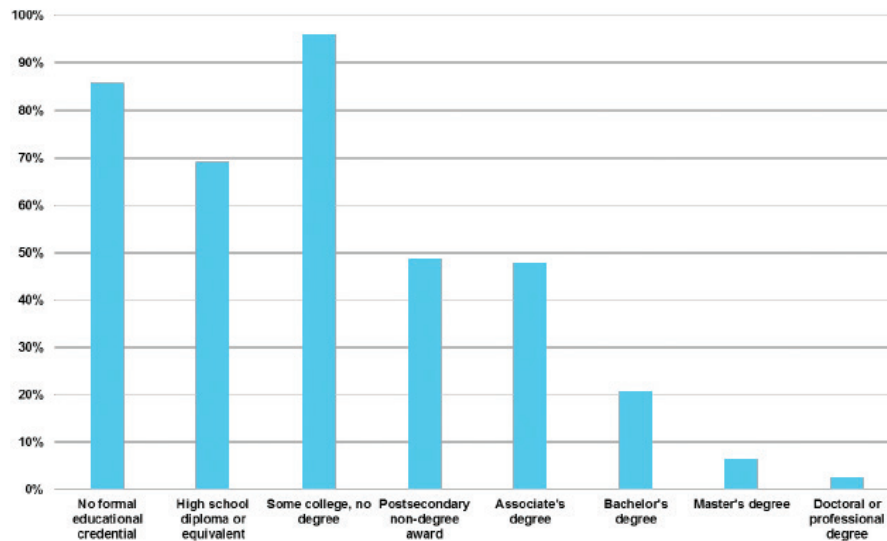
WDA = Workforce Development Areas

Source: *The Future of Employment: How Susceptible are Jobs to Computerization*, C.B. Frey and M.A. Osborne, September 17, 2013, Oxford Martin School, University of Oxford; OES.

TRENDS

AUTOMATION TECHNOLOGY (CONTINUED)

PROPENSITY FOR AUTOMATION BY TYPICAL EDUCATIONAL REQUIREMENTS



Source: *The Future of Employment: How Susceptible are Jobs to Computerization*, C.B. Frey and M.A. Osborne, September 17, 2013, Oxford Martin School, University of Oxford; OES.



Partnerships (PreK-12/4-year Colleges/Universities)

Summit participants expressed the need for Pre-K-12 school districts, technical colleges and 4-year colleges/universities to partner to meet the fast-changing needs of business/industry and students in the district.

Talent Management

Talent is projected to be increasingly mobile, requiring organizations to have systems in place for both talent attraction, retention and knowledge management.

	WAS	IS
Offering:	Education	Experience
On the job:	30 years	2-5 years
Commitment:	Job	Belief
Recruitment:	Few weeks	Few Days
Application:	Resume	Snapchat/Text
Benefits:	Set	Flexible
Mobility:	Job > Move	Move > Job
Workplace:	Rules	Flexibility
Philosophy:	Live to work	Work to live

Source: *Bending the Talent Curve* | Jim Morgan, MRA | October 19, 2018



PERSONAS



BUSINESS/INDUSTRY

JOB ROLE

CEO, Human Resources, Plant Manager

PRIMARY MOTIVATION

Achieve business growth goals

NEEDS

Employees with strong technical and interactive skills

WANTS

On-going training

CHALLENGE

Vacant positions



HIGH SCHOOL STUDENT

JOB ROLE

Student

PRIMARY MOTIVATION

Secure a job that allows them to attain financial independence

NEEDS

Support to overcome anxiety, financial barriers

WANTS

To know what jobs will be around in 5 years, what jobs pay well

CHALLENGE

Not knowing the steps to take



HIGH SCHOOL PARENT

JOB ROLE

Parent

PRIMARY MOTIVATION

Child's success

NEEDS

Financial aid, support (for first-generation students)

WANTS

Find the right fit for child, family

CHALLENGE

Complexity of process



ADULT LEARNERS

JOB ROLE

Adult Learner + Full-time or Part-time Employee

PRIMARY MOTIVATION

Work in the field, increase earning potential

NEEDS

Financial and emotional support

WANTS

Convenient, predictable schedule

CHALLENGE

Self-doubt "Do I belong here?"



STUDENTS FROM DIVERSE BACKGROUNDS

JOB ROLE

Student + Full-time or Part-time Employee

PRIMARY MOTIVATION

Career opportunities

NEEDS

Child care, English-language classes

WANTS

Bi-lingual staff

CHALLENGE

Inaccessible processes



FACULTY

JOB ROLE

Instructor

PRIMARY MOTIVATION

Student success

NEEDS

Training, support in adopting new technology

WANTS

Immediate help for students in need of emotional support

CHALLENGE

Low enrollment, poor communication



STAFF

JOB ROLE

Administration, Support

PRIMARY MOTIVATION

Organizational success

NEEDS

Change management support

WANTS

To respond to changing environment

CHALLENGE

Turnover and loss of knowledge

VISION, MISSION & VALUES

VISION

Your home for **lifelong learning** to achieve lifelong dreams.



MISSION

Growing minds, businesses and communities through **innovative learning experiences**.



VALUES

Collaboration

Join forces to build the best path forward.

Continuous Improvement

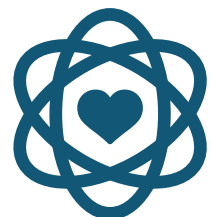
Always strive to be better.

Impactful learning

Create meaningful experiences inside and outside the classroom.

Inclusivity

Value diversity and build a sense of belonging.





2025 STRATEGIC PLAN OBJECTIVES

Enrollment

Attract and retain high-school graduates and adult learners seeking to build skills and earn a degree. To do this, Moraine Park Technical College will pilot new recruitment strategies, engaging high school students, their parents and adult learners, particularly evaluating entrance pathways for those from diverse backgrounds. A similar iterative process will be applied to student retention strategies - focusing on the students most likely to exit before earning a credential. In addition, the Moraine Park Technical College team will create compelling, relevant academic experiences - delivered using a blend of face-to-face instruction, emerging technologies and state-of-the-art equipment and infrastructure to support student learning. Finally, Moraine Park Technical College will revise program schedules to meet student needs for on-demand learning and predictable schedules.

SUCCESS MEASURES

Increase degree-track enrollment by 3% - from 2,510 to 2,585.

ADDITIONAL MEASURES:

- ✓ Disaggregated enrollment
- ✓ ELL enrollment
- ✓ Persistence
- ✓ Retention

2020-21 OBJECTIVES

- 1 Develop** creative, alternative and flexible delivery methods, schedules and credentials to increase enrollment and retention.
- 2 Cultivate** innovative teaching and learning practices to improve student success through the use of emerging technology, equipment, and teaching methodologies.
- 3 Utilize** technology to create a seamless and intuitive learning experience.
- 4 Provide** integrated, targeted support services that promote individual student success, holistic growth and wellness.
- 5 Expand** attraction and retention efforts for both high school and working age adults while increasing community ownership.
- 6 Enhance** learning environments to promote educational quality and learning outcomes.



2025 STRATEGIC PLAN OBJECTIVES

Workplace Culture

Attract and retain talent who demonstrate our values and both anticipate and address student and organizational needs to create meaningful learning experiences. To accomplish this, Moraine Park Technical College will make leadership development and succession planning a priority focus. We will pursue talent retention strategies (ranging from compensation and benefits to total rewards), to ensure talented individuals who demonstrate our values and position us for success - are rewarded. Finally - and perhaps most importantly - we must be a leader in responding to changing employee expectations, recognizing that doing so may also require us to change the way we do business. We envision a culture where healthy lifestyles and community engagement are among the ways we demonstrate our commitment to attracting and retaining top talent.

SUCCESS MEASURES

Increase employee engagement to the 75th percentile among organizations nationally, as measured by TalentWatch.

ADDITIONAL MEASURES:

- ✓ Employee retention
- ✓ Climate (as measured by PACE tri-annually)

2020-21 OBJECTIVES

- 1 **Increase** recruitment and retention of engaged, talented employees who embrace our values.
- 2 **Increase** risk-taking, creativity and innovative leadership throughout the college.
- 3 **Build** an exceptional faculty model of excellence which embraces academic integrity, relevance, innovation, technology, and rigor.
- 4 **Focus** efforts on advancing diversity, equity and belonging for all students and employees.



2025 STRATEGIC PLAN OBJECTIVES

Economic Driver/Community Impact

Support business/industry in the transition to automation and a more diverse workforce. As employers and workers make this transition, Moraine Park Technical College must both lead and respond - evolving its programs and curriculum to prepare students and workplaces for the new demands and technologies. This includes developing in students both the technical skills required to lead and support automation as well as the career and life skills needed to communicate, problem-solve and negotiate in the workplace of the future. Moraine Park Technical College likewise sees a role for aiding those displaced by automation in developing new skills to achieve financial independence.

SUCCESS MEASURES

Increase in-district residents with post-secondary degrees or credentials to 60%.

Increase the employer satisfaction rating related to the importance of MPTC in our community to 70%.

ADDITIONAL MEASURES:

- ✓ Number of employer partnerships
- ✓ Employer investments in Moraine Park Technical College

2020-21 OBJECTIVES

- 1 **Engage** employers and community stakeholders to ensure job placements and learned skills meet workforce needs.
- 2 **Develop** and promote seamless pathways for K-16 and adult career opportunities.
- 3 **Engage** stakeholder partners in developing effective and efficient credential solutions.
- 4 **Leverage** economic disruption and automation to expand value to our regional employers and employees.

Acknowledgments

The following individuals and organizations provided essential insights to Moraine Park Technical College during the strategic planning process:

Jim Barrett VICE PRESIDENT STUDENT SERVICES,
MORAINES PARK TECHNICAL COLLEGE

Beaver Dam School District

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NATIONAL EXCHANGE BANK

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**MORAINES PARK
TECHNICAL COLLEGE**