

**MORAINÉ PARK TECHNICAL COLLEGE  
2019-20 COLLEGE STRATEGIC PLAN**

***Year-End Final Report***

**Mission: Preparing students for success in a diverse and globally connected world.  
Vision: A college of choice for students, and a strategic partner for business and industry.**

<b>STRATEGIC PRIORITY 1: Build a supportive culture to make us an employer of choice.</b>	<b>Metric 1.1: Establish a collaborative and supportive culture that ensures accountability and drives improvement. Metric 1.2: Encourage and support employee growth and development. Metric 1.3: Foster opportunities for flexibility that encourage a healthy lifestyle and work-life balance. Metric 1.4: Engage all employees in effective communication practices utilizing appropriate channels and tools.</b>
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<b>Objective 1.1: Establish a collaborative and supportive culture that ensures accountability and drives improvement.</b>						
<b>System/Unit</b>	<b>2019-20 System Initiatives</b>	<b>Accountable Manager</b>	<b>Expected Completion Date</b>	<b>Target Outcome</b>	<b>Mid-Year Performance (Dec.)</b>	<b>Year-End Performance (June)</b>
All	Administrative Policies and Procedures	All Unit Leaders	June 2020	Continue process to convert existing College policies and procedures into a new format aligned with the new Board Policy Manual. Effective policies and procedures will help provide accountability and improve engagement.	Several unit-wide policies and procedures are in draft and will be moved forward for review and approval beginning in January.	Due to other priorities, very few policies and procedures were approved before June 30. This will continue to be a college priority for 2020-21.
Facilities	Complete Phase 2 of Access Control Installation	Faeh	December 2019	Add access control to the final academic areas and faculty suites not completed as part of the phase 1 access control project. This will improve the safety of students and staff.	Purchase order have been submitted to vendor for work to begin. The exterior double doors have been completed with additional access control. Interior areas have now begun install.	All items related to Phase II have been installed and are functioning. This includes additional academic and faculty suites, remaining exterior doors and interior doors as identified high priority.
Facilities	Create and implement strategy for trash and recycle program	VanDerlinden	December 2019	Create efficiencies with work flow and reduced costs District Wide.	Fond du Lac E-wing administration area pilot was conducted for the last 6-months using strategical located trash and recycling receptacles and discontinuing use of the individual receptacles in all offices. Via survey it has a positive feedback; will seek approval to expand District-wide. All restrooms, hallways, and entrances have been evaluated and reduced or added where necessary. All exterior garbage cans have been removed to avoid animals & smells.	Plan ready for fall implementation.
Talent Management	Implement annual AA/EO Five-Year Plan employment initiatives.	Stettbacher	June 2020	Success will be measured through completion and results of plan activities.	The EO Cross Functional Team will present the 2019-2024 AA/EO Plan throughout January and February 2020 to educate MPTC staff on the important work ahead for the College.	Due to position vacancies and COVID-19 the roll out of the 2019-2024 AA/EO Plan and some of the plan activities did not occur.
Talent Management	Assess the feasibility of a short-term disability benefit for employees.	Kilgas	June 2020	Better align MPTC with the private sector and allow employees/supervisors more autonomy and flexibility with absence management/paid leave.	An initiative to implement a paid time-off and short-term disability benefit for employees has been submitted as part of the 2020-21 planning and budget process.	An employee paid short-term disability offering will be implemented in fall 2020 with further investigation of a possible paid benefit for 2021.

Objective 1.1: Establish a collaborative and supportive culture that ensures accountability and drives improvement.						
System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Talent Management	Coordinate on-site Comprehensive Civil Rights Compliance Review.	Stettbacher	June 2020	Successful completion of the on-site review performed by the Wisconsin Technical College System Office.	The Civil Rights On-Site Compliance Review will occur on March 26 & 27, 2020. Entrance and exit meetings have been scheduled along with individual meetings with accountable areas to begin evidence collection.	Due to the COVID-19 pandemic, the On-Site Civil Rights review was canceled and will be rescheduled.
Talent Management	Develop website and intranet content for effective candidate and employee experiences.	Broske	June 2020	Develop a website with the ability to evolve for progressive and more effective talent acquisition. Provide an effective platform for communication, access to information/services and utilization of resources on/offsite.	MPTC's .edu Careers portal has been updated to include video, improved content and navigation to increase the candidate experience. Talent Management portal pages have been developed to maximize the employee experience.	Talent Management continues to update portal content for employees to keep them engaged and informed.
Talent Management	Expand Talent Management capacity to develop and implement effective talent strategies.	Broske	June 2020	Enhance capacity to handle the ongoing workload associated with employee relations and focus resources on being an employer of choice now and in the future.	The addition of an Associate Director of Talent Acquisition role (filled in November 2019) provided capacity and expertise to assess talent acquisition effectiveness, implement process improvements and develop a comprehensive talent acquisition strategy.	Associate Director of Talent Acquisition continues to assess talent acquisition effectiveness, implement process improvements and is working to develop a comprehensive talent acquisition strategy.
Student Support	Review and enhance activities related to compliance with the Drug Free Schools Act.	Bauer	January 2020	Establish compliance with the Drug Free Schools Act and Title IV.	Drug and Alcohol Prevention Program draft under review. Plans prepared for distribution to all students and staff spring semester. Research completed and college initiative submitted to request online student assessment and referral tool for alcohol, marijuana, and prescription drug misuse.	The initial compliance audit and scope of work is completed. A tool for student drug education is identified and will be purchased for fall 2020 implementation. Notice to students and staff to comply with the Drug Free Schools Act has been deployed. A plan has been developed outlining future actions needed for continued compliance as part of the required Biennial Review process.
Financial Aid	Lead the effort to ensure College compliance with the Student Consumer requirements of Title IV by completing an audit and sharing any potential improvements with the College to ensure resolution of the issue.	Bodart	January 2020	A Student Consumer Information website that complies with Title IV requirements. An annual review and update process for Student Consumer Information.	Completed National Association of Financial Aid Administrators compliance review process, delivered report and established working team to implement necessary changes; second meeting to take place in January. Updates to webpage have started.	Title IX compliance issues have been addressed; Right to Know, Consumer Information and Financial Aid pages have been updated to meet requirements.
Student Services	Review existing policies and procedures related to Clery Act compliance.	Lieburn	September 2019	The Dean of Students will work with the Security Manager to ensure effective implementation of the Clery Act operational and reporting requirements. Updating some  Student Conduct and Title IX procedures may be necessary. Additional work will continue after 9/15/2019, to prepare for the 2020 submission.	Dean of Student and Student Development Manager worked with Security Manager and produced the Clery report with many additions and amendments.  Work is continuing to look at procedures in readiness for 2020 submission.	Policies and procedures related to Clery were reviewed and updated for the purpose of the report. Student Life is reviewing travel documents in July 2020.

**Objective 1.2: Encourage and support employee growth and development.**

System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Primary Learning	Implementation of Adjunct Faculty evaluation and professional growth process	Eden	June 2020	Implement an evaluation process and timeline for adjunct faculty and define opportunities for professional development.	The deans, in collaboration with Talent Development, have developed a process that is focused on professional growth and performance improvement. Adjunct faculty and their associate deans will be assigned this task in Cultivate U in January 2020 with a completion date for all the various steps in June 2020.	Adjunct evaluations launched in the spring 2020. Due to Covid-19 interruptions, there were some unanticipated impacts to the overall process. However, adjunct evaluations were completed for most of the adjuncts teaching during the 2019-2020 academic year.
Finance	Implement new 2020 W-4 form	Freund	December 2019	The new form W-4 will be designed to take all the recent changes from the Tax cuts and Jobs Act into account so withholding can be more accurate.	Information communicated to all employees via email and will present update at December College updates.	Completed as of January 2020 to include the roll out of a new form available to employees and new hires as well as payroll system updates necessary to support the changes.
Talent Management	Expand diversity and inclusion learning opportunities for employees.	Henken	June 2020	Advance the skill sets and competence of employees in order to support the College's Affirmative Action/Equal Opportunity Five-Year Plan and the Diversity and Inclusion Plan.	To-date, twenty new diversity and inclusion topics were introduced to employees and there were 905 employee diversity and inclusion workshop/training completions.	A total of 117 diversity and inclusion topics were introduced to employees with a total of 1,799 employee diversity and inclusion workshops and training completions.
Talent Management	Implement Employee Engagement and Talent Management Five-Year Plan activities.	Henken	June 2020	Increase communication, collaboration, employee satisfaction and engagement to support being an employer of choice.	The annual update of the Five-Year Plan was completed to reflect success in all categories identified for action and/or activities within the plan.	The 2020 Engagement Survey results showed 62% of Moraine Park Leaders scored 80% or higher on the Leader Index, and the accessibility and approachability of the President and V.P.s increased by 9 points.
Student Services	Develop training for all Student Services staff focused on communicating effectively with diverse populations. Develop training on how to respond to and deescalate challenging situations.	Snyder/Laster	June 2020	To improve staff communication with a more diverse student population. To ensure communication that reinforces student success, equity and retention.	As of the time of the Diversity Relations Manager's resignation, this training has not yet been developed.	Due to staff changeover this item is being continued into next year and coupled with customer service training for Student Services staff members. Lifebound has training we can utilize to reach this goal.

**Objective 1.3: Foster opportunities for flexibility that encourage a healthy lifestyle and work-life balance.**

System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Facilities	Create efficient space office/ work area concepts	Marquez/ Keenan	June 2020	Implement new office standards district wide to maximize existing space and cost effectiveness.	New Cross-functional team (CFT) has met twice, reviewing furniture options. CFT will assist with future classroom and lab changes. Some initial standards were changed to accommodate the open office concept faculty offices in West Bend. Survey from staff in open concept will help determine future designs of open concepts.	Completed pilot year of the new cross-functional team developed to provide direction to office standards. New standards including height adjustable desks and ergonomic chair standards have been implemented.

Objective 1.3: Foster opportunities for flexibility that encourage a healthy lifestyle and work-life balance.						
System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Talent Management	Expand wellbeing programming for employees.	Kilgas	June 2020	Build a healthy culture and minimize health-related costs.	Monthly Wellbeing campus visits have been well received and coaching sessions are planned. Go365 wellness program engagement is 68% compared to 65% for the same period last year.	Due to the COVID-19 pandemic, 1/3 of the Health Risk Assessments were not complete. Campus wellbeing visits and programs were offered virtually. Go365 wellness program engagement is 67% as of April 30, 2020 compared to 70% for the same period last year.

Objective 1.4: Engage all employees in effective communication practices utilizing appropriate channels and tools.						
System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Facilities	Facilities CMMS System - New Work Order System implementation	Marquez	December 2019	Implement a new software that will create a better workflow and FAC asset management.	Work team selected School Dude Software. Purchased and implementation has begun. System will be functional as soft opening to Facilities staff only beginning in Dec., and full roll-out at Spring semester start.	System integration completed. Old system eliminated from use. Adding functionality such as inspections, preventative maintenance, and vehicles as time permits.
Information Technology	College Intranet	Plamann/Baerwald	October 2019	Implement a solution providing an easy to use, end user experience including a robust search, responsive, and mobile friendly environment leveraging existing infrastructure.	First phase completed and in production since late September; overall response is very positive. Project has been closed and moved into a maintenance mode with future continued improvements on the horizon.	Project completed in Fall, 2019.

<b>STRATEGIC PRIORITY 2: Improve student success through innovative programming, delivery and services.</b>	<b>Metric 2.1: Build a supportive culture to create opportunities for students that reinforce the development and consistent demonstration of Core Abilities.</b> <b>Metric 2.2: Identify and develop adaptive learning models, instructional strategies and services to improve student access, engagement and success.</b> <b>Metric 2.3: Enhance recruitment and retention efforts to support a diverse student population.</b>
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**Objective 2.1: Build a supportive culture to create opportunities for students that reinforce the development and consistent demonstration of Core Abilities.**

System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Primary Learning	Implement SkillsTutor in the jails	Raad	June 2020	Jail students can complete computer literacy skills and academic skills on a secured program. Students can complete work outside of Student Success Center Hours.	SkillsTutor is operational at all four county jail locations. Over 65 students have accessed computer literacy and academic skill building via SkillsTutor. We are also able offer SkillsTutor at the on-campus Student Success Centers to help students with specific academic skill deficits.	SkillsTutor was utilized at all four county jail locations and on all three campuses to serve a total of 146 students. These students completed over 800 hours of instruction to improve their skills in the areas of Reading (Language and Vocabulary), Writing, Math (Algebra and Basic/Intermediate), Science, and Work Effectiveness.

**Objective 2.2: Identify and develop adaptive learning models, instructional strategies and services to improve student access, engagement and success.**

System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Primary Learning	Develop new programs offerings	Rice/Jascor	June 2020	Create new Associate Degree, Technical Diploma, and Career Pathway Certificate programs to be available beginning in the 2020/2021 school year.	<p>In the WTCS final approval phase for an IT Cybersecurity Specialist associate degree program, Meeting and Event Planner embedded tech diploma (31), Business Logistics Coordinator embedded tech diploma (31), Project Management career pathway certificate (61), and Training and Development career pathway certificate (61).</p> <p>Also finalizing WTCS and Bureau of Apprenticeship Services approval to offer the following apprenticeship programs: Maintenance Technician, Industrial Electrician, IT Help Desk, IT Software Developer, IT Data Analyst, and Financial Services.</p> <p>Curriculum is in the development phase for a fall 2020 launch of the Quality and Advanced Manufacturing associate degree program.</p>	<p>Received WTCS approval for IT Cybersecurity Specialist associate degree program, Meeting and Event Planner embedded tech diploma (31), Training and Development career pathway certificate (61), and Business Logistics Coordinator career pathway certificate (61).</p> <p>Awaiting approval for the Project Management career pathway certificate.</p> <p>Received WTCS and Bureau of Apprenticeship Standards approval to offer Maintenance Technician and Industrial Electrician apprenticeships. IT Help Desk, IT Software Developer, IT Data Analyst, Financial Services, and Mechatronics apprenticeships is in progress and expected in fall of 2020.</p> <p>The Quality and Advanced Manufacturing associate degree program will launch in fall 2020.</p>

Objective 2.2: Identify and develop adaptive learning models, instructional strategies and services to improve student access, engagement and success.						
System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Primary Learning	Launch new program offerings	Rice/Jascor	January 2020	Launch newly developed and modified Associate Degree, Technical Diploma, and Career Pathway Certificate programs to be offered in the 2019/2020 school year.	Human Resource Assistant career pathway certificate (61) will be available to students beginning in January 2020.	Human Resource Assistant career pathway certificate was available in Spring 2020 semester.
Primary Learning	Create and implement a plan to minimize student costs in terms of textbooks, and other print and electronic course resources	Rice/Jascor	June 2020	Fewer required online access codes for learning content, less course-related materials that are required of students to print, and the enhanced adoption of Open Educational Resources (OERs) in place of print versions of textbooks.	<p>Library Manager has created a project team of associate deans (initially) and will eventually have faculty and others participate. The associate deans are currently surveying their faculty and programs to identify the range of low to no-cost materials and traditional textbooks/access codes currently in use to see where reductions can occur.</p> <p>Nursing faculty continue to explore opportunities to utilize Open Educational Resources within the curriculum. Anticipated launch of this initiative is fall 2020.</p>	<p>The associate deans have a variety of strategies to identify and incorporate various Open Educational Resources (OER) and textbook reductions and eliminations in courses. Some will be implemented in the 2020-2021 academic year and others will be incorporated in upcoming academic years as they require curricular modification.</p> <p>During the spring, the Nursing program implemented OER in the Pharmacology course. Although other variables may have impacted the overall success rates, 100% of the students enrolled in this course passed. Two nursing faculty completed an Open Education Resources course offered by Chippewa Valley Technical College. Two Nursing faculty are working to develop OER for the Nursing Skills and Nursing Fundamentals courses for Fall 2020 semester.</p>
Primary Learning	Development of the Center for Online Learning	Pollard	June 2020	Development of a center for online learning to provide consistency with online instruction, standards and professional development of faculty.	The college initiative was approved, and the Peer review workshop was built & facilitated. The online teaching institute was developed & will be launched to faculty in mid-spring. These activities will be ongoing to enhance online instruction.	<p>Two training sessions were offered: a Peer Reviewer Training session during the Fall with 14 faculty. The session was facilitated to provide faculty with the tools to review courses taught by newer online faculty.</p> <p>An Online Teaching Institute offered in February with 16 faculty provided faculty enhanced online tools and engaging activities to build into their online course work. It centered on engaging students and facilitation of online assessments. These two training opportunities will continue to be offered to our faculty as professional development.</p>

**Objective 2.2: Identify and develop adaptive learning models, instructional strategies and services to improve student access, engagement and success.**

System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Primary Learning	Expansion of Adult Based Education (ABE) at the Department of Corrections – Taycheedah Correctional	Davies	June 2020	Provide material and administrative support to standardize ABE instruction at Taycheedah Correctional Institution.	The use of MPTC curriculum for ABE instruction at Taycheedah began in fall 2019. Materials were updated and instructors trained to facilitate accurately. To date an additional 10 FTE were obtained through those enrollments.	The program was implemented, and staff trained. Due to shutdowns related to COVID-19, less FTE than expected were generated. In total, 20.08 new FTE were generated from this initiative against the plan of 12.
Primary Learning	Faculty training and professional development for online and digital learning	Pollard	June 2020	Build and sustain excellence in online and blended instruction through a comprehensive and ongoing training and professional development program.	Course work for professional development for faculty has started – with additional training for faculty in both online delivery and curriculum development.	Faculty in general education facilitated a redesign of College 101 course (first year experience course). Software was purchased for additional enhancements with online courses, and additional tools for faculty to manage their online content. Curriculum process changes have also enhanced the online coursework. The Learning Management System and curriculum team was restructured, which will provide streamlined support for faculty in all modalities of instruction.
Facilities	Complete 19-20 planned capital projects	Marquez	June 2020	Complete the capital projects per the approved 3yr plan.	O-wing addition has begun; Beaver Dam renovation is finishing design; West Bend Building Automation system upgrade was approved, and work began in December. The RTU unit was replaced in Oct.; West Bend roof replacements will begin in Spring.	Completed projects per the master facility plan: B-wing Automation & Rooftop Unit Replacement, West Bend Café Roof replacement. Soon to be Completed: O-wing Addition – early August, Beaver Dam Health Remodel – Mid August.
Student Services	Through the Guided Pathways model, define holistic advising and advisor and specialist roles within the context of that new definition with input from the Guided Pathways Team and the Achieving the Dream on-site visit report.	Lieburn	May 2020	Establish an institutional definition of advising that will be the basis for academic advising services offered by MPTC. Update job descriptions.	Guided Pathways teams for Advising and Careers are focused on developing potential advising models for final recommendation in April. Advising models will integrate transfer and align career advising roles across the College. Focus groups are being done with students to solicit input on potential advising changes. Student Satisfaction Inventory data was analyzed and shared with Academics and Advising team members to inform discussion regarding potential changes.	The advising manager led a work team to create recommendations for the Advising Model based upon information from the Student Success Center (Guided Pathways) Scale of Adoption, the Advising Model Work Group, the Achieving the Dream Site Visit, Student Satisfaction Inventory, and Associate Dean/Dean expectation meeting. This document was completed and sent for review in early June.

Objective 2.2: Identify and develop adaptive learning models, instructional strategies and services to improve student access, engagement and success.						
System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Student Services	Through the Guided Pathways model, determine how to integrate career advising for new and current students.	Lieburn	May 2020	Each specialist, advisor and recruiter will be able to effectively guide a student through a career discussion using available resources. Help every new student explore career/college options, choose a program of study, and develop a full program plan as soon as possible.	Committee is formed, initial discussions regarding direction of this work is completed. Committee will develop a grid outlining career advising functions for specific roles in Academic Affairs and Student Services.	The Integrating Careers work group has been meeting to develop recommendations. Recruiters, advisors, and faculty will have intentional touch points with new and current students to help reinforce career/program choices or offer referrals to our Careers counselors. The touchpoints the College will focus on the first year are: Pre-admission/Inquiry, recruitment events, Program Advisor Meeting/Orientation, College 101, first semester gateway courses, third semester program courses, various "concern" points, and program career experiences (clinical, practicum, internship).
Student Services	Implement Examity, a service that provides a student with a virtual remote proctor for their exam in order to enhance online service options.	Waldvogel-Leitner	January 2020	Ability to provide students with remote administration of admissions testing.	Examity has been implemented and introduced to all of Student Services staff. We are in the process of adding additional Examity information to our website. Moving forward we are looking at ways to utilize the service to help meet on-demand Accuplacer needs.	Examity has been implemented and introduced to all of Student Services staff. Information has been added to our website. We are utilizing the service to help meet on-demand Accuplacer needs. As the service was down during early COVID pandemic days, we are also utilizing a home-grown system for virtual proctoring using Zoom.
Student Services	Anticipating the new CRM, continue work started in Spring 2019 to develop a comprehensive communication plan for students post admission. This process began with a small team developing communications from advising and will progress to address the whole student lifecycle.	Ruback	June 2020	A comprehensive student communication plan will be developed that addresses the entire student lifecycle.	Communications through first semester are completed and several other returning segments are started or completed. The entire cycle still needs fine-tuning and more organization.	Progress continues and is 75% complete. Some delays and sidetracking of goal due to on-demand efforts for COVID circumstances and messaging. Will be continued into next year.



**Objective 2.3: Enhance recruitment and retention efforts to support a diverse student population.**

System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Primary Learning	Develop an implementation plan for on-line vocational program delivery at the Department of Corrections	Hall	June 2020	Delivery of course work for two on-line programs at the Department of Corrections.	Successful delivery of two courses supporting the Business Management and Small Business/Entrepreneurship programs, starting with 9 students. Over 60 students expressed interest in participating, with personal funding the biggest challenge. Additional registrations of 8 students are planned to join the cohort for the spring semester, with summer courses planned for them to “catch up” with the classes they missed in fall to ensure they can stay in line with the group. New programs for web specialist and health and wellness technician will start in fall 2020, along with a second group of business management and small business entrepreneurship. The team is on track, with significant interest from three institutions.	<p>Programs ran with students from three institutions – Taycheedah, Waupun and Kettle Moraine Correctional. In total, 15 students enrolled between the two programs. Progress was delayed in Spring due to COVID-19, resulting in institutional lockdowns and student withdrawals. Waupun students were most dramatically affected. No summer “catch up” classes were offered due to the continued lockdowns. Virtual recruitment for the fall cohort began in July 2020. While on track to reach the goal until the shut-down, 4.87 FTE were generated against the plan of 8.</p> <p>The College was not awarded Second Chance Pell inclusion for 2020-21.</p> <p>Two new programs will be added in January 2021. Health and Wellness Technician and Administrative Professional. In addition, rental of the technology will take place with two additional colleges as an alternative source of revenue.</p>
Student Services	Implement the annual work plan related to supporting the Strategic Enrollment Management plans and strategies.	Waldvogel-Leitner/Lieburn	June 2020	An annual plan of work will be developed that focuses efforts of units on the recruitment, and retention of students for the College. Accurate benchmarking data will be critical to develop a baseline set of numbers for both recruiting and retention.	This is ongoing. We have now developed a more collaborative relationship with Academics to jointly decide on goals and strategies moving forward. Both the Recruitment and Retention teams are working closely to improve enrollment through communication, outreach to students, and process improvements.	This is well under way and will be ongoing. We have now developed a more collaborative relationship with Academics to jointly decide on goals and strategies moving forward. These goals and strategies are outlined on an annual basis in a shared playbook document. Standard reports and benchmarking data are still under development.
Student Services	Investigate and plan for the deployment of multi-lingual support across Student Services.	Snyder/Laster	June 2020	A plan to ensure Title VI bi-lingual support compliance.	Planning is underway. State contract for services is identified. College initiative for purchase in FY21 is being submitted.	A product was identified and a plan for deployment in Fall 2020 is underway.
Student Services	Implement Promising Futures – Adult Promise Program	Schwamn	January 2020	At least 30 adult learners are enrolled that can benefit from the Promise Program.	13 Promising Futures student started in Fall 2019. Additional nine students to begin in Spring 2020.	Currently 25 enrolled. COVID-19 is believed to have affected the numbers for Fall 2020

<b>STRATEGIC PRIORITY 3: Strengthen our K-16 and community connections.</b>	<b>Metric 3.1: Create systematic processes to build relationships with high school faculty, staff and parents within our district.</b> <b>Metric 3.2: Develop and promote seamless pathways for K-16 and adult career opportunities.</b> <b>Metric 3.3: Increase the visibility of MPTC's impact to the communities we serve.</b> <b>Metric 3.4: Develop and grow continuous relationships with businesses, alumni and community agencies to improve promotion of educational opportunities, student persistence and career placement.</b>
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**Objective 3.1: Create systematic processes to build relationships with high school faculty, staff and parents within our district.**

System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Primary Learning	Implement a hybrid on-line solution through Canvas for customized training students	Hall	June 2020	Delivery of course work for two clients through Canvas.	Seminars for JF Ahern have been developed and delivered, with a second cycle planned for January 2020. No issues have been identified by the client or college. Customer satisfaction remains high for this delivery option. Another company is in discussion for Spring delivery, along with the transition of four Workforce Solutions seminars for the spring semester.	<p>A second cohort of JF Ahern employees utilized the system in Spring. No technology issues were identified, and customer satisfaction remains high. The DNR awarded a \$56,000 contract for the development of an online management training program utilizing the technology.</p> <p>Due to COVID-19 college closures, virtual and canvas options were utilized. In addition, new sales opportunities were investigated. An online Learning Library of classes is currently in development, with an initial launch planned for fall 2020, utilizing this platform and expanding our online presence.</p>
Information Technology / Academic Affairs	Automate registration for High School Dual Credit Instructors and Students	Neumann / Pollard	Phase 2: January 2020	Phase 2: Students are able to electronically register and access appropriate resources online.	K-12 students can utilize an online form for enrolling in their dual credit coursework at their high school. Analysis is ongoing to determine if a longer-term solution is preferable.	The online registration tool is currently functioning very well. A video was created for students to help assist with the online form. High school teachers play the video before students complete the online registration form. This has helped with ensuring students receive the same information consistently. K-12 has provided revisions to the website so online resources are available to our dual credit students.

**Objective 3.2: Develop and promote seamless pathways for K-16 and adult career opportunities.**

System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Primary Learning	Develop a mentorship program for K-12 faculty	Pollard	June 2020	To Provide all K-12 faculty with an MPTC faculty in their specific program area that is assigned as a point of contact for questions as it relates to curriculum.	Continuing to organize the mentorship program with the K-12 teachers and MPTC staff.	The formal mentorship model is still being developed by the K-12 team in order to find the most appropriate fit for our K-12 teachers. The K-12 team continues to connect faculty with K-12 teachers to review curriculum items and provide guidance and resources.

Objective 3.2: Develop and promote seamless pathways for K-16 and adult career opportunities.						
System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Primary Learning	K-12 Academy Model	Pollard	June 2020	Increase in credentials earned within high school, and an increase in dual enrollment direct out of high school. More streamlined programming in K-12 to provide more opportunities for students to enroll at MPTC.	Opportunities for credential attainment in the high schools are a continued focus for the K-12 team. This is an ongoing activity.	The K12 Team continues to work with our high school partners to find the best package of courses for students, whether that be a series of courses within a program or individual courses from a wide array of programs.
College Leadership	Explore new partnerships within Ripon/Green Lake service area	Baerwald	December 2019	Increase visibility and engagement within the western region of our district.	Collecting student and population data to share with community leaders. Met with Ripon College to explore new transfer agreements for our students.	Due to COVID-19, project is currently on hold.
College Leadership	Enhance web navigation and content updates	Potts	March 2020	Better user experience for web visitors.	Moraine Park .edu site will launch with updated layout and navigation on December 19.	Completed .edu refresh, which includes updated navigation, layout, content on many pages. Also, a revived (people and purpose) Web Governance cross functional team will help support these efforts. Monitoring and measurement of analytics will help our web work continuously update and improve in the future.

Objective 3.3: Increase the visibility of MPTC's impact to the communities we serve.						
System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Primary Learning	Create a fall or winter lecture series	Rettler	March 2020	Community outreach and Campus Awareness.	This year's lecture series will be a partnership with Kewaskum Remembers, Wisconsin 911 Memorial, the series will be on four consecutive Thursdays in February.	In partnership with Wisconsin 9/11 Memorial-Kewaskum Remembers, the West Bend Campus hosted "9/11 February Lecture Series 2020" for four Thursdays in February. Guest speakers focused on topics revolving around the events of 9/11 and how they changed our world. Over the course of the series, approximately 200 members of the community attended.
Primary Learning	Host Business After Hours event for the BD Chamber	Pollard	June 2020	Improve community outreach and campus awareness.	We will be working with the chamber to facilitate an event after the remodel of the campus in summer of 2020.	Currently have a business after hours event scheduled for October of 2020 to showcase the new construction on the Beaver Dam campus. Due to COVID, this event may need to be altered.

**Objective 3.3: Increase the visibility of MPTC's impact to the communities we serve.**

System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
College Leadership	Increase number of events/sponsorships	Urban	June 2020	Strengthen and grow relationships with community organizations.	A slate of cultural events for 2020 is coming together with the continuation of past events and new opportunities.	Eight new event/sponsorship activities were added. Expanded exposure at the Washington Co. fair. Two new events were developed with partner schools – Martin Luther King. event, which included the College donating culturally responsive books to partner-school libraries and employees reading these books with individual students; “Read Across America” event with employees taking time to read to classrooms.
College Leadership	Share Innovation 2025 plan with communities	Baerwald	June 2020	Increase visibility.	Innovation 2025 communication plan completed. Sharing plan during stakeholder conversations as appropriate.	Innovation 2025 communication plan completed; implementation begins this summer.

**Objective 3.4: Develop and grow continuous relationships with businesses, alumni and community agencies to improve promotion of educational opportunities, student persistence and career placement.**

System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
College Leadership	Create foundation stewardship plan	Bourland	October 2019	Enhance donor relationships.	Created the President's Circle for top level donors. Will work with new team member when hired to create plan for remaining donors.	President's Circle is being revised to account for COVID-19 restrictions. Foundation stewardship plan is complete for all donors.

<b>STRATEGIC PRIORITY 4: Advance the efficient and effective use of technology.</b>	<b>Metric 4.1: Develop standardized business processes and technology that ensure a state-of-the-art student and instructional experience.</b> <b>Metric 4.2: Leverage technology to streamline data access and improve reporting and decision-making while ensuring the integrity and security of sensitive data.</b> <b>Metric 4.3: Expand the awareness and effective utilization of technology and data solutions in accessible environments.</b>
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**Objective 4.1: Develop standardized business processes and technology that ensure a state-of-the-art student and instructional experience.**

System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Primary Learning	Replace CISCO Telepresence rooms	Rettler	August 2019	Replace end of life Telepresence equipment with new technology.	All 3 Telepresence rooms have been replaced.	All three telepresence rooms have been replaced.
College Leadership	Continue implementation of ERP project	Baerwald	June 2020	Leverage effective technology and enhance user experience.	Due to progress and development issues, currently addressing next steps with software and implementation vendors through contract revisions.	Contract negotiations in process to define a standstill agreement with Campus Management Corp. Currently optimizing Banner 9 solution.
Information Technology	Develop Virtual Desktop Integration (VDI) for Academics Proof of Concept	Plamann	June 2020	Demonstrate a potential VDI solution in an Academic setting to College Leadership who will provide direction on next steps.	Demoed to Academics and in process of developing a pilot group to utilize in production Fall 2020. Business classes as well as the Auto lab seem to be the targeted areas for Fall 2020 pilot groups.	Plans are in place to implement Virtual Desktop Integration (VDI) for Academics for six programs in Fall 2020. Most interesting of these is in Auto labs. This area will be utilizing new end point devices as well as VDI for software access. This is the most complete picture of what this environment will look like.

**Objective 4.2: Leverage technology to streamline data access and improve reporting and decision making while ensuring the integrity and security of sensitive data.**

System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Primary Learning	Develop and submit Higher Learning Commission Interim Assessment report	Eden	June 2020	Positive feedback for evidence tracking.	A project team has been assembled. The team identified key components of the report, developed preliminary draft, and shared the draft with the HLC staff to ensure we are meeting their expectations.	The project team has completed the first draft and plans to have the Higher Learning Commission consultant review the draft in late July or early August. Will submit the report in late August or early September.

**Objective 4.3: Expand the awareness and effective utilization of technology and data solutions in accessible environments.**

System/Unit	2019-20 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Student Services	Finalize the Accessibility policy and procedures for implementation.	Bauer	May 2020	An institutional policy and a procedure ensuring MPTC's compliance with federal requirements related to accessibility for all persons.	Policy under revision by the College-Wide Accessibility Cross Functional Team. Procedures for facilities, information technology, and events are scheduled for development in spring. Procedure revisions for captioning, service and emotional support animals, and accommodations are under development.	The accessibility policy was developed and approved for June 1, 2020. A procedure focused on student access to disability resources was developed and was approved and deployed.