

**MORAINE PARK TECHNICAL COLLEGE
2020-21 COLLEGE STRATEGIC PLAN**

End of Year Report

STRATEGIC PRIORITY 1: Enrollment	Metrics: To be defined in detail
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Objective 1.1: Develop creative, alternative and flexible delivery methods, schedules and credentials to increase enrollment and retention.						
System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Academic Affairs	Expand the Department of Corrections Online Learning Opportunities project through the release of two program tracks, offering classes in the fall and spring semesters (CI019)	Hall	May 2021	Increased enrollments and FTE; potential for 12-18 additional FTE in year 1	In Process: Final decision on new cohorts to be made at 12.11.2020 meeting, based on student interest. COVID lockdowns have limited recruitment efforts to this point.	Cancelled: No new programs were added in 2020 – 2021 due to continued COVID lockdowns. Health and Wellness Technician was delayed to a fall 2021 start. Current programs in process include Business Management, Small Business Entrepreneurship and Administrative Professional.
Academic Affairs	Second Chance Pell implementation	Hall	December 2020	New students enrolled in Pell funding to incarcerated individuals through new program development	Cancelled, as we did not receive approval for Second Chance Pell.	Cancelled. Approval for Second Chance Pell not received.
Academic Affairs	Water Quality Instructor (CI020)	Hall	June 2021	Increased enrollments - approximately 600 per year Increased contract revenue - \$124,732 per year for 3 years Increased FTE - non-credit courses, so limited 3-4 per year	Completed. Instructor hired in August, 2020. 27 classes conducted, 127 enrollments, .59 full-time enrollees (FTE) since June 1, 2020.	Instructor resigned in December 2020; replacement hired in May 2021; utilized adjuncts in the interim as all classes were held virtually due to COVID restrictions. 45 classes conducted, 377 enrollments, 1.26 full-time enrollees (FTE) since June, 2020.
Academic Affairs	Transition Welding Boot Camp Instructor off of General Purpose Revenue grant funding to General Fund (CI024)	Hall	June 2021	The welding boot camp will serve approximately 30 students annually and generate approximately 15 FTE annually. It is anticipated this will be maintained moving forward. No new FTE are anticipated. Anticipated 38.14 contract and support revenue is \$143,190. This is the same as is currently received annually. No new dollars are anticipated.	Complete. Budget transition complete with the start of the fiscal year. Position open due to staff transition in the spring. Alternate instructor teaching in the boot camp for now. Enrollments lower than expected due to COVID, however contract revenue remains constant. New welding instructor starts December 7, 2020 to support needed workload.	Final welding instructor position filled in December 2020. All welding boot camp programs ran as planned in 2020-2021 academic year.
Academic Affairs	Continue to explore and implement new program and course delivery modalities and mediums to better meet the needs of students.	Rice/Jascor/Raad	Ongoing	Conduct assessments of programs, courses, and resources such as faculty, classrooms, and technology to identify opportunities to better meet the needs of students and attract a new population of students to the College. Possibilities may include strategies such as Virtual Desktop for students, creating formal part-time program tracks, scheduling course so students may have a shortened time to degree completion, implementing remote synchronous course student access, and creating courses on demand, to list a few.	Added remote access capabilities to over 70 classrooms to allow students the opportunity to attend classes face-to-face or virtually. Piloted student virtual desktop instruction (VDI) and software access in Business, Information Technology, and Automotive programs via on-campus computers. Working on expanding VDI to other program areas and creating a basic VDI image that all students could access from anywhere with their own computers.	Improved functionality of Video Conferencing rooms and web-enabled classrooms by updating and reconfiguring placement and settings of cameras and mics. Collaborated with IT on student virtual desktop infrastructure (VDI) and software access several program areas. A cross-functional team, using student feedback, redefined course delivery modalities that are displayed in the course search feature of the College website and was done to minimize student confusion of various options as well as bring greater visibility to the synchronous options for students.

Objective 1.2: Cultivate innovative teaching and learning practices to improve student success through the use of emerging technology, equipment, and teaching methodologies.						
System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Academic Affairs	Expand online learning opportunities within customized training	Hall	December 2020	Create new non-credit customized training offerings delivered in Canvas	In Process. Soft launch of the Learning Library in November 2020 with 10 customers and 100 students. Short self-paced courses are available as supplemental and supporting materials for existing courses. 23 courses are currently available for leadership and manufacturing students. In addition, four self-paced 4-hour courses are available for individual enrollment.	Complete. Learning Library development launched for revenue generation and student access in the Leadership track on contracts in January 2021. Primary focus shifted to leadership topics. 30 courses are available in the leadership and HR tracks. Technical tracks will be the focus in 2021-2022. 117 enrollments for 2020-2021.
Academic Affairs	Implement Assessment Plan	Rettler	June 2021	A successful re-accreditation	Over the last 6 months, the primary focus has been on starting and refining smaller assessment practices including: <ul style="list-style-type: none"> • Program Quality Review • Co-Curricular assessment • Career and Life Skills A draft of the college-wide assessment plan is completed and currently being evaluated by stakeholders across the college.	Kicked off the Program Quality Review (PQR) process. Organized and finalized the data report used for PQR. Finalized the review process and timeline and completed the first program review. Created the Assessment Cross-Functional Team and reviewed assessment documents, procedures, and results. Began a pilot of co-curricular assessment with the help of the Student Involvement Specialists. Reviewed results and began to refine the process and planned expansion of the process.
Facilities	Furniture test classroom (CI035)	Marquez/Keenan	June 2021	Test classroom set-up with different manufacturer's tables, chairs, soft seating etc. Cultivate innovative teaching & learning practices to improve student success using emerging technology, equipment, and teaching methodologies.	Worked with Furniture Supplier to setup vendors for test products. Identified the classroom which will be the test room for the products, B121. Working with the Furniture Supplier and the Classroom Cross-functional Team to complete the evaluation and survey process and forms.	Working with furniture vendor to select rotational test furniture and power/data tracks. Expect to be ready for fall classes.
Student Services	Deployment of a language translation service (Language Line) for students at Student Services offices and other key district locations. (CI041)	Laster	June 2021	Comply with Title VI language services for students that speak English as a second language and provide equitable services to non-English speaking students across the District.	Completed and implemented October 2020.	The Language line has been implemented but underutilized, costing only a little over \$70. Education and training around the use of this tool will take place in the Fall with Customer Service training.

Objective 1.3: Utilize technology to create a seamless and intuitive learning experience.						
System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Academic Affairs	Launch Interdisciplinary Simulation Laboratory on the Beaver Dam campus (CI031)	Jascor	June 2021	Provide students a realistic, interdisciplinary simulation lab following the Beaver Dam remodeling project.	The Interdisciplinary Simulation laboratory opened on the Beaver Dam campus in time for the start of the fall 2020 academic term, utilized primarily by nursing, nursing assistant and the emergency medical service program areas.	The Interdisciplinary Simulation laboratory launched with the start of the fall 2020 academic year. With Covid-19 limiting off-site clinical opportunities across the district, the lab was utilized extensively. Mid-fall, a FT simulation specialist was hired to provide IT support for this laboratory. Throughout the academic year, several training sessions on the use of simulation were made available to faculty from across the district.
Academic Affairs	Implement College-wide approaches to minimize student costs in terms of textbooks, and other print and electronic course resources.	Rice/Jascor/Raad	Ongoing	Fewer required online access codes for learning content, less course-related materials that are required of students to print, better instructional use and increased rental options for required print textbooks, creation of Zero Textbook Cost (ZTC) courses and programs, enhanced adoption of Open Educational Resources (OERs)	Associate Deans in areas with potential for adoption are working with faculty to assess and document what is currently being utilized as well as their curricular associations. The results of this process will be utilized to inform future direction and next steps in the adoption of increased OERs.	Obtained student access to LinkedIn Learning as one solution to minimize student textbook costs. Faculty can now work to identify curriculum content from within LinkedIn Learning that students can access through Canvas to enhance learning.
Academic Affairs	Cidi Labs Design Plus (CI043)	Pollard	June 2021	Instructional design tool developer Cidi Labs offers a suite of tools designed to make courses in Canvas more visually engaging, interactive, and appealing to students. We expect that this approach to design will enhance student's cognitive presence in online, blended, and on-ground courses.	Cidi Labs product Design Plus was purchased, and the development of templates has begun.	Completed, the Learning Management System Team will be utilizing these and other layouts for online design.
Academic Affairs	Community Engagement Activities	Pollard	June 2021	To participate in community events both on and off campus to enhance MPTC presence in Dodge County	Participate in Chamber and Manufacturing Business Alliance events as often as they are hosting throughout the pandemic.	Manufacturing Business Alliance paused during COVID, now starting back. Participated in chamber events online.
College Leadership	Complete rollout of new student portal, including gamification component.	Potts	December 2020	Increase student retention—via use of technology to create an intuitive learning experience	Rollout completed; student portal and gamification being used by student body.	Current phase completed. Future portal development continues to be a discussion item with Student Services and IT.
College Leadership	Create a plan to digitize all presidential office permanent records	Jelinek	March 2021	Create simplified and user access for record retention	Initial plan has been developed to complete work in Summer/Fall of 2021 and a College Initiative request submitted.	Digital storage space has been created and a new temporary employee will begin the project in July 2021.
College Leadership	Continue efforts to implement a new ERP solution (CI045)	Baerwald	June 2021	Create an intuitive, future-focused ERP solution that improves student and staff engagement and efficiency	MPTC and Anthology (formerly Campus Management Corp.) are negotiating a potential standstill agreement for a period of three years.	A standstill agreement was negotiated and completed in February 2021.
Information Technology	Mobile Device Management Implementation (Phase 1)	Buytendorp	June 2021	Update Faculty devices at their homes since they are not on campus when teaching online or non-contract over summer.	Waiting for the network infrastructure to be configured for Intune via Microsoft FastTrack. Completed limited testing until fully integrated in MPTC's production Azure Active Directory.	Scope changed and new technology will be implemented in 2021-22.

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System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Student Services	Research CRM Vendor Path for Implementation in 2021-2022 (CI044)	Ruback	June 2021	Upgrade to state of the art platform. Increase integration of Marketing and Recruitment work via campaigns. Improves ease of use for future conversion to next MS Dynamics Customer Relations Management (CRM) product.	Placed on Hold for FY22.	IT and Recruitment determined that an upgrade to the current version can be undertaken as a minor project in FY22. Recruitment and IT will work with Marketing & Communications to develop new prospect and market development functionality within the upgraded CRM in FY22 and FY23.
Student Services	ERP/CRM (CI053)	Barrett/Clark/Bauer/Lieburn	June 2021	Internal referral system (workflow) for staff to submit concerns to Counselors, SS Center, etc. <i>(not for behavior issue/BIT referral but to connect student with someone)</i>	Prototype currently being tested by faculty and advisors. Full implementation expected in Spring term.	The internal referral system was implemented in January 2021 for faculty and staff and 3 older systems are being deprecated. Enhancements are under way to report conduct issues in the system.
Student Services	Joint effort with Academics to implement Banner 9 Registration "vanilla" functionality including parts of term and waitlist. (CI057)	Marquardt	June 2021	Substantially improve the online registration experience, as the current online registration system does not work well and generates a substantial number of student complaints.	Parts of Term setup completed for Summer 2021. Currently working on moving to using Banner delivered waitlist technology. Project completed in December.	Parts of term set has been completed for fall 2021, spring 2022, summer 2022 and non-credit term for 2022-23. Waitlisting being implemented for Spring 2022 registration in November. A roadmap will be created in FY22 for Banner 9 self-service functionality to include registration process.
Student Services	Joint effort with Academics to implement an online catalog/student handbook management system. (CI059)	Marquardt	June 2021	Catalog and handbook are required to be printed annually. Provides online storage and backup of historical catalogs, reduces entry of course description from 4x/year to 1x/year, thereby improving consistency and accuracy while improving staff productivity.	Product selected. Project plan developed. Project is in design/planning phases. Expected completion June/July 2021.	Catalog management system (CourseLeaf) went live June 30, 2021. Currently developing procedures/workflows for annual process of updating the catalog.
Student Services	Research Degree Audit Software for Implementation in 2021-2022	Clark	June 2021	Will provide the ability to effectively track, report and analyze student progress.	In progress. Budgetary estimate secured for FY22 fiscal planning.	Decision made to implement Ellucian Degreeworks beginning in September 2021.

Objective 1.4: Provide integrated, targeted support services that promote individual student success, holistic growth and wellness.						
System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Academic Affairs	Create and implement updated Core Abilities and Learning Outcomes	Raad	May 2021	Address need for updates/revisions to MPTC Core Abilities and General Education Learning Outcomes	The new Common Learning Outcomes, retitled "Career & Life Skills" (C&LS) have been created and are being implemented in programs as part of the Curriculum Review process. In three years, the C&LS will be fully implemented.	The Career & Life Skills have been implemented as part of the curriculum review process and is on target for the timeline.
Academic Affairs	Strengthen the student service/volunteer opportunities thru increasing student participants, total hours, and awards	Raad	May 2021	Increased student service/volunteer impact	Data from July 1, 2020 to date: <ul style="list-style-type: none"> - 65 community partner postings on Noble Hour for students. - 27 students participated, with 961 hours helping 40 community partners, 16 students earned awards this fall, 3rd Presidential Award winner at 200 hours. 	Data from July 1, 2020, to date: <ul style="list-style-type: none"> 73 community partner postings on Noble Hour for students and staff. 59 students participated with over 3,500 hours. 53 Spring students earned awards with our 4th Presidential Award winner at over 200 hours. Conversations taking place with student life to include Gold/Presidential award winners in the student awards banquet.

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System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Academic Affairs	Continued work of the General Studies Marketing Taskforce	Raad	May 2021	Increased visibility and recruitment of potential student in General and Basic Education courses.	Work of the General Studies Marketing Taskforce included an entire rebuild of the General Education, Adult Education, and Career Services websites. Faculty have participated in recruitment events in person and virtual as well as targeted marketing efforts.	The project is completed, and on-going updates will be occurring. Blogs and feature stories are also being highlighted.
Academic Affairs	Continue to pursue new relevant funding opportunities	Rettler	Ongoing	Look for grants and foundations to allow us to purchase relevant technology and for capital improvements.	The Department of Labor (DoL) H1-B One Workforce project grant would provide approximately \$2.4M over four years, the Employment and Training Administration Strengthening Community Colleges Training grant will provide approximately \$2M in funding over the next four years, and the DoL Institutional Resilience and Expanded Postsecondary Opportunity (IREPO) grant will provide approximately \$1.5M in funding over the next two years.	<ul style="list-style-type: none"> The Department of Labor (DoL) H1-B One Workforce project grant would have provided approximately \$2.4M over four years (Not Awarded) Employment and Training Administration Strengthening Community Colleges Training grant would have provided approximately \$2M in funding over the next four years (Not Awarded) DoL Institutional Resilience and Expanded Postsecondary Opportunity (IREPO) grant may provide approximately \$1.5M in funding over the next two years (Haven't heard back yet) Workforce Advancement Training (All six applications for 21-22 were awarded for a record amount of \$879,050) <p>In addition to the regularly recurring funding (AEFL, Perkins, & State grants), with a net revenue increase for 2020-21 over 2019-20 of \$222,536, MPTC received \$4,657,784 in federal pandemic relief funds (CARES, GEER, DMI, CRRSSA, ARP).</p>
College Leadership	Implement the President's Circle plan (CI051)	Baerwald/Bourland	September 2020	Make MPTC a philanthropic destination for the future	Four inaugural donors have committed to join the circle and provide testimonials for the brochure. The brochure and pledge card are complete.	Fourteen donors have joined the President's Circle for a total of \$14,750 in unrestricted funds. Solicitations for additional members is ongoing.
Finance	Develop project team to determine future of campus bookstores (CI046)	Kasubaski	June 2021	Select and implement bookstore model to align with needs and strategic direction of the college.	The project team has drafted critical success factors, conducted research on various bookstore models and has put together a recommendation for next steps.	The project team recommended and completed a Request For Proposal and selected a new vendor, eCampus. The implementation and transition will occur during the fall and ready for spring 2022.
Finance	Administrative Policies and Procedures	Kasubaski	June 2021	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.	Work continues on policy and procedure development although the COVID response has affected the progress. Three new policies and two procedures have been completed this fiscal year.	Progress has been made on the development with completion of a total of nine policies and 26 procedures to date.

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System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Student Services	Implement comprehensive advising model using a program cluster approach.	Clark	June 2021	The new advising model implementation will deploy career advising across the student lifecycle and result in advisors being able to provide transfer advising services to students, increase student retention, persistence and four-year transfer.	With the exception of transfer advising, several improvements were made to the entire advising model to increase student retention and persistence. Transfer advising will be addressed this spring.	The new advising model is implemented, and assessment of changes will continue to be monitored. Advisors will be trained in career awareness skills this coming year to complete the integration of career development into the student lifecycle.
Student Services	Deploy alcohol and illicit drug training tools for students to be utilized within Counseling Services and College 101 (CI013)	Bauer	June 2021	To comply with the Drug Free Schools Act. To minimize the use of illicit drugs and alcohol abuse among the student population.	Training tool is acquired, and deployment work is underway.	The college purchased membership in the Higher Education Center for Alcohol and Drug Misuse (HECAOD) which provides free access to online screening and intervention tools. We will be providing students with free unlimited access to the three tools through the student portal, at the Counseling Services site.
Student Services	Revise Behavioral Intervention Team (BIT) roles and functions to align with the new Threat Assessment team and processes.	Barrett/Lieburn/Schwamm	June 2021	Current configuration including BIT only addresses students of concern; no threat assessment process exists. Memorandums of understanding with police/fire agencies need to exist and defined processes related to a potential threat do not exist across the College.	New BIT Team has been meeting monthly since August 2020. Training is taking place using NaBITa's (National Association of Behavioral Intervention and Threat Assessment) '20 Minutes to Trained' videos. New Threat Assessment Team has not been formed.	The decision has been made to focus on a Threat Assessment Team managed by security. The BIT team is being discontinued in favor of a triage-based intake referral process currently being developed.
Student Services	Revisit the course cancellation policy and its impact on enrollment.	Marquardt	June 2021	It can be difficult for late applicants to find class sections; this can cause us to lose students. In addition, cancelled classes may be harmful to our returning student retention.	Increased communication between student services and academics to review processes prior to semester starts. Impact of course cancellation has decreased due to increase communication between our two areas. Continuing the discussions for January.	Group met weekly before both fall and spring semesters. Discussed incoming students and the needs seen in both Student Services and Academics. This communication was highly effective and will be continued for Fall 2021.
Student Services	Implement unit-wide customer service expectations and assess effectiveness.	Waldvogel-Leitner	June 2021	Use existing Enrollment Services standards with agreed upon changes from 19-20. Implement training for all staff and secret shopper assessment.	Initial meeting with consultant and trainer held on September 22. Planning for initial session in November and follow up sessions in February. Secret shopping personas have been developed and are set for the first part of November.	Complete. Consultant presented two sessions to Student Services staff on February 24. Staff feedback was very positive. Planning to continue with customer service standards rollout and additional activities in FY22.
Student Services	Transition the PT Financial Aid position that is being paid from Temp dollars to a permanent PT position. (CI032)	Bodart	June 2021	Position processes incoming documentation and will be needed during Banner optimization effort and to support potential Second Chance Pell efforts.	Completed.	Position was hired in July 2020.
Student Services	Coordinate Promise Program and EDGE recruitment efforts	Buchanan/Schwamm	June 2021	Provide increased support opportunities for Promise students through academic enrichment activities and additional grant dollars.	7 of 24 Promise Students joined EDGE at the beginning of Fall 2020. One Promising Futures student joined. EDGE providing additional grant aid to participants up to \$1000 per semester.	All Promise students who are also EDGE are now being exclusively advised by EDGE advisors. EDGE providing additional grant aid to participants up to \$1000 per semester.

Objective 1.5: Expand attraction and retention efforts for both high school and working age adults while increasing community ownership.						
System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Academic Affairs	Create a sustainable model to financially support short term dislocated worker training programs and expand programming	Hall	May 2021	Obtain alternative funding streams to continue to provide boot camp opportunities to the dislocated population	In Process. Two 4-year Department of Labor grant applications submitted.	Complete. MPTC-led Department of Labor grants were not approved for funding. A joint DOL grant for the implementation of telehealth certificate development in partnership with the South Central and Fox Valley Workforce boards was funded, of which MPTC is a contracted service provider for two years. WAT grant submissions were approved for funding to support the continuation of welding and CNC boot camps for one year.
Academic Affairs	Welding Instructor (CI026)	Hall	June 2021	<p>Increased 38.14 contract sales - new \$68,000, retain \$68,000 Increased FTE - 4 from Department of Corrections-Burke Center project (retain), with potential for 5 more from general business contracts (new). Increased enrollments - based on the number of participants from employers and Department of Corrections.</p> <p>The growth has been seen in 2019-20, and this initiative will allow us to sustain it into the future. Otherwise we will plan to lose the existing revenue and FTE which were garnered through existing program staff but unable to be maintained due to retirements.</p>	Complete. This was moved forward in 2019-20. Instructor hired in March, 2020. This allowed College to maintain training until the replacement for an open position is hired. The replacement will start Dec 7, 2020. Maintained \$125,000 in revenue YTD. Another 800 hours of welding is in the opportunity queue for the remainder of this academic year as possibilities based on client demand.	Complete.
Academic Affairs	Enhance High School Opportunities	Pollard	Ongoing	<ol style="list-style-type: none"> 1. Enhanced processes 2. Increased offerings 3. Increased credential attainment 4. Enhanced communication w/ stakeholders 5. Increase direct enroll out of high school 6. Training for K-12 teachers 7. Mentorship program development 	We are now texting Start College Now students. All dual credit courses now have an active Learning Management System (LMS) shell for the K-12 faculty. The DWD fast forward grant was extended 1 year to provide the K-12 teachers more time to obtain tuition reimbursement toward a degree to teach in general education. Direct enroll FY18 was 9.24%, FY19 was 10.68%. Training & mentorship are ongoing, as training is now being developed to facilitate online due to COVID.	Utilizing planner for processing credential approvals. Met 1:1 with principals to gain more knowledge into what their district was looking for regarding offerings. Start College Now (SCN) has transitioned to recruitment – K12 will continue to recruit for that program, Student Services will process admissions. This will provide those students with a direct contact for program information. Training for K-12 teachers was mostly online this summer.
Academic Affairs	Sustain K-12 Fast Forward Coordinator position (CI021, CI022)	Pollard	June 2020	To continue the Fast Forward coordinator position post grant	This initiative was approved and the position has been maintained.	Complete, the position supports K-12 activities.

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System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Academic Affairs	Improve MPTC relationship with Hartford Union High School and Hartford Community	Rettler	Ongoing	More direct enrollments with Hartford Union High School	Connected with new Superintendent several times to discuss and resolve issues. Also connected Hartford employers to the Advanced/Smart Manufacturing Committee.	Academic leadership met with Hartford high school regarding contract issues which were resolved. Connected certain employers to our Economic and Workforce division to obtain training. Continue to work with employer contacts on the Automation, Innovation and Robotics (AIR) advisory committee; Visited with Hartford employers and solicited and receive legislative advocacy support from certain employers.
Academic Affairs	Transition customized training contracts from Banner 8 to Salesforce, integrating best practices and enhancement of processes and data for increased departmental efficiency	Hall	September 2020	All contract revenue and state reporting functionality available from Salesforce; increased departmental efficiency to support increased revenue generation with no additional staff	Complete. Transitioned from Banner after completion of the 2019-20 academic year. Salesforce upgrade completed and all work is now completed in Salesforce. Automation enhancements are in the testing phase to integrate some limited functionality with Banner, estimated implementation of December 2020.	Complete. First integration of data between Salesforce and Banner was completed in February 2021 to integrate course data between systems. State reporting for the 2020-2021 academic year is in process for first submissions directly from Salesforce.
Academic Affairs	New Nursing Entrance Exam	Jascor	December 2020	Increase in retention of nursing students once enrolled in Nursing Program. This can be measured by students completing program within the expected 150% time frame or 6 semesters. Also measurable: less attrition per each nursing course.	The new nursing entrance exam (HESI) was implemented in the spring 2020 (for fall core program start), however at mid-year it is too early to identify the impact on retention.	Complete. The new nursing entrance exam (HESI) was implemented in the spring 2020 (for fall core program start); it is too early to identify the impact on retention. An unanticipated variable would be the impact of Covid-19 on student success. Retention of nursing students will continue to be closely monitored.
College Leadership	In partnership with IT and keeping technology advances at the forefront, continue enhancement of web initiatives and efforts	Potts	June 2021	Better user experience for all populations.	Work continues with IT, Web Governance cross-functional team, web enhancement working group, and other campus partners. Digital Marketing role submitted as an initiative to advance web initiatives further.	Enhancements continue (ex: Courseleaf/course catalog project), but certain marketing projects have slowed due to other IT priorities.
College Leadership	Implement the Innovation 2025 communication plan (CI015)	Baerwald	March 2021	Create community awareness and ownership to embrace MPTC efforts	Signage and marketing efforts continue based on COVID restrictions. Will likely continue more visible efforts once restrictions are lifted.	Certain signage and marketing materials completed; most items not implemented due to COVID. Will continue to message during events and activities in 2021-22.
Student Services	Working with K12 and Academics, Recruitment will develop an on-campus opportunity unique to Fond du Lac High School students.	Ruback	June 2021	Building a special relationship and set of activities will allow MPTC to build enrollment yield from Fond du Lac High School. Analysis of enrollment data shows that students from Fond du Lac High School are not attending UW or FVTC in larger numbers rather they are not pursuing college.	On hold due to COVID	Carried over to FY22.

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System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Student Services	Develop integrated scholarship and financial aid awarding process. (CI049)	Waldvogel-Leitner/Bodart	June 2021	Financial Aid will work collaboratively with the Foundation to accomplish the joint awarding of financial aid and scholarships by 3/1 annually beginning in March 2022. Addresses SSI 2019 concern shared by students.	Initial review with Foundation of timeline to start awarding process and communications completed. Sought feedback from recruitment.	Financial Aid, Foundation and Recruitment implemented a new coordinated approach to awarding scholarships. The result was a significant increase in applicants and usage of scholarship dollars.
Student Services	Implement SSS TRIO Grant Proposal for 2020-25 Year 1.	Buchanan	July 2020	To improve the retention and success of under-prepared and under-resourced students.	Completed.	Completed.
Student Services	Revise the closed program admissions processes	Waldvogel-Leitner	June 2021	Current method lacks transparency and clear documentation; lack of transparency could lead accusations of unfair admissions. Revising this process will ensure fairness and transparency for all stakeholders.	In progress-working with Health Sciences to increase transparency of materials and to streamline student notification processes.	Increased transparency for the petition requirements is more clearly defined on program websites. Additional work is being done to streamline communications with students who are close or are petition ready.

Objective 1.6: Enhance learning environments to promote educational quality and learning outcomes.						
System/Unit	System/Unit	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Academic Affairs	Develop and implement a college-wide assessment plan.	Raad	May 2021	Address Higher Learning Commission Criteria 4B and establish assessment plan for use by the college.	The Interim Report, was submitted in March and received feedback in November, approving the college-wide assessment plan. The assessment plan will be led by the Assessment Coordinator and the Assessment Cross-Functional team.	Complete. The Assessment Coordinator and The Assessment Cross-Functional Team reviewed and updated the college-wide assessment plan over the last school year. The Assessment Coordinator is currently updating the plan based on changes to assessment practices at the college. The plan will be updated by the end of the summer, and it will be published and communicated to the college community during the fall 2021 semester.
Facilities	Complete 20-21 planned capital projects	Marquez	June 2021	Complete the capital projects per the approved 3yr plan.	Fond du Lac (FDL) Maintenance courtyard resurface is completed. FDL –Upper O-wing is close to completion in preparation to be open for classes/occupancy by the Spring Semester start. West Bend Information Technology & Science Lab remodel in finishing up design and will be going out for State Approval and Bid in Jan/Feb 2021.	FDL Maintenance Courtyard resurface, and Upper O-Wing & Restrooms Remodel projects are complete. West Bend Information Technology & Science Lab Remodel and FDL campus rooms B108/B121 Remodel started at the end of Spring 2021 semester and are on schedule to be ready for the start of Fall 2021 semester.
Facilities	Complete a master facility plan for the West Bend campus	Marquez	June 2021	Master plan West Bend campus to provide roadmap for future capital projects and funding solutions.	West Bend Master Planning is underway. The architect is assisting MPTC Leadership through the process that has now had two meetings to-date.	Completed. MPTC Leadership attended seven master planning sessions which included visioning exercises, sequencing and phasing options, and order of magnitude cost estimates.
Information Technology	Develop Pilot of VDI for Academics	Schreiber/Buytendorp	June 2021	Together with Academic Deans and User Services, develop plans to implement a pilot program of using VDI for targeted students.	The pilot has been underway since August 2020. Auto lab is using the new endpoint devices and virtual applications. Additional labs have been configured for students to access physical desktops from off-campus.	Pilot is complete. An investment was made by the College to make a VDI desktop available to all students starting Fall 2021.

Objective 1.6: Enhance learning environments to promote educational quality and learning outcomes.						
System/Unit	System/Unit	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Student Services	In collaboration with Talent Management and Academics, work to determine baseline staff competencies related to inclusion and supporting student success.	Laster	June 2021	Assessment will be utilized on a voluntary basis to evaluate necessary training competencies. The training curriculum will be based on aggregate patterns of behavior that surface from this assessment.	Associate Director for Diversity and Inclusion will complete training on the Intercultural Development Inventory (IDI)- cultural competence assessment on 11/18/20 and begin pilot group for IDI at the College in the Spring of 2021.	The pilot group consisted of 14 participants across all three locations. Two additional staff are trained administrators of the assessment, for a total of 3 qualified administrators. A second group of staff participants is launching this summer to take the IDI. Cooper Wakefield PhD., a faculty from Marian University is supporting our professional development efforts starting with a summer series on intercultural growth education.
Student Services	Develop Student Services Assessment Model	Barrett	June 2021	Required for HLC and effective measurement of operations	Working first with Student Life and to develop assessment functions within Student Services. Managers are reviewing reports and metrics for their operations to determine useful data for assessment.	Managers are submitting evidence for the development of system portfolio. Several departments have met with the Assessment Coordinator to begin development of an assessment plan.
Student Services	Develop an assessment model for the TRIO program.	Buchanan	June 2021	SSS TRIO will distribute a scorecard each semester on required services outcomes: advising, tutoring, FA information, FAFSA assistance, persistence and retention, satisfactory academic progress, program recruitment, and transfer (annually).	Scorecard was distributed at beginning of Fall 2020 and will be shared again at start of Spring 2021. Annual scorecard will be distributed December 2020 after Annual Report is submitted to Department of Education.	Data has been shared out on the assessment of program objectives each term and will be again in December via the federal Annual Performance Report. EDGE is also currently working on incorporating assessment measures that were included in the grant proposal.
Student Services	Policies and Procedures Development	Barrett	Ongoing	Continue work related to Policy and Procedure development for the College.	Team is working collaboratively with Academics on shared policy/procedures.	13 policies have been completed, 3 are under review and 5 major policies are being completed by August 15th related to conduct, drug and alcohol, counseling, transfer credit and student access to records. Approximately 10 policies will be outstanding and completed during FY22.

Objective 2.1: Increase recruitment and retention of engaged, talented employees who embrace our values.

System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Academic Affairs	Increase administrative support for 38.14 Contract area (CI027, CI028)	Hall	June 2021	Ability to retain and grow 38.14 contract activities and reduce overtime currently being paid for an average of 8 hours of additional pay per week to existing staff.	Complete.	Complete. Employee moved to full time in July 2020.
Academic Affairs	Increase the effectiveness of Institutional Effectiveness	Rettler	June 2020	Increase the effectiveness and efficiency of IE. Train employees on skills that will help IE mine and analyze data which will move the College forward.	Developing a reorganization plan, to be implemented in early 2021.	Institutional Effectiveness and Planning re-organization completed; hired new Director and Specialist. Promoted internal employee to an Analyst. i
Finance	Update onboarding training materials	Kasubaski	June 2021	Review unit-wide onboarding trainings and related materials and make process improvements to more effectively communicate and education new employees on policy, procedure and other unit wide topics deemed appropriate.	Initial discussions and brainstorming regarding the budget trainings have occurred. Next steps include clarifying needs and developing the appropriate courses.	Budget, procurement and financial system trainings have been evaluated and are in the early stages of development to be completed by fall.
Information Technology	Gamification expansion for students and staff (Note that a pilot for student portal is currently underway, with estimated go-live in Spring 2020)	Bjork	June 2021	In cooperation with Marketing and Student Services, promote student and staff engagement across our web offering, This may include link scavenger hunts, polls, games and a fully featured rewards system.	The myMPTC Student gamification platform (aka "Wolfpack Rewards") went live in Spring 2020, with great student feedback. Development for phase 2 (expansion of Wolfpack Rewards) will commence in Q1 2020, with a target date of Q3 2021.	The "Wolfpack Rewards Enhancement" project was accepted by Student Services on 5/21/21. Project waiting to be ranked by Steering Committee.
Talent Management	Implement a Paid Time Off and Short-Term Disability benefit (CI030)	Kilgas	June 2021	Restructure short-term leave benefit to enhance the employee/supervisor experience associated with absence management/paid leave.	Implemented employee paid Short Term Disability November 1. Researching the transition from a vacation / Income Protection policy to a PTO policy.	Presented recommendation to President's Cabinet. Based on feedback, we will continue exploring possible solutions to the current income protection balance conversion and inclusion of a short-term disability benefit.
Talent Management	Enhance talent acquisition effectiveness and the candidate experience (CI060)	Warner	June 2021	Identify and implement process improvements and develop a comprehensive talent acquisition strategy.	Process improvements have been identified and implemented to enhance the candidate experience. Talent Acquisition Strategy is currently under development.	Process improvements have been identified and implemented to enhance candidate experience. Talent Acquisition strategy has been developed and will be carried out in the upcoming fiscal year.
Talent Management	Conduct external market review for faculty positions	Kilgas	April 2020	Maintain competitive salary schedule aligned with compensation strategy and talent retention.	The external market review is complete. Analyzing the data. Will be meeting with Academics to review the information by mid-February.	Discussed the external and internal faculty market analysis with Academics and HR in February. Recommendation was for no market adjustments this upcoming fiscal year for faculty.
Talent Management	Transition to defined contribution retirement plan	Kilgas	June 2021	Manage liability and minimize expense and risk associated with current early retirement benefit.	Updated the Board at the November meeting. Researching options for limiting MPTC's OPEB liability exposure.	Continuing research on transitioning the OPEB Liability from a defined benefit plan. Potential solutions are a defined contribution plan, payout option or other solution.
Talent Management	Identify skill clusters and create complementary learning opportunities	Braesch	June 2021	Delineate career pathing and skill development options for employees.	Created a project plan with September through November. 2020 completion dates for support professional, faculty and manager career pathing and skill development respectively.	This project was put on hold due to organizational changes.

Objective 2.1: Increase recruitment and retention of engaged, talented employees who embrace our values.						
System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Talent Management	Launch new learning opportunities aligned with the Innovation 2025 Strategic Plan (CI052)	Braesch	June 2021	Build organizational capacity aligned with the College's strategic plan and Leader Profile.	32 employees (support professionals, faculty & managers) were identified through leader potential assessment or by their unit leader and were certified through Franklin Covey to lead training on 'Trust', 'Unconscious Bias' & 'Project Management'.	In 2020-21 despite the pandemic and the obstacles and changes it made to offering the Franklin Covey trainings, due to the partnership with our facilitators, the supervisors and our employees we held 31 Franklin Covey training sessions, 18 Speed of Trust, 8 Project Management Essentials, and 5 Understanding Unconscious Bias trainings, with 360 employee completions.
Talent Management	Increase effectiveness of the Talent/HR technology solution	Stettbacher	June 2021	Provide an integrated Talent/HR technology solution that enhances the employee experience, automates processes and provides for data analysis/reporting.	Testing in progress to move to Banner 9 employee self-service. Upgrades to Banner 9 self-service include an enhanced navigation and landing page and increased functionality within the system which will improve the overall user experience for the employee.	Banner 9 upgrade has been put on hold due to resources and project prioritizations.
Talent Management	Administrative Policies and Procedures	Kasubaski	June 2021	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.	A plan has been developed to create an inventory and prioritization of policies and procedures to be completed by the end of the year.	Faculty Quality and Assurance and Talent Development policies and procedures are completed

Objective 2.2: Increase risk-taking, creativity and innovative leadership throughout the college.						
System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Academic Affairs	Implement a system of Faculty Academic Leads	Rice/Jascor/Raad	Ongoing	Provide faculty with leadership opportunities to do things such as coordinate book orders and adoption of zero-text courses and OERs, preliminary program course scheduling, manage adjunct faculty professional development (evaluation), and plan work team meetings, to list just a few possibilities.	Deans are finalizing development of expectations and feasibility in regard to context and participation criteria. Further refinement with associate deans is required prior to the inclusion of faculty in the process.	Put on hold due to the added duties and stress of the pandemic. Creating an opportunity for faculty growth that is also beneficial to the associate deans and not just another person to task and manage is an intricate process. Specific and detailed duties will be identified in the near future through meetings with associate deans and some veteran faculty as will plans to manage and compensate faculty workload in this initiative.
Facilities	Scheduled shutdowns (areas) for deep cleaning (CI037)	VanDerlinden	January 2021	Allow more efficient use of labor hours and equipment by conducting deep cleaning in associated areas instead of random sporadic locations.	Began this process over the late summer 2020. Working with Academics to implement a plan for Spring Break week and then next Summer 2021 deep cleaning opportunities.	The initiative has not gotten off the ground due to lack of time to manage the scheduling of the deep cleaning projects. The process is more time-consuming than the housekeeping manager has to devote to the process.
Information Technology	Create authoritative central repository of College data	Neumann	November 2020	A central data platform for reporting and dashboarding that consolidates all essential information sources into one, trustable repository.	Began evaluating responses to the RFP published in September. The top choice vendors will be reviewed with a cross-functional team in the second week of December.	Vendor selected. Project plan created and implementation has begun. Full project is multi-year.

Objective 2.3: Build an exceptional faculty model of excellence which embraces academic integrity, relevance, innovation, technology, and rigor.						
System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Academic Affairs	Continue Development of a "Center for Teaching & Learning"	Pollard	Ongoing	To streamline faculty growth & development, specifically in the areas of teaching methods & curriculum development	Curriculum and online services have been combined into one department. Rebranding will continue during the spring semester.	Completed curriculum reviews, imbedded Career/Life skills within those programs, curriculum development process streamlined, review of training needs ongoing.
Facilities	Continuing/finish faculty open office suites (not included in 19/20 & 20/21 projects)	Marquez	June 2021	Incorporated into the 20-21 master facilities plan. The outcome will be to have all three campuses with only open concept faculty suites by the end of Fiscal FY21	All the remaining faculty suites needing to be converted to an open office concept have now been either completed or planned within the next 3yr Master Facilities Plan. The next suite B108 will be completed by Fiscal year 2021 end. This initiative has been completed.	The B108 open concept instructor office suite is currently under construction and will be completed by August 2021. The last instructor suite for remodeling will be in E-Wing, and is scheduled for completion in January 2022. Summary: WB L103 & T202 BD K208, FDL O216, B108 & E136.
Talent Management	Expand faculty development programming (CI050)	Braesch	June 2021	Partner with the Faculty Guild to fill a gap in the development continuum for faculty and foster faculty excellence.	3 faculty were recruited for Lumen Learning and its national learning circle. New programming was created and open to all faculty to receive mentoring and instruction on basic pedagogy topics presented by the College's 'Teaching Fellows'.	Recruitment in fall for additional participants in Lumen Circles, however due mostly to COVID no additional faculty participated. Five Teaching Fellows Faculty Coaching sessions were scheduled for 2020-21 on topics such as, Classroom Management & Active Learning, Metacognition & Other Instructional Methods, and Inclusive Classrooms
Talent Management	Package and promote faculty learning opportunities	Braesch	June 2021	Implement LinkedIn Learning to enhance faculty development and promote faculty excellence.	Launched LinkedIn Learning offerings and aligned content (courses & digital learning experiences) to the Faculty Quality Assurance System (FQAS) competencies for ongoing faculty development. This work was cited as a best practice by the Wisconsin Technical College System during their FQAS Onsite Review which took place on 10/13/2020.	Talent Development aligned and linked 30 LinkedIn courses to the FQAS competency of Student Success and 55 courses to FQAS Instructional Excellence. During 2020-21, 137 faculty completed various LinkedIn Learning courses.

Objective 2.4: Focus efforts on advancing diversity, equity and belonging for all students and employees.						
System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Facilities	Threat assessment tool development (Policy/Procedure) (CI040)	Faeh	June 2021	Have a process and procedure in place to use for threat assessment.	Project plan is in development. Stakeholder meetings will occur in December.	Threat assessment plan including various toolkits has been completed. Related policy and procedure development ongoing.
Facilities	Revitalize the business continuity program (CI012)	Adams	June 2021 (continued and sustained management of the program beyond 2020-21)	<ul style="list-style-type: none"> Fundamental review of existing plans to update to new baseline Develop and implement solutions for identified gaps for critical functions Continue developing the IT Disaster Recovery Plan Update all internal & external contacts and develop a process for routine maintenance of these resource relationships 	The business continuity program was implemented in March 2020 in response to the COVID-19 pandemic. As the College has transitioned to a more stable operating environment, each functional team can begin focusing on updating internal & external contacts. In addition, teams can begin the process of updating processes to reflect the great changes made in response to the pandemic.	Work will continue in all areas for the foreseeable future. Lessons learned and process improvements will continue to be updated based on pandemic experiences.

Objective 2.4: Focus efforts on advancing diversity, equity and belonging for all students and employees.						
System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Talent Management	Implement and communicate the AA/EO 5-year Plan activities (CI061)	Resch	June 2021	Develop and implement strategies to recruit and retain diverse talent and advance workplace diversity and inclusion.	MPTC participated in a collaboration with a WTCS system-wide team to create an Unconscious Bias for Hiring training that is customizable to aid in recruiting diverse talent. Staff were licensed to administer the Intercultural Development Inventory Assessment (IDI) to shift culture perspective and appropriately adapt behavior to cultural differences and commonalities. A pilot group of employees will participate in the IDI and related development over the next several months.	MPTC has customized the WTCS Unconscious Bias for Hiring training and will roll out at October supervisor meeting. Pilot group completed IDI and next session will occur in July.
Talent Management	Launch new learning opportunity aligned with valuing diversity and building a sense of belonging (CI052)	Braesch	June 2021	Implement unconscious bias training for employees to support and advance workplace diversity and inclusion.	42 employees received their certificate of completion for Franklin Covey – Unconscious Bias training. 100% of the participants who completed the training satisfaction survey indicated that their ability to recognize bias and the impact of bias increased as a result of the training.	579 employees completed diversity, equity and inclusion training opportunities. Including over 300 online courses, 65 various synchronous offerings, 59 Franklin Covey Unconscious Bias participants, 20 FQAS Embracing Diversity course completions, and 3 employees who achieved a Diversity Certificate consisting of 4 learning different opportunities and a project.
Student Services	Hire an Assistive Technology Specialist - utilizing grant funding through the Student Success grant. (CI018)	Bauer	June 2021	Specialized functional knowledge of technology for all Disability specialists is becoming a service issue. Increased technology demands on staff are taking away from direct service with students and causing staff shortages.	Position posted with target start date in mid-January 2021. Hiring underway.	Position was hired in May 2021.

Objective 3.1: Engage employers and community stakeholders to ensure job placements and learned skills meet workforce needs						
System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Academic Affairs	Move two faculty positions from grant funding to college-funding (grant funding tied to CVTC Consortia grant; Expansion of NA in High School grant) (CI005, CI006)	Jascor	June 2021	Will sustain FTE in program and meet employer demand	Transition to full time completed. At mid-year, both the nursing position and the nursing assistant position are projected to be within range of a full teaching assignment.	Transition to full time completed.
Academic Affairs	Improve and revise Global Education offerings and processes to include one international and one domestic trip embedded in an Introduction to Diversity Course (CI001)	Raad	May 2021	Improve quality, safety, and educational outcomes of Global Education offerings.	A schedule of Cultural Connection experiences/trips integrated into the Intro to Diversity course, were planned and advertised for the next two years. Due to COVID-19, travel opportunities for AY 2020-2021 had to be cancelled. Virtual cultural experiences will be included in the spring 2021 Intro to Diversity courses through a contract with Student Study Abroad. Budgeted funding for anticipated instructor travel, was reallocated to make this opportunity available for all students enrolled in the course at no cost.	Cultural Connections offerings are planned for Spring and Fall 2022. Student applications are currently being accepted and processed and information sessions will be held in Fall, 2021. Student and Faculty Travel Handbooks with risk management content are in process. Virtual Cultural Connections experiences will also be continued for Fall, 2021.
College Leadership	Expand stewardship efforts with current and future donors	Bourland	September 2020	Increased touchpoints and financial support with key donors	The stewardship plan is complete and being implemented.	The stewardship plan is complete and being implemented.
College Leadership	Create donor recognition walls at all three campuses (CI017)	Bourland	December 2020	Increased visibility to enhance stewardship activities	Initial concepts were approved. We are looking at possible size revisions for BD and WB campuses.	The donor walls have been ordered. Waiting for supply chain issues to be resolved before installing.

Objective 3.2: Develop and promote seamless pathways for K-16 and adult career opportunities.						
System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Academic Affairs	Develop and launch new and modified programs offerings in Applied Technology and Trades, Health and Human Services. (CI007 – Cybersecurity Degree Program) (CI008 – Program Budget – Industrial Mechanical Technician Associate Degree) (CI009 – Program Budget – Maintenance Technician Apprenticeship Program) (CI010 – Program Budget – Industrial Electrician Apprenticeship Program) (CI011 – Advanced Manufacturing Degree Program)	Rice/Jascor	June 2021	Create new Associate Degree, Technical Diploma, and Career Pathway Certificate programs to be available beginning in the 2021/2022 school year and launch new program offering in 2020/2021., Implement updated curriculum as previously approved by the Criminal Justice-Corrections Program Advisory Board (approved 2018/19 academic year); Expand online course offerings in Early Childhood Education to provide students increased flexibility; intended outcome is shorten time to program completion. Identify new Associate Degree, Technical Diploma or Career Pathway Certificate programs to be available in the 2021/22 school year. Develop a minimum of one additional Dual Credit opportunity within Health and Human Service programs with an intended launch in academic year 2021-22.	Launched the new Cybersecurity and Quality and Advanced Manufacturing associate degree programs and the Maintenance Technician and Industrial Electrician apprenticeship programs at the beginning of the Fall 2020/2021 semester.	The new Cybersecurity associate degree program finished the year with 44 students; the new Quality and Advanced Manufacturing associate degree program ended the year with 10 students. There is solid student interest in both programs for the 21/22 school year. The new Maintenance Technician and Industrial Electrician apprenticeship programs finished Year One with 5 students. Employers have requested 8 seats so far for the 21/22 school year.

Objective 3.3: Engage stakeholder partners in developing effective and efficient credential solutions.						
System/Unit	2020-21 System Initiatives	Accountable Manager	Expected Completion Date	Target Outcome	Mid-Year Performance (Dec.)	Year-End Performance (June)
Academic Affairs	Investigate opportunities to address health care worker shortages within the MPTC District.	Jascor	June 2021	<ul style="list-style-type: none"> Identify expanded strategies to promote career options within K-12 Identify alternative scheduling opportunities within existing programs to expand capacity with minimal impact on college resources Explore potential for Apprenticeship for Medical Assistant program. 	On hold due to COVID. Conversations will continue to address health care worker shortages in the MPTC District.	Initial conversations were impacted due to complications of COVID-19. Conversations will continue to address health care worker shortages in the MPTC District.
Facilities	External purchasing/facilities web page (CI034)	Marquez/Keenan	June 2021	Site set-up and maintained to engage community stakeholders.	We have met with Marketing, and they have begun the creation process. Once they have proof of concept, we will meet again to start the creation/population of content to make it live.	External Web pages are live with facility and purchasing general information. The site will continue to be evaluated for effectiveness and enhancements moving forward.