



Strategic Plan

2022 – 2025







Table of Contents

Mission 4

Vision..... 4

Additional Fox Valley Technical College Plans 4

Core Values 5

Guiding Principles 6

College Focus Areas, Strategies, and Measures..... 6

Focus on our **Students** 7

Focus on our **Teams and Organization**..... 8

Focus on our **Regional Employers** 9

Focus on our **K-12 and Community Partners** 10

Measuring **Success**..... 11



Mission

Provide relevant technical education and training to support student goals, a skilled workforce, and the economic vitality of our communities.

Vision

A catalyst in engaging partners to bring innovative educational solutions to individuals, employers, and communities – transforming challenges into opportunities.

Additional Fox Valley Technical College Plans

The Strategic Plan is not intended to be a comprehensive plan for all aspects of the College's operations. Several other key plans exist. These plans both inform and are informed by the College Strategic Plan with a view toward aligning major strategic and improvement efforts. These plans include:

- College Annual Objectives
- Fox Valley Technical College Equity Framework
- Strategic Enrollment Management Plan
- Affirmative Action Plan
- College Assessment Plan
- Three Year Facilities Plan
- Division and Department Plans



Core Values

Our core values represent the desired educational environment and guide the development of institutional policies and practices. The FVTC community affirms the following values:



Collaborative Partnerships

We value partnerships with business, industry, labor, government, educational systems, and our communities.



Continuous Improvement

We value continuous improvement of our programs, services, and processes through employee empowerment and professional development in a team-based culture.



Culture of Caring and Belonging

We value a College culture that fosters caring, empathy, and understanding in a respectful, professional environment.



Customer Focus

We value our internal and external customers and actively work to meet their needs.



Diversity, Equity, and Inclusion

We value an environment that attracts and supports a diverse educational community that fosters global awareness.



Innovation

We value creativity, responsible risk-taking, and enthusiastic pursuit of new ideas.



Integrity

We value responsible, accountable, ethical behavior in an atmosphere of honest, open communication, and with mutual respect.



Sustainability

We value the responsible use of resources to achieve balance among social, economic, and environmental practices.

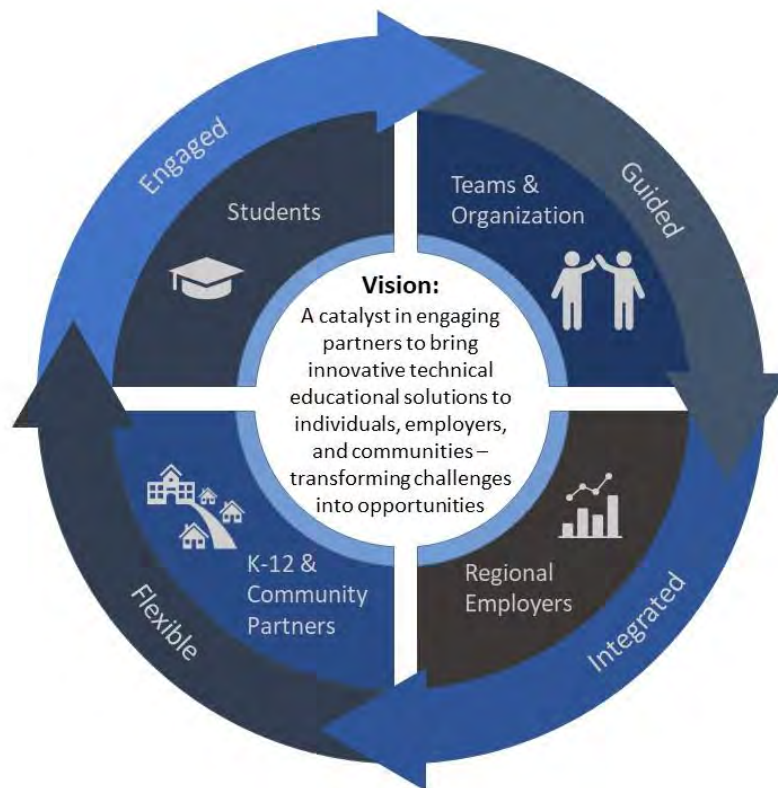
Guiding Principles

The guiding principles create a framework to support the focus and decision-making of FVTC. To advance the mission, vision, and values of the College, we strive to be:

- Guided:* We will provide clear, customer-focused paths toward desired end results
- Integrated:* We will combine solutions to create something even better
- Flexible:* We will adapt to the evolving needs of our customers and community
- Engaged:* We will create meaningful connections to the Mission and work of the College

College Focus Areas, Strategies, and Measures

College Focus Areas and Strategies clarify the broader directions of our work, while the success measures provide the specific data points necessary to recognize progress toward the strategies and align with the vision and mission of the organization. The Focus Areas, Strategies, and Indicators align with the College Vision and Mission, Guiding Principles, and Core Values of FVTC.



Focus on our **Students**

Our Commitment: To attract, recruit, and retain an industry leading number of students by implementing key strategies that anticipate their needs, guide their experience, and support their success through the education and services we provide, as well as throughout their career and beyond.

Key Strategies for 2022 – 2025:

- Implement a guided pathway framework for degree and diploma programs which strengthens outcomes from entry through graduation and supports transfer to a four-year college or university and/or employment.
- Ensure student learning through strengthened assessment of curricular outcomes, key co-curricular activities, and Employability Essentials.
- Enhance student advising systems and implement self-serve technical solutions that provide students with a comprehensive roadmap from entry to graduation.
- Implement course scheduling processes to provide students full visibility to planned coursework through completion.
- Enhance our offerings for working professionals through expansion of flexible, employment-focused continuing education offerings (seminars, workshops, and certificates).
- Address affordability barriers for students by increasing access to funding opportunities and decreasing textbook and materials costs.
- Accelerate student entry to the workforce by fully optimizing College staffing and facilities resources.
- Implement enhanced student success, student enrollment, and credential attainment practices that support the College Equity framework.

Indicators of Success:

- New Associate Degree and Technical Diploma students
- Improved retention rates
- Increased number of students earning FVTC credentials
- Graduate employment rates
- Reduced time to credential completion

Focus on our **Teams and Organization**

Our Commitment: To work as individuals and teams to create an environment in which we cannot imagine working anywhere else. We will leverage our organizational culture to attract and retain talent who support the mission of FVTC. Our organization will remain a model of effectiveness within the WTCS and beyond.

Key Strategies for 2022 – 2025:

- Enhance the College’s commitment to a diverse workplace by creating specific initiatives that attract and retain diverse candidates and team members across employment categories.
- Maintain the College’s culture of caring and belonging by supporting opportunities for increased flexibility throughout all roles, affirming market competitive pay & benefits, and encouraging individual mobility within the organization.
- Improve our student and staff experiences through the successful implementation of the Workday ERP system.
- Improve access to higher education across our region through targeted program deployment at our existing regional centers.
- Maintain the College’s strong financial position through appropriate management of our fiscal resources.
- Maintain the College’s regional accreditation through focused planning and assessment initiatives.

Indicators of Success:

- Improved staff engagement
- Maintaining competitive pay and benefits
- Improved staff transitions and promotions
- Improved staff retention
- Improved student and staff ERP experiences
- Achievement of programmatic and regional accreditation targets

Focus on our **Regional Employers**

Our Commitment: To remain the region's leading provider of education and talent development through further integrating and co-designing education, training, and technical assistance experiences with employers across our region.

Key Strategies for 2022 – 2025:

- Strengthen and expand apprenticeship, co-op, and work-place learning opportunities in all areas of the College with additional focus on emerging and non-traditional careers.
- Maintain the College's WTCS-leading commitment to customized training and technical assistance.
- Increase engagement with employers across sectors through securing private, state, and federal resources that expand training opportunities and strengthen our local workforce.
- Evaluate programs and services to ensure effectiveness, tailor offerings, and focus resources where they are most effective.
- Enhance employer investment in the College through partnerships that provide resources to improve programs, facilities, and equipment.

Indicators of Success:

- Improved employer satisfaction in graduate technical and employability skills
- Increased number of employers served through customized training, technical assistance, and grant programs
- Lead WTCS in contracted services revenue
- New partnerships and work-based learning opportunities

Focus on our K-12 and Community Partners

Our Commitment: To partner with our regional K-12 districts, non-profit partners, and community partners to provide pathways to credentials that support greater employment opportunities for our district.

Key Strategies for 2022 – 2025:

- Increase the market-share of graduating high school students from within our district through a cooperative marketing and promotion campaign aimed at parents and students.
- Establish and grow programs which allow our regional high school students and our adult education students to earn FVTC credit, certificates, diplomas, or degrees while completing their high school credentials.
- Partner with the FVTC Foundation to improve affordability of education for all students focusing on student populations with the highest needs.
- Maintain and enhance partnerships with Community Service organizations to support student success.

Indicators of Success:

- Increased number of high school graduates transitioning directly to FVTC
- Increased number of opportunities for high school students to earn FVTC credentials while still in high school
- Established program credentialing pathways for high school students
- Growth in student financial support through FVTC Foundation Initiatives
- Growth in active partnerships with community service organizations

Measuring Success

<i>Focus on our Students</i>		
<i>We will measure our progress through</i>	Baseline	2025 Benchmarks
Increasing the number of new Associate Degree and Technical Diploma students	3,969	4,207
Improving our retention rates	59%	63%
Increasing the number of students earning FVTC credentials	3,042	3,192
Maintaining strong graduate employment rates	80%	84%
Accelerating student completion of degrees in ≤ 3 years by decreasing program completion timeframes	48%	50%
<i>Focus on our Teams and Organization</i>		
<i>We will measure our progress through</i>	Baseline	2025 Benchmarks
Determining and improving staff engagement with the College	Establish 2022-23	TBD
Focusing on retention of staff across all employee groups to minimize staff attrition	≤5%	≤4%
Measuring and maintaining competitive pay and benefits	Establish 2022-23	TBD
Improving staff transitions and promotions	33	Establish 2022-23
Maintaining the College's strong financial position	Aaa Moody Bond Credit Rating	Aaa Moody Bond Credit Rating
Improving student and staff experiences through successful implementation of Workday: <ul style="list-style-type: none"> • Successful data conversion post live for Workday HR and Finance • Full deployment of Workday HR and Finance • Completion of Architect and Configuration phases for Workday Student • Successful data conversion and testing for Workday Student • Full deployment of Workday Student 	Milestone Measure	
Meeting annual programmatic and Regional Accreditation targets: <ul style="list-style-type: none"> • Successful completion of assessment academy • Successful submission of Assurance Argument • Successful re-affirmation visit with renewal of 10-year Open Pathway accreditation status 	Milestone Measure	

<i>Focus on our Regional Employers</i>		
<i>We will measure our progress through</i>	Baseline	2025 Benchmarks
Improving employer satisfaction with graduate technical and employability skills	3.26	3.36
Increasing the number of employers served through contracting, grants, and technical assistance	2,100	2,285
Continuing our WTCS leading contracted services revenue	\$11.2M	\$11.5M
Establishing new partnerships and growing work-based learning opportunities	Establish 2022-23	TBD
<i>Focus on our K-12 & Community Partners</i>		
<i>We will measure our progress through</i>	Baseline	2025 Benchmarks
Attracting more of our district's high school graduates to Fox Valley Technical College	1,000	1,025
Increasing opportunities for high school students to earn credits and credentials while in high school	468	487
Partnering with the FVTC Foundation, Inc., to grow support to our students and the College	\$816,789	TBD by Foundation Board
Growing active partnerships with community service organizations to support student success	+3/Year	9