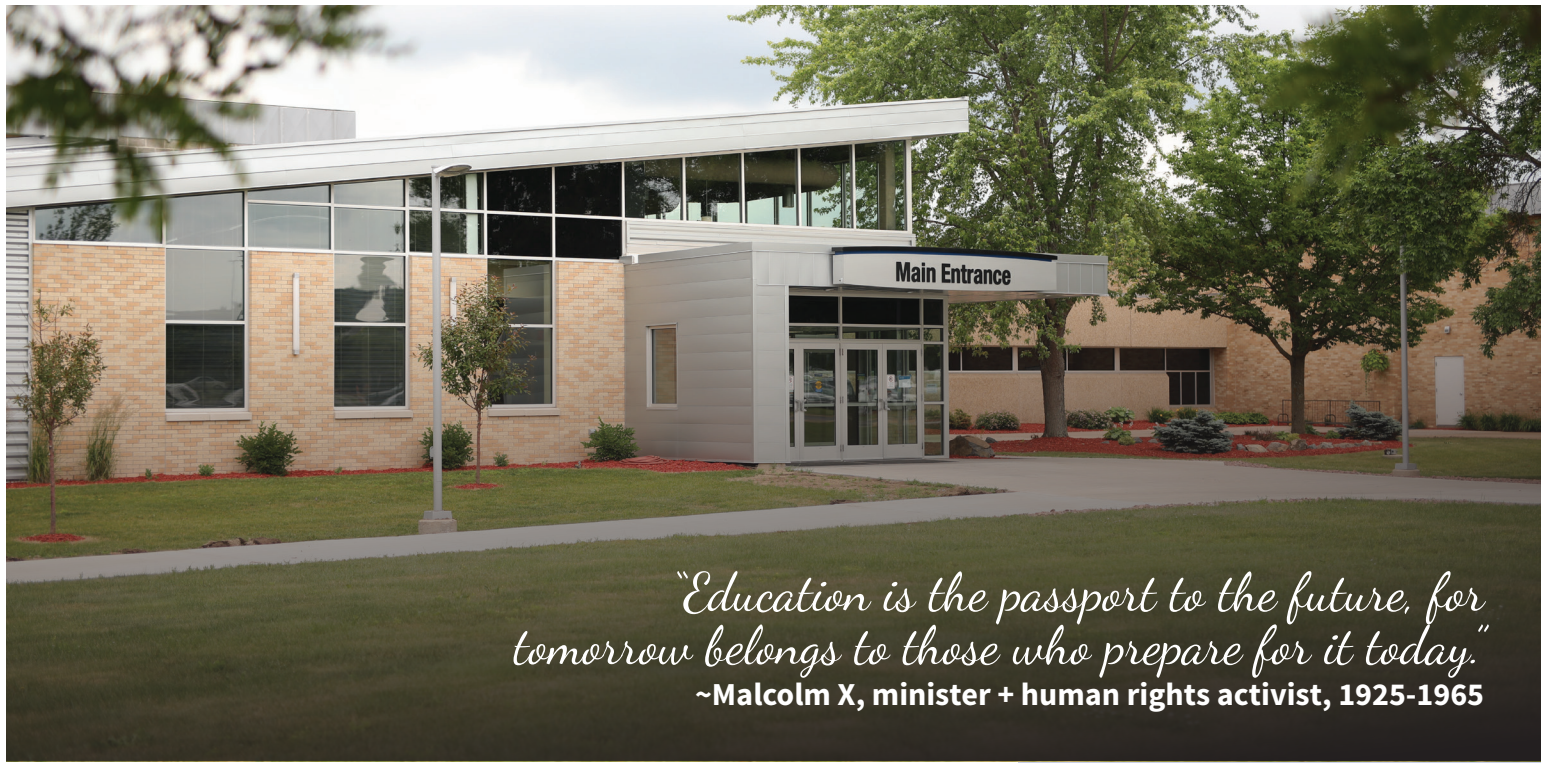




Main Entrance

STRATEGIC PLAN

2021-2024



"Education is the passport to the future, for tomorrow belongs to those who prepare for it today."
~Malcolm X, minister + human rights activist, 1925-1965

FOCUSED DIRECTIONS

OUR VISION

Building futures as your college of choice, one learner, one employer, and one community at a time.

OUR MISSION

Northcentral Technical College provides high-quality, learner and employer focused, educational pathways committed to enriching lives and strengthening the economy.

OUR CORE BELIEFS & VALUES

Learner focus: We believe in and promote an engaging life-long learning environment that supports learners as they realize their educational and career goals.

Continuous improvement: We believe in and promote the continuous improvement of learning, support systems and processes to meet learner, employer and community needs.

Ingenuity: We believe in and promote a learning environment that fosters innovation and entrepreneurship.

Access: We believe in and promote flexible educational opportunities to serve all learning communities.

Service to community: We believe in and promote service to our communities through leadership, collaboration and volunteerism.

Diversity: We believe in and promote an inclusive environment that celebrates, embraces and respects individual differences.

Culture of professionalism: We believe in and promote a culture of knowledgeable, forward-thinking, accountable, caring and collaborative employees who act with integrity and respect.

Advocacy: We believe in and promote the success of our learners, employers and communities.

ABOUT NTC

- Established in 1912
- Serves all or part of 10 counties over 5,900 sq. miles
- 6 campuses in Wausau, Antigo, Medford, Phillips, Spencer, and Wittenberg
- 3 Centers of Excellence in wood technology, public safety, and agriculture
- 27,000+ individuals received education and training in 2019-2020
- 1,426 students graduated from a WTCS-approved program in 2019-20
- 820 businesses served in 2019-20
- Train essential workers in agriculture, healthcare, business, public safety, automotive, human services, manufacturing, engineering, transportation, public services, and liberal arts
- Accredited by the Higher Learning Commission + program accreditors

EDUCATION 4.0: DIRECTING OUR FUTURE

Cyber-physical systems are changing how industry works, thus affecting skills required by employees. 60% of all occupations will have at least 1/3 of activities automated due to the 4th industrial revolution (Industry 4.0)—manufacturing, healthcare, information technology, agriculture, etc. Industry 4.0 impacts the technical and critical thinking skills needed by the workforce as technology provides constant connection, flexibility, and adaptability and teamwork requires problem solving, social, and process skills.

Education 4.0 is about evolving with the times, and for NTC this means understanding and providing the education and training our learners need to impact businesses and communities.

By aligning teaching and learning methodologies with the evolving skills needed by the workforce, NTC can successfully prepare its learners to support and lead Industry 4.0 initiatives. This includes remote learning, flexibility, accountability, good time management, project-based learning, personalization, and analytics—not only in what is being taught, but also in how it is taught.

“NTC is a key part of the solution to the...region’s most urgent challenge over the next decade: developing a pipeline of skilled workers to support the needs of current and future employers...”

~Greater Wausau region economic development strategic plan, 2019

WE LISTENED TO WHAT YOU TOLD US...

...through listening sessions, surveys, 1-on-1 conversations, group discussions and reviewing others’ strategic plans, as well as through research and data analysis.

- Business + industry
- Chambers of Commerce
- Counties/Cities/Towns
- Wisconsin 2- and 4-year colleges and universities
- Region-wide K12 school districts
- Parents of K12 students
- Associations/organizations
- Workforce development boards
- NTC advisory committees
- NTC students
- NTC staff
- NTC Inclusion Committee
- NTC Board of Trustees

SUMMARY OF FINDINGS

- Our district has strong industries that provide ample jobs and good living wages, many with plans for growth, thus opportunities for NTC graduates are plentiful.
- However, employers struggle to find sufficient numbers of skilled workers to maintain and grow success, therefore hindering business expansion and slowing the attraction of new companies into the area.
- Employers of our learners—traditional college students, incumbent workers, individuals re-careering, and those seeking professional and/or personal development—want them to possess skills that support success in their endeavors in the workforce and their communities: communicating effectively, thinking critically, modeling integrity, respecting diversity.
- Employers—especially small and entrepreneurial businesses—are challenged by the pace of change in technology, trends, and client expectations; they need technical assistance in utilizing existing processes and practices to maximum capacity, exploring new opportunities, and implementing strategies with an up-scaled workforce.
- Our region’s population growth is stagnant; it is not projected to increase substantially over the next five years, a large number of individuals are retiring, and high schools are graduating smaller classes.
- Central Wisconsin has low racial diversity overall; however, many K-12 schools are serving increasingly diverse populations.
- NTC has a growing population of under-resourced learners needing aid and advocacy in pursuing educational and career goals.
- The district’s primary and secondary schools have limited resources and are looking for innovative ways to promote career technical education exploration, offer accelerated and affordable credential attainment for students, and strengthen professional collaboration.
- Our region has insufficient broadband infrastructures for remote learning and working.
- Students, staff, and communities have an increased need for services that support mental health, food insecurity, health + wellness, dependent care, and affordable housing.
- Our students and staff have multiple commitments vying for their time and attention—dependent care, careers, health issues, resources, support systems—and are looking for new opportunities for flexibility, efficiencies, collaborations, and customization.
- NTC students, alum, employees, and partners are proud of their connection to the College.
- Staff, donors, and partners are passionate about providing excellent, quality education and support services to increase student success, economic development, and community vibrancy



TEAM ACTION PLANS AND INDIVIDUAL ACTION PLANS

NTC'S WILDLY IMPORTANT GOALS (WIGs)

NTC adopted three wildly important goals in 2018, goals that all College departments and individuals focus on to affect change through 2022. NTC was the first Wisconsin technical college to embrace and adopt WIGs college-wide, knowing that every employee impacts the College's mission. Staff were trained to implement the 4 disciplines of execution:

1. Focus on the wildly important
2. Act on the lead measures
3. Keep a compelling scoreboard
4. Create a cadence of accountability

These WIGs offer measurable goals that are tracked and shared throughout the year and adjusted as needed. Each team creates, implements, and evaluates Team Action Plans (TAPs) annually that they can influence and align under one or more WIGs. Teams, supervisors, and the College Advancement Team review and analyze TAPs to identify strategies and activities that were successful so promising and best practices can be shared with other programs, departments, and partners. During the 2021-22 academic year, the College will gather quantitative and qualitative data to inform new / renewed WIGs.

WILDLY IMPORTANT GOALS

NTC's WIGs strengthen student success, our workforce, and our infrastructures. The new and enhanced Strategic Directions provide focus for which these WIGs can work to impact our communities. WIGs are monitored and evaluated to determine impact.

WILDLY IMPORTANT GOALS

- Increase Student Success: Increase 3-year graduation rate for all WTCS-approved programs from 42% to 50% by 6.30.2022
- Grow Skilled Workforce: Increase FTEs from 2,799 to 3,058 by 6.30.2022
- Strengthen infrastructure: Streamline College-wide processes to increase the safety, sophistication and efficiency of learning and work environments by 6.30.2022

Strategic Directions

- Learner success
- Diversity, Equity + Inclusion
- Access
- Collaboration
- Innovation + Growth
- Advocacy

(RE)NEW STRATEGIC DIRECTIONS

The voices, responses, observations, data and research have been analyzed and synthesized into six new/enhanced Strategic Directions to lead NTC in and through the next 2 1/2 years. These Directions are reviewed individually here, but their power is found when woven together with blurred lines and overlapping intention.

The Strategic Directions are deliberately broad in order to support and include the various types of stakeholders NTC collaborates with and serves (accreditors, alum, businesses, communities, donors, employees, funders, government, K16, non-profit organizations, parents, students) through various education and services (academic programs, continuing education, dual credit, professional development, transfer, workforce training) provided through various means (apprenticeships, classes, clinicals, collaboration, conferences, face-to-face, group, hybrid, internships, labs, lectures, one-on-one, online, virtual, workshops, certificates, technical diplomas, associate degrees) by various teams (Learning, Student Services, Facilities, Finance, Human Resources, Information Technology, Marketing + Public Relations, College Advancement, and the NTC Foundation).

These Strategic Directions provide focus for the College's Wildly Important Goals (page 3) so deliberate action can be made by teams and individuals to make a positive impact.

LEARNER SUCCESS:

PROVIDE TIMELY AND RELEVANT EDUCATION, TRAINING, AND SERVICES WITHIN SAFE AND SECURE LEARNING ENVIRONMENTS.

- Relevant programs and training—offer new educational opportunities to meet shifting workforce needs; enhance curriculum to include evolving technical skills and expected success skills; provide training when and where the learning is needed; create seamless matriculation and articulation systems
- Support services—ensure physical and cyber learning environments are secure; increase access to online and face-to-face services that support health and well-being
- Virtual College—provide additional online learning programs; strengthen online advising and tutoring; implement strategies to support technology needs
- Academic excellence—ensure relevancy to industry; deliver high quality curriculum through effective and appropriate and effective methodologies; provide professional development to enhance teaching and services; increase equity and inclusion conversations

DIVERSITY, EQUITY + INCLUSION:

IDENTIFY AND REDUCE OBSTACLES WITHIN LEARNING AND WORKING ENVIRONMENTS, AND ACTIVELY PROMOTE PURPOSEFUL DIVERSITY AWARENESS AND CONVERSATIONS.

- Inclusion Committee—revitalize diversity committee with concrete expectations and autonomy; identify and implement a plan to minimize barriers; lead uncomfortable conversations; strengthen the culture of acceptance; review data and provide a metric for continuous improvement
- Professional development—host offerings that strengthen awareness, provide growth, and open dialogue; reveal relevant opportunities, elevate equity, activate diversity, and lead inclusively
- Culture advancement—ensure curriculum intentionally encourages inclusion and provides opportunities for exploration and discussion; recruit and employ diverse faculty and staff; enroll diverse learners; actively participate in diverse community collaborations

ACCESS:

FOSTER THE ABILITY TO LEARN, TRAIN, AND WORK ANYWHERE AND ANYTIME THROUGH TRAINING, CONNECTION, FLEXIBILITY, AND INNOVATION.

- Technology hubs—implement solutions to the lack of broadband access; create technology hubs within our campuses that promote entrepreneurship, creativity, innovation, and learning; provide easy access and information technology support to learners, partners, and the community; create access to Industry 4.0 smart factories/learning at regional campuses and partner sites
- Learning delivery—expand access to learning during nontraditional times, in nontraditional ways and in nontraditional places; enhance efficiencies and impact of needed face-to-face learning; create learning communities that promote networking and engagement

COLLABORATION:

CREATE, CULTIVATE AND STRENGTHEN INTENTIONAL, MUTUALLY BENEFICIAL PARTNERSHIPS AND PRACTICES.

- Business + industry—Strengthen and increase opportunities for career exploration and on-the-job training through internships, clinicals, apprenticeships, job shadowing and mentoring; ensure curriculum represents relevant application in the workforce; enhance graduation-to-workforce practices; cultivate relationships that support donations of human, financial and material resources and expertise
 - Colleges + universities—Develop and strengthen seamless and beneficial transfer opportunities, awareness, and promotion; create unique collaborations that accelerate degree completion and allow for team-teaching opportunities; share expertise and application
 - Community organizations—Build strategies that align with and support our community partners including chambers of commerce, economic development agencies, non-profits, and others that improve our communities' social health, well-being and overall functioning; participate in community activities to build a multidimensional awareness of regional resources to impact challenges and initiatives; actively discover and implement opportunities to move toward shared goals
 - K12—Increase high school offerings to attract and strengthen the number of students who stay in our communities after graduation to attend college, begin their careers, and or impact their communities; equip K12 faculty and staff with the awareness, knowledge, abilities, tools, and resources needed to promote and provide career information and skills to support employers within our region
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INNOVATION + GROWTH:

APPLY RESEARCH, IMPLEMENT NEW TECHNOLOGIES, ENCOURAGE CREATIVE INTELLECTUAL EXPLORATION, AND PROVIDE LEADING-EDGE EDUCATION.

- Data-informed decision-making—Broaden and deepen predictive analytics to identify behaviors that put students at risk of not succeeding and implement interventions that increase success; use quantitative data to begin conversations for change, then use qualitative data to deepen and widen awareness and solutions; find gaps between success and challenges, then implement strategies to narrow those gaps; identify and reinforce indicators of success in the classroom and workforce; provide training on the use of and analysis of data
 - Intellect + experience—Tap into the innovative ingenuities of staff, students and partners; identify others who have promising and best practices, learn from them, then customize practices to NTC's culture and communities; embrace and pilot new ideas; encourage informed risk taking
 - Trends to practices—Identify, support, teach, and implement business, industry, social, and cultural trends; evaluate and assess processes and practices for continuous improvement
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ADVOCACY:

ACTIVELY PROMOTE POLICY AND PRACTICE CHANGES THAT IMPACT EDUCATION.

- Learners—Formalize increased junior status articulation agreements; identify credit for prior learning and experience; ensure non-duplication of learning; offset educational costs
- Infrastructure—Create spaces for learning and growth supported with sufficient technologies; ensure safety and security of cyber and physical spaces; secure appropriate fiscal resources needed to lead and support initiatives; implement plans of action to increase awareness of NTC's services, programs, career opportunities, partnerships, and brand
- College/program accreditation—Align with requirements for excellence; identify changes to align with industry needs; hire staff who promote quality and success
- NTC policies and practices—Reduce barriers and increase impact; ensure cross-training and succession; use technology to increase efficiencies, consistencies, and accountability



"Collaboration strengthens, promotes success and sustainability and launches solutions more quickly with a greater impact."

~Dr. Lori A. Weyers , NTC President

NORTHCENTRAL TECHNICAL COLLEGE

NTC staff take the College's mission and their responsibilities seriously. They are passionate and dedicated to the success of our learners and communities. They are determined, committed, and innovative as they combine personal experiences with professional development to continuously improve strategies to bring about positive change. Although still referenced as a best kept secret, NTC enjoys strong collaborations with partners who equally believe in the power of education as the great social equalizer.

We are the College that cares.

EVALUATION + ANALYSIS

NTC practices continuous assessment and improvement. An evaluation and analysis of the successes and challenges of the work implemented toward the College's Strategic Directions and Wildly Important Goals will be presented to the Executive Leadership Team and Board of Trustees annually; a Board Dashboard will be created and adopted through 2023 to track and report data important to transparency and accountability; and the Strategic Plan for 2021-2024 will be reviewed twice a year by the Executive Leadership Team in order to ensure it remains nimble, proactive, and responsive to changing/shifting economies, environments, trends, and needs. Best and promising practices will be shared with staff, advisory committees, donors, and external partners in order to broaden impact.

Antigo:

■ **Antigo, East Campus**

**Wood Technology
Center of Excellence**

312 Forrest Avenue
Antigo, WI 54409
715.623.7601

Medford:

■ **Medford, West Campus**

1001 Progressive Avenue
Medford, WI 54451
715.748.3603

Phillips:

■ **Phillips, North Campus**

1408 Pine Ridge Road
Phillips, WI 54555
715.339.4555

Wausau:

■ **Wausau, Central Campus**

**Advanced Manufacturing &
Engineering Center of Excellence**

Center for Business & Industry

Center for Geriatric Education

Center for Health Sciences

1000 W. Campus Drive
Wausau, WI 54401
715.675.3331

**Agriculture
Center of Excellence**

6625 County Road K
Wausau, WI 54401
715.675.3331

Diesel Technology Center

3353 Geischen Dr
Wausau, WI 54401
715.675.3331

Merrill:

■ **Public Safety
Center of Excellence**

1603 Champagne Street
Merrill, WI 54452

Spencer:

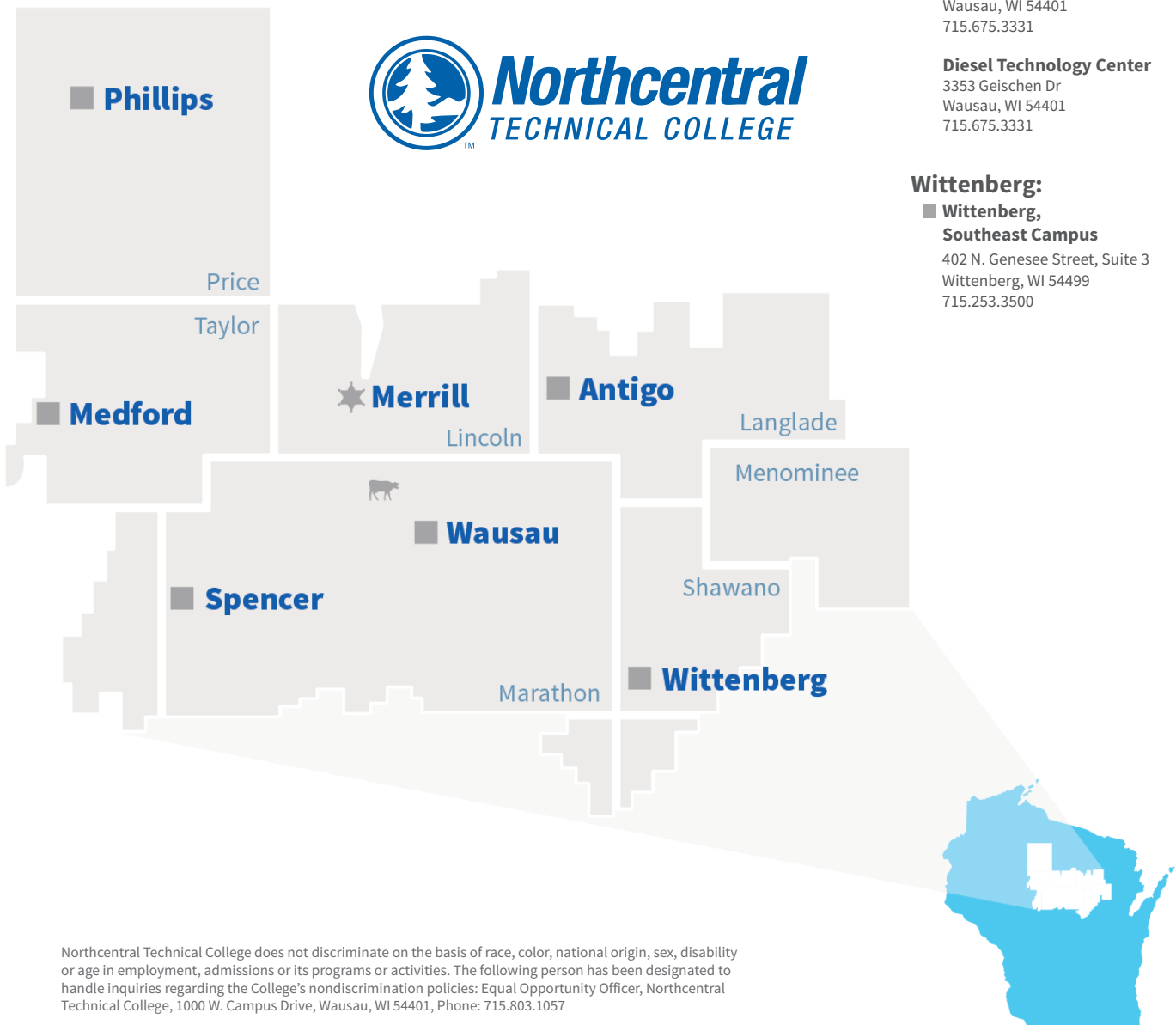
■ **Spencer, Southwest Campus**

808 N. Pacific Street
Spencer, WI 54479
715.659.5120

Wittenberg:

■ **Wittenberg,
Southeast Campus**

402 N. Genesee Street, Suite 3
Wittenberg, WI 54499
715.253.3500



Northcentral Technical College does not discriminate on the basis of race, color, national origin, sex, disability or age in employment, admissions or its programs or activities. The following person has been designated to handle inquiries regarding the College's nondiscrimination policies: Equal Opportunity Officer, Northcentral Technical College, 1000 W. Campus Drive, Wausau, WI 54401, Phone: 715.803.1057