



NAVIGATING DEGREES OF CHANGE



STRATEGIC PLAN

2024-2027

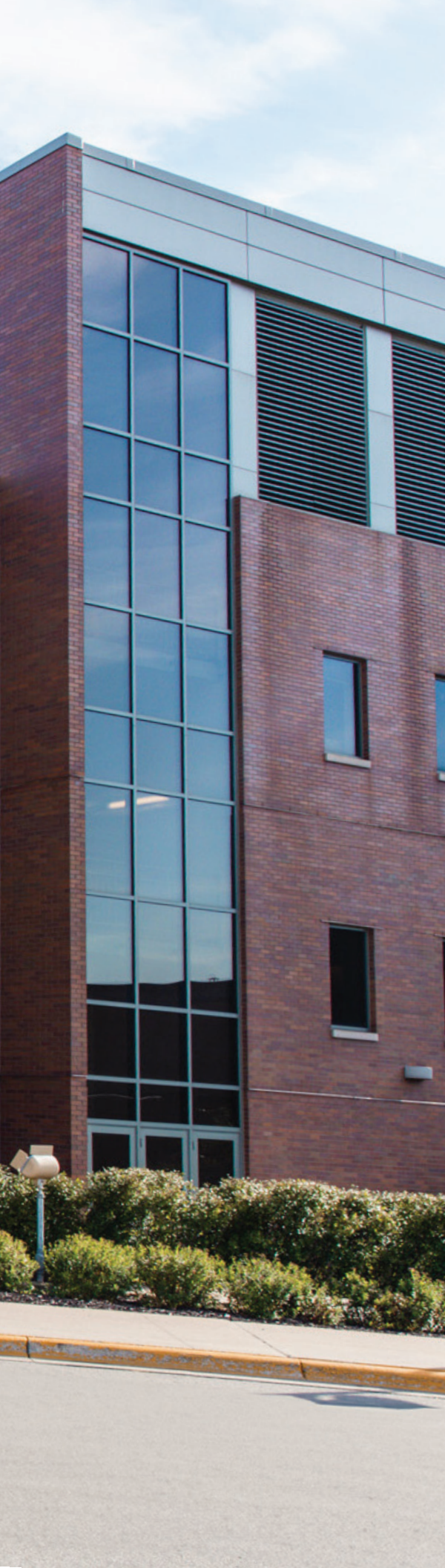


NORTHEAST
WI Technical College

Northeast Wisconsin
Technical College

Student Center





STRATEGIC PLAN

2024-2027

TABLE OF CONTENTS

Executive Summary	1
Who We Are	
Mission, Vision, and Values.....	2
Strategic Plan	
Frameworks That Guide Us.....	3
NWTC Goals.....	4
Student Success.....	6
College Excellence.....	8
Community Vibrancy.....	10
NWTC Impact	11
District Map	12

EXECUTIVE SUMMARY

How Our Strategic Plan Was Created

The NWTC of today looks different than it did when it started 112 years ago—the students, the buildings, the technology, and the programs. What has remained consistent is our deep commitment to serving students, employers, and communities.

Our new strategic plan, “Navigating Degrees of Change,” builds on our strong foundation and challenges us to navigate change by clarifying our focus and adjusting how we approach our work. It was developed by engaging multiple stakeholders—faculty, staff, students, and community members—through community conversations, surveys, and focus groups. We examined our district’s demographic and industry profile. We asked if our focus on expanding access and improving completion rates was enough to ensure students earn family-sustaining wages after graduation.

The resulting plan is a bold vision for a future version of excellence: the NWTC 3.0 Model. This vision recognizes that unlocking more opportunities for students means we must look beyond graduation to measure student success. That’s why the NWTC 3.0 Model encompasses access, completion, and post-graduation success, underscoring the economic value of degree attainment for individuals and society. This philosophy will guide our strategies and deepen our commitment to student success, workforce readiness, and community impact.

By streamlining our priorities and goals, we align our efforts and resources to the most pressing needs of our communities. We have narrowed the number of metrics we will track so that we are accountable for measuring our work and using that information to guide our decisions. We will continue to be a catalyst for student success, a hub for community engagement, and a leader in leveraging technology to drive institutional success and community impact.

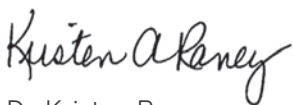
NWTC Strategic Plan 2024-2027

NWTC’s next Strategic Plan weaves together three dynamic and interconnected central ideas:

- **Student Success:** We serve individuals best when we design barrier-free pathways that lead to equitable student outcomes in both employment and transfer opportunities. We will transform how we welcome, teach, and support students, so every student finds the conditions they need to learn and succeed.
- **College Excellence:** We serve our students and communities best when we maintain operational excellence. We will prioritize effective communication, leadership, data informed decision-making, and a spirit of innovation to keep our institution strong, fiscally sustainable, and mission driven.
- **Community Vibrancy:** We serve our region best when we remember that NWTC is a community partner. We transform students’ lives, bolster economic development, and strengthen the social health of our communities.

Woven throughout our plan are key mechanisms that will ensure our success—communication, technology, and equity. Our strategic plan strengthens our core values. It bridges our past and our future. It expands our definition of student success. And above all else, it demonstrates that NWTC will remain a college of opportunity, innovation, and growth for our region.

We can’t wait to get started.



Dr. Kristen Raney
President, NWTC

WHO WE ARE

Mission

Northeast Wisconsin Technical College is a nationally recognized and locally trusted college dedicated to advancing the success of all students and economic vitality of the communities we serve through access, high-quality education, and strategic partnerships.

Vision

We are the leading provider of educational and training excellence in Northeast Wisconsin, enriching lives and strengthening communities.

OUR VALUES

Sustainability

We make future-focused decisions that strengthen the College, ensuring it continues to serve our communities for generations to come.



Accountability

We take ownership of the impacts of our actions. We communicate impacts with honesty and personal reflection.



Excellence

We incorporate feedback, data, and research to ensure the highest quality of planning, instruction, and service toward student success and community vibrancy.



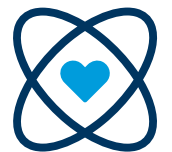
Collaboration

We create strong relationships that reflect open communication, mutual respect, and shared goals. We prioritize the well-being of the organization and community over self-interest and competition.



Community

We respect cultures, identities, and experiences of all individuals. We create the conditions where all students and employees can be successful.



FRAMEWORKS THAT GUIDE US

This plan was inspired by the Aspen Institute's "College 3.0" Framework, which extends the definition of student success from access and completion to post-graduation success for *all* students. We asked ourselves, "Do students graduate, work in their field of study, and earn wages that can sustain their families? Do transfer students complete a bachelor's degree, work in their field of study, and earn wages that can sustain their families? Are there gaps in NWTC's student outcomes data?"

These questions challenged us to think critically about our deep commitment to student success. We have transformed our college to prioritize access and completion, but we are ready to push ourselves to close post-graduation success gaps. We have built the institutional framework to achieve it: **NWTC 3.0**





STUDENT SUCCESS

NWTC has a long history of ensuring all students have access to the college and the support they need to be successful. We are ready to “level up” our efforts to close gaps in access, completion, and post-graduation success. Our student success strategies, focused on K12 and transfer pathways, teaching and learning excellence, and integrated student supports, position our teams to work on multiple levels to deliver results.



COLLEGE EXCELLENCE

Moving a high-performing college to its next level requires close attention to how we function as an institution. Establishing College Excellence as a strategic priority means we will continue to integrate data-informed decision-making; align our priorities and resources; and strengthen the college culture and employee experience.



COMMUNITY VIBRANCY

NWTC is proud to prepare the future workforce to live and work in Northeast Wisconsin. We value our many strategic partnerships that allow us to reach students who might otherwise not have access to the College. We recognize that our rural communities count on us to deliver the skilled workforce they need to remain strong.



GOAL 1



STUDENT SUCCESS

Expand access and enhance pathways to post-graduation success.

Objectives and Strategies

1. Ensure barrier-free access to NWTC for all in Northeast Wisconsin.

- Align K12 offerings with high demand career fields and transfer opportunities.
- Modify K12 recruitment and support strategies to ensure equitable access to Early College.
- Adopt strategic pipelines for non-traditional and historically underserved adults.

2. Prioritize timely progress toward completing academic and transfer pathways.

- Advance innovative teaching and learning excellence across all programs and degrees.
- Align co-curricular advising and support systems with post-graduation success goals.
- Leverage existing operational practices – including program review, the Access and Retention Initiatives Strategic Evaluation (ARISE) Process, transfer agreements, scheduling, and assessment data – to close gaps in post-graduation success.

3. Develop post-graduation goals and metrics with K12, universities, and employers.

- Examine data on post-completion outcomes, including inequities in transfer and employment.
- Work with four-year universities to improve transfer and bachelor attainment.
- Engage employers in defining goals for talent development.
- Partner with K12 to improve K12 students' transition to NWTC.



GOAL 2



COLLEGE EXCELLENCE

Achieve operational excellence and sustainability to drive student success.

Objectives and Strategies

1. Cultivate an engaged, high-performing workforce.

- Align college-wide professional development with employee recruitment, retention, and advancement.
- Redesign employee onboarding, evaluation, and development processes.
- Ensure NWTC remains an industry leader in Northeast Wisconsin.

2. Optimize college capacity to strengthen institutional effectiveness.

- Deepen senior leadership's role in achieving organizational excellence.
- Strengthen communication strategies to improve internal clarity and advance external marketing of institutional value.
- Establish an internal framework for strategic data use to improve practice and close equity gaps in student success outcomes.
- Implement a comprehensive policy and procedure management system.

3. Assure long-term financial sustainability and resource allocation.

- Implement a multi-year budget plan that ensures continued fiscal health.
- Redesign the fundraising and resource development model to increase support for student success and strategic priorities.
- Develop divisional operation plans that prioritize innovation and extraordinary impact.



GOAL 3



COMMUNITY VIBRANCY

Foster economic and social mobility towards a thriving Northeast Wisconsin.

Objectives and Strategies

1. Leverage collaborative community partnerships to enhance access and student support.

- Establish a framework for strategic partnerships to increase access and support for all students.
- Maximize the premier partnership with Brown County United Way to “bridge” adult students to NWTC.

2. Foster economic development through strategic partnerships and workforce alignment.

- Collaborate with local businesses and industry leaders to align academic programs with current and future workforce needs.
- Expand workforce training and certification programs that address skill gaps in the local economy.
- Partner with community organizations to provide tailored support services, such as career counseling and job placement assistance.

3. Advance a comprehensive strategy of access and support for rural communities.

- Design flexible K12 learning opportunities that extend access to small districts.
- Explore unique programs and community trainings that align with NWTC’s mission.

NWTC IMPACT

At NWTC, we believe education changes lives and strengthens communities. We ensure our students get engaging, hands-on learning experiences not only because it helps students graduate or transfer, but it's also how we prepare students to pursue careers and build a life right here in Northeast Wisconsin.

NWTC graduates are the workforce that fuels our businesses and local economy.

- Over **200** associate degree, technical diploma, certificate, and apprenticeship programs offered in advanced manufacturing, IT, health sciences, energy, Industry 4.0, business, education, trades, and other career fields.
- **Three** main campuses, **five** regional centers, and additional specialty locations.
- Nearly **21,200** students took one or more classes in academic year 2023-24.
- More than **7,500** incumbent workers received training through NWTC's Corporate Training and Economic Development department in FY24.
- Over **40** colleges and universities give NWTC graduates credit toward a bachelor's degree. Even more colleges accept individual courses for transfer credit.
- More than **5,500** area high school students enrolled in dual credit classes in AY24.



DISTRICT MAP

NWTC is one of 16 technical colleges in Wisconsin. Boundaries for each technical college district are determined by K12 school districts. NWTC's service area is comprised of 32 K12 school districts.



Campuses

GREEN BAY

P.O. Box 19042
2740 W. Mason Street
Green Bay, WI 54307
920-498-5444

MARINETTE

1601 University Drive
Marinette, WI 54143
715-735-9361

STURGEON BAY

229 North 14th Avenue
Sturgeon Bay, WI 54235
920-746-4900

Centers

AURORA

2030 Calvary Drive
Aurora, WI 54151
715-589-2768

CRIVITZ

418 South Hwy 141
Crivitz, WI 54114
715-854-3338

LUXEMBURG

133 Commerce Drive/Hwy 54
Luxemburg, WI 54217
920-845-5945

OCONTO FALLS

649 East Jackson Street
Oconto Falls, WI 54154
920-848-6982

SHAWANO

111 Thomas Avenue
Shawano, WI 54166
715-524-2418

SISTER BAY LEARNING AND INNOVATION CENTER

2438 South Bay Shore Drive
Sister Bay, WI 54234
920-746-4970



NAVIGATING DEGREES OF CHANGE



NORTHEAST
WI Technical College