



**BLACK RIVER** TECHNICAL  
COLLEGE



# 2026-2031 Strategic Plan

The strategic planning process at BRTC formulates a long-range plan to meet future needs determined by extrapolating current needs. It begins with the present status and charts out a path to a desired future status. Each goal of the strategic plan reflects a core value of the college and is typically broad sweeping rather than specific. The plan relies upon mid-range and short-range (operation and action) plans for specificity through intermediate goals.

BRTC builds a five-year strategic plan to provide a foundation for the creation and maintenance of an ideal learning environment. As the strategic plan evolves, it provides a framework for addressing the challenges of growth, academic change, and aging facilities.

## Mission Statement

Black River Technical College transforms lives through quality academic and career education to enhance the community we serve.

## Vision Statement

BRTC will lead our community in learning and economic development.

## Core Values

### Quality

At Black River, we strive to provide our students with excellent academic programs, encouraging support services, and administrative support to meet students' goals.

### Learning

We provide degree programs, professional training, enrichment experiences, and collaborative opportunities to foster career and personal improvement.

### Students

Students' needs are the foundation of our academic, co-curricular, and financial planning.

### Community Relationships

The strengths and challenges of our community shape us. We collaborate with our community to share strengths and resources, learn together, and address the needs of our region.

## Goals and Objectives

**Goal 1: To foster an atmosphere and campus environment wherein learning, working, and serving are recognized as exemplary by internal and external stakeholders.**

- 1.1 Achieve sustainability, effective stewardship, and utilization of diverse resources to maintain and strengthen the college's financial position and infrastructure in support of state-of-the-art instruction, operations, and facilities.
- 1.2 Invigorate and advance a culture of transparency, consistency, efficiency, and continuous improvement through focused assessment and communication of operational processes, policies, and procedures throughout the college community.
- 1.3 Strengthen systems to ensure secure and reliable technology platforms to support instruction, operations, and data integrity for quality assessment and assurance.

**Goal 2: To prepare students for further education while serving as a signature institution for general and technical education in the region and state, including unique credit and professional skills training programs and flexible learning pathways designed to meet university or employment needs with a focus on high-demand and future-oriented programs.**

- 2.1 Modernize academic programs and curricula to maintain relevance and excellence, including the development of high-demand academic and technical programs and alignment with employer expectations.
- 2.2 Strengthen instructional quality through sustained faculty and staff development, instructional innovation, and a culture of continuous improvement in teaching, learning, and program assessment.
- 2.3 Expand innovative, experiential, and flexible learning opportunities for students and the community, including access to online and hybrid learning options.
- 2.4 Strengthen pathways that connect education, transfer, and employment opportunities through collaboration with employers, four-year institutions, and training partners.
- 2.5 Expand professional and continuing education programs that support lifelong learning.

**Goal 3: To support student success and access while achieving deliberate, sustained enrollment growth and increased retention over the next five years.**

- 3.1 Strengthen student engagement and belonging through expanded mentoring, campus involvement, and supportive faculty/staff connections.
- 3.2 Address barriers to student access such as finances, transportation, and technology.
- 3.3 Strengthen student affordability through expanded financial aid, scholarship options, and emergency funding supports.
- 3.4 Implement strategic enrollment growth initiatives that expand access and diversify enrollment across secondary, traditional, workforce, adult, and re-engaged student populations, with targeted strategies to strengthen retention and persistence through completion.
- 3.5 Expand partnerships that connect students with internships, work-based learning experiences, and post-completion employment pathways.

**Goal 4: To expand marketing, strategic partnerships, fundraising, and geographic reach through collaboration with our communities to share resources, strengthen programs, and address regional needs.**

- 4.1 Strengthen and expand partnerships with business, industry, and community stakeholders locally, regionally, and across the state.
- 4.2 Increase BRTC's regional visibility, communication effectiveness, and community engagement to strengthen trust among college stakeholders, increase enrollment, expand access to resources, and broaden institutional presence.
- 4.3 Develop and sustain external funding, resource partnerships, and staff capacity needed to manage and grow external partnerships as well as institutional stability and expansion.
- 4.4 Expand collaboration between the college, community organizations, and local businesses as well as alumni and donor engagement in order to strengthen community connections, support local economic development, and increase college market effectiveness.
- 4.5 Work to positively influence perceptions of manufacturing and technical careers to better support student opportunity and increase enrollment in these career fields.



# BRTC

As recommended by the Black River Technical Strategic Planning Committee, College Administrative Council, and Executive Cabinet to President Martin Eggensperger. April 2026.

As approved by Black River Technical College Board of Trustees and Board Chair, Carolyn Collins. May 2026.