

2020 - 2021

STRATEGIC PLAN REPORT
2016 - 2021; FINAL YEAR

WESTERN
DAKOTA
TECHNICAL COLLEGE



Target #	2021 Target	2020-2021 Benchmark	2020-2021 Actual Performance	Notes
1.1.1	Teamwork and quality drive growth to full-time equivalent enrollment of 1,500 as measured by tuition collected	1000 FTE	Headcount= 2,927; 881	14-15 = 2054; 828 15-16 = 2197; 817 16-17 = 2360; 871 17-18 = 2,444; 864 18-19 = 2,512; 825 19-20 = 2,844; 891.5
1.1.2	Recruitment, retention, instructional efforts, and teamwork lead to first-year to second-year retention rate of 60% as measured by WDT Cohort Retention	60%	56% WDT Cohort Retention - Fall 19 to Fall 20 Cohort	Fall 14 to Fall 15 = 47% Fall 15 to Fall 16 = 56% Fall 16 to Fall 17 = 55% Fall 17 to Fall 18 = 54% Fall 18 to Fall 19 = 56%
1.1.3	Recruitment, retention, instructional efforts, and teamwork increase the 150% graduation rate to 55% as measured by IPEDS	55%	41% Fall 17 Class 20-21 IPEDS Submission (Fall 2017 Cohort)	IPEDS - Fall 12 Class = 33% Fall 13 Class = 38% Fall 14 Class = 31% Fall 15 Class = 43% Fall 16 Class = 51%
1.1.4	Partnerships and program quality increase career placement in field of study to 90%	90%	85% 19-20 Placement Report; 2020 Graduates	WDT Placement Report - 13-14 = 83% 14-15 = 78% 15-16 = 81% 16-17 = 91% 17-18 = 89% 18-19 = 88%
1.1.5	Partnerships and enhanced career placement efforts increase graduate placement to 92%	95%	98% WDT 19-20 Placement Report; 2020 graduates	WDT Placement Report - 13-14 = 99% 14-15 = 86% 15-16 = 95% 16-17 = 95% 17-18 = 98% 18-19 = 97%
1.1.6	Collaboration and outreach efforts increase the number of Dual Enrollment students to 500	500	20-21= 635	14-15 = 146 15-16 = 273 16-17 = 300 17-18 = 387 18-19 = 498 19-20 = 607
1.1.7	A minimum of one transfer agreement between every Western Dakota Tech program and another college creates opportunities for lifelong learning and career advancement	Met goal (17-18); continue monitoring	Met goal (17-18); continue monitoring	Currently WDT has a total of 101 transfer agreements; All AAS programs have at least one transfer agreement.
1.2.1	Student housing provides safe, college focused living arrangements for 100 students	Implement solutions based on survey results; 75 students in college focused living arrangements; create facility master plan	Target replaced June 2019	
1.2.2	Physical access to the campus affords safe, efficient, and easy travel as measured by student surveys	Investigate partnerships for transportation to campus; seek funding opportunities	Target Replaced June 2017	

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1.2.3	College efforts and partnerships eliminate transportation barriers for students as measured by student surveys	Combine with 1.2.2	Target Replaced June 2017	
1.2.4	Eliminate transportation barriers for students	Investigate partnerships for transportation to campus; seek funding opportunities	Target replaced June 2019	
1.2.5	Partnerships with housing providers create affordable housing options for students.	VP for Finance and Operations Complete a Needs Assessment to Prepare for Future Campus Housing	Elevated to the new strategic plan as part of our college access; conversations with BoTE; new architectural RFP was heavily weighted on housing experience; laying the foundation.	
1.2.6	Eliminate transportation barriers for both current and potential students.	Work with City Transportation Taskforce to Expand Rapid Ride Route	Public walkways are on track for 2021. (Initial project was postponed due to pandemic)	
1.3.1	Seamless pathway from every West River high school to Western Dakota Tech streamlines transition to college and increases the regional college going rate by 10%	Finalize RCAS pathways; begin pathways with Black Hills districts	Target Replaced June 2018	
1.3.2	Establish seamless pathways with RCAS.	Met goal (18-19); no new benchmarks will be set	Met goal (18-19); no new benchmarks will be set	
1.4.1	Student sponsorship agreements with industry partners create pathways from every WDT program to industry	6 programs	21-22= 51 student sponsorships for 11 programs	18-19 = 7 student sponsorships for 4 programs; 19-20 = 7 student sponsorships for 4 programs; 20-21 = 18 student sponsorships for 6 programs
1.4.2	Emergency fund of \$100,000 supports students in need	End of 17-18, transfer to Foundation Strategic Plan	Transferred to Foundation 18-19	
1.4.3	\$25,000 recruiting scholarship fund provides incentives to future students	End of 17-18, transfer to Foundation Strategic Plan	Transferred to Foundation 18-19	
1.4.4	Default rate of less than 15% each year helps student borrowers successfully complete college and enter the workforce with confidence in their WDT training and career preparation	Less than 15%	2018-3yr rate= 12.2%	2014 3-yr rate = 22.8% 2015 3-yr rate = 16.4% 2016 3-yr rate = 12.2% 2017 3-yr rate = 13.3%
1.5.1	Stackable credentials/certificates in 100% of AAS programs provide multiple celebration and exit points	Met goal (18-19); no new benchmarks will be set	Met goal (18-19); no new benchmarks will be set	
1.5.2	Minimum of one functioning alternate delivery option in 100% of programs gives students flexibility	Create alternate delivery system in five additional programs	7 additional programs have created alternative delivery options	Programs: CAD, Welding, CJUS, Dental Assisting, HIM, Paramedic, and Practical Nursing

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1.5.3	Western Dakota Tech starts a minimum of two new programs each year to meet student and community needs	2 new programs approved by BoTE and HLC for a 21-22 start	<p>EMT/Pre-Paramedic, Phlebotomy, and Plumbing approved in May 2021 for UpSkill 2.0 for continuation into the 2021-22 academic year.</p> <p>Meat Processing Program was approved by BoTE and HLC for Fall 2021 start.</p> <p>Successful launch of new LPN cohort in January 2021 in at Whitewood location</p> <p>Enrolled first cohort of the Construction Academy pilot in June 2021 with 6 sponsored students (cancelled in Summer 2020 due to COVID).</p> <p>Received approval from the BoTE for a LPN cohort at new Philip off-site location July 2021; received approval from SDBON August 2021.</p>	<p>16-17 = 3 (Med Lab Tech, Dental Assisting, Technical Studies)</p> <p>17-18 = 1 (Plumbing)</p> <p>18-19 = 1 (Construction)</p> <p>19-20 = 3 (Paramedic, Phlebotomy, Plumbing)</p>
1.5.4	Effective assessment of program and student learning outcomes in 100% of programs improves instruction and student learning	100% of Eligible Programs at Effective Assessment	Assessment Cycle Spring 20: 21 at effective assessment out of 21 eligible = 100%	<p>2017 Assessment Cycle - 5 programs at effective assessment;</p> <p>2018 Assessment Cycle - 14 programs at effective assessment out of 20 eligible = 70% (started tracking eligible in 2018);</p> <p>2019 Assessment Cycle: 20 at effective assessment out of 20 eligible = 100%</p>
1.6.1	Student support efforts earn a gap of less than .25 in all support areas and .5 in all academic program areas as measured by the Student Satisfaction Inventory	.25 or less in support areas; .5 or less in academic programs	<p>Spring 2021 SSI -</p> <p>Instructional Effectiveness - 0.36;</p> <p>Academic Advising/Counseling - 0.3;</p> <p>Registration Effectiveness - 0.31;</p> <p>Admissions and Financial Aid 0.34;</p> <p>Academic Services - 0.3;</p> <p>Concern for the Individual - 0.33;</p> <p>Student Centeredness - 0.27;</p> <p>Campus Climate - 0.3;</p> <p>Service Excellence - 0.26;</p> <p>Safety and Security - 0.35;</p> <p>Campus Support Services - 0.36</p>	<p>Spring 2019 SSI -</p> <p>Instructional Effectiveness - 0.56;</p> <p>Academic Advising/Counseling - 0.44;</p> <p>Registration Effectiveness - 0.41;</p> <p>Admissions and Financial Aid 0.40;</p> <p>Academic Services - 0.32;</p> <p>Concern for the Individual - 0.52;</p> <p>Student Centeredness - 0.44;</p> <p>Campus Climate - 0.45;</p> <p>Service Excellence - 0.38;</p> <p>Safety and Security - 0.63;</p> <p>Campus Support Services - 0.46</p> <p>(SSI only conducted in spring of odd years)</p>

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1.6.2	Effective assessment planning and program review of operational activities in 100% of non-academic offices and departments improves student success	100%	20-21: Effective Planning: Non-academic = 11 out of 17 = 65% Academic= 21 out of 27= 78% Effective Program Review: Non-academic = 5 out of 6 = 83% Academic = 5 out of 6 = 83%	18-19: Effective Planning (non-academic)= 85% Effective Program Review: Non-academic = 100% Academic = 67% 19-20: Effective Planning (non-academic)= 18 out of 20 = 90% Effective Program Review: Non-academic = 3 out of 4 = 75% Academic = 10 out of 11 = 91%
1.7.1	Communication plan in every unit effectively delivers college and unit messages as measured by student surveys	100%	The President created 3 focus groups - New Off-site Locations, Marketing, and Scholarships to prioritize communications plans in Admissions, Marketing, Scholarships, and Student Accounts. Directors from various departments served in the groups. Meeting in smaller groups allowed goal-based discussions and the ability to prioritize projects in each area.	18-19: Non-Academic = 17 out of 19 = 89% Academic = 7 out of 25 = 28% 19-20: Non-academic = 6 out of 8 = 75% (Not required in Academic units this year)
2.1.1	Human resources system ensures competitive wages and benefits as measured by technical college annual income survey	Continue to meet benchmark on the Great Colleges to Work For Survey	Spring 2021: 86% Overall Satisfaction Job Satisfaction & Support; 90% Overall Satisfaction Faculty/Staff Well-being (Great Colleges changed survey categories in 2021)	Great Colleges to Work For Survey Results - Compensation, Benefits & Work Life Balance. Spring 2019: 87% Overall Satisfaction Spring 2020: 82% Overall Satisfaction
2.1.2	Updated job descriptions and pay equitable to the work performed guide human resources philosophy	Update those due for review in 20-21	Complete	Reviewed and updated the job descriptions that changed or needed review based on 3-year cycle. This process will be continued yearly.
2.1.3	Career ladders provide advancement opportunities, leading to a 10% increase in the number of positions filled by internal promotions	Inform employees that career assistance is available from HR	Target Replaced June 2017	
2.1.4	Cross-training allows flexibility and prevents burnout and increases student satisfaction in support services as measured by the student satisfaction inventory	Complete manuals and cross-training in all areas	20-21: Non-academic = 3 out of 4 required units = 75%	19-20: Non-academic = 19 out of 20 = 95%
2.1.5	Base salaries increase at least 3% every year	Committee continues work from 17-18	Target replaced June 2019	
2.1.6	Recognition program for top employee performers increases employee retention by 10%	Implement new program;	Target Replaced June 2017	

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2.1.7	Incentives encourage professional development and lead to all employees participating in at least 10 hours of professional development each year	Met Goal 19-20; Continue monitoring	Met Goal 19-20; Continue monitoring	
2.1.8	10% increase in the number of positions filled by internal promotions	End of 17-18; Remove from Strategic Plan	Target removed from Strategic Plan June 2018	
2.1.9	Increase employee retention by 10%	End of 17-18; Remove from Strategic Plan	Target removed from Strategic Plan June 2018	
2.1.10	The College strives to fulfill the compensation philosophy.	Compensation Committee reviews GCWF and other data alongside the philosophy and make recommendations to Leadership regarding compensation overall.	Compensation/Benefit Committee established for 2021-2022	
2.2.1	Western Dakota Tech named a Great College to Work For	Earn honor roll status	2021 - Recognized	Great Colleges to Work For 2018 - Honor Roll 2019 - Honor Roll 2020 - Recognized
2.2.2	College reputation creates sense of pride among employees, resulting in a 50% increase in the number of applications for each position	17-18 Noted as Goal Met Complete	Met goal (17-18); no new benchmarks will be set	
2.2.3	Faculty and staff benefit from the supplies, training, professional development, and other resources needed for success, leading to a 10% reduction in employee turnover	Create system to better measure	Target Replaced June 2017	
2.2.4	Culture of shared governance and collaboration creates engagement and teamwork, demonstrated by 100% of employees reporting they have a voice in the direction of the college	Maintain satisfaction in shared governance on the Great Colleges to Work For Survey	2021- Recognized in Shared Governance (Great Colleges changed survey categories in 2021, so % satisfaction is not available)	Great Colleges to Work For Survey Results - Shared Governance. Spring 2019: 90% Overall Satisfaction Spring 2020: 89% Overall Satisfaction Recognized in Shared Governance 4 years in a row
2.2.5	Systematic employee appreciation program recognizes excellence as measured by the Great Colleges to Work For survey	Replace June 2017	Target Replaced June 2017	
2.2.6	Technology and facilities drive efficiency and efficacy, as shown by 100% of employee reporting their technology and facility needs are met	Survey campus community to measure satisfaction level of employees	20-21: 98% Overall Satisfaction	100% Satisfaction in Timeliness, Professionalism, and Ability to Solve Problem.

Target #	2021 Target	2020-2021 Benchmark	2020-2021 Actual Performance	Notes
2.2.7	A data-driven culture supports employee decision-making as assessed by 100% of employees reporting they have the information they need	Survey campus community to measure satisfaction level of employees	20-21 Survey Results: <u>Data Research Request</u> Satisfaction with accuracy of data= 92% Satisfaction with timeliness of data = 85% <u>Dashboards</u> Satisfaction with understandability of data on IZENDA dashboards = 85% Satisfaction with Accessibility of data for Unit Reports = 90% (Based on Yes/No answers)	
2.2.8	Shared governance, communication, and other efforts result in 50% increase in employee morale and happiness as measured by annual survey	Earn honor roll on Great Colleges to Work for Survey next year	Recognized 2021 - Shared Governance and Faculty Experience	Recognized - 2018 - Collaborative Governance, Compensation & Benefits, Job Satisfaction, Respect & Appreciation, and Supervisor/Department Chair Relationship 2019 - Collaborative Governance, Confidence in Senior Leadership, Respect & Appreciation, Supervisor/Department Chair Relationship, and Teaching Environment 2020 - Collaborative Governance and Teaching Environment
2.3.1	Performance review system supports faculty and staff growth, continuous improvement, and excellence, thus reducing employee turnover by 10%	Develop Supervisor's Handbook with information explaining performance review system	Target Replaced June 2017	
2.3.2	Communication plan delivers college messages effectively, as measured by the Great Colleges to Work For survey	Continue to meet benchmark on the Great Colleges to Work For Survey	Communication 2021- 74% Overall Satisfaction	Great Colleges to Work For Survey Results - Communication Spring 2019: 82% Overall Satisfaction Spring 2020: 81% Overall Satisfaction
2.3.3	New efforts foster communication improvements in all areas as measured by the Great Colleges to Work For survey	Continue to meet benchmark on the Great Colleges to Work For Survey	Communication 2021- 74% Overall Satisfaction	Great Colleges to Work For Survey Results - Communication Spring 2019: 82% Overall Satisfaction Spring 2020: 81% Overall Satisfaction
3.1.1	College recognized as the No. 1 provider of skilled employees in West River as assessed by employer surveys	Evaluate 19-20 Results; Conduct survey in 20-21; strive for increased response rate	2021 Survey Responses = 35; 67% responded yes	2019-2020 Survey responses = 35; 62.5% responded yes

Target #	2021 Target	2020-2021 Benchmark	2020-2021 Actual Performance	Notes
3.1.2	College efforts increase economic impact of the region by 10%	Evaluate Social Mobility Index of Our Students	Next phase is to partner with more Economic Development Groups beyond Rapid City and to utilize new Board of Trustees	
3.1.3	Starting salary for graduates increases to an average of \$20 per hour	Evaluate SD DOL wages for WDT Career Fields; Evaluate with RC Elevate Database	\$18.94 19-20 Placement Report; 2020 Graduates	WDT Placement Report - 15-16 = \$14.81 16-17 = \$16.95 17-18 = \$18.05 18-19 = \$17.63
3.2.1	Policies, procedures, and actions create systematic and intentional community service and involvement in community activities by faculty, staff, and students	17-18 Complete	Met goal (17-18); no new benchmarks will be set	
3.2.2	Alumni Association connects graduates and the college	End of 17-18 Transfer to Foundation Strategic Plan	Transferred to Foundation 18-19	
3.3.1	Community experts present to 100% of academic programs through classes, events, and other learning opportunities	100%	Not promoted due to pandemic	19-20 = 30 out of 33 = 91% (Campus went remote mid-March due to COVID; otherwise, 100% goal would have been met)
3.3.2	Partnerships lead to business and industry participation in all recruiting events	Met goal (18-19); no new benchmarks will be set	Met goal (18-19); no new benchmarks will be set	
3.4.1	Advisory committee feedback is valued as assessed by surveys of committee members	Administer survey again; measure what was done with the 17-18 results and if the advisory boards are satisfied with those actions	Target replaced June 2019	
3.4.2	Robust communication plan supports college mission	Complete the next Strategic Plan	2021-2026 Strategic Plan and KPI's are updated and Board approved	
3.4.3	Advisory committee feedback is used to make improvements in academic programs.	Evaluate Usefulness of the Agenda Template	VP for Teaching and Learning verbally asked board members at advisory committee meetings for topics to improve academic programs; no feedback was given that led to changes.	Added as a standing agenda item for the fall and spring advisory board meetings in 2020-2021

** Historical data may be different on past Strategic Plan Reports. This is due to having access to final data at the time of this report.