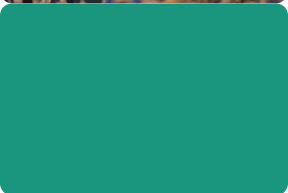
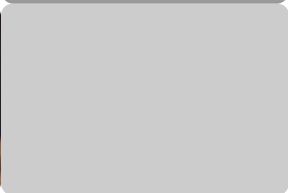
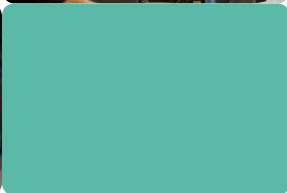
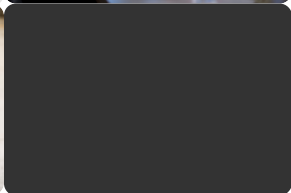
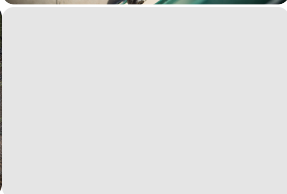
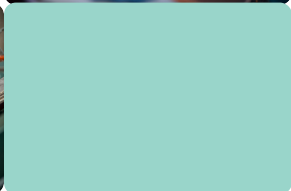


2016-17 Strategic Plan Report



Target #	2021 Target	2016-17 Benchmark	2016-17 Actual Performance	Notes
1.1.1	Teamwork and quality drive growth to full-time equivalent enrollment of 1,500 as measured by tuition collected	950 FTE	871	
1.1.2	Recruitment, retention, instructional efforts, and teamwork lead to first-year to second-year retention rate of 60% as measured by IPEDS	55%	51%	
1.1.3	Recruitment, retention, instructional efforts, and teamwork increase the 150% graduation rate to 55% as measured by IPEDS	36%	38%	
1.1.4	Partnerships and program quality increase career placement in field of study to 90%	83%	81%	
1.1.5	Partnerships and enhanced career placement efforts increase in-state graduate placement to 92%	77%	94.4%	<i>Decided at retreat to remove as it has been met</i>
1.1.6	Collaboration and outreach efforts increase the number of Dual Enrollment students to 500	260	303 (Unduplicated headcount)	
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	85% of programs will have transfer agreements	All AAS programs have external transfer agreements; all diplomas can transfer internally	
1.2.1	Student housing provides safe, college-focused living arrangements for 100 students	Analyze issues and needs of student housing and transportation	Survey completed; 40-50 students living in College Station	
1.2.2	Physical access to the campus affords safe, efficient, and easy travel as measured by student surveys	Partnerships are developed with universities, high schools, employers, legislators, and other agencies to provide access to programs, jobs, and the campus itself.	Vision funds application made; transportation survey completed; Rapid Ride option discussed with city; campus wayfinding project underway	<i>Replaced by 1.2.4 June 2017</i>
1.2.3	College efforts and partnerships eliminate transportation barriers for students as measured by student surveys	Analyze issues and needs of student housing and transportation	Survey completed; transportation problems do not appear to be an issue	<i>Replaced by 1.2.4 June 2017</i>
1.2.4	Eliminate transportation barriers for students			<i>Added June 2017; replaces 1.2.2 and 1.2.3</i>
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%	At least one "seamless pathway" is developed from high school to technical college	Pathways model presented to RCAS; pathways drafted for every Western Dakota Tech program; CTE Open House held	

Target #	2021 Target	2016-17 Benchmark	2016-17 Actual Performance	Notes
1.4.1	Student sponsorship agreements with industry partners create pathways from every WDT program to industry	Five programs	Three programs	
1.4.2	Emergency fund of \$100,000 supports students in need	\$20,000	\$7,439.25	
1.4.3	\$25,000 recruiting scholarship fund provides incentives to future students	\$5,000	\$5,000	
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%	22.49%	
1.5.1	Stackable credentials/certificates in 100% of AAS programs provide multiple celebration and exit points	Create stackable credentials in two current programs	Business, Medical Assisting, and Plumbing have stackable credentials	
1.5.2	Minimum of one functioning alternate delivery option in 100% of programs gives students flexibility	Create alternate delivery system in one new program	EMT program-summer boot camp; Business and Accounting programs implemented a 3-day/wk schedule	
1.5.3	Western Dakota Tech starts a minimum of two new programs each year to meet student and community needs	Create new program development process	Medical Laboratory Technician, Dental Assisting, and Technical Studies programs were started	
1.5.4	Effective assessment of program and student learning outcomes in 100% of programs improves instruction and student learning	80%	2016 cycle (established programs/established faculty) > 58%; 2017 first-term (established programs/established faculty) > 38%	<i>New criteria to measure effective assessment was implemented in the first-term of 2017</i>
1.6.1	Student support efforts earn a gap of less than .25 in all support areas as measured by the Student Satisfaction Inventory	0.25	Not met; benchmark same as 2021 target; consider revising	<i>Benchmark revised to .5</i>
1.6.2	Effective assessment of operational activities in 100% of non- academic offices and departments improves student success	100%	All but one unit (IT) has completed a program review	
1.7.1	Communication plan in every unit effectively delivers college and unit messages as measured by student surveys	Develop unit communication plan	Communication plan template has been developed	
2.1.1	Human resources system ensures competitive wages and benefits as measured by technical college annual income survey	Develop a measurement tool to establish competitive faculty and staff wages	Wage system developed for faculty	

Target #	2021 Target	2016-17 Benchmark	2016-17 Actual Performance	Notes
2.1.2	Updated job descriptions and pay equitable to the work performed guide human resources philosophy and reduce employee turnover by 10%	Ensure all job description and wages have been reviewed within the last three years	All positions will be reviewed by June 30	
2.1.3	Career ladders provide advancement opportunities, leading to a 10% increase in the number of positions filled by internal promotions	Develop a career ladders advancement plan for employees	Career ladders researched, determined to be not feasible	10% increase in the number of positions filled by internal promotions Replaced by 2.1.8 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	30% of positions cross-trained	3 operational units have reported that cross-training in their area is complete	
2.1.5	Base salaries increase at least 3% every year	3% increase	HB1182 for faculty, all other employees received a 3% increase	
2.1.6	Recognition program for top employee performers increases employee retention by 10%	Develop an employee recognition program	Recognition program designed	increase employee retention by 10% Replaced by 2.1.9 June 2017
2.1.7	Incentives encourage professional development and lead to all employees participating in at least 10 hours of professional development each year	Participate in 10 hours of professional development	Based on attendance at the HLC workdays, all employees met the minimum requirement of 10 hours	
2.1.8	10% increase in the number of positions filled by internal promotions	N/A		Added June 2017; replaces 2.1.3
2.1.9	Increase employee retention by 10%	N/A		Added June 2017; replaces 2.1.6, 2.2.3, 2.2.5, and 2.3.1
2.2.1	Western Dakota Tech named a Great College to Work For	Administer, review and use Great Colleges survey	Up 11% from the 2016 survey, college now ranked in the 'very good to excellent' category	
2.2.2	College reputation creates sense of pride among employees, resulting in a 50% increase in the number of applications for each position	Communication of college reputation to increase number of applications by 10 percent	Implementing new tracking method	
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	Ensure staff have the resources needed for success	No measurements in place	Revise target: 10% reduction in employee turnover Replaced by 2.1.9 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	Ensure staff have a voice in the direction of the college as measured by Great Colleges survey	Up 8% from the 2016 survey, college now ranked in the 'very good to excellent' category	

Target #	2021 Target	2016-17 Benchmark	2016-17 Actual Performance	Notes
2.2.5	Systematic employee appreciation program recognizes excellence as measured by the Great Colleges to Work For survey	Develop an employee recognition program	Combine with 2.2.3	Combine with 2.2.3 Replaced by 2.1.9 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	Draft survey	IT and Facilities ticket request system developed	
2.2.7	A data-driven culture supports employee decision-making as assessed by 100% of employees reporting they have the information they need	Draft survey	Data ticket request system developed; KPI dashboard launched	
2.2.8	Shared governance, communication, and other efforts result in 50% increase in employee morale and happiness as measured by annual survey	Draft survey	Utilize the Great Colleges to Work for Survey	
2.3.1	Performance review system supports faculty and staff growth, continuous improvement, and excellence, thus reducing employee turnover by 10%	Ensure appropriate performance reviews for growth, continuous improvement and personal & professional success	HR met with Professional Staff and Leadership Team to review current system; faculty task force looking at faculty evaluation process	Combine with 2.2.3 Replaced by 2.1.9 June 2017
2.3.2	Communication plan delivers college messages effectively, as measured by the Great Colleges to Work For survey	Develop college communication plan	Plan complete	
2.3.3	New efforts foster communication improvements in all areas as measured by the Great Colleges to Work For survey	Develop college communication plan	Focus on employee groups needing improved communication efforts	
3.1.1	College recognized as the No. 1 provider of skilled employees in West River as assessed by employer surveys	N/A	Not assessed	
3.1.2	College efforts increase economic development viability of the region by 10%	An economic development viability plan for WDT is developed and in place.	Not met	
3.1.3	Starting salary for graduates increases to an average of \$20 per hour	\$14 an hour	\$14.35	
3.2.1	Policies, procedures, and actions create systematic and intentional community service and involvement in community activities by faculty, staff, and students	Review and revise all college policies	18 to go	
3.2.2	Alumni Association connects graduates and the college	Develop plan to connect college and alumni	Foundation developing strategic plan that includes alumni outreach	

Target #	2021 Target	2016-17 Benchmark	2016-17 Actual Performance	Notes
3.3.1	Community experts present to 100% of Western Dakota Tech students through classes, events, and other learning opportunities	N/A	10 programs provided students with presentations from industry experts	
3.3.2	Partnerships lead to business and industry participation in all recruiting events	30% of recruiting events	55% of recruiting events	
3.4.1	Advisory committee feedback is valued as assessed by surveys of committee members	Draft survey	Survey drafted	
3.4.2	Robust communication plan supports college mission	Develop college communication plan	Plan complete	