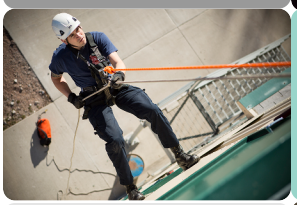
2017-18 Strategic Plan Report



WESTERN DAKOTA TECH

Target #	2021 Target	2017-18 Benchmark	2017-18 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 2445; FTE 864	14-15 = 2054; 828 15-16 = 2197; 817 16-17 = 2197; 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%	60%	Updated Target June 2018 to WDT Cohort Retention instead of IPEDS IPEDS Fall Enrollment Survey - Spring 2017-18 Submission; WDT Retention Fall 14 to f15 - 48%, f15 to f16 - 55%, f16 to f17 - 52%
1.1.3	Recruitment, retention, instructional efforts, and teamwork increase the 150% graduation rate to 55% as measured by IPEDS	43%	31%	IPEDS Graduation Rates Survey - Winter 2017-18 Submission - 140 students in the cohort; WDT Fall 14 Class (454 students) 37%; Fall 15 Class 47%; Fall 16 class approximately 51%
1.1.4	Partnerships and program quality increase career placement in field of study to 90%	85%	91%	WDT 2016-17 Placement Report
1.1.5	Partnerships and enhanced career placement efforts increase in-state graduate placement to 92%	95%	88% May 17 Graduates	Target brought back June 2018 and updated Target to "placement" not "in-state placement" (Decided at summer 17 retreat to remove Target as it had been met.)
1.1.6	Collaboration and outreach efforts increase the number of Dual Enrollment students to 500	375	380 Unique Students	379 unique students
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	30% more AAS degrees have discipline- or industry-specific transfer agreements with other colleges	Goal was to increase by 5 or 6	MA, LIB, NURS (not AAS) - complete Pending - Elec, CAD, BUS, CJUS
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	16 students list College Station as their residence	Facility Master Plan to include housing is completed in draft form
~~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	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	Target Replaced June 2017
1.2.4	Eliminate transportation barriers for students	Investigate partnerships for transportation to campus; seek funding opportunities	New prospect for housing has been identified	Working with Rapid Ride; may start travel to WDT since we serve DE students
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	Transferred to Assistant Director Dual Enrollment and Offsite Services; meetings occurred with RCAS	Updated Target June 2018 to seamless pathways with RCAS
1.4.1	Student sponsorship agreements with industry partners create pathways from every WDT program to industry	10 programs	AS of 5/29/18 3 programs (6 total agreements) - deadline is June 30	On track
1.4.2	Emergency fund of $100,000 supports students in need	$30,000	$6,960	Transferred to WDT Foundation June 2018
1.4.3	$25,000 recruiting scholarship fund provides incentives to future students	$10,000	$6,000	Transferred to WDT Foundation June 2018
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%	16.60%	2015 (latest) draft 3 year rate - down from 22.8% previous year
1.5.1	Stackable credentials/certificates in 100% of AAS programs provide multiple celebration and exit points	10 programs	11	On track
1.5.2	Minimum of one functioning alternate delivery option in 100% of programs gives students flexibility	Create alternate delivery system in two new programs	0 new	Instructional Technology Design Specialist position added to aid programs
1.5.3	Western Dakota Tech starts a minimum of two new programs each year to meet student and community needs	start new programs	1	Plumbing 2017-18
1.5.4	Effective assessment of program and student learning outcomes in 100% of programs improves instruction and student learning	Depends on results of "effective assessment" analysis	Currently have 5 programs at effective assessment	Auto, Diesel, and MA did not complete Spring 2018 assessment due to mid-year change in program faculty
1.6.1	Student support efforts earn a gap of less than .25 in all support areas as measured by the Student Satisfaction Inventory	0.5	Under .5 in all but one category (Safety and Security)	Updated Target June 2018 to include Academics

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1.6.2	Effective assessment of operational activities in 100% of non- academic offices and departments improves student success	Implement systematic program review process	Implemented	Updated Target June 2018 to more accurately reflect planning and program review
1.7.1	Communication plan in every unit effectively delivers college and unit messages as measured by student surveys	50% of units will have a plan	4 Academic Programs and 2 Support Units have a Communication Plan (from Marketing template) in place. 3 others used a different form.	B&T, Gen Ed, MLT, and Phlebotomy Academic Support and Sim Center Financial Aid, Admissions, Registrar, Library, and Student Success Center areas have worked on communication plans within their units and across departments - documented in SPOL
2.1.1	Human resources system ensures competitive wages and benefits as measured by technical college annual income survey	Develop system for staff	Complete	HR has developed a system that checks multiple sources to determine appropriate salary ranges. HR is in the process of documenting this formally, and has been using the same technique for some time now.
2.1.2	Updated job descriptions and pay equitable to the work performed guide human resources philosophy and reduce employee turnover by 10%	Revisit impact on turnover; Develop form so employees can request changes to job descriptions	Job descriptions are updated and form is completed for review.	Updated Target June 2018 - removed "reduce turnover" language
~~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	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	Create documentation system to show cross-training	Academics - manuals completed; cross training partial; IE/SS - completed; Finance/Op - completed	President's Office will begin working on manual Academics - Assistant and Assessment Coordinators still need to cross-train
2.1.5	Base salaries increase at least 3% every year	Investigate better targets and benchmarks; consider COLA, FTE, etc.	Committee has met - no new benchmarks established yet	Committee will continue work in 18-19
~~2.1.6~~	~~Recognition program for top employee performers increases employee retention by 10%~~	~~Implement new program;~~	Target Replaced June 2017	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	Develop better documentation process to track professional development	Form completed and sent to Leadership to share with their teams	Improvements have been made in the area of PD tracking. Right now there are three sources that would be integrated into one in an ideal system. There are plans to have our SPOL system improved so that it can be that ideal system. As of now we have individual programs tracking their people, HR tracking PD that is requested and paid for and SPOL has recorded major degrees and certifications.
2.1.8	10% increase in the number of positions filled by internal promotions	Inform employees that career assistance is available from HR	Complete	Removed from Strategic Plan June 2018 Most job posting are emailed out to employees. There are plans to email more or all of them. Further, a number of employees have requested and received assistance with reviewing qualifications for openings and guidance on how to improve qualifications for openings
2.1.9	Increase employee retention by 10%	Implement employee recognition program; create system to measure that employees have the resources they need; develop a supervisor's handbook	Employee Recognition Program in place. Great colleges survey addresses resources questions. Supervisor's handbook is under development and should be published by year's end	Removed from Strategic Plan June 2018. Covered by 2.2.1
2.2.1	Western Dakota Tech named a Great College to Work For	Implement changes based on results; administer survey annually	Survey administered March 2018; college made the honor roll	Will continue to conduct survey yearly
2.2.2	College reputation creates sense of pride among employees, resulting in a 50% increase in the number of applications for each position	Adjust target to seek increase in faculty apps	Complete	HR reports that the number of faculty app has greatly improved as a result of recent salary increases. The need for increasing the number of apps further is not likely to result in higher quality candidates, so of the benchmark should be considered complete
~~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	Target Replaced June 2017

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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	Use results to make improvements in shared governance	Will use results from Great Colleges to Work For Survey. Made honor roll in Shared Governance.	Great Colleges to Work For Survey will be back mid-July
~~2.2.5~~	~~Systematic employee appreciation program recognizes excellence as measured by the Great Colleges to Work For survey~~		Target Replaced 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	Administer survey	IT did not conduct a survey this year due to staffing changes; will be a goal in the upcoming year	IT Director will do survey
2.2.7	A data-driven culture supports employee decision-making as assessed by 100% of employees reporting they have the information they need	Administer survey	Dashboards in place; gathering feedback as employees work on reports to make updates	Data Research & Analysis Director will do survey
2.2.8	Shared governance, communication, and other efforts result in 50% increase in employee morale and happiness as measured by annual survey	Determine best survey to use, Criterion 2 or Great Colleges and administer best option(s)	The Great Colleges to Work For Survey - Selected for the Honor Roll; the institute has been selected in the following categories: Collaborative Governance; Compensation & Benefits; Job Satisfaction; Respect and Appreciation; and Supervisor/Department Chair Relationship	Continue with 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%~~	~~Develop Supervisor's Handbook with information explaining performance review system~~	Target Replaced June 2017	Target Replaced June 2017
2.3.2	Communication plan delivers college messages effectively, as measured by the Great Colleges to Work For survey	Implement plan	Plan is implemented	Marketing is compiling final documentation of what the plan includes
2.3.3	New efforts foster communication improvements in all areas as measured by the Great Colleges to Work For survey	Implement plan; survey about communication effectiveness	Complete	Continue with Great Colleges to Work For survey
3.1.1	College recognized as the No. 1 provider of skilled employees in West River as assessed by employer surveys	Develop more effective employer survey; increase employer participation in survey; ask SWAC for help	No update at this time	VP for Teaching and Learning will determine best method to get employee feedback
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.	Data Research & Analysis Director worked with BH Knowledge Network and did a Economic Viability Study; results have been used in several presentations	Updated Target June 2018 - replaced "development viability" to "impact

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3.1.3	Starting salary for graduates increases to an average of $20 per hour	$15.50	$16.96	On track
3.2.1	Policies, procedures, and actions create systematic and intentional community service and involvement in community activities by faculty, staff, and students	Finish review of all current policies	Complete for 17-18; started working on 18-19 per request of Policy Committee	On track
3.2.2	Alumni Association connects graduates and the college	Finish and implement plan	Increased staffing in Foundation Office; WDT President is working with the New Director to implement an Alumni Association	Transferred to WDT Foundation June 2018
3.3.1	Community experts present to 100% of Western Dakota Tech students through classes, events, and other learning opportunities	Create system to better measure	Per SSC Director/Registrar - 201 students attended at least one speaker seminar in the Professionals Program with 8 "experts" presenting; Based on SPOL documentation by academics, there were 108 industry speakers within classrooms of 19 programs	Updated Target language June 2018 - replaced "students" with "academic programs"
3.3.2	Partnerships lead to business and industry participation in all recruiting events	65% of recruiting events	67%	6 of 9 camps had industry reps present
3.4.1	Advisory committee feedback is valued as assessed by surveys of committee members	Administer survey	Survey drafted and vetted through Leadership. Survey sent in late December to approx. 200 advisory board members. 26% return rate.	On track
3.4.2	Robust communication plan supports college mission	Implement plan	Complete	On track