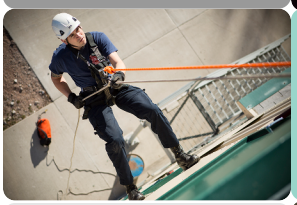
2018-19 Strategic Plan Report



Target #	2021 Target	2018-19 Benchmark	2018-19 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 2512; FTE 825	14-15 = 2054; 828 15-16 = 2197; 817 16-17 = 2360; 871 17-18 = 2,444; 864
1.1.2	Recruitment, retention, instructional efforts, and teamwork lead to first-year to second-year retention rate of 60% for fall cohorts as measured by WDT Cohort Retention	60%	54% WDT Cohort Retention - Fall 17 Cohort	IPEDS - Fall 14 to Fall 15 = 45% Fall 15 to Fall 16 = 51% Fall 16 to Fall 17 = 60% Fall 17 to Fall 18 = 57% Changed to WDT Cohort in 18-19
1.1.3	Recruitment, retention, instructional efforts, and teamwork increase the 150% graduation rate to 55% as measured by IPEDS	43%	43% Fall 15 Class	IPEDS - Fall 12 Class = 33% Fall 13 Class = 38% Fall 14 Class = 31%
1.1.4	Partnerships and program quality increase career placement in field of study to 90%	92%	89% WDT 17-18 Placement Report; 2018 Graduates	WDT Placement Report - 13-14 = 83% 14-15 = 78% 15-16 = 81% 16-17 = 91%
1.1.5	Partnerships and enhanced career placement efforts increase graduate placement to 92%	95%	98% WDT 17-18 Placement Report; 2018 Graduates	WDT Placement Report - 13-14 = 99% 14-15 = 86% 15-16 = 95% 16-17 = 95%
1.1.6	Collaboration and outreach efforts increase the number of Dual Enrollment students to 500	425	498 Unique Students 18-19	14-15 = 146 15-16 = 273 16-17 = 300 17-18 = 387
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	
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	29 Students living at College Station	16-17 = 40+ students living at College Station 17-18 = 16 students living at College Station 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	
~~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	Options were investigated with local taxi service	Target replaced June 2019

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~~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.	Complete seamless pathways set up with RCAS	Pathways concept/look now complete by RCAS	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	10 programs	4 programs with a potential for 4 more	
~~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%	2016 3-yr rate = 12.2%	2014 3-yr rate = 22.8% 2015 3-yr rate = 16.4% Predicted 2017 3-yr rate between 12.3 and 13.4%
1.5.1	Stackable credentials/certificates in 100% of AAS programs provide multiple celebration and exit points	4 Additional - total of 15	3 additional stackable options added; stackable credentials are in all AAS programs where appropriate	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 alternative delivery system in 5 additional programs	7 additional programs have created alternative delivery options	
1.5.3	Western Dakota Tech starts a minimum of two new programs each year to meet student and community needs	Successfully launch Construction Technology program	Successful launch of the new Construction Technology Program	
1.5.4	Effective assessment of program and student learning outcomes in 100% of programs improves instruction and student learning	10 programs at effective assessment	14 programs at effective assessment	
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	Instructional Effectiveness - 0.56; Academic Advising/Counseling - 0.44; Registration Effectiveness - 0.41; Admissions and Financial Aid - 0.40; Academic Services - 0.32; Concern for the Individual - 0.52; Student Centeredness - 0.44; Campus Climate - 0.45; Service Excellence - 0.38; Safety and Security - 0.63; Campus Support Services - 0.46	Scale results provided - When looking at individual questions for individual programs or units, many met the .25 or .5 benchmark.
1.6.2	Effective planning and program review of operational activities in 100% of non-academic offices and departments improves student success	100%	Effective Planning = 17 out of 20 = 85% Effective Program Review non-academic = 3 out of 3 = 100%	
1.7.1	Communication plan in every unit effectively delivers college and unit messages as measured by student surveys	75%	Non-academic = 17 out of 19 = 89% Academic = 7 out of 25 = 28%	

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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	Very Good to Excellent Range achieved on 2019 Great Colleges Survey	
2.1.2	Updated job descriptions and pay equitable to the work performed guide human resources philosophy	Update those due for review in 18-19	Complete	
~~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	Non-academic = 17 out of 19 = 89%	
2.1.5	Base salaries increase at least 3% every year	Committee continues work from 17-18	Compensation Philosophy created and approved by Cabinet	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	
2.1.7	Incentives encourage professional development and lead to all employees participating in at least 10 hours of professional development each year	Implement the tracking system and document outcome; train supervisors on what should be documented on the form (i.e., what does professional development include)	Complete	
~~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	
2.2.1	Western Dakota Tech named a Great College to Work For	Maintain honor roll status	2019 Honor Roll achieved (also received Honor Roll status in 2018)	
~~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	Very Good to Excellent Range achieved on 2019 Great Colleges Survey Earned Recognition status in the Shared Governance category on the 2018 and 2019 Great Colleges to Work for Survey	

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~~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	Administer survey	Survey has been conducted	
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	Survey not administered	
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	2019 Honor Roll achieved (also received Honor Roll status in 2018)	
~~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	Very Good to Excellent Range achieved on 2019 Great Colleges Survey	
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	Very Good to Excellent Range achieved on 2019 Great Colleges 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	Survey under development	
3.1.2	College efforts increase economic impact of the region by 10%	Share results of the Economic Model/WDT Economic Impact with business/industry, parents, political leaders, etc.	Complete	
3.1.3	Starting salary for graduates increases to an average of $20 per hour	$18 per hour	$18.05 WDT 17-18 Placement Report; 2018 Graduates	WDT Placement Report - 15-16 = $14.81 16-17 = $16.96
~~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	Continue tracking, create a gap analysis to identify where we are missing students; 90% of programs	23/26 programs = 88.5%	

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3.3.2	Partnerships lead to business and industry participation in all recruiting events	End of 18-19, remove as goal met, 75%	100%	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	Survey conducted; survey questions did not address the benchmark well	Target replaced June 2019
3.4.2	Robust communication plan supports college mission	Update and maintain as needed	In progress	Overall good; have identified a few gaps and will continue work next year to fill the gaps; restructuring marketing department to be Strategic Communications and Marketing which will help overall with this goal