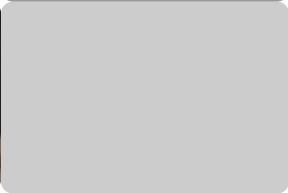
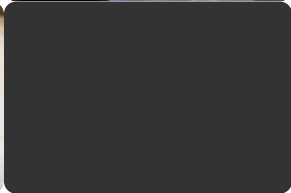
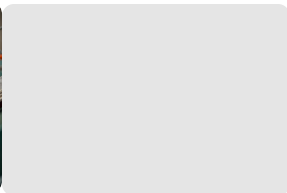


2019-20 Strategic Plan Report



Target #	2021 Target	2019-2020 Benchmark	2019-2020 Actual Performance	Notes
1.1.1	Teamwork and quality drive growth to full-time equivalent enrollment of 1,500 as measured by tuition collected	1,000 FTE	Headcount 2,844; FTE 891.5	14-15 = 2054; 828 15-16 = 2197; 817 16-17 = 2360; 871 17-18 = 2,444; 864 18-19 = 2,519; 831
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%	55% WDT Cohort Retention - Fall 18 to 19 Cohort	Fall 14 to Fall 15 = 48% Fall 15 to Fall 16 = 56% Fall 16 to Fall 17 = 54% Fall 17 to Fall 18 = 54%
1.1.3	Recruitment, retention, instructional efforts, and teamwork increase the 150% graduation rate to 55% as measured by IPEDS	45%	50.1% Fall 16 Class 19-20 IPEDS Submission (Fall 2016 Cohort)	IPEDS - Fall 12 Class = 33% Fall 13 Class = 38% Fall 14 Class = 31% Fall 15 Class = 43%
1.1.4	Partnerships and program quality increase career placement in field of study to 90%	90%	88% 18-19 Placement Report; 2019 Graduates	WDT Placement Report - 13-14 = 83% 14-15 = 78% 15-16 = 81% 16-17 = 91% 17-18 = 89%
1.1.5	Partnerships and enhanced career placement efforts increase graduate placement to 92%	95%	97% WDT 18-19 Placement Report; 2019 Graduates	WDT Placement Report - 13-14 = 99% 14-15 = 86% 15-16 = 95% 16-17 = 95% 17-18 = 98%
1.1.6	Collaboration and outreach efforts increase the number of Dual Enrollment students to 500	500	607 Unique Students 19-20	14-15 = 146 15-16 = 273 16-17 = 300 17-18 = 387 18-19 = 498
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	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	Target replaced June 2019	

Target #	2021 Target	2019-2020 Benchmark	2019-2020 Actual Performance	Notes
1.2.5	Partnerships with housing providers create affordable housing options for students.	Establish preferred housing partner list; and create processes to provide housing options to students who do not have housing secured.	Met goal (19-20); continue monitoring	
1.2.6	Eliminate transportation barriers for both current and potential students.	Work with local group who is lobbying to have the Rapid Ride route expanded	Public Walkways on track for 2021; Public Transportation Postponed Until After 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.	Complete seamless pathways set-up with 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	5 programs	18-19 = 7 student sponsorships for 4 programs; 19-20 = 7 student sponsorships for 4 programs; 20-21 = 17 student sponsorships (3 pending) for 5 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%	FY 2017 = 13.4%	2014 3-yr rate = 22.8% 2015 3-yr rate = 16.4% 2016 3-yr rate = 12.2%
1.5.1	Stackable credentials/certificates in 100% of AAS programs provide multiple celebration and exit points	4 Additional total of 15	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	9 additional programs have created alternative delivery options	Programs: Pharmacy Tech, Phlebotomy; Registered Nursing, Dental Assisting, Medical Lab Tech, Surgical Tech, General Ed, Construction Tech, and Allied Health (HC courses)
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 20-21 start	Three 18-credit UpSkill Certificates approved for 20-21	EMT/Pre-Paramedic, Phlebotomy, and Plumbing approved June 2020. BoTE approved new revamp of Machining diploma program and name change for Controlled Environment Agriculture (CEA). HLC application for CEA submitted in April. New Construction Academy planned for summer 2020 pilot was cancelled due to COVID-19.

Target #	2021 Target	2019-2020 Benchmark	2019-2020 Actual Performance	Notes
1.5.4	Effective assessment of program and student learning outcomes in 100% of programs improves instruction and student learning	17 programs at effective assessment	2019 Assessment Cycle: 20 at effective assessment out of 20 eligible = 100%	2017 Assessment Cycle - 5 programs at effective assessment; 2018 Assessment Cycle - 14 programs at effective assessment out of 20 eligible = 70% (started tracking eligible in 2018)
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 (SSI only conducted in spring of odd years)
1.6.2	Effective planning and program review of operational activities in 100% of non-academic offices and departments improves student success	100%	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%	18-19: Effective Planning (non-academic)= 85% Effective Program Review: Non-academic = 100% Academic = 67%
1.7.1	Communication plan in every unit effectively delivers college and unit messages as measured by student surveys	75%	Non-academic = 6 out of 8 = 75% (Not required in Academic units this year)	18-19: Non-Academic = 17 out of 19 = 89% Academic = 7 out of 25 = 28%
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	87% Overall Satisfaction	From 2019 Great Colleges to Work For Survey Results - Compensation, Benefits & Work Life Balance.
2.1.2	Updated job descriptions and pay equitable to the work performed guide human resources philosophy	Update those due for review in 19-20	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 = 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	
2.1.7	Incentives encourage professional development and lead to all employees participating in at least 10 hours of professional development each year	Analyze data received to see how many hours employees are on average receiving in PD. Then recommendations can be made if needed to increase PD opportunities.	Average of 43 hours per employee	On Demand Video viewership up 103% and Webinar viewership up 32% over last year.

Target #	2021 Target	2019-2020 Benchmark	2019-2020 Actual Performance	Notes
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.	Postponed	The Committee Chair was to be transitioned from HR to the VP for Finance and Operations. The transition did not happen this year, but will for 20-21. The committee will be active next year and work on this goal.
2.2.1	Western Dakota Tech named a Great College to Work For	Maintain honor roll status	2019 Honor Roll achieved	Honor Roll Recipient 2018 2019
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	90% Overall Satisfaction	From 2019 Great Colleges to Work For Survey Results - Shared Governance
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	Implement a Customer-Centric IT Service Approach	Complete	New ticket system; 90% plus quick response rate; improved employee support; multiple trainings provided; updating infrastructure for seamless operations for students and employees; problem-solving and solution-based mindset
2.2.7	A data-driven culture supports employee decision-making as assessed by 100% of employees reporting they have the information they need	Update dashboards to be user-friendly to all users	Complete	Created "Reports" in Izenda for Academics that are directly tied to the KPIs so the information needed for Unit Reports is easily accessible and understandable
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 recipient	2019 recognized categories: 1-Collaboration 2-Job Satisfaction/Support 3-Respect & Appreciation 4-Supervisors/Dept Chairs 5-Teaching Environment

Target #	2021 Target	2019-2020 Benchmark	2019-2020 Actual Performance	Notes
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	82% Overall Satisfaction	From 2019 Great Colleges to Work For Survey Results - Communication
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	82% Overall Satisfaction	From 2019 Great Colleges to Work For Survey Results - Communication
3.1.1	College recognized as the No. 1 provider of skilled employees in West River as assessed by employer surveys	Conduct the survey that was created in 18-19	62.5% responded yes	Survey responses = 35
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	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	\$19 per hour	\$17.63 18-19 Placement Report; 2019 Graduates	WDT Placement Report - 15-16 = \$14.81 16-17 = \$16.95 17-18 = \$18.05
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%	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	End of 18-19, remove as goal met, 75%	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 review of College Values, Vision and Mission	Complete	
3.4.3	Advisory committee feedback is used to make improvements in academic programs.	Update Advisory Board meeting agenda template to include a standing item that shares how advisory board input has been implemented since the last meeting	Complete	Standing agenda item added to fall and spring advisory board meetings.