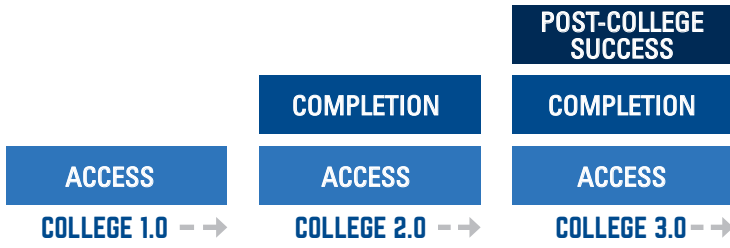


# STRATEGIC *Directions*

2024—2026



# College Health Indicators



COLLEGE HEALTH INDICATORS (CHI)		2023 ACTUAL	2024 GOAL
CHI 1A.	Promoting Equity in Student Learning-Graduation Rate Comparison:		
	For Special Population* Students	42%	70%
	For Non-Special Population Students	60%	
CHI 2A.	Course Completion Rate	91%	95%
CHI 3A.	Year-to-Year Graduate Wage Growth	8%	10%
CHI 4A.	5-Year Graduate Wage Growth	67%	75%

\*The Wisconsin Technical College System (WTCS) defines special populations as students of color, Pell Grant recipients, military veterans, incarcerated individuals, dislocated workers, and persons with disabilities.

The District Board of Directors reviews College Health Indicators (CHI) semi-annually. The CHI are metrics that provide a trend of performance year-over-year with benchmarks that compare Southwest Tech to other Wisconsin Technical College System colleges or national performance standards.



**Jeanne Jordie**  
Prairie du Chien  
Employee Member/Ex Officio Member of the SWTC Foundation, Appointed 2020

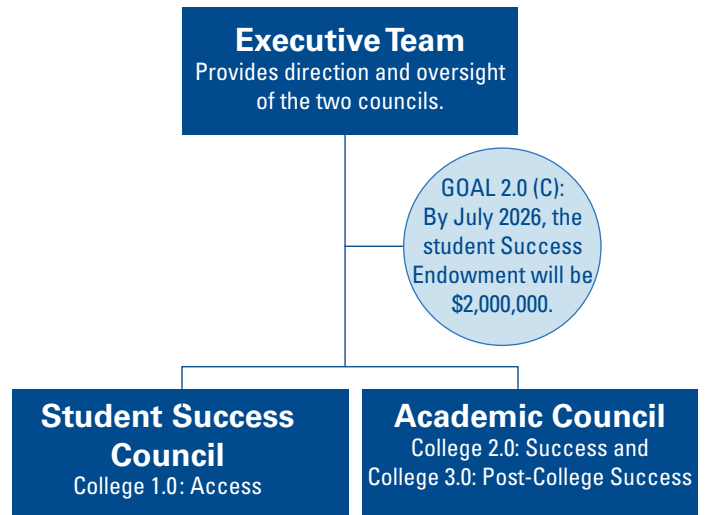
*"I value being an active member of the SWTC Board, as it gives me input into the ever-changing world of technology and education. It allows me to serve our community and the folks we serve in a tangible way. Our decisions are based on experience, as well as those of future generations. The future generations and education are important to me."*



**Kent Enright**  
Mineral Point  
Employee Member/Board Secretary/Ex Officio Member of the SWTC Foundation, Appointed 2021

*"There are so many things to be proud of here at Southwest Tech. What I'm most proud of is the way we can change lives, not only for the student but for their whole family. It has been an honor to serve on the board and play my small part in Southwest Tech's continued success."*

# College Governance



## Executive Team

Leads the college to achieve excellence with integrity through learning and service.



**Krista Weber**, Chief Human Resources Officer, 2024-2025 Acting President

## Student Success Council

**1.0 Access:** Develops transformational strategies that enhance student access, ensuring every student has the opportunity to succeed.



**Holly Clendenen**, Chief Student Services Officer



**Stacey Place**, Academic Lead/Physical Therapist Assistant Instructor

## Academic Council

**2.0 Completion:** Strengthens high-quality, work-based learning experiences to improve course completion and graduation rates for all students.

**3.0 Post-College Success:** Drives innovation in curriculum and workforce partnerships to increase graduate success in securing high-wage jobs and transferring to four-year institutions.



**Cynde Larsen**, Chief Academic Officer/Executive Dean



**Dan Imhoff**, Executive Director of Facilities, Safety & Security

# COLLEGE 1.0

THIS IS WHERE PEOPLE CARE

## Access

At Southwest Tech we want every person to know we care about their success. Faculty and staff unite to help students design plans to achieve their goals. Student success plans include: career goals, an academic map, financial planning and budgeting, and a network of professionals to ensure supports and services are inevitable.

### PERFORMANCE

We know we will be successful when more people chose to be students at Southwest Tech, especially if they live in the college's five-county district.

### GOALS

- A. By July 2025, all program students will have a completed Student Success Plan.
- B. By July 2025, all Adult Education and English Language Learner students will have a completed Student Success Plan.
- C. By June 2027, every high school graduate in Southwest Tech's district will have earned college credit(s) that connect directly to a high-paying career path.
- D. 100% program students will have a reduced financial gap in 2025-26 due to aligning student success plans with scholarships and other college and financial resources in 2024-25.

*Dual enrollment transforms lives, opening doors for students like Mohamed Fakron, who overcame significant challenges to follow his dreams and achieve a high-wage career in an in-demand field. These programs empower students to graduate high school with industry-recognized credentials, giving them the confidence and skills to seize new opportunities, uplift their communities, and build a brighter, more prosperous future for themselves and others.*



# COLLEGE 2.0

THIS IS WHERE YOU SUCCEED

## Completion

Graduation Matters. We help every student complete their courses and finish their degrees because we know students with degrees have more earning power and better opportunities to improve their lives.

### PERFORMANCE

We know we will be successful when more students graduate and we make improvements to decrease achievement gaps for special population students. Southwest Tech emphasizes work-based learning\* so students learn first-hand from industry experts how to excel in the workforce or successfully transfer to a four-year university.

### GOALS

- A. By July 2027, we will increase the on-time student graduation rate to 50%.
- B. By July 2026, all program students will complete an assignment in each of the four work-based learning pillars: pre-career awareness, career awareness & exploration, career prep, and career application.
- C. By July 2026, the Student Success Endowment will be \$2,000,000.

*Work-based learning opportunities give students real-world experience, boosting their resumes and making them more valuable to employers, which can lead to higher wages. The Graphic and Web Design program has partnered with the marketing department to expand these opportunities. As a result, the program has moved from a low-wage to a medium-wage classification, with the goal of reaching high-wage status soon.*



\*Work-based learning is a course-based opportunity to engage and interact with industry experts while learning to demonstrate essential employability and technical skills necessary for today's workforce. Work-based learning can take various forms, such as practicum, clinical, and internship courses; apprenticeships, and other course-based learning experiences in which students interact directly with potential employers.

# Post-College Success

THIS IS WHERE YOU EXCEL

Southwest Tech graduates experience high levels of job placement. We seek to improve the wages they earn as our alumni increase their value to employers.



**Elizabeth**  
2024 Graduate

## PERFORMANCE

We know we will be successful when local employers report graduates have increased knowledge, skills, and abilities and recognize the higher value by increasing wages.

## GOALS

A. Add five new high-wage programs by July 2026:

1. Radiography (2024 Start)
2. Precision Agronomy (2025 Start)
3. IT-Software Developer-Artificial Intelligence (Exploring)
4. Respiratory Therapy (Exploring)
5. Advanced Manufacturing (Exploring)

B. At May 2025 graduation, 100% of University Transfer students from Southwest Tech will have been accepted into a bachelor's degree program at an accredited institution and enrolled within one year.

C. Starting July 2026, 50% of our graduates in the workforce will earn a high wage within one year of graduation and 100% will earn a high wage within five years of graduation.

*Lizzy, a mother, veteran, and graduate of the Southwest Tech Criminal Justice Studies program, secured a high-wage job earning \$25 or more per hour. Her achievement is not only transforming her own life but also reshaping the future of her entire family.*



## 1 The Aspen Institute's Unlocking Opportunities Cohort

The Aspen Institute's Unlocking Opportunities Cohort is a collaborative initiative aimed at improving economic mobility for students through innovative practices in community colleges. Southwest Wisconsin Technical College is honored to be one of the ten colleges selected across the nation to participate in this prestigious program. By sharing strategies and implementing evidence-based solutions, the cohort strives to bridge opportunity gaps and ensure equitable success in higher education and the workforce.

## 2 Executive Leadership and Board of Directors Training

The executive leadership team and board of directors are collaborating to implement training based on the recommendations from the Aspen Institute's College Board of Directors Playbook. This comprehensive training emphasizes the critical role that boards play in driving institutional success, focusing on strategic leadership, data-driven decision-making, and promoting equity in student outcomes. By adopting these best practices, the leadership team and board aim to enhance governance, ensure accountability, and align the college's mission with the long-term needs of students, the workforce, and the broader community.

## 3 2024-2025 Aspen Prize for Community College Excellence

Southwest Wisconsin Technical College is proud to be selected as one of the finalists for the prestigious 2024-2025 Aspen Prize for Community College Excellence. This recognition highlights the college's commitment to providing exceptional education, fostering student success, and driving economic mobility in the region. The award celebrates institutions that demonstrate high achievement and performance, particularly in advancing equitable outcomes for all students, preparing them for successful careers and further education. Southwest Tech's dedication to continuous improvement and innovation in serving its students and community has earned it this distinguished honor.



# Who We Are

## College Values

**Inclusivity.** We provide a welcoming environment that promotes respect for all members of the college community. We commit to learning about our differences and commonalities to better appreciate the value of each person. We empower the college community to cultivate connections and defend the dignity and humanity of all. We expect all members of our college community to live our Charger Respect Pledge.



**Stephanie Bernhardt**, Financial Aid Assistant/Accounting Bursar, exemplifies Southwest Tech's deep commitment to serving veterans in their educational journeys. Her kindness and dedication to becoming an expert in Veterans Education Benefits make her exceptional in this role, ensuring veterans receive the respect and guidance they deserve. By recognizing military experience for academic credit and fostering a welcoming environment, Stephanie empowers veteran students to thrive. Her compassionate approach honors their service and reflects the college's mission of fostering inclusivity and respect for all members of our community.

**Learning.** We work together to make high-quality, affordable education accessible to our diverse population. We help students develop the knowledge, skills, and attitudes needed to contribute to an inclusive workforce and community success. Through partnerships, we seek opportunities to improve lives.



**Tamara Griesel**, Science Instructor at Southwest Tech, embodies the college's value of learning through her unwavering commitment to growth and excellence. With an MS in Biological Sciences and currently pursuing an Ed.D. at Franklin University, she continually expands her knowledge to better serve her students. Tamara's passion for teaching, especially in supporting students with neurodiverse needs, makes her exceptional. Her dedication ensures that students develop the skills and attitudes needed to contribute to an inclusive workforce, enriching both their personal and professional lives.

**Integrity.** We promote a cohesive culture that is based on honesty, professionalism, trust, kindness, and respect. We work collaboratively to maintain a healthy environment of clear communication, transparency, and dedication to the mission of Southwest Tech.



**Dan Imhoff**, Executive Director of Facilities, is admired and trusted not only by his colleagues but also by the students at Southwest Tech. His unwavering commitment to keeping the campus safe and secure has earned him the respect of many. Dan's leadership style, which blends honesty with genuine care for the growth and well-being of others, allows everyone to excel in their roles. By creating an environment where trust and respect thrive, Dan empowers others to do their best, knowing they are supported in their personal and professional growth.

**Accountability.** We hold ourselves and our teams responsible for achieving academic and fiscal College goals as established by the District Board. We practice self-awareness and hold each other accountable to recognize and confront biases that impact our thinking, behavior, and performance to realize positive and equitable results.



**Gabby Snider** is exceptional in every sense. She consistently follows through on what she says she's going to do, handling each task with a smile and a genuine eagerness to help others. Her accountability goes beyond just meeting deadlines—Gabby actively seeks out ways to support her colleagues, ensuring everyone around her can succeed. Whether leading the Wisconsin Leadership Development Institute or managing day-to-day responsibilities, Gabby's positivity, reliability, and dedication make her a trusted and invaluable part of the team.

**Continuous Improvement.** We leverage our rural perspective and progressive entrepreneurial spirit to attract people who strive for excellence in student success through innovation in technology, services, and strategies. We support and promote personal and professional development to exceed industry standards and produce competent and skilled graduates in high-quality, relevant programs essential to our sustainability as a college.



**Tyler Platz** plays a vital role in driving Southwest Tech's continuous improvement efforts through his expertise in data analysis. His work with data reporting and the development of the College Health Indicator Power BI dashboard enables the college to make data-informed decisions, investing in strategies proven to enhance student success while helping deprioritize those that do not. Tyler's skilled approach to training allows college employees to continuously refine their focus, ensuring resources are allocated to initiatives that truly make a difference in student outcomes and institutional sustainability.

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## College Mission

Southwest Wisconsin Technical College provides education and training opportunities responsive to students, employers, and communities.

## College Vision

Southwest Wisconsin Technical College will be a preferred provider of education, source of talent, and place of employment in the region. We at the College change lives by providing opportunities for success.

CONTINUOUS  
IMPROVEMENT

*Integrity*

# COLLEGE VALUES

*Inclusivity*

LEARNING

ACCOUNTABILITY

Southwest Wisconsin  
TECHNICAL COLLEGE



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Accommodations: Call 608.822.2632 (tdd: 608.822.2072)  
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Southwest Tech is committed to legal affirmative action, equal opportunity access,  
and diversity of its campus community. [www.swtc.edu/equality](http://www.swtc.edu/equality)