

# STRATEGIC DIRECTIONS

2022–2025



For six years in a row, Southwest Tech ranks  
among the best two-year colleges in the nation!

THIS IS WHERE  
*Everyone Belongs*

# Who We Are

## Mission

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

## 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.

## Values

### 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.



*Joe Randall, Electrical Power Distribution program instructor, teaches his students integrity by volunteering in Richland Center to hang holiday lights in the park for the southwest Wisconsin community to enjoy.*

### 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.

*Tonia Breuer, Medical Assistant program instructor, assists a student with essential hands-on education that helps them succeed in the workplace.*



### 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.

*Jake Mootz, IT support specialist, assists students with enrolling in Charger Tech 360 at New Student Orientation. Charger Tech 360 is more than just a laptop, it's*



*support, software, and service when you need it providing a successful learning experience.*

### 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.

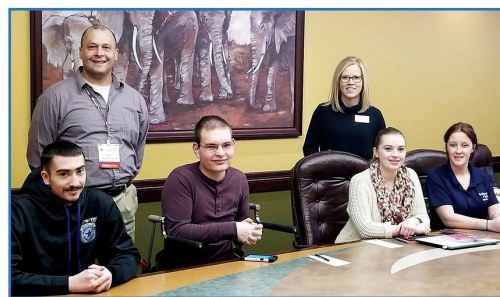
*Tom Kretschman, Criminal Justice Instructor, prepares students to take a leadership role in campus safety.*



### 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.

*Christena Bowers, disability and support services manager, took students to a conference in Wisconsin Dells. They presented to high school educators on their experiences transitioning from high school to college and how teachers can better prepare their students for that transition.*



Building relationships with prospective students, current students, and employers is what we do best. At Southwest Tech, we care.

The front cover shows a recruiter meeting with students from Darlington High School, Nursing-Associate Degree students celebrating their last day of clinical at Boscobel Care and Rehab, and State Student Ambassador and Criminal Justice Studies student Hannah Masters serving in her campus security role.



# What We Do

## *We Provide* **AFFORDABLE EDUCATION**

Jenna graduated  
with zero debt.

Average debt is \$3,815  
and many students  
receive scholarships to  
further reduce costs.



## ANNUAL COST OF COLLEGE TUITION

Southwest Wisconsin  
Technical College  
INCLUDES FEES

**\$4,404**

UW 4-Year Institutions  
INCLUDES FEES

**\$7,444** | **\$10,742**  
MIN. | MAX.

All 4-Year Institutions  
PUBLIC OUT-OF-STATE/  
PRIVATE NON-PROFIT  
INCLUDES FEES

**\$32,548** AVG.

0 5K 10K 15K 20K 25K 30K 35K

Sources: U.S. Department of Education–Net Price Calculator Center;  
UW HELP System Tuition Chart, The College Board 2021,  
College Costs Calculator

## *We Help* **OUR STUDENTS GET GOOD JOBS**

Victoria was hired  
locally in the  
law enforcement field  
before graduation.



**90%**

Were Employed  
Within the First  
Year of Graduation.



**\$42,820**

Median Salary  
6 Months After  
Graduating  
With an Associate  
Degree.

Source: 2020 Graduate Outcomes Report

## *We Promote* **LIFELONG LEARNING**

Transfer credits helped  
Tory build his career.

- Benton High School, 2008
- UW-Platteville, Biology, 2012
- Southwest Tech, Nursing-Associate Degree, 2015
- UW-Madison, Bachelor of Science-Nursing, 2017
- Clarke University, Doctor of Nursing Practice, 2021



### **Transfer Credits to Southwest Tech**

You may be able to  
transfer credits,  
utilize existing credits,  
or earn new credits  
for skills and knowledge  
you gained at another  
college, in the military,  
or on the job.



### **Transfer Credits from Southwest Tech**

Southwest Tech has  
transfer agreements  
with private colleges,  
universities, and the  
University of  
Wisconsin System.

# College Health Indicators

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.

## GOAL

To achieve after implementing activities/initiatives. Targets are determined and approved by the Executive Team.

## ACTUAL

Current or most recent measure available.

### STRATEGIC DIRECTION

#### Engage Students in High Quality Experiential Learning

COLLEGE HEALTH INDICATOR (CHI)	ACTUAL	GOAL
1. Equity in Student Learning	51%	75%
2. Enrollment Headcount	6805	6900
3. Retention Rate	71%	74%
4. Graduation Rate	55%	65%
5. Job Placement	90%	97%
6. Student Satisfaction (7-point scale)	5.79	6.00
7. Employer Satisfaction	100%	100%

### STRATEGIC DIRECTION

#### Strengthen a Culture of Caring and Success

8. Employee Satisfaction (5-point scale)	4.07	4.50
9. Employee Retention	94.79%	95%

### STRATEGIC DIRECTION

#### Enhance the College's Economic Impact

10. Full Time Equivalent (FTE) Count	1253.01	1300.00
11. Economic Impact:		
11 a. Job Placement In-District	44%	56%
11 b. Five-Year Graduate Wage Growth	47%	57%
11 c. Job Placement in Industry	83%	90%

# College Governance



## Executive Team

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

*Krista Weber, chief human resources officer, works closely with the president to lead the Executive Team. Her efforts are part of our commitment to succession planning and leadership development.*



## College Council

Cultivates College Values as core behaviors of a positive, caring culture of wellness and trust.

*Josh Bedward, facilities manager and master electrician, co-leads the College Council and took a lead role in developing and implementing the performance management evaluations.*



## Academic Council

Leads efforts to ensure all students learn, progress, and achieve their goals, especially our Special Populations\*.

*Kim Maier, Ph.D., executive dean, leads the Academic Council.*



## Operations Council

Leads the achievement of sustainable college operations.

*Heath Ahnen, executive director of information technology services, is co-leading the implementation of a new Enterprise Resource Planning system.*



## Leadership Council

Creates mutual understanding among all supervisors to consistently communicate with and engage all faculty and staff.

*Kris Wubben, director of student success, and Chantel Hampton, diversity, equity, and inclusion coordinator, co-lead the Leadership Council.*

\*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.

## This Is Where You Succeed

Access to high-quality academic programming helps students succeed in the workforce. The Academic Plan focuses on emerging industries and revitalizing existing programs.



*Karen Bricco, lab science adjunct instructor, brought her Laboratory Science Technician program students from Boscobel, Richland Center, and Platteville high schools to visit Southwest Tech's campus. We offer these courses in the high schools through Southwest Tech's COLLEGE Up program.*

### GOOD ★

More students in relevant programs.

### BETTER ★★

Recruit and graduate students into high-wage/high-demand jobs.

### BEST ★★★

Dynamic programming provides life-long learning opportunities responsive to the workforce and individuals.

### PERFORMANCE

We know we will be successful when all academic programs achieve high-wage/high-demand status. We also start new programs when an industry sector aligns with our mission as a technical college.

### ACADEMIC COUNCIL

### GOALS

1. Start five new programs that lead to high-wage/high-demand careers by 2025.
2. Revitalize at least three existing programs per year to increase enrollments leading to high-wage/high-demand careers.
3. Increase dual credit enrollments in each of our thirty school districts by 5% per year through 2025.
4. Offer two Spanish-speaker-supported degree programs by 2025.
5. 100% of Associate of Arts and Associate of Science Degree students will have transferability to a four-year college with junior status by 2024.
6. Expand services and programming to increase the number of students served in Prairie du Chien from 81 in FY2022 to 200 students by FY2025. Also increase the number of students served in Dodgeville from 31 in FY2022 to 100 by FY2025.
7. Increase the rate students in High School Equivalency Diploma (HSED) programs enroll in college-level programming from 20% to 40% by 2025.
8. Identify and begin at least one new academic program per year through 2025 to offer at the Prairie du Chien and Dodgeville outreach centers.

## This Is Where Innovation Is Valued

Using one-time funding sources, we will reduce our operating expenses through investments in renewable energies. We will create student learning opportunities through partnerships between academics and operations.



*Dan Imhoff, executive director of facilities, safety, and security, reviews designs that utilize renewable energies to save money the college can invest in supporting students.*

### GOOD ★

One-time capital dollars reduce operational costs in the long run.

### BETTER ★★

Financial savings invested in student success.

### BEST ★★★

Students engage in renewable energy trainings and programs leading to high-wage, high-demand employment opportunities

### PERFORMANCE

We know we will be successful when sustainable projects in renewable energies save money to invest in supporting students.

### EXECUTIVE TEAM

### GOALS

1. Reduce our greenhouse gas emissions 20% by 2025.
2. Reduce our heat and electric costs 20% by 2025.
3. Graduate at least 20 students to serve renewable energy and energy efficiency needs of our region by 2025 through our new Sustainable Energy Management Associate Degree.



## This Is Where People Care

At Southwest Tech we want every student to know we care about their success. We also want our faculty, staff, and leadership to be representative of our district population and student body.



Southwest Tech Midwifery students and faculty members were able to attend the Art and Science of Birth (Integrando la Ciencia y el Arte del Nacimiento) in Puerto Rico. These connections last a lifetime.

### GOOD ★

Student and employee recruitment, retention, and promotion result in improved outcomes for everyone.

### BETTER ★★

Everyone at Southwest Tech demonstrates fairness, trust, and respect for all people.

### BEST ★★★

All students are more successful throughout their lives because of the efforts of our faculty and staff.

### PERFORMANCE

We know we will be successful when student learning improves inside and outside of the classroom, focusing on achievement gaps between our special and non-special populations.

### COLLEGE COUNCIL

### GOALS

1. Increase the percent of racially diverse employees at the College to better reflect our student population.
2. Help all students be more successful by 3% each year AND ensure our special populations\* achieve at the same success rates as the general student body in:
  - a. Enrollment headcount
  - b. Graduation rate
  - c. Job placement
  - d. University transfer rate
  - e. Salary growth over 5 years
3. Provide technical assistance and guidance to at least three other organizations who decide to implement Universal Design by 2025.



## This Is Where Students Succeed

Southwest Wisconsin Technical College is one of the 10 finalists out of nearly 1,200 two-year colleges for the Aspen Prize for Community College Excellence.

The Aspen Prize honors colleges with outstanding achievement in five critical areas: teaching and learning, certificate and degree completion, transfer and bachelor's attainment, workforce success, and equity for students of color and students from low-income backgrounds. By focusing on student success and lifting up models that work, the Aspen Prize aims to celebrate excellence, advance a focus on equitable student success, and stimulate replication of effective culture and practice.



\*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.