Northwood
Technical College

EVOLVE XXIII
strategic plan 2021-2023

Strategic Themes

Mission

Learning First

Learning is our passion. As Northwest Wisconsin's leader in technical education, Northwood Technical College creates dynamic opportunities for career preparation and personal growth. We are committed to making each and every experience with us meaningful and professional.

Vision

An Innovative Journey

Education is a lifelong journey of learning and discovery. We embrace innovative theories, techniques and technologies to ensure success in a changing world.
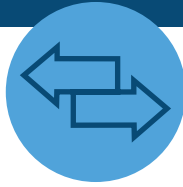
Transferability:

Increase awareness of transfer and higher education partnership opportunities.

Strategies:

> Develop and strengthen awareness and promotion of seamless transfer opportunities through collaborative partnerships and technology

> Develop transfer opportunities that are meaningful to students within our region

> Promote new University Transfer Degree

Program Optimization:

Establish programming that focuses on flexibility and leverages technology to serve regional employment needs.

Strategies:

> Expand access to learning and support through flexible delivery methods, schedules and credentials to increase enrollment and retention

> Cultivate innovative teaching and learning practices utilizing emerging technology, methodologies, facilities and equipment
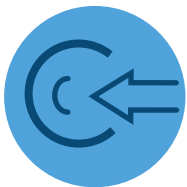
Perception:

Improve recognition of the College to become a first choice college.

Strategies:

> Promote Northwood Technical College as the key provider of high quality, life-long learning

> Strengthen connections with K12 partners, parents/guardians, community organizations and business and industry to expand awareness of programs and services available to meet high school and working adults' needs

Rebranding:

Branding tools reflect new name, mascot, and logo for Northwood Technical College.

Strategies:

> 100% of branding and marketing material utillize new name, mascot and logo for Northwood Technical College

Diversity, Equity, Inclusion:

Create an environment welcoming to everyone through diversity awareness and removing barriers in the learning and working environment.

Strategies:

> Improve access and outcomes for all learners, especially populations with demonstrated gaps in student success

> Attract, recruit, hire, onboard, train and retain a diverse staff that mirrors student and county populations of the region

EVOLVE XXIII Strategic Goals & Activities

TRANSFERABILITY

Strategy	Goal	Action
Develop and strengthen awareness and promotion of seamless transfer opportunities through collaborative partnerships and technology.	Increase # of students with a minimum of 30 credits that transfer to a bachelor's degree program.	❯ Develop and implement marketing and recruitment campaign targeting associate degrees, transfer degree and transfer options. 　❯ Focus on full degree and job attainment or first two years of bachelor's degree completion.
Develop transfer opportunities that are meaningful to students within our region.	Increase graduate transfers to colleges with articulation agreements from 60% in FY20 to 75% in FY23 to top 5 transfer partners.	❯ Develop and maintain articulation agreement with minimum of 58 credits transferred into program with partner institutions of choice.
Promote new University Transfer Degree.	Enroll 105 new students by spring 2023 in new university transfer program.	❯ Develop and implement marketing and recruitment campaign on transfer degree and transfer options. ❯ Collaborate with UW-Superior to provide and coordinate services that lead to clear bachelor's degree pathways for Northwood Technical College students.

PROGRAM OPTIMIZATION

Strategy	Goal	Action
Expand access to learning and support through flexible delivery methods, schedules and credentials to increase enrollment and retention.	Establish goal of 81% for course success across all delivery modes.	❯ Identify gaps in providing support for students using flexible delivery modes.
	Research strategies to utilize program and course capacity more effectively.	❯ Develop strategies to utilize 85% of program capacity based on resource allocation. ❯ Develop strategies to increase number of in-person/onsite courses to 75% capacity based on resource allocation.
	Increase ABE three-year student enrollment total to 800 by FY23.	❯ Identify strategies to deploy ABE services in areas of high need.

EVOLVE XXIII Strategic Goals & Activities

PROGRAM OPTIMIZATION (CONTINUED)

Strategy	Goal	Action
Cultivate innovative teaching and learning practices using emerging technology, methodologies, facilities and equipment.	Provide leading edge technology in all programs that support teaching and learning excellence.	- Transition all UGRD courses to Blackboard Ultra by Summer 2023 to ensure mobile compatibility for online courses. - Incorporate authoring tool (e.g., Articulate) to create engaging and interactive online courses. - Explore technology/software to record classroom demos and activities to be embedded in Blackboard for students to watch on-demand. - Implement high impact practices (e.g., high flex), learning strategies and activities in lesson planning. - Incorporate high impact practice instructor competencies into professional development, classroom observation and performance evaluation.
	Implement OER resources and other solutions to decrease costs to students.	- Evaluate total program costs to students. - Explore alternative resources for tools and equipment, including collaboration with Foundation, grants and business and industry.

PERCEPTION

Strategy	Goal	Action
Promote the College as the key provider of high-quality, life-long learning.	Increase college enrollments and FTEs in associate degree programs.	- Develop and implement marketing and recruitment campaign targeting associate degrees, transfer degree and transfer options. - Review scheduling and flexibility options within programming and services, considering part-time programming options to cater to working adults. - Implement a plan to increase number of credits students obtain through credit for prior learning assessment. - Provide micro-credentialing through digital badging and industry credentials to enhance persistence and retention to degree attainment.
	Increase college enrollments and FTEs.	Develop differentiated marketing strategies for all Northwood Technical College programming (e.g., credit programs, continuing education, workforce development, driver's education, adult basic education, high school equivalency and ELL).
	Increase opportunities for students to share feedback.	Develop online, formal feedback/complaint process to gather input and respond to student issues.

EVOLVE XXIII Strategic Goals & Activities

PERCEPTION (CONTINUED)

Strategy	Goal	Action
Strengthen connections with K12 partners, parents/guardians, community organizations and business and industry to expand awareness of programs and services available to meet high school and working adults' needs.	Increase the number of high school graduates from the Northwood Technical College region with Dual Credit enrolling directly to Northwood Technical College from 13.4% (FY20) to 17.5% (FY23).	› Expand communication about Northwood Technical College to parents and high school students enrolled in transcripted credit classes. › Develop and implement marketing and recruitment campaign on transfer degree and transfer options. › Partner with each in-district high school to ensure every high school student has access to an early college opportunity with a seamless transition to college.
	Increase the number of students enrolled in apprenticeship programs to 125 by FY23.	› Align education training with workforce needs by expanding apprenticeship programming outside the traditional (trades) apprenticeship areas.
	Increase FTE and headcount generated in 38.14 contracting to 47 FTE and 4015 headcount by FY23.	› Identify underserved businesses in each region and provide incumbent worker training in areas of critical need.

REBRANDING

Strategy	Goal	Action
100% of branding and marketing material include new name, mascot and logo for Northwood Technical College.	100% of branded materials, documents and other resources updated by FY23.	› Implement branding reinforcement strategies, including ongoing staff training on use of logo, colors and templates; maintenance of rebranding microsite; and communication to external stakeholders through marketing, website and celebration events.

EVOLVE XXIII Strategic Goals & Activities

DIVERSITY, EQUITY, INCLUSION

Strategy	Goal	Action
Improve access and outcomes for all learners, especially populations with demonstrated gaps in student success.	Implement targeted student goals, initiatives and activities identified by Northwood Technical College's Diversity, Equity and Inclusion Team as part of the Five-Year Affirmative Action/ Equal Opportunity Plan for 2019-2024.	➤ Highlight current recruitment best practices and successes with underserved groups. ➤ Increase and promote overall student diversity. ➤ Expand efforts to recruit Military connected students. ➤ Respond to the disproportional graduation rates of students in protected minority classes. ➤ Increase awareness of and continue diversity efforts that are already happening. ➤ Implement best practices across the College that foster a culture of diversity, equity and inclusion.
	Increase term-to-term retention for all students, including underserved and special populations, to meet the state average.	➤ Increase access to mental health services/therapy to students. ➤ Implement OER resources to decrease cost of textbooks. ➤ Research strategies that all students, including traditionally underserved and special populations, have access to dual credit. ➤ Implement a plan with focus on early interventions, using evidence-based interventions that will close the achievement gaps. ➤ Adopt a framework (such as Achieving the Dream) to holistically address achievement gaps through research-based interventions. ➤ Evaluate "gatekeeper" courses and student success data for gateway course completion.
	Increase three-year graduation rates for students with disabilities from 48.6% to 52%.	➤ Implement a plan with focus on early interventions, evidence-based interventions that will close the achievement gaps. ➤ Evaluate "gatekeeper" courses and student success data for gateway course completion.
	Increase the number of ELL students served from 127 (FY20) to 200 (FY23).	➤ Identify recruitment strategies based on the different populations, including materials developed in native language; collaborating with community influencers to establish connections to potential students; and using Language Line to help translate documents for non-English speakers.
Strategy	Goal	Action
Attract, recruit, hire, onboard, train and retain a diverse staff that mirrors student and county populations of the region.	Implement goals, initiatives and activities identified by Northwood Technical College's Diversity, Equity and Inclusion Team as part of the Five-Year Affirmative Action/ Equal Opportunity Plan for 2019-2024.	➤ Analyze and address employment of staff at the College to match availability percentages for race, sex and disability categories in the general population of the District. ➤ Expand employee recruitment efforts to target the non-alignment of race/ethnicity of College employees to the comparison of district population. ➤ Feature diversity as an asset to the culture of Northwood Technical College's workforce to prospective employees. ➤ Expand efforts to recruit Military connected employees. ➤ Implement targeted employee retention plans based on protected class. ➤ Expand education amongst employees that fosters a culture of diversity, equity and inclusion.

EVOLVE XXIII Effectiveness

Measures	Baseline (2018-2019)	WTCS Rank	Current Data 2022-2023 Data (updated December 2023)	WTCS Rank
Headcount	All Students		All Students	
	Associate Degree (10): 2,035	13th	Associate Degree (10): 1,699	13th
			Liberal Arts (20): 104	9th
	Technical Diplomas: Less than 1 Year (30): 1,571	3rd	Technical Diplomas: Less than 1 Year (30): 1,245	6th
	Technical Diplomas: 1 Year (31): 1,571	7th	Technical Diplomas: 1 Year (31): 1,293	6th
	Technical Diplomas: 2 Years (32): 163	4th	Technical Diplomas: 2 Years (32): 154	3rd
	Apprenticeship (50): 88	14th	Apprenticeship (50): 139	14th
	OVERALL UGRD RANK:	11th	OVERALL UGRD RANK:	13th
	Workforce Age (18-64) - FY22		Workforce Age (18-64) - FY23	
	Associate Degree (10): 1,990	13th	Associate Degree (10): 1,665	13th
			Liberal Arts (20): 94	9th
	Technical Diplomas: Less than 1 Year (30): 1,286	3rd	Technical Diplomas: Less than 1 Year (30): 967	6th
	Technical Diplomas: 1 Year (31): 1,050	7th	Technical Diplomas: 1 Year (31): 1,251	6th
	Technical Diplomas: 2 Years (32): 158	4th	Technical Diplomas: 2 Years (32): 147	3rd
	Apprenticeship (50): 83	14th	Apprenticeship (50): 138	14th
	OVERALL UGRD RANK - workforce age:	13th	OVERALL UGRD RANK - workforce age:	13th
Student Satisfaction	From the 2018 Noel-Levitz Student Satisfaction (SSI) Survey: 91% - Northwood Technical College met their expectations 79% - Very satisfied/satisfied with their experience 83% - Would enroll again (if they had to do it over)		From the 2022 Noel-Levitz Student Satisfaction (SSI) survey: 93% - Northwood Tech met their expectations 79% - Very satisfied/satisfied with their experience 85% - Would enroll again (if they had to do it over)	
Student Retention: Term to Term	FY19 = 82.80%	9th	FY22 - 81.64%	7th
Student Retention: 2nd Year Retention Rate	FY19 = 67.93%	7th	FY22 - 67.70%	5th
Successful Course Completion	FY19 = 80.72%	11th	FY22 - 82.56%	11th
Program Capacity	This data was not saved from FY19		In FY23, we have 40 programs that had a capacity for students admitted. 5 (13%) of those programs are at or over capacity. Based on the capacities for those 40 programs , we are at 53.11% of total capacity.	
Class Capacity	In FY19, UGRD classes were at 36% capacity. 711 classes (12%) were at, or over, full capacity.		In FY23, UGRD classes were at 47% capacity. 185 classes (7.5%) were at, or over, full capacity.	
Graduate Placement	986 graduates (92% of all responding graduates, N = 1,073) indicated that they were placed six months after graduation.		724 FY22 graduates (93% of all responding graduates, n=782) indicated that they were placed six months after graduation.	
Transfer Rates	FY19 Graduate: 15.40%	13th	FY22 Graduate: 9.09%	16th
	Program Enrollee: 7.64%	9th	FY22 - Program Enrollee: 7.55%	9th

Learning Opportunities — UGrad Degrees/Diplomas

EVOLVE XXIII Effectiveness

	Measures	Baseline (2018-2019)	WTCS Rank	Current Data 2022-2023 Data (updated December 2023)	WTCS Rank
Learning Opportunities / Dual Credit	❯ Public Support	Cost per FTE = $0 Cost per Headcount = $0		FY22 Cost per FTE = $0 FY22 Cost per Headcount = $0	
	❯ Course Completion	FY19 = 83.99%	11th	FY23: 94.41%	5th
	❯ Direct from High School	Of the 2018 high school graduates from the Northwood Technical College district who enrolled in the WTCS system, 66.5% enrolled at Northwood Technical College in FY19 - Statewide Average: 83.4%	15th	Of the 2022 HS grads from the Northwood Tech district who enrolled in the WTCS system, 59.5% enrolled in Northwood Tech in FY23 Statewide Average: 80.1%	16th
		11.17% of 2018 high school graduates from the Northwood Technical College district with dual credit enrolled directly to Northwood Technical College in FY19 - Statewide Average: 17.61%	13th	13.20% of 2022 HS graduates from the Northwood Tech District with dual credit enrolled directly to Northwood Tech in FY23. Statewide Average: 20.15%	10th
		553 FY18 high school graduates from the Northwood Technical College district enrolled at a WTCS college in FY19	8th	506 FY22 HS graduates from the Northwood Tech district enrolled at a WTCS college in FY23	10th
	❯ Enrollment	In FY19, there were 1,852 HS students enrolled in dual credit courses at Northwood Technical College	12th	In FY22, there were 2,024 HS students enrolled in Dual Credit courses at Northwood Tech	13th
		In FY19, 36.02% of Northwood Technical College high school graduates received dual credit	13th	In FY22, 44.6% of Northwood Tech High School Graduates received dual credit	13th
		In FY19, Northwood Tech had 3,387 HS graduates from their district	7th	In FY22, Northwood Tech had 3,531 HS graduates from their district	7th
	❯ Credits	In FY19, there were 5,023 credits taken by dual credit high school students		In FY23, there were 7,579 credits taken by dual credit high school students	15th
Contracts (CNED - 38.14)	❯ Public Support	FY19: $535,072 (revenue exceeded expenses)		FY23: $457,349.35 (revenue exceeded expenses)	
	❯ Headcount	FY19 - 4,015	7th	FY23 - 3,193	11th
		In FY19, 8.04% of the total district working age population was enrolled at Northwood Technical College	5th	In FY23, 4.71% of the total district working age population was enrolled at Northwood Tech	4th
	❯ FTE	FY19 - 46.9	12th	FY23 - 66.45	8th
	❯ Student Satisfaction	Blue Course Evaluations were not utilized in FY19		Question: "Overall, were you satisfied with the course." FY23 Overall - 96.27% Summer 2022- 367/387 (96.07%) students responded Yes Fall 2022 - 424/442 (95.93%) students responded Yes	
Adult General (CNED - Aid Code 42)	❯ Headcount	FY19 - 3,053	1st	FY23: 3,351	1st
	❯ FTE	FY19 - 64.74	1st	FY23: 70.06	1st
	❯ Public Support	FY19: $148,086 (revenue exceeded expenses)		FY23: -$324,197 (revenue exceeded expenses)	

EVOLVE XXIII Effectiveness

		Measures	Baseline (2018-2019)	WTCS Rank	Current Data 2022-2023 Data (updated December 2023)	WTCS Rank
Learning Opportunities	Occupational Training (CNED - Aid Code 47)	Headcount	FY19 - 8,954	5th	FY23: 5,351	4th
		FTE	FY19 - 111.00	5th	FY23: 80.67	6th
		Public Support	FY19: -$236,865 (revenue exceeded expenses)		FY23: -$126,8617 (revenue exceeded expenses)	
	Apprenticeship (Aid Code 50)	Headcount	FY19 - 84	14th	FY23 - 136	14th
		FTE	FY19 - 10.15	14th	FY23 - 15.82	14th
		Subsidy	FY19 - Cost Per FTE = -3,535.27 FY19 - Cost Per Headcount = -$73.65		FY23: Cost per FTE = $2,317.13 FY23: Cost per Headcount = $269.54	
		Grad Outcomes	In FY19, there were 8 apprenticeship completers. 7 completers (100% of responding completers, N=7) were employed and all were employed in related fields to their training at Northwood Technical College		In FY22, there were 15 apprenticeship completers. 5 completers (100% of responding completers, n=5) were employed and 7 completers (88%) were employed in roles related to their training at Northwood Tech	
	Advocational/Life & Leisure (CNED Aid Code 60)	Headcount	FY19 - 1,157	5th	FY23 - 241	6th
		FTE	FY19 - 16.95	4th	FY23: 2.86	8th
		Public Support	FY19: -$35,655 (revenue exceeded expenses)		FY23: $12,569 (revenue exceeded expenses)	
	HSED/ GED	Transition	In FY19, 535 students took High School Diploma/ GED/HSED courses at Northwood Technical College	10th	In FY23, 424 students took High School Diploma/ GED/HSED courses at Northwood Technical College	11th
			184 took UGRD courses in 2019-2020		82 have taken UGRD courses in 2023-2024	
	English Language Learner (ELL)	Transition	In FY19, 86 students took ELL courses at Northwood Technical College	13th	In FY23, 105 students took ELL courses at Northwood Tech	14th
			There are over 10,000 people in the Northwood Technical College district, ages 5 and over, who primarily speak non-English languages in their homes. (2019 American Community Survey - ACS)		There are over 10,000 people in the Northwood Technical College district, ages 5 and over, who primarily speak non-English languages in their homes.	

*Statistically Significant Difference

EVOLVE XXIII Effectiveness

	Measures	Baseline (2018-2019)	WTCS Rank	Current Data 2022-2023 Data (updated December 2023)	WTCS Rank
Services — Accommodations	‣ 3rd Year Program Graduation	FY17 Cohort 3rd Year Graduation Rates: All Northwood Technical College students - 65.36%	1st	FY21 Cohort 3rd Year Graduation Rates: All Northwood Tech Students - 43.57%	6th
		FY17 Cohort: Students with Disabilities (288) - 59.03% graduated within 3 years	1st	FY21 Cohort: Students with Disabilities (4327) - 39.05% graduated within 3 years	4th
		FY17 Cohort: Students without Disabilities (2,573) - 66.07% graduated within 3 years	1st	FY21 Cohort: Students without Disabilities (2,538) - 44.29% graduated within 3 years	7th
Financial Aid	‣ Enrollment	Did not have FY19 data available at time of data collection		Award Year 2023: 1,478 students received financial aid. 1,375 of those enrolled in UGRD courses	
	‣ Retention	Cohort default rate (3 Year Rate): FY17: 10.2% FY16: 11.8% FY15: 13.2%	6th 5th 3rd	Cohort default rate (3 Year Rate): FY20: 0.0% (all WTCS colleges are at 0.0% due to the Payment Pause during COVID) FY19: 2.5% FY18: 8.92%	– 10th 6th
Learning Resources: Library	‣ Student Satisfaction	From the 2018 Noel-Levitz Student Satisfaction (SSI) Survey: Library resources and services = 6.33 Library staff = 6.41 Questions ranked on a 7 point scale		From the 2022 Noel-Levitz Student Satisfaction (SSI) survey: Library resources and services = 6.27 Library staff = 6.41 Questions ranked on a 7 point scale	
Veteran Services		In FY19, 75.9% of students who used Veterans Benefits (137 students) had a 2.0 GPA or greater which is slightly lower than the 82.3% of students who did not use Veterans Benefits (3,894 students). 82.1% of the total Northwood Technical College UGRD student population (4,031) had a GPA of 2.0 or higher. *Not statistically significant

In FY19: 76.4% of first-time program students who used Veterans Benefits (110 students) were retained from fall to spring, which is slightly lower than the 77.6% of first-time program students who did not use Veterans Benefits (2,947 students). 77.5% of the total first-time program student population (3,057 students) were retained from fall to spring in FY19. *Not statistically significant | | In FY22: 83.7% of students who used Veterans Benefits (104 students) had a 2.0 GPA or greater which is slightly higher than the 85.3% of students who did not use Veterans Benefits (3,193 students). 85.3% of the Northwood Technical College UGRD student population (3,297) had a GPA of 2.0 or higher.

*Not statistically significant

In FY23: 69.7% of first-time program students who used Veterans Benefits (33 students) were retained from fall to spring, which is slightly higher than the 70.8% of first-time program students who did not use Veterans Benefits (976 students). 70.8% of the total first-time program student population (1,009 students) were retained from fall to spring in FY23. | |
| Learning Technology Center | | In FY19, 342 Help Desk tickets were submitted by students. | | In FY23, 2,849 Help Desk tickets were submitted by students | |
| Academic Support: Coaching | ‣ Enrollment | Academic Coaching data and individual student data was not tracked in FY19 | | In FY23 Academic Support served 970 students

Academic Support Coaches served 100 students in 2022-2023 | |

EVOLVE XXIII Effectiveness

		Measures	Baseline (2018-2019)	WTCS Rank	Current Data 2022-2023 Data (updated December 2023)	WTCS Rank
Services	Math Lab	**>** Course Completion	120 students utilized the Math Lab in FY19 for a total of 447.5 hours Individual student data was not tracked in FY19 so course completion rates are N/A		FY23: 171 students attended the Northwood Technical College Math Labs 67% successfully completed the course they received help in 75% of all Northwood Tech students successful completed General Studies Math Courses	
	Writing Lab	**>** Course Completion	158 students utilized the Writing Lab in FY19 for a total of 307.5 hours Individual student data was not tracked in FY19 so course completion rates are N/A		FY23: 215 students attended the Northwood Technical College Writing Labs 91% successfully completed the course they received help in 70% of all Northwood Tech students successful completed General Studies Reading/Writing Courses	
	Science Lab	**>** Course Completion	Science Labs were not available in FY19		FY23: 37 Students attended the Northwood Technical College Science Labs 86% successfully completed the course they received help in 80% of all Northwood Tech students successful completed General Studies Science Courses	

NorthwoodTech.edu

Northwood
Technical College