



Northwood
Technical College

EVOLVE XXIII

strategic plan 2021-2023

Strategic Themes

Mission

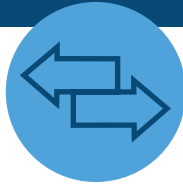
Learning First

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

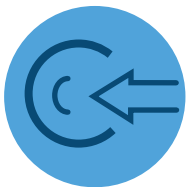


Program Optimization:

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 utilize 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.	<ul style="list-style-type: none"> ➤ 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.	<ul style="list-style-type: none"> ➤ 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.	<ul style="list-style-type: none"> ➤ 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.	<ul style="list-style-type: none"> ➤ Identify gaps in providing support for students using flexible delivery modes.
	Research strategies to utilize program and course capacity more effectively.	<ul style="list-style-type: none"> ➤ 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.	<ul style="list-style-type: none"> ➤ 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.	<ul style="list-style-type: none"> ➤ 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.	<ul style="list-style-type: none"> ➤ 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.	<ul style="list-style-type: none"> ➤ 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.	<ul style="list-style-type: none"> ➤ 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.	<ul style="list-style-type: none"> ➤ 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).	<ul style="list-style-type: none"> ➤ Expand communication about Northwood Technical College to parents and high school students enrolled in transcribed 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.	<ul style="list-style-type: none"> ➤ 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.	<ul style="list-style-type: none"> ➤ 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.	<ul style="list-style-type: none"> ➤ 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.	<ul style="list-style-type: none"> ➤ 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.	<ul style="list-style-type: none"> ➤ 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%.	<ul style="list-style-type: none"> ➤ 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).	<ul style="list-style-type: none"> ➤ 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.	<ul style="list-style-type: none"> ➤ 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 (before COVID) FY19	WTCS Rank	Current Data (June 2021)	WTCS Rank	
	Headcount 	All Students Associate Degree (10): 2,244 Technical Diplomas: Less than 1 Year (30): 2,210 Technical Diplomas: 1 Year (31): 1,113 Technical Diplomas: 2 Years (32): 164 OVERALL UGRD RANK:	13th 1st 7th 4th 10th	All Students Associate Degree (10): 2,080 Technical Diplomas: Less than 1 Year (30): 2,008 Technical Diplomas: 1 Year (31): 1,163 Technical Diplomas: 2 Years (32): 158 OVERALL UGRD RANK:	13th 2nd 7th 4th 9th	
	Workforce Age (18-64) 	Associate Degree (10): 2,198 Technical Diplomas: Less than 1 Year (30): 1,866 Technical Diplomas: 1 Year (31): 1,080 Technical Diplomas: 2 Years (32): 159 OVERALL UGRD RANK - workforce age:	13th 1st 7th 4th 10th	Workforce Age (18-64) Associate Degree (10): 2,035 Technical Diplomas: Less than 1 Year (30): 1,707 Technical Diplomas: 1 Year (31): 1,107 Technical Diplomas: 2 Years (32): 153 OVERALL UGRD RANK - workforce age:	13th 1st 7th 4th 9th	
		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)		Same as FY19	
		Student Retention: Term to Term 	FY19 = 82.80%	9th	FY20 = 83.72%	5th
		Student Retention: 2nd Year Retention Rate 	FY19 = 67.93%	7th	FY20 = 71.24%	3rd
		Successful Course Completion 	FY19 = 76.97%	12th	FY20 = 79.63%	7th
	Program Capacity 	This data was not saved from FY19		In FY21, we have 47 programs that have a capacity for students allowed. 12 (25%) of those programs are at or over capacity. Based on the capacities for those 47 programs, we are at 80.81% of total capacity.		
	Class Capacity 	In FY19, UGRD classes were at 36% capacity. 711 classes (12%) were at, or over, full capacity.		In FY21, UGRD classes were at 51% capacity. 215 classes (8.5%) 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.		448 graduates (94% of all responding graduates, N = 476) indicated that they were placed six months after graduation.		
	Transfer Rates 	FY19 Graduate: 15.40%	13th	FY20 Graduate: 6.6%	13th	
Program Enrollee: 7.64%		9th	Program Enrollee: 2.8%	7th		

Learning Opportunities
UGrad Degrees/Diplomas

EVOLVE XXIII Effectiveness








		Measures	Baseline (before COVID) FY19	WTCS Rank	Current Data (June 2021)	WTCS Rank
Learning Opportunities	Dual Credit	Public Support 	Cost per FTE = \$0 Cost per Headcount = \$0		Cost per FTE = \$0 Cost per Headcount = \$0	
		Course Completion 	FY19 = 83.99%	11th	FY20: 83.44%	11th
		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 high school graduates from the Northwood Technical College district who enrolled in the WTCS system, 65.8% enrolled in Northwood Technical College - Statewide Average: 83.0%	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	13.36% of 2019 high school graduates from the Northwood Technical College district with dual credit enrolled directly to Northwood Technical College in FY20 - Statewide Average: 17.50%	12th
			553 FY18 high school graduates from the Northwood Technical College district enrolled at a WTCS college in FY19	8th	590 FY19 High school graduates from the Northwood Technical College district enrolled at a WTCS college in FY20	8th
		Enrollment 	In FY19, there were 1,536 HS students enrolled in dual credit courses at Northwood Technical College	12th	In FY20, there were 1,724 high school students enrolled in dual credit courses at Northwood Technical College	11th
			In FY19, 36.02% of Northwood Technical College high school graduates received dual credit	13th	In FY20, 40.28% of Northwood Technical College high school graduates received dual credit	13th
	Credits 	In FY19, there were 5,023 credits taken by dual credit high school students		In FY20, there were 5,806 credits taken by dual credit high school students		
	Contracts (CNEID - 38.14)	Public Support 	FY19: \$535,072 (revenue exceeded expenses)		FY21: \$272,641 (revenue exceeded expenses)	
		Headcount 	FY19 - 4,015	7th	FY21 - 5,184	3rd
			In FY19, 8.04% of the total district working age population was enrolled at Northwood Technical College	5th	In FY20, 7.04% of the total district working age population was enrolled at Northwood Technical College	2nd
		FTE 	FY19 - 46.9	13th	FY21 - 39.81	11th
	Student Satisfaction 	Blue Course Evaluations were not utilized in FY19		Question: "Overall, were you satisfied with the course." FY21 Overall - 97.99% Summer - 195 (100%) students responded Yes Fall - 422 (96.57%) students responded Yes Spring - 783 (97.39%) students responded Yes		
Adult General (CNEID - Aid Code 42)	Headcount 	FY19 - 3,053	1st	FY20 - 2,825	1st	
	FTE 	FY19 - 64.74	1st	FY20 - 60.79	1st	
	Public Support 	FY19: \$148,086 (revenue exceeded expenses)		FY21: -\$228,659 (expenses exceeded revenue) (As of June 25, 2021)		
Occupational Training (CNEID - Aid Code 47)	Headcount 	FY19 - 8,954	3rd	FY20 - 7,130	2nd	
	FTE 	FY19 - 111.00	4th	FY20 - 94.11	4th	
	Public Support 	FY19: -\$236,865 (expenses exceeded revenue)		FY21: -\$399,953 (expenses exceeded revenue) (As of June 25, 2021)		

EVOLVE XXIII Effectiveness

		Measures	Baseline (before COVID) FY19	WTCS Rank	Current Data (June 2021)	WTCS Rank
Learning Opportunities	Apprenticeship (Aid Code 50)	▶ Headcount 	FY19 - 84	14th	FY20 - 88	14th
		▶ FTE 	FY19 - 10.15	14th	FY20 - 10.40	14th
		▶ Subsidy 	FY19 - Cost Per FTE = -\$3,535.27 FY19 - Cost Per Headcount = -\$73.65		FY20 - Cost per FTE = -\$3,240.60 FY20 - Cost Per Headcount = -\$386.26	
		▶ 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 FY20, there were 14 apprenticeship completers. The follow-up survey of FY20 completers will be conducted in Summer 2021.	
	Advocational/Life & Leisure (GNED Aid Code 60)	▶ Headcount 	FY19 - 1,157	5th	FY20 - 941	4th
		▶ FTE 	FY19 - 16.95	4th	FY20 - 11.46	6th
		▶ Public Support 	FY19: -\$35,655 (expenses exceeded revenue)		FY21: \$2,420 (revenue exceeded expenses) (As of June 25, 2021)	
	HSED/ GED	▶ Transition 	In FY19, 535 students took High School Diploma/ GED/HSED courses at Northwood Technical College 184 took UGRD courses in 2019-2020	10th	In FY20, 495 students took High School Diploma/ GED/HSED courses at Northwood Technical College 121 took UGRD courses in 2020-2021	11th
					Transitions from ABE to Postsecondary Education, 3 Year Total - 453	11th
					Total number of ABE students, 3 Year Total - 1,833	12th
English Language Learner (ELL)	▶ Transition 	In FY19, 86 students took ELL courses at Northwood Technical College 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)	13th	In FY20, 127 students took ELL courses at Northwood Technical College	12th	
Services	Accommodations	▶ 3rd Year Program Graduation 	FY17 Cohort 3rd Year Graduation Rates: All Northwood Technical College students - 65.36%	1st	FY19 Cohort 3rd Year Graduation Rates: All Northwood Technical College students - 53.88%	3rd
			Students with Disabilities - 59.03%	1st	Students with Disabilities - 48.64%	3rd
			FY19: Students without Disabilities (1,466) - 66.2% graduated within 3 years	1st*	Current Data: Students without Disabilities (1,573) - 62.0% graduated within 3 years	1st*
	Financial Aid	▶ Enrollment 	Did not have FY19 data available at time of data collection		FY21: 1,710 students received financial aid. 1,618 of those students enrolled in UGRD courses	
			▶ Retention 		Cohort default rate (3 Year Rate): FY18 - 8.9% FY17 - 10.2% FY16 - 11.8%	10th 6th 5th

*Statistically Significant Difference

EVOLVE XXIII Effectiveness

		Measures	Baseline (before COVID) FY19	WTCS Rank	Current Data (June 2021)	WTCS Rank
Services	Learning Resources: Library	<p>▶ Student Satisfaction</p> 	<p>From the 2018 Noel-Levitz Student Satisfaction (SSI) Survey:</p> <p>Library resources and services = 6.33</p> <p>Library staff = 6.41</p> <p>Questions ranked on a 7 point scale</p>		Same as FY19	
	Veteran Services		<p>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.</p> <p>*Not statistically significant</p> <p>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.</p> <p>*Not statistically significant</p>		<p>In FY20: 78.9% of students who used Veterans Benefits (133 students) had a 2.0 GPA or greater which is slightly lower than the 82.9% of students who did not use Veterans Benefits (3,600 students). 82.7% of the Northwood Technical College UGRD student population (3,733) had a GPA of 2.0 or higher.</p> <p>*Not statistically significant</p> <p>In FY20: 77.3% of first-time program students who used Veterans Benefits (110 students) were retained from fall to spring, which is slightly lower than the 79.2% of first-time program students who did not use Veterans Benefits (2,905 students). 79.1% of the total first-time program student population (3,015 students) were retained from fall to spring in FY20.</p> <p>*Not statistically significant</p>	
	Educational Technology Center		<p>In FY19, 342 Help Desk tickets were submitted by students.</p>		<p>In FY21, 706 Help Desk tickets were submitted by students.</p>	
	Academic Support: Coaching	<p>▶ Enrollment</p> 	<p>Academic Coaching data and individual student data was not tracked in FY19</p>		<p>In FY21 (as of June 7th, 2021), Academic Support served 1,290 students</p> <p>Academic Support Coaches served 135 students in 2020-2021</p>	
	Math Lab	<p>▶ Course Completion</p> 	<p>120 students utilized the Math Lab in FY19 for a total of 447.5 hours</p> <p>Individual student data was not tracked in FY19 so course completion rates are N/A</p>		<p>FY21: 113 Students attended the Northwood Technical College Math Labs</p> <p>75% successfully completed the course they received help in</p> <p>65% of all Northwood Technical College students successfully completed General Studies Math courses</p>	
	Writing Lab	<p>▶ Course Completion</p> 	<p>158 students utilized the Writing Lab in FY19 for a total of 307.5 hours</p> <p>Individual student data was not tracked in FY19 so course completion rates are N/A</p>		<p>FY21: 190 Students attended the Northwood Technical College Writing Labs</p> <p>77% successfully completed the course they received help in</p> <p>68% of all Northwood Technical College students successfully completed General Studies Reading/Writing courses</p>	
	Science Lab	<p>▶ Course Completion</p> 	<p>Science Labs were not available in FY19</p>		<p>FY21: 47 Students attended the Northwood Technical College Science Labs</p> <p>72% successfully completed the course they received help in</p> <p>77% of all Northwood Technical College students successfully completed General Studies Science courses</p>	



Northwood Technical College

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