



# STRATEGIC DIRECTIONS

2025—2028



## College Health Indicators



COLLEGE HEALTH INDICATORS (CHI)		2025 ACTUAL	2026 GOAL
CHI 1A.	Promoting Equity in Student Learning-Graduation Rate Comparison:		
	For Special Population* Students	48%	70%
	For Non-Special Population Students	63%	
CHI 2A.	Course Completion Rate	90%	95%
CHI 3A.	Year-to-Year Graduate Wage Growth	7%	10%
CHI 4A.	5-Year Graduate Wage Growth	75%	80%

\*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.



**Chris Prange**

Lancaster, Additional Member/  
SWTC Board Chairperson

*"I am so very honored to be the incoming chair of the SWTC board, as we embark on a new academic year. With the recent Aspen award soon to be in our rearview mirror, we must now set the bar even higher as we carefully plan our path forward. As a board, our energies for the year will focus primarily on the fine tuning of our industry leading student success initiative as well as the selection of our next college President. Exciting times lie ahead indeed."*



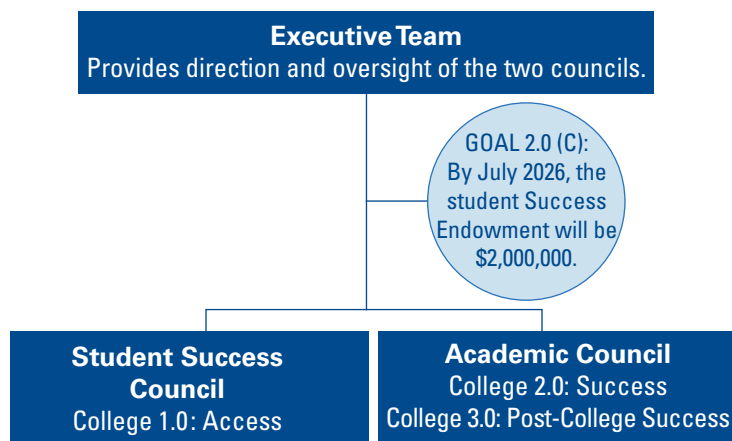
**Jane Wonderling**

District Administrator, Fennimore Community  
Schools; SWTC Board Member

*"As the K-12 representative on the SWTC Board of Directors, it is incredibly rewarding to witness the strong partnerships being built between our schools and the college to support*

*student career exploration. SWTC continues to lead the region in aligning coursework, certifications, and degrees with the needs of Southwest Wisconsin's evolving workforce. The growth in dual enrollment participation and graduates is a testament to our shared commitment to preparing students for success in both college and career."*

## College Governance



### Executive Team



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

**Caleb White**, Interim 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



## Access

THIS IS WHERE PEOPLE CARE



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**

- 1A. By September 2026, all program students will have a complete Student Success Plan.
- 1B. By July 2026, all Adult Education and English Language Learner students will have a completed Student Success Plan.
- 1C. By June 2027, every high school graduate in Southwest Tech's district will have earned college credit(s) that align with their student success plan.
- 1D. 100% of program students will have a reduced financial gap in 2026-2027 due to aligning student success plans with scholarships and other college and financial resources in 2025-2026.

*Before he even received his high school diploma, Jaxon Christianson earned a college credential through Southwest Tech's Building Trades - Carpentry program. A Dodgeville School District student, Jaxon completed 28 college credits while in high school through the Start College Now dual credit program—most at no cost to his family—and is now launching his career in the skilled trades. His story reflects the power of early college access to change lives and build futures.*

## Completion

THIS IS WHERE YOU SUCCEED



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**

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

*Southwest Tech agronomy students, Maggie Horsfall and Connor Raisbeck, participate in work-based learning through an eight-week pesticide applicator course and hands-on drone instruction led by Precision Agronomy Instructor Andrew Dal Santo. These experiences are part of the college's efforts to integrate precision agriculture skills into the curriculum and help students prepare for in-demand careers in the field.*

\*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

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.

## 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

- 3A. Add three new high-wage programs by July 2027
  - 1. IT-Software Developer (2026 Start)
  - 2. Automation Systems Technology (2026 Start)
  - 3. Sonography or Respiratory Therapy (Exploring)
- 3B. By May 2026, 100% of University Transfer graduates will have been accepted into a bachelor's degree program at an accredited institution and enrolled within one year.
- 3C. Starting July 2026, 60% 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.

*Grace Kite, from Livingston, earned her Early Childhood Education diploma at Southwest Tech with support from the T.E.A.C.H. scholarship. Through hands-on experience at the college childcare center, she prepared for a high-wage, high-demand career and is now continuing her education through a seamless transfer to UW-Superior.*



## Southwest Tech Wins 2025 Aspen Prize!

Southwest Wisconsin Technical College is proud to be selected as the winner for the prestigious 2025-2026 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.

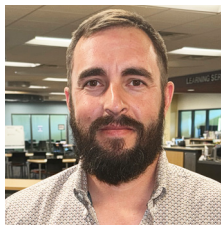


## The Aspen Institute's Unlocking Opportunities Cohort

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.

## 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.



**Gary Bakken**, Welding Instructor, lives out the value of inclusivity through his leadership of the Summer Welding Academy. Many participants are first-generation college students or exploring higher education for the first time, and Gary creates a supportive space where they can thrive. His teaching emphasizes not only technical skill, but also confidence and belonging. Students credit the program with changing their lives and outlook. Gary's respectful, encouraging approach reflects the Charger Respect Pledge and demonstrates how education can empower people from all backgrounds.

## 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.



**Sara Bahl**, Advisor, demonstrates the value of learning through her problem-solving mindset and deep care for students. Whether navigating financial aid, CT360, or student employment, Sara teaches herself what's needed to support others and improve systems. Her adaptability and compassion help students feel seen and supported. She also quietly coordinates the annual student holiday gift project, ensuring families in need are not forgotten. Sara's dedication reflects a lifelong learning spirit—curious, driven, and focused on making a difference.

## 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.



**Paula Timmerman**, Lab Assistant in Child Care Services, brings integrity to life through consistent kindness, honesty, and professionalism. Over the years, she has shaped the lives of young children and adult learners alike, modeling respect and compassion in every interaction.

Paula's steady presence and thoughtful guidance create a culture of trust and warmth. Her quiet leadership helps others grow not only academically, but as human beings. She embodies the best of Southwest Tech—rooted in values and always leading by example.

## 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.



**Andrew Dal Santo**, Agriculture Instructor, exemplifies accountability through his commitment to student success and college goals. He takes ownership of every aspect of his role, from managing instructional cropland to growing community partnerships that create new opportunities. Andrew models self-awareness and follow-through, consistently aligning his efforts with our mission. His authentic approach builds trust with students and donors alike. Through his leadership, Andrew delivers real results—both in the classroom and across the agricultural community.

## 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.



**Alexa Chiefari**, Communication Instructor, brings continuous improvement to life through innovation, intentional design, and student-centered thinking. Her work with UW-Platteville set a new bar for transfer success, with 100% of her students transferring and securing housing before graduation. Alexa consistently evaluates and refines her courses to ensure they're relevant, engaging, and effective. Her drive to remove barriers and improve outcomes demonstrates a forward-thinking mindset grounded in care. She inspires others to strive for excellence—always with students at the center.

### 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.





1800 Bronson Blvd., Fennimore, WI 53809  
800.362.3322 • [www.swtc.edu](http://www.swtc.edu)

Accommodations:  
Call 608.822.2632 (tdd: 608.822.2072)  
Email [disabilityservices@swtc.edu](mailto:disabilityservices@swtc.edu)



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)