

4.8

The faculty, staff, administration, and institutional advisory committee annually review the strategic plan and the institution's progress toward meeting its stated objectives.

Exhibit 4.8.1 — 2025–2029 Strategic Plan with Objectives

Objective	Access – Increase the college-going rate of high school graduates by 3% in 5 years.
Objective	Timely Completion – Increase timely completion by 3% in 5 years.
Objective	High Yield – Increase the completion rate of graduates in high-demand, high-wage programs by 7% in 5 years.

Source: [2025 Strategic Plan](#). Additional strategic plans and associated evidence are available [here](#).

Exhibit 4.8.2 — Management Retreat Review of Strategic Plan with Administration, Faculty, and Staff (Q4 FY24)

Management Retreat Full Agenda

1 message

Valerie Stringfellow <vstringfellow@stech.edu> Administration Representation

To: Brennan Wood <bwood@stech.edu>, James Mullenaux <jmullenaux@stech.edu>, Scott Leavitt <sleavitt@stech.edu>, Clarissa Crosby <ccrosby@stech.edu>
Neal Mason <mason@stech.edu>, Karyn Keanaaina <kkeanaaina@stech.edu>, Gail Goodman <ggoodman@stech.edu>, Whitney Benzon <wbenzon@stech.edu>, Cyndie Tracy <ctracer@stech.edu>, Jeff Swift <jswift@stech.edu>, Ryan Fisher <rfisher@stech.edu>, JR Quarberg <jquarberg@stech.edu>, Wade Esplin <wesplin@stech.edu>, Carl Johnson <cjohnson@stech.edu>, Timothy Hatch <thatch@stech.edu>, Nicole Slade <nslade@stech.edu>, Eliza DeMille <edemille@stech.edu>, Jason Rhodes <jrhodes@stech.edu>

Fri, Jun 7, 2024 at 1:17 PM

Eliza DeMille Staff Representative

Hello,

Here is the [agenda](#) for next week's management retreat.

Please let me know if you have any questions.

Thank you,
Valerie

 **SOUTHWEST TECH**

Management Retreat
Utah State University Extension
920 W. Levoy Drive, Taylorsville, UT 84123
Rooms 155: Main, Rooms 110 & 104: Breakout

June 14, 2024

8:00 - 8:30	Check out and travel to USU	
8:30 - 9:30	Catered breakfast at USU	Apple Spice Catering
9:30 - 10:00	Software Updates	Jeff
10 - 10:30	Performance Update	Scott & Neal

Strategic Plan & Performance Funding Review

Timely Completion - Status & Projections

	CY21 - MY24	CY22 - MY25	CY23 - MY26	CY24 - MY27
Goal	73.1%	TBD	TBD	79.2%
Actual	75.5%	71.1%	74.5%	44.2%
Count	299/396	328/461	324/435	217/491
Still Enrolled	0	3	11	190
Max Potential	75.5%	71.8%	77.0%	82.9%

High Yield - Status & Projections

	CY24 - MY24	CY27 - MY27
Goal	54.9%	56.1%
HY %	54.82%	TBD
HY Count	239 graduates	TBD
# to reach goal	240 graduates	252 graduates

Source: [Management Retreat 2024](#). Additional strategic plans and associated evidence are available [here](#).

Exhibit 4.8.3 — Employee Retreat Slideshow with Administration, Faculty, and Staff (Q1 FY25)

HIGH YIELD - STATUS & PROJECTIONS

	MY24	MY27
Goal	54.9%	56.1%
HY %	57.3%	TBD
HY Count	264 graduates	TBD
# to reach goal	240 graduates	252 graduates

TIMELY COMPLETION - STATUS & PROJECTIONS

	MY24	MY27
Goal	73.1%	79.2%
Actual	75.5%	44.2%
Count	299/396	217/491
Still Enrolled	0	190
Max Potential	75.5%	82.9%



Source: [Employee Retreat 2025](#). Additional strategic plans and associated evidence are available [here](#).

**Exhibit 4.8.4 — Board of Trustees (i.e., Institutional Advisory Committee) Meeting Minutes
Progress Review (Q2 FY25)**

Agenda

Southwest Technical College

Board of Trustees Meeting

November 7, 2024; 12:00 – 2:00 p.m.

Southwest Tech Boardroom

Board of Trustees

Chairperson: Kristie McMullin; Roger Howard; Garrett Cottam; Sharon Corry; Paul Terry; Beverly Burgess; Jarad Brinkerhoff; Myron Cottam; Eric Petersen; Eric Packer (remote); Commissioner Landward (remote)

Southwest Tech: Brennan Wood, Scott Leavitt, Clarissa Crosby, Gail Goodman, Neal Mason, Whitney Benzon, and Valerie Stringfellow (Administration)

I. Agenda Items by Kristie McMullin, Chairperson

A. Call to order

E. Enrollment Numbers & Performance Funding - Neal Mason

Neal Mason presented Q1 enrollment numbers, showing a 12.1% increase in head count and 9.7% increase in FTE. Comparative statistics show the institution is overachieving compared to the system average. Brennan Wood discussed the challenges of maintaining enrollment trends due to demographic changes and increased competition. Emphasis on the need to focus on outcomes like graduation and completion rates rather than just enrollment numbers. Brennan Wood shared insights from a meeting with Southern Utah legislators about the future of enrollment. There was discussion on the impact of a demographic cliff and the need to target non-traditional students. Neal Mason mentioned the importance of targeting mid-career students for career shifts due to technological advancements. Scott Leavitt shared inquiries about the ranking of technical programs, while Brennan Wood explained the lack of national rankings for technical schools. Neal Mason discussed the performance funding measures for FY24, highlighting achievements in high yield graduates and time to completion. Southwest Tech met its 2027 goals for high yield and time to completion, but still has work to do to reach the 79.2% goal. Brennan Wood mentioned the challenges of balancing growth funding and the impact of year-over-year fluctuations.

Source: [Board of Trustees Minutes 11/7/2024](#). Additional board of trustee meeting minutes are available [here](#).

Exhibit 4.8.5 — Strategic Plan Review during Cabinet Meeting with Administration, Faculty and Staff (Q3 FY25)

President's Cabinet Meeting
February 11, 2025
Agenda
9:00am - 10:30am
In Attendance:

Discussion Items:

- Group Cabinet Pic - Marketing
- College Seal - Brennan Wood

Brennan explains the design of the Seal, which represents the 16 institutions in the system and includes a USHE seal. The shield in the middle of the SEAL has four sections representing the four counties. Brennan mentions the involvement of Karen and Erin in the design process.

• Strategic Plan Review - Brennan Wood

Legislative updates were discussed, including potential changes to performance funding models, the creation of a Security Task Force, and the impact of a bill that could change funding for new buildings. The first credential program was also mentioned, raising concerns about watering down credentials and potential conflicts with high school programs.

Source: [Cabinet Meeting 02/11/2025](#). Additional strategic plans and evidence of annual review are available [here](#).

Exhibit 4.8.6 — Strategic Plan Review during Board of Trustees Meeting (i.e., Institutional Advisory Committee) (Q3 FY25)

Agenda

Southwest Technical College

Board of Trustees Meeting

March 6, 2025; 12:00 – 2:00 p.m.

Southwest Tech Boardroom

Board of Trustees

Chairperson: Darin Gifford (Iron County Business Representative); Roger Howard (Beaver County Business Representative); Sharon Corry (Iron County Business Representative), Paul Terry (Iron County Business Representative); Melinda Pfundstein (Iron County Business Representative); Michelle Tullis (Iron County School District)

Attended Remotely: Jarad Brinkerhoff (Kane School District); Myron Cottam (Garfield School District); Kenneth Ure (Beaver School District)

Invited Guests: Clarissa Crosby, Scott Leavitt, Whitney Benzon, Neal Mason, Eric Peterson, and Valerie Stringfellow (administration)

G. Approval of Strategic Plan - Brennan Wood

In Brennan Wood's absence, Scott Leavitt presented the approval of the Strategic Plan. Scott Leavitt presents the strategic plan, which includes the mission, vision, guiding principles, and objectives. The plan focuses on access, timely completion, and high yield graduates. The motion to approve the strategic plan was made by Melinda Pfundstein, seconded by Michelle Tullis, and the motion passed unanimously.

Source: [Board of Trustees 03/06/2025](#). Additional strategic plans and evidence of annual reviews are available [here](#).

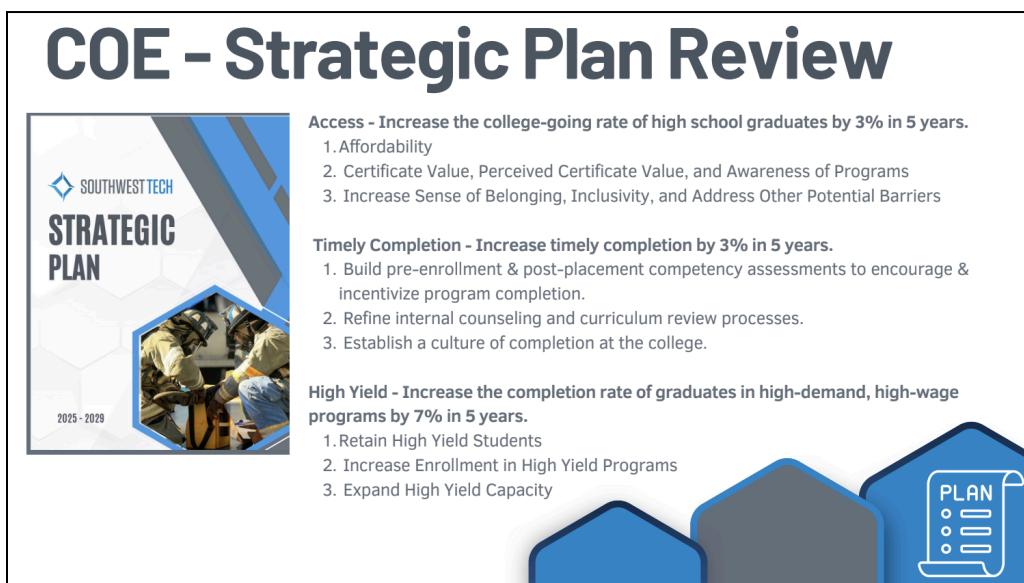
Exhibit 4.8.7 — Strategic Plan Review during State of the College with Administration, Faculty, and Staff (Q4 FY25)



The slide features the Southwest Tech logo at the top left. Below it is the text "Building the Backbone of the economy, the power of technical education." A blue hexagonal callout on the left says "THRIVE IN 2025". To the right are two images: one of two firefighters in gear, and another showing a person welding.

THRIVE IN 2025

Presentation For
State of the College 2025



The slide title is "COE - Strategic Plan Review". It includes a graphic of the "Strategic Plan" document cover for the years 2025-2029, which features the Southwest Tech logo and a photo of two students working on a project. The slide lists three main goals with associated actions:

- Access** - Increase the college-going rate of high school graduates by 3% in 5 years.
 - 1. Affordability
 - 2. Certificate Value, Perceived Certificate Value, and Awareness of Programs
 - 3. Increase Sense of Belonging, Inclusivity, and Address Other Potential Barriers
- Timely Completion** - Increase timely completion by 3% in 5 years.
 - 1. Build pre-enrollment & post-placement competency assessments to encourage & incentivize program completion.
 - 2. Refine internal counseling and curriculum review processes.
 - 3. Establish a culture of completion at the college.
- High Yield** - Increase the completion rate of graduates in high-demand, high-wage programs by 7% in 5 years.
 - 1. Retain High Yield Students
 - 2. Increase Enrollment in High Yield Programs
 - 3. Expand High Yield Capacity

Source: [State of the College 04/04/2025](#). Additional strategic plans and evidence of annual reviews are available [here](#).