

Strategic Goal Measures

Measures	Baseline	Overall Goal
Increase overall student satisfaction	69%	75%
Source: Noel-Levitz SSI - Summary Question 2		
Increase full-time equivalent enrollment	3,184	3,500
Source: Local Enrollment Data		
Increase percent of programs with work-based learning	TBD	100%
Increase percent of programs with community-based learning	TBD	100%
Implement workforce sector development strategy	No	Yes
Eliminate achievement gaps for Black, Hispanic, and Native American populations		
• Course completion	15.8%	0%
• Retention	11.1%	0%
• Graduation	22.8%	0%
Source: WTCs QRP Data Cubes		
Increase enrollment of underserved* credit students	TBD	TBD
*Underserved to be defined and measured.		
Increase overall employee engagement	35%	TBD
Source: Gallup Q12 Engaged Employee Percentage		

The plan's four strategic directions and corresponding strategic goals align with the College's key results and are designed to help the college achieve outcomes that place Western in the top 25% of WTCs colleges by 2025 (25X25).

Key Results

Measures	Baseline	2018 Actual	2018 Target	Overall Goal
Course completion (all)	83.28%	82.83%	84.44%	88.01%
Term-to-term retention (same program)	82.80%	82.31%	83.50%	85.65%
Second-year retention (same program)	64.59%	61.91%	66.44%	72.33%
Third-year graduation (same program)	35.20%	38.83%	37.21%	43.94%
Non-graduate transfer within one year	10.83%	TBD	10.70%	10.32%
Job placement (all)	93.82%	93.78%	93.86%	93.97%

Source: WTCs QRP Data Cubes

*Two measures yet to be defined.

strategic plan 2018-2019



first
choice
service



workforce and
community
engagement



equity,
inclusion
and support



employee
engagement



Mission: Western Technical College provides relevant, high quality education, in a collaborative and sustainable environment that changes the lives of students and grows our communities.

Vision: Western Technical College is the college of first choice in our region.

Values: We value the success of our students and hold ourselves accountable for providing excellence in student learning, based on the diverse needs of each student and built on a foundation of integrity, teamwork, and respect.

Strategic Directions



first
choice
service

Strategic Goals:

- Increase overall student satisfaction from 69% in 2017 to 75% by 2021.
- Increase FTEs from 3,184 to 3,500 by 2025.

Strategies:

- Implement the Enrollment Journey and Customer Relationship Management (CRM) system.
- Use "real time" or "point of service" feedback to respond to stakeholders.
- 100% of employees complete Essential Experience professional development.
- Implement K-12 on-ramps to increase the percent of high school students who transition to Western within the first year.



workforce and
community
engagement

Strategic Goals:

- Infuse work-based learning and community-based learning in 100% of associate degree and technical diploma programs by 2025.
- Implement a comprehensive workforce sector development strategy by 2021.

Strategies:

- Configure program designs to incorporate an intentional work-based learning experience.
- Configure program designs to incorporate an intentional community-based learning experience.
- Optimize Regional Learning Centers.
- Redesign the Program Mix Analysis process.

student
success

Strategic Goals:

- Eliminate course completion, retention, and graduation achievement gaps between African American, Hispanic, and Native American students and white students by 2025.
- Increase enrollment of underserved* credit students from X to Y by Z.

Strategies:

- Implement Guided Pathways in all programs.
- Infuse 21st Century teaching and learning practices in all programs and general education disciplines.
- Increase diversity of Western employees.
- Implement an intentional recruitment model to attract greater numbers of underserved* students.

*Underserved to be defined and measured.



equity,
inclusion
and support



employee
engagement

Strategic Goal:

- Increase engaged employees from 35% in 2017 to Y* by 2025.

Strategies:

- Implement an employee performance evaluation model.
- 100% of managers implement engagement-focused action plans using Gallup Q12 feedback.
- Use transparent communication methods.

*Goal to be set by fall 2018.