

FOCUS

Leadership Commitments of Support



7-week Session Transition:

We will allow time to prepare for this change and provide the tools to help us move forward.



Co-Worker Wellbeing:

We will work to clarify expectations, empower decision-making at all levels, and support the prioritization of work.



Diversity, Equity, and Inclusion:

We will continue to implement the Equity Integration Plan, including identifying leaders in these efforts who will assist co-workers in making systemic changes that will eliminate equity gaps.

Strategic Goal Measures

Measures	Baseline	Current	2025 Goal
Increase overall student satisfaction <small>Source: Noel-Levitz SSI - Summary Question 2</small>	69%	77%	75%
Increase student engagement with support services <small>Source: CCSSE Student Support Benchmark</small>	48.6	52.6	52
Increase percent of programs with work-based learning	43%	100%	100%
Increase percent of programs with community-based learning	48%	100%	100%
Implement workforce sector development strategy	No	In progress	Yes
Eliminate equity gaps for Black, Hispanic/Latino, and Native American students			
• Course completion	15.8%	10.7%	0%
• Second-year retention	11.1%	12.8%	0%
• Graduation	22.8%	9.5%	0%
<small>Source: WTCs QRP Data Cubes</small>			
Increase enrollment of program-declared students of color	12.8%	18.3%	15%
Increase overall co-worker engagement <small>Source: Gallup Q12 Engaged Employee Percentage</small>	35%	45%	45%

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	2018 Baseline	2022 Actual	2023 Actual	2025 Goal
Course completion (all)	83.3%	78.8%	79.4%	88.0%
Term-to-term retention (same program)	82.8%	78.3%	78.5%	85.7%
Second-year retention (same program)	64.6%	57.8%	56.9%	72.3%
Third-year graduation (same program)	35.2%	34.0%	32.5%	53% Moonshot
Non-graduate transfer within one year	10.8%	10.8%	11.9%	10.3%
Job placement state ranking (all)	6th	3rd	3rd	Top 4
Full-time equivalents (FTEs) (aidable)	3,184	3,067	3,151	3,250

Green indicates goal achieved
Yellow indicates a decrease from previous year

As of 08/11/23

strategic plan 2023 – 2024



first choice service



workforce and community engagement



diversity, equity, and inclusion



co-worker engagement



Western
Technical College

2022-2024 Wildly Important Goal: Attract and Retain Students and Co-Workers

FOCUS

Areas of Greatest Impact



Strategic Directions



Strategic Goals:

- Increase overall student satisfaction from 69% in 2017 to 75% by 2021.
- Increase student engagement with student support services from a score of 48.6 to 52 by 2025.

Strategies:

- 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.
- Configure and schedule programs to reduce time-to-completion to accommodate the part-time learner.

Strategic Goals:

- Eliminate course completion, retention, and graduation equity gaps between Black, Hispanic/Latino, and Native American students and white students by 2025.
- Increase enrollment of program-declared students of color from 12.82% in 2018 to 15% in 2025.



Strategies:

- Implement Guided Pathways college-wide.
- Infuse evidence-based, equitable practices in all programs and general education disciplines.
- Increase diversity of Western employees.
- Implement an intentional recruitment model to attract greater numbers of students of color.
- Infuse poverty-informed practices throughout the college.



Strategic Goals:

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

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.

Strategic Goal:

- Increase engaged co-workers from 35% in 2017 to 45% by 2025.



Strategies:

- Provide an opportunity for all employees to establish professional goals, review progress, and receive feedback and support from their supervisors in a structured format.
- Implement employee engagement action plans college-wide using the Gallup Q12 feedback.
- Use transparent communication methods.

student
success

Our 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.

Our Vision

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

Our 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.

Our Culture

Western strives to create a culture where people feel empowered to make a difference; where we are passionate about collaboration and student success; where we take equitable actions that respect our differences; and where we serve students, partners, communities, and each other from a place of unconditional positive regard.

Personal and Organizational Commitments

- Act with clarity and consistency
- Demonstrate resiliency
- Drive action through data intelligence
- Practice sound fiscal stewardship