AGENDA

1) Discuss: Experience 2025 Initial Launch – Tracy Dryden
2) Inform: Enrollment Update – Josh Gamer
3) Approve: Subcommittee Meeting Minutes – Carrie Buss

Attachment(s)
X
Introduction (DRAFT 6-25-18)

Student success is the hallmark of Experience 2025. Student success is measured through eight student success metrics. Four strategic directions, four personal and organizational commitments, and several measurable strategic goals guide this work.

Student success means the college is student-ready. It means that all employees have the commitment and the capability to serve greater numbers of traditionally under-served students.

To ensure success with the implementation of Experience 2025, a Vice President-level sponsor has been identified for each Strategic Direction. In serving as a sponsor, the Vice President is ultimately responsible for:

1. Alignment of strategies across multiple levels and areas in the organization to the College’s strategic goals
2. Resource procurement to implement strategies
3. Removal of barriers
4. Implementation tracking

Strategic Direction 1
First Choice Service

Western is committed to providing students and others with a level of personal service that makes Western a college of first choice. First choice service is a daily intentional choice to provide a positive emotional experience; to serve others as they want to be served.

Strategic Goal 1
Increase overall student satisfaction from 69% in 2017 to y by 2021.

Strategic Goal 2
Increase FTEs from 3200 (2017-2018) to 3500 by 2025.

Strategies
1. Implement the Enrollment Journey and Customer Relationship Management (CRM) system.
2. Use “real time” or “point of service” feedback to respond to stakeholders.
3. 100% of employees complete Essential Experience professional development.
4. Implement K-12 on-ramps to increase the % of high school students who transition to Western within first year.

Strategic Direction 2
Workforce and Community Engagement

Western holds engagement within the community and with employers in the highest regard. The College consistently and actively engages students in making a positive impact on the workforce, community, and regional economy.
**Strategic Goal 3**
Infuse work-based learning and community-based learning in 100% of associate degree and technical diplomas by z.

**Strategic Goal 4**
Implement a comprehensive workforce sector development strategy by z.

**Strategies**
5. Configure program designs to incorporate an intentional work-based learning experience.
6. Configure program designs to include a community-based learning experience.
7. Optimize Regional Learning Centers.
8. Redesign the Program Mix Analysis process.

**Strategic Direction 3**

**Equity, Inclusion, and Support**
Western is committed to providing students from all backgrounds and academic levels an accessible, inclusive, and equitable learning environment that results in credential attainment. Western and its employees are committed to *Every Student, Every Day.*

**Strategic Goal 5**
Reduce course completion, retention, and graduation gaps between African American, Hispanic, Native American, and white students from x to y by z.

**Strategic Goal 6**
Increase the number or % of under-served students (racial/ethnic minority) who attend Western from x to y by z.

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

**Strategic Direction 4**

**Employee Engagement**
Western values the input, feedback, and engagement of every employee. The College is committed to empowering the human side of Western by capitalizing on the strengths of people and embracing a culture of accountability.

**Strategic Goal 7**
Increase overall employee engagement from x (2017 - fall) to y by z.

**Strategies**
13. Implement a performance evaluation model.
14. Implement engagement-focused action plans for 100% of management staff using Gallup Q12 feedback.
15. Use transparent communication methods.
Strategic Direction Statements

First Choice Service
Western is committed to providing students and others with a level of personal service that makes Western a college of first choice. First choice service is a daily intentional choice to provide a positive emotional experience; to serve others as they want to be served.

Fundamental Beliefs

- First choice service comes from a place of humility and void of judgement.
- Employees should feel safe and empowered to make decisions that serve the best interests of students.
- Interactions with others should be consistent with Western’s values and practices.
- First choice service creates a positive emotional experience that is the foundation of the essential experience at Western.

Workforce and Community Engagement
Western holds engagement within the community and with employers in the highest regard. The College consistently and actively engages students in making a positive impact on the workforce, community, and regional economy.

Fundamental Beliefs

- Learning through hands-on experiences within the community helps to support and deliver the Essential Experience brand promise.
- Intentionally connecting students to employers is in the best interest of building a skilled workforce for the region.
- Seeking and acting upon student, community, and employer feedback is essential to Western’s mission and helps build relevant programs and support services.
- Continuing education and career pathways serve to help employers and incumbent workers with ongoing skill building.
Equity, Inclusion, and Support
Western is committed to providing students from all backgrounds and academic levels an accessible, inclusive, and equitable learning environment that results in credential attainment. Western and its employees are committed to Every Student, Every Day.

Fundamental Beliefs

- Every employee, regardless of position or title, is obligated to help create accessible, inclusive, and equitable conditions for student success.
- Teaching should be inclusive of all cultures and backgrounds and appropriate to the needs, abilities, and aspirations of each student.
- Students’ self-efficacy is increased by balancing academic rigor with compassionate support, effective teaching methods, and a precise focus on career-relevant topics and skills.
- Academic, social, and emotional assistance should not be stigmatizing. Success achieved with support is still success.

Employee Engagement
Western values the input, feedback, and engagement of every employee. The College is committed to empowering the human side of Western by capitalizing on the strengths of people and embracing a culture of accountability.

Fundamental Beliefs

- Relying on one another consistently and collaboratively is the only way that success for every student, every day is achieved.
- Transparent communication across the College is the best way to build organizational trust.
- Maximizing the strengths of employees provides a positive focus on employee development.
- A growth mindset allows employees to focus on professional success and achievement.

Personal and Organizational Commitments
1. Act with clarity and consistency
2. Demonstrate resiliency
3. Drive action through data intelligence
4. Practice sound fiscal stewardship