

## Strategic Goal Measures

Measures	Baseline	2023	2025 Current	Goal
Increase overall student satisfaction	69%	77%	72%	75%
Source: Noel-Levit SS - Summary Question 2				
Increase student engagement with support services	48.6	52.6	50.3	52
Source: CCSSE Student Support Benchmark				
Increase percent of programs with work-based learning	43%	100%	100%	100%
Increase percent of programs with community-based learning	48%	100%	100%	100%
Implement workforce sector development strategy	No	No	No	Yes
Eliminate equity gaps for Black, Hispanic/Latino, and Native American students				
• Course completion	15.8%	10.7%	6.8%	0%
• Second-year retention	11.1%	12.8%	14.5%	0%
• Graduation	22.8%	9.5%	11.5%	0%
Source: WTCS QRP Data Cubes				
Increase enrollment of program-declared students of color	12.8%	18.3%	19.2%	15%
Increase overall employee engagement	35%	40%	57%	60%
Source: Gallup Q12 Engaged Employee Percentage				Goal achieved

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.

## Key Results

Measures	2017 Baseline	2024 Actual	2025 Actual	Target
Course completion (all)	83.3%	80%	85.6%	87.9%
Term-to-term retention (same program)	82.8%	77.9%	80.6%	86.7%
Second-year retention (same program)	64.6%	58.4%	56.6%	68.9%
Third-year graduation (same program)	35.2%	34.2%	35.5%	53% Moonshot
Non-graduate transfer within one year	10.8%	11.7%	6.2%	10.7%
Job placement state ranking (all)	6th	Top 4	94% (8th)	Top 4
Full-time equivalents (FTEs) (aidable)	3,184	3,139	2,911	3,500

# Strategic Plan



first  
choice  
service



workforce and  
community  
engagement



diversity,  
equity, and  
inclusion



co-worker  
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



## Strategic Goals:

- Increase student engagement with student support services from a score of 48.6 to 52 by 2027.
- Increase the transition of learners with a high school credential to a Western credit program within the first year from 16.4% to 19%.
- Increase average credit load per term for part-time students from 6 to 8 by 2027.

## Strategies:

- Increase K-12 on-ramps to increase the percentage 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.
- Implement strategic enrollment management (SEM) model.

student  
success



## Strategic Goals:

- Eliminate course completion, retention, and graduation equity gaps between Black, Hispanic/Latino, and Native American students and white students by 2027.
- Increase enrollment of program-declared students of color from 12.8% in 2018 to 15% in 2025 (milestone achieved).

## Strategies:

- Implement Guided Pathways college-wide to incorporate 7-week shortened sessions.
- Infuse evidence-based, equitable practices in all programs and general education disciplines (ongoing).
- Infuse poverty-informed practices throughout the college (ongoing).
- Create environments that foster a greater sense of belonging for students and co-workers.



## Strategic Goals:

- Infuse work-based learning and community-based learning in 100% of associate degree and technical diploma programs (initial milestone achieved).
- Implement a comprehensive and responsive workforce sector development strategy by 2027.
- Implement a comprehensive partnership framework by 2027.

## Strategies:

- Optimize program designs to incorporate intentional work-based learning and community-based learning experiences.
- Optimize Regional Learning Centers (ongoing).
- Strengthen existing and develop new short-term, credit and non-credit, micro-credential and digital badge pathways.
- Implement partnership management software.



## Strategic Goals:

- Increase engaged co-workers from 35% in 2017 to 60% by 2027 (initial milestone achieved).
- Increase digital readiness and improve operational efficiency in priority workflows (as measured by AI survey).

## Strategies:

- Implement co-worker engagement action plans college-wide using the Gallup Q12 feedback.
- Provide an opportunity for all co-workers to establish professional goals, review progress, and receive feedback and support from their supervisors in a structured format (ongoing).
- Implement a leadership development framework.
- Pilot AI agents in priority workflows.
- Implement artificial intelligence training by 2027.

## Personal and Organizational Commitments:

Communicate with clarity and consistency | Foster action through data insights | Demonstrate inclusive and equitable decision-making | Promote co-worker wellbeing | Demonstrate resiliency | Practice sound fiscal stewardship