

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