



**2016-2021 Strategic Plan**  
**“We Serve ...”**

## 1. Priority: Students

### 1.1. Enrollment, Retention, and Completion, Placement, Transfer

- 1.1.1. Target: Teamwork and quality drive growth to full-time equivalent enrollment of 1,500 as measured by tuition collected
- 1.1.2. Target: Recruitment, retention, instructional efforts, and teamwork lead to first-year to second-year retention rate of 60% for fall cohorts as measured by IPEDS WDT Cohort Retention Report *(Updated June 2018)*
- 1.1.3. Target: Recruitment, retention, instructional efforts, and teamwork increase the 150% graduation rate to 55% as measured by IPEDS
- 1.1.4. Target: Partnerships and program quality increase career placement in field of study to 90%
- 1.1.5. Target: Partnerships and enhanced career placement efforts increase ~~in-state~~ graduate placement to 92% *(Updated June 2018)*
- 1.1.6. Target: Collaboration and outreach efforts increase the number of Dual Enrollment students to 500
- 1.1.7. Target: A minimum of one transfer agreement between every Western Dakota Tech program and another college creates opportunities for lifelong learning and career advancement

### 1.2. Housing and Transportation

- 1.2.1. Target: Student housing provides safe, college-focused living arrangements for 100 students
- 1.2.2. ~~Target: Physical access to the campus affords safe, efficient, and easy travel as measured by student surveys *(Replaced by 1.2.4 June 2017)*~~
- 1.2.3. ~~Target: College efforts and partnerships eliminate transportation barriers for students as measured by student surveys *(Replaced by 1.2.4 June 2017)*~~
- 1.2.4. Target: Eliminate transportation barriers for students *(Adopted June 2017)*

### 1.3. High School to College Pathways

- 1.3.1. ~~Target: Seamless pathway from every West River high school to Western Dakota Tech streamlines transition to college and increases the regional college-going rate by 10% *(Replaced by 1.3.2 June 2018)*~~
- 1.3.2. Target: Establish seamless pathways with Rapid City Area Schools *(Adopted June 2018)*

#### 1.4. Affordability and Funding

- 1.4.1. Target: Student sponsorship agreements with industry partners create pathways from every WDT program to industry
- 1.4.2. ~~Target: Emergency fund of \$100,000 supports students in need~~  
*(Transferred to WDT Foundation Strategic Plan June 2018)*
- 1.4.3. ~~Target: \$25,000 recruiting scholarship fund provides incentives to future students~~  
*(Transferred to WDT Foundation Strategic Plan June 2018)*
- 1.4.4. Target: Default rate of less than 15% each year helps student borrowers successfully complete college and enter the workforce with confidence in their WDT training and career preparation

#### 1.5. Programs and Learning

- 1.5.1. Target: Stackable credentials/certificates in 100% of AAS programs provide multiple celebration and exit points
- 1.5.2. Target: Minimum of one functioning alternate delivery option in 100% of programs gives students flexibility
- 1.5.3. Target: Western Dakota Tech starts a minimum of two new programs each year to meet student and community needs
- 1.5.4. Target: Effective assessment of program and student learning outcomes in 100% of programs improves instruction and student learning

#### 1.6. Support Services

- 1.6.1. Target: Student support efforts earn a gap of less than .25 in all support areas and .5 in all academic program areas as measured by the Student Satisfaction Inventory *(Updated June 2018)*
- 1.6.2. Target: Effective ~~assessment~~ planning and program review of operational activities in 100% of non- academic offices and departments improves student success *(Updated June 2018)*

#### 1.7. Communication

- 1.7.1. Target: Communication plan in every unit effectively delivers college and unit messages as measured by student surveys

## 2. Priority: Faculty & Staff

### 2.1. Recruitment and Retention

- 2.1.1. Target: Human resources system ensures competitive wages and benefits as measured by technical college annual income survey
- 2.1.2. Target: Updated job descriptions and pay equitable to the work performed guide human resources philosophy ~~and reduce employee turnover by 10%~~ *(Updated June 2018)*
- 2.1.3. Target: ~~Career ladders provide advancement opportunities, leading to a 10% increase in the number of positions filled by internal promotions~~ *(Replaced by 2.1.8 June 2017)*
- 2.1.4. Target: Cross-training allows flexibility and prevents burnout and increases student satisfaction in support services as measured by the student satisfaction inventory
- 2.1.5. Target: Base salaries increase at least 3% every year
- 2.1.6. Target: ~~Recognition program for top employee performers increases employee retention by 10%~~ *(Replaced by 2.1.9 June 2017)*
- 2.1.7. Target: Incentives encourage professional development and lead to all employees participating in at least 10 hours of professional development each year
- 2.1.8. ~~Increase the number of internal positions filled by 10%~~ *(Adopted June 2017; removed June 2018)*
- 2.1.9. ~~Increase employee retention by 10%~~ *(Adopted June 2017; removed June 2018)*

### 2.2. Support Services

- 2.2.1. Target: Western Dakota Tech named a Great College to Work For
- 2.2.2. Target: College reputation creates sense of pride among employees, resulting in a 50% increase in the number of applications for each position
- 2.2.3. Target: ~~Faculty and staff benefit from the supplies, training, professional development, and other resources needed for success, leading to a 10% reduction in employee turnover~~ *(Replaced by 2.1.9 June 2017)*
- 2.2.4. Target: Culture of shared governance and collaboration creates engagement and teamwork, demonstrated by 100% of employees reporting they have a voice in the direction of the college

- 2.2.5. ~~Target: Systematic employee appreciation program recognizes excellence as measured by the Great Colleges to Work For survey (Replaced by 2.1.9 June 2017)~~
- 2.2.6. Target: Technology and facilities drive efficiency and efficacy, as shown by 100% of employee reporting their technology and facility needs are met
- 2.2.7. Target: A data-driven culture supports employee decision-making as assessed by 100% of employees reporting they have the information they need
- 2.2.8. Target: Shared governance, communication, and other efforts result in 50% increase in employee morale and happiness as measured by annual survey

### 2.3. Communication

- 2.3.1. ~~Target: Performance review system supports faculty and staff growth, continuous improvement, and excellence, thus reducing employee turnover by 10% (Replaced by 2.1.9 June 2017)~~
- 2.3.2. Target: Communication plan delivers college messages effectively, as measured by the Great Colleges to Work For survey
- 2.3.3. Target: New efforts foster communication improvements in all areas as measured by the Great Colleges to Work For survey

### 3. Priority: Community

#### 3.1. Support Services

- 3.1.1. Target: College recognized as the No. 1 provider of skilled employees in West River as assessed by employer surveys
- 3.1.2. Target: College efforts increase economic development viability impact of the region by 10% *(Updated June 2018)*
- 3.1.3. Target: Starting salary for graduates increases to an average of \$20 per hour

#### 3.2. Student, Staff, and Faculty Involvement

- 3.2.1. Target: Policies, procedures, and actions create systematic and intentional community service and involvement in community activities by faculty, staff, and students
- 3.2.2. ~~Target: Alumni Association connects graduates and the college~~ *(Transferred to WDT Foundation Strategic Plan June 2018)*

#### 3.3. Community Involvement with Western Dakota Tech

- 3.3.1. Target: Community experts present to 100% of ~~Western Dakota Tech students~~ academic programs through classes, events, and other learning opportunities *(Updated June 2018)*
- 3.3.2. Target: Partnerships lead to business and industry participation in all recruiting events

#### 3.4. Communication

- 3.4.1. Target: Advisory committee feedback is valued as assessed by surveys of committee members
- 3.4.2. Target: Robust communication plan supports college mission