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~~ *(Replaced by 1.2.5 June 2019)*
- 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; Replaced by 1.2.6 June 2019)*
- 1.2.5. Target: Partnerships with housing providers create affordable housing options for students *(Adopted June 2019)*
- 1.2.6. Target: Eliminate transportation barriers for both current and potential students *(Adopted June 2019)*

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~~ *(Replaced by 2.1.10 June 2019)*

    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. ~~Target: Increase the number of internal positions filled by 10%~~ *(Adopted June 2017; removed June 2018)*

    2.1.9. ~~Target: Increase employee retention by 10%~~ *(Adopted June 2017; removed June 2018)*

    2.1.10. Target: The College strives to fulfill the compensation philosophy *(Adopted June 2019)*

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~~ *(Replaced by 3.4.3 June 2019)*

    3.4.2. Target: Robust communication plan supports college mission

    3.4.3. Target: Advisory committee feedback is used to make improvements in academic programs *(Adopted June 2019)*