*Northwest Tech*

# STRATEGIC PLAN

## *2018 - 2021*

1209 Harrison Avenue, Goodland, KS 67735

**785-890-3641 • www.nwktc.edu • admissions@nwktc.edu**

## STRATEGIC PLAN SUMMARY

### Mission Statement

*The mission of Northwest Kansas Technical College, as an institution of higher learning, is to prepare individuals for gainful employment in technical and professional careers, productive personal live, and lifelong learning.*

### Vision Statement

*The vision of Northwest Kansas Technical College as a forward thinking, premier leader in career and technical education is to maximize learning through progressive technology and facilities, collaborations, and professional experiences that foster lifelong learning in a diverse global society.*

### CORE VALUES

*Guiding Principles*

- **Commitment to Learning**
- **Commitment to Quality**
- **Commitment to Integrity**
- **Commitment to Service**
- **Commitment to Diversity**

# NORTHWEST TECH
# STRATEGIC PLAN

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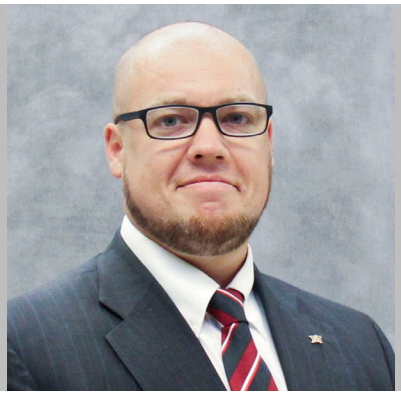
# MESSAGE FROM
# THE PRESIDENT

◆

***Ben Schears***



Dear Stakeholders:

Thank you for taking some time to read through our Strategic Plan for the 2018-2021 academic years. We hope you find it a useful tool in understanding the mission of Northwest Tech and the work we are called to do. Within these pages you will find the goals and initiatives upon which we have built our strategic plan, each of which represent key areas of focus for the development of our college.

Through the work of our Strategic Planning Committee this year we have established eight new pillars upon which our strategic initiatives have been built. The makeup of the committee is a solid reflection of our employees and includes members of our faculty, staff, and administration. Through our collective efforts, we have launched several new initiatives "moved the needle" in numerous areas of the college, and determined which projects needed to carry on to future years of planning.

One of the greatest changes to this plan, was to begin the conversation about moving beyond year-to-year planning and to begin building a strategic plan that moves into a multi-year outlook. You will see these changes reflected in this and future strategic plans due to the groundwork laid out this year.

I would be remiss if I did not thank ail of the employees, students, and community members who contributed their time, talents and energy into helping us achieve progress and evaluate each of our strategic priorities for future consideration. Together, we're moving the institution forward!

BEN SCHEARS
***Northwest Tech President***

# Pillar 1: *Enrollment Growth and Sustainability*

**Description**

The growth and sustainability of enrollment is critical for the long-term success of Northwest Tech. Being a small rural college has its inherent recruitment challenges, but strong technical program selection, broad-based recruitment activities, and targeted marketing can make a significant difference in the ability to grow and sustain enrollment. Regular analysis of labor market trends must be observed with focus placed on potential emerging technical programs. The athletic programs play a pivotal role in the makeup of the student body, both in quantity and also in maintaining a diverse campus population. Additional pathways and programs connecting the college to area high schools will help to create a pipeline for recruitment as well as opportunities for earning dual credits.

## *Strategy* 1-1 New Program Development

### *Initiatives*

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Implement NJCAA Women's Softball program | ● | | | |
| Launch Occupational Therapy Assistant program | | | | ● |
| Create competitive Shooting Sports | ● | | | |
| Evaluate the addition of Women's Wrestling | ● | | | |

## *Strategy* 1-2 Recruitment

### *Initiatives*

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Implement targeted recruitment territories to grow specific high yield schools | ● | | | |
| Grow enrollment for specifically non-athlete technical students | ● | | | |
| Streamline admissions process | ● | | | |
| Grow marketing to non-traditional students | ● | | | |
| Enhance Freshman Orientation process - online and face-to-face | ● | | | |
| Enhance recruitment of veterans | | ● | | |
| Increase advertising in Spanish | | ● | | |

## Strategy 1-3 Branding/Marketing

### Initiatives

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Partner with marketing firm to develop marketing plan | | | | ● |
| Institute a new college website | ● | | | |
| Increase online marketing through music apps | | ● | | |
| Improve billboards | ● | | | |
| Create online video media for each program | | ● | | |
| Improve on-campus branding | | ● | | |
| Continue campus signage improvements | | ● | | |
| Update campus directory | ● | | | |
| Increase quantity of press releases | ● | | | |

## Strategy 1-4 Attractive & Accessible Housing

### Initiatives

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Continue remodel of Village I: Bathroom replacements | ● | | | |
| Remodel the Maverick Suites | ● | | | |
| Remodel bathrooms of needed dorm rooms | | ● | | |

## Strategy 1-5 Secondary Enrollment

### Initiatives

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Sustain and expand SB155 Enrollment | ● | | | |
| Roll out online Mobile Application Junior/Senior Option across service area | ● | | | |
| Expand concurrent courses across service area | ● | | | |
| Launch a showcase day for area high school employees to experience the tech | ● | | | |
| Expand professional development for concurrent faculty | | | ● | |

# Pillar 2: *Quality and Accessible Academics*

**Description**
Building quality technical programs, offering continuing education, and providing professional development opportunities for faculty continue to be a cornerstone in the development of our academic culture. Graduation and persistence rates continue to be key metrics to observe as we continue to work with students on degree attainment. Enhancing program technology and equipment must remain a focus through grant writing activities. Continual effort must be maintained to evaluate the interest and effectiveness of the portfolio of technical programs we offer. This is done through monitoring recruitment and enrollment, as well as feedback from program advisory members within industry.

## *Strategy* 2-1 Assessment

### *Initiatives*

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Integrate Ruffalo Noel-Levitz SSI Survey for students | ● | | | |
| Increase number of completed job placement & employer surveys | | ● | | |
| Hire an Institutional Research specialist | | | ● | |
| Review and revise program & comprehensive reviews | | | ● | |
| Increase number of students achieving a third-party credential | | ● | | |
| Retention of 85% of first year students to second year | | ● | | |
| Remain above 85% of graduates placing into their field of study | | ● | | |
| Increase three-year graduation rates to 85% | | ● | | |
| Increase completion percentage of students taking developmental math and English | | ● | | |
| Evaluate success and continuation of capstone projects | | ● | | |
| Leverage assessment data for program improvement | | ● | | |
| Revise Annual Comprehensive Program Evaluation | ● | | | |

## Strategy 2-2 Quality Faculty & Instruction

### Initiatives

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Evaluate professional development planning form for faculty | ● | | | |
| Establish a structured in-house training program | | | ● | |
| Enhance technology support for faculty through professional development | | | ● | |
| Continue degree compensation/tuition reimbursement | ● | | | |
| Analyze faculty need (developmental, program, general education) based on projected enrollment growth or decline | | ● | | |

## Strategy 2-3 Curriculum

### Initiatives

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Increase articulation agreements (4-year) | | ● | | |
| Continue participation in state outcomes and alignment projects | ● | | | |
| Increase diversity and cultural appreciation | | ● | | |
| Evaluate and determine discontinuation of Network Technology program | ● | | | |
| Establish coursework to support new internships | | ● | | |
| Maintain current and seek new program accreditations | | ● | | |
| Continue funding to support 3-year capital outlay requests to provide updated equipment and training in programs | ● | | | |
| Expand Precision Agriculture faculty | ● | | | |
| Explore Precision Agriculture working farm/facility | ● | | | |
| Evaluate the addition of Plumbing curriculum | | ● | | |
| Continue to meet HLC Accreditation Standards | | ● | | |

# Pillar 3: ***Student Success***

**Description**
Students remain the backbone of our mission at Northwest Tech. Their success is our success. In addition to focusing on building and developing student support programs, we must be cognizant of generational change and the new demands this places on the overall student experience. Having robust co-curricular activities for our students is one facet in the plan to improve student engagement and retention. Likewise, we must be aware of the need to take a holistic approach to mentoring and developing our students; this involves activities such as the development of work ethic, personal finance education, counseling services, and more.

## ***Strategy*** ***3-1 Student Satisfaction***

### *Initiatives*

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Expand intramural program | | ● | | |
| Increase participation in athletic home events | | ● | | |
| Implement the revised Student of the Month program | ● | | | |
| Continue Student of the Year program | ● | | | |
| Increase participation in SkillsUSA across programs | | ● | | |
| Continue to revise and improve welcome week | ● | | | |
| Establish Athlete of the Week or Month program | | ● | | |
| Review and enhance evening/weekend lab access | ● | | | |
| Evaluate implementation of a student led tutoring program | ● | | | |
| Create an in-house student survey for each year pulling feedback on student experience | | | | ● |
| Enhance campus life (evening/weekend activities) | ● | | | |

# Strategy 3-2 Civility & Tolerance

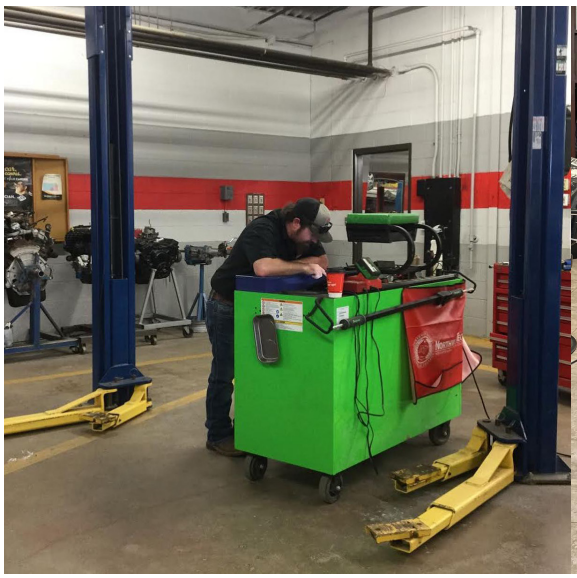
## Initiatives

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Continue Student Success Seminar | ● | | | |
| Provide assemblies for topics such as assault prevention, leadership, diversity | ● | | | |

# Strategy 3-3 Retention

## Initiatives

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Evaluate hiring counseling services | ● | | | |
| Evaluate the addition of career counseling | | ● | | |
| Implement career inventory process for major selection | | | ● | |
| Create a stronger "student before athlete" atmosphere by building relationships between teachers and coaches | | ● | | |
| Create an early alert system to strengthen student retention | | ● | | |



# Pillar 4: ***Community***

**Description**
Positive relations between the college and our community are important not only for the sustainability of our college, but also for the experience our students have while they are here. Efforts need to be made to grow our involvement in community activities and events, while at the same time opening our doors to the community to engage in campus life. Our athletic programs act as a front-porch for the college with many of our community members, and provide an opportunity for engagement and support.

## *Strategy* 4-1 Civic Engagement

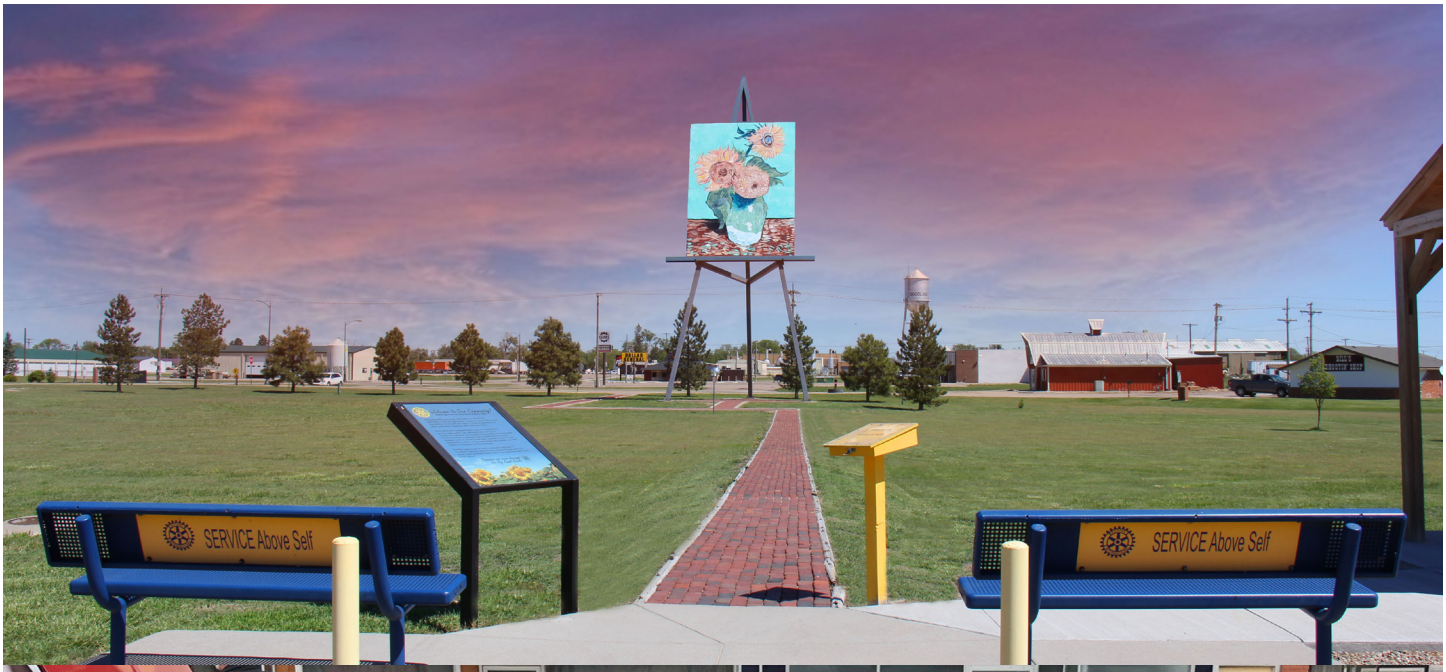
### *Initiatives*

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Evaluate incorporating service learning hours for specific general education courses | | | ● | |
| Implement a college-wide day of service to the community | ● | | | |
| Participate in NWK District Fair parade and festival | ● | | | |
| Participate in Flatlanders Festival | ● | | | |
| Look for new ways to engage with our community | | ● | | |
| Evaluate American Traditions Speaker Series | | | | ● |

## *Strategy* 4-2 Student Organizations

### *Initiatives*

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Evaluate Circle K viability and continuance | ● | | | |
| Support Student Government Association | ● | | | |
| Re-establish a Student Ambassador organization | ● | | | |
| Establish a group of student Resident Assistants | ● | | | |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# Pillar 5: *Maintain Fiscal Health*

**Description**
Kansas technical colleges have significant challenges in the way funding is distributed through the state funding model. As such, we must be ever aware of the need to wisely manage fiscal resources and invest limited dollars into areas where we can anticipate sustainable growth. Establishing purchasing policies, growing sponsorships, and pursuing grant writing opportunities can provide critical upgrades in technology and relieve stress on the annual budget. It will be increasingly important, without local tax revenue, to be creative in our approach to grow funding streams while maintaining existing fiscal controls.

## *Strategy* 5-1 Budgeting

### *Initiatives*

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Revise Budgeting Process | ● | | | |
| Provide monthly update on budgets to programs | ● | | | |
| Establish a collections program | ● | | | |
| Expand opportunities for payment programs | ● | | | |

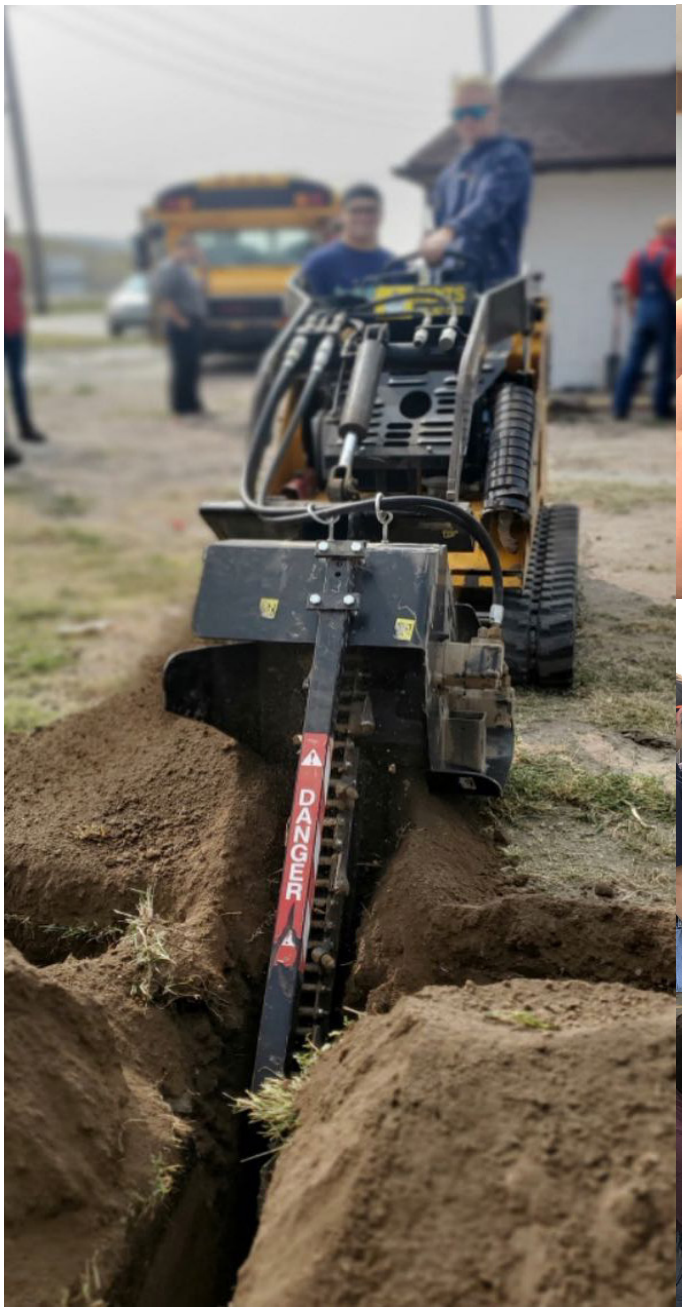
## *Strategy* 5-2 Stewardship

### *Initiatives*

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Implement sponsorship guidelines | | ● | | |
| Create building naming opportunities to honor friends of the college | | ● | | |
| Review and revise athletic scholarship funding | ● | | | |
| Establish purchasing policies | ● | | | |
| Increase corporate sponsorships | | ● | | |

## Initiatives

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Establish Memo of Understanding for all endowed funds | ● | | | |
| Solicit advisory boards for donations | | ● | | |
| Expand grant writing opportunities | | ● | | |
| Establish an annual fund | ● | | | |
| Training for how to pitch solicitations | | | ● | |



# Pillar 6: *Improve Facilities & Network*

**Description**
One of the largest expenses of any institution lies within the upgrades and upkeep of the campus facilities and network infrastructure. Students have an expectation of educating in spaces that are safe, clean, and not dated. As facilities age, so does the mechanical infrastructure needed to operate them. Ongoing efforts need to be maintained to optimize and evaluate technical facilities to meet the needs of the program. Efforts must continue to update HVAC, electrical, and plumbing systems in existing facilities. Regarding network usage, as students and employees continue to bring more electronic devises that connect to the network, additional bandwidth and equipment will be necessary to keep up with demand. Having quality facilities and a strong network continue to be vital to the student experience while they are at Northwest Tech.

## *Strategy* 6-1 Facility Improvements

### *Initiatives*

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Complete tile installation in Student Union | ● | | | |
| Update look and feel of Assembly Room-Student Union | | ● | | |
| Recarpet Murray Center | ● | | | |
| Prioritize roofing replacement plan | ● | | | |
| Upgrade remaining multi-mode fiber to single-mode | ● | | | |
| Create facilities master plan | | ● | | |
| Renovate library building | ● | | | |
| Complete exterior door rekey to master system | ● | | | |
| Relocate Electrical to new building location | ● | | | |
| Replace admin front doors | ● | | | |
| Rekey campus doors to master key system | | ● | | |
| Replace sign outside admin building | ● | | | |
| Update and replace athletic equipment in the gym | | ● | | |
| Update and replace aging HVAC units | | ● | | |

## Strategy 6-2 New Facilities Short-Term

### Initiatives

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Build a storage facility for college vehicle fleet | | ● | | |
| Evaluate program expansion in service area communities | ● | | | |

## Strategy 6-3 New Facilities Long-Term

### Initiatives

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| New multi-level dormitory | | | | ● |
| New welding facility | | ● | | |
| Expand Diesel Technology Program | ● | | | |
| Evaluate replacement of Village 1 dormitories | | ● | | |

## Strategy 6-4 Grounds

### Initiatives

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Trim or remove old trees and bushes | | ● | | |
| Remove old lava rock and update bedding | ● | | | |
| Create berms for landscaping | | ● | | |

# Pillar 7: *Developing Employees*

**Description**

Employees are our greatest asset in the education of our students. Recruiting technical faculty who have significant industry experience, and general education faculty with strong content knowledge, continues to be a significant factor in the selection of new teachers. Finding strong candidates for any position continues to be a challenge in a rural area of the state and we must continue to cast a wider net to attract employees. Once employees are hired, we must train and evaluate to ensure they have the resources to successfully work in higher education. This will need to include providing training to new hires to learn expectations, adapt to the culture of the college, and a pathway for continuing education. Continuing to offer a robust benefits plan, with a competitive salary, can be effective in recruiting and retaining quality employees.

## *Strategy* 7-1 Employee Recruitment

### *Initiatives*

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Enhance recruitment and retention of qualified employees | | ● | | |
| Evaluate implementing compression pay as needed | ● | | | |
| Expand position advertising beyond local market | ● | | | |

# Strategy 7-2 Employee Retention

## Initiatives

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Leverage employee benefits committee for insurance decision-making | ● | | | |
| Expand health insurance plan options | ● | | | |
| Implement high deductible health savings account | ● | | | |
| Continue to improve communication from administration | | ● | | |
| Revise and implement new job descriptions | | | ● | |
| Expanded New Faculty Workshop | | ● | | |
| New Staff Workshop | | ● | | |
| Evaluate and implement revised summer hours | ● | | | |
| Improve access to new equipment for faculty | | ● | | |
| Faculty and staff social events throughout the year | | ● | | |
| Revise employee handbook | ● | | | |

# Pillar 8: *Strengthen External Partnerships*

**Description**
Northwest Tech does not reside on an island, and knowing such, we must continue to strengthen relationships with individuals, companies, alumni, legislators and more who are willing to work alongside of us to ensure the sustainability of the college. We educate students with the goal of sending them into the workforce and it is only sensible to strengthen our ties with business and industry to further develop our programs. These same business and industry connections, coupled with increased efforts to engage with alumni, pose an incredible potential benefit to the future of Northwest Tech. Developing new articulation agreements with colleges and universities with technical pathways will provide additional opportunities for our students to pursue their educational goals.

## *Strategy* 8-1 Business & Industry

### *Initiatives*

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Expand Advisory Committees | | ● | | |
| Involve industry partners in capstone projects | ● | | | |
| Expand internships opportunities with industry partners | | ● | | |

## *Strategy* 8-2 Alumni

### *Initiatives*

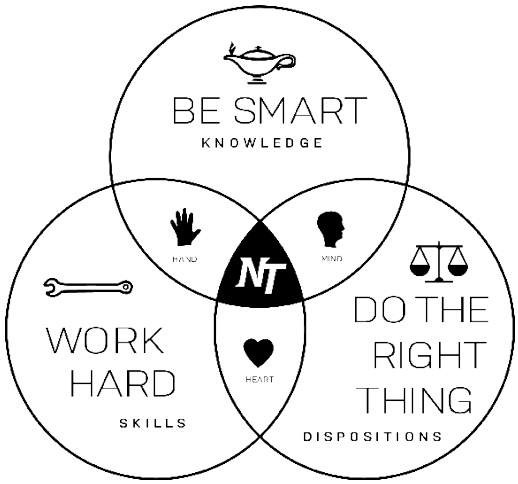
| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Enter paper alumni records into Empower | ● | | | |
| Begin mailing twice annual alumni newsletter | ● | | | |
| Select an annual Outstanding Alumnus for Graduation Speaker | ● | | | |
| Draft alumni success stories | | ● | | |

# Strategy 8-3 Community

## Initiatives

| | Completed | In-Progress | Postponed | Terminated |
|---|---|---|---|---|
| Expand community engagement activities | | ● | | |
| Increase connection with community organizations | | ● | | |
| Send athletes to community schools | ● | | | |

# BE SMART.
# WORK HARD.
# DO THE RIGHT THING.

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