



## Washburn Institute of Technology Strategic Plan

May 2010

**Mission:** To deliver innovative educational and training opportunities for individuals to strengthen the communities we serve.

**Values:**

- Excellence – Washburn Tech strives to consistently exceed expectations of our constituent groups.
- Integrity - Washburn Tech views integrity as the essential inner voice of self control and is the starting point of everything we do.
- Innovation – Washburn Tech embraces a teaching and learning process that engages and challenges students using creative techniques resulting in a transformative and educational experience.
- Respect - Washburn Tech exhibits an atmosphere in which all constituent members are held in esteem and are treated with consideration, kindly and courteously, with appreciation for his or her contributions.
- Accountability – Washburn Tech strives to adopt well known goals and expectations and to provide proof and documentation that those goals and expectations have been met or exceeded.

**Strategic Element I - Programs**

Deliver superior and rigorous **technical programs** offered by knowledgeable (technical) instructors building on their academic credentials and/or industry specific experience.

**Goal 1: By 2012 increase enrollment to 1500 FTE in career programs over current (Fall 09) (overall including day, evening etc)**

<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Increase the number of scholarships for our students.	10% increase		Dean
Increase support and encouragement of non-traditional students <ul style="list-style-type: none"> <li>• Tutoring in more of programs</li> <li>• Peer tutoring (work study funds)</li> <li>• Consider Grant applications i.e. Title IV</li> <li>• Resource Center</li> <li>• Review of retention data to determine impact of personnel change in center</li> </ul>	Plan by December 2010		Associate Director of Student Services (ADSS)
Increase advertising and PR focused on individual programs	Plan by May 2010		Marketing Coordinator
<b>Goal 1 continued</b>			
<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Expand current emphasis on and add new programs with “green” influence based on input from faculty and advisory groups	10% increase annually		ADI, Faculty, Admin team
Create dedicated fund to aid in creation of new and revision of existing program	FY 12		Dean

<b>Goal 2: All programs by 2012 will have curriculum offered in an online format in order to develop flexible, non-traditional schedules that include evenings, weekends and summers.</b>			
<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Define a “quality” online class	Rubric developed December 2010		ADI
Certify and train Online instructors	Develop Certification Process by May 2011		ADI
Train Faculty to teach online	30% per year		ADI
Develop more course offerings <ul style="list-style-type: none"> <li>• Short courses</li> <li>• Supplements for updating skills</li> </ul>	20 per year 30% of programs per year		ADI, Coordinator of Continuing Education and Coordinator of Business and Industry
<b>Goal 3: By 2012 our programs will be revised, relevant and responsive the needs of our communities.</b>			
<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
“Develop” instruction to improve quality <ul style="list-style-type: none"> <li>• Continuing Education</li> <li>• Professional Development</li> <li>• Keep up certifications</li> <li>• Rich, rapid feedback</li> </ul>	By May 2011 <ul style="list-style-type: none"> <li>• All Instructors complete self-evaluation</li> <li>• Develop instructor training</li> <li>• Instructor survey needs assessment</li> <li>• Track Certifications</li> </ul>		ADI
Increase the number of customized training students served	10% by June 2011 and 10% per year subsequent		B&I Coordinator

Goal 3 continued			
<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Improve Relevance <ul style="list-style-type: none"> <li>• Advisory Board input</li> <li>• Seek new advisory board members for each program after evaluation of current membership</li> <li>• Visiting Industries</li> <li>• Align programs with current and target industry guidelines</li> <li>• State alignment participation and flex credits to meet industry's needs</li> <li>• Internships</li> </ul>	By May 2011 <ul style="list-style-type: none"> <li>• Evaluate Advisory board membership</li> <li>• Faculty Job Shadowing</li> <li>• Develop more robust program review process</li> <li>• Document</li> </ul>		ADI Instructors
Improve responsiveness <ul style="list-style-type: none"> <li>• Student and employer follow-up</li> <li>• Identify and address future targeted industry needs</li> </ul>	May 2011 <ul style="list-style-type: none"> <li>• Student survey</li> <li>• Survey of employers/industry</li> </ul>		ADI, Instructors
Create a school-wide industry advisory board to obtain input on all aspects of current and potential programs	By December 2010 <ul style="list-style-type: none"> <li>• Identify industry representatives for membership</li> <li>• Hold initial meeting</li> </ul>		Dean, ADI, ADSS, Instructors
Develop and implement new high demand technical programs	Plan created by ;May 2011 to include: <ul style="list-style-type: none"> <li>• Method and means to track requests for specific programs and skill sets</li> <li>• Determine the cost and feasibility for initiating new programs</li> <li>• Examine sources of funds to support new programming.</li> </ul>		Administration and faculty

**Strategic Element II - Students**

Recruit, retain, and graduate a diverse student body composed of traditional age students, transfer students, adult students, and returning learners.

**Goal 1: Increase enrollment to 1500 FTE by 2012 including day, evening and weekend programs**

<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Review and revise admission policies and procedures annually	June 2010 and annually		ADSS
Review admissions testing and related policies	Formalized by October 2010 and annually		Dean, ADSS, ADI
Increase recruitment and outreach efforts	Plan created by August 2010, ongoing	Started Fall 2009	ADSS, Advisors, Recruiter, Marketing Coordinator
Create Virtual tour of campus	Plan created by December 2010		Marketing Coordinator, ADSS
Update Marketing Materials	Annually		Marketing Coordinator
Develop Test-out policy	February 2010	Developed and implemented	ADI
Develop plan for remediation services	Plan created December 2010		ADI, ADSS
Expand child care services	Implement August 2010		Dean, ADSS, ADI, Child Care Director
Increase number of off-site courses	Plan formalized and implemented August 2010	Initiated spring 2010	Dean, ADI, ADSS
Increase program Headcount	5% per year		ADSS, ADI, Dean
Develop collaborations with middle schools in Shawnee County to recruit potential students and change the perception of technical education	Plan and Implement by January 2011 – <ul style="list-style-type: none"> <li>• Determine number of schools to target</li> <li>• Determine best way to deliver message</li> <li>• Determine schedule for activities</li> </ul>		ADSS
Host 1-2 open house events per year	Hold two open houses in 2010-2011 (October, April)	Two open houses held 09-10 (October, March)	Dean, ADSS

Goal 1 continued			
<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Increase/expand capacity in high demand programs that focus on targeted industry	By October 2010 plan to: <ul style="list-style-type: none"> <li>• Identify programs</li> <li>• Identify alternative locations/time</li> <li>• Identify resources (teachers, equipment, etc)</li> </ul>		Dean, ADI, ADSS, Admin team
<b>Goal 2: Increase the rate of retention and program completions</b>			
<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Improve utilization of Technical Standards to enroll qualified students	Current and ongoing <ul style="list-style-type: none"> <li>• Review of existing standards</li> <li>• Revision of standards as necessary</li> </ul>		Student services staff, faculty, ADA coordinator
Implement support services to include workshops on personal crises	Plan and schedule created December 2010		ADI, ADSS
Increase student involvement through skill-based events and both program specific and campus wide organizations	Plan created by October 2010		Administration
Provide and improve support through the WIT Care Closet	Ongoing		Care Closet committee, all faculty and staff
Develop and implement plan for informational seminars to promote transition from high school to postsecondary and postsecondary to the workforce	Pilot Fall 2010 to include: <ul style="list-style-type: none"> <li>• Evening session on campus for high school students regarding enrollment and placement</li> <li>• Hold similar sessions at alternative locations</li> </ul>		ADSS, ADI, Faculty, Student Services staff
Increase internships and connections to business/industry/employment	Ongoing		Administration, Faculty
Implement Student Government	September 2010		ADSS, Student Government sponsors

**Goal 3: Increase diversity of enrollment**

<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Increase number of minority enrollments	Plan created by November 2010 to include: <ul style="list-style-type: none"> <li>• Review of community activities and events to increase diversity of enrollment</li> <li>• Contact community organizations such as LULAC to develop relationships and build collaborative opportunities.</li> </ul>		ADSS
Increase number of students enrolled in programs that are non-traditional based on gender	Formal plan by December 2010, ongoing <ul style="list-style-type: none"> <li>• Develop promotional materials that highlight nontraditional career options</li> <li>• Highlight nontraditional career options at middle school recruitment activities</li> </ul>	Gear-up program to be held June 2010 for 30 students	ADSS
Provide improved and increased support for students enrolled in programs that are non-traditional based on gender	Formal plan by January 2011, ongoing		ADSS

**Strategic Element III - External Relationships**

Serve communities through strengthened external relationships

**Goal 1 Develop and Implement Washburn Tech Marketing Plan**

<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Develop a Washburn Tech Marketing Plan	Plan created by December 2010 <ul style="list-style-type: none"> <li>• Analyze sample plans</li> <li>• Identify target audience</li> <li>• Identify methods of delivery for marketing</li> <li>• Determine resources</li> </ul>		Marketing Coordinator
Implementation of marketing plan	January 2011		Marketing Coordinator
Review, revise and analyze the impact of the marketing plan	Annually beginning July 2011		Marketing Coordinator

**Goal 2 Identify and analyze current business and community relationships**

<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Identify current and potential relationships. Evaluate existing relationships for effectiveness	Identify by October 2010		Marketing Coordinator
Develop short and long term goals for <ul style="list-style-type: none"> <li>• Expansion of current relationships</li> <li>• Development of new relationships</li> <li>• Expansion of relationships beyond the current geographic area</li> </ul>	By June 2011		Marketing Coordinator, Dean, ADSS, ADI, Faculty
Develop short and long term goals to strengthen, reinforce and expand collaboration with USDs to better meet the needs of the constituents served	By January 2011 short term goals created with GAC By May 2011 long term goals created with GAC		Dean, ADI, ADSS

**Goal 3 Conduct and host events to strengthen external relationships**

<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Conduct 2-3 special events campus-wide or program specific on or off campus annually	By December 2010		Marketing Coordinator, Dean, ADSS, ADI, Faculty
Host 60 events per year on campus organized by outside groups	By June 2011		Marketing Coordinator, Dean, ADSS, ADI, Faculty
Expand the total number of events each year	Increase by 5% annually		Marketing Coordinator, Dean, ADSS, ADI, Faculty

**Goal 4 Implement partnership with the Washburn University Alumni Association and Endowment**

<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Develop a database of graduates and alumni	By June 2011 (May need temporary staff or sub-contractor to complete and as funds are available)		Admin team, faculty
Determine implementation steps for the partnership with WEA	By December 2010		Admin Team
Implement partnership with WEA	By February 2011		Admin team

**Strategic Element IV – Resources**

Expand, enhance and diversify human, physical resources to fulfill our mission

**Goal 1: By 2012 generate \$2 million fiscal resources from within and abroad**

<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Seek grant opportunities, scholarships and sponsorship from local, regional and state-wide organizations and businesses (training on grant location and acquisition)	January 1, 2011 and ongoing		Dean, ADI
Secure equipment that is in alignment with business and industry standards.	January 1, 2011 and ongoing		ADI, faculty
Review facility usage for efficiencies	January 1, 2011		Admin team, facilities personnel
Decrease utility consumption campus wide	June 30, 2011		All students, staff, faculty and administration
Establish new and improve existing partnerships with business and industry seeking donation of equipment or other financial resources	June 30, 2011		Dean, ADI, Admin team

<b>Goal 2: Promote growth of instructor interaction with resources within the school, community and industry.</b>			
<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Create opportunities for instructors to meet and interact outside the traditional school day	June 30,2011		Instructors, Administrative team
Recruit a new cadre of adjunct faculty from recent business and industry retirees and current employees	January 2011 and ongoing		Admin team, faculty
Create a community garden in unused area of campus	April, 2011		Admin team, facilities personnel
<b>Goal 3: Implement a plan to maintain and improve the infrastructure of the campus navigation and appearance</b>			
<i>Action Items</i>	<i>Criteria</i>	<i>Action Taken</i>	<i>Responsibility</i>
Standardize building nomenclature	September 2010		Administrative team
Renumber classrooms to be successive and consistent with signage	September 2010		Admin team
Enact energy conservation and environmentally friendly measures campus-wide	August 31, 2011		Admin team
Update campus and classrooms to present a more professional appearance.	August 2011 and ongoing		Dean, facilities team