

**4.5**

*The institution's written strategic plan includes, at a minimum, the following components:  
**Strategies for achieving the objectives.***

**Exhibit 4.5.1 — 2025–2029 Strategic Plan**



**Source:** [2025 Strategic Plan](#). Additional strategic plans are available [here](#).

## STANDARD 4—STRATEGIC PLANNING (EXHIBITS)

### Exhibit 4.5.2 — Strategic Plan – Objective & Strategies (pp. 7–9)

#### Objectives & Strategies – Objective #2

<b>Objective</b>	Timely Completion – Increase timely completion by 3% in 5 years.
<b>Project Team</b>	President, Vice Presidents, Directors of Programs, Director of Instructional System Design
<b>Review</b>	Quarterly
<b>Strategy 1</b>	<b>Build pre-enrollment &amp; post-placement competency assessments to encourage &amp; incentivize program completion.</b> <p>Tactic 1—Expand alternative documentation processes and prior learning assessments to give students a head start toward completing a certificate.</p> <p>Tactic 2—Organize curriculum to allow for module sign-off after placement.</p> <p>Tactic 3—Increase opportunities for on-the-job competency assessments for credit.</p>
<b>Strategy 2</b>	<b>Refine internal counseling and curriculum review processes.</b> <p>Tactic 1—Establish more formal exit counseling processes to identify why students leave programs and are unable to complete a certificate.</p> <p>Tactic 2—Leverage existing counseling meetings to identify obstacles for completion.</p> <p>Tactic 3—Connect students with opportunities for scholarships and support resources.</p> <p>Tactic 4—Analyze curriculum for burnout points or a lack of student engagement and adapt content to encourage completion.</p> <p>Tactic 5—Refine internal processes related to leaves of absence, minimum academic</p>
<b>Strategy 3</b>	<b>Establish a culture of completion at the college.</b> <p>Tactic 1—Educate faculty on the resources &amp; timelines for scholarships.</p> <p>Tactic 2—Train faculty and staff to watch for signs of burnout and intervene (i.e., mental health resources, academic advising, and financial aid).</p> <p>Tactic 3—Refine and improve data dashboards for faculty to monitor retention and graduation rates.</p> <p>Tactic 4—Leverage Southwest Technical College alumni and potential employers to enhance the value of a certificate.</p> <p>Tactic 5—Provide students with additional data on wage increases associated with a certificate.</p>

#### Objectives & Strategies – Objective #3

<b>Objective</b>	High Yield – Increase the completion rate of graduates in high-demand, high-wage programs by 7% in 5 years.
<b>Project Team</b>	President, Vice Presidents, Directors of Programs, Director of Instructional System Design
<b>Review</b>	Quarterly
<b>Strategy 1</b>	<b>Retain High Yield Students</b> <p>Tactic 1—Create a student mentorship program</p> <p>Tactic 2—Exit counseling and Non-Attendance training</p> <p>Tactic 3—Faculty data access</p>
<b>Strategy 2</b>	<b>Increase Enrollment in High Yield Programs</b> <p>Tactic 1—Increase Enrollment in High Yield Programs</p> <ul style="list-style-type: none"> <li>• Hold industry sector fairs that are focused on high yield areas</li> <li>• Target underserved populations</li> <li>• Expand employer partnerships</li> <li>• Create a high yield indicator/seal to distinguish high yield programs</li> <li>• Highlight and share success stories</li> </ul> <p>Tactic 2—Create targeted financial incentives</p> <ul style="list-style-type: none"> <li>• Incentivize high yield through scholarships</li> <li>• Provide merit tuition waivers (SAP &gt;90%)</li> <li>• Subsidize program fees in high yield programs</li> <li>• Guarantee of quality training</li> </ul>
<b>Strategy 3</b>	<b>Expand High Yield Capacity</b> <p>Tactic 1—Expand current high yield programs</p> <ul style="list-style-type: none"> <li>• Increase online and hybrid offerings</li> <li>• Increase cohort size in high yield lock step cohorts</li> </ul> <p>Tactic 2—Create new high yield programs</p> <ul style="list-style-type: none"> <li>• Diesel Tech program (3–5 years)</li> <li>• Add high yield programs not offered elsewhere in Utah</li> <li>• Add short hybrid/remote certificate each year</li> </ul>

#### Objectives & Strategies – Objective #1

<b>Objective</b>	Access – Increase the college-going rate of high school graduates by 3% in 5 years.
<b>Project Team</b>	President, Vice Presidents, Director of Student Affairs & Director of Marketing
<b>Review</b>	Quarterly
<b>Strategy 1</b>	<b>Affordability</b> <p>Tactic 1—Increase awareness of scholarships and rename them to increase inclusivity for students who don't necessarily see themselves as "scholars"</p> <p>Tactic 2—Increase presence in service region high schools</p> <ul style="list-style-type: none"> <li>• Partner with high schools to get information to students about programs and financial aid opportunities</li> <li>• Place swag, banners, scholarship information, sponsorships, etc. in high schools in the service region</li> </ul>
<b>Strategy 2</b>	<b>Certificate Value, Perceived Certificate Value, and Awareness of Programs</b> <p>Tactic 1—Review marketing approach to 4/5-star programs</p> <p>Tactic 2—Market licensure and/or industry-recognized certifications</p> <p>Tactic 3—Increase existing programs' affiliations with licensure and/or industry-recognized certifications</p> <p>Tactic 4—Market pathways to industry – other areas (careers &amp; education) in the sector for which the program can prepare students</p> <p>Tactic 5—Produce and market alumni testimonials via videos, narratives, guest speakers, etc.</p> <p>Tactic 6—Leverage realistic compensation potential in marketing</p>
<b>Strategy 3</b>	<b>Increase Sense of Belonging, Inclusivity, and Address Other Potential Barriers</b> <p>Tactic 1—Get students more engaged in college activities</p> <ul style="list-style-type: none"> <li>• Increase student clubs and organizations</li> <li>• Involve students in college events</li> <li>• Involve students in college-sponsored service opportunities</li> </ul> <p>Tactic 2—Increase diverse enrollment</p> <ul style="list-style-type: none"> <li>• Produce and market alumni testimonial videos and stories including an array of student backgrounds</li> <li>• Simplify and diversify language in marketing</li> <li>• Directed marketing to underserved populations</li> </ul>

Source: [2025 Strategic Plan](#). Additional strategic plans are available [here](#).