

Item 983
2017-09-11

**Lake Washington Institute of Technology
Strategic Plan 2017-2020**
(Request for Approval)

Situation

The President and Executive Cabinet, in consultation with the Institutional Effectiveness and Planning Committee, determined that a three year “transitional” strategic plan was needed in order to provide focused attention to certain key opportunities at the college before pursuing a large-scale aspirational plan in 2020. In light of budgetary constraints, the college chose to develop the 2017-2020 strategic plan using volunteer assistance from Kate Butcher, Foundation Board Member, as well as significant input from the college community. The draft plan was shared throughout the college multiple times resulting in a plan that was iterative in nature and reflected feedback from the college community. The Board of Trustees reviewed the draft (first reading) and provided feedback at the June 5, 2017 meeting.

Recommendation

That the Board of Trustees approve the Lake Washington Institute of Technology Strategic Plan, Fall 2017 – Fall 2020.

2017-2020 Strategic Plan

Mission

To prepare students for today's careers and tomorrow's opportunities.

Vision

To be the college of choice for workforce education.

Vision Narrative

Lake Washington Institute of Technology (LWTech) is recognized by students, business, community, and peer organizations as the choice for innovative workforce education because we:

- Value diversity and welcome students from all backgrounds and levels of educational attainment
- Create educational opportunities and support for students to achieve success and prepare for life-long learning
- Distinguish ourselves by offering creative, cutting-edge, hands-on education
- Offer students choices to achieve their education goals through applied, pathway-based education from basic education and certificate programs to baccalaureate degrees
- Teach using the latest industry standards and cross-discipline approaches to prepare students for immediate and future employment
- Empower faculty and staff to reach their potential in a supportive environment that values collaboration, transparency, respect, and integrity
- Work in partnership with business and industry as well as local and global organizations to foster economic vitality and create prosperous communities
- Thrive in state-of-the-art facilities that use the latest learning and business technologies to enhance the delivery of education and our internal operations
- Implement innovations that result in a financially sustainable organization

Goals & Strategies (2017-2020)

Goal 1: Increase access and completion rates for all students, and close opportunity gaps for under-represented students.

Associated core themes: Student Achievement, Pathways, External Engagement

Strategies:

1. Identify and define opportunity gaps
2. Implement Guided Pathways
3. Identify and implement approaches that increase student access, success, and completion with a focus on closing opportunity gaps
4. Ensure engagement with students and employers at all points along the student's educational pathway, including completion and employment

Goal 2: Attract and retain diverse employees that view LWTech as an employer of choice.

Associated core themes: College Community, External Engagement

Strategies:

1. Identify and integrate institutional qualities and activities that create an inclusive environment and help employees feel valued
2. Establish comprehensive professional development opportunities for all employees
3. Engage employees in a shared sense of purpose and community
4. Identify and implement approaches to attract diverse, culturally competent employees to the college

Goal 3: Align our college culture and brand identity.

Associated core themes: College Community, Student Achievement, External Engagement

Strategies

1. Collectively, and with cross-campus engagement, define the desired attributes of our culture and identity as a public institute of technology
2. Identify how students, employees and community members feel a sense of belonging and create a system that invites understanding of our culture and identity
3. Ensure the college culture and brand identity remains visible to the internal college community and the external community on a continuous basis

Goal 4: Create a sustainable fiscal structure to ensure the college fulfills its mission and vision.

Associated core themes: College Community, Student Achievement, External Engagement, Pathways

Strategies:

1. Grow enrollment and maintain it at or above allocation targets
2. Explore and secure diverse, alternative sources of revenue to support operational and capital costs
3. Use data to inform investments and program decisions

Executive Summary and Glossary of Terms

Background

LWTech's current strategic plan sunsets in Fall 2017. In considering what kind of strategic plan was needed for the college's next stage of growth, the President and Executive Cabinet, in consultation with the Institutional Planning and Effectiveness Committee, determined that a three-year, streamlined "transitional" plan was needed in order to give concentrated attention to certain key items that lead to mission fulfillment before engaging in a large scale "aspirational" planning process.

Executive Cabinet made the first attempt at developing a plan outline with volunteer facilitation from Kate Butcher, LWTech Foundation Board Member. Since then, the plan has seen significant input from the college community as well as community partners.¹ Please note, the draft plan only contains goals and strategies. Once goals and strategies are finalized, tactics for achieving those goals and strategies will be developed along with appropriate performance measures. Additionally, the mission, vision and vision narrative for the college have not changed. This approach also aligns the Strategic Planning process with our accreditation timeline and the results of our year seven visit in Fall 2019 will be incorporated into the 2020 large scale aspirational plan.

Terms

1. **Opportunity Gap**: We are intentionally using the term "opportunity gap" instead of "achievement gap" as we believe the latter implies a problem with the student while the former implies a solvable problem with the institution.
2. **Under-represented**: Under-represented generally means a group with lower rates of inclusion compared to the general population.
3. **Brand Identity**: An organization's brand identity is how they want to be perceived by consumers. It includes visual elements like fonts, colors, logos, and symbols, as well as communications (copy, descriptors, messaging, or other writing). In the case of LWTech, it is how we wish to be perceived by current and potential students, internal constituents, members of the community, key stakeholders and influencers.

¹ The plan now reflects feedback from Leadership Team 3/14, IPEC 3/14, College Council 3/16, Foundation Board 3/17, Executive Cabinet 3/21, EDI Council 3/21, Faculty through Deans/Divisions 3/24, Executive Cabinet 3/27, Marketing 4/10, Administrative Services 4/10, Instruction 4/10, Student Services 4/10, College Relations 4/10, Foundation 4/10, IPEC 4/10, Faculty Workshop 4/17, All Staff meeting 4/17, Advisory Committee Members 4/18, College Community Open Meetings 4/20 & 4/24, Executive Cabinet 4/24, IPEC 4/25, President's Advisory Council 4/27, Board of Trustees 5/1, College Council 5/3, Executive Cabinet 5/9, Open Meetings 5/15 & 5/17, All Staff Meeting 5/16, EDI Council 5/18, College Council 5/18.