



2007 – 2012 STRATEGIC PLAN (UPDATED)

MISSION

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

VISION

To be the regional college of choice for workforce education

1. EDUCATIONAL PATHWAYS

Goal: *Lake Washington Technical College serves as a flexible college that is accessible to all by providing multiple entrance points and pathways. The College is a conduit for students to upgrade their skills, transition into a new career, or further their education in order to be successful.*

1.1 By 2012, LWTC will clearly map pathways into and out of the college and identify gaps based on industry and student demands.

Desired Outcome(s):

- LWTC develops entry and exit maps (academic plans) for typical student profiles that are publically accessible.

1.2 By 2012, LWTC will demonstrate student progression along pathways.

Desired Outcome(s):

- Increase Student Achievement Initiative points across all categories.
- Increase number of students successfully transferring.
- Increase number of students enrolling into LWTC's applied baccalaureate degree program.
- Increase tracking of licensure and certification pass rates.
- Increase the number of students who fulfill their intent.
- Establish process and subsequently measure and report employment outcomes.

1.3 Based on identified demand LWTC will provide access to additional baccalaureate degree pathways.

Desired Outcome(s):

- Increase in number of MRP/DTA's offered and awarded.
- Increase number of bachelor's degrees offered and awarded, based on identified and documented demand methodology. Outcome progress subject to state program approval.

1.4 LWTC provides access to higher education and learning that meets student and community needs.

Desired Outcome(s):

- Development and implementation of a process methodology to systematically identify and address barriers to student access.
- When feasible, increase access to in-demand courses via online or hybrid formats.

2. STUDENT LEARNING

Goal: LWTC will place student learning at the epicenter of courses, programs and the institution.

2.1 LWTC students graduating from degree programs and/or certificate of proficiency will demonstrate technical skills suitable for employment in their chosen field.

Desired Outcome(s):

- Each degree program will align with industry skill standards needed for employment in the field and measure student performance in those areas via their Program Outcome Grid. (Status: 100% of programs)
- 2.2** Students graduating from LWTC degree programs and certificates of proficiency will demonstrate global outcomes.

Desired Outcome(s):

- Each program will establish course outcomes where students demonstrate global outcome skills at least once per certificate of proficiency and twice per degree. (Status: 100%)
 - Each program will establish a sample portfolio of student work on the college intranet. (Status: 75% of programs)
- 2.3** By 2012, LWTC will increase degree and certificate of proficiency graduate rates.

Desired Outcome(s):

- Graduation rates as measured by F intent coded students obtaining a degree or certificate of proficiency within 3 years of enrolling at LWTC.
 - Systemic barriers to graduation identified and addressed via a quality assurance process.
- 2.4** LWTC will demonstrate that college curriculum and facilities are aligned with current industry practices and implement a process to ensure identification and responsiveness to future trends.

Desired Outcome(s):

- Each program will examine industry standards through accreditation processes, technical advisory boards and/or external scans to determine program alignment with current industry standards and document the extent to which the program is aligned.
- 2.5** The College will create expanded opportunities for experiential learning.

Desired Outcome(s):

- Establish guidelines, procedures and systems to support expanded experiential learning opportunities.
 - Increase the number of students participating in experiential learning.
 - Increase the number of new options for experiential learning.
- 2.6** By 2012, LWTC will increase activities/training that promotes the value and benefit of diversity and the college's efforts to create and sustain a welcoming teaching and learning environment.

Desired Outcome(s):

- Increase faculty training related to culturally responsive teaching.

- Utilize the work of the ASG/Student Programs and Diversity Committee to support documentation and reporting of events/activities that foster inclusiveness.
- Increase in events/activities that foster inclusiveness.
- Research indicating the extent to which our faculty/staff and student populations reflect the diversity of our service area. (Status: Refer to June 2010 Diversity Report)

2.7 LWTC will continue to build and maintain international relationships, supporting student learning opportunities and professional development.

Desired Outcome(s):

- Maintain and grow a sustainable percentage of international students in relation to overall LWTC student headcount (10%).
- Establish and grow an International High School Completion Program (IHSEP) to 10% of LWTC high school population.
- Increase J-1 Visiting Scholars on campus to 1-3/quarter (5 per year).
- Establish a study abroad program and/or other reciprocal program(s) supporting LWTC students abroad.
- Expand international summer programs on campus.

3. STUDENT SUCCESS

Goal: LWTC promotes student success through high-quality services and instruction.

3.1 By 2012, (first-time) incoming students will be guided to the most appropriate entry points via individualized assessment, placement and success planning processes.

Desired Outcome(s):

- Increase the percentage of first time students who tested (COMPASS) to 54% by 2012.
- Increase the percentage of first time college students who tested, registered for math and completed with a 2.0 or higher to 74% by 2012.
- Increase the percentage of first-time college students who tested, registered for English and completed with a 2.0 or higher by 67% by 2012.

3.2 LWTC will provide effective support services and resources to prospective and enrolled students in order to eliminate barriers to access and success.

Desired Outcome(s):

- Increase percent of students completing financial aid applications.
- Increase student satisfaction with student services as measured by the Student Satisfaction Survey.
- Increase percent of students reporting use of Student Services via Degree or Certificate Survey.
- Increase the percent of students reporting that they utilized LWTC Advising more than once as indicated by Degree or Certificate Survey results.
- Increase in student retention and completion as measured by increased Student Achievement points: Basic Skills, Pre-College, First 15 Credits, First 30 credits, Quantitative reasons and 45+certificate or degree.

3.3 LWTC will ensure that opportunity is provided for student representation in College Governance and ad-hoc committees.

Desired Outcome(s):

- Number of student representatives on college governance committees and ad-hoc committees tracked and reported.
- Student leader persistence quarter to quarter in club leadership tracked and reported.

4. FACULTY & STAFF

Goal: LWTC will support its diverse employees by creating a work environment that promotes quality, professional growth and employee satisfaction.

4.1 LWTC will recruit and retain quality employees.

Desired Outcome(s):

- By 2012, the college will improve the process in which professional development is tracked and reported in order to capture the scope of the total investment.
- Increase the number of regular/permanent/part-time faculty taking professional development by 20% over 5 years.
- LWTC will increase the number of faculty who are tenured-full-time and the number of faculty who are full-time.
- Develop and deploy an Annual Employee Survey that evaluates overall satisfaction with working at LWTC.

4.2 LWTC will support an effective and safe work environment.

Desired Outcome(s):

- Increase of employees registered for electronic alert messaging (EAM) by 50% over 5 years.
- Report the number of crimes reported in accordance with the Cleary Act.

5. SHARED DECISION MAKING

Goal: LWTC will create a work environment that fosters communication, collaboration and shared, transparent decision making.

5.1 The college community has developed, affirmed, and effectively communicated a set of organizational principles and practices, which support effective communication and organizational learning.

Desired Outcome(s):

- Standing College Committees publish agendas and minutes on the college's Intranet.
- Protocols are developed and adopted by Vice Presidents. Protocols for inter-department communications are developed and adopted by the Vice Presidents. (Status: Complete)

5.2 The leadership, in collaboration with the college community, will develop and implement policies and procedures for participative priority-setting; maintain shared financial decision-making involving programs and budgets; and clear and open communication of financial decisions.

Desired Outcome(s):

- Establish a cross-divisional Finance and Budget Committee.
- LWTC Strategic Plan status update (progress towards objectives and outcomes) provided by Institutional Effectiveness Committee to Finance & Budget Committee and Executive Cabinet by mid-February to support budget decision making.
- LWTC Strategic plan status update provided by the Institutional Effectiveness Committee to the LWTC Board of Trustees for Annual Strategic Retreat.

5.3 By 2012, LWTC will produce regular reports to the college community that provide context to reported data sets, supports shared decision making and advances institutional knowledge.

Desired Outcome(s):

- Reports distributed to college community and are accessible via the Internet.
- Report evaluations developed and distributed with each publication.
- Maintain a common data set for the college.

6. RECRUITING & MARKETING

***Goal:** LWTC will develop, implement and maintain an integrated marketing and recruiting strategy that will clearly articulate the LWTC mission and vision to both internal and external constituencies. In addition, the College's marketing and recruiting strategy will enhance the college's reputation, visibility and influence.*

6.1 By 2012, LWTC will assess collateral (web and print) to ensure that the College's multiple pathways are clearly articulated.

Desired Outcome(s):

- Assess current collateral and establish a baseline from which to measure progress.
- Increase the percent of LWTC print and online collateral that articulates pathways.
- Cross-divisional collaboration to develop a process for assessing current and new collateral for inclusion of pathways messaging.

6.2 LWTC will maintain and expand when feasible its focus on sustainable and green practices as they relate to print materials and their distribution.

Desired Outcome(s):

- Establish baseline metrics, goals and subsequently track sustainable/green practices utilized on campus.

6.3 LWTC will support Strategic Enrollment Management by conducting program specific outreach and marketing.

Desired Outcome(s):

- 1-3 programs per quarter selected for targeted marketing efforts. (Minimum of 8 programs per year).

7. FINANCIAL SUCCESS

Goal: *Build fiscal integrity through a collaborative, transparent financial planning process focused on students.*

7.1 Develop and maintain effective processes to manage the budget and enrollment that ensure fiscal integrity, quality programs and services, adequate staffing and enduring institutional sustainability.

Desired Outcome(s):

- Maintain an annual budget process that results in a budget approved by the Board of Trustees at their June meeting.
- Annually develop budget priorities based upon the College's Strategic Plan (June of each year).
- Maintain fund reserves at fifteen percent of the operating budget (June of each year).
- Submit an annual financial report to the Board of Trustees and the College that communicates the financial health of the College.

7.2 Maintain fiscal standards and services that satisfy state and federal regulations, and audit requirements to operate the College and support the educational process.

Desired Outcome(s):

- Complete an audit by the State Auditor's Office with no findings or questioned costs (January 2011).
- Complete a program review by the State Board office for federal programs with no questioned costs (January of each year).
- Submit fiscal year end information to the state on time and with no errors (August of each year).

7.3 By 2011, LWTC will develop and implement a plan to support the pursuit of grants and other external resources.

Desired Outcome(s):

- \$5 million increase in new grant/contract revenue by 2012.
- The majority of staff and faculty indicate that they are well-informed of both current grants; as well as new funding opportunities.
- A Research and Development newsletter is developed and distributed on a monthly basis, providing up to date information on grant opportunities, research publications and other relevant information.
- The LWTC Intranet provides a centralized reference point for the college community providing an up-to-date roster of all active grants; as well as all pending grant proposals.