



# STRATEGIC PLANNING 2007

*PROFILE OF LAKE WASHINGTON TECHNICAL COLLEGE*

## Future Search Conference

March 1 to 3, 2007

Prepared by Strategic Planning Steering Committee

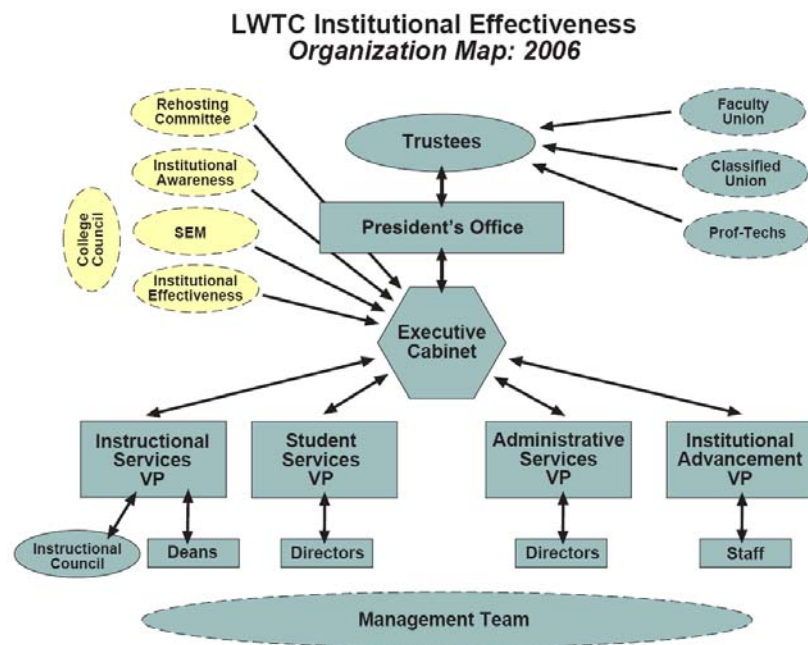
### ***Introduction***

Lake Washington Technical College has selected *Strategic Learning Resources* to assist the College in the strategic planning process. Lake Washington Technical College is conducting a Future Search Conference as part of its strategic planning process. The following profile provides Future Search participants a brief look into the Lake Washington Technical College organization.

## Description of Organization

LWTC is one of 5 technical colleges within the state's 34 community and technical college system

- Primary emphasis on professional-technical, with a secondary emphasis on credits that can transfer to other colleges.
- Focus on workforce development, particularly:
  - Allied Health,
  - Business and Technology,
  - Manufacturing and Transportation,
  - Hospitality and Service.
- Additional offerings of English as a Second language, Adult Basic Education, and General Education courses.
- Governed by a Board of Trustees with five members appointed by the governor for five-year terms, with the consent of the state Senate. They represent residents of Bellevue, Bothell, Carnation, Duvall, Fall City, Issaquah, Kirkland, Mercer Island, Redmond, Skykomish, Snoqualmie and Woodinville.



May 24, 2006



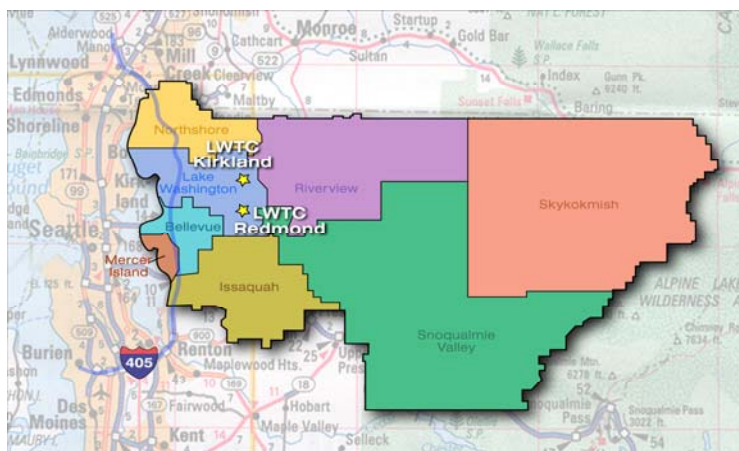
## History

- 1949 For 46 years, Lake Washington Vocational-Technical Institute was under the governance of the local K-12 school district.
- 1991 In 1991, the governance of Lake Washington Technical College and four other vocational-technical schools in Washington were transferred by the legislature from their local K-12 districts to the Washington State Board for Community and Technical Colleges (formerly the State Board for Community College Education). The schools name was changed to Lake Washington Technical College.
- 1999 Dr. Don Fowler, who had been the chief administrator for 20 years, retired; Dr. L. Michael Metke was hired effective August 1, 1999.
- Campus wide initiatives were undertaken to revitalize the College including strategic planning, new program development, Interest Based Bargaining, new construction, and a more focused mission statement. Increase in computer related programs paralleling growth in Information Technology industry.
- 2001 – 2005 State of Washington experienced severe revenue shortfalls that resulting in wage freezes and budget cuts. The College had to make reductions of over \$500,000 which were achieved through layoffs and by not filling vacancies.
- Mission**  
To prepare students for today’s careers and tomorrow’s opportunities.

**Vision**  
To be the regional college of choice for workforce education.
- The College served record numbers of students by stretching its human and financial resources. During this period of strong student demand and improved campus climate, participation in governance structures declined. The College Cabinet decided to abolish itself in 2004. The absence of this body was felt, and in 2005, a newly formed College Council was initiated.
- Situated between Marymoor Park and an industrial park, the new Redmond campus reflected the aesthetic beauty of the site while respecting the modern context of Redmond as a center for industry and, most recently, cutting-edge technology.
- Lake Washington Technical Academy, formerly Otteson High School, serves over 400 high school students.
- 2005 60,000 square foot, state-of-the-art Technology Center and library opened on the main campus and \$4.5 million remodeling of classrooms and student service area was completed.
- 2006 \$1 million fitness center opened and a \$1.6 million remodel of science labs was begun.
- Coming \$32 million Allied Health Center is funded and under design. New allied health programs are being implemented.

## Service Area

- Lake Washington Technical College serves the twenty-sixth college district, which encompasses the Northshore, Lake Washington, Bellevue, Mercer Island, Issaquah, Riverview, Snoqualmie Valley and Skykomish school districts.
- As part of the greater Seattle area, the “Eastside” is home to such high-technology companies as the Boeing Company, Microsoft, Nintendo of America, PACCAR and a host of high-technology enterprises that have grown around the aerospace, computer technology, internet commerce, and biotechnology fields.
- State demographic trends indicate that an additional 3,500 associate degrees and 5,500 bachelor’s degrees will be needed annually through 2010.
- Washington currently ranks high among the states in associate degree production (6<sup>th</sup>) but lags in baccalaureate production (33<sup>rd</sup>).



## Students

### Student Body Demographics: Comparison

	<u>LWTC</u>	<u>CTC SYSTEM</u>
Percent Students of Color	31.6%	29.6%
Percent Immigrants & Refugees	14.9%	8.6%
Percent Female Students	62.0%	59.0%
Percent Working Full-Time	26.0%	24.0%
Percent Working Part-Time	23.0%	30.0%
Students with Prior Higher Education	21.0%	5.0%
Students with Bachelor Degree or Higher	9.0%	2.0%
Students with Children	42.0%	32.0%
Median Age	31.1	26.1

- LWTC guarantees that its graduates will have the job skills necessary for entry-level employment in the technical field for which they are trained.
- For every \$1 the student invests in LWTC, he or she will receive a cumulative \$3.51 in higher future earnings over the next 30 years or so (after discounting).
- Due to college operations and past student productivity effects, LWTC annually contributes nearly \$163.2 million to labor and non-labor income in the LWTC Service Area. This figure amounts to roughly 0.2% of a typical year’s regional economic growth. (CCBenefits Survey, 2005)

Lake Washington Technical College A.A.S. Divisions	2004-2005 LWTC Graduates	LWTC Service Area Average Managerial/Supervisory Annual Openings <sup>1</sup>
Information Technology	94	1297
Manufacturing/Transportation	54	703
Business/Services	59	670
Healthcare	82	187
<b>Total Graduates</b>	<b>289</b>	<b>2,857</b>

### **College Market** (Drawn from Hebert Research, April, 2006, Marketing Analysis Survey)

- Most students are learning skills for a new job.
- Research shows that what the college's students want is a reputable college where they can gain skills through an exceptional educational program that creates an opportunity for them to realize their goal of quickly finding a job in the occupational area of their choice. ...If we were to condense this [brand] image down to one principal characteristic it would be: the college's graduates are prized in the job marketplace.
- The college is competing with a wide variety of alternative educational institutions with Bellevue Community College the most prominent and Cascadia Community College rising in visibility.
- In the minds of its students the college stands for receiving exceptional instruction, gaining life skills, and advancing one's career. A single, predominant image did not emerge. Negative comments were very rare; however, a relatively large one-third of respondents were unable to offer a meaningful statement or substantive description of what the college means to them beyond that it is a technical school.
- Students are willing to travel a good distance to get the education they want. This could enable the college to offer quality specialty programs that are otherwise limited or unavailable in the region and attract students who may otherwise not go to college or leave the region to get their education elsewhere.

<sup>1</sup> *Workforce Explorer*, "Long-term Annual Average Openings 2002-2012." King and Snohomish WDA for managerial and related occupations. Online.

## ***How LWTC is seen by others***

(Drawn from the Northwest Accreditation Evaluation Committee Report 2006)

### **Selected Commendations**

- ...dedicated and enthusiastic industrial technical faculty. They enjoy teaching and are concerned about keeping the curriculum and programs relevant and current. (Evaluation Committee Report, 2006)
- ...untiring service of the Board of Trustees; “strong advocacy; and commitment to the successful execution of the College’s mission, vision and strategic themes. Its vision for the College’s future is noteworthy.”
- Maintenance of key industrial contacts and partnerships that benefit students.
- Faculty that are keyed in to critical competencies and tracking methods of competencies for individual students under larger class loads.

### **Selected Recommendations**

- develop and implement a written college-wide institutional effectiveness plan.
- establish a process for documenting the results of educational outcomes assessments.
- enhance and utilize the institution’s already established system of governance to ensure that there is more open and frequent communication and shared decision-making among the senior administration, deans, faculty and staff.
- demonstrate that financial planning includes a minimum of a three-year projection.

## ***Initiative for Performance Excellence***

In February 2006 members of the Institutional Effectiveness (IE) committee were charged by President Metke to continue and expand LWTC’s strategies for accountability, effectiveness, and excellence. At the same time the State of Washington initiated requirements to improve accountability and effectiveness of all state government agencies (HB1970). In 2006 LWTC was recognized by the Governor as the first and only college in Washington participating in the application of HB1970 requirements for periodic performance reviews.

- This law requires the use of nationally recognized evaluation processes as exemplified by Baldrige Criteria for Performance Excellence and administered by the Washington State Quality Award Program.
- LWTC has been on a journey of performance excellence since 1999 and these criteria for performance excellence provide a natural framework for bringing individual program efforts into one dynamic initiative.
- The criteria will help align resources with approaches like accreditation.