

Strategic Planning

Lake Washington Technical College

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ACTION TEAMS

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Strategic Plan – Action Plans Completed

You remember the six Action Teams that started their work of planning the implementation of the Strategic Plan in October? Well they finished their work (for now) at an all day meeting on February 1.

Almost 50 people gathered together to look at the Action Plans for all eight Strategic Directions as a whole – all 32 Desired Results and the hundreds of actions.

They looked for overlaps and for omissions and identified where the action plans linked or intersected. They also set priorities as it was clear that the College couldn't undertake everything in the next few years

and that choices needed to be made.

The participants also took a few moments to reflect on what had led up to the meeting as the action planning process was an experiment for the college – involving as it did people from across the Divisions and at all staff levels. We heard that the process had been largely a success. Discussions were substantive, the Advisors were very helpful in guiding the process and the Executive Sponsors participated whenever called upon giving credibility to the effort and new confidence that the Plan would be acted on.

Strategic Priorities

The Action Teams together identified 14 Desired Results as being the highest priority for the next 1 – 2 years. This does not imply that the other Desired Results are not important – but instead that they will be attended to over time as the Plan rolls forward. The priorities (with abbreviated language) are:

Remove the barriers to incorporating student's industry-recognized certifications and work-experience into LWTC certificates and degrees. (Desired Result 1.1)

Well-defined and supported multiple entry and exit points. (Desired Result 1.2)

Well-defined process for assessing community needs for continuing education and expand offerings to meet those needs. (Desired Result 1.3)

Continue to forge articulation agreements and transfer opportunities with appropriate colleges and universities. (Desired Result 1.4)

Strategic Planning

(SD 5) Shared Decision Making

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Priorities continued

Model what we teach by training students with equipment and technology that reflect current industry needs and by emphasizing industry-validated curriculum. (Desired Result 2.1)

Graduates are employable in today's job market and prepared to adapt as the job market changes. (Desired Result 2.2)

Incoming students are guided to the most appropriate entry points via an individualized assessment, placement, and success-planning process. (Desired Result 3.1)

Engage the workforce to achieve organizational and personal success (Desired Result 4.1)

Have an effective and supportive workforce environment. (Desired Result 4.2)

Develop, affirm, and effectively communicate a set of organizational principles and practices, which support effective communication, collaboration, and organizational learning. (Desired Result 4.2)

Develop, communicate, and implement recruiting and marketing processes. (Desired Result 6.1)

Have a focused, sustainable, well-communicated financial plan. (Desired Result 7.1)

Develop and implement policies and procedures for participative priority-setting; shared financial decision-making and clear and open communication of financial and programmatic decisions. (Desired Result 7.2)

Critical measures of the effectiveness of LWTC, such as job placement, are identified and aligned with the Strategic Plan across the College. (Desired Result 8.1)

Tying the Strategic Plan to Budget

The College has started the 2008 – 2009 budgeting process with a commitment to the call of the Strategic Plan for an open, transparent and collaborative process.

Stage one of the budget effort is a 'bottom up' process in which the Divisions are identifying and prioritizing their department and program needs including support of the Strategic Plan. Request for new faculty and staff positions or new goods, services, or equipment must be justified by showing which strategic direction is being addressed and how.

These Division budget requests will go to the President and Vice-President's to determine the overall financial priorities of the

College.

A new Budget Committee has been established to advise College leadership on the budget. It is made up of the chairs of the Strategic Action Teams and chaired by Dean Paul Axtel, all of whom know the Strategic Plan well.

Their role will be to monitor the development of budgets by Divisions and to advise on the integration of the Strategic Plan and the Budget. At times they may even advocate for the strategic priorities.

The Committee held its first meeting February 27.