

**INTRODUCTION:**

The Lake Washington Technical College administration, staff and faculty launched the 2007-2008 academic year by holding a half-day workshop to draft a set of values to guide behavior as an organization. The values are intended to inform the daily behavior of the administration, staff, and faculty as they work together to fulfill the mission and vision of the College.

The values workshop started by using a list of values that came out of the strategic planning process. Participants were also invited to add values to the list that they felt were missing. A series of exercises asked participants to winnow the values using the following sentence completion to inform the selection:

*When at its best, LWTC (as an organization) will be guided by these values...*

**- About Values -**  
*Values are neither strategic nor programmatic. They provide a framework for what we want to expect from each other.*

**LWTC DRAFT VALUES:**

By the end of the workshop, the group came to consensus around four essential values:

- ❖ Integrity
- ❖ Student-centered
- ❖ Excellence
- ❖ Leadership

Other values identified were grouped under each of the four core values to amplify the understanding of each value.

<b>Core Value</b>	<b>Values that Amplify Understanding</b>
<i>Integrity</i>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Respect</li> <li>• Implementation</li> </ul>
<i>Student Centered</i>	<ul style="list-style-type: none"> <li>• Hands-on Learning</li> <li>• Life-long Learning</li> </ul>
<i>Excellence</i>	<ul style="list-style-type: none"> <li>• Innovation</li> <li>• Relevance</li> <li>• Academic Rigor</li> </ul>
<i>Leadership</i>	<ul style="list-style-type: none"> <li>• Empowerment</li> <li>• Shared decision-making</li> <li>• Collaboration</li> </ul>

A second set of prospective core values received some support as essential to LWTC but require further discussion. A total of nine values, including those listed below, will be referred back to the Institutional Effectiveness Committee for further action. Each value needs to be reviewed in terms of its alignment with the global outcomes. The second set of values require further discussion leading related to the following questions:

- Is the meaning clear and does the word accurately reflect the desired meaning?
- Is the value a stand-alone value or is it a sub-point within another value?
- Does the value actually go away because it is addressed in a different way e.g. global outcomes or it is already an existing strategy?

<b><i>Prospective Core Values</i></b>	<b><i>Discussion and/or Action Needed</i></b>
<i>Sustainability</i>	<p><i>Discussion:</i> Does sustainability relate to:</p> <ul style="list-style-type: none"> <li>- The continued success of the college as a whole?</li> <li>- Programs that last or change?</li> <li>- Wise energy use?</li> <li>- Environmentalism?</li> <li>- Is sustainability a core value or sub-value?</li> </ul> <p><i>Decision:</i> - How is sustainability defined and where does sustainability belong?</p>
<i>Diversity</i>	<p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>- What does the word diversity include e.g. Human diversity, respect for diversity, global &amp; cultural awareness, diversity of programs, and/or diversity of financial strategies?</li> <li>- What is the best way to convey the meaning we are attaching to the word diversity?</li> <li>- Are we talking about more than one value here?</li> <li>- Is it a core value or sub-value?</li> </ul> <p><i>Decision:</i> - How is diversity defined and where does diversity belong? -</p>
<i>Critical Thinking</i>	<p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>- Is critical thinking a skill rather than a value?</li> <li>- Is it a strategy for how you implement something?</li> <li>- Is it a core value or sub-value?</li> </ul> <p><i>Decision:</i> - Where does critical thinking belong?</p>
<i>Results-Oriented</i>	<p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>- Is this a value?</li> <li>- Is it a sub-value?</li> <li>- Is it a criterion for judging strategies?</li> </ul> <p><i>Decision:</i> - Where does results-oriented belong?</p>
<i>Entrepreneurialism</i>	<i>Discussion:</i>

<b>Prospective Core Values</b>	<b>Discussion and/or Action Needed</b>
	<ul style="list-style-type: none"> <li>- Is it a strategy?</li> <li>- Is it an overarching umbrella?</li> <li>- Is it too limiting as an organizational value e.g. we train not just entrepreneurs?</li> <li>- Is it duplicative of innovation?</li> </ul> <p>Is it a core value or sub-value?</p> <p><i>Further background from Values Workshop discussion:</i></p> <ul style="list-style-type: none"> <li>- Many students start own companies. As an organization, we want to function in an entrepreneurial way. Ties to ownership, empowerment, willingness to make it work, and making results happen.</li> <li>- Has to do with creating something and making it sustainable and being flexible.</li> <li>- Approximately 50% of those attending the Values Workshop thought it could be one of the 5 top values</li> </ul> <p><i>Decision:</i></p> <ul style="list-style-type: none"> <li>- Where does entrepreneurialism belong?</li> </ul>

In addition, several sub-values from the original list of four need further discussion as follows.

<b>Sub-Values</b>	<b>Discussion and/or Action Needed</b>
<i>Implementation</i>	<p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>- Is implementation part of leadership?</li> <li>- Does integrity really include implementations since if we have integrity, we will implement our plans and commit to action?</li> <li>- Is it part of excellence?</li> <li>- Is it not a value, but an action-word?</li> </ul> <p><i>Decision:</i></p> <ul style="list-style-type: none"> <li>- Is implementation a sub-value under integrity or does it belong somewhere else?</li> </ul>
<i>Shared Decision-making</i>	<p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>- Is shared decision making a strategy?</li> <li>- Does it need to be a value since it is addressed in the strategic plan?</li> </ul> <p><i>Decision:</i></p> <ul style="list-style-type: none"> <li>- Are we satisfied with shared decision-making as a sub-value under leadership?</li> </ul>
<i>Collaboration</i>	<p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>- Does collaboration align with the global outcome of teamwork?</li> <li>- Is collaboration a sub-value?</li> </ul> <p><i>Decision:</i></p> <ul style="list-style-type: none"> <li>- Are we satisfied with collaboration as a sub-value under leadership?</li> </ul>

--	--

- SLR urges that a group be designated to undertake further clarification and refinement of the values that came out of the Values Workshop. The group should be charged to:
  - Engage in discussion and dialogue to further clarify the thinking behind the prospective values and the sub-values so that they reflect the quality of thought and understanding that is needed to assure that they are held in common.
  - Develop consensus around a final set of values and sub-values that will be ready for approval.
  - Identify a process for developing a set of norms for each value. The norms should describe the value in behavioral terms so that each member of the Campus Community will 'know it when they see it'.
  - Design a communication plan for the values and norms that allows faculty, staff and administration to own them and act upon.