



2013-2017 Strategic Plan

Approved September 2013

Revised May 2015

Background

In September of 2012, Lake Washington Institute of Technology (LWTech) embarked on a year-long process to develop a community-driven Strategic Plan. This plan, approved by the Board of Trustees in

September of 2013, is a five-year plan guided by the institute's four core themes: student achievement, pathways, college community, and external engagement.

Following approval of the plan in fall of 2013, the college began its first-ever assessment of strategic planning goals and strategies. Led by the Institutional Effectiveness Committee (IEC), the college developed a series of performance measure for the plan. IEC developed the performance measures in alignment with accreditation work to minimize duplicative data collection efforts.

In the 2014-15 academic year, LWTech embarked on a three-part process to implement and assess the strategic plan. First, the Strategic Plan design team committee merged with the Institutional Effectiveness Committee to form the Institutional Planning and Effectiveness Committee (IPEC). Second, this new committee led a college-wide process of soliciting input on changes to the strategic plan (Table 1). Finally, the Office of Institutional Research published the baseline data on the first performance measures, available on the campus intranet.



Table 1: Solicitation of feedback from the campus community

Core Theme 1: Pathways

PA Goal 1: Strengthen Pathways for students at every level from basic education to baccalaureates.

Strategy 1: Develop and refine a continuous improvement system for program and curriculum development.¹

Strategy 2: Use data compiled from the Completion Initiative and aligned with national research to develop new systems that support students in navigating college certificate, degree, and transfer pathways and applying for multiple forms of funding such as financial aid, scholarships, and workforce development programs.²

Strategy 3: Bring to scale current, innovative campus initiatives that provide students with alternatives to traditional course sequences, modes of instruction, methods of evaluation, and mechanisms for credit accrual to allow students to make the best use of their time and resources while also allowing programs to uphold educational standards.³

¹ Previously read: Develop and refine a continuous improvement system for program and curriculum development

² Previously read: Develop systems that support students in navigating college certificate, degree, and transfer pathways, and provide them with alternatives to traditional course sequences, modes of instruction, and mechanisms for credit accrual.

³ Previously read: Develop meaningful Prior Learning Assessment (PLA) processes to allow students to make the best use of their time and resources while also allowing programs to uphold educational standards.

Core Theme 2: Student Achievement

SA Goal 1: Increase the rate of completion of student educational goals in degrees and certificates⁴

Strategy 1: Improve access and awareness of institutional data, including program- and college-level information, to better serve students, staff, and community members.⁵

Strategy 2: Improve student outcomes through the enhancement of instructional delivery and adoption of innovative methodologies aligned with research-based best practices.⁶

Strategy 3: Improve delivery of student support initiatives, including but not limited to learning lab, writing center, math lab, tutoring.⁷

Strategy 4: Identify struggling students and implement systems/strategies to support them to goal completion.

Strategy 5: Develop a comprehensive plan to increase completion rates.⁸

SA Goal 2: Increase cultural competence to prepare students for participation in the diverse and globalized workforce.⁹

Strategy 1: Develop a framework that values cultural competence. ¹⁰

Strategy 2: Train faculty to teach cultural competence and the Global Outcome of Intercultural Appreciation and ensure that students demonstrate these skills. ¹¹

Strategy 3: Peer review assignments that are developed from courses that have been identified as teaching to the Global Outcome of Intercultural Appreciation. ¹²

⁴ Previously read: Increase the percentage rate of successful completion of student educational goals in degrees and certificates as well as in work-related outcomes.

⁵ Previously read: Improve quality of and access to relevant institutional data.

⁶ Previously read: Formalize and centralize leadership for student success initiatives (learning lab, writing center, math lab, tutoring).

⁷ New strategy

⁸ New strategy

⁹ Previously read: Increase cultural competency to prepare students for the global workforce.

¹⁰ Previously read: Hire a consultant to assist in creating a framework that values cultural competency.

¹¹ Previously read: Train faculty to teach cultural competency and the Global Outcome of Intercultural Appreciation and ensure that students demonstrate these skills.

¹² Previously read: Examine/analyze assignments that are developed from courses that have been identified as teaching to the Global Outcome of Intercultural Appreciation.

Strategy 4: Use student engagement theory to design co- and extra-curricular programming with specific learning outcomes relevant to participating in a diverse workforce.¹³

Strategy 5: Create processes by which faculty and programs can develop and implement discipline-relevant international content and learning outcome-driven international experiences.

¹⁴

Strategy 6: Maximize the benefits of having international students in classes.¹⁵

Strategy 7: Implement the Equity, Diversity and Inclusion Plan (EDIP).¹⁶

¹³ Previously read: Foster interaction among students of diverse backgrounds.

¹⁴ Previously read: Create international experiences for employees and students to compete and succeed in the global economy.

¹⁵ New strategy

¹⁶ New strategy

Core Theme 3: External Engagement

EE Goal 1: Develop an intentional coordinated plan for establishing industry and community partnerships.

Strategy 1: Develop policies and processes to ensure contribution to the Customer Relationship Management (CRM) database.

Strategy 2: Develop an effective Alumni Association.

EE Goal 2: Identify new and increased funding sources.

Strategy 1: Create/implement a Customer Relationship Management (CRM) database and populate with comprehensive data about alumni, local businesses and potential donors.¹⁷

Strategy 2: Engage Instruction in the development of project proposals that seek external grant funding.¹⁸

Strategy 3: Develop and execute a business plan to grow continuing and contract education.

EE Goal 3: Develop and implement a comprehensive marketing plan¹⁹

Strategy 1: Build and strengthen a long-term Lake Washington brand.

Strategy 2: Enhance online tools (e.g., applications and mobile presence, SEO, UX (User Experience) and UI (User Interface)).^{20 21}

¹⁷ Previously read: Create/implement a donor-specific database for Lake Washington College Foundation and populate with comprehensive data about alumni, local businesses and potential donors.

¹⁸ Previously read: Engage Instruction in the development of project proposals to support applications for grant funding.

¹⁹ Previously read: Strengthen the comprehensive marketing plan for Lake Washington.

²⁰ Previously read: Enhance online tools, applications and mobile presence, e.g. Search Engine Optimization (SEO) and social media.

²¹ A third strategy was removed: Develop an enhanced Lake Washington marketing plan.

Core Theme 4: College Community

CC Goal 1: Create and implement effective, transparent, and simplified business processes.²²

Strategy 1: Convert business processes to accommodate a smooth transition to ctclink.

Strategy 2: Digitize college processes, procedures, and forms and put them all in one searchable location.

CC Goal 2: Expand and modernize facilities and infrastructure to meet program development needs, workforce training, campus safety, and future growth.²³

Strategy 1: Update the Master Plan to reflect the long-range program development plan and learning needs of future learners.

Strategy 2: Align the biennial Capital Budget Request Process with the Master Plan and Instructional plans.

Strategy 3: Provide equipment to meet the changing needs of students, faculty, and staff.

CC Goal 3: Create a culture of collaboration, respect, integrity, transparency, and recognition.

Strategy 1: Foster campus leaders focused on implementation of the college vision, committed to employees, who value collaboration and model respect and transparency.²⁴

CC Goal 4: Develop a campus culture that fully integrates and operationalizes equity and diversity work.

Strategy 1: Create a system of collecting and analyzing data from a diversity and equity perspective on students who are stop-outs/non-persisters/non-completers.

Strategy 2: Conduct a Comprehensive Cultural Audit of the campus which provides strategic direction for a Diversity Plan.

²² Previously read: Create and implement efficient business processes.

²³ Previously read: Expand and modernize facilities and infrastructure to meet program development needs, workforce training, and future growth.

²⁴ Previously read: Foster vision-oriented leaders, committed to employees, who value collaboration, and model respect and transparency

Strategy 3: Hire a consultant to assist in assessing the “diversity and equity climate” on campus to determine what specific steps need to be initiated to reach the desired goal in five years or less.

Strategy 4: Implement the Equity, Diversity and Inclusion Plan (EDIP).²⁵

CC Goal 5: Create an employment environment that supports employee achievement and growth.

Strategy 1: Increase professional development opportunities for faculty and staff to better serve students.

Strategy 2: Develop employee training, support, and recognition systems to attract and retain high quality diverse workforce.

²⁵ New strategy