**2017 – 2020 Strategic Plan: Mission Fulfillment and Core Theme Alignment Chart**

*LWTech Mission: To prepare students for today's careers and tomorrow's opportunities.*

*LWTech Core Themes: In support of our mission, the following core themes state the essential work done at LWTech to achieve its mission.*

* *Pathways: Lake Washington Institute of Technology is accessible to the community by providing multiple entrance points and educational pathways. The college is a conduit for students to upgrade their skills, transition into new careers, or further their education and training.*
* *Student Achievement: At Lake Washington Institute of Technology, students gain the skills and knowledge needed to achieve their educational goals and to participate in the workforce.*
* *External Engagement: Lake Washington Institute of Technology forms partnerships with governmental and community organizations, educational institutions, business, and labor in order to effectively support the Institution's mission.*
* *College Community: Lake Washington Institute of Technology provides a safe, supported and engaging learning environment for students and work environment for faculty and staff.*

2017-2020 Strategic Planning goals and strategies are intentionally aligned with the college’s core themes and ultimately mission fulfillment. Thoughtful analysis and work went in to ensuring the strategic plan and its associated activities would bring the college closer to mission fulfillment as described in the chart below.

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| **Goal/Strategy** | **Core Theme Alignment** | **Mission Fulfillment** |
| **Goal1:** Increase access and completion rates for all students, and close opportunity gaps for under-represented students. | **Pathways****Student Achievement****External Engagement** | *The college’s mission, “to prepare students for today’s careers and tomorrow’s opportunities,” is predicated upon making the college experience available to all who seek technical and job training. Easier access could lead to increased chances of enrollment, thus leading to an increased chance for completion. Students cannot complete if they do not enroll and students who complete are prepared for employment. College data indicate some populations are more likely to have access and complete than others; mission fulfillment is for all, not some, of the college’s students.* |
| **Strategy 1:** Identify and define opportunity gaps | *Student Achievement- In order to ensure that all students gain skills that lead to workforce participation, the college must carefully examine who has access and who completes. A spotlight must be applied to opportunity gaps.*  |
| **Strategy 2:** Implement Guided Pathways | *Pathways & Student Achievement- In order to prepare students, national research indicates that a guided pathways approach has the best chance of success. LWTech uses guided pathway principles to promote completion of its degrees and certificates:*1. *Clarify paths to student end goals (meta-majors - Pathways)*
2. *Help students choose and enter a pathway (onboarding - Pathways)*
3. *Help students stay on path (advising and monitoring – Student Achievement)*
4. *Ensure that students are learning (learning outcomes – Student Achievement)*
 |
| **Strategy 3:** Identify and implement approaches that increase student access, success, and completion with a focus on closing opportunity gaps | *Pathways- Implementation of these approaches ensure that LWTech is accessible to the full community**Student Achievement- Implementation of these approaches ensure that all students make progress towards their educational goals and employment; unfettered by institutional barriers* |
| **Strategy 4:** Ensure engagement with students and employers at all points along the student’s educational pathway, including completion and employment | *External Engagement- Connections with employers support both the access and completion of all students.*  |

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| **Goal/Strategy** | **Core Theme Alignment** | **Mission Fulfillment** |
| **Goal 2:** Attract and retain diverse employees that view LWTech as an employer of choice. | **College Community****External Engagement** | *The college’s mission, “to prepare students for today’s careers and tomorrow’s opportunities,” can only be fulfilled with qualified employees who bring diverse experiences and perspectives to provide broad and deep knowledge to student success. This requires on-going professional development opportunities that are enhanced through public and private partnerships.* |
| **Strategy 1:** Identify and integrate institutional qualities and activities that create an inclusive environment and help employees feel valued | *College Community- Through the creation of an inclusive environment, members of the campus community will feel safe and supported, and be able to engage in learning.* |
| **Strategy 2:** Establish comprehensive professional development opportunities for all employees | *College Community- Professional development opportunities that meet a wide variety of needs will help create an engaging learning environment for all employees.**External Engagement- A comprehensive, diverse professional development plan will require public and private partnerships to maximize finite institutional resources.* |
| **Strategy 3:** Engage employees in a shared sense of purpose and community | *College Community- Members of the college will feel safe and supported by being in an environment with a shared sense of purpose and community.* |
| **Strategy 4:** Identify and implement approaches to attract diverse, culturally competent employees to the college | *College Community- The more diverse and culturally competent people employed by the college, the more all will feel safe and supported.* |

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| **Goal/Strategy** | **Core Theme Alignment** | **Mission Fulfillment** |
| **Goal 3:** Align our college culture and brand identity | **Student Achievement****College Community****External Engagement** | *The college’s mission, “to prepare students for today’s careers and tomorrow’s opportunities,” can only be achieved if the college community works together seamlessly in support of its fulfillment. Broad, common understanding not only of the mission but the undercurrent of college culture and identity allow for the institution to be laser focused on the activities that best support moving students through college programs and into employment.* |
| **Strategy 1:** Collectively, and with cross-campus engagement, define the desired attributes of our culture and identity as a public institute of technology | *College Community- The college community, employees and students will feel engaged with the institution and supported in being a part of creating this common culture and identity.* |
| **Strategy 2:** Identify how students, employees and community members feel a sense of belonging and create a system that invites understanding of our culture and identity | *Student Achievement- Sense of belonging is an emerging field of study that indicates students need this for the best chance of completing their goals.**College Community- The college community will feel safe and supported with a sense of belonging through a collaborative development and understanding of the college’s culture and identity.* |
| **Strategy 3:** Ensure the college culture and brand identity remains visible to the internal college community and the external community on a continuous basis | *College Community- Continuous communication about this work is directly tied to feeling supported and safe on campus for all; for existing, new, and prospective students and employees.**External Engagement- Communication of this work with external partners ensures those partnerships are a good fit for the college and are best placed to assist with mission fulfillment.* |

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| **Goal/Strategy** | **Core Theme Alignment** | **Mission Fulfillment** |
| **Goal 4:** Create a sustainable fiscal structure to ensure the college fulfills its mission and vision | **Pathways****Student Achievement****College Community****External Engagement** | *To achieve the mission, “to prepare students for today’s careers and tomorrow’s opportunities,” the college must have financial resources, and deploy those resources using strategy and evidence to maximize the benefits for student success.* |
| **Strategy 1:** Grow enrollment and maintain it at or above allocation targets | *Pathways- By creating pathways accessible at multiple entrance points, more students will have greater opportunities to enter the college, allowing the college to grow its enrollment.**Student Achievement- Supporting students through degree completion is a more sustainable, and ethical approach to growing enrollment than continually enrolling new students to meet enrollment targets.**College Community- By creating a safe, supportive and engaging learning environment, students will be more likely to persist, which will help create a sustainable enrollment model.**External Engagement- Public and private partnerships will support the development of new program that support emerging economic trends and attract new students.* |
| **Strategy 2:** Explore and secure diverse, alternative sources of revenue to support operational and capital costs | *External Engagement- Public and private partnerships are key sources of alternative revenue to help create a sustainable fiscal environment.* |
| **Strategy 3:** Use data to inform investments and program decisions | *Pathways- Data will be used to assess student’ ability to enter and persist through various pathways, and adjustments made to continue to increase access and persistence.**Student Achievement- Data will be used to assess students’ achievement of their goals and ability to participate in the workforce, and adjustments made to continue to improve student achievement.**College Community- By providing professional development learning opportunities, employees can learn how to effectively use data to make informed decisions and feel supported in taking the time to engage with data.**External Engagement- As the college secures resources through grants, it will increase its use of data to inform the efficacy of grant activities to achieve greater understanding of successful student success strategies. Additionally, partnerships such as advisory committees will be strengthened by sharing both the data and successful strategies selected due to that data.* |