**2017-2020 Strategic Plan with Tactics**

**\*\*Updated Status & Proposed Y2Y3 Changes – 3/5/19\*\***

**Goal 1:** Increase access and completion rates for all students, and close opportunity gaps for under-represented students.

**Associated core themes:** Student Achievement, Pathways, External Engagement

**Strategies:**

1. Identify and define opportunity gaps

**Year One (17/18):**

* 1. Ensure systems are in place to collect applicable college data and share with the college community, including students, on a regular basis (E-Cab Sponsor: Ruby Hayden, VPI, Cathy Copeland, Leslie Shattuck) – *Completed: program review, dashboards for faculty & staff use created; now do data presentations for student leaders at the annual training each fall for student-specific data.*
	2. Identify internal best practices related to reducing opportunity gaps and disseminate (E-Cab Sponsor: Ruby Hayden, VPI) – *Completed and ongoing: best practices, talked about eliminating opportunity gap, been sharing four connections data.*
	3. Implement program/community dashboards. (E-Cab Sponsor: Cathy Copeland, Suzy Ames) – *Completed.*
	4. Develop dashboard training and communications. (E-Cab Sponsor: Cathy Copeland, Suzy Ames) – *Completed.*
	5. Use data to make decisions, along with identified internal best practices, to close opportunity gaps (E-Cab Sponsor: Ruby Hayden, VPI) – *Refer to b.*

**Year Two (18/19):**

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**Year Three (19/20):**

* 1. Assess program/community dashboards, including a comparison of like institutions using SBCTC published data (E-Cab Sponsor: Cathy Copeland)
1. Implement Guided Pathways

**Year One (17/18):**

* 1. Rename guided pathways for use with external audiences to promote ease of understanding (E-Cab Sponsor: VPI, Leslie Shattuck) – *Completed: decided to keep name.*
	2. Continue educating employees and students about guided pathways to ensure a uniform understanding throughout the college (E-Cab Sponsor: VPI, Ruby Hayden) – *Complete and ongoing: Instruction completed. Student Services – talk about in division meetings & in weekly updates. Need to about it more transparently with students.*
	3. Implement Hobsons – Radius (admission and outreach) and Starfish (advising and support services) (E-Cab Sponsor: Ruby Hayden, Suzy Ames) – *Completed and ongoing.*
	4. Create a standard academic plan format for 2 years along with an accessible, annual 2 year schedule (E-Cab Sponsor: VPI, Ruby Hayden) – *Completed: changed to rolling one year schedule.*
	5. Design mandatory advising processes for all students (E-Cab Sponsor: Ruby Hayden) – *Completed.*
	6. Apply for a College Spark grant related to Guided Pathways (E-Cab Sponsor: Cathy Copeland, Ruby Hayden, VPI) – *Completed.*

**Year Two (18/19):**

1. Implement mandatory advising processes for all students (E-Cab Sponsor: Ruby Hayden, Suzy Ames) – *Completed for all new students as of spring quarter.*

**Year Three (19/20):**

1. Implement Hobsons’ degree mapping platform (E-Cab Sponsor: Ruby Hayden, Suzy Ames)
2. Implement Hobsons’ predictive analytics (E-Cab Sponsor: Ruby Hayden, Cathy Copeland)
3. Assess and improve Radius and Starfish adoption and use especially as related to guided pathways (E-Cab Sponsor: Ruby Hayden, Cathy Copeland)
4. Publish individualized academic plans, including on-ramp programs, for all new, award seeking students in Starfish (E-Cab Sponsor: Ruby Hayden)
5. Extend academic plans forward to include transfer institutions and employers and backward to include on-ramps, including K-12, BEdA/ESL and bridges for degree holders. (E-Cab Sponsor: Elliot Stern, Suzy Ames)
6. ~~Assess and improve Radius and Starfish adoption and use especially as related to guided pathways~~ (E-Cab Sponsor: Ruby Hayden, Cathy Copeland)
7. Create an integrated career guidance system that utilizes resources throughout the college, including student services and instruction, to provide seamless support to students throughout the academic pathway including, but not limited to, employment services and curriculum that supports career attainment (E-Cab Sponsor: Ruby Hayden, VPI)
8. Identify and implement approaches that increase student access, success, and completion with a focus on closing opportunity gaps

**Year One (17/18):**

1. Identify and disseminate information relating to internal best practices (E-Cab Sponsor: Ruby Hayden, VPI) – *Completed.*
2. Implement Hobsons – Radius and Starfish (E-Cab Sponsor: Ruby Hayden, Suzy Ames) - *Completed and ongoing.*
3. Implement community dashboards and training – Tableau (E-Cab Sponsor: Cathy Copeland, Suzy Ames) – *Completed.*
4. Expand and/or enhance OER, 4 Connections, and inclusive pedagogy (E-Cab Sponsor: VPI, Suzy Ames) – *Completed and ongoing.*
5. Institutionalize the Center of Excellence for Veteran Student Success (E-Cab Sponsor: Ruby Hayden) – *Completed.*
6. Develop an accessible schedule through implementation of new scheduling system (E-Cab Sponsor: VPI) – *Completed.*

**Year Two (18/19):**

1. Assess and improve OER, 4 connections, and inclusive pedagogy (E-Cab Sponsor: VPI, Suzy Ames) – *Completed and ongoing.*
2. Adopt best practices shared in year one (E-Cab Sponsor: VPI, Ruby Hayden) – *Completed.*
3. Design AAS degree programs as near to 90 credits as possible (E-Cab Sponsor: VPI, Suzy Ames) – *In progress.*

**Year Three (19/20):**

1. ~~Assess impact for just-in-time interventions using Starfish (E-Cab Sponsor: Ruby Hayden)~~
2. Assess efficacy of OER, 4 Connections and inclusive pedagogy (E-Cab Sponsor: VPI, Suzy Ames)
3. Enact just-in-time interventions using Starfish (E-Cab Sponsor: Ruby Hayden, Suzy Ames)
4. Publish individualized academic plans for all new, award seeking students in Starfish (E-Cab Sponsor: Ruby Hayden)
5. Conduct a comprehensive audit of admission practices to identify and remove systemic barriers (E-Cab Sponsor: Ruby Hayden)
6. Ensure engagement with students and employers at all points along the student’s educational pathway, including completion and employment

` **Year One (17/18):**

* 1. Develop targeted partnerships with industry that include workplace integration (E-Cab Sponsor: VPI, Suzy Ames) – *In progress.*

**Year Two (18/19):**

1. Implement identified targeted partnerships with industry that include workplace integration (E-Cab Sponsor: VPI, Suzy Ames) – *In progress.*
2. Implement Radius and build comprehensive communication plan focused on engagement for different groups of students (prospect, applicant, registered student, etc) (E-Cab Sponsor: Ruby Hayden, Leslie Shattuck) – *Outreach team in progress.*

**Year Three (19/20):**

1. Explore Radius as a communication tool with alumni (E-Cab Sponsor: Ruby Hayden, Elisabeth Sorensen) *Foundation is in the process of creating our first quarterly newsletter for donors which may be a viable communication method for alumni as well.*
	1. Explore new engagement models for advisory committees (E-Cab Sponsor: VPI, Suzy Ames, Elisabeth Sorenson)
	2. Assess/audit employer engagement using SWOT analysis and create a plan (E-Cab Sponsor: Amy Goings, VPI, Elisabeth Sorensen)
	3. Implement employer engagement plan (E-Cab Sponsor: VPI, Suzy Ames, Elisabeth Sorensen) *Dependent on funding.*
	4. Assess and improve Radius communications plan (E-Cab Sponsor: Ruby Hayden, Leslie Shattuck)

**Goal 2:** Attract and retain diverse employees that view LWTech as an employer of choice.

**Associated core themes:** College Community, External Engagement

**Strategies:**

1. Identify and integrate institutional qualities and activities that create an inclusive environment and help employees feel valued

**Year One (17/18):**

* 1. Obtain input from the college community on institutional qualities and activities that create an inclusive environment and help employees feel valued through forums, focus groups, and/or surveys (E-Cab Sponsor: Meena Park, Leslie Shattuck) – *Completed: core values adopted; surveyed employees on employee recognition.*
	2. Review existing employee survey reports to identify themes and opportunities (E-Cab Sponsor: Meena Park) – *Completed: reviewed against 10 KPIs to determine Employer of Choice; identified themes.*
	3. Develop an annual plan that includes recognition and appreciation events (E-Cab Sponsor: Meena Park) – *Completed: appreciation events created; in progress - formal & informal recognition.*
	4. Study work environment for adjunct faculty and develop recommendations to increase their sense of belonging as members of our community, their connections to students and their effectiveness in facilitating success for all students. (E-Cab Sponsor: VPI, Suzy Ames) – *In process.*

**Year Two (18/19):**

1. Review and revise human resources’ communication materials to ensure institutional qualities are reflected (E-Cab Sponsor: Meena Park) – *In process.*

**Year Three (19/20):**

1. Review opportunity gap work for students as a template for identifying and closing opportunity gaps with employees (E-Cab Sponsor: Meena Park, Ruby Hayden) – *In process as part of EDIC but will likely take place mostly in year three.*
2. Begin implementing activities and/or practices that close opportunities gaps for employees (E-Cab Sponsor: Meena Park) – *See above.*
3. Create manager/supervisor specific training to ensure institutional qualities are understood, including but not limited to: ways to support and recognize staff; hiring processes with an EDI lens; supporting employee performance; conflict management; and, other emerging topics (E-Cab Sponsor: Meena Park) – *In process but most work will take place in year three.*
4. Implement manager/supervisor specific training to ensure institutional qualities are understood, including but not limited to: ways to support and recognize staff; hiring processes with an EDI lens; supporting employee performance; conflict management; and, other emerging topics (E-Cab Sponsor: Meena Park) – *See above.*
5. Implement recommendations for improving the work life of adjunct faculty, including increasing their sense of belonging, their connections to students and their effectiveness in facilitating success for all students. (E-Cab Sponsor: Suzy Ames, VPI)
6. Establish comprehensive professional development opportunities for all employees

**Year One (17/18):**

1. Obtain input from the college community on desired professional development opportunities through forums, focus groups, and/or surveys and create a plan that addresses employee needs (E-Cab Sponsor: Meena Park) – *Ongoing: survey completed; master calendar in process.*
2. Identify and/or expand funding sources to support comprehensive training (E-Cab Sponsor: Meena Park, Bill Thomas) – *Budget council denied request for sustainable funding; ongoing request.*

**Year Two (18/19):**

* 1. Identify core components of “customer service” training that enhance relationships with students as well as the internal and external community (E-Cab Sponsor: Meena Park, Ruby Hayden, VPI, Leslie Shattuck) – *Some progress, but not done; four commitments.*
	2. Implement comprehensive professional development program including, but not limited to, customer service, management/leadership, EDI, compliance, and other emerging topics (E-Cab Sponsor: Meena Park) - *LEADS group; in process.*
	3. Review state and federal compliance training opportunities and develop a 3 year training schedule (E-Cab Sponsor: Meena Park, Ruby Hayden, Bill Thomas) – *In process.*

**Year Three (19/20):**

1. Assess and improve comprehensive professional development program (E-Cab Sponsor: Meena Park)
2. Engage employees in a shared sense of purpose and community

**Year One (17/18):**

1. Obtain input from the college community, including students, on what creates a sense of shared purpose and community through forums, focus groups, and/or surveys (E-Cab Sponsor: Meena Park, Leslie Shattuck) – *Completed.*
2. Use opening week and in-service days to foster community and increase employee recognition opportunities (E-Cab Sponsor: Meena Park, Elliot Stern, Ruby Hayden) – *Completed: community of belonging/potluck.*
3. Create an annual schedule of community-building events such as the Annual Picnic and Wellness Challenge and promote consistently with employees (E-Cab Sponsor: Meena Park) – *Completed - employee appreciation calendar; in process – wellness.*
4. Research internal communications platform (E-Cab Sponsor: Leslie Shattuck) – *Completed.*

**Year Two (18/19):**

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**Year Three (19/20):**

1. Assess impact of purpose/community work via new questions on annual employee survey (E-Cab Sponsor: Cathy Copeland)
2. Implement internal communications platform (E-Cab: Leslie Shattuck) – *will need to push back until due to hold while we get through accreditation.*
3. Use input obtained from the college community to integrate qualities and/or activities creating a shared sense of purpose and community into professional development planning, in-service planning, and, recruiting plans (both student and employee) (E-Cab Sponsor: Meena Park, VPI, Ruby Hayden) – *Partially completed; HR requests move to year 3.*
4. Identify and implement approaches to attract diverse, culturally competent employees to the college

**Year One (17/18):**

1. Identify community benchmarks and assess/review applicant pools to determine if reflective of community (E-Cab Sponsor: Meena Park, Cathy Copeland) – *In progress.*
2. Implement 360 review for cabinet level leaders (E-Cab Sponsor: Amy Morrison, Meena Park) – *Completed.*

**Year Two (18/19):**

1. Use information obtained from forums, focus groups, and/or surveys to design mandatory employee orientations and a 3 month on-boarding support program (E-Cab Sponsor: Meena Park) – *In progress; onboarding in draft form.*
2. Incorporate EDI modules as part of LEADS (E-Cab Sponsor: Meena Park) – *Completed.*
3. Assess effectiveness of 360 reviews of cabinet level leaders to determine whether such reviews should be expanded to other groups (E-Cab Sponsor: Amy Morrison, Meena Park) – *In process.*

**Year Three (19/20):**

* 1. Assessment of impact of work on key indicators (training, recruitment, retention, and promotion, etc.) (E-Cab Sponsor: Meena Park, Cathy Copeland)
	2. Create an employee recruiting plan that includes a focus on diversity, cultural competency, and inclusive excellence (E-Cab Sponsor: Meena Park)
	3. Provide management training in the hiring processes with an EDI lens (E-Cab Sponsor: Meena Park)
	4. Design employee handbook/resource that is reflective of college values and culture (E-Cab Sponsor: Meena Park)
	5. Implement professional development track related to leading with an EDI lens (E-Cab Sponsor: Meena Park, Ruby Hayden)

**Goal 3:** Align our college culture and brand identity.

**Associated core themes:** College Community, Student Achievement, External Engagement

**Strategies**

1. Collectively, and with cross-campus engagement, define the desired attributes of our culture and identity as a public institute of technology

**Year One (17/18):**

1. Obtain input on our culture and identity from the college community through forums, focus groups, and/or surveys (E-Cab Sponsor: Leslie Shattuck, Meena Park, Andrea Olson) – *Completed.*
2. Visit 2-5 other institutes of technology to understand unique attributes (E-Cab Sponsor: Amy Morrison) – *Completed.*

**Year Two (18/19):**

1. Craft LWTech’s definition of what it means to be an institute of technology (E-Cab Sponsor: Leslie Shattuck, Andrea Olson) – *In process.*
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

**Year One (17/18):**

1. Obtain input from students, employees and community members on how they feel a sense of belonging through forums, focus groups, and/or surveys (E-Cab Sponsor: Leslie Shattuck, Meena Park, Andrea Olson) – *Completed.*

**Year Two (18/19):**

1. Develop materials that include information on our culture and identity for use by internal and external audiences (e.g., boiler plate language we should use in communications) (E-Cab Sponsor: Leslie Shattuck, Meena Park) – *In process.*
2. Use information obtained from forums, focus groups, and/or surveys to design mandatory employee orientations and a 3 month on-boarding support program (E-Cab Sponsor: Meena Park) – *In process; draft onboarding program completed.*
3. Use information obtained from forums, focus groups, and/or surveys to improve mandatory student orientations (E-Cab Sponsor: Ruby Hayden) – *In process; student orientation being updated.*

**Year Three (19/20):**

1. Implement mandatory employee orientations and 3 month on-boarding support program (E-Cab Sponsor: Meena Park)
2. Implement student orientations changes (E-Cab Sponsor: Ruby Hayden)
3. Ensure the college culture and brand identity remains visible to the internal college community and the external community on a continuous basis

**Year One (17/18):**

1. With the Foundation’s support, begin identifying how to best re-engage retirees with the college (E-Cab Sponsor: Elisabeth Sorensen, Meena Park) – *Completed.*

**Year Two (18/19):**

1. Implement retiree re-engagement practices (E-Cab Sponsor: Elisabeth Sorensen, Meena Park) - *In process: Foundation is looking at scheduling an annual retiree’s lunch and partnering with HR to connect retirees with information about annual retiree gathering.*
2. Using information obtained from forums, focus groups, and surveys, design and begin implementing internal and external communication campaigns (E-Cab Sponsor: Leslie Shattuck, Meena Park) – *In process.*

**Year Three (19/20):**

1. Continue executing internal and external communication campaigns (E-Cab Sponsor: Leslie Shattuck, Meena Park)

**Goal 4:** Create a sustainable fiscal structure to ensure the college fulfills its mission and vision.

**Associated core themes:** College Community, Student Achievement, External Engagement, Pathways

**Strategies:**

1. Grow enrollment and maintain it at or above allocation targets

**Year One (17/18):**

1. Provide intensive support to newly-launched programs, including the development of internal communications plans (E-Cab Sponsor: VPI, Ruby Hayden, Leslie Shattuck) – *Implemented internal process. Completed.*
2. Continue to identify new program opportunities (E-Cab Sponsor: VPI, Suzy Ames) – *In process.*
3. Submit a competitive capital project request to expand and modernize facilities and infrastructure to meet program development needs, workforce training, and future growth. (E-Cab Sponsor: Bill Thomas) – *Completed.*

**Year Two (18/19):**

1. Develop targeted recruitment and retention plans by program of study and for external populations, including secondary schools (E-Cab Sponsor: Ruby Hayden, Leslie Shattuck, VPI, Suzy Ames) – *In process: work of the SAC on how we do outreach; outreach team is working on as part of their individual plans; faculty is involved in retention discussion through program review.*
2. Continue to identify and/or implement new programs (E-Cab Sponsor: VPI, Suzy Ames) – *In process.*

**Year Three (19/20):**

* 1. Continue to identify and/or implement new programs (E-Cab Sponsor: VPI, Suzy Ames)
	2. Implement changes to recruitment and retention plans identified in year two. (E-Cab Sponsor: Ruby Hayden, Leslie Shattuck, VPI, Suzy Ames)
1. Identify and implement 3-5 new opportunities/ways for working students to access programs/classes (E-Cab Sponsor: VPI, Suzy Ames)
2. Explore and secure diverse, alternative sources of revenue to support operational and capital costs

**Year One (17/18):**

1. Identify and pursue local/regional funding opportunities (E-Cab Sponsor: Amy Morrison) – *Ongoing.*
2. Create and implement plan for increasing international and running start enrollments (E-Cab Sponsor: VPI, Suzy Ames) – *Completed.*

**Year Two (18/19):**

1. Design and obtain approval for a naming plan for schools, buildings, and/or rooms (E-Cab Sponsor: Elisabeth Sorensen, Bill Thomas, Amy Morrison) – *In process.*
2. ~~Implement advisory committee plan (E-Cab Sponsor: VPI, Suzy Ames, Elisabeth Sorensen, Leslie Shattuck)~~
3. Design a planned giving program (E-Cab Sponsor: Elisabeth Sorensen) – *Completed.*

**Year Three (19/20):**

1. Implement naming plan (E-Cab Sponsor: Elisabeth Sorensen, Bill Thomas, Amy Morrison)
2. Implement planned giving program (E-Cab Sponsor: Elisabeth Sorensen)
3. Invest in and/or provide staffing support for the grants office to increase grants capacity (E-Cab Sponsors: Cathy Copeland, Amy Morrison)
4. Create comprehensive plan to engage with and/or revitalize advisory committees including committee composition, communications, and connections with the Foundation (E-Cab Sponsor: VPI, Suzy Ames, Elisabeth Sorensen, Leslie Shattuck)
5. Use data to inform investments and program decisions

**Year One (17/18):**

1. Implement program/community dashboards (E-Cab Sponsor: Cathy Copeland, Suzy Ames) – *Completed.*
2. Develop training and communications plan around dashboards (E-Cab Sponsor: Cathy Copeland, Suzy Ames) – *Completed.*
3. Purchase and implement Hobsons Radius and Starfish modules (E-Cab Sponsor: Ruby Hayden) – *Completed.*

**Year Two (18/19):**

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**Year Three (19/20):**

1. ~~Conduct ROI study on success interventions as a result of using Hobson’s and community dashboards~~ (E-Cab Sponsor: Ruby Hayden)
2. Implement Hobson’s degree mapping software (E-Cab Sponsor: Ruby Hayden, Suzy Ames)
3. Implement Hobson’s predictive analytics (E-Cab Sponsor: Ruby Hayden, Cathy Copeland)