

# glossary of terms



first  
choice  
service



workforce and  
community  
engagement



equity,  
inclusion  
and support



employee  
engagement



# Glossary of Terms

## **21st Century Teaching and Learning**

In a rapidly increasing interconnected global society, 21st Century Teaching and Learning fosters student engagement and active participation by promoting critical thinking, communication, collaboration, and creativity within multiple modalities and methodologies. Through this framework, students develop the skills necessary to thrive in the ever-increasing complex modern society.

## **Action/Operational Plan – “The How”**

A document that is used at the unit, department, program, or service-level to convey the annual or short-term focus. This document feeds the financial planning cycle and is aligned with the strategic directions, goals, and high-level strategies within Experience 2025.

## **College Communication Team**

A cross-organizational team formed to provide ongoing assessment of organizational communication that is open and transparent based in trust up and down the organization.

## **Community-Based Learning**

A structured learning experience where students apply and practice their skills with a real community partner while engaging in critical-thinking (reflection) to connect the learning with the experience, and the course content. Partners might include governmental, educational and international organizations, non-profits and small businesses. Similar terminology includes service-learning, community engagement, civic engagement, community outreach, and volunteering.

## **Comprehensive Workforce Sector Development Strategy**

A sector strategy is a partnership of multiple employers within a critical industry that brings together education, economic development, workforce systems, and community organizations to identify and collaboratively meet the workforce needs of that industry within a regional labor market. A comprehensive workforce development strategy considers multiple sectors. It includes specific and coordinated actions to meet the demands of the district economy, address skills gaps, and create meaningful career pathways for a range of workers in important regional industries.

## **Financial Planning – “The How Much”**

A process that is used at the unit, department, program, or service-level to allocate operational and capital resources to implement the annual operational plan.

## **Guided Pathways**

Guided pathways are academic and career pathways that provide structure, milestones, and clear outcomes for each student’s college experience. Each pathway is based on a program of study that is aligned with specific employment goals and/or additional education.

## **Key Results**

College-level measures for overall strategic plan.

## Measure

A specific metric (data element or information) that indicates whether or not the goal is being met. Measures can be “lag” measures or “lead” measures.

- “Lag” measures typically measure the achievement of a strategic or Wildly Important Goal and are often measured “after the fact.” Western’s Key Results are considered “lag” measures.
- “Lead” measures are measures of action or behaviors taken to achieve the Wildly Important Goal. They often influence the outcome of the “lag” measure.

## Personal and Organizational Commitments

Individual-level and organizational-level behaviors that are essential to the achievement of the strategic goals within Experience 2025.

- Act with clarity and consistency
- Demonstrate resiliency
- Drive action through data intelligence
- Practice sound fiscal stewardship

## Program Mix

The term Program Mix is derived from a business term — Product Mix. It refers to the combination of goods and services offered, which takes into account variety and quantity. The goal is to consistently compare and contrast current and future programming in order to provide a portfolio of offerings, which fulfill Western’s mission, while allowing the college to remain financially stable.

## Scoreboard

A tool used to convey progress on measures. Used as a “signal” for celebration and to identify when additional data or information is needed to understand a current situation or trend. A “compelling” unit, department, program, service, or team-level scoreboard will have the following characteristics:

1. It is simple
2. It is visible to the team and others
3. It depicts lag and lead measures with “owners”
4. It conveys at a glance if the team is “winning”
5. It connects to the college’s Wildly Important Goals
6. It pinpoints challenges
7. It calls out opportunities for continuous improvement
8. It is visited weekly

## Stand-Up Meeting

A 15-30 minute weekly meeting that incorporates discussion of scoreboard elements, significant calendar events, presentation of data, and recognition of individual accomplishments.

## **Stand-Up Room**

A physical location used to present and process information and data. A conference room in the Administrative Center has been dedicated to this purpose. Weekly “stand-up” meetings are facilitated.

## **Strategic Direction**

A focus area within Experience 2025 Strategic Plan that guides system, process, and resource alignment to achieve the strategic plan.

- First Choice Service
- Equity, Inclusion, and Support
- Workforce and Community Engagement
- Employee Engagement

## **Strategic Goal (Wildly Important Goal or WIG)**

The measurable desired outcome of the strategic direction. It is a statement that adds clarity to and sets expectations for the work and outcomes in the strategic plan. Typically stated in terms of moving from X to Y by Z.

## **Strategic Plan – “The What”**

A high-level document that is broadly distributed to convey the longer-term focus of an institution — typically 4-5 years. Western’s new strategic plan is called Experience 2025.

## **Strategy**

A specific and intentional action or set of actions designed to help an institution realize a strategic goal. Strategies typically have a start and end time and go beyond normal day-to-day work or normal practices already in place.

## **Visual Management**

A continuous improvement technique that emphasizes the clear and efficient communication of information and data. Visual management typically incorporates physical or tangible artifacts such as scoreboards, dashboards, and white boards that convey progress and performance. When fully deployed, visual management is present at multiple levels of the institution and aligned with a strategic plan.

## **Work-Based Learning**

A structured learning experience which takes place in a workplace setting. This is a categorical word for field experience, clinical, practicum, internship, job shadow, co-op, etc.

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