



# STRATEGIC PLAN Executive Summary 2015-2020

“The ability to adapt while remaining faithful to the foundations laid down by those who came before us will allow this institution, and the industry it supports, to thrive indefinitely.”

## Core Values

**Craftsmanship** – As described by Instructor Emeritus Jeff Hammond in the tradition of the School’s founder Bob Prothero: “A skilled craftsman gets a job done well, quickly, efficiently, and at a reasonable cost. Integrity is not just doing a good job to your standards, it also means spending your client’s resources as efficiently as you can. We believe that good craftsmanship is a measure of the harmony with which the tasks for any given project are finished.”

**Experiential learning** – Students discover the joy and satisfaction that comes from working with their hands.

**Authenticity** – There is nothing phony about the School. Curriculum and teaching methods are the result of learning and teaching over time; a product of oral tradition over generations.

**Tradition** – Students learn traditional methods of craftsmanship. NWSWB preserves traditional skills through active practice.

**Relevance** – NWSWB amplifies the power of tradition by demonstrating its relevance to current lives and jobs.

**Problem-solving and innovation** – NWSWB cultivates logical problem-solving skills that allow students to adapt when faced with complex situations, using a range of traditional and contemporary materials and boatbuilding practices.

**Community** – NWSWB creates an inclusive environment and promotes collaboration.

**Continuous improvement** – NWSWB is a learning environment where we continually ask ourselves how we’re doing, and find ways to adjust and improve.

**Integrity** – We are honest. We follow through on our commitments.

For a full copy of the NWSWB 2015-2020 Strategic Plan, please contact Betsy Davis at 206-390-0381 or [betsy@nswsb.edu](mailto:betsy@nswsb.edu).





# Mission

**To teach and preserve traditional and contemporary wooden boatbuilding skills, while developing the individual as a craftsman.**

The Northwest School of Wooden Boatbuilding has three overarching goals:

1. Provide quality education and job placement.
2. Preserve and teach craftsmanship.
3. Bring vitality to our local community.

# Vision

**To offer the world's premier educational experience for learning craftsmanship through boatbuilding.**

This plan was created by the Northwest School of Wooden Boatbuilding staff, Board, advisors, students, and alumni with input from the broader community. It is a living document whose purposes are to:

- ✓ Define a clear and shared plan for the future.
- ✓ Create a lens through which we can evaluate future opportunities.
- ✓ Build and practice skills to make strategic decisions (looking at the implications down the road for decisions we make today).

Our plan is grounded in the deep community values and traditions that propelled the Boat School through its first 35 years, balanced with the demand for relevance to current generations of learners and employers.

The future holds remarkable prospects, but the organization is dedicated to a thoughtful and incremental approach to change. We will gauge each opportunity through a lens that examines both mission and financial goals. We will test ideas and build in processes for continuous improvement. We will also make sure the process of planning and implementation reflects the special spirit and core values of the School.

# Plan Goals

**The Boat School steps into the future by preserving its time-tested curriculum, employing passionate teachers, continuing a strong emphasis on craftsmanship, cultivating a range of new construction projects, and maintaining our focus on the human experience of each student.**

**The Strategic Plan includes Goals and Objectives for Programs, Student Services, and Building Capacity. The following is a summary of the big-picture goals:**

## Programs

Continue to improve our core curriculum, with modest refinements, and maintain accreditation.

- Keep teaching the three main programs: Traditional Small Craft, Traditional Large Craft, and Contemporary Boat Building; keep our 12-month AOS degree as the core of our programs; keep teaching Lofting and Drafting as part of core programs; and keep teaching the Fall quarter classes as we do now.
- Continue to teach Interiors, but instead of running it as a separate program in the summer, restructure it into each of the three primary programs, which then all become nine-month boatbuilding programs.
- Continue updating our Contemporary boatbuilding curriculum to match industry practices.
- Teach more about project management practices.
- Over the next five years, (1) evaluate potential additional classes that would help meet the General Education requirements, and (2) add optional not-for-credit workshops to enhance student opportunities.

Build relevance by adding new programs.

- Add a Systems program.
- Expand the Repair and Restoration program to a second-year program to allow greater depth.
- Evaluate the viability of offering continuing education programs for boatbuilders in the industry.

## Enhance Student Services

Broaden connections to employers and build Employment Services for students.

Achieve state designation as a Veteran-Supportive campus.

## Build Capacity

Invest in our people, facilities, and systems to ensure resources and bandwidth are available to meet our goals.

- The School will retain the Port Hadlock Heritage campus as its “home,” and will complete a \$2.3 million capital campaign to add necessary classroom space and stabilize current structures.
- We will build the School's financial sustainability by retaining full enrollment, growing contributions, and building improved systems for managing boat construction projects.