



**SEATTLE COLLEGES**

*North · Central · South*

# **Strategic Plan Update and Next Steps Recommendation**

February 9, 2023 | Board of Trustees Meeting

Dr. Rosie Rimando-Chareunsap, Interim Chancellor and

Dr. Kurt Buttleman, Vice Chancellor for Academic and Student Success

# BACKGROUND/CONTEXT

- On March 10, 2022, Board of Trustees authorized extension of current Strategic Plan through July 2024
- While planning for development for a new plan, these unresolved questions continued to come up:
  - Single accreditation
  - Permanent chancellor search
  - Pandemic impact
  - Budget
  - Unfilled leadership positions and leadership position changes

# OPTIONS

OPTION	PROS	CONS	BARRIER
New Strategic Plan	An improved and updated strategic plan can provide a refreshed and focused sense of direction	Difficult to create a strategic plan that would span the next six to seven years with the uncertainty of the following major projects: <ul data-bbox="1065 689 1617 1053" style="list-style-type: none"><li>• Single accreditation decision</li><li>• Financial aid redesign</li><li>• Enrollment redesign</li><li>• Permanent chancellor search</li></ul>	Difficulty coming to a consensus on what is important for the future of Seattle Colleges without decisions on the one college or three colleges question and the leadership role

# OPTIONS (CONT'D)

OPTION	PROS	CONS	BARRIER
Extend Strategic Plan	Simple	Current plan does not directly address current needs and climate	N/A
Bridge Plan	Stabilizes and sets the institution up for future success under permanent Chancellor  Focuses limited resources on providing equitable experiences for students in key student-facing, non-instructional areas	Does not provide an opportunity to immediately engage with internal and external communities	Standardizing business processes creates a short-term impact to the work of daily operations

# BRIDGE PLAN

- The Society for College and University Planning (SCUP) defines a bridge plan as “a short-term strategic plan that ‘bridges’ the gap between strategic plan cycles” (SCUP, 2022)
- Bridge plans cover a 1–2 year horizon and take about 3–5 months to create (SCUP, 2022)
- A bridge plan is best designed:
  - As an extension of the existing strategic plan
  - To create a refreshed and focused sense of direction to address critical priorities for student-facing, non-instructional areas

## References

*What is a bridge plan?* SCUP. (2022, July 6). Retrieved November 12, 2022, from <https://www.scup.org/resource/what-is-a-bridge-plan-and-does-your-institution-need-one/>

# PROPOSED BRIDGE PLAN CONTENT

## **Student Success**

- **Student Services**
  - Financial aid consolidation planning
  - Admissions / registration consolidation planning
  - Guided Pathways – intake & onboarding
  - Guided Pathways – exploratory experience
- **Instruction**
  - Guided Pathways – placement
  - Guided Pathways – mapping

## **Equity, Diversity, Inclusion, and Community**

- Racial equity action plan

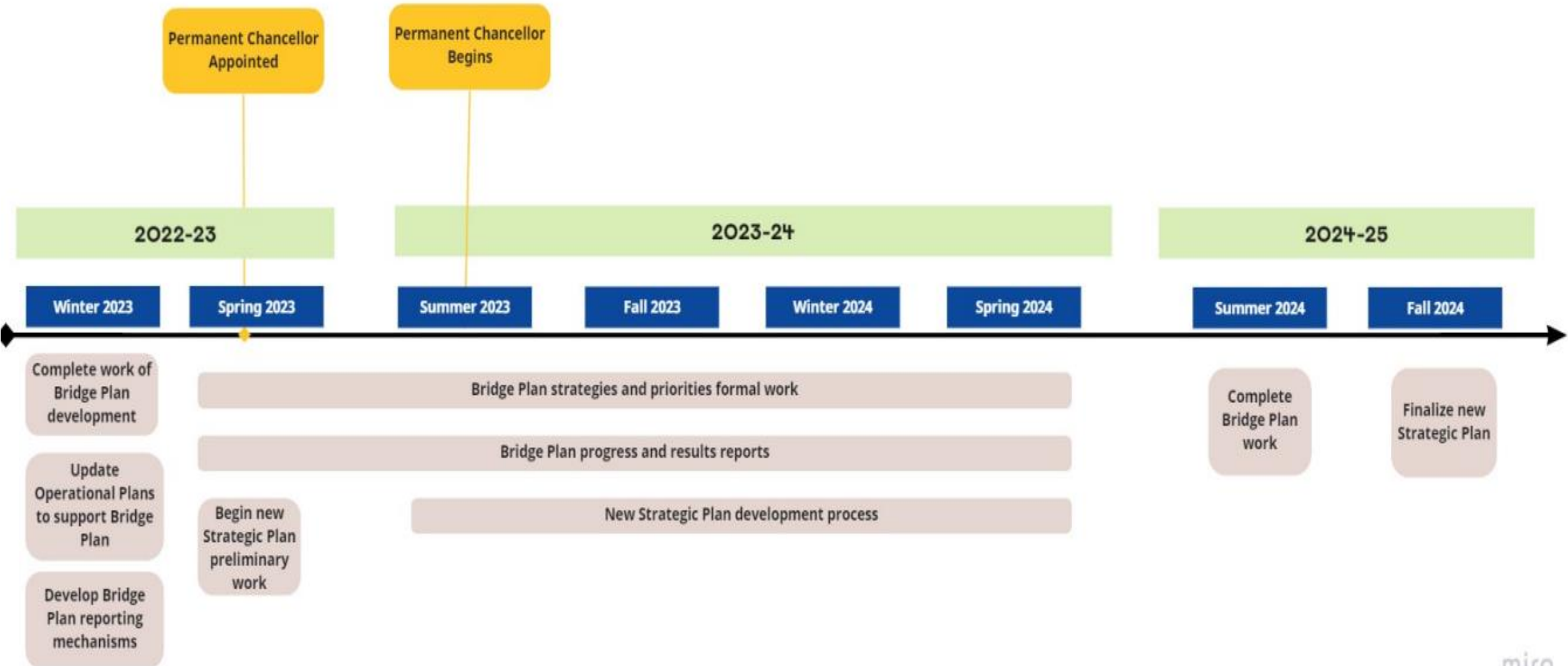
## **Organizational Excellence**

- Balanced budget
- Employee retention

## **Partnerships**

- Equity Can't Wait campaign

# TIMELINE



# RECOMMENDATION

- It is the recommendation of the administration for the Board of Trustees to **approve** development and implementation of a Bridge Plan to focus Seattle Colleges' limited resources on providing equitable experiences for students in key student-facing, non-instructional areas through Summer 2024 in anticipation of finalization of a new Strategic Plan in Fall 2024



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