

2023-2024 Strategic Plan Project Plan

Updated: 11/16/23

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Project Name	2023-2024 Strategic Plan Development
Project Sponsors	Chancellor & Board of Trustees
Start Date	Summer 2023
End Date	Fall 2024

Project Purpose

The Seattle Colleges Strategic Plan provides broad, forward-looking direction to ensure student success in the dynamic and vibrant city of Seattle. The Board of Trustees—in consultation with the district community, including faculty, staff, students, administrative leadership, and external partners—initiates and approves the Strategic Plan.

An updated districtwide Strategic Plan will be developed during the 2023-2024 academic year. This updated plan will reflect a common purpose, beliefs, commitments, and priorities. It will also establish a set of major goals to be achieved over time across the district and at each college. The foundation for this planning is facilitated at the district level and is formulated through extensive involvement from Central, North, and South.

Accompanying the districtwide Strategic Plan will be a set of Action Plans—one for each college. Each Action Plan recognizes the unique characteristics of each of the colleges and includes a range of high-level strategies that will be operationalized in a manner appropriate for each college. The individual college Action Plans, in turn, are devised and implemented to reinforce the overarching goals outlined in the districtwide Strategic Plan. These plans are locally crafted at the divisional and departmental levels. Embedded within the Strategic Plan and Action Plans are strategies designed to steer and bolster districtwide goals and objectives.

Ultimately, the Strategic Plan acknowledges our proud history, short-term challenges, and opportunities while identifying future directions, aspirations, and operational strategies. It also affirms our fundamental mission: to prepare each student for a successful life and work in a diverse, global, and dynamic society.

Project Goals

1. Develop a framework that will guide the strategic planning process (see Phases section below)
2. Gather input districtwide and from each college
3. Ensure Seattle Colleges' commitment to equity is reflected in our mission, vision, and values and integrated throughout the Strategic Plan
4. Refine preliminary ideas for a refreshed set of goals, strategies, and action plans
5. Draft a final strategic plan for approval by the Board of Trustees

Project Deliverables

Items that should be created and delivered at the completion of the project.

1. Strategic Plan:

- a. **Mission:** Statement that describes the current purpose of the organization. Addresses why it exists, what it does, who it does it for, and how.
- b. **Vision:** Statement that describes what the organization wants to be or will become in the future, its future state. Provides guidance; is inspirational and engages.

- c. **Values:** Statement that describes what the organization believes in and how it will behave. Expresses morals, deeply held beliefs, and principles of organizational culture.
 - d. **Goals:** desired outcome, longer term, may be measurable.
 - e. **Strategies:** A plan of action designed to achieve a major goal.
 - f. **Action Plan:** Document that outlines tactics, and activities to meet established goals and strategies.
2. **Scorecard:** Measures the achievement or progress of our Strategic Plan goals.
 3. **Website:** Updated version of the [Mission, Strategic Plan, and Initiatives website](#).

Scope

- Review the current Strategic Plan
- Engage the community in reflection and assessment of the prior Strategic Plan and outcomes
- Engage community in the development of the new Strategic Plan
- Create & disseminate deliverables

Assumptions

- Seattle Colleges will continue to work collaboratively to enhance our operations and systems to better support student success.
- Even though each campus has their own unique campus culture and needs, we will come together to complete this plan.

Risks

- A decline in staff morale & engagement.
- Lack of resources/capacity.
- Challenges with connecting with the external community.
- Difficulty coming to a consensus on what is important for the future of Seattle Colleges.

Reporting

Updates to the community will be provided on a regular basis through different communication methods. Details and frequency will be determined by the Strategic Planning Steering Committee.

Governance Structure

The governance structure ensures that the roles and responsibilities of different groups are clearly outlined, and that multiple stakeholders are actively engaged in the planning process.

Decision Making

A framework for reaching consensus will be determined and documented in detail during the first Steering Committee Fall meeting. The project deliverables will be endorsed by the Logistic and Steering Committees and submitted to the Chancellor and Board of Trustees for approval.

Roles and Responsibilities

Group	Phase I Initiate	Phase II Input	Phase III Develop	Phase IV Approve
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Board of Trustees	I	I	I	A
Chancellor's Office	A	A	A	A
BOT Committee on Strategic Planning	A	A	A	I
Institutional Effectiveness, Logistics Committee	R	R	R	R
Steering Committee	C	A	A	C
Steering Sub-Committees	I	A	C	C
(R) Responsible: Does work and facilitates the production of project (A) Accountable: Oversees and owns the outcome of project (C) Consulted: Offers advice during phases of project (I) Informed: Updated of progress				

The following stakeholder groups will be engaged, consulted, and informed throughout the entire planning process:

- Chancellor's Executive Cabinet
- College Presidents' Cabinets
- Chancellor's Advisory Council
- Districtwide Unrepresented Exempt Employees
- Employee Unions, Faculty Shared Governance
- Student Governments
- Workforce Advisory Groups throughout the District
- City Government, Chamber, Business Partners, CBO's
- District Foundation

Committees

The committees' membership comprises representation from across Seattle Colleges. It has been constructed with careful consideration of diversity of roles, perspectives, knowledge, and expertise. The following committees have these specific tasks:

- **Logistics Committee**
 - Meets approximately monthly
 - Lead & guide the process
 - Conduit of information to and from constituents
 - Facilitates stakeholder input
 - Provides final recommendation to the Chancellor and the Chancellor's Executive Cabinet (CEC)
 - Communicates to internal and external communities

- **Steering Committee**
 - Meets approximately two times a quarter
 - Review of quarterly updates from Logistics Committee and sub-committees
 - Hold sub-committees accountable to their tasks
 - Monitoring of the Strategic Planning process
 - Approval of new sub-committees as appropriate
 - Provide guidance and/or input to the Logistics Committee
 - Review and approval of deliverables
- **Steering Sub-Committee**
 - Meets approximately two times a quarter
 - Provide support for focus areas during the Strategic Planning process.
 - Provide input to the Steering Committee

Phases, Timeline, & Milestones



PHASE I | Summer/Fall 2023

Develop Planning Process, Frameworks, and Timelines:

Establish committees, frameworks, timelines and governance plan for the strategic planning process.

- A. Form Steering Committee
- B. Form BOT committee
- C. Develop Strategic Planning Project Plan
- D. Develop Case Statement
- E. Initial data gathering and review Seattle Colleges' current status
- F. Review peers' strategic plans and current strategic plan; develop framework for Seattle Colleges District Strategic Plan
- G. Develop templates, clarify roles, timeline of activities, glossary
- H. With BOT committee, review strategic planning process; confirm approach

PHASE II | Winter 2024

Input, Feedback, and Review:

Seek input from internal and external partners; target and request strategic feedback using multiple modalities; Draft goals; Board reviews draft goals.

- A. Data gathering and review
- B. Initial input gathering from students, faculty, and staff
- C. Request feedback from other internal partners: employee unions, faculty governance, student groups, workforce advisory groups; college and district foundations
- D. Seek feedback from other external partners: city government, chamber, business partners, CBO's
- E. Provide update on this progress and summary of input gathered to BOT

PHASE III | Spring/Summer 2024

Strategic Plan Development:

Develop and finalize goals, strategies, metrics and develop action plan.

- A. Steering Committee drafts mission, vision, values, and goals
- B. Logistics Committee reviews mission, vision, values, and goals with college presidents' cabinets
- C. Draft action plans in alignment with our mission, vision, values, and new goals
- D. Chancellor's Executive Cabinet reviews near-final version of the revised strategic plan
- E. BOT committee reviews near-final version of strategic plan

PHASE IV | Fall 2024

Board Approval, Communications, and Dissemination:

Present strategic plan (mission, vision, values, goals, and action plan) to board for review and approval; communicate key messages.

- A. BOT first reading and study session of near-final version of strategic plan
- B. Incorporate final revisions
- C. Seek Board approval
- D. Publish Strategic Plan

Appendix

Current Seattle Colleges Mission, Vision, Values, Goals, & Our Story

Mission

As an open-access learning institution, Seattle Colleges prepares each student for success in life and work, fostering a diverse, engaged, and dynamic community.

Vision

Seattle Colleges is recognized as an exemplary learning institution that transforms lives, promotes equity, and enriches the community.

Values

- **Accessibility** for all learners and partners
- **Collaboration** through open communication and commitment to working together
- **Diversity, inclusion, and equity** for all individuals, particularly the underserved in our community
- **Fiscal sustainability** for long-term viability and excellence in service and operations
- **Growth and engagement** of faculty and staff through professional development
- **Innovation** in instruction, student services, operations, and organizational culture
- **Integrity** by adhering to the highest standards of ethics and public stewardship

Goals & Strategies

1. Student Success:

We strive to improve student satisfaction, retention, completion, and job placement, as well as to narrow student performance gaps.

Strategy 1: Implement structured academic and career pathways.

Strategy 2: Practice strategic enrollment management.

2. Equity, Diversity, Inclusion, and Community:

We firmly establish equity, diversity, and inclusion as a human right for all. We frame our decisions and actions with this lens and are accountable to the community.

Strategy: Develop and implement a diversity action plan.

3. Organizational Excellence:

We seek continuous improvement in excellence in teaching and learning, operational efficiency and fiscal sustainability, strategic innovation, and employee growth and engagement.

Strategy 1: Enhance teaching and learning.

Strategy 2: Achieve system integration.

Strategy 3: Foster sustainability

4. Partnerships:

We value and invest in strategic and ongoing partnerships with educational, business, governmental, labor, and community organizations.

Strategy: Build partnerships.

Seattle Colleges History

Seattle Colleges serves all of metropolitan Seattle and its surrounding communities and comprises the largest community college district in the state, educating more than 30,000 students each year.

The first classes were held in the Edison Vocational Technical Institute on Capitol Hill, when Seattle Community College—now Seattle Central College—opened in 1966 as part of the public school system.

[The State Community College Act of 1967](#) established college districts apart from the public schools, with a mandate to provide an open door to education for all who seek it. A long-range plan called for three campuses in the city, and planning began immediately for North Seattle College and South Seattle College.

By September 1970, all three colleges opened together for the first time as a multicampus district. Seattle Vocational Institute, affiliated with Central, joined the district in 1991 under the state’s Workforce Training and Education Act. The district also includes five specialized training centers located throughout the city:

- Health Education Center, Seattle Maritime Academy, and Wood Technology Center, affiliated with Central.
- Georgetown Campus and NewHolly Learning Center, affiliated with South.

Students choose from an array of [more than 130 academic and career and technical education \(CTE\) programs](#), the largest number in the state. The curriculum has led the way as the Puget Sound area moved from a manufacturing and resource-based economy to information-based industries.

Like the region, the college population is dynamic. The student body is the most diverse in the Northwest, reflecting nearly 80 different languages spoken in homes throughout the city. By design, each of the colleges reflects its community. While the colleges are an integral part of their neighborhoods and offer certain unique educational programs, all are comprehensive and offer programs in college transfer, career and technical training, adult basic education, and continuing education.