

<p style="text-align: center;"><b>Strengths</b> What do we do well?</p>	<p style="text-align: center;"><b>Weaknesses</b> What can we improve?</p>
<p><b><u>equity, Diversity, and Inclusion (EDIC):</u></b> Seattle Colleges prioritize these values and are committed to advancing them. There's a strong focus on meeting students where they are and striving for equity, especially in an increasingly diverse student population.</p> <p><b><u>Job Growth and Career Pathways:</u></b> Programs align with areas experiencing growth in King County, such as Business, Finance, Technology, Management, and Healthcare. The colleges offer entry certificates, apprenticeships, and career-focused pathways in Hospitality, Culinary Arts, Woodworking, and Healthcare.</p> <p><b><u>Academic and Transfer Programs:</u></b> Strong transfer pathways to universities, including the University of Washington, and an emphasis on academic excellence across diverse disciplines.</p> <p><b><u>Social Justice Leadership:</u></b> Seattle Colleges strive to be leaders in social justice, promoting an inclusive learning environment and emphasizing the importance of social justice in their curriculum and campus culture.</p> <p><b><u>Community Engagement and Student Support:</u></b> A strong sense of campus community and identity, with a commitment to supporting students. Instructors are known to go above and beyond for students, fostering a supportive learning environment.</p> <p><b><u>Collaboration and Inclusivity:</u></b> Improved collaboration among departments within colleges and increased collaboration among the colleges across the district, fostering an inclusive and cohesive learning environment.</p> <p><b><u>Outreach and Enrollment:</u></b> Active efforts to reach out to students and enroll them, ensuring accessibility and open access to education.</p> <p>Overall, Seattle Colleges emphasize inclusive education, strong community support, career readiness, and innovation in adapting to new technologies and challenges in education.</p>	<p><b><u>Support for Working Adults:</u></b> Emphasis on supporting adult learners, particularly working professionals, through initiatives such as employee retention, training, and onboarding programs tailored to their needs.</p> <p><b><u>Campus Identity and Communication Challenges:</u></b> A strong sense of campus identity exists, but issues with documentation systems, frequent position transitions, and lack of structured documentation make processes hard to navigate and maintain.</p> <p><b><u>Recognition and Support for Specialty Centers:</u></b> Highlighting the value and impact of specialty centers and campuses that contribute significantly to student enrollment and programs, often underrepresented and deserving more recognition.</p> <p><b><u>Community and Belonging:</u></b> Acknowledgment that despite being a community college, some students experience loneliness or lack a strong sense of community. The need to foster a greater sense of belonging among students and employees through enhanced community-building initiatives.</p> <p><b><u>Transfer Opportunities:</u></b> A focus on expanding transfer opportunities beyond the University of Washington to other strong national universities and fostering better relationships with diverse transfer institutions.</p> <p><b><u>Student Support Services:</u></b> Recognizing the need for more advisors in international programs and the importance of career services in helping students find jobs and navigate career paths.</p> <p><b><u>Institutional Constraints and Understaffing Impact:</u></b> Challenges arise due to institutional rigidity in decision-making and constraints in responding to emerging issues. Understaffing affects timely resolution of student-related matters and consolidation of roles impacts staff's ability to address student needs effectively.</p> <p><b><u>Funding Decisions and Part-Time Student Support:</u></b> Concerns about funding decisions based on Full-Time Equivalents (FTEs) despite a large percentage of part-time students, suggesting a need to consider headcount for funding allocation. Acknowledgment of lower outcomes and completion rates for part-time students, highlighting the need for better support structures tailored to their needs.</p> <p>Overall, the identified themes revolve around enhancing community engagement, support structures for diverse student populations, improving institutional flexibility, addressing communication challenges, and providing adequate resources to support student success, especially for part-time students.</p>

<b>Opportunities</b> What are advantages that can positively impact us?	<b>Threats</b> What are factors that can negatively impact us?
<p><b><u>Enrollment and Retention Strategies:</u></b> Emphasizing the importance of increasing retention rates to match state averages, improving the transition from prospective student applications to enrollment, and catering to the working adult population and individuals in King County with some college experience but no degree.</p> <p><b><u>Connecting Education to Job Opportunities:</u></b> Focusing on expanding opportunities that link education to professions with high job demand through competency-based programs, co-ops, and apprenticeships.</p> <p><b><u>Supporting Part-Time Students and Remote Learning:</u></b> Identifying the need to design intentional support systems for part-time students to enhance their retention and completion rates. Addressing challenges in balancing courses that may not suit online learning formats, providing guidance on online course delivery, especially for courses with labs.</p> <p><b><u>Technology Integration and Academic Development:</u></b> Considering the integration of Artificial Intelligence (AI) into courses and emphasizing the need for professional development to effectively utilize AI without compromising academic integrity. Recognizing the importance of interpersonal skills in the context of AI.</p> <p><b><u>Enhancing Outreach and Communication:</u></b> Advocating for better publicizing of student achievements, scholarships, and awards to the wider community, and identifying language diversity to tailor recruitment, outreach, hiring, and instructional support.</p> <p><b><u>Serving Diverse Student Populations:</u></b> Addressing the needs of older students, part-time students, and those seeking career changes by offering a variety of certificates and micro-credentials. Strengthening campus identity and promoting consistency through systems like ctLink.</p> <p><b><u>Community Engagement and Partnerships:</u></b> Seeking opportunities to expand partnerships within the community, potentially training and graduating students to support rural areas facing worker shortages.</p> <p><b><u>Renewable Energy and Building Updates:</u></b> Exploring opportunities to update buildings with renewable energy sources and engage in sustainable practices.</p> <p>Overall, the focus revolves around increasing enrollment through better retention strategies, aligning education with job opportunities, adapting to technological advancements, supporting diverse student populations, strengthening community partnerships, and advocating for sustainability initiatives.</p>	<p><b><u>Staffing Constraints and Retention:</u></b> Difficulties retaining staff due to competitive salary constraints and staffing shortages across various departments, leading to turnover and challenges in maintaining operational efficiency.</p> <p><b><u>Identity and Educational Practices:</u></b> Balancing the institution's identity between remote, hybrid, and in-person learning models while aligning educational practices with student and faculty preferences. Addressing the impact of this alignment on student success.</p> <p><b><u>Sustainable Funding and Enrollment Issues:</u></b> Concerns about sustainable funding sources and offering necessary services across different programs and locations. Enrollment processes might pose challenges despite open access policies.</p> <p><b><u>Documentation, Transitions, and Challenges Post-Pandemic:</u></b> Issues with documentation systems and adapting to frequent position transitions, particularly in the aftermath of the pandemic, which has fundamentally transformed the college and society.</p> <p><b><u>Financial Dependency and Environmental Considerations:</u></b> Dependency on state funding in a tax-regressive state, along with considerations for natural disaster preparedness (earthquakes, forest fires, etc.).</p> <p><b><u>Competition and Urban Challenges:</u></b> Navigating competition with other Community and Technical Colleges (CTCs) in the region and addressing unique challenges associated with urban settings.</p> <p><b><u>Pandemic Impact on Hiring and Facilities:</u></b> Challenges related to new hires entering post-pandemic times, deferred maintenance issues due to a tax structure unsupportive of facility maintenance, and a shift in demographics towards online and hybrid learning impacting the utilization of facilities.</p> <p>Overall, the main concerns revolve around staffing, funding sustainability, adapting to post-pandemic changes, handling enrollment issues, and managing the institution's facilities and identity amidst various challenges, including financial constraints, urban complexities, and competitive landscapes within the educational sector.</p>

*Note: This SWOT analysis is a result of the Steering Committee's fall quarter work. This was the first activity the Planning Committee engaged in as a thought exercise. This information is intended to serve as a starting point for discussion of our strengths, weaknesses, opportunities, and threats.*