

INFORMATION ITEM

To: Board of Trustees

From: Dr. Bradley Lane, Interim President, Seattle Central College
Vice Chancellor of Institutional Effectiveness, Seattle Colleges

Meeting Date: December 14, 2023

Subject: Bridge Plan Status Report - Fall 2023

BACKGROUND

At their February 9, 2023, meeting, our Board of Trustees unanimously approved a Bridge Plan—an extension of the existing Strategic Plan—that is aimed at focusing our time and resources on providing equitable experiences for students in key student-facing areas through Summer 2024 in anticipation of finalization of a new Strategic Plan in Fall 2024. The intent of this Bridge Plan is to keep us focused on the 10 strategies outlined below as we search for a permanent Chancellor and gain more clarity about working as a system.

SUMMARY

The following high-level summary provides an overview of the Fall 2023 progress, milestones, challenges, and next steps of the 10 Seattle Colleges District (SCD) Bridge Plan strategies. Detailed information for each strategy is further outlined in the subsequent pages of this report.

Of the 10 strategies:

- **1 is Complete:**
 - Budget
- **5 are On Track:**
 - Financial Aid Consolidation
 - Placement
 - Program Mapping
 - Racial Equity Plan
 - Equity Can't Wait Campaign
- **2 are In Process:**
 - Admission Processing Consolidation
 - Intake and Onboarding
- **2 are At Risk:**
 - Exploratory Experience
 - Employee Retention

Student Success

- Overall, the six student success strategies have all made progress. Most notably, financial aid consolidation program mapping and placement are the closest to completion.
- All six strategies have recognized the need to collaborate with other districtwide workgroups to increase progress as there are many projects and initiatives that overlap and would benefit from alignment and partnership.

- Both consolidation strategies will spend time filling positions while continuing to make progress on their tasks. Intake and onboarding, placement, program mapping and exploratory experience continue to meet to prioritize districtwide commonalities, definitions, and goals that will lead and inform the work moving forward.

Equity, Diversity, Inclusion and Community

- The Office of Equity, Diversity, Inclusion, and Community (EDIC)'s focus will be on the finalization and implementation of 2023-2025 Racial Equity Plan.
- Using *Institutionalizing Change: Continuum on Becoming an Anti-Racist Multicultural Organization* framework, EDIC will play a key role in supporting strategic planning efforts to ensure we are combating institutionalized racism and biases while achieving new strategic plan that is focus on equity.

Organizational Excellence

- Budget has completed their departmental reorganization and continues to work on standardization of budget submittal and reporting. The 2022-23 fiscal year ended with surplus balance of \$1.1 million. While a lot of position vacancies have been filled, they are experiencing difficulties with failed searches for hard-to-fill positions.
- Employee retention progress has been mostly focused on input gathering. Once these data gathering tasks have been completed, the strategy will move to identifying and creating an action plan to address emergent themes that hinder retention of our faculty and staff.

Partnerships

- Foundation is ahead of schedule toward \$50M Equity Can't Wait campaign total goal and is raising the goal to \$60M.
- While the Foundation is challenged by staffing capacity and resources, in the upcoming months their focus is to create new partnerships and events that will support their fundraising efforts.



Dr. Bradley Lane

Interim President, Seattle Central College

Vice Chancellor for Institutional Effectiveness, Seattle Colleges

Status Report of Bridge Plan Strategies

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
STUDENT SUCCESS	Financial Aid Consolidation Planning	Joe Barrientos	75%	On Track
	Admissions Processing Consolidation Planning	Dr. Bradley Lane	45%	In Process
	Intake & On-Boarding	Dr. Sayumi Ireys	30%	In Process
	Exploratory Experience	Dr. Sayumi Ireys	55%	At Risk
	Placement	Dr. Sayumi Ireys	80%	On Track
	Program Mapping	Dr. Sayumi Ireys	60%	On Track
EQUITY, DIVERSITY, INCLUSION AND COMMUNITY	Racial Equity Action Plan	D'Andre Fisher	90%	On Track
ORGANIZATIONAL EXCELLENCE	Budget	Julienne DeGeyter	100%	Complete
	Employee Retention	Dr. Rosie Rimando-Chareunsap	25%	At Risk
PARTNERSHIPS	Equity Can't Wait Campaign	Kerry Howell	100%	On Track

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
STUDENT SUCCESS	Financial Aid Consolidation Planning	Joe Barrientos	75%	On Track

MILESTONES & ACCOMPLISHMENTS

Phase I

- Policy alignment tasks are complete.
- All 18 sections of the Financial Aid Policies and Procedures Project have been completed.
- Development and completion of a draft structure to support consolidation of FA across the Seattle Colleges District
- Job descriptions for proposed district positions were created and approved.

Phase II builds on the foundational work done in Phase I. Finalizing and implementing a district Financial Aid structure that consolidates Financial Aid across the system is the primary focus of Phase II. This new structure supports policy alignment which improves student experience, increase FA staff support and center our work in equity.

Phase II

- A meeting with districtwide Student Services & FA leadership discussed the implementation of Phase II FA Consolidation.
- A survey to FA staff was distributed to gather input on student and staff barriers with current structure.
- Development and implementation of a regular cadence of meetings and communication plan to provide updates to FA leadership and staff.
- Creation of Working Groups to identify and prioritize areas to center students by aligning procedure (not just policy). One of the first priorities is the alignment of Satisfactory Academic Progress (SAP) policy and procedures.
- The student-facing support for appeal resources and workshops are in development.
- With support and partnership from HR, represented staff and labor partners, implemented the Consolidated Financial Aid staff structure that began December 1, 2023.
- As FA leadership and staff transition to new roles, they will participate in newly developed training that has been scheduled.

CRITICAL ISSUES

- Completion of current training to prepare district and campus-based teams for the deployment of the new FAFSA and WASFA forms on December 31, 2023.
- Finalizing the Financial Aid Policies and Procedures Project and critical staffing changes elevated the need to re-organize staffing so the policies and procedures could be effectively implemented.
- Posting and hiring District FA leadership positions.
- Ongoing training for FA district and campus-based staff.
- Alignment and creation of electronic forms, public website updates and student workshops are in development.

NEXT STEPS

1. Posting and hiring of district FA leadership and vacancies on campus-based teams.
2. Create a communication plan and cadence to inform campus leadership and campus community on the FA consolidation.
3. Create opportunities for community building for staff shifting into new teams and roles.
4. Develop schedule for ongoing training for district and campus-based teams.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
STUDENT SUCCESS	Admissions Processing Consolidation Planning	Dr. Bradley Lane	45%	In Process

MILESTONES & ACCOMPLISHMENTS

Building a Centralized Recruitment Team

Two finalists for the Director of Student Recruitment position will be interviewed Dec. 11-15. This position and the three associate recruitment directors (to be hired shortly after) mark a new centralized recruitment function that aligns with our “Areas of Study (AOS)” recruitment strategy. Over the past several years we’ve reversed our recruitment approach to focus on a student’s career and program aspirations followed by degree pathway and college. An important note is that Seattle Public Schools adopted our AOS categories.

This approach helps us maintain a competitive advantage demonstrating how we can help a student reach their aspirations within our district system. Our marketing materials — websites, videos, program databases, catalogs, viewbooks, CRM, etc. — are aligned with this strategy and now our recruitment personnel will be as well.

Equipping Programs with Recruitment Marketing Fundamentals

Running Start students are a high yield revenue source for Seattle Colleges. The investment we make in recruiting a Running Start student not only helps our bottom line, but it also reinforces our partnership with Seattle Public Schools students and families while filling our pipeline students who use Seattle Promise after their high school graduation to finish their degrees at Seattle Colleges.

For the last two years, the communications and web teams have focused on updating and equipping the Running Start programs at each college with a baseline of new and streamlined recruitment marketing materials. We first started with updating and aligning each of the three college and district Running Start websites, ensuring the student, parent, and counselor experience was consistent and answered key questions.

We then, with the help of a state grant, created a new [brochure](#) in multiple languages (Amharic, Chinese, English, Somali, Spanish, and Vietnamese), [posters](#), and [videos](#). We also ran social media TikTok and Facebook campaigns in the Winter/Spring and late Summer to raise awareness about the program at Seattle Colleges. The campaigns included building a [marketing landing page](#) and a CRM form to track program interest and automated communications to drive application. These foundational products will serve the program for several years as we continue to refine and increase student interest, application, and enrollment. We believe these products, along with other efforts, are having an impact on the increase in applications and enrollment.

Running Start	Applications	Enrollments
Fall 2022	952	930
Fall 2023	1,116	1,089

*Source: [Districtwide Enrollment Dashboard](#)

Next, we will turn our attention to a new audience/program to build a set of foundational marketing recruitment fundamentals.

CRITICAL ISSUES

Recruitment Events

Fall is a busy season for recruitment. Campus visits and program presentations at our colleges as well as many opportunities in the community are in demand. Our college staff have hosted high school students from King, Yakima, and Grant Counties to name a few as well as teachers, counselors, and community partners. Faculty and deans have also showcased their programs to prospective students. We participated in the National College Fair in October, meeting

with more than 500 prospective students garnering contact and interest information to continue the recruitment process. Our Seattle Promise recruiters continue their work in the Seattle public high schools and charter schools with more than 1140 applications already submitted for Fall 2024.

NEXT STEPS

Planning for Discover Seattle Colleges 2024, our districtwide recruitment and image and reputation event, in March has also kicked off. The event is expanding again, and our community partners are asking for the dates so they can mark their calendars.

A new field trip component will be added this year in response to Seattle Public Schools request for daytime campus visit opportunities. More to come on what is becoming a marquee event for Seattle Colleges.



DISCOVER
SEATTLE COLLEGES
North · Central · South

SAVE THE DATE

Online Events March 4-7 | 5:30-6:30 p.m. nightly
Learn about our programs at four online events in eight areas of study.

Open Houses March 11-14 | 3:30-6:30 p.m. nightly
Visit our colleges and specialty centers.

Field Trips March 6, 20, and 27 | 9 a.m.-1 p.m. each day
Book a high school class field trip to our colleges and specialty centers.

Other Recruitment Initiatives on the Horizon

During the transition to a centralized recruitment team, the college outreach and communications staff have prioritized a few initiatives they believe will further conversion to application/directly after application. We are excited to tease these initiatives with their working titles and the promise of more details to come.

- **The Welcome Package:** a new approach to celebrating newly admitted students
- **Intake Form:** personalizing the enrollment steps with a revised form and automated hand-offs
- **Discover – Plan – Go:** a new series of web pages to guide students in their decision making

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
STUDENT SUCCESS	Intake & On-boarding	Dr. Sayumi Irey	30%	In Process

MILESTONES & ACCOMPLISHMENTS

Each college is working on various pieces of the Intake and Onboarding process to learn from each other.

- Districtwide, Orientation is one of the largest work tasks for Intake and Onboarding.
- A districtwide group met and is sharing best practices around both online and in-person orientations.
- Coding for new students to automatically enroll them in a canvas shell is being explored.

CRITICAL ISSUES

A larger Intake and Onboarding committee has not been formed and common goals across the district need to be created.

NEXT STEPS

1. Each college will continue to work on Intake and Onboarding while coming together for best practices.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
STUDENT SUCCESS	Exploratory Experience	Dr. Sayumi Irey	55%	At Risk

MILESTONES & ACCOMPLISHMENTS

Colleges have started working collaboratively with the district web team on a district exploratory experience website. Districtwide, there is agreement on First Year Experience (FYE) outcomes, and that FYE course must follow.

CRITICAL ISSUES

While the exploratory experiences website and FYE outcomes have progressed, all three colleges have not been able to finalize the course being used for FYE and determine if it will be the same at all three colleges or different.

NEXT STEPS

1. Finalize FYE course(s) across the district and determine mandatory requirements and exemptions.
2. Continue working with district communications on exploratory website.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
STUDENT SUCCESS	Placement	Dr. Sayumi Irely	80%	On Track

MILESTONES & ACCOMPLISHMENTS

- Math DSP continues to be taken by students.
- A leader for math DSP has been identified (Pete) and has gathered the groups district-wide.
- English DSP is on track.

CRITICAL ISSUES

Additional work needs to be done to institutionalize placement and ensure continuous improvement.

NEXT STEPS

1. Math faculty will be going to a statewide conference on coding related to transcripts.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
STUDENT SUCCESS	Program Mapping	Dr. Sayumi Irely	60%	On Track

MILESTONES & ACCOMPLISHMENTS

Communications and Guided Pathways leads continue to collaborate on bringing dynamic career information to transfer maps, updating transfer maps and eventually moving career training/workforce maps in the same dynamic format. All colleges are working on their review process to keep maps up to date.

CRITICAL ISSUES

Career training/workforce maps to get in the new dynamic format is taking longer than originally expected but still on track. Database and database information needs to be merged.

NEXT STEPS

1. Continue working on review process; work towards bringing workforce maps into the same format as transfer; make continuous improvements to transfer maps.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
EQUITY, DIVERSITY, INCLUSION AND COMMUNITY	Racial Equity Action Plan	D'Andre Fisher	90%	ON TRACK

MILESTONES & ACCOMPLISHMENTS

As we move to become an anti-racist system, as the Seattle Colleges District we embraced and are guided by Washington State Board for Community and Technical Colleges (SBCTC) strategic vision:

“Leading with racial equity, our colleges maximize student potential and transform lives within a culture of belonging that advances racial, social, and economic justice in service to our diverse communities.”

Our mission is to promote equity, diversity, inclusion, and community (EDIC); is to ensure just and equitable policies and practices for our Black, Indigenous, and People of Color (BIPOC) students and employees will take intentional action both immediately and over time. Seattle Colleges has prioritized the following three goals for a 2023-2025 Racial Equity Action Plan which are in progress:

Racial Equity Goal 1: Increase the completion rate for African American, Black, Native American, Alaska Native, First Nations, Indigenous, Latinx, Pacific Islander, and Southeast Asian students from 48% to 55% in the next three years (2023 to 2025)

On track recommended short-term actions:

- Address life needs and concerns: financial, childcare, transportation, food and housing insecurity
- Realize and deepen a sense of belonging by creating a first-year experience (FYE) for students and cohort model of in-class and outside of class support, including nurturing existing and emerging ethnic student clubs for students and Affinity Groups for employees
- Improve financial aid practices, especially student experience
- Reimagine student entry and onboarding to develop a more equitable experience. Reshape the entire student FYE experience to include one stop services such as financial aid, assistance re: worker retraining (Workforce), and other services and needs (see bullet 1 above)

Racial Equity Goal 2: Increase efforts to hire and retain faculty and administrative staff to more closely mirror the student body demographics over the next three years.

On track recommended short-term actions:

- Hiring practices - train Hiring Authorities, Search Chairs, and Search Committees to recruit and build the pool of applicants to reflect the demographics of our students and community, review job requirements to screen in candidates
- Expand and offer Inclusion Advocate and implicit bias training to more employees with a focus on training for specific search committee roles, e.g., Search Committee Chairs, Members, and Hiring Authorities
- Focus on increasing retention of BIPOC employees to include onboarding, mentoring, professional development opportunities, and Affinity Groups

Racial Equity Goal 3: Develop and implement mandatory anti-bias and anti-racist workshops and other ongoing learning opportunities for all non-teaching staff; work with AFT-Seattle to develop and offer professional development workshops on bias-free teaching and learning for all faculty.

On track recommended short-term actions:

- Fund and support District Equity Institute to expand anti-bias anti-racist training for all employees. Washington’s Equity in Leadership Systems (WELS) Institute. In partnership with Dr. Rodric Smith, Director Leadership Development- Washington State Board for Community and Technical Colleges. Pilot Summer Quarter 2023.

- Support existing FDIC (Faculty Diversity and Inclusion Committee) training for faculty hiring to increase the number of faculty to reflect student demographics.

CRITICAL ISSUES

The following critical topic presentations engaged our campus community during Fall 2023:

- **Beyond the Land Acknowledgement: Higher Education, the Occupation of Native Nations, and "Land Back" with Megan Red Shirt-Shaw (Oglala Lakota)**
Land acknowledgements have become a powerful introduction to convocations, graduations, meetings, and conferences in higher education. But institutions must challenge themselves to move away from encouraging acts that are just performative, into commitments of transformative change. In this presentation, Megan discusses her research into how institutions of higher education received their land and the steps institutions can take for land-based reparations including returning institutional land back to Native nations or if this is not possible, providing free higher education to Native students whose traditional homelands the institution sits upon.
- **The Multiverse of Gender: Exploring Gender in Four Dimensions with Kate Bornstein.**
In this presentation, Kate unravels the tangle of the gender multiverse, providing an historical context to understanding the explosion of ideas about gender that co-exist today. She discusses the evolution of gender starting with early first-wave feminists in the mid-nineteenth century to the development of a more nuanced view of gender as a social construct which includes binary-identified trans people. She also looks at how gender fluidity, nonbinary gender, and other forms of gender nonconformity have now made their way into mainstream consciousness, practice, and acceptance. And yet despite this evolution, there is a great deal of strife and gender-based suffering as these many gender universes collide. With humor and compassion, Kate offers a new theory of gender relativity that can help lead to even greater acceptance and coexistence.

NEXT STEPS

Using *Institutionalizing Change: Continuum on Becoming an Anti-Racist Multicultural Organization* framework, EDIC phases will act as a three-year racial equity action plan to guide Seattle Colleges in these efforts for Institutionalizing Change. During 2022-23, phase I focused on building the foundation and developing the baseline for becoming an Anti-Racist Multicultural Organization.

During the 2023-24 academic year and beyond, phase 2 is centered around design and implementation assessment that moves beyond systems and focuses on the procedural and behavioral levels of change in the institution. The final phase during 2024-2025 will be focused on institutionalization of the *Institutionalizing Change* Framework.

Combating institutionalized racism and achieving the strategic goals of 1) Student Success and 2) Equity, Diversity, and Inclusion is an urgent moral and social justice imperative for Seattle Colleges. It is mission-critical work. Seattle Colleges has established three preliminary racial equity goals focused on, continue progress toward the goal of eliminating the racial equity gap in order to achieve success for all students; improve intercultural competency and practice among employees and students through professional development and curriculum with concepts of racial equity, diversity, inclusion, and community system-wide; recruit, hire, support, and mentor employees in order to develop and retain a stable and diverse workforce. Our institutional success is measured by the success of our students who face the greatest systemic barriers to completion. As we understand the depth and history of inequitable racist policies and practices underlying higher education in the United States, we commit to addressing and correcting these unjust policies and practices.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
ORGANIZATIONAL EXCELLENCE	Budget	Julienne DeGeyter	100%	Complete

MILESTONES & ACCOMPLISHMENTS

- Reorganization of Finance and Budget is complete.
- Have continued to hire to fill new and vacant positions.
- Continued work on standardization of staffing and reporting across the campuses and District office.
- Each College, districtwide services, and the Siegal Center budgets were submitted on time and balanced.
- Ended fiscal year 2022-23 with surplus balance of \$1.1 million.

CRITICAL ISSUES

- While many vacant positions have been filled, several of the new hires will not be onboarded until mid-January.
- Some hard-to-fill positions have resulted in failed searches. This has necessitated restarting the recruitment process for these positions.
- Reporting progression up through campuses, Chancellor's Executive Cabinet, Finance Committee and Board of Trustees requires significant lead time.

NEXT STEPS

1. Build and execute budget development timeline for fiscal year 2024-25.
2. Continue to onboard new hires that are starting in January.
3. Recruit and fill positions that have had failed searches.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
ORGANIZATIONAL EXCELLENCE	Employee Retention	Dr. Rosie Rimando-Chareunsap	25%	At Risk

MILESTONES & ACCOMPLISHMENTS

- Developed and implemented an exit survey for departing employees, to better inform how to strengthen retention efforts.
- Planned and implemented Employee Retention Focus Groups with 2 of 3 labor partners, will host 3rd forum in winter, and college campus and Siegal Center focus groups in winter.
- Studied and disseminated employee survey feedback data to college and district executive leadership teams.

CRITICAL ISSUES

Could not move fast enough to get planning work going, largely due to chancellor/executive sponsor's workload.

NEXT STEPS

- Host 3rd of 3 labor partner "Employee Retention focus groups"
- Host North, Central, South and Siegal Center Employee Retention focus groups
- Identify early strategies and short-term actions to implement in support of Employee Retention

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
PARTNERSHIPS	Equity Can't Wait Campaign	Kerry Howell	100%	On Track

MILESTONES & ACCOMPLISHMENTS

- Total Dollars Raised: \$2.4M
- Celebrated announcement of largest grant to Wood Technology Center.
- Foundation is ahead of schedule toward \$50M Equity Can't Wait campaign goal and is raising the goal by \$10M to \$60M.

CRITICAL ISSUES

- Staffing down by 40%.
- Recruitment and retention are a continuing concern.
- Critical infrastructure building has been delayed due to capacity.

NEXT STEPS

1. Momentum gala event which we expect will raise \$2.3 - 2.5M and feature our new partnership with the Seattle Mariners with a focus on "Stay in the Game" scholarships.
2. Career Networking Day planning that will engage corporate partnerships.
3. Launch of the first district wide Scholarship Dinner celebrating student scholars.