

## INFORMATION ITEM

**To:** Board of Trustees

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

**Meeting Date:** April 11, 2024

**Subject:** Bridge Plan Status Report - Winter 2024

## 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 Winter 2024 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
  - Intake and Onboarding
  - Placement
  - Program Mapping
  - Racial Equity Plan
  - Equity Can't Wait Campaign
- **1 are In Process:**
  - Admission Processing Consolidation
- **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, and placement are the closest to completion.
- 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 funding opportunities, 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) will continue to focus on addressing diversity and equity needs in hiring, onboarding, training of inclusive advocates and hiring committees, and bias Incident reporting.

### **Organizational Excellence**

- As of Fall 2023, Budget has completed their strategy.
- Employee retention progress has been mostly focused on input gathering via focus groups. 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 has raised \$46.5M out of the \$60M. While increasing staff capacity, they will continue to collaborate with different districtwide departments to address priorities and needs.

A handwritten signature in black ink, appearing to read "Bradley Lane". The signature is fluid and cursive, with a long horizontal stroke at the end.

**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               | 95%        | On Track   |
|  | Admissions Processing Consolidation Planning | Dr. Bradley Lane             | 55%        | In Process |
|  | Intake & On-Boarding                         | Dr. Sayumi Irey              | 45%        | On Track   |
|  | Exploratory Experience                       | Dr. Sayumi Irey              | 55%        | At Risk    |
|  | Placement                                    | Dr. Sayumi Irey              | 85%        | On Track   |
|  | Program Mapping                              | Dr. Sayumi Irey              | 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 | 95%        | On Track |

## MILESTONES & ACCOMPLISHMENTS

- Implementation of a bi-weekly training that supports the campus-based Student Coaches and the district Processing Team.
- Training for Campus Student Coaches on the new Satisfactory Academic Progress (SAP) process and coaching sessions, with both zoom and in-person modalities options, were provided for students placed on SAP.
- In collaboration with the District Communications team, messaging on navigating the FAFSA roll out and the challenges has been developed.
- Three district level positions were posted: Executive Director, Director of Processing & Technology, and Director of Compliance.
- The Title III Cooperative Grant Director was hired.

## CRITICAL ISSUES

- The delays in the FAFSA roll out and challenges in students and parents' ability to access and submit the application has been a critical issue. While many of the issues have been fixed, our incoming Fall students will be impacted due to delays in processing FAFSA applications. With a projected timeline of applications to start being processed in May, it will shorten the review and packaging student aid from 3-5 months to 4-6 weeks.

## NEXT STEPS

1. Continue to provide training for staff as the new FAFSA and process is rolled out.
2. Develop consistent messaging for internal and external communities regarding anticipated hiccups in the FAFSA roll out.
3. Convene a meeting with VPSS, VPI's and Enrollment Deans to review our Fall deadlines to determine what deadlines may need to be shifted given the short processing time.
4. Send a districtwide message to be patient, give grace and support our Financial Aid staff during summer and fall due to shortened processing timeline.

| GOAL            | STRATEGY  | LEAD                | % COMPLETE | STATUS     |
|-----------------|---|---------------------|------------|------------|
| STUDENT SUCCESS | Admissions Processing<br>Consolidation Planning | Dr. Bradley<br>Lane | 55%        | In Process |

## MILESTONES & ACCOMPLISHMENTS

- First Hire in New Centralized Recruitment Team  
Nick Greenlee, Director of Student Recruitment for Health and Medical and Education and Human Services Areas of Study (AOS) joined Seattle Colleges on February 12. Nick, who is now part of the Communications and Strategic Initiatives team, will work with program faculty and staff to develop and implement recruitment plans specific to these AOS. Eventually, he will lead a team of three recruiters who will be assigned to the remaining AOS.
- Discover Seattle Colleges Recruitment and Engagement Events  
Discover Seattle Colleges events kicked off Monday, March 4. These events had about 100 faculty and staff districtwide who were planning, presenting, and hosting our events this year. The events were focused on:
  - Online events highlighting our programs by areas of study.
  - In-person open houses at each of our college campuses, and most of our specialty centers.
  - In response to feedback from Seattle Public Schools, a field trip event series was pilot.

Here are more details of all the recruitment and engagement this year:

**4 online events in 8 areas of study**

**Online Events (March 4-7):** We are making a small adjustment to the format to give students more opportunity to hear about all our programs before choosing a path. This will also give program presenters a larger audience. We've also adjusted the timing of our events to one week after Seattle Public Schools returns from mid-winter break. This allows additional time for reminders to students and families.

**6 open houses**

**Open Houses (March 11-15):** will be half an hour later from 3:30-6:30 p.m. This allows working adults and student-athletes to travel from their commitments.

**field trips**

**Field Trips (March 6, 27):** We are adding Discover Field Trips, a pilot program based on feedback from our Seattle Public Schools partners. The new element models after our Try-a-Trade series (we conducted pre-pandemic).

## CRITICAL ISSUES

The search process for the Associate Vice Chancellor, Strategic Enrollment management has gotten underway during this quarter. Final interviews occurred in March 2024. The AVC SEM will coordinate this work for this strategy moving forward.

## NEXT STEPS

1. Onboarding the AVC SEM and handing off the remaining elements of this strategy.

| GOAL            | STRATEGY             | LEAD            | % COMPLETE | STATUS   |
|-----------------|----------------------|-----------------|------------|----------|
| STUDENT SUCCESS | Intake & On-boarding | Dr. Sayumi Irey | 45%        | On Track |

## MILESTONES & ACCOMPLISHMENTS

- Each college is working on various pieces of Intake and Onboarding to learn from each other:
  - North has been working on a Launch Pad/One Stop Center and is in process of hiring a Director in that area.
  - South's Welcome Center has had over 250 Coaching Appointments and 150 Drop-Ins since December 2023 with Zoom being the most popular modality. 70% of Drops-Ins report as being first generation college students.
  - Central has identified the need for a Director of First Year and Career Services. This Guided Pathway funded position will work to provide overall vision and strategic leadership for Intake and Onboarding initiatives.
- The biggest districtwide work for Intake and Onboarding is Orientation. All campuses had successful in person or online winter orientations.

## CRITICAL ISSUES

The biggest issue is funding for orientation. Guided Pathways funding has historically been unable to provide food and interpreter services across the district. As orientation becomes "mandatory", more funding for food and other resources will be needed to support more students. Additionally, staffing for orientation is also uneven across the district.

## NEXT STEPS

1. Each college will continue to work on Intake and Onboarding while coming together for best practices.
2. Dr. Sayumi is working with the foundation to schedule a presentation for funding for food and other needs with orientation.
3. Orientation is still working on automating coding tracking so student progress can be more seamless.

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

## MILESTONES & ACCOMPLISHMENTS

- Colleges have continued working collaboratively with the district web team on a district exploratory experience website. Districtwide, there's some movement on having a mandatory First Year Experience (FYE) course for students but progress varies by campus:
  - During winter quarter, North launched three sections of HDC 101 and opened who can teach it to staff and other faculty. Also, \$30,000 of student funding was secured for the class. As a result of this course, 99% of the students shared that they felt somewhat and/or strongly "confident they can navigate college."
  - South continues to develop their peer mentoring program.
  - Central is designing thoughtful learning communities.

## CRITICAL ISSUES

While some work has progressed, all three colleges have not been able to finalize the course being used for FYE districtwide.

## NEXT STEPS

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

| GOAL            | STRATEGY  | LEAD             | % COMPLETE | STATUS   |
|-----------------|-----------|------------------|------------|----------|
| STUDENT SUCCESS | Placement | Dr. Sayumi Irely | 85%        | On Track |

## MILESTONES & ACCOMPLISHMENTS

- The placement groups are gathering data on the students taking Math and English Directed Self-Placement (DSP). The groups are working on continuous improvement and ensuring these placement tools support students of color.
- Work on a districtwide math placement dashboard has started.
- Math faculty attended a statewide conference on placement.

## CRITICAL ISSUES

A lead for placement districtwide, that is beyond math DSP, needs to be identified.

## NEXT STEPS

1. Each college has committed release time and/or stipends during spring quarter for faculty to explore the data on placement and make improvements as needed.

| 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 and updating transfer maps. Eventually career training/workforce maps will have the same dynamic format.
- All colleges are working on their review process to keep maps up to date:
  - North launched their review process and conducted a faculty focus group on the usability of the maps.
  - South published maps in PDF format for BAS, Professional Technical, and Basic and Transitional Studies programs.
  - Central launched their review process and has seen initial success in collaborative workflows between Advising and Instruction.

## CRITICAL ISSUES

Moving Career training/workforce maps in the new dynamic format is taking longer than originally expected but still on track for this academic year. Database and database information still 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.
2. Conversations with instructional programs to identify integration for institutionalization will occur.

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

## MILESTONES & ACCOMPLISHMENTS

- The Tenure Track Faculty Cohorts at North Seattle College is one example of more intentional onboarding and orientation for faculty. This ongoing initiative provides a year-long community of practice for faculty in the tenure process, offering workshops, peer-to-peer mentoring, and connections to campus resources beyond typical departments. While emphasizing equity, inclusivity, and lifelong learning among tenured and tenure-track faculty, this program ensures that new faculty members not only begin their careers with inclusive teaching practices but also encourages continued growth as new research and methods become available.
- The memorandum of understanding (MOU) between the American Federation of Teachers (AFT) Seattle, Local 1789, and the Seattle College District VI represents a collaborative partnership to develop a comprehensive work plan addressing faculty diversity challenge and promoting equitable hiring practices. Led by Tracy Lai and Dr. Kimberly McRae, this MOU aims to mitigate biases and enhance cultural competence among selection committees while providing a model for how other colleges and unions can work collaboratively towards the goal of building anti-racist institutions. The Faculty Diversity & Inclusion Committee (FDIC) - Tenure Committee Institute – Anti-Bias Training for Faculty Currently Serving on Tenure Committees. Organized by Betty Williams, Angel Kim, Carolina Forera, Zahra Alavi, Melissa Grinley, Ninder Gill, Deepa Bhandaru, in partnership with D'Andre Fisher, Seattle Colleges Associate Vice Chancellor, EDIC.
- Additionally, the launch of the Anti-Racism in Collective Bargaining project which will result in model bargaining language locals can pursue in their collective bargaining process. The hiring process is being prioritized in this work in anticipation of the increase in hiring resulting from SB 5194.
- Climate Justice Institute is another example of an equity minded curriculum initiative that has involved faculty from colleges across the district. This curriculum initiative focuses on bringing the real-life social justice issue of climate justice into curriculum across disciplines.

## CRITICAL ISSUES

Finalizing the Dashboards for diversity reports and campus climate reports so we can ensure they are shared with the community.

## NEXT STEPS

1. Inclusion Advocate Training will be reviewed and updated in collaboration with HR.
2. Districtwide Advisory Committees, which are open to students, faculty, and staff, will gather once a month beginning Spring 2024. The three advisory committees are: Jewish Community, Muslim Community, and LGBTQIA+, Trans, non-binary, Two Spirit and more.
3. Continue to use the Racial Equity Resource Bank Tool Inventory (ERB) for Community and Technical Colleges to measure racial equity goals and gaps.
4. The discussions and plan for establishing and developing a Bias Incident Reporting process to align with Central to be officially up and running by Fall 2024.
5. Attendance to the 2024 Native Student Success Summit on May 21<sup>st</sup>, 2024.
6. Tribal Liaison position is underway.

| GOAL                             | STRATEGY           | LEAD                         | % COMPLETE | STATUS         |
|----------------------------------|--------------------|------------------------------|------------|----------------|
| <b>ORGANIZATIONAL EXCELLENCE</b> | Employee Retention | Dr. Rosie Rimando-Chareunsap | <b>25%</b> | <b>At Risk</b> |

## MILESTONES & ACCOMPLISHMENTS

- The development of a new strategic plan is underway and currently is in the data gathering phase. This initiative has been deeply involved in creating questions focused on retention for employee focus groups, which will help identify trends and support an action plan for this effort.
- Facilitated one labor partner focus group.

## CRITICAL ISSUES

Competing priorities and projects caused work and progress to be delayed until spring quarter and further analysis on survey and focus group findings can be conducted.

## NEXT STEPS

- Complete the labor partner "Employee Retention focus groups".
- Host North, Central, South and Siegal Center open forums.
- Analysis data that we have from focus groups (retention and strategic planning), surveys and other sources.
- Identify early strategies and short-term actions to implement in support of Employee Retention.

| GOAL                | STRATEGY                   | LEAD         | % COMPLETE  | STATUS          |
|---------------------|----------------------------|--------------|-------------|-----------------|
| <b>PARTNERSHIPS</b> | Equity Can't Wait Campaign | Kerry Howell | <b>100%</b> | <b>On Track</b> |

## MILESTONES & ACCOMPLISHMENTS

- Hosted Momentum event which raised \$2.3M including a \$1M match from the Ballmer Group.
- Equity Can't Wait Campaign increased its goal from \$50M to \$60M and launched the "Stay in the Game" Scholarship program, a new \$10M initiative.
- Since last quarter:
  - Overall campaign funds raised: \$46.5M out of \$60M goal
  - Funds raised: \$2.8M
  - Number of donors: 459

## CRITICAL ISSUES

Providing impact data to the Foundation Board of Directors has become a new need. In order to facilitate this request, the team needs access to student data and program reports from leaders of funded programs.

## NEXT STEPS

1. Continue to raise funds for Stay in the Game scholarships, as well as additional priorities identified by the Colleges to address equity issues and gaps.
2. Continue to refill positions and hire for new positions to increase capacity