



SEATTLE COLLEGES

North • Central • South

District Workforce Development Office

Operational Plan

November 2024 – June 2026

Introduction

- The District Workforce Strategic Plan aligns to one of the four overall goals of Seattle Colleges. [Visit this link](#) for more information on the Seattle College Mission, Vision, and Strategic Plan.
- District Workforce Goals will be noted as “WFG” with 1, 2, 3 or 4 to indicate which of the Seattle Colleges goals it is aligned to.
- The goals and KPIs establish measurable benchmarks to track progress and impact across Seattle Colleges District Workforce Development Office’s operational priorities for 2024-2026.

Our Team and Structure

The success of this Operational Plan is driven by the dedicated professionals of the newly aligned Workforce Development and Corporate and Continuing Education teams. Operating as a unified force across North, Central, and South Seattle Colleges and the District office, our staff brings a wealth of diverse expertise and a shared commitment to student success.

Their collaborative efforts are essential for achieving the strategic goals outlined in this document, with key initiatives championed by designated leads from within the team.

- ▶ [Follow this link](#) to view our [Organizational Chart](#).

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G1: Culturally and Socially Responsive Teaching and Learning

WFG1A:

Support equipment needs for program quality and innovation

► **Leads:** Dalia, Rachel, Lilia, Dawn, Judy.

Milestones:

- Conduct needs assessment with program deans.
- Prioritize equipment purchases.
- Ensure equitable access across programs.

KPIs:

- Needs assessment completed for 100% of programs by Q2 2025.
- 60% of prioritized equipment purchased and distributed by Q4 2025.

WFG1B:

Expand internship opportunities and employer engagement

► **Leads:** Rachel.

Milestones:

- Develop partnerships with local businesses and on-campus departments for internship creation.
- Establish student internship tracking system.
- Measure student participation and post-internship employment outcomes.
- Work with Career Services Departments across the district on opportunities for employers to engage with students, such as during “Handshake & Headshots” networking events.
- Promote Handshake job portal with students and employers, with a focus on profile completion to ensure students are set up to receive appropriate job matches.

KPIs:

- Secure 10 new paid internships.
- Increase student internship participation by 15%.
- Executive at least one Handshake & Headshots event on each campus annually.
- At least once a year, all students receive Handshake job portal information, with instructions on how to complete a profile to maximize access to appropriate opportunities.

WFG1C:

Support Accelerated Credentialing through Prior Learning (ACPL/PLA)

► **Leads:** Dalia, Lilia, Rachel, Mike.

Milestones:

- Form an ACPL/PLA committee and add a VA PLA page.
- Track ACPL/PLA-related student completion rates.
- Utilize Credit Predictor Pro.
- Work with Washington Student Achievement Council to establish a robust ACPL foundation.

KPIs:

- Establish ACPL/PLA committee and resources by Q1 2025.
- 10% increase in student participation in ACPL/PLA by end of 2025.

- Get funding to purchase credit predictor pro to support adult learners with portfolio type ACPL.
- Create a VA PLA page by end of Q1 25.
- Track completion rates with a goal of 60% PLA-related student completion.

WFG1D:

Support student success and programs by recruiting and creating diverse and representative Technical Advisory Committees (TACs) and Workforce Advisory Board (WFAB)

► **Leads:** Dalia, Lilia.

Milestones:

- TAC that reflects the diverse populations of our students and community.
- Relevant labor representatives recruited to sit on all college TACs.
- Engaged technical advisory committees/advisory board and robust participation.

KPIs:

- Balanced TAC/WFAB with equal employee/employer representation.
- Create and rollout onboarding plan for members.
- Complete recruitment and onboarding of TAC/WFAB members with a 90% retention rate.
- Increase in internship opportunities and hiring partnerships for graduating students with relevant TAC/WFAB partners.

G2: Comprehensive and Inclusive Student Experience

WFG2A:

Support CLNA's three indicator targets to align with community needs and guided pathways

► **Leads:** Dalia, Rachel, Lilia, Caroline.

Milestones:

- Implement action items from CLNA recommendations.
- Measure progress on community-aligned indicators.

KPIs:

- 30% of CLNA-recommended action items implemented.
- 15% improvement in community-aligned indicator metrics.

WFG2B:

Planning to partner with local businesses to expand childcare and mentorship initiatives

► **Leads:** Rachel, Dalia.

Milestones:

- Plan future and monitor existing mentorship effectiveness and student career readiness.
- Partner with Northwest center or CBO through WDC for childcare.

KPIs:

- Launch a new mentorship program with 50% student participation.
- 75% of students in mentorship programs rate career readiness as "good" or "excellent."
- Get funding to support additional childcare.

WFG2C:

Support Continuing Education (CE), Corporate Training, and Career Technical Education (CTE) initiatives

► **Leads:** Mike, Rachael, Myra, Brian, Liz.

Milestones:

- Develop marketing materials for outreach (event tables, flyers, rol-lups, etc.)
- Implement corporate training tailored to team building for corporate retreats.
- CE support:
 1. Conduct a needs assessment to identify emerging skills and industries that would benefit from CE programs.
 2. Collaborate with industry partners and faculty to design and launch new CE courses aligned with workforce demand.
 3. Communicating who we are in the community:
 - Develop and implement an internal marketing campaign to increase visibility and enrollment in CE programs, targeting both current students and the local community.
 - “Taste of CE”, “Bring Joy”, “Paint with the Chancellor” campaign ideas.
 - Standardize employee discounts.
 - Incorporate CE announcements into the Workforce Newsletter.
 4. Evaluate the effectiveness of CE courses and pathways through student feedback, enrollment data, and career outcomes, adjusting the program offerings as needed.
 5. Create a repository/database of subject matter experts for teaching.
 6. Explore co-enrollment of GED and CE courses (Central “JumpStart”).
- Co-lead lead Discover Seattle Colleges planning efforts annually to raise awareness of Career & Technical Education programs and foster connections between faculty, staff and prospective students.

KPIs:

- Increase CE enrollment by 3% from previous year.
- Conduct needs assessment with a minimum of 80% program coverage.
- Launch two new CE courses aligned with workforce demand.
- Increase offerings by three new offerings per year.
- Grow Discover Seattle Colleges staff and faculty participation by 5% annually.
- Create banners and tablecloths for each CE program and Corporate Training to use at internal and external events.

WFG2D:

Strengthening community partnerships in support of students

► **Leads:** Galila, Jessica, Rachel, Caroline, Dalia.

Milestones:

- Integration with K12 CTE partners.
 - Expand CTE dual credit offerings.
 - Adding more dual credit articulations.
 - Advocating for more high school course options to align with college offerings.
 - Increase awareness of CTE Dual Credit eligibility with teachers,

students and their families.

- Class presentations.
- Coordination with school district CTE partners for communicating opportunities and synching on dual credit registration status.
- Develop comprehensive CTE pathways for K12 students
 - Under the Limitless Learning Network grant from the Gates Foundation from 2023-2027, convene regularly with the Seattle Public Schools CTE department and the Seattle Promise department to increase CTE pathway awareness, retention and post-secondary credential completion for Seattle Promise and other SPS graduates.
 - CTE pathway marketing materials from high school to college.
 - Early exposure to college environment through Discover Field Trips.
 - Family Info Night to spread awareness of CTE programs at Seattle Colleges.
 - Discover Field Trip & Promise Student Interns to increase awareness through near-peer support.
- District-wide Navigator Meetings.
 - Connecting with student-facing staff and community-based organizations who work directly to support students with enrollment process and access to support services.
- Promote Seattle Colleges to Seattle Housing Authority participants through a strong partnership and targeted outreach.
 - Strengthening the relationship between Seattle Colleges and Seattle Housing Authority to bring awareness to education offerings to the community.
 - Providing up-to-date information about college programs and resources for students in the JobLink program. This includes financial resources and student support services offered at each campus.
 - Creating JobLink program awareness by conducting outreach at college and community events, and through digital avenues such as Canvas.
- Review, renew, and strengthen existing articulation agreements with four-year universities.
 - Ensure seamless transfer pathways, program alignment, and equitable student success for our bachelor graduates into a graduate level program).

KPIs:

- Districtwide Navigator Meetings will be hosted at least 3 times annually.
- Grow participation in Navigator Meetings by 10% annually.
- JobLink College Navigators will conduct outreach during at least 1 event per quarter.

- JobLink College Navigators maintain an active caseload of at least 75 students per quarter.
- JobLink announcement will be posted on canvas at least twice a year.
- JobLink College Navigators conduct two site visits per month at the Seattle Housing Authority communities.
- Expand CTE Dual Credit offerings by at least 3 courses.
- Offer class visits to 100% of all CTE dual credit eligible high school classes.
- Convene bi-weekly with the Limitless Learning Network partnership comprised of Seattle Public Schools CTE department, Seattle Promise, and District Workforce.
- Develop and print CTE Pathways marketing materials for distribution by October 2025.
- Host 3 Discover Field Trips for K12 partners to highlight CTE programs.
- Host at least 1 Family Info Night for 100 people in coordination with Seattle Public Schools.
- Hire 5 Discover Field Trip & Promise student interns to support Discover Field Trip activities.
- Renew articulation agreements with 2 four-year universities.

WFG2E:

Develop and enhance training and outreach tools to support SNQ onboarding, grow membership, and improve user interfaces for both administrators and students.

► **Leads:** Dawn, Dalia.

Milestones:

- Create a Comprehensive SNQ Training Toolkit.
- Develop a written training guide for new members.
- Produce a step-by-step training video.
- Design an engaging, easy-to-navigate PowerPoint for onboarding sessions.
- Expand Membership Outreach and Engagement.
- Launch a membership campaign targeting key stakeholder groups
- Update SNQ Website Interfaces.
- Redesign the administrator-facing interface for easier navigation and reporting.
- Improve the student-facing interface for clarity, accessibility, and engagement.

KPIs:

- Complete the written guide, video, and PowerPoint by [insert date].
- 100% of new members access the toolkit during onboarding.
- 90% satisfaction rate from new members on training usefulness (via post-training survey).
- Identify and contact at least 5 potential partner organizations.
- Host 2 informational webinars or events in the next quarter.
- 15% increase in active SNQ members within 6 months.
- Complete and launch website updates for both interfaces by [insert date].
- Conduct usability testing with 5+ users before launch.
- 80% user satisfaction score in post-launch feedback survey.

WFG2F:

Support and increase Workforce student retention and BAS recruitment with targeted outreach and engagement.

► **Leads:** Dalia, Lilia, Dawn.

Milestones:

- Targeted email & communication to Workforce students nearing AA completion.
- Coordinate new or support existing campus events highlighting AA to BAS pathway options.

KPIs:

- Increase in BAS advisor inquiries from students
- Host/Sponsor one event per campus/relevant satellite location.

G3: Empowering Employee Experience

WFG3A:

Develop district-wide workforce communication strategies (WF newsletter, Dean's Council).

► **Leads:** Dalia, Rachel, Lilia, Juan.

Milestones:

- Launch quarterly WF newsletter.
- Convene Dean's Council to streamline WF communication and unify district-wide objectives.

KPIs:

- Achieve a 80% open rate for quarterly WF newsletter.
- Establish Dean's Council with quarterly meetings and 70% attendance rate.

WFG3B:

Encourage participation in national conferences (e.g., ACPL committee to CAEL, Quality Matters)

► **Leads:** Dalia.

Milestones:

- Fund attendance at relevant conferences.
- Disseminate insights and practices learned district-wide.

KPIs:

- Fund attendance for 10 faculty/staff at relevant conferences.
- 100% of conference attendees provide presentations or reports on insights within 30 days of return.

G4: Effective and Sustainable Organizational Structures and Practices

WFG4A:

Clarify organizational structure to improve efficiency and support

► **Leads:** Dalia, Mike.

Milestones:

- Support Bachelor's degrees (email campaigns, brochures, banners).
- Document reporting lines for key WF positions .
- Define WF role responsibilities across campuses.

KPIs:

- 5% increase in enrollment in at least 2 bachelor's degrees
- Document 100% of reporting lines for WF positions by Q2 2025.
- 100% clarity on WF role responsibilities, confirmed by staff survey.

WFG4B:

Create a new workforce role for centralized WF funding and reporting management for Perkins Compliance

► **Leads:** Dalia, Lilia.

Milestones:

- Establish role responsibilities
- Centralize Technical Advisory Committee (TAC) oversight and ensure compliance with SBCTC guidelines
- Standardize TAC meeting documentation and manage member orientation
- Collaborate with instructional/program stakeholders and create Perkins relevant orientation & required tracking for new Workforce Faculty.
- Collaborate with instructional/program stakeholders and create Perkins relevant orientation & required tracking for college TACs and memberships.

KPIs:

- New role established and filled by Q2 2025.
- TAC oversight fully centralized with 100% meeting documentation.
- Present and track completion of TAC Ethics Training to 100% of committee members.
- Create and roll out TAC orientation to all members.
- Create a manual/SOP for a brand new Workforce Faculty hire .
- Roll out manual and SOP to 100% new relevant hires.
- Maintain storage/tracking for Professional Certs, First Aid/BBP training/PD plans.
- Conduct annual audit of advisory committee compliance.
- Track and roll out new workforce faculty orientations.

WFG4C:

Increase funding via targeted grants and philanthropic outreach

► **Leads:** Dawn, Dalia, Rachel, Mike.

Milestones:

- Work with the foundation to develop grant writing schedule.
- Cultivate relationships with new three new philanthropic partners (Ascidium, Strada, ECMC, Sales Force).
- Track funding growth and impact on WF initiatives.

KPIs:

- Increase grant funding by 10% over 2024 levels.
- Establish partnerships with three new philanthropic organizations.
- 100% grant WF reporting and fund impact tracking completed on schedule.

WFG4D:

Increase CE and Business, Industry & Organization Training visibility

► **Leads:** Mike.

Milestones:

- Chancellor/leadership visits to corporate partners, business association meetings.
- Offer CE classes to staff both professional and personal enrichment via Bryna with a universal employee discount.
- Attend Chamber events by corporate training staff.
- Table at Seattle Colleges events to market CE internally.

KPIs:

- Table at 3 Seattle College events.
- Attend Chamber events at two different chambers in the district.
- Schedule 2 attendance events with Leadership and clients/businesses.

WFG4E:

CE classroom space availability/access

- **Leads:** Mike.

Milestones:

- CE serves a large number of students, upwards of 20% of our campus.
- Increase visibility of CE programs and classroom usage.
- Have dedicated classrooms that are highly utilized, need more spaces that can be used by CE.
- Frequently have classrooms bumped from use by CE.
- Some local rooms are “held open” even though they are unused-better ways to share space.
- Most CE classrooms are in the evening.

KPIs:

- One additional dedicated classroom per college-daytime usage specifically needed.
- North Seattle college kitchen cleaned up and useable by CE.

WFG4F:

Effectively Manage and Submit Perkins and Worker Retraining Grants

- **Leads:** Dalia, Rachel, Dawn.

Milestones:

- **Grant Applications and Documentation**
 - Complete and submit Perkins and WRT grant applications by the SBCTC deadlines.
 - Ensure all required documentation is accurate, up-to-date, and uploaded for state review.
 - Work collaboratively with finance, compliance, and institutional effectiveness teams.
- **Compliance and Reporting**
 - Maintain accurate and timely reporting for both programs.
 - Complete and submit all CLNA, monitoring, Perkins Plan, and WRT Reposting documents.
 - Respond to audit or monitoring requests promptly.
- **FTE Monitoring**
 - Track and analyze FTE generation for Worker Retraining across campuses.
 - Identify trends, gaps, and opportunities to optimize outcomes.
 - Share monthly dashboards with leadership.
- **Leadership & Stakeholder Engagement**
 - Convene and lead regular meetings with Perkins and WRT leadership groups.
 - Provide updates on goals, budgets, spending, student outcomes, and compliance.

- Foster collaboration across instruction, student services, and workforce teams.

KPIs:

- 100% on-time submission of Perkins and WRT applications and documentation.
- Completion of annual CLNA with full stakeholder input.
- 95% compliance with SBCTC audit/review requirements.
- 4+ leadership meetings held annually with documented action items and outcomes.
- Demonstrated use of data to inform program improvement and equity efforts.