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Dr. Bradley Lane

**Position**

Interim President, Seattle Central College;

**Meeting Date** **Topic**

06/08/23

Bridge Plan Status Report - Spring 2023

**Background Information (include if applicable: funding, fiscal impact)**

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.

A high-level summary provides an overview of the spring 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 this report.

**Attachments (presentations, supplemental documents, reports, resolutions)**

Yes  No



## INFORMATION ITEM

**To:** Board of Trustees

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

**Meeting Date:** June 8, 2023

**Subject:** Bridge Plan Status Report - Spring 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 spring 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 Ahead of Schedule**
- **5 are On Track**
- **2 are In Process**
- **2 are At Risk**

### Student Success

- Overall, the six student success strategies have all made progress. Most notably, program mapping and placement are making tremendous progress. Consolidation planning efforts for both financial aid and admissions processing are underway; however, given the nature of the work and the current transitions across the Seattle Colleges, we anticipate more progress in the coming academic year. Intake and onboarding and exploratory experience continue to meet to prioritize districtwide commonalities, definitions, and goals that will lead and inform the work moving forward.
- All six strategies have recognized the need to collaborate with other districtwide workgroups to increase progress, reduce project fatigue and provide clarity. There are many projects and initiatives that overlap and would benefit from alignment and partnership. The student success strategies have also recognized the impact that the lack of resources and capacity is having on their progress.
- The six student success strategies will continue to work with executive sponsors and key stakeholders to establish systems that will remove some of the challenges identified above to continue moving progress forward.

### **Equity, Diversity, Inclusion and Community**

- The process of restructuring The Office of Equity, Diversity, Inclusion, and Community (EDIC) at the district level provides more centralized leadership and vision for all Seattle Colleges & Center Locations. The collective work, both at the college and district level, increased our understanding of and commitment to racial equity and social justice and helped lay and reinforce a foundation where upon we are building an institution that is truly equitable, just, and compassionate for students and employees.
- Continuing to balance and prioritize multiple priorities and initiatives with constraints on staffing levels and resources.
- EDIC will be submitting a final copy of the 2023-2025 Racial Equity Plan in Fall 2023.

### **Organizational Excellence**

- Of the two organizational excellence strategies, budget has made tremendous progress. Each college, districtwide services, and the Siegal Center budgets were submitted on time and balanced. New Budget Directors were hired for all three colleges and the district office and there is a reorganization plan underway for finance and budget. Employee retention has just launched two surveys, one in winter and one in spring, that will inform and provide valuable feedback regarding priorities and next steps. Information and data for these two surveys is expected over the summer.
- Both strategies have experienced short timelines and delayed starts that have impacted the overall progress.
- The budget strategy plans on hiring more staff and creating tools and resources to continue to support consistent districtwide budget planning and implementation. Over the coming months, employee retention will be working with Institutional Effectiveness to assess survey and other data employee retention. The strategy also plans on launching an employee retention taskforce to identify critical issues and develop next steps and priorities.

### **Partnerships**

- Overall, the Equity Can't Campaign is at 80% of the \$50M Goal. Most recently, they raised \$2.2M from Jan-Feb 2023. Total raised FY to date is \$13.7M, which exceeds the 2022-23FY goal by \$5.7M
- Like many of the strategies outlined in the Bridge Plan, the Equity Can't Wait Campaign is challenged by staffing capacity and resources.
- To help elevate some of the staffing capacity, there is a plan to continue to fill vacancies. There is also a plan to launch a new partnership with the Seattle Mariners.



### **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	Dr. Chemene Crawford	80%	On Track
	Admissions Processing Consolidation Planning	Dr. Bradley Lane	25%	In Process
	Intake & On-Boarding	Dr. Jean Hernandez	25%	In Process
	Exploratory Experience	Dr. Jean Hernandez	50%	At Risk
	Placement	Dr. Jean Hernandez	75%	On Track
	Program Mapping	Dr. Jean Hernandez	55%	On Track
EQUITY, DIVERSITY, INCLUSION AND COMMUNITY	Racial Equity Action Plan	D'andre Fisher	70%	On Track
ORGANIZATIONAL EXCELLENCE	Budget	Julienne DeGeyter	80%	On Track
	Employee Retention	Dr. Rosie Rimando-Chareunsap	5%	At Risk
PARTNERSHIPS	Equity Can't Wait Campaign	Kerry Howell	100%	Ahead of Schedule

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
STUDENT SUCCESS	Financial Aid Consolidation Planning	Dr. Chemene Crawford	80%	On Track

### MILESTONES & ACCOMPLISHMENTS

- On-track to complete this summer.
- Job position description for the proposed district position has been created.
- 11 out of 18 sections of the Financial Aid Policies and Procedures project have been completed.

### CRITICAL ISSUES

- Lead is moving to a new role.
- Subject matter expert is also moving to a new role.

### NEXT STEPS

1. Assign a new lead for the strategy.
2. Completion of the last five sections of the Financial Aid Policies and Procedures.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
STUDENT SUCCESS	Admissions Processing Consolidation Planning	Dr. Bradley Lane	25%	In Process

## MILESTONES & ACCOMPLISHMENTS

The Re-Engineering Enrollment Task Force completed a set of recommendations in 2021-2022 to improve the admissions process through common definitions and forms, the development of a bridge between the statewide online application and Seattle Colleges enrollment steps, a more responsive customer service culture, and a more unified districtwide approach to placement.

### The summary of actions steps identified by the Task Force are:

1. Adopt official Terms and Definitions for enrollment districtwide.
2. Designate someone to lead the application process and structure improvements.
3. Improve Admissions and Customer service items we know now are causing issues.
4. Survey students and develop a regular system of input and feedback.

Of these action steps, items 1 and 4 are closest to completion at present. Item 2 is a major task for the next quarter that will lead to the accomplishment of item 3 in future quarters.

## CRITICAL ISSUES

There is an ongoing need to connect this work to the Guided Pathways strategy in the Bridge Plan. Both this strategy and the Guided Pathways strategy on intake and onboarding overlap in terms of making potential improvements in the admissions and enrollment processes districtwide. Convening a districtwide roundtable on Intake and Onboarding with subject matters experts from guided pathways and the re-engineering enrollment taskforce is a next step.

A related recommendation from both the Re-Engineering Taskforce and the Guided Pathways steering committee has been to develop a more unified approach to placement districtwide. Recent advances have been made in directed self-placement in English and, more recently, Math. Having a districtwide placement subcommittee aligned with Guided Pathways strategies will work to advance this recommendation of the Re-Engineering Enrollment Taskforce.

## NEXT STEPS

1. Collaborate with the Guided Pathways steering committee to convene an intake and onboarding roundtable and develop a placement subcommittee, insuring alignment between this strategy and Guided Pathways Intake and Onboarding strategy of the Bridge Plan.
2. Support the recruitment and hire of a districtwide strategic enrollment management leadership position.
3. Support ongoing training and professional development in strategic enrollment planning/management in subject matter expertise districtwide.
4. Improve customer service by:
  - a. Continuing the process of adopting an official student communication policy.
  - b. Investigate a centralized call-center model.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
STUDENT SUCCESS	Intake & On-boarding	Dr. Jean Hernandez	25%	In Process

## MILESTONES & ACCOMPLISHMENTS

Representatives from each college have met and shared their progress on goals. Common goals have not been determined across the district. We may not have any milestones to report for a year or so, because it takes time to implement and assess the impact of a practice.

## CRITICAL ISSUES

We want to highlight that we don't have a district group/committee for Intake & Onboarding to bring together all the work occurring at the three colleges and how we can have a seamless process for the students. There is room for us to do more alignment across the colleges. This is a critical concern for us.

- Replication of work needs to be reassessed (e.g., financial aid work, First Year Experience) because there is overlap in essential practices.
- District priorities are influencing what can happen in areas such as Admissions and Financial Aid, which are also part of the Bridge Plan.
- A district level lead has not been assigned and representation is needed to ensure priorities of other districtwide initiatives are met as they may align/impact Guided Pathways.
- We need to create agreements on what is included in "Intake & Onboarding" essential practice and framework developed.

## NEXT STEPS

1. The colleges will continue to work on their individual goals as they are still in the initial stages. This process is difficult as it is tied to other work such as First Year Experience.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
STUDENT SUCCESS	Exploratory Experience	Dr. Jean Hernandez	50%	At Risk

### MILESTONES & ACCOMPLISHMENTS

- Colleges presented the Framework for the Exploratory Sequence that they want to propose for the website to district Communications.
- All our colleges came to agreement on what was wanted on Exploratory Sequence elements. We were able to take that vision and build the website components with the Communications Team.
- Completed and submitted form to Communications in Fall Quarter 2022.

### CRITICAL ISSUES

- Lack of capacity and resources at the district level has delayed the construction of the website.

### NEXT STEPS

1. We have a strong framework, content, and direction defined. We just need the infrastructure and language built to be embedded onto the website.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
STUDENT SUCCESS	Placement	Dr. Jean Hernandez	90%	On Track

### MILESTONES & ACCOMPLISHMENTS

- Directed Self Placement (DSP) for Math and English on track.
- Math DSP is now open to all students and went live on May 15, 2023.
- Central overhauled the language to refocus communications to students in a friendly voice.

### CRITICAL ISSUES

- We need to document all processes and protocol internally by institution.
- Roles and responsibilities need to be fully defined.

### NEXT STEPS

1. Completing all the documentation of processes, roles, and responsibilities to institutionalize and communicate across the district.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
STUDENT SUCCESS	Program Mapping	Dr. Jean Hernandez	80%	On Track

## MILESTONES & ACCOMPLISHMENTS

- [Program maps](#) are available on their respective webpages.
- Faculty and Advisors were engaged in the development of these maps.

## CRITICAL ISSUES

- Need to ensure processes and protocols fully defined and institutionalized across the district.
- Identify who will lead this project moving forward (due to staffing changes) and maintain program maps and how often they will be reviewed at a district level.
- Further research is needed regarding the logistics of this project due to the staffing changes.

## NEXT STEPS

1. Negotiate between colleges and instructional/IT/Communications areas around the technical/ content pieces of the maps (e.g., communication, maintaining or updating cycle, etc.).

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
EQUITY, DIVERSITY, INCLUSION AND COMMUNITY	Racial Equity Action Plan	D'Andre Fisher	70%	ON TRACK

## MILESTONES & ACCOMPLISHMENTS

The process of restructuring The Office of Equity, Diversity, Inclusion, and Community (EDIC) at the district level has provided more centralized leadership and vision for all Seattle Colleges & Center locations. This restructuring has allowed us to enhance our collective work, increasing our understanding of and commitment to racial equity and social justice, and laying and reinforcing a foundation where upon we are building an institution that is truly equitable, just, and compassionate for students and employees.

As we shift from being an EDIC office based on each of our three main college campuses to becoming more centrally district-based, we are in the process of developing a network of EDIC Advisories. These will include EDIC Advisory groups on each main campus, a districtwide Student EDIC Advisory, districtwide Faculty EDIC Advisory, and a community-based Advisory composed of local community members from partner groups, including K-12 educational systems, 4-year colleges and universities, Tribal partners, industry partners, community Elders, and local nonprofits.

As Seattle Colleges District, we have prioritized the following three goals for a 2023-2025 Racial Equity Action Plan in alignment with SB 5194.

- increase completion rate for students furthest from educational justice.
- hire and retain employees who more closely reflect the demographics of our student body.

provide mandatory anti-bias, anti-racist professional development for all employees.

## CRITICAL ISSUES

Our success metrics are currently being adjusted to reflect our shift from college-based goals to district-based goals. The building of the foundation and development of the baseline measures will allow for the EDIC Team to officially announce all events, programming, trainings, workshops, and partnerships in advance of the start of each upcoming academic quarter.

On the following page is a current draft of the 2023-2025 Racial Equity Plan.

# Seattle Colleges District 2023-2025 Racial Equity Action Plan DRAFT

**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)

**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.

**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 (African American, Black, Native American, Alaska Native, First Nations, Indigenous, Latinx, Pacific Islander, and Southeast Asian) 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.

**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.

## NEXT STEPS

1. The final version of the Seattle Colleges District 2023-2025 Racial Equity Action plan will be delivered and approved during Fall Quarter 2023.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
<b>ORGANIZATIONAL EXCELLENCE</b>	Budget	Julienne DeGeyter	<b>80%</b>	<b>On Track</b>

### MILESTONES & ACCOMPLISHMENTS

- Each College, districtwide services, and the Siegal Center budgets were submitted on time and balanced.
- New Budget Directors were hired for all three colleges and the district office.
- The tentative reorganization plan for finance and budget has been approved by the chancellor and presidents; is currently being reviewed. Notice of the tentative reorganization plan will be provided to our union partners for any impact bargaining prior to implementation.
- We are continuing to make progress in the creation of standardized reports for budget managers, deans, directors, vice presidents, vice chancellors, presidents, chancellor, and the Board of Trustees.
- Hired a permanent Vice Chancellor of Finance and Operations.

### CRITICAL ISSUES

- Short timeline for budget development.

### NEXT STEPS

1. Provide notice and bargain any impacts of reorganization of finance and budget functions.
2. Hire staff in phases for the reorganization of finance and budget functions.
3. Create budgets websites for the campuses.
4. Complete fiscal close activities in a timely manner.
5. Hire staff to work on finalizing standard reports for all staff levels.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
<b>ORGANIZATIONAL EXCELLENCE</b>	Employee Retention	Dr. Rosie Rimando-Chareunsap	<b>5%</b>	<b>At Risk</b>

## MILESTONES & ACCOMPLISHMENTS

- Campus Climate survey (EDIC) was administered, and results are being analyzed.
- Employee survey (IE) was administered.

## CRITICAL ISSUES

- Delayed start on this work and may need to adjust the timeline of activities and deliverables for this strategy.

## NEXT STEPS

1. Convene with the Institutional Effectiveness Office leads at each college to review data and existing research on employee retention.
2. Host "employee retention" roundtable discussions to garner feedback and thinking about the time issues.
3. Develop an Employee Retention Task Force to identify strategies.
4. Propose strategies to the college presidents/Chancellor's Executive Cabinet.

GOAL	STRATEGY	LEAD	% COMPLETE	STATUS
<b>PARTNERSHIPS</b>	Equity Can't Wait Campaign	Kerry Howell	<b>100%</b>	<b>Ahead of Schedule</b>

## MILESTONES & ACCOMPLISHMENTS

- Raised in most recent quarter (Jan-Feb 2023): \$2,251,263.
- Total Raised FY to Date: \$13.7M (exceeds FY 2022-23 goal by \$5.7M or 42%).
- Progress towards \$50M Equity Can't Wait Campaign Goal: 80%.
- Hired new scholarship team (director and program manager).

## CRITICAL ISSUES

- Staffing capacity.

## NEXT STEPS

1. Continue to fill vacant staff positions.
2. Launch partnership with Seattle Mariners.
3. Host Chancellor's Reception at Commencement.
4. Plan two major events (Culinary event at South; Momentum gala).