



Seattle Central College is located in the vibrant Capitol Hill neighborhood and has four satellite locations with professional and vocational specialties in maritime, construction/wood technology, healthcare & human services, and basic education.

The college provides opportunities for academic achievement, career training, personal enrichment, and service in a multicultural urban environment. Seattle Central awards more than 1,300 degrees to 16,000+ students each year.

Seattle Central College is one of three colleges and six specialty training centers in the Seattle Colleges district.

Seattle Central College does not discriminate on the basis of race, color, national origin, religion, sex, disability, honorably discharged veteran or military status, sexual orientation, or age in its programs and activities. The following person has been designated to handle inquiries regarding compliance, including compliance with Title IX and disability services: Compliance Officer, 1500 Harvard Avenue, Seattle, WA 98122, 206.934.3873.

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**Specialized Training Centers**

- Health Education Center  
[healthcare.seattlecentral.edu](http://healthcare.seattlecentral.edu)
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[maritime.seattlecentral.edu](http://maritime.seattlecentral.edu)
- Seattle Vocational Institute  
[svi.seattlecolleges.edu](http://svi.seattlecolleges.edu)
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[woodtech.seattlecentral.edu](http://woodtech.seattlecentral.edu)

**eLearning /Distance Education**  
Worldwide Virtual Campus

# 2018-2020 Seattle Central College Operational Plan



Seattle Central College offers many paths to academic transfer, career prep, and basic studies—all in one of the most vibrant neighborhoods in one of the nation's most diverse, thriving cities.





## MISSION

As an open-access learning institution, Seattle Colleges prepares each student for success in life and work, fostering a diverse, engaged, and dynamic community.

## VISION

Seattle Colleges is recognized as an exemplary learning institution that transforms lives, promotes equity, and enriches the community.

## VALUES

**Accessibility** for all learners and partners

**Collaboration** through open communication and commitment to working together

**Diversity, Inclusion, and Equity** for all individuals, particularly the underserved in our community

**Fiscal Sustainability** for long-term viability and excellence in service and operations

**Growth and Engagement** of faculty and staff through professional development

**Innovation** in instruction, student services, operations, and organizational culture

**Integrity** by adhering to the highest standards of ethics and public stewardship

## CORE THEMES

- **Responsive Teaching and Learning**
- **Catalyst for Opportunities and Success**
- **Diversity in Action**
- **Communities Engagement**

## GOALS, STRATEGIES, AND TACTICS

### STUDENT SUCCESS

#### Implement Structured Academic and Career Pathways

1. Create a set of clear pathways to support and guide students through the educational process.
  - a. Build opportunities for collaboration between instruction and student services to improve the overall student experience.
  - b. Provide holistic student-focused services, from inquiry to completion.
  - c. Provide multiple entry points for degree programs and certificates.
2. Engage students in a comprehensive learning experience that extends beyond the classroom.
  - a. Bridge instruction with opportunities for career exploration and preparation.
  - b. Increase awareness and participation in cocurricular activities that support and complement learning.

#### Practice Strategic Enrollment Management

1. Strengthen and create structures, systems, and policies that support robust enrollment.
  - a. Implement a strategic enrollment management plan that applies research-based strategies to achieve enrollment goals.
  - b. Market Seattle Central College as a destination for unique learning and cultural opportunities.
  - c. Design alternate scheduling and offer instructional modes to maximize enrollment.

### EQUITY, DIVERSITY, INCLUSION, AND COMMUNITY

#### Develop and Implement a Diversity Action Plan

1. Address institutional racism and achieve equity and inclusion in order to recruit and retain students and employees who reflect the rich diversity in the community that Seattle Central serves.

- a. Reach out to underrepresented student populations in order to recruit, retain, and support these students through the educational process.
  - b. Standardize an anti-racist, anti-biased search and hiring process to build a diverse workforce.
  - c. Encourage the development of an inclusive working environment in order to support and retain employees.
2. Create an educational environment that is framed by diversity, equity, and inclusion.
    - a. Deliver diverse educational resources and services focused on equity and inclusion.
    - b. Promote culturally responsive pedagogy and services by increasing opportunities for professional development in these areas.
    - c. Reinforce a culture that supports anti-biased, anti-racist curriculum and pedagogy.

### ORGANIZATIONAL EXCELLENCE

#### Enhance Teaching and Learning

1. Respond to the needs of students and the community with high-quality innovative instruction.
  - a. Increase opportunities for accelerated, integrated, and contextualized learning.
  - b. Align technology and facilities to support instruction goals and student learning needs.
  - c. Revitalize curriculum and course offerings to provide vibrant and responsive programs.
2. Engage students and employees at all levels and at all locations in developing the organization, programs, and resources.
  - a. Define, practice, and support opportunities for students and employees to participate in college governance.
  - b. Provide professional development that aligns with strategic priorities and supports engaged employees.
  - c. Increase student participation in student leadership and college activities.
  - d. Regularly share, recognize, and encourage employee service and excellence.

#### Achieve System Integration

1. Collaborate and coordinate strategically districtwide.
  - a. Enhance educational opportunities for students.
  - b. Increase/expand opportunities for collaboration among employees.

#### Foster Sustainability

1. Broaden and diversify revenue sources to sustain the financial health of the college.
  - a. Generate revenue from available resources and capacity.
  - b. Expand Seattle Colleges Foundation support to the college's long-term financial health.
2. Adopt a stable multiyear financial planning and budget allocation model.
  - a. Build understanding of the budget among all college stakeholders.
  - b. Ensure that those with budget responsibilities are prepared to manage the college's resources effectively.
  - c. Establish consistency, clarity, and transparency in the budget allocation process.
3. Provide learning environments that are safe, welcoming, functional, and sustainable.
  - a. Develop and implement a plan for mission-driven and visually welcoming facilities.
  - b. Adopt and promote sustainability practices as a responsible steward of resources and a member of the larger community.
  - c. Establish and document systems, procedures, and training for safety and security.

### PARTNERSHIPS

#### Build High-Quality Partnerships

1. Deepen partnerships to expand access to educational opportunities.
  - a. Strengthen strategic partnerships with educational providers, community organizations, industry, and employers.
  - b. Seek support from partnerships to enhance outreach, marketing, recruitment, and scholarship efforts for special populations.