

# 2018-2020 Districtwide Operational Plan





## 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

## GOALS, STRATEGIES, AND TACTICS

### STUDENT SUCCESS

#### Implement Structured Academic and Career Pathways

- 1. Build sustainable governance and leadership for Seattle Pathways.** Activities include faculty engagement, developing a steering committee/guiding team that includes the individuals who will be accountable and have ownership over measures, identify resources for additional grants and funding, engage stakeholders outside of student services and instruction.
- 2. Develop communications.** Activities include case-making, enveloping the strategy with equity issues, linking previous efforts, connecting to the strategic plan, using common terminology and definitions.
- 3. Keeping students on path.** Activities include reviewing and realigning processes for course placement (Math and English), caseload advising, early alert, career services, areas of study, annual schedules, program maps, and use of Starfish.
  - a. Complete data integrations between Starfish, our Canvas learning management system, and our student information system.
  - b. Launch the Starfish advising tools for Advising teams and students district-wide.
- 4. Co-lead Seattle Public Schools Articulation Council** to implement and prioritize dual-enrollment, data-sharing, and scholarships and financial aid.

#### Practice Strategic Enrollment Management

- 1. Continue Strategic Enrollment Management and Guided Pathways work.**

### EQUITY, DIVERSITY, INCLUSION, AND COMMUNITY

#### Develop and Implement a Diversity Action Plan

**Phase 1:** Assess college and district EDI capacities.

**Phase 2:** Develop a strategic action plan.

### ORGANIZATIONAL EXCELLENCE

#### Enhance Teaching and Learning

- 1. Develop new programs** to meet needs of students; upgrade programs
- 2. Develop multimodal program options**, including hybrid, evening and weekend offerings; explore competency-based online degrees

3. **Develop funding for the transition** of Adult and Basic Education (ABE) students into workforce programs
4. **Disburse Faculty Development Grants** to support faculty development of innovative curricula and instruction
5. **Develop corporate training partnerships;** build employee engagement; engage system-wide Technical Advisory Committees
6. **Implement opportunities for faculty development** at college professional development days
7. **Build strategic collaboration** among college and systemwide navigators, advisors, CBO partners, and other student support staff; build communication strategies (e.g. listserv, monthly meetings) in support of this effort

### Achieve System Integration

Major activities will continue to emphasize system thinking and a culture of collaboration. Changing mindsets to “one system” will be key.

1. **Advancement:** Seattle Colleges will work to complete its efforts to form a new integrated foundation that serves the colleges and seizes districtwide opportunities. Staffing and hiring, especially for a Promise campaign lead, are priorities for this year.
  - a. Governance: Develop policy and board infrastructure, recruit board directors,, engage leadership and volunteer groups.
  - b. Fundraising: Develop policy infrastructure, implement major giving and annual campaign framework, implement pathways for engagement.
  - c. Administration: Develop policy infrastructure, become fully staffed, create program impact reports, develop a marketing plan, implement Raiser’s Edge NXT.
2. **Professional Development:** Seattle Colleges will plan, develop, and raise awareness of the Leadership Lab, a districtwide professional development program for all employee groups.
3. **Global Initiatives**
  - a. Business process mapping of over a dozen major processes including admissions, SEVIS/immigration reporting, agency management, and other areas. The IP offices are applying LEAN thinking to determine districtwide approaches to each of these processes. This work prepares us for ctclink as well as to potentially integrate specific functions if needed.
  - b. Beginning Winter 2019, the three IP offices will be processing agency commissions from one office, dramatically reducing the workload on campus and district business offices and providing our agent customers with a streamlined and more timely payment for their services.
  - c. We have formed a new district International Programs Marketing team to better leverage our resources and enhance our district profile overseas.
  - d. We have a goal of creating one International Student Application using a new software platform which we have purchased as a district, SUNAPSYS.
4. **ASI Recommendations Needing More Information and Exploration**
  - a. Corporate and Customized Training: update a revised plan in the Fall 2018 quarter.
  - b. Business and administrative services
    - i. Environmental health and safety, security, and emergency planning
    - ii. Capital projects
    - iii. Purchasing practices for custodial, facility, and grounds maintenance
    - iv. Explore alternative funding models.
  - c. SCctv
5. **Continue readiness activities for implementation of ctclink**
  - a. Continue participating in the state-wide ctclink Steering Committee.
  - b. Complete mapping of Seattle College’s processes in: Student Services / Campus Solutions, Employee Services / Human Capital Management, and Business & Finance / Finance (FIN).
  - c. Continue participation in and leading of Statewide Common Process Development by facilitating 19 additional workshops.
  - d. Implement Acalog Course Catalog Management System while being attentive to related ctclink transition issues.
  - e. Implement NeoGov Recruiting & Hiring improvements while being attentive to related ctclink transition issues.
  - f. Implement Starfish Student Success Technology while being attentive to related ctclink transition issues.

*continued*



## ORGANIZATIONAL EXCELLENCE *continued*

### Foster Sustainability

#### *Fiscal Sustainability*

1. Establish processes that lead to completed budgets by June each year.
2. Establish transparent distribution model for state allocation.
3. Complete financial statements, including successful State Auditor's Office audit
4. Ensure compliance with all state/federal financial standards

#### *Fiscal Sustainability – Advancement*

1. Work with the Foundation to identify and help prioritize funding needed to support students efforts for completion
2. Financial aid, and student services along with Foundation scholarship managers, work on a strategic process for awarding student scholarships resulting in support of completion

#### *Environmental and Social Sustainability – Student Success*

1. Increase opportunities for students to learn and apply sustainability within courses.
2. Develop mechanisms to create more “campus as a living lab” opportunities across the breadth of STARS categories.

#### *Environmental and Social Sustainability – Organizational Excellence*

1. Annual reporting to Seattle 2030 District and strategies to reach resource conservation targets
2. Include sustainability component(s) in new employee and student orientations
3. Update the current District Sustainability Plan
4. Create the Climate Action Plan as required

## PARTNERSHIPS

### Build High Quality Partnerships

1. Build relationships with the C-suite and decision makers who manage corporate resources that can support the colleges' efforts.
2. Build relationships and partnerships resulting in input on curriculum design and programming related to career connect, including building an internship pipeline.
3. Coordinate meaningful interactions to build relationships and partnerships across campuses that result in financial support of the colleges.



### Seattle Colleges

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1500 Harvard Avenue, Seattle, WA 98122  
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### Seattle Central College

1701 Broadway, Seattle, WA 98122  
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### North Seattle College

9600 College Way N, Seattle, WA 98103  
206.934.3600 | [northseattle.edu](http://northseattle.edu)

### South Seattle College

6000 16th Avenue SW, Seattle, WA 98106  
206.934.5300 | [southseattle.edu](http://southseattle.edu)

### Specialized Training Centers

Georgetown Campus  
Health Education Center  
NewHolly Learning Center  
Seattle Maritime Academy  
Wood Technology Center

### eLearning/Distance Education

Worldwide Virtual Campus  
[seattlecolleges.edu/distance](http://seattlecolleges.edu/distance)

## Seattle Colleges Leadership

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