

## Goal 1: Student Success

Measure	Value	Baseline	2017-2018	2018-2019	2019-2020	2020-2021	Target 2022-2023	Status
<b>1.a. Student Engagement</b>	CCSSE survey: "How would you evaluate your overall educational experience at this college?"	3.2	3.2	N/A	N/A	3.2	<b>3.2</b>	On Track
<b>2.a. Retention</b>	Fall to Winter retention rate	74%	70%	72%	73%	77%	<b>85%</b>	At Risk
<b>3.a. Completion Rate</b>	4 year completion (earned or transferred to a 4-year)	47%	48%	47%	47%	48%	<b>55%</b>	At Risk
<b>4.a. Job-Placement Rate</b>	Nine months from program completion (Prof/Tech only)	81%	79%	79%	76%	75%	<b>85%</b>	At Risk
<b>5.a. Wage Progression</b>	Increase in wages from before enrollment to 9 months after exiting college (Prof/Tech only)	24%	28%	N/A	20%	20%	<b>30%</b>	At Risk
<b>6.a. Math Progression</b>	Completion of college-level math within one year	25%	26%	28%	26%	28%	<b>31%</b>	On Track

## Goal 2: Equity, Diversity, Inclusion, and Community

Measure	Value	Baseline	2017-2018	2018-2019	2019-2020	2020-2021	Target 2022-2023	Status
<b>1.b. Student Engagement</b>	CCSSE survey: "How would you evaluate your overall educational experience at this college?"	<b>Gap: 0.4</b> NonHU: 3.5% HUSoC: 3.1%	<b>Gap: 0.4</b> NonHU: 3.5% HUSoC: 3.1%	N/A	N/A	<b>Gap: 0.1</b> NonHU: 3.3 HUSoC: 3.2	<b>Gap: 0%</b> NonHU: 3.2 HUSoC: 3.2	On Track
<b>2.b. Retention</b>	Fall to Winter retention rate	<b>Gap: 5%</b> NonHU: 77% HUSoC: 72%	<b>Gap: 2%</b> NonHU: 71% HUSoC: 69%	<b>Gap: 1%</b> NonHU: 73% HUSoC: 72%	<b>Gap: (2%)</b> NonHU: 72% HUSoC: 74%	<b>Gap: 1%</b> NonHU: 78% HUSoC: 77%	<b>Gap: 0%</b> NonHU: 85% HUSoC: 85%	On Track
<b>3.b. Completion Rate</b>	4 year completion (earned credential or transferred to a 4-year)	<b>Gap: 13%</b> NonHU: 49% HUSoC: 36%	<b>Gap: 10%</b> NonHU: 50% HUSoC: 40%	<b>Gap: 11%</b> NonHU: 51% HUSoC: 40%	<b>Gap: 12%</b> NonHU: 51 HUSoC: 39%	<b>Gap: 15%</b> NonHU: 52% HUSoC: 37%	<b>Gap: 0%</b> NonHU: 55% HUSoC: 55%	At Risk
<b>6.b. Math Progression</b>	Completion of college-level math within one year	<b>Gap: 10%</b> NonHU: 29% HUSoC: 18%	<b>Gap: 8%</b> NonHU: 28% HUSoC: 20%	<b>Gap: 3%</b> NonHU: 29% HUSoC: 26%	<b>Gap: 8%</b> NonHU: 29% HUSoC: 21%	<b>Gap: 8%</b> NonHU: 32% HUSoC: 24%	<b>Gap: 0%</b> NonHU: 31% HUSoC: 31%	At Risk
<b>7. Employee Diversity</b>	Faculty of color (full-time faculty only)	30%	33%	33%	31%	39%	<b>33%</b>	On Track
<b>11.b. Staff Engagement</b>	Climate Survey: What is your overall satisfaction with being an employee at your primary physical work location?	N/A	<b>Gap: 0.1</b> NonSoC: 3.6 SoC: 3.5	<b>Gap: 0.1</b> NonSoC: 3.6 SoC: 3.5	<b>Gap: (0.08)</b> NonSoC: 4.00 SoC: 4.08	<b>Gap: (0.07)</b> NonSoC: 3.67 SoC: 3.60	<b>Gap: 0.0</b> NonSoC: 4.0 SoC: 4.0	On Track

## Goal 3: Organizational Excellence

Measure	Value	Baseline	2017-2018	2018-2019	2019-2020	2020-2021	Target 2022-2023	Status
8. Cost/Completion	% over/(under) state average	15%	32%	31%	27%	48%	<b>Be at or below state average</b>	<b>At Risk</b>
Cost/SAI		(5%)	5%	8%	3%	12%		<b>At Risk</b>
Cost/FTES		2%	(2%)	(2%)	0%	4%		<b>At Risk</b>
9. AASHE STARS Points	Sustainability Tracking Assessment & Rating System	105	N/A	145	N/A	161	<b>178</b>	<b>At Risk</b>
10. Conversion Rate	Applicants that enroll within a year	32%	35%	32%	37%	26%	<b>38%</b>	<b>At Risk</b>
11.a. Staff Engagement	Climate Survey Response: What is your overall satisfaction with being an employee at your primary physical work location?	N/A	3.5	3.6	3.96	3.5	<b>4.0</b>	<b>At Risk</b>

## Goal 4: Partnerships

Measure	Value	Update	Status
Operational	Implement shared partnership database	Working with IT to increase efficiency of System.	<b>On Track</b>
External Relations	Reset Chancellor's Advisory Council (CAC)	Developed and implemented new format for CAC meeting.	<b>On Track</b>
External Relations	Implement Districtwide TACs	The assembly of districtwide TAC's are underway starting with Information Technology, two meetings have been held so far.	<b>On Track</b>
External Relations	Engage with governmental entities and local leaders	The Seattle Colleges Board Chair, Chancellor, College Presidents, student leaders and the director of Government Relations have been actively engaged in the 2021 state and federal sessions.  Seattle Colleges, the City of Seattle and Seattle Public Schools have collaborated to secure 2,100 Seattle Promise applications for Fall 2021.	<b>On Track</b>
Advancement	Implement "Equity Can't Wait" Campaign	Have raised more than \$14 million towards \$50 million goal as of April 2021.	<b>On Track</b>
Programming	Engage with 3-5 influential local employers	Launched a new Google certificate; working with SPS WABS and T-Mobile to launch new full stack web dev certificate; Amazon AWS Certificate in process; B.S. in Computer Science authority bill passed by the Legislature.	<b>On Track</b>
Programming	Offer a regional economic symposium	Economic Symposium in partnership with King County WDC and SJI was well attended (over 100 participants) and a blueprint for moving forward has been developed.	<b>Complete</b>

# Measure Descriptions & Supplemental Information

## Goal 1: Student Success

Measure	Description																																									
<b>1.a. Student Engagement</b>	Community College Survey of Student Engagement (CCSSE) survey item response: "How would you evaluate your overall educational experience at this college?" Likert scale: 4=excellent, 1=poor. CCSSE is administered approximately every 3 years.																																									
<b>2.a. Retention Rate</b>	<p>Fall-winter retention rate for academic transfer and professional technical students. Includes summer and fall entry quarters only. The table below shows important trends when reviewing Dual Enrollment (DE) students only and when excluding them.</p> <table border="1"> <thead> <tr> <th rowspan="2">College</th> <th colspan="2">2018-2019</th> <th colspan="2">2019-2020</th> <th colspan="2">2020-2021</th> </tr> <tr> <th>DE Only</th> <th>DE Excluded</th> <th>DE Only</th> <th>DE Excluded</th> <th>DE Only</th> <th>DE Excluded</th> </tr> </thead> <tbody> <tr> <td><b>Central</b></td> <td>93%</td> <td>73%</td> <td>93%</td> <td>77%</td> <td>89%</td> <td>77%</td> </tr> <tr> <td><b>North</b></td> <td>81%</td> <td>64%</td> <td>86%</td> <td>64%</td> <td>88%</td> <td>68%</td> </tr> <tr> <td><b>South</b></td> <td>95%</td> <td>61%</td> <td>96%</td> <td>58%</td> <td>89%</td> <td>76%</td> </tr> <tr> <td><b>All</b></td> <td>89%</td> <td>66%</td> <td>91%</td> <td>67%</td> <td>89%</td> <td>73%</td> </tr> </tbody> </table>	College	2018-2019		2019-2020		2020-2021		DE Only	DE Excluded	DE Only	DE Excluded	DE Only	DE Excluded	<b>Central</b>	93%	73%	93%	77%	89%	77%	<b>North</b>	81%	64%	86%	64%	88%	68%	<b>South</b>	95%	61%	96%	58%	89%	76%	<b>All</b>	89%	66%	91%	67%	89%	73%
College	2018-2019		2019-2020		2020-2021																																					
	DE Only	DE Excluded	DE Only	DE Excluded	DE Only	DE Excluded																																				
<b>Central</b>	93%	73%	93%	77%	89%	77%																																				
<b>North</b>	81%	64%	86%	64%	88%	68%																																				
<b>South</b>	95%	61%	96%	58%	89%	76%																																				
<b>All</b>	89%	66%	91%	67%	89%	73%																																				
<b>3.a. Completion Rate</b>	4-year completion rate (earned or transferred to a 4-year university) for transfer and professional technical students. Includes summer and fall entry quarters only.																																									
<b>4. Job-Placement Rate</b>	Job placement nine months after exiting college. Includes only professional-technical students.																																									
<b>5. Wage Progression</b>	Increase in wages from pre-enrollment to nine months after exiting college. Includes only professional-technical students.																																									
<b>6.a. Math progression</b>	Completion of college-level math within 1 year.																																									

## Goal 2: Equity, Diversity, Inclusion, and Community

Measure	Description
<p><b>1.b. Student Engagement</b></p>	<p>Community College Survey of Student Engagement (CCSSE) survey item response: How would you evaluate your overall educational experience at this college?” Likert scale: 4=excellent, 1=poor. CCSSE is administered approximately every 3 years.</p> <p>Historically underserved, student of color (HUSOC) includes: Black/African American, Native American, Hispanic/Latinx, Native Hawaiian, and Pacific Islander. Asian students are currently excluded from these analyses in an effort to remain consistent with the Seattle Public School reporting. Going forward, Asian American subgroups will be analyzed to determine inclusion in the underserved category.)</p>
<p><b>2.b. 3. 6.b. Student Performance</b></p>	<p>By Year 6, reduce and eliminate performance gaps between non-historically underserved students of color (White and Asian) and historically underserved students of color (see definition of HUSOC above). Racial and ethnic groupings to establish “opportunity gap” follow Seattle Public Schools’ District specification of “underserved” students.</p>
<p><b>7. Ethnic and Racial Diversity of Faculty and Staff of Color</b></p>	<p>Full time faculty of color on 9-month contracts.</p> <p>Faculty of color includes: Black/African American, Native American, Asian, Hispanic/Latinx, Native Hawaiian, and Pacific Islander.</p>
<p><b>11.b. Staff Growth and Engagement</b></p>	<p>Climate survey item response: What is your overall satisfaction with being an employee at your primary physical work location? 5 point Likert Scale: 5=very satisfied, 1= very dissatisfied.</p> <p>Staff of color includes: Black/African American, Native American, Asian, Hispanic/Latinx, Native Hawaiian and Pacific Islander.</p>

## Goal 3: Organizational Excellence

Measure	Description
8. <b>Cost</b>	per completions; per SAI points; per State FTES. Cost data includes state funding and operating fees
9. <b>STARS Ratings</b>	<p>The Sustainably Tracking Assessment &amp; Rating System™ (STARS) is a transparent, self-reporting framework for colleges and universities to measure their sustainability performance. This measure is updated every 3 years and is in process.</p> <p>Association for the Advancement of Sustainability in Higher Education (AASHE): <a href="https://stars.aashe.org/institutions/participants-andreports/">https://stars.aashe.org/institutions/participants-andreports/</a></p>
10. <b>Conversion Rate</b>	Conversion percentage of applicants to enrollments from January to October in a year.
11.a. <b>Staff Growth &amp; Engagement</b>	<p>Climate survey item response: What is your overall satisfaction with being an employee at your primary physical work location? 5 point Likert Scale: 5=very satisfied, 1= very dissatisfied.</p> <p>Staff of color includes: Black/African American, Native American, Asian, Hispanic/Latinx, Native Hawaiian and Pacific Islander.</p>