

Seattle Colleges

## Implementation Decisions for Achieving System Integration

August 14, 2017

### 1. Foundations

Seattle Colleges will continue its efforts to form a new integrated foundation that serves the colleges and seizes districtwide opportunities.

### 2. Strategic Enrollment Management (SEM)

(Note: For ASI purposes, SEM includes but is not limited to advertising, recruitment, admission, registration, financial aid, course scheduling, course size, and retention.)

Seattle Colleges needs to expand and improve its strategic enrollment management efforts. When hired, the new vice chancellor for Academic and Student Success (VCASS) will provide direct leadership and work closely with the vice presidents of Instruction (VPIs) and vice presidents for Student Services (VPSSs) on developing and implementing a coordinated SEM plan.

The important work of the various committees (such as the *District Outreach/Recruitment Committee* and the *Enrollment Task Force*) will continue, with the goal of improving the recruitment, admission, and registration processes/systems.

In December, the college presidents, executive director of Marketing and Communications, VPSSs, and VPIs will make recommendations for longer-term strategies.

### 3. Chief Information Officer (CIO) and Associate Vice Chancellor

Seattle Colleges will hire a CIO, who will report to the chancellor. The position will be posted internally. The new CIO will directly supervise college IT directors, who will have dotted-line reporting to their respective vice presidents of Administrative Services (VPAs).

The Executive Leadership Team discussed the technology fee balances and whether they can be used to pay the salary for this position. The vice chancellor of Finance and Technology (VCF&T) will talk to the VPAs and check state law before coming back with a recommendation. The new CIO will be tasked with looking at the fee structure to see if student technology fees could support this position on an ongoing basis.

### 4. Web Development

The Executive Leadership Team agreed to an integrated approach to improving our websites and agreed to move to a common platform.

All Seattle Colleges web development staff, including district web services, will be consolidated into one unit.

A new Web Services director will report to the executive director of Marketing and Communications, and the remaining web staff will report to the Web Services director. Web

Services personnel at the colleges will have a dotted-line reporting relationship to the college PIO. The job description for the director of Web Services will be developed by September. The position will be posted internally. The new reporting structure will go into effect when the director of Web Services assumes his or her duties in Fall 2017.

## **5. HR**

The college HR directors will report to the vice chancellor and chief human resources officer (CHRO) and have a dotted-line reporting relationship to the college presidents. The new reporting structure will be implemented by October 2017.

Workers' compensation administration will remain at the district level. Colleges (with district support) will continue to manage workers' compensation accommodations.

The CHRO will submit recommendations to improve the unemployment insurance process in October.

## **6. Faculty Job Postings**

All faculty positions will be posted with the notice that all faculty could be assigned to teach in multiple modalities and have online courses and evening and weekend classes assigned to them. The CHRO will provide a template with the common requirements for faculty job descriptions.

## **7. Professional Development**

Seattle Colleges will develop a unified and districtwide professional development program for all employee groups. The faculty development coordinator and the manager of talent development should collaborate on program development and employee outreach.

## **8. Accreditation**

The primary accreditation responsibilities and functions will remain at the colleges, with assistance from the district office when needed.

## **9. Communications**

College communication directors will continue reporting to the presidents, with dotted-line reporting to the district executive director of Marketing and Communications.

## **10. Sustainability**

The current sustainability structure and administration will remain unchanged.

## **11. Grant Writing**

Colleges will maintain their grant writers. The VCASS's office will convene and coordinate grant writers in order to facilitate districtwide efforts. They will also be responsible for scouting for districtwide grants.

## **12. Government Relations**

Seattle Colleges will continue to engage state and local governments and maintain the current staffing and organization of the function.

**13. Chancellor's Office**

Seattle Colleges will maintain the current staffing and organization of this office.

**14. ASI Recommendations Needing More Information and Exploration**

- Institutional Research
- E-learning
- Corporate and Customized Training
- Financial aid processing as part of SEM
- Business and administrative services
  - Environmental health and safety, security, and emergency planning
  - Capital projects
  - Purchasing practices for custodial, facility, and grounds maintenance
- SCctv