

**Seattle Colleges Strategic Plan Scorecard**

Measure	Baseline	Actual AY1718	Actual AY1819	Actual AY1920	Target AY2223	Status
<b>Goal 1 Student Success</b>						
<b>1a. Student engagement</b>	3.2	3.2	N/A	N/A	3.2	Complete
<b>2a. Retention Rate</b> Fall to winter	74%	70%	72%	73%	85%	At Risk
<b>3a. Completion Rate</b> 4-year cohort	45%	47%	48%	47%	55%	At Risk
<b>4. Job-Placement Rate</b> Nine months from program completion (professional/technical students only)	81%	79%	79%	Pending	85%	At Risk
<b>5. Wage progression</b>	24%	28%	Pending	Pending	30%	On Track
<b>6a. Math Progression</b> From developmental to college within 1 year	25%	26%	28%	26%	31%	At Risk
<b>Goal 2 Equity, Diversity, Inclusion, and Community</b>						
<b>1b. Student Engagement by subgroups</b> (HUSOC=historically underserved, students of color)	<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	Gap: 0%	On Track
<b>2b. Retention Rate</b> Fall to winter, by subgroups	<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: 0%</b> NonHU: 85% HUSOC: 85%	On Track
<b>3b. Completion Rate</b> 4-year cohort, by subgroups	<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: 0%</b> NonHU: 55% HUSOC: 55%	At Risk`
<b>6b. Math progression</b> From development math to college level within one year, by subgroups	<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: 0%</b> NonHU: 31% HUSOC: 31%	At Risk
<b>7. Ethnic and Racial Diversity of Faculty and Staff</b>	30%	33%	33%	31%	33%	On Track
<b>11b. Staff Growth and Engagement</b> By subgroups (31.8% of respondents did not specify race/ethnicity)	N/A	N/A	<b>Gap: 0.1</b> NonHU: 3.6 HUSOC: 3.5	<b>Gap: (0.08)</b> NonHU: 4.0 HUSOC: 4.08	Gap: 0.0	On Track

Measure	Baseline	Actual AY1718	Actual AY1819	Actual AY1920	Target AY2223	Status
<b>Goal 3 Organizational Excellence</b>						
<b>8. % over / (under) state average</b>						
Cost per completions	15%	(1%)	6%		Be at or below state average	At Risk
Cost per SAI points	(5%)	5%	8%			
Cost per FTES	2%	(2%)	(2%)			
9. AASHE STARS Points	105	N/A	145	N/A	178	On Track
10. Conversion Rates Applicants to enrollments	32%	35%	32%	37%	38%	On Track
11a. Staff Growth and Engagement	N/A	N/A	TBD	3.96	4.0	On Track

	Measure	Status <i>On Track, At Risk, or Complete</i>	Update
<b>Goal 4 Partnerships</b>			
Operational	Implement shared partnership database	On Track	Working with IT to increase efficiency of System.
External Relations	Reset Chancellor's Advisory Council	On Track	Developed and implemented a new format for the CAC meeting.
External Relations	Implement Districtwide TACs	On Track	The assembly of districtwide TAC's are underway starting with Information Technology, two meetings have been held so far.
External Relations	Engage with governmental entities and local leaders	On Track	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 legislative sessions.  Seattle Colleges, the City of Seattle and Seattle Public Schools have collaborated to secure 2,100 Seattle Promise applications for Fall 2021.
Advancement	Implement "Equity Can't Wait" campaign	On Track	Have raised more than \$14 million towards \$50 million goal as of April 2021. Donors of \$500k+ currently include: Anonymous, BECU, Bill & Melinda Gates Foundation, Estate of Eva C. Gordon, & JP Morgan Chase & Co.
Programming	Engage with 3-5 influential local employers	On Track	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; & Amazon B.S. in Computer Science authority bill passed by the Legislature.
Programming	Offer a regional economic symposium	On Track	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.

Number	Measure	Description																									
<b>Goal 1 Student Success</b>																											
1a	Student engagement	Community College Survey of Student Engagement (CCSSE), approximately every 3 years. CCSSE item: “How would you evaluate your overall educational experience at this college?” (1=poor, 2=fair, 3=good, 4=excellent) Colleges’ student surveys items (non-CCSSE years): “What is your overall satisfaction with your experience at North/Central/South Seattle College?”																									
2a	Retention rate	<i>SBCTC Entry Cohorts</i> . Fall to Winter, all cohorts, transfer and prof/tech, Summer and Fall cohorts only. The table below shows important trends when reviewing Dual Enrollment students only and when excluding them.																									
		<table border="1"> <thead> <tr> <th>COLLEGE</th> <th>ACTUAL AY 18-19 DE ONLY</th> <th>ACTUAL AY 18-19 DE EXCLUDED</th> <th>ACTUAL AY 19-20 DE ONLY</th> <th>ACTUAL AY 19-20 DE EXCLUDED</th> </tr> </thead> <tbody> <tr> <td>CENTRAL</td> <td>93%</td> <td>73%</td> <td>93%</td> <td>77%</td> </tr> <tr> <td>NORTH</td> <td>81%</td> <td>64%</td> <td>86%</td> <td>64%</td> </tr> <tr> <td>SOUTH</td> <td>95%</td> <td>61%</td> <td>96%</td> <td>58%</td> </tr> <tr> <td>ALL</td> <td>89%</td> <td>66%</td> <td>91%</td> <td>67%</td> </tr> </tbody> </table>	COLLEGE	ACTUAL AY 18-19 DE ONLY	ACTUAL AY 18-19 DE EXCLUDED	ACTUAL AY 19-20 DE ONLY	ACTUAL AY 19-20 DE EXCLUDED	CENTRAL	93%	73%	93%	77%	NORTH	81%	64%	86%	64%	SOUTH	95%	61%	96%	58%	ALL	89%	66%	91%	67%
COLLEGE	ACTUAL AY 18-19 DE ONLY	ACTUAL AY 18-19 DE EXCLUDED	ACTUAL AY 19-20 DE ONLY	ACTUAL AY 19-20 DE EXCLUDED																							
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3a	Completion rate	4-yr <i>SBCTC Entry Cohorts</i> . Includes completions (Completion) plus transfers who DID NOT complete (Post-College); prof/tech and transfer cohorts only. ABE and ESL cohorts excluded. Summer and Fall cohorts only.																									
4	Job-placement rate	Nine months from program completion, professional/technical students only																									
5	Wage progression	From PRE-enrollment at Seattle Colleges to POST-enrollment, of professional-technical program																									
6a	Math Progression	From developmental to college-level in 1 year. <i>SBCTC Entry Cohorts</i> . Credit milestones. All cohorts, Summer and Fall only, Math Year Met milestone.																									
<b>Goal 2 Equity, Diversity, Inclusion, and, Community</b>																											
1b	Student engagement	Community College Survey of Student Engagement (CCSSE), approximately every 3 years. CCSSE item: “How would you evaluate your overall educational experience at this college?” (1=poor, 2=fair, 3=good, 4=excellent). Gap between white students and historically underserved students of color (HUSOC).  HUSOC: Black or African American, American Indian or other Native American, Asian American, Hispanic or Latinx, Native American, and Pacific Islander.																									
2b, 3b, 6b	Student performance	By Year 6, reduce and eliminate performance gaps between non-historically underserved students of color (White and Asian) and historically underserved students of color (Black, Hispanic, American Indian, and Native Hawaiian or Pacific Islander). Racial and ethnic groupings to establish “opportunity gap” follow Seattle Public Schools’ District specification of “underserved” students.  Historically Underserved (HU): Black and African American, American Indian or other Native American, Hispanic and Latinx, and Pacific Islander (Asian American students are currently excluded from these analyses in an effort to remain consistent with the Seattle Public Schools reporting. Going forward, Asian American subgroups will be analyzed to determine inclusion in the underserved category.)  <b><i>In order to close the 4 year completion gap b/t HU and non-HU students and to have all students complete at a rate of 55%, we need to work to increase HU completions rates by 6% per year compared to 2% per year for non-HU students.</i></b>																									
7	Ethnic and racial diversity of faculty and staff	Staff of color: Black and African American, American Indian or other Native American, Asian American, Hispanic or Latin@, and Pacific Islander. Only includes full time faculty on 9-month contracts																									
11b	Staff growth and engagement	What is your overall satisfaction with being an employee? (5=very satisfied, 4=satisfied, 3=neither satisfied nor dissatisfied, 2=dissatisfied, 1= very dissatisfied, 0=Prefer not to answer); SOC=staff of color																									

### Goal 3 Organizational Excellence

8	Cost	per completions (completions + post college transfer who did not complete); per total SA points; per State FTES. Cost data includes state funding and operating fees.
9	STARS ratings	<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-and-reports/">https://stars.aashe.org/institutions/participants-and-reports/</a></p>
10	Conversion rate	Conversion percentage of applicants to enrollments from Jan to Oct in a year
11a	Staff growth and engagement	What is your overall satisfaction with being an employee of North/Central/South Seattle College/Siegal Center? (Winter and Spring 2019) 5 point Likert scale (5=very satisfied, 1= very dissatisfied)