2021-2023
Seattle Colleges Operational Plans

The Operational Plans specify activities and tactics within each strategy of the Seattle Colleges Strategic Plan. See the Seattle Colleges Strategic Plan 2017-23 for goals, strategies, and measures.

SEATTLE COLLEGES
North · Central · South

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

STUDENT SUCCESS

Strategy 1: Implement Guided Pathways with an Equity Focus

DISTRICTWIDE

1. **Guided Pathways**
   a. Design and implement enhancements to the student intake and onboarding experience for students.
   b. Complete, implement, maintain, and communicate program maps of all programs under the areas of study.
   c. Ensure students complete college-level math within one year.
   d. Complete implementation of directed self-placement for English.
   e. Complete implementation of advising by areas of study and targeted student populations.
   f. Develop more consistent data and reporting across the Seattle Colleges.
   g. Focus Seattle Colleges' professional development activities to enhance the guided pathways work.
   h. Implement new tools in Starfish and ctcLink.
2. **Seattle Promise**
   a. Complete full-scale rollout to all Seattle Public Schools high schools and determine how Seattle Promise relates to King County Promise.
3. **Seattle Public Schools**
   a. Co-lead Seattle Public Schools Articulation Council to implement and prioritize dual-enrollment, data-sharing, and scholarships and financial aid.
4. **Catalog articulation agreements with other institutions.**

CENTRAL

1. **Use Guided Pathways framework** to support students through their educational career from inquiry to completion, with special attention to improving student success for Black, Indigenous, and People of Color (BIPoC), and other historically underserved students.
   a. Use data-driven and research-based intervention strategies to support retention and completion of Black, Indigenous, and People of Color (BIPoC), and other historically underserved students.
   b. Build opportunities for collaboration between instruction and student services to improve the overall student experience.
   c. Provide holistic and proactive student-focused services from inquiry to completion.

2. **Foster internal and external partnerships** to engage students in a comprehensive learning experience, including career exploration and preparation.
   a. Cultivate partnerships that provide mentorship, direct funding, and career-connected learning opportunities for historically underserved students.
   b. Increase awareness and participation in co-curricular activities that complement learning.

NORTH

1. **Seattle Promise Initiative**
2. **Participate in trainings** dealing with structured pathways, i.e. Student Success Institute.
3. **Support a caring**, inclusive, student-centered culture.
4. **Promote student engagement** through embracing diversity of cultures, ideas, perspectives, and people.
5. **Support student perseverance** through institutional and student integrity and accountability.
6. **Strive for quality** across student services, instruction, and administrative service areas so that our students have the ability to excel.

SOUTH

1. **Redesign intake, onboarding, and advising** functions and services to better respond and impact our students needs and their experiences.
2. **Increase I-BEST program offerings** to increase access and support, and shorten time for students to complete training in livable-wage careers.
3. **Develop and offer math co-requisite courses** that support the goal of getting students to and through college-level math in one year.
4. **Increase the inclusion of students** (engagement, feedback, and participation) in our planning, decisions, and implementation efforts.
5. **Establish exploratory sequence structure** for undecided students.
6. **Streamline pathways** from ABE to developmental to college-level.
7. **Implement new technologies** (ctcLink, StarFish, and dashboards) to improve access to college and student-level data.
8. **Critically review program requirements** and revise as necessary to improve student access and completions.
9. **Provide training and increased access** to data dashboards and systems to help make informed decision about program policies.

10. **Continue improving the student experience** online and in print to improve retention and completion in collaboration with student services and instruction.

Strategy 2: Practice Strategic Equity and Enrollment Management

DISTRICTWIDE

1. **Apply the strategies and tactics** outlined in Strategy 1 (Implement Guided Pathways with an Equity Focus) to identified target student populations.
2. **Conduct environmental scan.**
3. **Conduct analysis of program mix** across the Seattle Colleges.

CENTRAL

1. **Create and strengthen structures, systems, and policies** that support robust enrollment and retention.
   a. Leverage real-time application, enrollment, and financial aid data to inform strategies to achieve enrollment and retention goals.
   b. Automate application, enrollment, and financial aid processes with an anti-bias lens to streamline workflow and remove student barriers.
   c. Use culturally appropriate and inclusive language and images in all marketing materials.
   d. Intentionally outreach to historically underserved students and non-traditional students, including students with low access to technology.
3. Implement annual schedule and block-scheduling.

NORTH

See Districtwide Operational Plan.

SOUTH

1. **Increasing enrollment** through expanding flexible options and modalities for program delivery (i.e. hybrid, online, evening, weekends, etc.)
2. **Analyze program enrollment, retention and completion data** through external program review and viability processes to improve program and course offerings and modify instructional practices.
3. **Expand the use of the CRM system and data** to turn more prospective into enrolled students.
4. **Expand on, and build, relationships** with communities of potential students.
5. **Develop annual schedule process and system** to create student-centered quarterly schedules.
6. **Collaboratively improve** our marketing and recruitment efforts and strategies.

continued

EQUITY, DIVERSITY, INCLUSION, AND COMMUNITY
Strategy 1: Develop and Implement a Diversity Action Plan

DISTRICTWIDE

1. **Design and implement** assessment & EDI Strategic Plan
   a. Continue with a focus on activities and priorities at each campus.
   b. Adopt and implement Equity 2023 action plan detailing key districtwide change efforts in three goal areas.
   c. Implement aligned methods for EDI landscape assessment across the three colleges and Siegal Center.
   d. Support Equity Can't Wait Campaign and leverage district and private funds to support critical activities and projects as identified in the Seattle Racial Equity 2023 Plan.

CENTRAL

1. **Develop and implement Guided Pathways** to address institutional racism and achieve equity.
   a. Recruit, retain, and support Black, Indigenous, and People of Color (BIPoC) and other historically underserved students.

2. **Diversify and support the college workforce** by standardizing anti-racist/anti-bias training, onboarding, and professional development.
   a. Standardize an anti-racist, anti-bias search and hiring process to build a diverse workforce.
   b. Promote an inclusive working environment to support and retain employees.

3. **Transform curricula** by applying a racial equity framework.
   a. Deliver diverse educational resources and services focused on equity and inclusion.
   b. Implement culturally responsive pedagogy and services by increasing opportunities for professional development in these areas.
   c. Reinforce a culture that supports anti-bias, anti-racist curricula, and pedagogy.

NORTH

1. **Diversity workshops**
   a. Conduct at least six diversity workshops for the NSC campus community during 2021–2022 academic year.
   b. Administer diversity workshop participant survey at conclusion of all diversity workshops.

2. **Employee engagement survey items**
   a. Continue tracking previously identified survey items which deal with equity, diversity, inclusion, and community.

3. **Student engagement survey items**
   a. Continue tracking previously identified survey items which deal with equity, diversity, inclusion, and community.

SOUTH

1. **Establish Equity, Diversity, and Inclusion** Advisory Council.
2. **Increase the use of intercultural development inventory** to help build and develop individual and department/division capacity to work with differences.
3. **Institutionalize the use of inclusion advocates** on hiring committees and processes.
4. **Use data dashboards** to promote discussions within departments to critically look at current practices and how they affect different student populations and develop and implement improvement plans.
5. **Increase EDI professional development opportunities** for all staff and faculty.
6. **Promote and encourage students** to participate in clubs and activities that support underserved student populations.
7. **Support and encourage faculty** to participate in statewide Faculty of Color Cross Institutional Mentoring Program.
8. **Support and promote** South Men of Color (SMOC) group.
9. **Increase communication channels**, including the website, print materials, and social media, to ensure underserved students are able to find affinity groups, support systems, and student services to help them succeed and feel connected.

ORGANIZATIONAL EXCELLENCE
Strategy 1: Enhance Teaching and Learning

DISTRICTWIDE

1. **Develop new programs** to meet needs of students; upgrade programs.
2. **Expand programs and supports** for career and technical education (CTE) students.
3. **Develop multimodal program options**, including hybrid, evening and weekend offerings; explore Flex programs.
4. **Expand onramps** into CTE programs.
5. **Disburse faculty development grants** to support faculty development of innovative curricula and instruction.
6. **Develop corporate training partnerships**; build employee engagement; and engage system-wide Technical Advisory Committees.

7. **Continue to provide faculty development opportunities**, including anti-bias and anti-racist training, during college professional development days.
8. **Build strategic collaboration** among college and system-wide Navigators, Advisors, CBO partners and other student support staff; build communication strategies (e.g. listserv, monthly meetings) in support of this effort.

CENTRAL

1. **Respond to the needs** of students and the community with high-quality instruction and programs.
   a. Increase opportunities for accelerated, integrated, and/or contextualized learning.
   b. Adapt technology and facilities to support instructional goals and student learning needs.
   c. Continually assess programs, curricula, and course offerings to ensure that they are high-quality and meet students' academic and career goals.
   d. Invest in programs that advance economic and racial justice.
2. **Engage all students and employees** to work towards strategic priorities, developing the organization, programs, and resources.
   a. Define, practice, and promote opportunities for students and employees to participate in college governance.
   b. Require professional development that aligns with strategic priorities, supports engaged employees, and promotes anti-racist pedagogy and curricula.
   c. Engage student participation in student leadership and extracurricular college activities.
   d. Regularly recognize and encourage employee service and excellence.

NORTH

1. **Teaching Improvement Practice (TIP) Form**
2. **Full-Time Faculty**
   a. Led by North Seattle Assessment Committee, North Seattle College will continue usage of TIP (Teaching Improvement Practice) forms.
3. **Priority- Hire Faculty**
   a. Led by North Seattle Assessment Committee, North Seattle College will continue usage of TIP (Teaching Improvement Practice) forms.
4. **Academic Program Review**
   a. All academic programs will submit program review reports and deliver a presentation once every three years to the North Seattle College program review committee.

5. **Academic Program Viability**
   a. Using the agree-upon, district-wide process, all academic programs will go through level one of the program viability process.
   b. Deans and departmental faculty will provide input to the Vice President of Instruction, who then determines which academic programs will go through level two of the program viability process.
6. **Instructional Support Program Review**
7. **Instructional support areas** chosen to present their program review report will do so.
8. **Employee recognition** for excellence in teaching and learning
   a. Annual employee engagement survey

SOUTH

1. **Use program review and viability processes** to continuously improve program content and workforce relevancy and impact.
2. **Provide professional development** for faculty to explore new instructional methods.
3. **Develop new and relevant programs** based on industry and student needs.
4. **Develop and support** evening programs and alternative modes of program delivery.
5. **Expand I-BEST** and on-ramp to I-BEST curriculum.
6. **Expand professional development** and use of TILT.
7. **Establish and strengthen** campus-wide instructional assessment systems and practices.

Strategy 2: Achieve System Integration

DISTRICTWIDE

1. **Global Initiatives:**
   a. The three International Programs (IP) offices have been directed to fully integrate within two years. An integration plan has been developed and will be implemented.
   b. IP will complete creation of complementary plans to the Integration Plan, including a management plan, a communications plan, and a strategic plan to provide structure and clarify roles, responsibilities, and accountabilities.
   c. IP will continue implementing new software as a District IP program in support of SEVIS/advising, admissions, a marketing CRM and a tool to efficiently process commission payments to overseas partners.
   d. IP established one districtwide study abroad position and will manage that position towards plan goals.

continued

ORGANIZATIONAL EXCELLENCE (CONTINUED)
Strategy 2: Achieve System Integration

2. Professional Development: Seattle Colleges will continue to plan, develop, and raise awareness of the Leadership Lab, a districtwide professional development program for all employee groups.

3. eLearning: The newly integrated eLearning team will support student success and provide innovative and culturally responsive solutions in collaboration with students, faculty, and staff in the creation, implementation, assessment, and promotion of high-quality programs, courses, and opportunities across all learning modalities and college supported technology tools.

CENTRAL

1. Engage stakeholders across the college to identify areas where district-wide collaboration and coordination contribute to student success and increased operational efficiencies.

NORTH

See Districtwide Operational Plan.

SOUTH

1. *See Districtwide Operational Plan.*

2. **Continue to participate in** and contribute to college wide committees and activities that support district-wide efforts.

Strategy 3: Foster Sustainability

DISTRICTWIDE

1. **Fiscal Sustainability**
   a. Plan for and implement cost-cutting measures consistent with the mission and values of the Seattle Colleges to ensure system sustainability as required by the Board of Trustees.
   b. Establish processes that lead to completed budgets by June each year.
   c. Pursue continuous improvement for transparent distribution model for state allocation.
   d. Complete financial statements, including successful State Auditor's Office audits.
   e. Ensure compliance with all state/federal financial standards.
   f. Build compliant internal control assessment and reporting process.

2. **Environmental and Social Sustainability – Student Success**
   a. Continue to increase opportunities for students to learn and apply sustainability within courses.
   b. Continuously track sustainability courses and identify these courses in the course catalog and other listings.
   c. Continue to develop mechanisms to create more "campus as a living lab" opportunities across the breadth of STARS categories.

3. **Environmental and Social Sustainability – Organizational Excellence**
   a. Continue annual reporting to Seattle 2030 District and strategies to reach resource conservation targets.
   b. Continue developing the Climate Action Plan as required.
   c. Develop a districtwide purchasing policy that prioritizes sustainable products, like green cleaning and electronics.

CENTRAL

1. **Diversify revenue sources** to sustain the college's financial health and make long-term investments in student enrollment and success.
   a. Allocate resources to programs and areas that support student enrollment and retention.

2. **Promote fiscal sustainability** through shared responsibility and understanding of the budget and budget processes.
   a. Provide professional development opportunities for all college stakeholders to increase knowledge of budget processes and principles.

3. **Invest in facilities and learning environments** that are safe, welcoming, and accessible to all students.
   a. Responsibly steward our resources as an active partner in achieving the broader goals of our external community.

4. **Adopt a stable multi-year** financial planning and budget allocation model.
   a. Build understanding of the budget among all college stakeholders.

5. **Ensure that those with budget responsibilities** are prepared to manage the college's resources effectively.
   a. Establish consistency, clarity, and transparency in the budget allocation process.

6. **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.

NORTH

See Districtwide Operational Plan.

SOUTH

1. **Establish and disseminate criteria and systems** for assessing value, cost and feasibility of current and prospective programs, services and initiatives.

2. **Incorporate annual instructional programs** and scheduling into the budget planning process and cycle.

3. **Develop clear budget process** for requesting new funding.

4. **Develop new budget monitoring system and process.**

5. In collaboration with Hanover Research, **establish multi-year grant seeking strategy.**

6. **To ensure excellent environments** for learning, campus facilities will establish team cleaning to better meet the facilities needs on campus.

7. **Continue to examine equity practices** and how those practices impact and influence campus-wide sustainability.

8. **Develop, share, and spread** organizational change capacity by leading with racial equity throughout the campus.

9. **Implement campus-wide succession plan.**

PARTNERSHIPS
Strategy: Build High Quality Partnerships

DISTRICTWIDE

1. **Implement** shared partnership database.

2. **Reset** Chancellor's Advisory Council.

3. **Implement** Districtwide Technical Advisory Committees.

4. **Engage** with governmental entities and local leaders.

5. **Implement** "Equity Can't Wait" campaign.

6. **Engage** with 3-5 influential local employers.

7. **Offer** a regional economic symposium.

CENTRAL

1. **Develop and deepen partnerships** to expand access to educational opportunities and support student success.

   a. Promote external partnerships that increase access, close racial and economic opportunity gaps, and empower each student to succeed.

b. Pursue partnerships to enhance outreach, marketing, recruitment, and scholarship efforts for BIPoC and historically underserved students.

c. Strengthen partnerships that facilitate a college-going culture among high school students in the community.

d. Facilitate internal partnerships to promote employee collaboration and increase positive outcomes for students.

NORTH

See Districtwide Operational Plan.

SOUTH

1. **Build systems** to assess and prioritize the changing needs and interests of our community.

2. **Partner with** community organizations, employers, and other schools to develop and deliver needed high-demand skills for underserved populations to move into livable-wage jobs, thereby increasing underserved student enrollment and instructional program offerings.

3. In alignment with districtwide efforts, **expand on articulation agreements** with local high schools or colleges.

4. **Continue to attract strong candidates** for technical advisory committees/boards.

5. **Build new partnerships** and strengthen existing ones with industry partners through hosting and attending events.

6. **Continued partnership** with King County by offering courses at the Community Center for Alternative Programs.

7. **Expand Continuing Education partnership** with Corporate and Customized Training to provide courses and training for local businesses and organizations.

8. **Provide great support** and appreciation for private donors who are willing to support our students and programs.

9. **Work closely with South Foundations** to support new construction and remodeling efforts.

10. **Expand on relationship** with Duwamish Tribe and other local native and Indigenous Organizations.

11. **Celebrate partnerships** through internal and external communications channels, including media relations.

12. **Seek out co-sponsor and co-marketing opportunities** with employment partners looking to recruit well-trained graduates of our programs.

SEATTLE COLLEGES
North · Central · South

Seattle Colleges
Siegal Administrative Center
1500 Harvard Avenue, Seattle, WA 98122
206.934.4100 | seattlecolleges.edu

Seattle Central College
1701 Broadway, Seattle, WA 98122
206.934.3800 | seattlecentral.edu

North Seattle College
9600 College Way N, Seattle, WA 98103
206.934.3600 | northseattle.edu

South Seattle College
6000 16th Avenue SW, Seattle, WA 98106
206.934.5300 | southseattle.edu

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