

South Seattle Community College
Strategic Plan
2005-2007

South Seattle Community College (SSCC) commits itself to meeting the following goals by constantly evolving an education community through continuous self-assessment. The College used an assessment plan to evaluate itself and uses the results in decision-making, planning, and allocation of resources. The College promotes communication, collaboration, and learning among all employees.

- I. SSCC provides comprehensive instructional programs which include: college transfer, professional technical education, apprenticeship training, and life-long learning that meet the diverse needs of students and our community.
 - A. The College community creates the condition that enable, engage and prepares students to meet their goals for life and work.
 - B. The College's courses and programs teach or advance the following **Student Learning Outcomes**:
 - Communication
 - Computation
 - Human Relations
 - Technology
 - Personal Responsibility
 - Critical Thinking & Problem Solving
 - Information Literacy
 - C. The College integrates diverse multicultural and global issues in the curriculum.
 - D. The College delivers programs and training in a variety of formats responsive to students' needs.
 - E. The College provides institutional support for instructional innovation across the curriculum.
 - F. The college provides industry-based and services learning opportunities for students.
 - G. The College ensures access to technology for students

These Student Learning Outcomes refer to the general knowledge, skills and abilities that every student graduating with a certificate or degree should possess.

Department / Unit	Dean or Director	Unit / Department Strategies	College Priority Choose 1	Tinto Condition Choose 1	Measurement & Assessment	Benchmark	Budget
International Programs	Kathie Kwilinski & Ginger Moriya	Create an on-line/web based pre-arrival orientation unit to better prepare international students for their experience at South (features webcam communication with instructors and student ambassadors).	1e	Involvement	Show rate for new student applicants	Show rate will increase from ___% to ___%	Faculty Development Grant \$500 Equipment: \$375 Hrly: \$600.00
International Programs	Kathie Kwilinski & Ginger Moriya	Offer first annual Summer Institute- Seattle 101: American Culture & Language Program	1a	Learning	Enrollment Revenue Generated	20 students enroll for each of two sessions \$ Net	Self supporting
Computing	Malcolm Grothe	Develop software testing option	1A	1	Program approved by CIC	Students enrolled in program	\$3,000
Computing	Malcolm Grothe	Develop 1 new on-line course	1D	1	Course approved by CIC	Course offered in schedule	\$2,000
Computing	Malcolm Grothe	Update Cisco Classes to match Learning outcomes and program outcomes	1B	1	Data in Diploma Technology data base	Faculty using the program	\$3,000
Business	Malcolm Grothe	Hire new faculty	1A	1	New faculty hired	New faculty teaching classes	

Business	Malcolm Grothe	Add 2 new on-line classes	1D	1	New classes in schedule	Students enrolled in classes	\$3,000
Landscape Horticulture	Sarah Skamser Van Bobbitt	Increase enrollment from current 60 FTE's to 68 FTEs 1e	1E	2	Average of 68 FTE's fall, winter and spring quarter		
Landscape Horticulture	Sarah Skamser Van Bobbitt	2. Curriculum fine tuning	1d	learning	Changes in response to student surveys	Changes in place Fall 2005	Curriculum grant
Landscape Horticulture	Sarah Skamser Van Bobbitt	3. Irrigation certification short program	1f	advice	Irrigation certificate (short) in place	Fall 2007	LHO and look to irrigation industry for assistance
Drafting	Malcolm Grothe	Evaluate program viability	1A	n/a	Program Review	Decision	
Aviation	Laura Hopkins	Modulated Curriculum	Id	Support	Implementation of modulated curriculum		Human Capital – no new cash required
Aviation	Laura Hopkins	Standardized Class Guides	1a		Powerpoint presentation or equivalent guide for each class – with standard project lists, etc.		Faculty development
Continuing Education	Rich Gartrell- Luisa Motten	Provide comprehensive Instructional Programs to meet the needs and interests of our	2c		Increase CE Lifelong Learning Program Revenues in each year.	12% per yr.	Self-Support

		community.					
Senior Adult Program	Rich Gartrell	Increase enrollment and courses offered to seniors	1c		Enrollment and number of courses increased.	None given	Self-Support
Duwamish Apprentices Program	Pinky Dale	Provide Apprenticeship training to meet student and industry needs.	1. D.	Learning	Number of Apprentices enrolled	750 FTE enrolled per quarter	<i>AH Budget of ~ \$535,000, \$40,000 supplies plus \$40,000 instructional equipment per year.</i>

Duwamish Apprentices Program	Pinky Dale	Start new professional technical programs 1. Environmental 2. Labor Leadership 3. Safety Degree 4. Mortuary Science 5. Green Construction Certificate	1. D.	Learning	New Programs Developed. New Programs Started.	3 New programs started	<i>Apprenticeship Coordinator Salary</i>
Duwamish Apprentices Program	Pinky Dale	Develop Contract Training for PSIEC 1. Lean Manufacturing 2. Other	1. F.	Learning	Contract Training Delivered	6 contract training classes delivered	<i>Coordinator's Salary, Leader to facilitate meetings.</i>
General Studies	Robert Hughes	GSD students are encouraged and supported to progress at least one level in a subject or skill area.	1d		Enrollment in GSD classes	Students enrolled in at least 80 hrs progress once every two qtrs.	None
General Studies	Robert Hughes	Students will be supported to meet their personal, academic, and career goals.	1d		WABERS	70% report that they have been supported.	None
General Studies	Robert Hughes	Students transition to credit programs.	1b		Enrollment in College Programs	10% increase over the biennium	None
General Studies	Robert Hughes	Maintain stability in administration and staff.	1c		Continuity of personnel		None
Academic Programs	Frank Post	Continue to develop a comprehensive and coordinated schedule that includes a range of distance, hybrid, variable-credit, learning community, and 2 nd -year classes, with expanded offering times	1d	Advice	Documented changes in scheduling and offerings.	A 10% annual growth in classes offered in both alternative modes, as well as overall.	AE & AH Budget increases.

Academic Programs	Frank Post	Improved marketing activities including: A) High School outreach B) Distance and Hybrid courses C) New Degree Programs D) Learning Communities	1e		SEM	A 30% annual growth in new students	None
Academic Programs	Frank Post	Faculty will be familiar with and establish articulation and other relationships with local colleges and universities.	1a	Support	Reported agreements and informal articulations. The University Center will provide structure & direction.	Three new Program Articulations per year.	None
Academic Programs	Frank Post	Academic Programs will guide development of it's Web pages and its virtual presence to highlight aspects of its programs	1e	Advice	Number of Departments with a current and maintained web presence.	Eight departments per year with web presence.	None
Academic Programs	Frank Post	Faculty will receive support for and develop new courses, programs, and projects. This will include revisions	2b & 1a	Expectations	Number of new supported programs.	Three new programs per year.	Grant funding.

- II. SSCC provides responsive student services and programs which support the learning and success of its diverse student population.
 - A. The College’s programs and services reflect a commitment to diversity
 - B. The College’s programs and services responsively address the changing needs of students by providing institutional support for innovation.
 - C. The College commits to an open-door policy of universal access.
 - D. The College’s programs and services support student learning.
 - E. The College’s programs and services promoted overall student success.
 - F. The College ensures that campus technology and equipment are continually upgraded to match business, industry, and community standards.
 - G. The College maintains and enhances the natural environment of its campus.
 - H. The College provides a physically accessible, safe and secure environment.
 - I. The College provides a healthful learning and working environment that is ecologically sensitive.
 - J. The College periodically assesses the environment to address the needs of students.

Department / Unit	Dean or Director	Unit / Department Strategies	College Priority Choose 1	Tinto Condition Choose 1	Measurement & Assessment	Benchmark	Budget
Student Life/Child Care Center	Lisa Sever	The childcare center will provide services that are applicable to our diverse families. These services will assist in student retention and success. 1. Evaluate and assess the current and future needs of our	II E	Support	1. Recruitment and retention statistics will be maintained. 2. Feedback from parents will provide information/statistics on how we are doing (what is working and what	SSCC student parents enrolled in the Childcare center will show a reenrolled retention rate	Budget impact may occur for staff levels, supplies and equipment

		<p>diverse families.</p> <p>2. Determine if annual evaluation form is applicable & update if needed.</p> <p>3. Collaborate with Home & Family Life, Women's Programs, etc to develop resources for families.</p> <p>4. Track the Childcare needs of students that do not fit into our current operating hours & ages.</p>			<p>needs improvement).</p> <p>3. Develop parent resource area in center and document how it is used.</p> <p>4. Use data from inquiry logs for future program planning.</p>	<p>of 75% each quarter (Fall to Winter and Winter to Spring).</p>	<p>depending on evaluation outcome. Results would be discussed for future planning. Grants & /or fund-raising may also be discussed</p>
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Department / Unit	Dean or Director	Unit / Department Strategies	College Priority Choose 1	Tinto Condition Choose 1	Measurement & Assessment	Benchmark	Budget
Student Assessment	Sandra Bolt	Accurate placement of ESL students: Set cut-off scores consistent with national and local cuts Monitor cut-off scores through classroom grade/placement reports and instructor's 5 point scale Adjust scores using data collected on an annual basis	1b	Expectation	ESL instructor's survey	An increase of faculty satisfaction With accuracy of student placement	
Enrollment Services	Kim Manderbach	Cross- train information/registration and admissions staff to serve as generalists who can answer most students' questions and perform common functions	1C	3	Staff in all 3 areas can register students, answer the colleges mainline, distribute student forms and answer general policy questions.	Each staff member will be rotated to 3 different work areas during the quarter.	Existing part-time hourly time to train
Financial Aid	Lorraine Odom	Offer FAFSA on the Web workshops to assist students in applying for financial aid electronically	IIB, IID, IIE		Monitor the amount of students who attend workshops	See an increase in electronic applications	
Financial Aid	Lorraine Odom	Provide financial aid information booths at our College's fairs	IIA, IIC, IID, IIE		Monitor the number of students we serve at these fairs.	Increase our involvement by 3 fairs this upcoming year	
Financial Aid	Lorraine Odom	Provide financial aid orientations	IIA, IIC, IID, IIE		Compare number of students with satisfactory academic progress issues to the upcoming year	See a lower amount of students on probation and suspension	
Financial Aid	Lorraine Odom	Provide presentations to local high schools and community agencies	IIA, IIB, IIC, IID, IIE		Compare number of presentations this year to the upcoming year	Increase yearly presentations by 3	
Financial Aid	Lorraine	Create a part-time scholarship	IIA, IIB, IIC,		Monitor the number of	Compare the	\$8000

	Odom	position to meet student needs and college-wide interest in developing a specific centralized area for scholarship access.	IID		students who access scholarship information and the peak times utilized.	number of scholarship application information available to students from current year.	
Student Services	Karen Foss	Students will be satisfied with the services they receive in ten areas of Student Services.	II.E	Advice and Support (too many areas involved to pick only 1)	ACT Outcomes Survey	Average student rating on a scale of 1 to 5 will be 4.00	
Student Services	Karen Foss	Student Progress Initiative will reduce number of students taking excess credits and increase graduation rates. Evening and Saturday advising assistance will increase retention by ___% by June 2007	II.E	Advice	Student Progress Quarterly Data Reports Retention Data	10% reduction in the students not completing 75% of their classes; 20% reduction in #of students over 125% and 150% of their required coursework. 3% increase in graduation rates by Spring 2007.	\$8,000 in part-time hourly to assist with additional load. **

Department / Unit	Dean or Director	Unit / Department Strategies	College Priority Choose 1	Tinto Condition Choose 1	Measurement & Assessment	Benchmark	Budget
Educational Support Services	Roxanne Tillman	Because tutoring is recognized as an integral part of the learning process, SSCC's Tutoring Center will adopt nationally recognized standards for hiring, training and evaluating tutors and receive national certification during 2005-2006	(1) promote student learning	Support	Training materials, forms, types of training, hours of training, hiring criteria, and evaluation methodology will be scrutinized by the College Reading and Learning Association using a self-study and verification process.	Certification will be received by June, 2006	Application fee will come from Tutor Center budget
Educational Support Services	Roxanne Tillman	ESL students will receive more comprehensive tutoring services by hiring a writing aide for the Writing Center – beginning fall quarter, 2005, who will be qualified to work specifically with ESL students	(1)b, c, d	Learning	Sign-in sheets will show a 5% increase in the number of ESL students who visit the WC.	ESL students who respond to surveys will express that they are using the WC	\$1,200. to be divided between Academic Programs and Tutor Center budgets
Disability Support Services	Roxanne Tillman	Work with SSCC Career Center/WorkSource Center to increase the number of students with disabilities who use the Center and find suitable employment after graduation	(1)c, e	Support	Make contact with and monitor DSS students using Career Center and document the number of students employed.	5% more DSS Students will use SSCC Career Center and WorkSource	No additional funds will be needed
Student Services	Virginia Sullivan	Increase the number of Running Start Students beginning their junior year. Increase the number of full-time Running Start FTE. Increase the number of Running Start Students who receive an AA/Professional Tech. Degree	II.C/E	Advice	Running Start Data Graduation Data FTE was 220 in 2005 Compare # of students who graduate with AA & HS diploma in 2006 to 2005	165 seniors in 2005 – increase to 242 in 2006 – a 10% increase	** under Karen Foss

Department / Unit	Dean or Director	Unit / Department Strategies	College Priority Choose 1	Tinto Condition Choose 1	Measurement & Assessment	Benchmark	Budget
Student Outreach, Admissions & Recruitment	Rosie Rimando	Focus outreach efforts on three catchment area high schools (West Seattle, Chief Sealth, Evergreen High Schools) to better capture community college-bound graduates	IVB	N/A	Number of outreach events, tours, presentations, and student meetings conducted with each school.	Increase <u>exposure</u> to students from these schools by 25 percent.	Increased goods and services budget to provide additional on-campus events.
Student Outreach, Admissions & Recruitment	Rosie Rimando	Streamline admissions process in three areas: 1) Improve access to web admissions from South website by working with Web Manager. 2) Reduce paper application by encouraging web applications. 3) Reduce web applicant response time.	IVB	N/A	1. Revise “Enrollment Checklist” page, Place unique “Apply Here” button more prominently on website 2. Revising text on paper app. to encourage web application, Conduct web application workshop at area high schools 3. Revise web application approval process	1. Enrollment Checklist is revised (paper and online), “Apply Here” or similar web tool added to website 2. Paper application revised, web application workshop is piloted at one area HS 3. Web applicant response time reduced to within 4 business days	Existing part-time hourly

Department / Unit	Dean or Director	Unit / Department Strategies	College Priority Choose 1	Tinto Condition Choose 1	Measurement & Assessment	Benchmark	Budget
Student Outreach, Admissions & Recruitment	Rosie Rimando	Recruitment: Improve follow-up e-recruiting strategies for inquiries and other non-enrolled contacts within the guidelines of district email communication policies	IVB	N/A	<ul style="list-style-type: none"> - Increase email communication with inquiry email list - Increase email follow up with non-enrolled web applicants - Initiate email communication with Tech Prep, Running Start, Upward Bound, ETS 	<p>Send four (quarterly) emails to non-enrolled inquired individuals and web applicants</p> <p>Initiate email communication with described HS students</p>	Existing Outreach director, possible subscription to e-recruitment program
WorkSource Center	Betsy Hale	<p>Workforce students participate in one WorkSource Center related activity, workshop, or individual counseling session related to job seeking skills or career exploration in order to receive a degree or certificate.</p> <ul style="list-style-type: none"> • Dependable Strengths Workshop • Resume Critique • Electronic Resume Preparation • Interview Preparation • E-recruiting registration • Individual career counseling/goal setting sessions 	1D	Expectations, Advice, support	Completion of WorkSource requirement signed and submitted	ACT survey point gain to 3.50 on both developing effective job seeking skills and learning about career options.	No additional support

Department / Unit	Dean or Director	Unit / Department Strategies	College Priority Choose 1	Tinto Condition Choose 1	Measurement & Assessment	Benchmark	Budget
WorkSource	Betsy Hale	Increase ESL student transition to college level courses by: 1. Offering introduction to college workshop to all level 5 and 6 students each quarter. 2. Complete career and educational plan and advising session with level 5 and 6 students who express intent to continue beyond (free) ESL classes. 3. Flag students (level 5 and 6) with intent to progress. Follow flagged students, report outcomes to faculty.	1B	2	14% of each level 5/6 class progress to tuition generating course each quarter.		
Student Life	Cessa Heard-Johnson, Interim Dean	To establish both a student and staff training program and workshop opportunities to further train participants in life skills, success strategies and leadership development.	IB	Expectations: Students persist in settings that expect them to succeed.	Work with the campus community to develop topics and resources available for training; Develop a summer and pre-fall training schedule for campus leaders; develop a monthly ongoing training in-service for campus student leaders i.e. Student Leaders Academy.	Actual program development: # of participants; # of sessions and workshops completed.	

Student Life	Cessa Heard-Johnson, Interim Dean / Stephanie Madison, Interim Women's Program Coordinator	To increase Women's Program space; to establish a Women's Center space at South Seattle Community College	ID	Learning: the more students learn, to more value they find in their learning and the more likely they will stay and graduate.	Establish a Women's Program Advisory Board; Selection of A Women's Program Coordinator. Selection of student staff for 2005-2006. Move into the backfill space vacated by Campus Recreation in JMB; develop 5 year plan for facilities, staffing, program and services	Actual space increase; Actual student staff selection, training and supervision; # of students supported through events, activities and projects; Actual development of a Women's Center Advisory Board.	
Student Life	Cessa Heard-Johnson, Interim Dean	To consistently enhance the Student Life Savings Account	V	Expectations: Students persist in settings that expect them to succeed.	Provide 4% of each year's budget to the student life savings account.	Creation of an annual unallocated fund within the budget to anticipate new programs and projects; actual 4% of budget into savings account.	

Student Life	Cessa Heard-Johnson, Interim Dean	To develop an academic success program that provides opportunities for student to increase faculty and student interaction and higher academic achievement.	IIE	Support: Academic, social and personal support needs to be readily available and connected to other parts of the college	Establish an Academic Success Committee Chairperson on USA; to establish a faculty fellow program within the Student Life Department; continued support of the textbook sell program; continued support to the Cultural Center for textbook loan library funding; to establish a faculty student guest meal program.	Establishment of USA position; # of participants; # of workshops and programs presented; # of faculty participants.	
Student Life / Activities	Cessa Heard-Johnson, Interim Dean Monica Lundberg, Program Manager	To develop and provide continued support for the Leadership Abroad Program opportunity for South Seattle Community College students to increase their knowledge and interaction with global communities	IC	Learning: The more students learn the more value they find in their learning and the more likely they will stay and graduate.	Outreach to Global Community Partners; Development of program guidelines, application process, selection committee, provide orientation and training to selected participants; provide networking opportunities to selected participants after their initial program ends.	Actual program development and continuation; # of participants.	

Student Life / Recreation	Cessa Heard-Johnson, Interim Dean Fred Collins, Campus Recreation Coordinator	To develop both a campus wellness center program and facility.	ID	Support: Academic, social and personal support needs to be readily available and connected to other parts of the college.	Move into additional space in former CED building; conduct a user survey of Fitness Center users; establish a Campus Recreation Advisory Committee with both on campus and off campus community partners.	Establishment of an Advisory Board; # of meetings of Advisory Board; Actual completion of wellness facility space; # of students who utilize the facility;	
Student Life / USA	Cessa Heard-Johnson, Interim Dean	To increase outreach to the campus community through committee work and activity involvement.	IV A	Support: Academic, social and personal support needs to be readily available and connected to other parts of the college.	Monthly topic forums, staffing the campus information booth, wearing id nametags, participating in campus committees, participating in outreach activities such as College Night and campus tours.	# of students participants; # of workshops presented; # of outreach activities participated in;	

Campus Services	Matthew Horwitz	Implement recommendations from "Recycle Smart" consultant to enhance and expand campus recycling program	2		Implement food waste recycling Implement campus wide beverage container recycling	% decrease in waste management expenses	n/a
Campus Services	Matthew Horwitz	Work order and RMI project management. Increase responsiveness to campus facility needs and work order requests.	1		Establish central dispatch system/position. Disseminate work order request and project prioritization policies/procedures to campus community.	Perform initial baseline survey of staff/faculty satisfaction level with campus services responsiveness to requests. Repeat survey annually.	Dispatch position
Transportation coordinator	James Lewis	Offer extra incentives to employees already carpooling, walking, bicycling, or taking the bus with a drawing of commuter bonus vouchers once a month.	2		1. Annual survey 2. Reduce SOV rate.	1. Reduce SOV rate by 15%.	\$1,000 from the TMP budget.
Security/ Parking	James Lewis	Improve the parking purchase process for evening students and off business hour students and visitors. Implement parking recommendations	2		1. Number of students able to purchase parking in the evening 2. Amount collected for non-quarterly permit parking.	1. Reduction in complaints from students who work during the day and can't get to SSCC to buy parking.	\$30,000.

NewHolly	Marie Coon	<p>Provide support to units offering classes by developing processes that mimic procedures established at main campus. Support efforts to bring additional resources to keep office and classrooms up-to-date.</p> <p>Establish working relationships with service units which include maintenance of physical plant, public information, outreach and transition staff relationship, janitorial, security telephone, computers and other general maintenance requirements.</p> <p>Establish a local advisory committee to assist in developing local partnerships to support the transition center that functions all year long.</p> <p>Investment in programs: rental payment for Work Discovery class.</p>	1, 2		<p>Approval of procedures unique to NewHolly.</p> <p>Contracted services meet requirements.</p> <p>Other services meet needs of staff and students.</p>		n/a
International Programs	Kathie Kwilinski & Ginger Moriya	Increase advising contact hours per student for educational planning, cross-cultural adaptation; problem solving and career selection	1c	Advice	<p>Transition rate from IEP to College Level</p> <p>Retention rate of all international students</p>	<p>Rates will increase from _____% to _____%</p>	<p>\$26000 for full-time clerical support staff</p> <p>\$18000 for p/t advisor</p>
Aviation	Laura Hopkins	Recruit at Women in Aviation	IIa		March 2006 –	Increase non-	\$3750

		Conference			Recruitment accomplished	traditional students	
Aviation	Laura Hopkins	Upgrade Aviation Training Equipment	IIf		All required manuals, basic electricity training equipment, overhaul engines have all relevant parts, all “running” engines are running	Effective use of Technology	VNA Funding
Aviation	Laura Hopkins	Maintain a environmentally safe department	Iii		No repeat infractions of chemical hygiene weekly inspections		No extra funding required
Duwamish Apprentices Program	Pinky Dale	Alternative Delivery of Apprenticeship Training	II. B.	Learning	Number of Apprenticeship courses offered on-line	Ten Apprenticeship classes delivered on-line. Six Apprenticeship instructors trained to convert classes to on-line format.	\$99,000 Patty Murray FY 05 Earmark
Academic Programs	Frank Post	Attainment of graduation goals is supported through faculty advising, departmental unity and clear expectations for degrees.	1d	Expectations	Increase in degree graduates with AA and/or AS.	10% increase per year	No extra funding.

III SSCC supports the renewal of professional knowledge and skills in its diverse community of highly qualified personnel

A. The College provides resources for training for employees.

- Upgrade and /or enhance their areas of expertise
- Use current and emerging technology to meet the needs of student and access information, and
- Promote diversity through professional development

B. The College recruits highly qualified personnel.

Department / Unit	Dean or Director	Unit / Department Strategies	College Priority Choose 1	Tinto Condition Choose 1	Measurement & Assessment	Benchmark	Budget
Student Life/Child Care Center	Lisa Sever	The Childcare Center will encourage/support the professional development of all employees through: 1. Campus &/or center sponsored activities, workshops, diversity training, and committees. May coordinate training with Home & Family Life. 2. At least one staff training activity for assistant staff 3. Lead staff will choose activities that are of interest, applicable to work, & will apply to STARS continuing education requirement. 4. Staff will share information gained after trainings or school visits.	III A.	Support	1. Staff participation in campus sponsored activities will be documented 2. Professional development hours will be tracked & recorded for STARS 3. Staff will provide input and evaluations on their professional development activities	100% of the lead childcare staff will meet or exceed their annual 10 STARS hours required by licensing	\$500 lead staff + \$200 center training = \$700 + Subs = \$1,500 Child Care funds or Grants/ Scholarships may be sought

Duwamish Apprenticeship	Pinky Dale	Train Apprenticeship instructors in the delivery of on-line instruction, in coordination with the TLC.	III. A..	Involvement	Number of instructors trained in blackboard. Number of courses instructors have developed using on-line format.	Six Apprenticeship instructors trained to convert classes to on-line format. Ten Apprenticeship classes delivered on-line.	\$99,000 Patty Murray FY 05 Earmark
Duwamish Apprenticeship	Pinky Dale	Attend professional apprenticeship meetings (quarterly apprenticeship council meetings).					<i>Travel budget of ~\$5,000 per year.</i>

IV SSCC collaborates with business and industry, labor, community-based organizations, high schools, and 4-year college and universities.

- A. The College builds and values partnerships with business and industry, labor and community-based organizations.
- B. The College builds partnerships with other higher education institutions and K-12 schools
- C. The College adapts, grows and improves its educational programs in response to feedback from students, input from the community, needs of business and industry, and the best economic projections of employment opportunity.
- D. The College leverages public support for education by attracting private philanthropic support from individuals, community groups and businesses.

Department / Unit	Dean or Director	Unit / Department Strategies	College Priority Choose 1	Tinto Condition Choose 1	Measurement & Assessment	Benchmark	Budget
Student Assessment Services	Sandra Bolt	Set-up soft-ware in the pilot test high school Create the test package, specific to a pilot test high school's needs Create profile and follow –up reports	1e	Expectations	Entering students from the pilot HS will score at a higher level than in a non-studied year. SSCC's enrollment from the pilot school will increase from the previous year.	1. A 5% increase in pilot school's enrollment to SSCC from 2004 2. 20% increase in a more college prepared student of pilot school	2,600 *test costs *proctoring *report writing *build master test *set-up in high school facilities
Brockey Center	Bob Sullivan	Continue to develop partnerships with community groups, local businesses and government agencies to increase mid week revenue. Continue to evaluate marketing efforts	2	Support	We have a revenue goal of \$300,000. At this level, the deficit will be reduced.		n/a

		concentrating on this market sector.					
International Programs	Kathie Kwilinski	Begin annual faculty and student exchange program in coordination with our sister schools in Japan & Korea	1a	Involvement (students feel better supported by faculty who understand cultural context)	Number of faculty abroad Number of Students going abroad	2 faculty in 2005/06 4 students in 2005/06	\$2500-IDG \$1500 1114N97 \$1500 Student Life Grants?

Aviation	Laura Hopkins	Partnering with 4 year institutions	IVb		Articulation agreement with Embry-Riddle and Central Washington University		Human Capital
Continuing Education	Rich Gartrell	Increase contract training revenues	2c		Increased number of Contract Training Events	8% per year increase	Self-Support
Continuing Education	Rich Gartrell/ Tom Murray	Increase Self-Support revenues for Project Lead the Way.	1a		Growth in PLTW Programs offered and supported.	15% per year increase	Self-Support
Duwamish Apprenticeship	Pinky Dale	P.S.I.E.C. (Puget Sound Industrial Excellence Center – Hat & Boots Coalition)	IV. C.	Expectations	Number of classes offered, number of students enrolled, business services on-site.	40 businesses served. 200 students served. 3 SBD services located on site	<i>Need Staffing</i>
Duwamish Apprenticeship	Pinky Dale	Aviation High School partnership	IV. B.	Expectations	Income Generated Students continuing on to SSCC	Generate \$300,000 income per year. 10% of students continue on to SSCC.	<i>Facility Coordination</i>
Duwamish Apprenticeship	Pinky Dale	I.E.R.E. (Institute for Environmental Research and Education – Vashon Island).	IV. C.	Expectations	Delivery of Green Construction. Development of environmental degree. SSCC presence on Vashon. SSCC input to IERE classrooms.	Offer 6 green construction courses. Implement environmental degree with Academic. SSCC has visibility on Vashon at the IERE.	<i>Dean of Apprent. Salary</i>

Duwamish Apprenticeship	Pinky Dale	Washington State Labor & Industries Apprenticeship Council	IV. A.	Expectations	Partnership and Collaboration. Funding. SSCC selected for special projects, grants, funding.	Support 3 new apprenticeship programs. Receive 2 mutually written grants.	<i>Dean of Apprent & Appr. Coord. Salary</i>
Duwamish Apprenticeship	Pinky Dale	United States Department of Labor – ATELS – Anne Wetmore	IV. C.	Expectations	Partnership and Collaboration. Funding. SSCC selected for special projects, grants, funding.	Support 2 new apprenticeship programs. Receive 2 mutually written grants.	Dean of Apprent & Appr. Coord. Salary
Duwamish Apprenticeship	Pinky Dale	Workforce Development Council	IV. C.	Expectations	Partnership and Collaboration. SSCC selected for special projects, grants, funding	Two WDC grants. Currently Fire & Alternative Delivery, through 2006.	Appr. Coord. Salary
Duwamish Apprenticeship	Pinky Dale	King County Labor Council	IV. A.	Expectations	Partnership and Collaboration. Participation on TAC's and support for grants	Letters of support for Three grants.	Dean of Apprent. Salary
Duwamish Apprenticeship	Pinky Dale	Seattle / King County Building Trades Council	IV. A.	Expectations	Partnership and Collaboration. Project labor agreements utilizing apprentices.	Supply equipment for wood shop at Duwamish. All Project labor agreements utilizing apprentices.	Dean of Apprent. Salary
Duwamish Apprenticeship	Pinky Dale	Articulations <ul style="list-style-type: none"> • National Labor College • Southern Illinois University Eastern & Western Oregon 	IV. B.	Expectations	Number of articulations achieved.	Articulations: Labor leaders, Electricians, Fire & other.	<i>Appr. Coord. Salary</i>

V. SSCC ensures its financial health.

- A. The College develops and maintains effective systems to manage its budget and enrollment that ensure fiscal integrity, quality programs and services, and enduring institutional viability.
- B. The College expands and strengthens communications, cooperation, and coordination with SSCC Foundation for the benefit of the entire campus community
- C. The college pursues alternative funding opportunities to advance its goals.

Department / Unit	Dean or Director	Unit / Department Strategies	College Priority Choose 1	Tinto Condition Choose 1	Measurement & Assessment	Benchmark	Budget
Student Life/Child Care	Lisa Sever	The Child Care Center will maintain/build revenue to assure the financial health of its self-support budget. 1. Promote visibility & awareness of the Child care program on campus and in the community to assist with recruitment & enrollment of families. 2. Fill the 10 dedicated community slots to assure a reliable revenue base. 3. Set child care fees consistent with averages in the community.	V. A	Support	1. Compare promotional efforts w/actual enrollment & revenue to determine if strategies resulted in stable quarterly enrollment/revenue. 2. Track: how did you hear about us? 3. Use information from Childcare Resources and individual centers to compare childcare rates.	An average of 90% of our community slots will be filled each quarter.	College support will be needed to promote the center. Ideas: brochure, written materials, WEB content.
Enrollment Services	Kim Manderbach	All student diplomas/certificates will be printed in house by Spring of 2006 resulting in a cost savings and faster turnaround time.	2e	3	Reduction in outsourcing costs associated with diplomas production.	The college budget for diploma production will be reduced by 20%.	None.

Enrollment Services	Kim Manderbach	All college staff involved with Final FTE Report to the SBCTC will receive training to improve accurate course entry, and full FTE count.	2h	N/A	Preliminary reports will have fewer errors leading up to Finals Run.	There will be 10% reduction in Errors	None
Business Office	Dawn Vinberg	Ensure SSCC remains within approved budgets for revenues and expenditures.	2	n/a	Communicate outcomes of quarterly report to Cabinet and other campus committees. Provide tools and training to departments. Mid-year and year-end analysis of departmental over-expenditures.	No deficits within each college fund.	No additional staffing required.
Business Office	Dawn Vinberg	Improve Business Processes. (Allows staff time to transition to priority-focused initiatives.)	2	n/a	On-going quarterly training on existing business processes. Quarterly analysis of an existing process. Annual project undertaken to improve a process. Ensure availability of procedural information. Develop campus experts in business processes.	Fewer than 10 items will be held in Business Office at any time. Business Office survey will reflect increased satisfaction with processes.	Staff time will be redirected from standard business functions to committees and teams working towards process improvement.

Business Office	Dawn Vinberg & Kurt Buttleman	Ensure compliance with legal rules and regulations.	2	n/a	Increase knowledge and awareness of laws. Appropriate application of rules and regulations. Communicate outcomes with departments.	Audit reports will have no findings related to compliance. Departments adhere to legal compliance. Limited number of exceptions to policies.	No additional staffing required.
Bookstore	Kristin Ripley-McNamar	Marketing new product rotation; customer service; book in hand program; book on the shelves; early adoption of textbooks; more used text sales.	1		Meet or exceed budget target so the college receives more revenue.	Annual Budget	
International Programs	Kathie Kwilinski & Ginger Moriya	Following the Marketing and Outreach Plan: add outreach to new markets: Denmark, Sweden & Turkey and continue outreach activities in primary markets (Taiwan, Japan, Korea, Vietnam)	2	n/a	Enrollment And/or Revenue	Increase IEP by 20% Increase CL by 20%	Add'l marketing funds for these new markets
Aviation	Laura Hopkins	Increase recruitment	Va		Recruit at the Alaska Aviation Conference		\$4000
Aviation	Laura Hopkins	Develop recruitment equipment	Va & c		Aviation Marketing Video Complete		\$7500

Duwamish Apprenticeship	Pinky Dale	Aviation High School Income	V.A.	Involvement	Income, less expenses, from Aviation High School.	Maintain AHS income and satisfaction for a second year.	<i>Cost of facilities management & coordination.</i>
Duwamish Apprenticeship	Pinky Dale	Grant writing	V. C.	Learning	Number of grants written, number of grant requests funded.	Write for six grants. Have four grants funded.	<i>Dean of Appr. & Appr. Coord. salaries</i>

INSTRUCTION 2005-2007 GOALS

1. Increase college retention rate for degree seeking students from Fall – Spring quarters by 5% to 70% in 2007. Increase program completion, graduation, and transfer rates by 5% in 2007.
2. Increase by 10% the number of students prepared for work in 2007.
3. Increase the following student learning outcomes on the ACT survey: developing problem solving skills to 3.90; becoming an effective team member to 3.63; and effectively using technology in the classroom to 3.74.
4. Increase faculty capacity to successfully transition Non-Native English Speaking (NNES) students from 12% to 16% in 2007. Increase faculty participation using learning scholarship related to NNES by 50% in 2007.
5. Increase distance learning offerings by 10% in 2007.
6. Increase three-to-five instructional programs related to the economic forecast of the region in 2007.
7. Increase efficiency and provide appropriate course offerings to meet enrollment demands and targets each year within budget.

STUDENT SERVICES 2005-2007 GOALS

1. Student Services Departments will continue to receive high student satisfaction ratings. The average rating of student satisfaction with the 10 departments in Student Services will be 4.00 on a scale of 1 to 5 with 5 being very satisfied based on the ACT Outcomes Survey Additional Questions.
2. The college's retention rate for Degree seeking students from Fall to Spring Quarters will increase by 5% to 70% in the Spring of 2007.
3. There will be a 4% increase in College Transfer graduation rates from 18% (2004 report) to 22% in the 2007 retention report (students awarded degrees within 3 years of Fall entry with intent to receive a degree).
4. Reduce the number of low scholarship students by 10% from 107 in Fall 2005 to 96 by Fall 2007.
5. Increase graduating students' assessment of their progress toward developing effective job seeking skills from 3.02 (Spring 2004) to the national average of 3.43 by Spring 2007 based on the ACT Outcomes Survey.