



SEATTLE CENTRAL  
COLLEGE

*Central to the Community for 50 Years*

# CENTRAL to the Future



Preliminary Strategic Plan  
2016–2020

## PRESIDENT'S MESSAGE

Dear Colleagues:

**S**eattle Central College was founded 50 years ago with a mission to provide affordable and accessible higher education for people in our community. In the years since we opened our doors in 1966, the efforts of dedicated faculty and staff like you have changed the lives of countless students.

Our mission remains the same, but our college must continue to evolve to meet the changing needs of our community. To guide this important work, and to ensure our college is fulfilling its mission in the most effective way possible, we operate under a multi-year strategic plan. The previous plan, implemented in 2011, covered five years and recently expired. Our task over the past year has been to develop a new, four-year plan that is strategically aligned with our college's accreditation cycle and with the plan of the Seattle Colleges District.



When I arrived on campus as president, a top priority of mine was to involve the campus community in defining a new vision for Seattle Central. During the 2015-16 academic year, we held a series of listening sessions and work groups for faculty and staff in order to hear directly from you. Together, we have envisioned a forward-thinking plan that is focused on student success, academic and institutional excellence, and service to our community and region. It is structured around five strategic directions:

1. Increase student enrollment and retention
2. Increase student progress and completion
3. Eliminate institutional racism and achieve equity and diversity
4. Build a sense of shared community
5. Advance the college's long-term fiscal health

The choice and wording of these directions demonstrate that Seattle Central currently faces a variety of internal and external challenges. It is true that we can and must improve in key areas, but this should not obscure the excellent work at every level of the college that helps our students secure positive futures.

On the pages that follow, please take some time to review this plan, including the goals, objectives and performance indicators for each strategic direction. Think about ways that you can align your work to support this plan. In the near future, I will ask each department to craft their own strategic plans that support this college-wide effort, and your input will be exceedingly valuable.

I would like to thank all those who contributed to this plan. It is vital that we continue to harness the considerable intellectual and practical input from everyone on campus. Doing so in a cooperative and collaborative way will help us fully realize our vision so that Seattle Central continues to grow and evolve over the next 50 years.

Sincerely,

A handwritten signature in blue ink that reads "Sheila Edwards Lange". The signature is fluid and cursive, with the first name being the most prominent.

Sheila Edwards Lange, Ph.D  
President



## WHO WE ARE



## MISSION

Seattle Central College promotes educational excellence in a multicultural urban environment. We provide opportunities for academic achievement, workplace preparation, and service to the community.

## VISION

Seattle Central provides an environment of support for diversity, equity and community, where students are actively mentored, supported and empowered to achieve their educational, career and personal goals.

## CORE THEMES

- Responsive Teaching and Learning
- Catalyst for Opportunities and Success
- Diversity in Action
- Communities Engagement



# INTRODUCTION & PROCESS



## PLANNING PURPOSE

During Fall Quarter 2015, as the 2011-2016 Strategic Plan was about to expire, the college began to develop a new strategic plan to cover 2016 to 2020, a four-year period timed to align with the accreditation cycle. The purpose of the new strategic plan is to provide:

- Clear strategic directions and priorities for all college functions
- Specific goals and objectives that support the fulfillment of the college's mission as expressed in the Core Themes
- Close alignment with the current Seattle Colleges District Strategic Plan

## PLANNING PRINCIPLES

We envision this strategic plan will:

- Establish a high-level, college-wide framework for decision-making regarding resource allocation and program planning
- Build a sense of common purpose and shared understanding across all areas of the college and with external stakeholders
- Serve as a living document that is meaningful in the day-to-day work of the college and characterized by simplicity, clarity and co-accountability

## PLANNING STRUCTURE

At Seattle Central, College Council is responsible for leading the strategic planning process. Within College Council, a Strategic Planning Workgroup was formed, with three faculty members, two staff members, one student and one administrator who served as facilitator. With support from the college's Office of Strategic Initiatives and Institutional Research (SIIR), this workgroup established planning principles and selected the approaches to solicit input and ideas from across the college.

## PLANNING PROCESS, ACTIVITIES & TIMELINE

Seattle Central's faculty, staff, students and community contributed honest, thoughtful and invaluable feedback throughout the planning process, which has shaped the plan that follows. In all, 12 listening sessions were held during the 2015-2016 academic year to gather input representing a variety of college perspectives.

## APPROVAL

Using the valuable information gathered in campus listening sessions, the workgroup created a draft strategic plan, which was reviewed by the entire College Council. After providing feedback and making revisions, CC forwarded the draft to President's Cabinet to finalize and approve.



## STRATEGIC DIRECTION 1

### *Increase student enrollment and retention*



#### ■ Goal A

**Strengthen and create structures, systems, and policies that support robust enrollment**

**Objective 1:** Implement strategic enrollment management plan that applies research based strategies to achieve enrollment goals

**Objective 2:** Market Seattle Central College as a destination for unique learning and cultural opportunities

**Objective 3:** Design alternate scheduling and offer instructional modes to maximize enrollment

#### ■ Goal B

**Respond to the needs of students and the community with high quality innovative instruction.**

**Objective 1:** Increase opportunities for accelerated, integrated, and contextualized learning

**Objective 2:** Align technology and facilities to support instruction goals and student learning needs

**Objective 3:** Revitalize curriculum and course offerings to provide vibrant and responsive programs



Supports Core Theme 1:  
RESPONSIVE TEACHING AND LEARNING

## STRATEGIC DIRECTION 2

### *Increase student progress and completion*



#### ■ Goal A

**Create a set of clear pathways to support and guide students through the educational process**

**Objective 1:** Build opportunities for collaboration between instruction and student services to improve overall student experience

**Objective 2:** Provide holistic student-focused services from inquiry to completion

**Objective 3:** Provide multiple entry points for degrees, programs, and certificates

#### ■ Goal B

**Engage students in a comprehensive learning experience that extends beyond the classroom**

**Objective 1:** Bridge instruction with opportunities for career exploration and preparation

**Objective 2:** Increase awareness and participation in co-curricular activities that support and compliment learning



Supports Core Theme 2:  
CATALYST FOR OPPORTUNITIES AND SUCCESS



## STRATEGIC DIRECTION 3

### *Address institutional racism and achieve equity and inclusion*

#### ■ Goal A

#### **Create an educational environment that is framed by diversity, equity, and inclusion**

**Objective 1:** Create and implement a diversity, equity, and inclusion plan that provides direction for priorities and strategies

**Objective 2:** Deliver diverse educational resources and services focused on equity and inclusion

**Objective 3:** Promote culturally responsive pedagogy and services by increasing opportunities for professional development in these areas

**Objective 4:** Reinforce a culture that supports anti-bias, anti-racist curriculum and pedagogy



#### ■ Goal B

#### **Recruit and retain students and employees who reflect the rich diversity in the community that Seattle Central serves**

**Objective 1:** Reach out to underrepresented student populations in order to recruit, retain, and support these students through the educational process

**Objective 2:** Standardize an anti-racist, anti-bias search and hiring process to build a diverse workforce

**Objective 3:** Encourage the development of an inclusive working environment in order to support and retain employees



## STRATEGIC DIRECTION 4

*Build a sense of shared community across college programs and locations*



### ■ Goal A

**Provide learning environments that are safe, welcoming, functional, and sustainable**

**Objective 1:** Develop and implement a plan for mission-driven and visually welcoming facilities

**Objective 2:** Adopt and promote sustainability practices as a responsible steward of resources and a member of the larger community

**Objective 3:** Establish and document systems, procedures, and training for safety and security



### ■ Goal B

**Deepen partnerships to expand access to educational opportunities**

**Objective 1:** Strengthen strategic partnerships with educational providers, community organizations, industry, and employers

**Objective 2:** Seek support from partnerships to enhance outreach, marketing, recruitment, and scholarship efforts for special populations

**Objective 3:** Collaborate and coordinate strategically across the Seattle Colleges District to enhance educational opportunities for students

Supports Core Theme 4: COMMUNITIES ENGAGEMENT



## ■ Goal C

**Engage students and employees at all levels and at all locations in developing the organization, programs, and resources**

**Objective 1:** Define, practice, and support opportunities for students and employees to participate in college governance

**Objective 2:** Provide professional development that aligns with strategic priorities and supports engaged employees

**Objective 3:** Increase student participation in student leadership and college activities

**Objective 4:** Regularly share, recognize, and encourage employee service and excellence



## STRATEGIC DIRECTION 5

*Advance the college's long-term fiscal health*

## ■ Goal A

**Broaden and diversify revenue sources to sustain the financial health of the college**

**Objective 1:** Generate revenue from available resources and capacity

**Objective 2:** Expand SCC Foundation's support to the college's long-term financial health



## ■ Goal B

**Adopt a stable multi-year financial planning and budget allocation model**

**Objective 1:** Build understanding of the budget among all college stakeholders

**Objective 2:** Ensure that those with budget responsibilities are prepared to manage the college's resources effectively

**Objective 3:** Establish consistency, clarity, and transparency in the budget allocation process

A direction that supports all four core themes

# Preliminary Strategic Plan, 2016-2020

## --- APPENDIX ---

### Strategic Direction 1: Increase Student Enrollment and Retention

#### Indicators of Achievement

Number	Indicator	Baseline* (3 yr. Average)		Target	
1.a	Enrollment of state-funded programs – change rate	85%		+3% annually	
1.b	Enrollment of contracted programs – change rate	10%		+/- 0% annually	
1.c	Overall retention rate of state-funded and contract programs	54%		56%	
1.d	Retention rate of state-funded programs	52%		54%	
1.e	Retention rate of contracted programs	64%		66%	
1.f	Overall retention rates: fall to winter and fall to spring	69%	59%	72%	62%
1.g	Retention rates of academic transfer students: fall to winter and fall to spring	70%	60%	73%	63%
1.h	Retention rates of professional/technical students: fall to winter and fall to spring	81%	71%	83%	73%
1.i	Retention rates of BAS students	80%		84%	
1.j	Student participated in “active and collaborative” learning	55%		57%	
1.k	Student demonstrating “student effort” in learning	49%		51%	

\* “Baseline” data is from the three-year average of 2010-11 to 2012-13, except as indicated below. When a five-point scale is used as a measure, the baseline is set at 3.5. For 1.a, baseline is a percentage of state-funded enrollment target. For 1.j and 1.k, baseline is from the 2013-14 Central Student Survey, and future results will be taken from CSSEE in 2017.

### Strategic Direction 2: Increase Student Progress and Completion

#### Indicators of Achievement

Number	Indicator	Baseline* (3 yr. Average)	Target
2.a	Student achievement point per student [SAI]	1.54	1.62
2.b	Students transferring to 4-year institutions in WA [As a % of academic transfer enrollment]	29%	30%
2.c	Student employment rate 9 months after completion	71%	74%
2.d	Educational level gains of ABE/ESL students	51%	53%



<b>2.e</b>	Basic skills students transitioning to college level courses	13%	15%
<b>2.f</b>	Student passing rate in professional licensing exams	86%	88%
<b>2.g</b>	Overall completion rate	41%	42%
<b>2.h</b>	Completion rate -- academic transfer (AA/AS) programs	22%	24%
<b>2.i</b>	Completion rate -- professional/technical (AAS/AAS-T) programs	34%	36%
<b>2.j</b>	Completion rate -- BAS programs	56%	58%
<b>2.k</b>	Completion rate -- H.S. diplomas/GED	6%	8%
<b>2.l</b>	Student satisfaction with support services (5-point scale)	3.5	4.0
<b>2.m</b>	Student participation rate in learning beyond the classroom (co-op, service learning, and undergraduate research)	14%	15%

### Strategic Direction 3: Address Institutional Racism and Achieve Equity and Inclusion

#### Indicators of Achievement

Number	Indicator	Baseline* (3 yr. Average)		Target	
<b>3.a</b>	Students of color	56%		58%	
<b>3.b</b>	Faculty of color	27%		30%	
<b>3.c</b>	Classified staff of color	37%		39%	
<b>3.d</b>	Exempt staff of color, i.e., professional, managerial, and administrative	53%		55%	
<b>3.e</b>	Proportion of degrees and certificates awarded to students of color	52%		54%	
<b>3.f</b>	Gender diversity in STEM and workforce programs	53%	25%	54%	27%
<b>3.g</b>	Student satisfaction with diverse multicultural learning environment [5-point scale]	3.5		3.8	
<b>3.h</b>	Employee satisfaction with diverse multicultural working environment [5-point scale]	3.5		3.8	

## Strategic Direction 4: Build a Sense of Shared Community across College Programs and Locations

### Indicators of Achievement

Number	Indicator	Baseline* (3 yr. Average)	Target
<b>4.a</b>	Student satisfaction of cooperative education [5-point scale]	3.5	4.2
<b>4.b</b>	Meeting expectations of employers and agencies partnering to offer cooperative education for students [5-point scale]	3.5	4.0
<b>4.c</b>	Technical Advisory Committee (TAC) members' satisfaction to program quality and student success [5-point scale]	3.5	3.7
<b>4.d</b>	Progress in sustainability practices	Survey	TBD
<b>4.e</b>	Documented processes and practices for campus safety and emergency preparedness	Survey	TBD
<b>4.f</b>	Increase in faculty, students, and staff serving on committees and councils	Survey	TBD

## Strategic Direction 5: Advance the College's Long-Term Fiscal Health

### Indicators of Achievement

Number	Indicator	Baseline	Target
<b>5.a</b>	Growth rate in non-state funded revenue	\$1,877,000	+ 5% annually
<b>5.b</b>	Growth rate in SCC Foundation revenue	5%	+ 5% annually
<b>5.c</b>	Increase in scholarships contributed by external donations	136	225
<b>5.d</b>	Improvement in budget management by all stakeholders with reduced over-expenditures	Survey	TBD
<b>5.e</b>	Clear and consistent budget allocation processes established	Survey	TBD

For 5.a, baseline is a 3-year average of 2011-12 to 2013-2014. For 5.b, baseline is a 3-year average of 2012-13 to 2015-16.



## Seattle Central College

### Relationship of Core Themes and Objectives to Preliminary Strategic Plan

