

**From:** [Chancellor's Office](#)  
**To:** [Staff\\_C](#); [Staff\\_D](#); [Staff\\_N](#); [Staff\\_S](#)  
**Subject:** ASI Assessment Update  
**Date:** Tuesday, October 8, 2019 9:03:54 AM  
**Attachments:** [image001.png](#)  
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[image003.png](#)

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## OFFICE OF THE CHANCELLOR

Dear Colleagues,

In the spring of 2017, Achieving System Integration (ASI) was launched with the goal of bringing about needed systems, organizational, and cultural changes across Seattle Colleges. As with most efforts to strengthen organizations, change often induces anxiety. The implementation and communication of ASI have been disruptive, messy, and imperfect. For these very reasons, the trustees and the executive leadership group wanted to conduct an assessment before considering future ASI projects. We are seeking broad and candid feedback from faculty, staff, and administrators on a) ASI work to date, and b) ways to improve how we plan, communicate, organize, and evaluate future ASI work.

The Board of Trustees and Chancellor's Executive Cabinet are well aware of the challenges associated with organizational change as well as the potential for broader impact and gains. We are resolute in seeking alignment to strengthen Seattle Colleges as a system AND to honor and safeguard the cultural and organizational identities of our three colleges. In the face of declining enrollment, changing student needs, and changing community expectations, our colleges simply cannot continue to have different IT systems, conflicting priorities, competing fundraising entities, and different HR solutions. Our colleges must work together to build a consistent Seattle Promise program. Our colleges must collaborate to ensure Seattle Pathways bring coherence to students' experiences. Our colleges must share our expertise to implement analytic tools like Starfish across our system. ASI and reviewing its progress are intended to facilitate and make real these imperatives.

**Assessment by EPI.** Through an open RFP process, Educational Policy Institute (EPI) was selected to assess ASI. Dr. Watson Scott Swail and Ms. Kimberly Landis from EPI were on campuses last week to listen to college presidents, vice presidents, and Siegel Center executives, as well as to each college and Siegel Center staff. Over 600 survey responses, including hundreds of comments, were submitted. EPI is an independent research firm and will hold all feedback in confidence. On behalf of the trustees and the executive leadership team, I want to thank you for participating in the survey or listening sessions.

**Completing Assessment Activities.** The review of ASI by EPI is scheduled to conclude on October 18. In the coming two weeks, EPI will focus on a) completing interviews with trustees, b) analyzing the quantitative and qualitative data, and c) generating a report. EPI will send one last survey invitation and will close the survey at 5:00 p.m., Thursday, October 10. You may email questions to them at [info@educationalpolicy.org](mailto:info@educationalpolicy.org).

**Sharing Findings.** On Friday, October 18, EPI is scheduled to present via phone major

findings and recommendations to the Board of Trustees, Chancellor's Executive Cabinet, and our three Labor partner representatives. Upon receiving their final report, I will consult with the Chancellor's Executive Cabinet on the timing and method of sharing the report with the internal community. It is anticipated that the EPI report will be made publicly available before October 31.

**Evaluating and Using Findings.** Following the release of the report, the Chancellor's Executive Cabinet and college vice presidents will gather to evaluate the report and to discuss and make determinations on a) questions that require a response or clarification, b) concerns that need to be addressed, and c) timelines and methods of initiating new, if any, ASI projects during the 2019-20 academic year. As I stated at Convocation, we have several urgent and significant projects this year, including Starfish phase II, ctcLink, international program integration, and student retention and completion that will take precedence over any new ASI projects.

Over two years ago, ASI was introduced with the following aims: to realign our finite financial and human resources, to improve system-wide efficiency and effectiveness, and to increase internal collaboration and external competitiveness. While these intentions are still true, we must keep in mind that ASI is not the end nor the goal. Our ultimate goals are improving student success in life and work while contributing to a diverse and dynamic community. Once again, thank you for participating in the ASI assessment. I appreciate the questions, concerns, and suggestions you all have made. It is clear that you care about the future of Seattle Colleges. Let us leverage our shared passion and commitment to moving Seattle Colleges forward.

Sincerely,

A handwritten signature in black ink, appearing to read "Shouan Pan", with a stylized flourish extending to the right.

Shouan Pan, Ph.D.

Chancellor

