

**Seattle Central Community College
Strategic Plan 2006-2011 Progress Report Summary**

* Key for Progress Rating: 1 = Completed; 2 = Making satisfactory progress; 3 = No progress [If so, explain]

Goal 1. Develop and implement a financial plan that sustains the financial health of the college and is aligned with the college's mission and strategic direction.

Objective 1.1. Build both restricted and unrestricted reserves to a minimum of 5% of the operating budget.

#	Strategies/Action Plans	Timeline / Frequency	Performance Measures	Progress and Achievements	Progress* Rating	Recommendation for Next Year Or Explain "No Progress"
a	Tie division budgets to annual enrollment targets.	Annually	Demonstration that restricted and unrestricted reserves have increased, and are on track to achieve the 5% target by 2011.	President's Office: Established enrollment targets for each instruction program. Instruction: HHS exceeded its enrollment targets in fall '07. SVI continues to over-generate FTEs.	2	Allocate program budgets based on enrollment targets and attainment.
b	Establish reserves for each fund to meet the Board of Trustees Policy #608 cumulative (all funds) 5-10% reserve requirements.	Annually		Admin. Serv.: Added \$100,000 in 2007-08 to reserve fund.	2	Continue to increase reserve fund.

Objective 1.2. Increase budget sustainability by diversification of local funding.

a	Develop and implement programs to provide learning opportunities to faculty and staff to help them identify and exploit new opportunities for generation of new revenues, increase in FTEs, and cost savings.	2006-2008	Report showing baseline of the level and sources of local funding, and targets for diversification. Annual updates with demonstration that the	Instruction; Cont. Edu. Office offered each instruction division \$3,000-\$5,000 start-up funds to develop and implement a continuing education to foster more entrepreneurial initiatives. SAM faculty and staff wrote grants to fund several projects, such as the Undergraduate Research Program (SURE). Several HHS programs, e.g., Surgical Technology and Nursing offered or are developing specialized certified programs or classes for medical employees and Workfirst students. Several programs at SVI, i.e., PACT, Dental	2	
---	---	-----------	---	---	---	--

			sources of funding are more diversified.	Assisting, Cosmetology, and Networking Technology did fundraising in the forms of gala dinners, "Hair Nite," and computer repair and service to the public. SCIE is highly entrepreneurial as a contract program.		
b	Work with campus constituencies to measure entrepreneurial activities to generate additional and new revenue streams.	Ongoing		Instruction: Significantly increased revenue income through enrollment growth in International Education programs.	2	
c	Identify opportunities to increase the return on existing college properties.	Ongoing		Admin. Serv.: Increased long-term rent on lease renewals and short-term rental fees for community use of facilities.	1	
d	Increase Continuing Education as a source of revenue for each professional-technical program.	Ongoing		Instruction: HHS offered cont. edu. courses in Opticianry. Cosmetology at SVI developed a state-licensed Teacher Education program.	2	
e	Identify more efficient budget expenditure control operations for use by campus.	Ongoing		Admin. Serv.: Institutionalized 14 one-time funded items into regular operations budgets in the total amount of \$203,114.	1	
f	Investigate and identify opportunities to acquire new properties.	Ongoing		Admin. Serv.: Pursuing new and existing opportunities with organizations, such as Capitol Housing Improvement Program, Housing Resources Group, Capitol Hill Stewardship, and Sound Transit.	2	
g	Expand process to allocate costs equitably to resource utilization for all cost centers.	Ongoing		Admin. Serv.: Hired a budget analyst to monitor operational budgets.	2	

h	Increase the number of alliances with business, foundations, municipalities, community-based organizations, labor, and state legislators by 2-3 per year.	Annually		Instruction: Many instruction programs (i.e., BTS, HHS, SAM, SCA, SCIE, and SVI) and the Workforce Education Office have developed strong alliances with business, foundations, medical centers, workforce development organizations, social and labor agencies.	2	
---	---	----------	--	---	---	--

Objective 1.3. Build an operating budget that anticipates and responds to fluctuations in the economy.

a	Work with the College Council and other planning groups to refine and improve the annual budgeting process.	Annually		Admin. Serv.: Actively supports and works with the Budget Committee of the College Council and the executive leadership in the annual budget process.	2	
b	Develop a five-year revenue and expenditure projection based on projected FTE levels.	2007-2008	Demonstrate that the operating budget is consistent with required expenditures for core services annually.	Admin. Serv.: Reviews and updates five-year projections annually.	1	
c	Enhance the accuracy of the departmental budget through training.	Ongoing		Instruction/Admin. Serv.: The Administrative Service Manager provided training to the instructional deans' group. New exempt staff and office staff received training on budgetary process and/or Liquid Office procedures.	2	
d	Review annually student fees and indirect revenue from grants.	Annually		Admin. Serv.: Reviewed annual fees; indirect revenue exceeds budget. Instruction: Divisions review student fees annually. SCIE reviews annual tuition and fees for international students. ITS assisted the Universal Technology (UT) Fee Committee to implement a plan for best use of the approved fee increase. Student Serv.: UT fee increase received approval and support from students. Made recommendations to increase ID fees from \$5 to \$6, raise GED fees from \$75 to \$80 pending SBCTC approval, and for COMPASS and proctoring services both from \$15 to \$15.84.	2	

e	Build a reserve of 2% in the part-time faculty budget for use during times of low enrollment.	Annually		Instruction: No reserve has yet been set up from the part-time faculty budget.	3	State funded FTEs were under-enrolled in 2006-07 and the 2007-08 enrollment level is not expected to meet established target.

Goal 2. Involve the college community in developing and carrying out a comprehensive enrollment management plan to attract and retain students.

Objective 2.1. Build faculty, staff and administrator commitment to attracting and retaining students.

#	Strategies/Action Plans	Timeline / Frequency	Performance Measures	Progress and Achievements	Progress* Rating	Recommendation for Next Year Or Explain "No Progress"
a	Increase the number of faculty and staff who attend retention training.	Annually	List of faculty and staff who have attended retention training, demonstrating progress toward achieving 50% level of participation by 2011. Demonstration of a plan for facility improvement and maintenance that shows how the physical condition of the campus will be improved.	President's Office: Retention as a key issue was introduced on the President's Day. Instruction: Twelve faculty and eight deans serve on the Achieving the Dream (AtD) committees and/or the Strategic Enrollment Management Committee (SEM). Workforce Education Office provided funding for more than 16 faculty and administrators to attend statewide conferences and a program retreat regarding retention and recruitment. Student Serv.: Fifteen staff, faculty, and administrators serve on AtD and SEM. 50% of full-time staff attended retention training. Staff in various departments regularly attend professional development activities, e.g., ITV on Student Achievement Initiative, Working with Difficult Students, etc. Use regular staff meetings to discuss strategies to increase student persistence and retention.	2	Incorporate retention training opportunities into AtD work plans. Develop procedures to track and report participation of internal and external retention trainings.
b	Improve the physical condition of the campus with an effective facility improvement and maintenance plan.	Ongoing	Demonstration of a plan for Administration Services	Admin. Serv.: Implemented Custodial standards and recommendations from white paper. Set up procedures to prioritize repairs and facility needs.	2	Conduct an outcomes analysis, collect feedback on work requests process, and provide a status report of the automated system.
c	Develop a plan to provide	Ongoing		Admin. Serv.: Provide professional	2	Communicate quarterly training to staff.

	professional development opportunities to Administrative Services employees to reinforce the critical role they play in student retention.		employees to reinforce their role in retention.	development funds for staff.		
Objective 2.2. Meet the college's annual FTES allocation.						
a	Review the availability and convenience of college courses, programs and service offerings to potential students.	Ongoing	Assess performance of divisions and programs in meeting their established enrollment targets. Demonstrate that the college meets annual FTE allocations	Instruction: BTS is offering classes at three additional sites and is negotiating with two more. HHS uses feedback from students and TACs to offer courses at community-based organizations and hospitals. HUM/SS and SAM work to eliminate time conflict of English composition classes with developmental math in the evening. SCIE schedule IP sections around required core offerings so students have maximum access to available course. Workforce Edu. Office assists in the development of modularization of curriculum and reviewing existing lock-step program offerings. In 2007, provided funding to create flexible curriculum and program modularization to reflect industry related short-term certificates and curriculum with multiple entry points and timeframes.	2	
b	Working with the Public Information Office (PIO) and Admissions, create a multi-year recruitment and targeted marketing plan to attract and enroll more students.	2006-2008		Instruction: Workforce Edu. Office provided funding to support outreach and marketing. SAM is working with PIO to market AS degree. SVI is actively recruiting and marketing as reflected in their over-generated FTEs. SCIE has its own marketing and recruitment staff. Student Serv.: Outreach/Recruitment staff met with PIO staff to coordinate targeted marketing and attended recommended targeted outreach events.	2	Develop a multi-year recruitment and targeted marketing action plan as part of the Comprehensive Enrollment Management Plan.
c	Establish enrollment targets for each division based upon	2006-2008		President's Office: Assigned 2007-2008 enrollment targets for each instructional	2	Evaluate achievement of enrollment targets of each instructional division.

	historical or prospective data and capacity.		division. Instruction: All workforce programs have established enrollment FTEs based on capacity and safety issues. SCIE keeps meticulous enrollment records. SVI monitors closely the enrollment of each program.		
d	Integrate facility planning of renovation, new buildings, repairs and maintenance with plans of instructional and student services needs.	Biennially	Admin. Serv.: Facility Committee has college-wide representation. Design committees for approved capital projects require instructional division participation. Instruction: HHS, IRS (Library), and SVI indicate needs for facility renovation and/or new buildings. BITCA, ITS, SCA, SCIE, and Wood Construction have capital projects in process. SMA's project is waiting for funding in 2009.	2	
e	Encourage greater collaboration between Student Services and Instruction to promote mainstreaming ABE/ESL to college level programs.	Ongoing	Instruction: BTS faculty serve on AtD committees, receives assistance for referrals in advising, and collaborates with Worker Retraining recruitment. Student Serv.: Career Serv. Conducted workshops and career counseling with ABE/ESL/GED students. Testing has ongoing collaboration with the ESL program to adjust COMPASS cut-off-scores and enables ABE/ESL faculty to waive retesting fee. Will assist Opportunity Grant and I-BEST programs to increase enrollment.	2	
f	Identify and allocate funding for outreach efforts.	Annually	Student Serv.: Received approval for a one-time funding of a 50% position to provide outreach efforts. Another one-time funding of \$5,000 is to support the "Spring to Central" event on May 6, 2008. Financial Aid participated with Outreach Recruiter at college, community, and high school fairs to explain financial assistance. Utilized Perkins funds to recruit non-traditional targeted groups.	2	

Objective 2.3. Increase student retention by 10% and achievement of degrees and certificates by 2%.						
a	Explore creating and supporting cohorts of students who are interested in a specific academic career path.	Ongoing	<p>Collect baseline information on educational objectives for incoming students each Fall quarter.</p> <p>Demonstrate that student retention is increased each year such that retention of the Fall 2010 cohort is 10% higher than the baseline.</p> <p>Demonstrate an increase of 2% in achievement of degrees and certificates.</p>	<p>Instruction: BTS offers I-BEST in IT and Medical (Allied Health); accounting students co-enrolled in financial English. HHS offered an MFO program to Workfirst students, and is developing a work-based learning model in STT and a NAC program. HUM/SS English faculty met with ESL faculty to discuss expectations of mutual students in terms of English learning outcomes. A faculty discussed with BTS to mainstreaming Latino students in ESL programs.</p> <p>SCIE advisors assist international students in College Bridge Program to transition to college programs. SVI expanded effort to integrate ESL methods into content programs. Workforce Edu. Office is developing I-BEST programs in Allied Health, BITCA, and Wood Construction.</p>	2	<p>Implement the Learning Support Network (LSN) to provide services to student cohorts and faculty.</p> <p>Develop strategies and action plans to maximize the college's achievement momentum points as initiated by the state.</p>
b	Develop an infrastructure throughout the college to promote the expansion of learning communities.	2006-2008	<p>Demonstrate an increase of 2% in achievement of degrees and certificates.</p>	<p>Instruction: HUM/SS collaborates with AtD and provides leadership in conducting a retreat in April 2008 and forming teams to attend the National Summer Learning Communities Institute (NSLCI) in June 2008 at which a plan will be developed to allow for learning communities throughout the college.</p> <p>SVI faculty are exploring collaborating learning opportunities within the same programs.</p>	2	
c	Implement a payment plan for tuition.	2006-2008		<p>Admin. Serv./Student Serv.: Implemented the FACTS tuition payment program to allow students pay tuition and fees on installments.</p> <p>Student Serv.: Collaborates with Cashiers to improve tuition payment plan services to students.</p>	1	Continue to evaluate the plan for expansion.
d	Develop a mini mentoring program for new students to	2006-2007		Student Serv.: Initiated the Touchstone program, a mentoring program developed and	2	

	meet at least once with faculty, staff, or administrator.			operated by student ambassadors. Counselors mentor SAA students through individual counseling sessions, college visits, and cultural activities.		
e	Provide credit-bearing required new student orientation class (HDC 101 or 102).	2006-2008		Student Serv.: Credit bearing courses of HDC 101 and 102 are available to students, but they are not yet a required new student orientation class. Counselors are reviewing curriculum.	2	
f	Inventory and strengthen online resources to enable students to effectively access accurate information.	2006-2008		President's Office/IT Serv: Re-designed and updated the college website.	1	Clarify the roles and responsibilities of the departments that are involved in providing content and technical support of the website.
				Student Serv.: Departments have updated, implemented, expanded or streamlined various online resources, e.g., applying and paying for graduation, FAQ web page, online financial aid presentation, online Transfer Center newsletter archives, and New Student Orientation as well as emailing registration instruction, and providing visible computer access in general public area to encourage 100% FAFSA online application. Developed plans to implement web-based work-study position listing, Career Services Offices Interface, and podcasts of career related topics.	2	
g	Design and implement a comprehensive enrollment management plan, recruitment, marketing and retention plan.	2006-2008		All Units: A college-wide Strategic Enrollment Management committee (SEM) has been formed with several subcommittees and 32 members from all areas in the college. The committee meets bi-weekly and is collecting and analyzing data and other information for preparing a sustainable comprehensive enrollment management plan that includes recruitment, marketing, and retention.	2	Develop and implement a sustainable and comprehensive enrollment management plan. Incorporate Achieving the Dream strategies into new retention plan.
Objective 2.4. Maintain a diverse student body that reflects the college's desired demographic profile.						
a	Increase the number of diverse faculty,	Ongoing/		All Units: Expanded recruitment activities. Increased diversity of faculty by hiring more	2	

	administrators, and staff.	Annually		faculty of color, including five full-time and more than seven part-time positions in 2007-08. Hired part-time staff in different departments with multilingual and multicultural backgrounds.		
b	Bolster recruiting efforts to attract, enroll and retain diverse students for all programs.	Ongoing/ Annually	Collect baseline information about the student body. Demonstrate that Fall cohorts fit the desired demographic profile.	President's Office/Student Serv. Applied and received three-year funding from the Casey Family Services Foundation to offer a national model for former foster care youth. :	2	Secure additional funding from other private foundations to sustain the program for former foster care youth.
				Instruction: Most instruction divisions are actively involved in recruiting students from diverse backgrounds in terms of age, gender, social, economic, and ethnic diversity. Workforce Edu. Office provides funding to support marketing and recruitment of students from targeted populations. Student Serv.: Departments use various methods to attract and retain diverse students, such as UW Diversity in Business workshop, the UW Pre-Med for Minority Students workshop, Students of Color Conferences, College Goals Sunday event with 200+ participants, workshops for undecided students, and informal brochures of Testing services available in Spanish. Diverse staff who can assist students in over 5 languages. The result is that more than 51% of the students are students of color. Many of our programs have the most diverse students in the state, e.g., the allied health programs. At SVI, 82% of the student body is students of color.	2	

Goal 3. Enhance the college's culture of continuous improvement to increase institutional effectiveness.

Objective 3.1. Meet the learning outcomes for all programs.

#	Strategies/Action Plans	Timeline / Frequency	Performance Measures	Progress and Achievements	Progress* Rating	Recommendation for Next Year Or Explain "No Progress"
a	Regularly update and publish student learning outcomes to ensure that they are measurable and observable and that they are consistent with program objectives and course content.	Ongoing		<p>Instruction: All instructional programs have posted their program learning outcomes on the college website with links to their program web pages.</p> <p>The review and update of program learning outcomes is a continuous process.</p>	1	Revise the college-wide general education learning outcomes.
b	Increase the number of faculty and staff who participate in assessment training/forums and related activities.	Ongoing	Establishment of a baseline for meeting of learning outcomes. Demonstration, through program reviews and surveys, of steady increases and by 2011, that learning outcomes for all programs are consistently being met.	<p>Instruction: Implemented a new model for assessing program learning outcomes. During fall 2007 and winter 2008, more than 200 faculty, staff, deans, vice presidents, and the president attended a total of 29 outcomes assessment workshops and curriculum mapping sessions.</p> <p>Completed curriculum mapping and baseline program outcomes assessment document sets for all degree and certificate programs.</p> <p>Student Serv.: Plans to develop program outcomes and improve effectiveness.</p>	1	<p>Provide further faculty professional development on assessment strategies and more opportunities for faculty collaboration.</p> <p>Provide training for student services to develop program outcomes and assess effectiveness.</p>
c	Conduct triennial Program Analysis and Viability Study (PAVS) for all programs and integrate outcomes assessment in the review.	Triennially		<p>All Units: PAVS reports are used in the instructional program review process and the annual budget presentations to the Budget Committee of the College Council.</p> <p>President's Office: Developed a plan to conduct the next PAVS.</p>	2	Conduct the next PAVS in fall 2008 as scheduled.
d	Conduct a comprehensive program review for each instructional program in a three-year cycle, including review of learning outcomes.	Ongoing		<p>Instruction: Curriculum Review Committee (CRC) conducted program reviews for eight instructional programs in 2006-2007, and six programs as of 3/2008 for 2007-2008, using the curriculum review process and information from the PAVS reports, and maintaining a three-year cycle for reviewing all programs.</p>	1	Integrate the position of faculty coordinator for outcomes assessment into the Curriculum Review Committee structure.

e	Increase support of instructional efforts by equitably allocating facility and auxiliary services resources consistent with instructional plans.	Annually		<p>Admin. Serv.: Used parking revenues to augment capital projects, offset student transportation costs, and enhanced benefits under the transportation plan.</p> <p>Instruction: Programs in HHS indicated facility needs for additional dedicated classrooms, labs, clinical space, and office space for the new BAS program. SAM submitted a three-year instructional plan.</p>	2	

Objective 3.2. Improve student satisfaction with student services, educational programs and the overall college experience.

a	Use a variety of methods to obtain student feedback and faculty input for improvement of program and instructional quality.	Quarterly/ Annually/ Triennially	<p>Conduct surveys to establish baseline level of student satisfaction with respect to key factors. Set targets for improvement, and measure progress annually.</p>	<p>Instruction: In addition to quarterly student evaluations, instructional divisions use a variety of methods to obtain feedback from students and faculty, e.g., BTS--exit surveys, faculty retreats; HHS--monthly student meetings, clinical evaluations, post-graduate surveys; IRS--student focus groups, special surveys, retreats, weekly faculty meetings; ITS--computer lab surveys; SCIE--ongoing faculty input, quarterly faculty meetings, student feedback from SCIE/IEP each fall; SVI--student satisfaction surveys, graduate surveys, employer surveys, employment preparedness questionnaires, etc.</p> <p>SAM math dept. plans to conduct focus groups of the students who withdraw from their developmental math courses before the 10th day. Workforce Edu. Office conducts annual survey of exiting workforce students, and follow-up alumni survey.</p> <p>President's Office: Triennial college-wide student satisfaction survey, e.g., CCSEQ.</p> <p>Student Services: Departments use a wide range of methods to obtain student feedback for improvement of services. Examples include evaluations of workshops and services, using email to solicit customer comments from students, collecting daily data of "wait time" to see an advisor and usage of College Transfer, etc.</p>	2	
---	---	--	---	---	---	--

b	Improve the efficiency of the textbook ordering process with faculty involvement.	Ongoing		Admin. Serv.: Use a dedicated text book buyer, and conduct regular meetings with faculty and deans.	2	
c	Improve the physical condition of the campus with an effective facility improvement, custodial and maintenance plan.	Ongoing		Admin. Serv.: See 2.1.b above. President' Office: White paper with defined expectations presented on President's Day.	2	Follow-up action plan to be determined by Director of Facilities.
d	Continue to involve college constituencies in capital planning.	Annually		Admin. Serv.: See 2.2.d above.	2	
e	Conduct student and faculty surveys and take action on results.	Annually/ Triennially		Instruction/President's Office: See 3.2.a above.	2	

Objective 3.3. Support professional development for faculty, staff and administrators to stay.

a	Increase the percentage of faculty, staff and administrators participation in professional development opportunities to stay current in their fields.	Ongoing	Establish baseline for participation in professional development activities by faculty, staff and administrators. Set targets for participation, and for retention.	All Units: Each unit has allocated President's funds to support professional development for all employees. District Faculty Development Office provides funding and workshops for faculty development. ITS provides ongoing technology training and workshops. Workforce Edu. Office provides funding for professional development activities. GEDT offers regular workshops with special speakers. Instructional divisions organize faculty workshops and retreats on specific topics, e.g., learning communities, information literacy, etc. to encourage collaboration and sharing knowledge and experience. Instruction and Student Services reported active faculty and staff participation in many internal and external conferences including making presentations and conducting workshops. Some faculty and staff are pursuing Ph.D. degrees or special certifications.	2	Need a system and procedures to track and report professional development participation activities of faculty, staff, and administrators.
---	---	---------	---	---	---	---

b	Promote active participation of administrative services staff in targeted training, professional organizations, and networking with other institutions.	Ongoing	Annually assess progress towards meeting targets.	Admin. Serv. Ongoing, e.g., Association of Physical Plant Administrators (APPA) which promotes leadership in educational facilities, and provides research data and opportunities to network with others in facility management.	2	
c	Provide professional development that fosters a culture of empathy and insight.	Ongoing		Student Serv.: Counselors presented a Vet's workshop in 2007 and plan to expand the workshop to the entire campus. Presented a well attended Transgender workshop. Retention Response Team is working on new faculty and staff workshops.	2	
d	Encourage staff initiative to identify and resolve problems.	Ongoing		Instruction: SVI instituted the use of "staffing" to bring the stakeholders of the problem/opportunity to the table, all hearing the issues at the same time and seeking resolution.	2	
e	Encourage a culture of risk taking through creating a staff recognition system.	Ongoing		All Units: Ongoing recognition of staff accomplishments, e.g., Employee of the Year (campus), Life-Long Learning Award (district), special recognition of accomplishments in the Communiqué. Instruction: SAM promotes informal staff recognition through informal awards. SCIE frequently recognizes the efforts and successes of their colleagues through email, notes, parties, etc. express encouragement, thanks, and appreciation. Student Serv.: Advising/College Transfer adopted an informal recognition system.	2	
f	Train supervisors to motivate their staff.	Ongoing		All Units: Not sufficient organized effort in this area.	3	Provide more training and support for supervisors.

Goal 4. Develop additional state-of-the-art facilities that support a positive learning and working environment.

Objective 4.1. Improve facilities through renovation, additions and repairs.

#	Strategies/Action Plans	Timeline / Frequency	Performance Measures	Progress and Achievements	Progress* Rating	Recommendation for Next Year Or Explain "No Progress
a	Analyze current buildings to see how they best fit the current instructional programs, determine gaps and develop a plan to better meet instructional needs.	Biennially	Establish baseline for facility conditions and needs. Set targets for facility improvement. Measure progress through objective measures and via surveys of students and employees.	Admin. Serv. & All Units: Use biennial Facility condition Survey results to assist in identifying capital project requests and repair gaps; capital project request process requires input from instruction programs; and involve the Facilities Committee in capital project review and selection.	2	Develop a new Facilities Master Plan to meet space and condition improvement needs of the instructional programs and support services, including land acquisition to expand the campus footprint.
b	Automate data collection and report generation by implementing a computerized maintenance management system.	2006-2007		Admin. Serv.: Ongoing, e.g., CMMS (Computerized Maintenance Management System), a newly implemented automated system.	2	
c	Improve comprehensive planning for capital facilities and repairs to meet the needs of instructional programs and support services.	Biennially		Admin. Serv./Instruction: The college has been successful in obtaining state funding for several major capital projects during the last several years, most recently: <ul style="list-style-type: none"> ▪ Obtained \$26.2 million to replace most of the buildings at the Wood Construction Program site (2007-2011). ▪ Received \$18.3 million to renovate the north part of the Edison Building (2007-2009). ▪ Submitted a successful capital project proposal for \$18.2 million to replace most of the buildings at the SMA site for 2009-2013 funding. 	1	
				Admin. Serv.: Improved communication. Capital planning has improved, but planning for repairs has not -- from Instruction.	2	
d	Investigate acquiring new properties.	Ongoing	Admin. Serv./President's Office: See Objective 1.2.c.	2		

				Received state COP approval to acquire a new property close to campus.		

Objective 4.2. Improve classroom physical environment.

a	Establish standards for instructional classrooms including equipment, technology and upkeep.	2006-2008	Establish baseline for classroom conditions. Set targets for improvements. Measure progress towards targets.	<p>Admin. Serv./President's Office: Awaiting instruction and faculty report/input.</p> <p>Instruction: BTS requires cleaning. HHS has division standards, but sometimes difficult to implement because work orders and requests are not attended to. SAM is meeting with custodian supervisors to understand roles and frequency of cleaning practices.</p> <p>IRS weeded collection and removed 25% of shelving to make room for study space. ITS needs information from faculty on needs and desires for IT classroom technology. SCIE has a presentation classroom, a 20-PC lab with a lab coordinator. SVI has finally achieved institution-wide high performance computing technology.</p>	2	
b	Secure funding to address identified priority deficiencies in Facilities Condition Survey.	Biennially		<p>Admin. Serv.: Part of the biennial capital request process.</p>	2	

Objective 4.3. Enhance facilities to support a safe and secure environment.

a	Expand Access Control System throughout the institution.	Ongoing	Review incident reports and other sources of data on safety and security. Establish baseline for facility security and identify	<p>Admin. Serv.: Has made significant progress. [College Council disagrees]</p>	2	
b	Seek funding to expand surveillance equipment to high risk areas.	Ongoing		<p>Admin. Serv.: Upgraded equipment with capital funds.</p>	2	
c	Develop solutions to address institution's greatest safety and security concerns	Ongoing		<p>Admin. Serv.: Initiating emergency preparedness plan.</p>	2	

	including preventive measures.		targets for improvement. Measure progress towards targets.			
d	Implement solution that abates property destruction in evening hours.	2006-2009		Admin. Serv.: Negotiated graveyard contract.	1	

Goal 5. Strengthen relationships with business and educational communities in order to contribute to the region's prosperity.						
Objective 5.1. Increase community awareness and support for the college's mission, vision, and strategic direction.						
#	Strategies/Action Plans	Timeline / Frequency	Performance Measures	Progress and Achievements	Progress* Rating	Recommendation for Next Year Or Explain "No Progress"
a	Increase publicity efforts to highlight accomplishments of Seattle Central programs.	Ongoing	Conduct research to determine baseline awareness. Set targets for improvement, and follow up every three years to determine progress.	Instruction: HHS regularly publishes accomplishments of programs, faculty, and students in Communiqué. SAM is planning Science Olympiad for 2009. SCA provides community services, e.g., Share Our Strength, fundraising dinners, articles in Seattle Times and Seattle Post-Intelligencer. SCIE has had articles in Seattle Times, Collegian, and New York Times. SVI publishes stories in Central Area publications, received the Golden Apple Award, faculty receiving awards, local clinic featured SVI graduates.	2	
b	Actively expand community involvement by Seattle Central employees and students in local business and city planning and improvement organizations that benefit the college.	Ongoing		Instruction: Workfore Edu. Office actively participates at various city-wide initiatives, e.g., Enterprise Seattle Economic Forum, Prosperity Partnership, hosted a community breakfast for 35 local community based organization and two General Advisory Council luncheons with civil service agencies, government, labor, and business, etc.	2	
c	Meet with community leaders of industries to inform and discover needs.	2006-2008		See Objective 5.2.a	2	

d	Collaborate between K-12 and community college counselors, advisors, universities, and career specialists to strengthen educational relationships.	Ongoing	<p>Instruction: BTS participated in Health Career for Youth (HCY) and the Seattle School initiative. HHS will meet with SeaTac Occupational Skills Center to articulate with their dental assistant program, meeting with UW Bothell and Tacoma to re-establish agreements for Nursing, and with City Univ. to re-establish articulation agreements in all allied health program, dean serves on the Career and Technical Edu. Board for Seattle Public Schools. HUMSS hosted event for Smith & Mt. Holyoake College, Columbia Univ. and Clark Univ., plans to invite UW Sociology students (previous Central students) to speak to current Central students about majoring in Sociology. SAM is working with state MESA Office to align K-12 and community college programs and with UW, CWU, and WSU on SURE.</p> <p>IRS annually works with the Seattle Public Library to promote "Seattle Reads" with programs for students and faculty on campus. SVI's Bridge Future Program is a strong vocational program which involves outreach, recruitment, career and academic advising, and case management, expanded program to include Central through the WDC Health Care for Youth project focusing on health care career exploration, NAC certification, etc. Workforce Edu. Office participated in city-wide feasibility committee for newly proposed Skills Center, developing seamless articulations between Central and local high school CTE programs.</p> <p>Student Serv.: Running Start has established good working relations with high school counselors. Advising/College Transfer participated in Tech Prep High School Teacher/Counselor summer institutes, and College Night, an event for the community and prospective students. Career Services and Outreach/Recruitment participated in College Goal Sunday and collaborated with high school counselors/career center specialists. Financial Aid participated in high school</p>	2	Continue to expand educational relationships with external organizations.
---	--	---------	--	---	---

				outreach efforts. Testing collaborated with local high schools to administer COMPASS test for prospective Running Start students.		
e	Coordinate business outreach efforts to strengthen relationships with business communities.	Ongoing		See Objective 5.1.b. Student Serv.: Career Services held annual Career Fair with 35 local businesses in attendance, and invited 1-3 local businesses to recruit potential employees each Thursday afternoon, "Recruiter Thursdays."	2	
Objective 5.2. Ensure that TACs are vital and assist in program currency.						
a	Expand involvement of Technical Advisory Committee (TAC) members to better support Seattle Central programs.	Ongoing	Establish baseline level of involvement by TAC members. Set targets for increase. Measure progress toward targets annually.	Instruction: Workforce Edu. Programs convene quarterly meetings with TAC chairs members to engage them in institutional planning and strategies; provides training for TAC chairs regarding their roles, responsibilities, including involvement with curriculum development, purchase of equipment, faculty return to industry, cooperative opportunities for students and student scholarship development; engage TAC members in various statewide workforce grant proposals and solicitation; work regularly with the leaders of the Seattle/King County Labor Council to recruit new labor members for each TAC, and also work closely with leaders of the Association of Washington Business (AWB) to recruit new business members for TACs. SVI is committed to have all ten content programs go through DACUMS with high involvement of the TACs in the process; will complete three programs by spring 2008. DACUMS is an excellent form of program review and assessment.	2	
b	Monitor TAC composition and meeting minutes; keep track of credentials of participants and rotations. Track curriculum	Ongoing		Instruction: TAC committee minutes are well maintained by the programs and the Workforce Edu. Office. Standard forms are used to record the minutes which has been a good source to track the TAC's	2	

	recommendations based on TAC feedback.			recommendations and feedback relating to curriculum development and changes, revision of learning outcomes, outcomes assessment and the applications of the findings as well as other suggestions.		
Objective 5.3. Create and promote programs that provide pathways for students.						
a	Develop flexible curriculum designs and teaching pedagogies to allow multiple entry and exit points.	Ongoing	Report listing programs that provide different pathways for students, e.g., K-12 to college, 2-year to 4-year and 2 year to industry.	<p>Instruction: BTS established Pre-I-BEST, and I-BEST classes, and is articulating work with HHS, SVI, and North Seattle. HHS has the CST, NAC, and MFO programs. SAM's Biotechnology program is creating multiple certificates for students. At SCIE, students can enter programs any quarter with multiple points of entry, i.e., SCIE. HS completion, short-term certificate, advanced English Certificate, and college.</p> <p>Workforce Edu. Office wrote grants to provide funding to support this initiative; currently is working with Allied Health, BITCA, Child and Family Studies, Social and Human services, SMA, and Wood Construction to develop flexible and short-term certificates.</p>	2	
b	Develop co-location of four-year programs and develop four-year degree options.	2006-2008	Establishment of baseline student success rates for each pathway, and targets for improvement. Annual measurement of progress toward targets.	<p>Instruction: Submitted a successful four-year degree proposal and received a recommendation from the SBCTC to serve as a pilot site to offer a bachelor's degree in Applied Behavioral Science.</p>	2	After receiving approval from HECB, develop the four-year degree curriculum and start the program with enrollment in fall 2009.
c	Provide flexible and adequate facilities and services to support instructional program changes.	Ongoing		<p>Admin. Serv.: Part of ongoing capital project improvement. See Objective 4.1.c.</p>	2	
d	Develop a policy which requires career development planning for all new students.	2006-2008		<p>Student Serv.: No progress on career development plan for new students.</p>	3	Looking for a new director for career development.

KEY for Acronyms

	Division		Organization
BTS	Basic and Transitional Studies	HECB	Higher Education Coordinating Board
BITCA	Business, Information Technology and Creative Arts	SBCTC	State Board for Community and Technical Colleges
HHS	Health and Human Services		
HUMSS	Humanities and Social Sciences		
IRS	Instructional Resource Services (Library/Media)		
ITS	Information Technology Services		
SAM	Science and Math		
SCA	Seattle Culinary Academy		
SMA	Seattle Maritime Academy		
SVI	Seattle Vocational Institute		
WCP	Wood Construction Program		