

2015–2020

Educational Master Plan



SEATTLE COLLEGES

Central • North • South • SVI



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MISSION

The Seattle Colleges will provide excellent, accessible educational opportunities to prepare our students for a challenging future.

PLAN VISION

To build on our culture of innovation by expanding instructional programs and student success initiatives to meet enrollment targets and serve the larger community.

THE SEATTLE COLLEGES

- Comprise the largest community college district in Washington state, educating nearly 50,000 students each year.
- Exert a major influence on the region, with a \$1.1 billion economic impact.
- Are highly diverse, with 51 percent students of color.
- Have strong academic programs. More students from Seattle Colleges transfer to the University of Washington Seattle than from any other college district in the state.
- Offer 135 professional technical programs and seven applied baccalaureate degrees.

The Educational Master Plan provides broad, forward-looking guidance for Seattle Colleges' educational programs and services in order to meet the emerging educational needs of the community. The plan addresses the changing economic and demographic profile of the community and incorporates new delivery models in the education sector. The plan presents a framework for future action and supports the ongoing innovative work within our three colleges.

TEN STRATEGIC DIRECTIONS

Looking to the future, the colleges are facing new industry and labor needs, shifts in populations, fewer resources, and growing competition locally and abroad. The Educational Master Plan presents 10 strategic directions that build on current strengths, expand college programs to meet enrollment targets, and serve the needs of students, businesses, and the larger community.

- 1 Develop new programs to meet student and industry needs.
- 2 Expand flexible instructional options, including online.
- 3 Increase A.A./A.S. degree completion.
- 4 Enroll more Seattle Public Schools recent high school graduates.
- 5 Transition Adult Basic Education students into workforce programs.
- 6 Scale up student success initiatives.
- 7 Promote global education experience.
- 8 Expand corporate and customized training.
- 9 Serve as the region's premier health care training provider.
- 10 Expand and develop career pathways.

Context and Trends

The Seattle Colleges launched the Educational Master Plan with an environmental scan of the Seattle metropolitan area focused on economic and demographic changes in the community. The plan was developed with input from business and community stakeholders as well as college faculty, staff, and administrators. The environmental scan focused on strengths, opportunities, and challenges of the colleges and provided the context for the strategic directions.

SELECTED STRENGTHS

The Educational Master plan builds on the Seattle Colleges' long history of leadership in student success, partnerships, and innovation.

- The colleges were among the first in Washington state to offer Bachelor of Applied Science degrees, Integrated Basic Education and Skills Training (I-BEST), Learning Communities, and Global Studies as a requirement for an associate degree.
- The colleges are focused on student completion and have been supported by federal, state, and foundation grants to increase student progression and awards. A recently redesigned first-year experience for students has resulted in increased numbers of students completing math requirements.
- The colleges have strong partnerships with industry and are working with Seattle businesses, education, government, and nonprofits to increase educational pathways to jobs.

OPPORTUNITIES

The environmental scan shows slow and steady population growth among:

- Ethnic communities, with the largest increase in the Latino community (21 percent)
- High school students (ages 15–19) and working adults (ages 35–39)

The highest industry and occupational growth areas include:

- Health care
- Construction
- Professional, scientific, and technical services
- Information technology
- Business and administrative support

Although Seattle is a highly educated city, there are still residents who would benefit from enhanced higher-education opportunities:

- 25 percent of Seattle metro residents have some college experience but do not yet have degrees.
- 29 percent of recent Seattle Public Schools graduates are not enrolled in higher education.

CHALLENGES

Similar to colleges throughout Washington state, the Seattle Colleges are experiencing a decline in state funding (24 percent over the past five years) and a decline in enrollment (5 percent over the past three years). Simultaneously, tuition has increased nearly 50 percent over the past three years, making college attendance less affordable. In addition, competition from peer institutions has increased the need to focus on creating new programs, pathways, and flexible options.

1

Develop New Programs to Meet Student and Industry Needs

To respond to the employment needs of high-growth industries and to provide expanded opportunities for our students—from first-time college students to working adults—the plan includes new Bachelor of Applied Science (B.A.S.) degrees, Associate of Applied Science (A.A.S.) degrees, and certificate programs.

PLAN HIGHLIGHTS

- Thirteen new or enhanced B.A.S. degrees
- Six new or enhanced A.A.S. degrees
- New short-term and stackable certificates

STUDENT MARKETS

- Working adults
- Adults with some college, no degrees
- High school graduates

NEW PROGRAM EXAMPLES

Bachelor of Applied Science Degrees

- Application Development
- Sustainable Building Science Technology
- Allied Health
 - Dental Hygiene Track (winter 2015)
 - Respiratory Care Practitioner Track (winter 2015)
 - Health Care Services Management Track (fall 2015)
 - Community Health and Education Track (fall 2015)
- Nursing (fall 2015 pending approval)
- IT Network (fall 2016)
- Property Management (fall 2015)

Associate Degrees

- Allied Health
- Programming and IT Network Support

Certificates

- Allied Health
- Business Information Technology Management
- Industrial Manufacturing
- Maritime
- Real Estate Brokerage

2

Expand Flexible Instructional Options, Including Online

To meet student needs for more flexible scheduling that accommodates busy work and family schedules, the plan proposes to bolster online course, program, and degree options and to offer new accelerated program options.

PLAN HIGHLIGHTS

- Enhance the districtwide online A.A. degree, including a wider range of online course offerings.
- Develop a comprehensive eLearning class schedule to make it easy for students to complete fully online A.A. degrees at all Seattle Colleges.
- Develop and offer new workforce online and hybrid courses.
- Explore competency-based online degrees that allow students to complete courses at their own pace.

STUDENT MARKETS

- Working adults seeking career advancement
- Adults with some college, no degrees
- Academic transfer students

NEW ONLINE AND HYBRID DEGREE OPTIONS

Bachelor of Applied Science Degrees

- Hospitality Management
- Applied Behavioral Science
- International Business
- Professional Technical Teacher Education
- Application Development
- Health Care Services Management

Associate of Applied Science Degrees

- Certificate of Accountancy
- Accounting
- Real Estate

3 Increase A.A. and A.S. Degree Completion

Recent data show that students who transfer to four-year institutions with associate degrees are more likely to complete their bachelor's degrees than students who transfer before completing their associate degrees. The plan proposes strategies to increase the number of students who complete their associate degrees.

PLAN HIGHLIGHTS

- Advise students about benefits of the A.A. and A.S. degrees for transfer.
- Develop annual schedules for on-time completion.
- Expand scheduling to include weekend and evening course options.
- Expand Ready-Set-Transfer (RST) components: faculty mentors, field trips, research experiences, and specialized classes.
- Explore reverse degrees, which enable students to earn associate degrees at Seattle Colleges using credits earned after transferring.

STUDENT MARKETS

- Current students
- Working adults
- Adults with some college, no degrees
- High school graduates



4 Enroll More Seattle Public Schools Recent High School Graduates

Demographic projections from the environmental scan indicate steady growth among 15- to 19-year-olds in King County. This increase of young adults in the immediate area provides an opportunity to increase the number of high school graduates enrolling in the Seattle Colleges. Currently, high school graduates comprise less than 5 percent of students at the colleges.

PLAN HIGHLIGHTS

- Promote the A.A. degree option and raise awareness of more than 50 university direct-transfer agreements.
- Raise awareness of Professional Technical programs with career-progression opportunities through certificates, Associate of Applied Science degrees, and Bachelor of Applied Science degrees.
- Explore expanding financial support for one year of college for high school graduates.
- Reach out to students, parents, and counselors.
- Identify student readiness interventions for 10th and 11th grades.
- Use customized relationship management (CRM) software to track prospective student inquiries.

STUDENT MARKETS

- Recent high school graduates
- Students in 10th and 11th grades preparing for higher education

SELECTED INSTITUTIONS WITH TRANSFER AGREEMENTS

- Gonzaga University
- Indiana University-Purdue University-Indianapolis
- Johns Hopkins University, Carey Business School
- Seattle University
- University of Minnesota
- University of Washington
- University of Wisconsin-La Crosse
- Washington State University
- Whitworth University

5 Transition Adult Basic Education Students into Workforce Programs

Seattle is one of the fastest-growing cities in the U.S., with an increasingly large share of its population coming from other countries. About half of these immigrants have A.A. degrees or higher, but there are still many who require basic education, language skills, and work-entry assistance. The Educational Master Plan presents strategies to move Adult Basic Education students quickly into workforce programs by incorporating language and other basic skills into program instruction.



PLAN HIGHLIGHTS

- Develop more ABE courses with workforce education as a goal; contextualize classes by integrating assignments to include industry content.
- Scale model programs districtwide, including Pivot Point (open-entry class to help students create career goals and start on pathways) and I-BEST (Integrating Basic Education and Skills Training).
- Scale Start Next Quarter, a web-based financial eligibility tool, for English language learners.

STUDENT MARKETS

- Recent immigrants and refugees
- English language learners
- Students new to the education system or seeking skill upgrades

6 Scale Up Student Success Initiatives

A key goal for the Seattle Colleges is to increase student completion rates. The colleges have redesigned the first-year experience for at-risk students to accelerate their progress through precollege math and to increase progression and completion. The strategies in the Educational Master Plan will expand upon successful approaches that include intensive advising and a comprehensive educational plan for each student.

PLAN HIGHLIGHTS

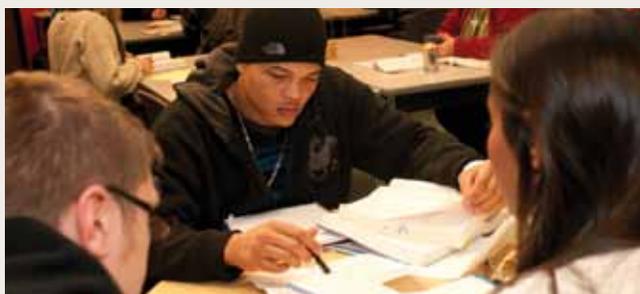
- Continue to strengthen the first-year student experience.
- Ensure that all students have educational plans.
- Continue to scale up accelerated precollege math options.
- Expand the Productive Persistence model from precollege math to all classes.
- Identify and expand support services for specific ethnic communities.
- Increase the number of students who enroll in math classes in their first year.

STUDENT MARKETS

- Students referred to precollege math and English
- Students new to college
- Growing ethnic communities

SUCCESSFUL MODEL – PRODUCTIVE PERSISTENCE

- Productive Persistence is an alternative to traditional student success courses that helps students understand that their ability can grow with effort and good strategies.
- Students create strong social ties to peers, faculty, and courses.



7 Promote Global Education Experience

Seattle is a world city with global businesses and nongovernmental organizations as well as international communities. The Seattle Colleges continue as leaders in the state and the nation in attracting diverse students and staff. The colleges provide a global educational experience through curricula and many other opportunities to develop cross-cultural competencies.



PLAN HIGHLIGHTS

- Continue promoting Seattle Colleges as the destination for a “global” experience, highlighting our location and global businesses, nongovernmental organizations, and diverse college community.
- Market “Go Abroad” opportunities for students, faculty, and staff, including programs such as Study Abroad, exchanges, Teach in China, and Global Impact.
- Highlight global studies courses and programs, including global health.

STUDENT MARKETS

- High school students, parents, and counselors
- Domestic students
- International students

8 Expand Corporate and Customized Training

The Educational Master Plan proposes to strengthen partnerships with Seattle government, business, and nongovernmental organizations to provide training for their employees.

PLAN HIGHLIGHTS

- Establish a district coordinator (single point of contact) to coordinate efforts, lead marketing, and prioritize inquiries.
- Develop key relationships with large employers, and recruit business and industry clients.
- Use customer relationship management (CRM) software to cultivate, streamline, and optimize business-development opportunities.

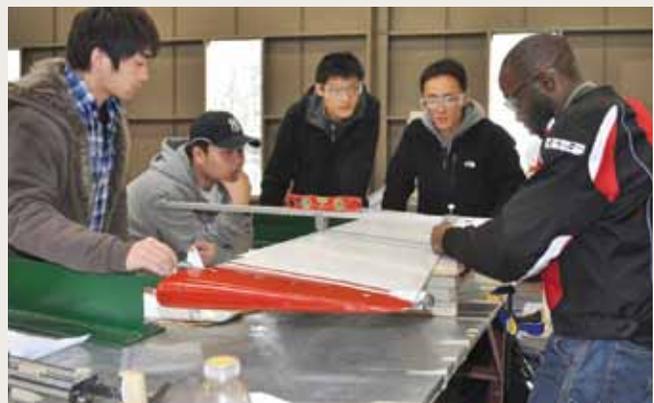


STUDENT MARKETS

- Working adults seeking career advancement
- Businesses seeking customized on-site or off-site training

CURRENT BUSINESS PARTNERS

- Northwest Hospital
- Workforce Development Council of Seattle
- Hexcel (composites)
- Vigor (welding)
- Vaupell (aircraft interiors)



9

Serve as Premier Health Care Training Provider

The health care industry is a high-growth, high-wage industry, and Seattle is a regional hub for high-quality medical care. The Seattle Colleges have strong health care training programs, and in fall 2015, the Seattle Central Health Education Center is scheduled to open in the historic Pacific Tower. The Educational Master Plan positions the colleges as health care training leaders for the greater Seattle area.

PLAN HIGHLIGHTS

- Expand partnerships to create training, instructional resources, and job-placement opportunities.
- Develop new health care B.A.S. degrees.
- Provide convenient and flexible training for incumbent health care workers.
- Develop and open the Seattle Central Health Education Center.
- Market Seattle Colleges as institutions of choice for regional health care training.

STUDENT MARKETS

- High school graduates interested in health care jobs
- Health care workers seeking career advancement
- Workers seeking retraining into health care careers

BENEFITS

- Meet predicted increase in industry demand for health care professionals with higher skills.
- Expand educational opportunities for students to earn credentials in high-demand occupations.



Significant Industry Growth Projected in King County, 2013–2023



10 Expand and Develop Career Pathways

The Seattle Colleges provide opportunities for students to start from basic skills and progress from short-term certificates to applied bachelor's degrees with work experience as part of the educational pathway. Structured educational assessments are offered to properly place students and to account for prior learning. The colleges provide educational options for students at any stage of their career development to grow their skills and advance. Programs are designed to be "stackable" so that students can build on previously earned certificates and degrees.

STUDENT MARKETS

- Working adults
- English language learners
- High school graduates
- Adults with some college, no degrees

PLAN HIGHLIGHTS

- Develop online dynamic displays of career pathways that allow prospective students to see overviews and details of program, course, certificate, and degree options.
- Work with industries and associations to customize pathways for existing workers to meet employer needs.
- Reach out to incumbent workers seeking career upgrades.
- Coordinate and integrate career pathways with other strategies such as Adult Basic Education, Corporate and Customized Training, high school student recruitment and enrollment, and new and enhanced B.A.S. degree programs.



Career Pathway Examples





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The Educational Master Plan was developed under the direction of the Board of Trustees and with the leadership of **Chancellor Jill Wakefield** and **Vice Chancellor Carin Weiss**.

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The Seattle Colleges are equal opportunity institutions.