

2021-2023 Seattle Central College Operational Plan

GOALS, STRATEGIES, AND TACTICS

STUDENT SUCCESS

Implement Structured Academic and Career Pathways

1. Use Guided Pathways framework to support students through their educational career from inquiry to completion, with special attention to improving student success for Black, Indigenous, and People of Color (BIPOC), and other historically underserved students.
 - a. Use data-driven and research-based intervention strategies to support retention and completion of Black, Indigenous, and People of Color (BIPOC), and other historically underserved students.
 - b. Build opportunities for collaboration between instruction and student services to improve the overall student experience.
 - c. Provide holistic and proactive student-focused services from inquiry to completion.
2. Foster internal and external partnerships to engage students in a comprehensive learning experience, including career exploration and preparation.
 - a. Cultivate partnerships that provide mentorship, direct funding, and career-connected learning opportunities for historically underserved students.
 - b. Increase awareness and participation in co-curricular activities that complement learning.

Practice Strategic Enrollment Management

1. Create and strengthen structures, systems, and policies that support robust enrollment and retention.
 - a. Leverage real-time application, enrollment, and financial aid data to inform strategies to achieve enrollment and retention goals.
 - b. Automate application, enrollment, and financial aid processes with an anti-bias lens to streamline workflow and remove student barriers.
 - c. Use culturally appropriate and inclusive language and images in all marketing materials.
 - d. Intentionally outreach to historically underserved students and non-traditional students, including students with low access to technology.
 - e. Implement annual schedule and block-scheduling.

EQUITY, DIVERSITY, INCLUSION, AND COMMUNITY

Develop and Implement a Diversity Action Plan

1. Develop and implement Guided Pathways to address institutional racism and achieve equity.
 - a. Recruit, retain, and support Black, Indigenous, and People of Color (BIPOC) and other historically underserved students.
2. Diversify and support the College workforce by standardizing anti-racist/anti-bias training, onboarding, and professional development.
 - a. Standardize an anti-racist, anti-bias search and hiring process to build a diverse workforce.
 - b. Promote an inclusive working environment to support and retain employees.
3. Transform curricula by applying a racial equity framework.
 - a. Deliver diverse educational resources and services focused on equity and inclusion.
 - b. Implement culturally responsive pedagogy and services by increasing opportunities for professional development in these areas.
 - c. Reinforce a culture that supports anti-bias, anti-racist curricula, and pedagogy.

ORGANIZATIONAL EXCELLENCE

Enhance Teaching and Learning

1. Respond to the needs of students and the community with high-quality instruction and programs.
 - a. Increase opportunities for accelerated, integrated, and/or contextualized learning.
 - b. Adapt technology and facilities to support instructional goals and student learning needs.
 - c. Continually assess programs, curricula, and course offerings to ensure that they are high-quality and meet students' academic and career goals.
 - d. Invest in programs that advance economic and racial justice.
2. Engage all students and employees to work towards strategic priorities, developing the organization, programs, and resources.
 - a. Define, practice, and promote opportunities for students and employees to participate in college governance.
 - b. Require professional development that aligns with strategic priorities, supports engaged employees, and promotes anti-racist pedagogy and curricula.
 - c. Engage student participation in student leadership and extracurricular college activities.
 - d. Regularly recognize and encourage employee service and excellence.

Achieve System Integration

1. Engage stakeholders across the college to identify areas where district-wide collaboration and coordination contribute to student success and increased operational efficiencies.

Foster Sustainability

1. Diversify revenue sources to sustain the college's financial health and make long-term investments in student enrollment and success.
 - a. Allocate resources to programs and areas that support student enrollment and retention.
2. Promote fiscal sustainability through shared responsibility and understanding of the budget and budget processes.
 - a. Provide professional development opportunities for all college stakeholders to increase knowledge of budget processes and principles.
3. Invest in facilities and learning environments that are safe, welcoming, and accessible to all students.
 - a. Responsibly steward our resources as an active partner in achieving the broader goals of our external community.

PARTNERSHIPS

Build High-Quality Partnerships

1. Develop and deepen partnerships to expand access to educational opportunities and support student success.
 - a. Promote external partnerships that increase access, close racial and economic opportunity gaps, and empower each student to succeed.
 - b. Pursue partnerships to enhance outreach, marketing, recruitment, and scholarship efforts for BIPOC and historically underserved students.
 - c. Strengthen partnerships that facilitate a college-going culture among high school students in the community.
 - d. Facilitate internal partnerships to promote employee collaboration and increase positive outcomes for students.