



SOUTH SEATTLE  
COLLEGE

*A Pathway to Our Future*



Strategic Plan  
**2016 - 2021**



## President's Message

Dear Colleagues,

Since South Seattle College's inception in 1969, we have been committed to supporting our community members in their educational, professional and personal growth by providing an affordable, accessible and high-quality education. The work has been guided by our College Mission, Core Themes and College Community Responsibilities.

That commitment to student and community success will never waver, but today we face the challenge of an ever-changing landscape in higher education at the national, state and local levels. Our student and community demographics continue to evolve, economic changes influence our demand and purpose, and our students' needs for success are increasing.

Through the collaborative culture imbedded at South and our passion for the work we do, we are well-positioned to continue our institutional evolution in response to those challenges, just as our students overcome obstacles during their educational journeys.

I believe we are in a good place, but we can and will do better to improve student success – retention, completion and career placement - and provide greater support and programming in all stages of the student experience. With a steady focus on these goals, we will undoubtedly position ourselves as community college leaders in connecting our students with the best education that will lead to fulfilling, rewarding careers.

I encourage you to read through the following 5-Year Strategic Plan, developed by you and your colleagues, and use it as a pathway and reference for the future success of our students and College.

Sincerely,

A handwritten signature in blue ink that reads "Gary Oertli". The signature is fluid and cursive, with the first name "Gary" being more prominent than the last name "Oertli".

Gary Oertli  
South Seattle College President





# SOUTH SEATTLE COLLEGE

*One of the Seattle Colleges*

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



## Mission

### ● Mission

**South Seattle College is a constantly evolving educational community dedicated to providing quality learning experiences which prepare students to meet their goals for life and work.**

The college values and promotes a close involvement with the community and strong partnerships with business, labor and industry.

The college commits to meeting the diverse needs of students by providing:

- Applied baccalaureate, associate degree, college transfer, certificate, technical and professional, and pre-college programs which prepare students to succeed in their careers and further their education.
- Responsive technical and professional training programs developed in collaboration with business, labor and industry.
- Student-centered and community-centered programs and services which value diversity, support learning, and promote student success.
- Lifelong learning opportunities for the cultural, social, professional and personal development of the members of our communities.

## Themes

### ● Core Themes

- Student Achievement
- Teaching and Learning
- College Culture and Climate
- Community Engagement and Partnerships

## Responsibilities

### ● College Community Responsibilities

- Treat each other with courtesy and respect.
- Speak civilly and act responsibly with consideration for the rights of others.
- Affirm the value of diversity and promote cultural sensitivity.
- Maintain a safe and welcoming community.



South Seattle College does not discriminate on the basis of race, color, creed, national origin, sex, disability, age, honorably discharged veteran or military status, or sexual orientation.

# Introduction

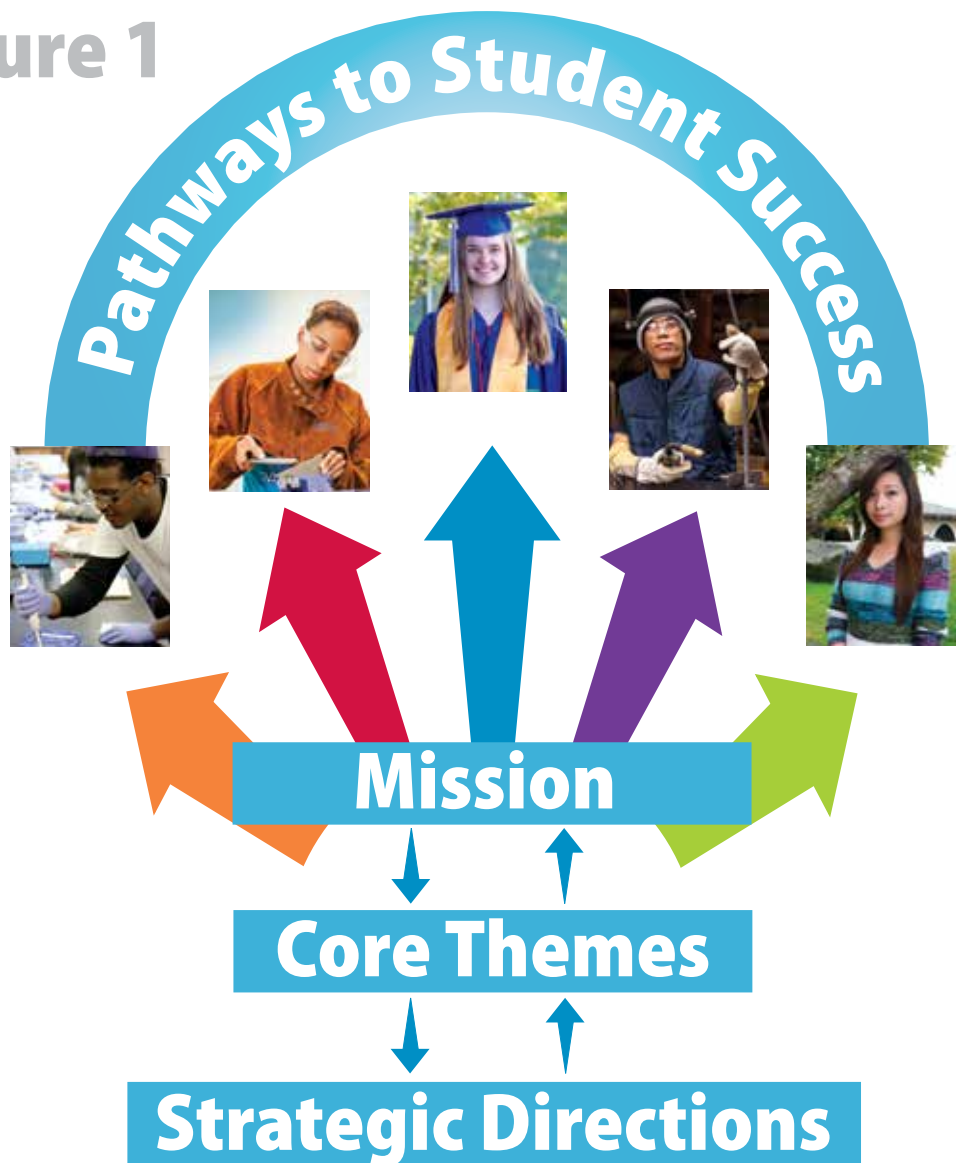
Across the nation, higher education enrollment, retention and completion rates have continued to decline. Best practices reflect that one of the most impactful ways to increase student success is to provide a more structured educational experience.

In an effort to reverse that declining trend through an innovative approach, South Seattle College launched the *South 2017 Model for Student Success* in Fall of 2014. The intent behind this initiative was to redevelop the student experience by organizing our efforts and focus around providing our students with a strong start, structured programs and seamless support services throughout their education.

After a year's worth of work, we came to realize that the structured experience required the commitment, resources and focus of the entire College in developing an institution-wide **Pathways to Student Success** (Figure 1, below) approach that will impact and increase student success. This realization came at the right time in how it guided our conversations in prioritizing and finalizing the College's 2016-2021 Strategic Plan and its six Strategic Directions.

By embracing the College's Mission, Core Themes and Strategic Directions, we will continue to improve upon our student experience, from point of entry through attainment of a degree or certificate and career placement.

Figure 1







# The Process

In 2014, to broaden the scope and responsibility, South Seattle College pursued a restructure of the Institutional Effectiveness committee and launched the newly-created SPARC – Strategic Planning, Assessment, and Research Committee. The SPARC membership is comprised of every administrative unit, job classification, and function that represents and supports the College’s efforts to continuously improve. SPARC’s primary purpose is to engage the campus community in important conversations around planning, accreditation, institutional research and assessment, with the intent of developing South’s culture of evidence and influencing the effective use of information. SPARC is designed with a three subcommittee **Planning Structure** (Figure 2, page 5) which includes SPA – Strategic Planning and Accreditation, ASC – Assessment, and RR – Research Roundtable. The structure provides a home for nearly every planning and assessment function within the College, and a clear path for information to proceed to and from the President’s Cabinet.

The Strategic Planning and Accreditation (SPA) sub-committee of SPARC is dedicated to, and responsible for establishing, implementing and monitoring the college’s strategic planning framework and process. In Fall of 2014, SPA began the process of discussing and conceptualizing the framework for the college’s new strategic planning process. The six phase process that was developed and implemented is inclusive and iterative in design and promotes a commitment to the College’s Vision, Mission and Core Themes.

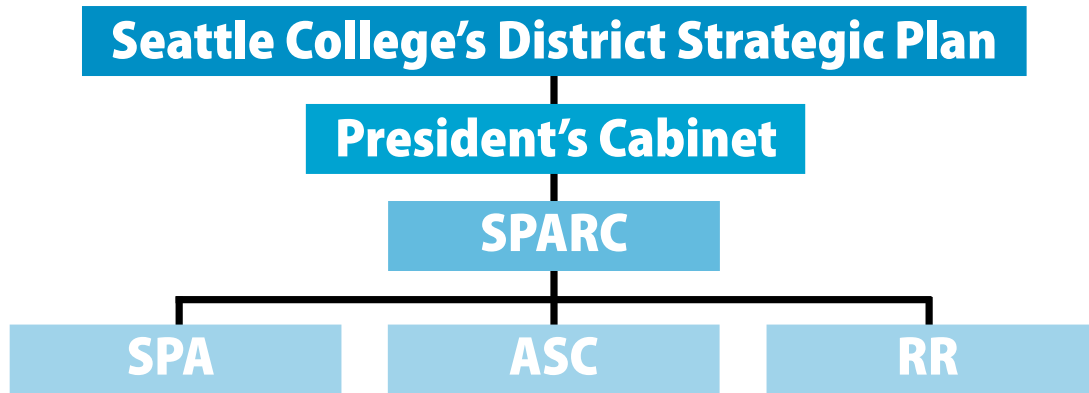
The **Strategic Planning Cycle** (Figure 3, page 5) initiated by SPA included a series of college-wide meetings that introduced the framework and the timeline, as well as enlisting broad participation to assist in the recommendation of the College’s goals and priorities. More than 100 faculty and staff representatives from across the College contributed to the design and development of South Seattle College’s 2016-2021 Strategic Plan.



## Figure 2

# Planning Structure

Strategic Planning, Assessment, and Research Committee (SPARC) was organized and launched in 2014. The presidentially-appointed committee is designed with a three subcommittee structure: Strategic Planning and Accreditation (SPA), Assessment (ASC) and Research Roundtable (RR).



## Figure 3

# Strategic Planning Cycle

South's six phase planning cycle was developed and approved by SPA in 2015. The cycle incorporates best practices and planning techniques that are intended to be inclusive and iterative.



# 2016-2021 Strategic Plan

## Strategic Directions and Goals

### **A Provide current, high quality instructional programs**

so that students and the community respect our commitment to innovation and excellence.

**Strategic Goal 1:** Improve the program review process so that it ensures currency and identifies new programs.

**Strategic Goal 2:** Develop and assess pathways to transfer, degrees, and certificates that lead to student success.

### **B Create a structured student experience**

so that students are more likely to attain their educational goals

**Strategic Goal 1:** Create a consistent and clear step-by-step pathway making it easy for students to enroll, progress and complete their educational goals.

**Strategic Goal 2:** Design reliable, current, and consistent digital and traditional resources that will guide students through their enrollment, progression and completion experiences.

### **C Build a continuous improvement plan into all college activities**

so that we remain nimble, responsive, and relevant to our community

**Strategic Goal 1:** Create institutional infrastructure to support systematic professional development for South employees.

**Strategic Goal 2:** Develop specific and college-wide processes to support the collection, analysis, dissemination, and use of data for decision-making and assessment.

### **D Deepen and expand our connections to our community**

so that we know those we serve, and so that we draw strength from our mutual support

**Strategic Goal 1:** Build systems to assess and prioritize the changing needs and interests of our community.

**Strategic Goal 2:** Foster and nurture partnerships that promote and establish smooth transitions between South Seattle College, the workforce, and other educational opportunities.

### **E Procure and allocate sufficient resources to meet our mission**

so that our college remains strong and vital in perpetuity

**Strategic Goal 1:** Establish and disseminate criteria and systems for assessing value, cost, and feasibility of current and prospective programs, services and initiatives.

**Strategic Goal 2:** Develop and support strategies for investing in institutional priorities.

### **F Foster and strengthen equity, inclusion, and cultural competency**

so that everyone benefits from participation in our diverse community

**Strategic Goal 1:** Develop an iterative college-wide equity, diversity, and inclusion action plan with measureable outcomes and ongoing assessment.

**Strategic Goal 2:** Continue to ensure that recruitment and hiring processes consider equity and inclusion.



**Driven**



**Enriched**



**Empowered**

# Thank You!



## Acknowledgements

**More than 100 faculty and staff representatives from across the College contributed to the development of South Seattle College's 2016-2021 Strategic Plan. A special thank you is extended to all of those who participated in making this strategic plan a reality.**

### President's Cabinet

Gary Oertli – President  
Peter Lortz – Vice President of Instruction  
Rosie Rimando-Chareunsap – Vice President of Student Services  
Frank Ashby – Vice President of Administrative Services  
Elizabeth Pluhta – Associate Vice President for  
College Advancement and Economic Development  
Holly Moore – Executive Dean of Georgetown  
Kathy Vedvick – Director of Human Resources  
Greg Dempsey – Chief Data and Strategy Officer

### Strategic Planning and Accreditation Committee (SPA)

Greg Dempsey – Chief Data and Strategy Officer  
Frank Ashby – Vice President of Administrative Services  
Larry Reid – Accreditation Officer  
Christian Clemmensen – Director of Web Services  
Joe Barrientos – Dean of Student Life  
Jennifer Brandon – Director of Grants  
Naina Eshwar – Associate Director of Institutional Research  
Mary Jo White – Dean of Educational Services  
Veronica Wade – Dean of Workforce Education  
Analea Brauburger – Assessment Coordinator

### Strategic Planning Taskforce Participants

Akiko Masker	Eden Tullis	Jason Petrait	Larry Reid	Randy Nichols
Analea Brauburger	Elisebeth VanderWeil	Jenn Brandon	Laura Kingston	Ricardo Leyva-Puebla
Andrea Leary	Elizabeth Pluhta	Jesse Knappenberger	Laura Matson	Rick Downs
Angela Pak	Elizabeth Schoene	Joe Barrientos	Lindsey Pierce	Robert Dela-Cruz
Astrid Larsen	Ellen Gordon	John Bowers	Lisa Sever	Rose Kolovrat
Bailey Jones	Elsa Croonquist	John Boyle	Luisa Motten	Rosie Rimando-Chareunsap
Bob DelaCruz	Emily Wolfkiel	John Eklof	Lynn Christiansen	Sancha Elevado
Brooke Wagner	Eric Steen	John Phillips	Margo Harder	Sandra Bolt
Catherine Creason	Erin Barzen	John Toutonghi	Maria Rebecchi	Sebastian Myrick
Chad Hickox	Esther Sunde	Jon Nachman	Mariana Asaturova	Seth Deister
Christa Colousis	Greg Dempsey	Josh Grant	Mary Jo White	Sharon Dorman
Curtis Peterson	Hana Gala	Kali Kuwada	Mary Lockman	Sharon Norman
Daniel Cordas	Heather Foss	Kat Coelho-Vermeulen	May Lukens	Shunsuke Kanazawa
Daniel Dillard	Holly Moore	Kathie Kwilinski	Megan Sears	Sol Damaris Mendez
Danna Culhane	Irina Minasova	Kathleen Kent	Michelle Henry	Tara Compton
Darrell Tsukiji	Ismaila Maidadi	Kathy Malek	Mike Hickey	Tina Miller
Debbie White	Jacob Ashcraft	Kathy Reistad	Molly Chrisman	Ty Swenson
Dennis Wu	Jaime Flajole	Kevin Maloney	Naina Eshwar	Vanessa Calonzo
Dorrienne Chinn	James Lewis	Kori Lumpkin	Pamela Wilkins	Veronica Wade
Duncan Burgess	Janet Kapp	Lana Conrad	Rachel Jamison	Yilin Sun