



NORTH SEATTLE COLLEGE

One of the Seattle Colleges

Mapping a Bright Future



DRAFT PRELIMINARY STRATEGIC PLAN
2016–2023





President's Message

The life-changing education and experiences that occur in our classrooms, our labs, and our common spaces each day have opened doors of opportunity to countless students and their families, both in our local community and around the world. North Seattle College also has led to economic and learning development for our region, city, and the homes of our employees.

While much has changed since our founding in 1970, North Seattle College's mission to change lives through education, just like our emblem of the North Star, has been constant.

We fulfill our mission by remaining forward-looking, innovative and student-focused during a time when our world is experiencing rapid change in everything from how we learn and communicate, to how we work.

We also fulfill our mission by uniting behind a shared vision, one where we each of us actively contributes to our Core Themes of *Advancing Student Success, Excelling in Teaching and Learning, and Building a Sustainable Community* that values the triple bottom line.

To continue and build on this progress, North's new seven-year, 2016-2023 Strategic Plan outlines goals for our college. These goals and objectives were created following thorough input from you, our students and our community over the course of a year.

By shifting from the previous five-year plan, and moving to a seven-year plan, North will now be strategically aligned with the accreditation cycle, which ensures active and scaled annual assessment of institutional effectiveness.

And while the goals and objectives outlined in our new plan are specific, they are not prescriptive. This approach is intended to give college committees and programs the flexibility needed to build annual plans that direct the best path forward for improving each of the Core Theme areas and objectives.

History is ripe with examples of how people have relied on the North Star for guidance. Likewise, this plan will help us map a bright future for our institution and, ultimately, our students.

Sincerely,

A handwritten signature in black ink that reads "Warren J. Brown". The signature is written in a cursive, flowing style.

Dr. Warren Brown,
North Seattle College



Mission and Values

■ Mission

North Seattle College is committed to changing lives through education.

We achieve our mission by:

- offering comprehensive educational opportunities.
- creating a highly supportive learning environment.
- engaging in effective and enduring partnerships.

■ Core Themes

Advancing Student Success
 Excelling in Teaching and Learning
 Building Community

■ Values

Caring
 Collaboration
 Diversity
 Innovation
 Integrity
 Quality





Introduction & Process

The previous North Seattle College Strategic Plan was a five-year plan that went through 2016 and coincided with the college's Seven-Year accreditation visit, which occurred in April 2016. Recognizing that the end of the plan's timeframe would be approaching, President Warren Brown tasked the college's Executive Team, an external consultant, and a college-wide participatory governance team, known as College Council, with collecting input from the campus community and drafting goals and objectives for a new seven-year plan that is aligned with North's next accreditation visit in 2023.

Starting in August 2015, the Executive Team reviewed the Seattle College District Strategic Plan, data from external scans, and the college's mission, vision and values. Leadership expressed support for the college's Core Themes and overall mission and values, but felt a future plan would benefit from fewer and better defined objectives, greater employee involvement in drafting the plan, and improved measures for accurately measuring and tracking progress on specific goals.

Over the course of a year, significant input was collected on the new plan, including from students, faculty and staff, district employees, as well as members of the greater North Seattle community, during numerous meetings and forums.

These groups also supported preserving North's Core Themes but encouraged streamlining the number of goals and objectives identified in a new plan. Over the course of this period, it also became increasingly important to align North's goals with the Seattle College District Strategic Plan and to incorporate suggestions from North's accreditation visit.

The plan that follows is the result of a year's worth of open, thoughtful and invaluable feedback from campus employees, students and our community.



■ Core Theme One: Advancing Student Success

At North Seattle College, we see **Advancing Student Success** through creating college structures and student experiences that aid in student development leading up to their academic goals.



North Seattle College achieves this through our stated institutional values by: Supporting a **caring**, inclusive, student-centered culture. We foster active, **collaborative**, and self-directed learning. We promote student engagement through embracing **diversity** of cultures, ideas, perspectives, and people. We support **innovation** that leads to greater student success. We support student perseverance through institutional and student **integrity** and accountability. We strive for **quality** across student services, instruction, and administrative services areas so that our students have the ability to excel.

■ Goal:

To significantly increase the percentage of students who successfully complete their educational goals.

■ Objective:

1.01 Increase Student Achievement Initiative Points

1.02 Increase Retention rates

1.03 Increase percent of students reporting that they are “meeting” or “definitely meeting” their educational goals at the college.

1.04 Increase percent of professional-technical completers who are employed in any field within one year of leaving NSC.

1.05 Increase number of students who complete a degree, certificate, or transfer within four years.

1.06 Increase the equity of academic success among all student groups.





■ Core Theme Two: Excelling in Teaching & Learning

At North Seattle College, we see **Excelling in Teaching and Learning** by embodying a “learning college” culture. We believe that as a learning college every area and program of the college contributes to the learning process. We focus on learning and not instruction as a structure. Additionally, teaching and learning is a reflexive and shared process where, regardless of our role in the institution, we are both teachers and learners at the same time.

North Seattle College achieves this through our stated institutional values by: Engaging in the work of teaching and learning while **caring** for the learner as a whole person. We support **collaboration** through the interchange of teaching and learning across the institution. We create inclusive environments that bring learners together to construct knowledge in their own **diverse** ways. We support **innovation**, knowing that learning occurs in many ways, anywhere, and at any time. We help learners engage in the knowledge development process, as they demonstrate personal **integrity** and accountability for their own learning. We strive for **quality** and effectiveness through the creation of standards, formative assessment, and measurable outcomes.

■ Goal:

To produce more opportunities for knowledge and skill development for every learner.

■ Objective:

2.01 Increase documented achievement of essential learning outcomes, program learning outcomes, and course learning outcomes.

2.02 Increase student satisfaction with meaningful learning experiences.

2.03 Increase documented achievement of non-instructional programs through review and assessment of goals.

2.04 Increase external recognition of institutional excellence in teaching and learning.

2.05 Increase percent of employees who report applying new knowledge to their work derived from professional development activities.



■ Core Theme Three: Building a Sustainable Community

At North Seattle College, we see **Building a Sustainable Community** as an important ethical standard driven by the “triple bottom line.” Thus, before the college engages in an internal or external community program or service, we will determine the social, fiscal and environmental impact of the college’s actions.

North Seattle College achieves this through our stated institutional values by: Ensuring our work is performed with a **caring** and inclusive perspective for all communities and the environment. Maintaining and growing **collaborative** relationships with our community to establish synergies of scale and outcome.

Affirming that the college is a microcosm of society, we actively strengthen our work in social **diversity**, inclusion, and equity. Supporting **innovation** with unique approaches that reflect the changing needs of various communities. Demonstrating **integrity** by the transparent application of “the triple bottom line.” Assessing for **quality** and commonality in mission as we work with our various on-and-off-campus partners.

■ Goal:

To use a long-range perspective to make decisions that lead to a fiscally, socially and environmentally sustainable institution.

■ Objective:

3.01 Increase the development of an equitable and inclusive college campus.

3.02 Increase engagement of strategic partnerships that support “the triple bottom line.”

3.03 Increase State-funded, contract-funded, and Continuing Education enrollments.

3.04 Increase the development of the college’s sustainability efforts in resource utilization, curriculum, and campus culture.

3.05 Balance operational plans and fiscal capacity for institutional effectiveness.



APPENDIX: DRAFT PRELIMINARY STRATEGIC PLAN 2016 –2023

Core Theme One: Advancing Student Success

Goal: To significantly increase the percentage of students who successfully complete their educational goals.

Objective		Targets	Data Sources
1.01	Increase Student Achievement Initiative Points	<p>Points Per Student 2016-17 1.40 2017-18 1.45</p> <p>All Points 2016-17 12,600 2017-18 12,700</p> <p>Completion Points 2016-17 TBD (5% increase over 14-15) 2017-18 TBD (5% increase over 15-16)</p> <p>Retention Points 2016-17 TBD (1.5% over 15-16) 2017-18 TBD (1.5% over 16-17)</p>	<p>SBCTC Student Achievement Points Reports (PPS)</p> <p>SBCTC Student Achievement Points Reports (All Points Final)</p> <p>SBCTC Student Achievement Points Reports (Completion Points)</p> <p>SBCTC Student Achievement Points Reports (Retention Points)</p>

1.02	Increase Retention rates	<p>Fall to Winter – PT students 2016-17 55.9% (3% increase) 2017-18 57.6% (3% increase)</p> <p>Spring to Fall – PT students 2016-17 26.7% (1.5% increase) 2017-18 27.1% (1.5% increase)</p> <p>Fall to Fall - PT students 2016-17 - TBD 2017-18 - TBD</p> <p>Fall to Winter – FT students 2016-17 77.3% (3% increase) 2017-18 79.6% (3% increase)</p> <p>Spring to Fall – FT students 2016-17 43.3% (1.5% increase) 2017-18 44.0% (1.5% increase)</p> <p>Fall to Fall - FT students 2016-17 - TBD 2017-18 - TBD</p>	<p>SEM Plan Report</p> <p>SEM Plan Report</p> <p>District Retention Report</p> <p>SEM Plan Report</p> <p>SEM Plan Report</p> <p>District Retention Report</p>
1.03	Increase percent of students reporting that they are “meeting” or “definitely meeting” their educational goals at the college.	% answering top two choices on survey TBD	Student survey(s): CCSSE or district-wide student engagement survey
1.04	Increase percent of professional-technical completers who are employed in any field within one year of leaving NSC.	2015-16 85% 2016-17 85%	SBCTC Data Linking for Outcomes Assessment (DLOA) report; SBCTC annual report; or other district source to be determined

1.05	Increase number of students who complete a degree, certificate, or transfer within four-years.	2015-16 TBD 2016-17 TBD	SBCTC Student Achievement Cohort Analysis; District Dashboard
1.06	Increase the equity of academic success among all student groups.	Targets will be developed for each disaggregated group.	SAI, DLOA, SEM, DICE action plan, and student surveys International student enrollment data

		SAI points per student	SAI Completion Points	SAI Retention Points	Retention Rates	Educational Goals – Self Report	Employment Rate	–4-year goal achievement
	Objective	1.01	1.01	1.01	1.02	1.03	1.04	1.05
	All students							
Credit Load	Full-time							
	Part-time							
Educational Intent	Transfer - Domestic							
	Transfer – International							
	Vocational							
	Basic Skills							
Ethnicity	Asian Pacific Islander							
	African American							
	Native American							
	Hispanic							
	Other/Mix/Blank							
	White							

Core Theme Two: *Excelling in Teaching and Learning*

Goal: To produce more opportunities for knowledge and skill development for every learner.

Objective		Targets	Data Sources
2.01	Increase documented achievement of ELOs, PLOs, and course learning outcomes	<p>Percent of FTF and PTF submitting TIP forms annually:</p> <p>16-17 80% FTF; 30% PTF 17-18 100% FTF; 50% PTF</p> <p>Percent of instructional programs completing assigned portions of Program Review annually:</p> <p>16-17 80% 17-18 100%</p> <p>Percent of potential faculty¹ participating in assessment of identified Essential Learning Outcome each year:</p> <p>16-17 80%</p>	<p>Office of Instruction / TIP forms; Instructional Master Plan</p> <p>Office of Instruction</p> <p>Office of Instruction</p>

¹ “Potential faculty” refers to the subset of faculty (full- and part-time) who are assigned, on a rotating basis, to conduct an assessment relative to a course that includes the targeted Essential Learning Outcome (e.g. all faculty teaching courses that include “Information Literacy” as an ELO).

Objective	Targets	Data Sources

2.02	Increase student satisfaction with meaningful learning experiences.	TBD	Student Survey; graduates survey; early leavers survey
2.03	Increase documented achievement of non-instructional programs through review and assessment of goals.	2016-17 – establish process and targets 2017-18 – (targets TBD in 16/17)	Non-instructional program review reports
2.04	Increase external recognition of institutional excellence in teaching and learning	Set baseline in 2016-17 Set target for 2017-18 in June 2017	Reports of recognition received by departments, faculty and staff Institutional recognition from external sources
2.05 (2.07 from Draft 2)	Increase percent of employees who report applying new knowledge to their work derived from professional development activities.	2016 – 17 establish baseline 2017 – 18 ? %	HR office exempt and pro-staff annual review outcomes; Classified staff EDPP forms and outcomes; TLC assessments; North Leadership Development Program outcomes; Prof-Tech faculty professional development plan outcomes; Revised employee survey

Core Theme Three: *Building a Sustainable Community*

Goal: To use a long-range perspective to make decisions that lead to a fiscally, socially and environmentally sustainable institution.

Objective		Targets	Data Sources
3.01	Increase the development of an equitable and inclusive college campus	2016-17 - Establish Diversity Action Plan targets Increase percent of employees demonstrating cultural competency. 2017- 18 - TBD	Student and Employee Surveys (with new question about using what was learned); MCOD (Multicultural Organizational Development) rating; Banks Multicultural Education Model Assessment; Search Advocates Training; DICE action plan
3.02	Increase engagement of strategic partnerships that support “the triple bottom line.”	2016-17 Identify strategic partners Communication Plan targets TBD 2017-18 – Targets TBD	College Stakeholder list; Communication Plan; TBD

Strategic Plan Objective		Target	Data Source(s)
3.03	Increase State-funded, contract-funded, and Continuing Education enrollments	2016-17 – 3% growth to 3,949 (all FTE) 2017-18 – 3% growth to 4,068 (all FTE) Individual targets for Running Start, Contract, International, and Continuing Education enrollments TBD	SEM plan reports District-wide Strategic Plan directions SBCTC reports NSC reports
3.04	Increase the development of the college’s sustainability efforts in resource utilization, curriculum, and campus culture	2017 STARS Silver 2020 STARS Silver Sustainability Action Plan targets TBD	STARS (Sustainability Tracking, Assessment & Rating System™) rating Sustainability Action Plan
3.05	Balance operational plans and fiscal capacity for institutional effectiveness.	Clean audits 5-10% reserve balance Accreditation commendation 2016-17 – develop long term financial plan 2017-18 – targets TBD	Administrative Services Financial plan Audit reports (state, Perkins, Workforce, etc.) Accreditation report SEM