

Update on the District-wide 2010-2017 Strategic Plan

Board of Trustees | Thursday, November 12, 2015

2014-15 Status Report

MISSION

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

VISION

The Seattle Colleges will be learning-centered

- in providing high-quality and innovative education
- in preparing our students for success and lifelong learning

VALUES

- We value teaching & learning
- We value students
- We value diversity
- We value partnerships

GOALS

GOAL 1: Student Success—

Increase student learning and achievement.

GOAL 2: Partnerships—

Build community, business and educational partnerships.

GOAL 3: Innovation—

Increase innovation and improve organizational effectiveness

BACKGROUND

The 2010-2017 District-wide Strategic Plan, approved by the Seattle Colleges Board of Trustees in September 2010, sets strategic direction for the district and colleges. The plan states the District's mission, vision, and core values, and identifies three strategic goals focusing on student success, partnerships, and innovation.

Each of the three goals has a set of strategic objectives that the District will accomplish by 2017. Tied to each strategic objective is one or more performance measures for determining whether, and to what extent, each strategic objective has been achieved.

This report provides a 2014-15 year end status update on the District-wide Strategic Plan. The latest available data are highlighted as "New Data" and are also compared to data from previous years.

Included is a *summary score sheet* of progress on all performance measures and a *detailed report* on the goals, objectives and performance measures. An online, interactive set of dashboards for most Goal 1 measures is also now available this year.

Finally, a brief summary that describes how District-wide Strategic Plan measures align with the 2015-2020 Educational Master Plan is provided.

Seattle Colleges 2010-2017 District Strategic Plan Status Report – Performance Measures Score Sheet

Description	Comparison Year	Baseline	2015 Target	2014-15 Actual	2014-15 Status Summary		
					Significant Results	Some Progress	Area for Enhancement
Goal 1. STUDENT SUCCESS — Increasing Student Learning and Achievement							
State Funded Enrollment (annual) (2yr avg)	2008-09	101%	100%	90%			✓
		100%	100%	94%			
				NEW DATA			
Completion Rates	2008-12 Cohort	20%	Exceed state system (40% in 2014)	40%		✓	
				(2013-14)			
				NEW DATA			
Job placement rates	2008-09	73%	Exceed state system (78% in 2013-14)	80%	✓		
				(2013-14)			
				NEW DATA			
Student Achievement Point progress	2013-14	46,702	Exceed prior year	45,034			✓
				NEW DATA			
Transfer student achievement	Fall 2011	GPA, 3.33	Meet or exceed native student performance	GPA, 3.36	✓		
		1-yr. persistence, 92.8%		1-yr. persistence, 95%			
		3-yr. completion, 71.3%		3-yr. completion, 85%			
Precollege math progression	2007-10	32%	Increase completion of developmental math in 1-year	38%	✓		
				(2013-14)			
				NEW DATA			
Goal 2. PARTNERSHIPS — Build Community, Business, and Educational Partnerships							
Economic impact of Seattle Colleges	2010	\$1.1 billion	\$1.3 billion	---	✓		
Active involvement in community partnerships, social equity initiatives	2014	3 partneships	3 new partnerships	5 new partnerships	✓		
				NEW DATA			
B.A.S. Degrees	2010	2	3 new B.A.S. Degrees	3 new B.A.S. Degrees	✓		
				NEW DATA			
New Associates degrees and certificates	2008-09	---	3 new programs	9 new programs	✓		
				NEW DATA			
Diversity of funding sources	2012	50% State Support; 37% Tuition 13% Other	Greater diversity of funding sources	54% State Support 32% Tuition 13% Other		✓	
				NEW DATA			
Financial reserves	2012	8.4%	Between 5%-10%	5.9%	✓		
				NEW DATA			
Fundraising	2008-09	---	Goals/Initiatives set	Goals in development		✓	
Goal 3. INNOVATION — Increase Innovation and Improve Organizational Effectiveness							
eLearning enrollment	2007-08	1,627 FTES	Increase FTES over previous yr	2,454			✓
				NEW DATA			
Precollege math curriculum	Fall 2012	7 sections	New approaches to Developmental Math	36 sections (Spring 2015)	✓		
				NEW DATA			
Cost per completion	2009	\$45,539	Less than state average (\$35,606)	\$43,396		✓	
Administrative systems efficiency- Innovation Projects	2010	---	10 innovation projects	26 completed 12 in development	✓		
				NEW DATA			
Carbon footprint	2008	4,766 MTCO ₂	3,164 MTCO ₂	3,384 MTCO ₂	✓		
				NEW DATA			
Ethnic and racial diversity	2011	36% employees of color	Diversity reflects community (35% in Seattle)	38% employees of color	✓		
				NEW DATA			
Employee awards/recognition	2005-09	33	41	76	✓		
				NEW DATA			

GOAL 1: STUDENT SUCCESS—Increase student learning and achievement

OBJECTIVE 1: MEET ANNUAL STATE-FUNDED ENROLLMENT ALLOCATION – NEW DATA

Measure: State-funded enrollment – NEW DATA

Goal: 100% of allocation and 2-year rolling average achieved and maintained.

Annualized FTES enrollment reported to the State Board was 90% of goal in 2014-15 and 99% of goal in 2013-14. This resulted in a two year rolling average of 94% for 2013 to 2015. The 2013-14 average included converted international enrollments; no conversions were made in 2014-15.

Meeting enrollment targets continues to be a high priority for all of the colleges. The colleges are offering more options for students to accommodate their busy schedules and boosting support services to increase persistence and retention. Targeted marketing is also among the many strategies being pursued to improve enrollment outcomes.

Annual Enrollment and Two-Year Rolling Average	Baseline 2008-09	2013-14	2014-15
Annual Enrollment	101%	99%	90%
Two-year Rolling Average	100%	96%	94%

Source: Seattle Colleges Database

OBJECTIVE 2: INCREASE STUDENT COMPLETION AND JOB PLACEMENT

Measure: Student completion of certificates and degrees or transfers

Goal: Achieve completion rate above the state system average.

The Seattle Colleges have seen a slight increase in an overall completion rate in the past year. Completion rates here include certificates, degrees, and transfers to 4-year institutions after four years. The most recent data available are for 2013-14, based on the cohort of students who started four years earlier in 2010-11. The cohort completion rate was 40%, while the 2009-10 cohort exhibited a completion rate of 38%.

Completion rates computed in 2013-14 for the 2010-11 cohort are similar to the state system. Clearer academic and career pathways, integrated planning and advising technology, and more flexible scheduling options are being implemented to help students persist and complete.

Completion Rates-4 Year (certificates, degrees, transfers)	Seattle Colleges – 2012-13 (2009-10 cohort)	Seattle Colleges- 2013-14 (2010-11 cohort)	State System- 2013-14 (2010-11 cohort)
Professional Technical	35%	35%	37%
Academic Transfer w/Degree	16%	16%	23%
Academic Transfer w/o Degree	25%	27%	20%
Overall Completion Rate	38%	40%	40%

Source: State Board for Community and Technical Colleges

Measure: Job Placement – NEW DATA

Goal: Achieve job placement rate above the state system.

The job placement rate at the Seattle Colleges in 2013-14 was 80%, a 7% increase from the baseline 2008-09 academic year (73%); the 2008-09 year was the bottom of the economic downturn. Seattle Colleges’ job placement rate is slightly higher than the state system rate, which has also grown from the baseline year, and in 2013-14 was 78%.

Job Placement Rates 2013-14	Baseline 2008-09	2011-12	2012-13	2013-14
Seattle Colleges	73%	78%	76%	80%
State System	74%	77%	78%	78%

Source: State Board for Community and Technical Colleges

Measure: Student Achievement Point progress – NEW DATA

Goal: Increase Student Achievement Points over the prior year.

The Seattle Colleges have seen a slight decrease in student achievement point totals from 2013-14 to 2014-15. North had 12,391 points for 2014-15, a 1% decrease; Central (inclusive of SVI) was down by 5%, with 17,230, and South had 14,017 points for a less than 1% decrease. Aggressive efforts are in place to increase the Seattle Colleges student achievement points in the coming years. Initiatives include accelerated precollege math options, increased advising support, and new and revised degrees and certificates.

The Student Achievement Initiative was revised in 2013 and again in 2014, altering the system for calculating points. For an accurate comparison, however, the data below show 2014-15 and 2013-14 academic year point totals using the same calculation method.

Student Achievement Point Progress 2013-14 to 2014-15	2013-14	2014-15	Percent Change
North	12,539	12,391	-1%
Central*	18,172	17,230	-5%
South	14,054	14,017	- <1%
District	46,702	45,034	-4%

* Includes SVI

Source: State Board for Community and Technical Colleges

Measure: Transfer student achievement

Goal: Meet/exceed UW “native” student performance.

For the 2009 cohort completing in 2012, Seattle Colleges transfer students have one-year persistence rates that are slightly below University of Washington “native” students, GPAs that are on par, and lower three-year completion rates. A lower completion rate for transfer students may in part be explained by part-time attendance. Seattle Colleges transfer students out-performed transfer students from other Washington community colleges in all three of these indicators.

**2009 Cohort UW-Seattle students,
3-Year Transfer Achievement**

	GPA	1 Year Persistence	3 Year Completion
Seattle Colleges	3.36	95%	85%
University of Washington	3.36	97%	91%

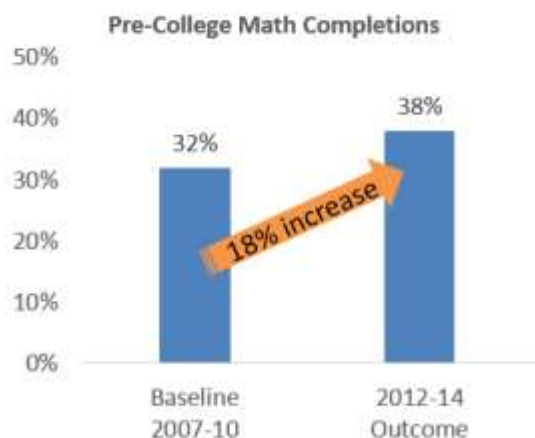
Source: Analysis provided by the UW, Seattle Office of Planning and Research.

OBJECTIVE 3: IMPROVE STUDENT ACHIEVEMENT IN PRECOLLEGE MATH

Measure: Precollege math progression

Goal: Increase the percentage of students that start and complete the precollege math sequence within one academic year.

The first and second year combined results from implementation of accelerated math courses and other student supports through the *Pathways to Completion* project show promising improvements in student progression through the precollege math course sequence. The chart below compares the percentage of students who completed the precollege math sequence by the end of the academic year.



GOAL 2: PARTNERSHIPS—Build community, business & educational partnerships.

OBJECTIVE 1: INCREASE SEATTLE COLLEGES’ ECONOMIC IMPACT AND INTEGRAL ROLE IN ADVANCING SOCIAL EQUITY AND SOCIAL MOBILITY – REVISED OBJECTIVE

Measure: Economic impact of Seattle Colleges

Goal: Increase at historic rate to 1.3 billion.

An economic impact analysis conducted by EMSI, Inc. in 2010 showed that the annual economic impact of the Seattle Colleges including the wages and benefits paid to its employees, goods and services purchased in the community, and increased earnings of its graduates was **\$1.1 billion**.

The goal proposed for this measure is to continue at the same historical pace providing economic benefits to the community. By extrapolating this historic rate of benefits, the District can expect to reach \$1.3 billion in total economic benefits by 2015.

Measure: Active involvement in community partnerships addressing social equity initiatives – *revised measure, NEW DATA*

Goal: 3 new community partnerships

The Seattle Colleges play a predominant role in improving social equity and mobility and are featured throughout the region in business, industry and educational forums. The Chancellor and Presidents, other administrators, faculty and staff are members of many influential local and regional groups. This participation increases the awareness of the Seattle Colleges.

Goal Achieved. In the 2014-15 year, Seattle Colleges developed five new community partnerships with local entities to further advance conversations regarding social equity and social justice. New partnerships include the *City of Seattle’s Digital Equity Initiative, Seattle Housing Authority Pre-Apprenticeship Trades and Construction (PACT) program, Neighborcare Dental at Pacific Tower, Heads Up* (South Seattle College) and the *City of Seattle’s Ready To Work Initiative* in partnership with the Office of Immigrant and Refugee Affairs, Homesight, Literacy Source, and Asian Counseling and Referral Services.

OBJECTIVE 2: INCREASE PROFESSIONAL-TECHNICAL PROGRAM GRADUATES TO RESPOND TO LOCAL INDUSTRY WORKFORCE NEEDS – *NEW DATA*

Measure: B.A.S. degrees – *NEW DATA*

Goal: 3 additional degrees developed and offered by 2015.

Goal Achieved. Three new B.A.S. degrees have been developed and will be offered in the 2015-16 academic year. Two new tracks in allied health are *Health Care Service Management* and *Community Health and Education*. A new degree in *Early Childhood Education* was developed and will be offered. These three are in addition to the four B.A.S degrees approved and offered last year in 2014-15 (*Sustainable Building Science* at South, *Applications Development* at North, and two new allied health tracks at Central, *Respiratory Care* and *Dental Hygiene*).

Measure: New certificates and Associate degrees in high demand areas – *NEW DATA*

Goal: 3 new programs in high-demand areas.

Goal Achieved. Since the start of 2014-15, the Seattle Colleges have instituted 9 new certificate, AAS and AAS-T Degree or degree New programs include Aviation Electronics Wire Assembly Certificate (North), Programming and IT Network Support AAS-T Degree (North), Web Assistant Certificate (South), Web Development Certificate, AAS and AAS-T Degrees (South), Marine Technology Certificate and AAS Degree (Central), and Medical Administrative and Assistant Certificate (SVI). Building on efforts since 2010, the colleges have 35 new degrees and certificates in high-demand areas.

OBJECTIVE 3: INCREASE PRIVATE, FOUNDATION AND LOCAL FUNDING

Measure: Diversity of funding sources for operations – *NEW DATA*

Goal: Reduce dependence on state, tuition and other funding sources

The Seattle Colleges have maintained a similar level of dependence on funding from state and tuition sources. In 2013-14, 88% of funding came from a combination of state support and tuition. In 2014-15, reliance on state support and tuition has decreased to 86%. Small differences are mainly due to rounding.

Funding Sources FY 2013-14 to 2014-15	2013-14	2014-15
State Support	55%	54%
Tuition	33%	32%
Other (e.g. Running Start, International student revenue)	13%	13%

Source: FY1415 October 2015 Board of Trustees Report

Measure: Financial reserves - NEW DATA

Goal: Maintain between 5% and 10% financial reserves.

Goal Achieved. In Fiscal Year 2014-15, the District had 5.9% in financial reserves. This is on par with the 2013-14 Fiscal Year, and within goal range.

Source: FY1415 Final Financial Statements

Measure: Fundraising

Goal: Facilitate, coordinate, and participate in raising an additional \$10 million system-wide toward identified initiatives.

- Assemble a powerful and motivated campaign steering committee
- Work with the Chancellor, the college presidents, and their foundations to raise the goals and enhance the effectiveness of District-wide fundraising
- Assemble and approve an outward facing, compelling case for support produced by our public information office
- Complete staffing of the campaign

In addition, the Foundation will:

- Ensure fiscal stewardship of the tax credits finance support of the Allied Health Center in the Pacific Tower Building
- Steward and report on funds raised for Campaign initiatives

GOAL 3: INNOVATION—Increase innovation and improve organizational effectiveness.

OBJECTIVE 1: INCREASE INNOVATIVE INSTRUCTIONAL OPTIONS FOR STUDENTS – NEW DATA

Measure: eLearning enrollment – NEW DATA

Goal: Increase annualized FTES enrollment in online and hybrid courses.

Annualized eLearning FTES have increased from 1,627 in the baseline 2007-08 academic year, to 2,454 in 2014-15, a 51% increase.

eLearning Enrollment								
Online and Hybrid	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
North	688	868	1,044	1,142	1,143	1,178	1,482	1,351
Central/SVI	521	579	596	569	553	537	375	438
South	418	535	582	575	553	540	604	665
District	1,627	1,982	2,222	2,286	2,249	2,255	2,461	2,454

Source: State Board for Community and Technical Colleges

Measure: Precollege math curriculum – NEW DATA

Goal: Develop new approaches to increase acceleration through precollege math.

The colleges now have three models for students to accelerate their completion of precollege math:

- Statway - Precollege Algebra + Statistics (4 quarters into 3, college level statistics)
- Math Emporium Model/ALEKS/My Foundations (1-4 quarters into 1)
- Compressed Algebra Cohort/ Express Courses (3 quarters into 2, 2 quarters in 1)

Results to Date

The results to date for *Statway* show a 59% completion rate for precollege math **and the college-level math requirement** versus 32% completion for **only the precollege math sequence** in the traditional model.

Of students enrolled in a *Math Emporium Model/ALEKS* course, **35%** completed two or more classes in **one quarter**; **14%** completed the sequence in **one quarter**.

Fifty-three percent of students taking the *Compressed Courses* completed precollege math sequence in one year compared to **32%** of students in traditional sequence.

Accelerated math sections have increased substantially across the district in the approximate 2.5 years since initial implementation. Moving from **7 sections** in Fall 2012, the Seattle Colleges now offer **36 accelerated precollege math sections** as of Spring 2015.

<i>Accelerated Precollege Math</i>	Fall 2012	Winter 2013	Spring 2013	Fall 2013	Winter 2014	Spring 2014	Fall 2014	Winter 2015	Spring 2015
Number of accelerated sections	7	14	12	19	25	26	33	35	36

Source: Seattle Colleges Database

OBJECTIVE 2: IMPROVE EFFECTIVENESS, EFFICIENCY AND RESPONSIVENESS OF COLLEGE OPERATIONS

Measure: Cost per completion

Goal: Achieve cost per completion less than state average.

Cost per completion has decreased for the Seattle College District from \$45,539 in 2009 to \$43,841 in 2010 (the latest available data). South and Central both have a decreased cost per completion, -6.5% and -4% respectively. North’s cost per completion increased slightly by 1.1%. The district has a higher cost per completion than the state system.

Cost Per Completion

	2009	2010	Percent Change
District	\$45,539	\$43,841	-4%
State System	\$38,651	\$35,606	-9%

Source: Delta Cost Project, Spending Per Outcome

Measure: Administrative systems efficiency

Goal: Completion of 10 “Innovations Projects” including automation of administrative processes, by 2015.

Goal Achieved. Thirty-six Innovations Projects were completed as of fall 2015. There are an additional twelve projects under way. Projects range from large student-facing projects, to online curriculum development for our faculty and deans, to smaller administrative improvements to increase efficiency for our staff across the District. Examples of Innovations Projects are provided below.

- **Student Portal:** Students at each college are now able to develop course schedules online
- **Electronic Forms:** Business documents are now able to be processed and archived online
- **District Data Dashboards:** District data are now updated and able to be filtered dynamically

Measure: Carbon footprint – NEW DATA

Goal: Stay on-pace to achieve our 2020 State Agency Climate Leadership Act target for the Seattle College District, of 3,164 MTCO_{2e}.

Goal Achieved. Emissions have fallen to 3,384 MTCO_{2e} in 2014, putting us on pace to achieve our 2020 target early in 2017.

As shown in the table below, Seattle Colleges have steadily reduced emissions from 4,766 MTCO_{2e} in 2008, to 3,384 MTCO_{2e} in 2014.

Greenhouse Gas Emissions in Metric Tons CO_{2e}	2008	2009	2010	2011	2012	2013	2014
Seattle Colleges	4,766	4,480	4,014	4,417	4,190	3,522	3,384

OBJECTIVE 3: INCREASE EMPLOYEE ETHNIC AND RACIAL DIVERSITY AND RECOGNITION – NEW DATA

Measure: Ethnic and racial diversity – NEW DATA

Goal: Increase employee ethnic and racial diversity to be more reflective of the greater Seattle community.

Among Seattle Colleges’ employees in 2015, 38% are employees of color, compared with 20% employees of color across the state community and technical college system. The Seattle Colleges ethnic and racial diversity is reflective of the greater community, with 35% and 37% citizens of color in Seattle and King County, respectively.

Measure: Employee awards and recognition – NEW DATA

Goal: 25% increase to 41 external rewards.

The baseline for the analysis of employee awards and recognitions is a (2005-2007) tally created in 2010 for a League for Innovation publication developed by the District. It showed a total of 33 external awards and publications over that four-year period, including 20 awards and honors, 10 publications (books, articles published) and three awards for District publication design, printing, marketing, or content. With a performance target of increasing the number by 25% by 2015 the District would reach 41 awards and recognition.

Goal Achieved. Between January 2012-14, faculty, staff and administrations received 55 awards and publications. Combined with 21 additional accolades from previous years, this puts us above target, at 76 awards and recognitions. Below is the list of 2012-14 awards and publications.

Faculty/Staff Awards, Honors, Recognition, Publications (2012-2014)

Faculty / Staff member	College	Year	Description	Type
<i>Awards and Honors</i>				
Heidi Lyman	SSCC	2012	Recipient, SCCD Lifelong Learning Award	Professional Excellence
Dave Eberhardt	NSCC	2012	Recipient, SCCD Lifelong Learning Award	Professional Excellence
Christa Colouzis	SSCC	2012	Recipient, SCCD Lifelong Learning Award	Professional Excellence
Sara Schoedel	NSCC	2012	Recipient, SCCD Lifelong Learning Award	Professional Excellence
Karen Jurgensen	SCCC	2012	First Place, Chefs Collaborative National Competition to honor leaders in the sustainability movement	Professional Excellence
Steve Ford	SSCC	2012	Participant, Refurbishing of the hydroplane Miss Beacon Plumbing	Community Engagement
Doug Clapper	SSCC	2012	Participant, Refurbishing of the hydroplane Miss Beacon Plumbing	Community Engagement
John Sharify	SCCD	2012	Representative, Opportunity Nation Summit in Washington, D.C.	Community Engagement
John Sharify	SCCD	2012	Recipient, National Edward R. Murrow Award (Best news documentary in the country) for his documentary "Climb of a Lifetime"	Professional Excellence
Maria Tiamzon	SCCD	2012	Recipient, James Turner Outstanding Leadership Award from the 2012 Community Colleges Business Officers Leadership Academy	Professional Excellence
Irina Minasova	SSCC	2012	Recipient, James Turner Outstanding Leadership Award from the 2012 Community Colleges Business Officers Leadership Academy	Professional Excellence
Karen Jurgensen	SCCC	2012	Recipient, Innovative Sustainability Teaching Award at the "Flavors of a Foodshed" Chef Collaborative Sustainable Food Summit at Central	Professional Excellence
Tracy Lai	SCCC	2012	Selected to take part in the "American History, Atlantic and Pacific" project sponsored by the American Historical Association and funded by the National Endowment for Humanities	Professional Excellence
Jaime Cardenas Jr.	SCCC	2012	Selected to take part in the "American History, Atlantic and Pacific" project sponsored by the American Historical Association and funded by the National Endowment for Humanities	Professional Excellence
Anna Davis	SCCC	2012	Named a National Academics Education Fellow in Life Sciences for the 2012-2013 academic year	Professional Excellence
Mark Mitsui	NSCC	2012	Recipient, Distinguished Alumnus Award from the University of Washington for contributions in the field of education	Professional Excellence
Lynn Cofman	SCCC	2012	Named the Dennis Tilley Educator of the Year Award by the National Federation of Opticianry	Professional Excellence
Jill Wakefield	SCCD	2012	Listed in Seattle Magazine as one of Seattle's "Most Influential People of 2012" and a "Knowledge Leader"	Professional Excellence
David Roseberry	SCCC	2012	Named NAFSA Person of the Year	Professional Excellence
Jane Harness	SSCC	2012	Recipient, 2012-2013 NISOD Award	Professional Excellence
Sarah Skamsner	SSCC	2012	Recipient, 2012-2013 NISOD Award	Professional Excellence

Jill Wakefield	SCCD	2013	Recipient, CCBA Pioneer Award presented to an individual for taking the lead in improving access to postsecondary education	Professional Excellence
Jill Wakefield	SCCD	2013	Appointed to the City of Seattle’s Economic Development Commission, elected Vice Chair	Professional Excellence
Mark Mitsui	NSCC	2013	Recipient, Doris Michiko Ching Shattering the Ceiling Award from the Asian Pacific Islander Knowledge Community of the National Association of Student Personnel Administrators	Professional Excellence
Yilin Sun	SSCC	2013	Named President elect of the TESOL International Association and member of the TESOL Executive Committee	Professional Excellence
Mark Mitsui	NSCC	2013	Recipient, 2013 Rhonda Quash Coats Award for Excellence in Multicultural Student Services	Professional Excellence
Tracy Lai	SCCC	2013	Recipient, Six-week Fulbright Hays Fellowship to study in China	Professional Excellence
Betsy Campbell	NSC	2014	Recipient, SCD Lifelong Learning Award	Professional Excellence
Eileen Murphy	NSC	2014	Recipient, SCD Lifelong Learning Award	Professional Excellence
Ann Murkowski	NSC	2014	Recipient, NSF grant to partner with Central Washington University in addressing need for STEM research in post-secondary curriculum	Professional Excellence
Kalyn Owens	NSC	2014	Recipient, NSF grant to partner with Central Washington University in addressing need for STEM research in post-secondary curriculum	Professional Excellence
Heather Price	NSC	2014	Recipient, NSF grant to partner with Central Washington University in addressing need for STEM research in post-secondary curriculum	Professional Excellence
Cesily Crowser	NSC	2014	Recipient, NSC Parent Education Program Val Donato Awards	Professional Excellence
Beth Goss	NSC	2014	Recipient, NSC Parent Education Program Val Donato Awards	Professional Excellence
Sladjan Stankovic	NSC	2014	Recipient, NSC Classified Employee of the Year	Professional Excellence
Hon Li	NSC	2014	Recipient, Honored as an Inspirational Teacher by University of Washington Computer Science and Engineering	Professional Excellence
Nate Weston	SCC	2014	Recipient, John & Suanne Roueche Excellence Award, League for Innovation in the Community College	Professional Excellence
Susan Tokheim	SCC	2014	Recipient, SCD Lifelong Learning Award	Professional Excellent
Sarah Laslett	SSC	2014	Recipient, Bruce Brennan Memorial Award	Professional Excellence
Kurt Buttleman	SCD	2014	Recipient, Puget Sound Business Journal’s 2014 CFO of the Year	Professional Excellence
Jill McDonough	SSC	2014	National Institute for Staff and Organizational Development (NISOD)	Professional Excellence
Liz Strongman	SSC	2014	National Institute for Staff and Organizational Development (NISOD)	Professional Excellence
Alise Helge	SCC	2014	Recipient, Transforming Lives Award	Professional Excellence
Dan Johnson	NSC	2014	Recipient, Transforming Lives Award	Professional Excellence
David Morales	SSC	2014	Recipient, Transforming Lives Award	Professional Excellence
Betsy Campbell	NSC	2014	Recipient, 2014-2015 Trustees Lifelong Learning Award	Professional Excellence
Eileen Murphy	NSC	2014	Recipient, 2014-2015 Trustees Lifelong Learning Award	Professional Excellence

Wendy Price	SSC	2014	Recipient, 2014-2015 Trustees Lifelong Learning Award	Professional Excellence
Susan Tokheim	SCC	2014	Recipient, 2014-2015 Trustees Lifelong Learning Award	Professional Excellence

Faculty/Staff Awards, Honors, Recognition, Publications (2012-2014)

Faculty / Staff member	College	Year	Description	Type
<i>Publications and Publication Awards</i>				
Mike Hickey	SSCC	2012	Counterclockwise, a novel	Book
Yilin Sun	SSCC	2012	Demystifying Career Paths after Graduate School: A Guide for Second Language Professionals in Higher Education, a reference guide	Co-editor, Book
Nancy Rawles	SCCC	2012	“Miz Sparks is on Fire and This Ain’t no Drill”, novel	Book
Mini Collins	SSCC	2012	“Crosscurrents” magazine, poem published	Poem
Daudi Abe	SCCC	2013	“6’N the Morning”, novel	Book
Aileen Williams	SCCC	2014	“Running Secrets”, novel	Book

ALIGNMENT WITH EDUCATIONAL MASTER PLAN

At the September 2014 Board of Trustee meeting, the board approved the Educational Master Plan. 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 presents ten strategic directions for future enhancement and development. They are intended to align with the District-wide Strategic Plan measures. Central to both plans are the themes of student success, partnerships, and innovation. A priority objective of both plans is to boost state-funded enrollments measured as annualized FTES for the district. The table below displays how some of the District-wide Strategic Plan measures align with the ten Strategic Directions of the Educational Master Plan.

Educational Master Plan 10 Strategic Directions	District-wide Strategic Plan Select Measures
1. Develop new programs to meet student and industry needs	B.A.S. degrees; new Associates degrees and certificates (Goal 2: Partnerships)
2. Expand flexible instructional options including online	eLearning enrollment (Goal 3: Innovation)
3. Increase A.A./A.S. degree completion	Completion rates (Goal 1: Student Success)
4. Enroll more Seattle Public Schools recent high school graduates	State funded enrollment (Goal 1: Student Success)
5. Transition Adult Basic Education students into workforce programs	Student Achievement Point progress (Goal 1: Student Success)
6. Scale up student success initiatives	Precollege math curriculum (Goal 3: Innovation)
7. Promote global education experience	Awareness of Seattle Colleges’ importance to the economy (Goal 2: Partnerships)
8. Expand corporate and customized training	Diversity of funding sources (Goal 2: Partnerships)
9. Serve as the region’s premier health care training provider	B.A.S. degrees; new Associates degrees and certificates (Goal 2: Partnerships)
10. Expand and develop career pathways	Completion rates; job placement rates (Goal 2: Partnerships)