We are the community's college

Strategic Initiatives 2023-2024

October 2023

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We are working The Plan: 2023-2024

2023-2024 Accessible Initiatives (page 4)

2023-2024 Equitable Initiatives (page 5)

2023-2024 Superior Learning Experience Initiatives (page 7)

The purpose of this section is to provide a summary of the development of the 2023-2024 Initiatives Plan.

Accessible refers to student enrollment gaps with a focus on:
- Inclusive access for individuals from a variety of backgrounds and abilities.
- Improved educational access for all and dismantle the barriers to higher education.

Equitable is identifying disparities among race/ethnicity, gender, and all underrepresented and marginalized groups and working to reduce the achievement gaps among groups of student and employees
- Reduce the disparities in student success across race/ethnicity, socioeconomic status, gender, and other groups.

Superior Educational Experiences is at the core of student achievement and our mission fulfillment.
- Ensure high-quality educational experiences, which includes student participation, faculty interaction, and instructional quality.
- Ensure that each student receives the support needed to be successful.

Notes for the 2023-2024 Addendum
Status Definitions for Initiatives
- **Definitions of Strategies:** These are initiatives, actions, or programs that were initiated in previous years and are either completed or now considered operationalized, as part of our regular practice. Operational refers to
  - **Strategic initiatives** – is an initiative that is designed to be change oriented impacting out mission outcomes. Initiatives including in the 2023-2024 are labeedd as "**new**" (initiatives launched in 23-24) or "**continued**" (initiatives launched in previous years and have not reached operational or completed status.
  - **Operational initiatives–** are previous strategic initiatives that have transitioned for bringing about change to regular operations that continue to impact our mission outcomes.
- **Continued:** These are initiatives, actions, or programs that were initiated in previous year and were not completed due to specific reason (noted in the plan) and continued for this year.
- **New:** These are initiatives, actions, or programs that were identified as what matters most to positively influence our mission metrics for this coming year.
- **Completed–** previous initiatives that are longer operational. This initiatives will be noted in the master strategic plan, and not in the annual plan.

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The Cascadia Board of Trustees provide oversight and guidance on mission fulfillment including strategic planning and resource allocation. The Board of Trustees approves the annual strategic plan and budget. Board of Trustees Strategic Planning Sub-committee works directly with the Accreditation Liaison Officer and the Director of Institutional Effectiveness providing direction and guidance in planning and resources.

The Student Success Council (SSC) is responsible for general operational oversight of mission fulfillment. The SSC is responsible for providing guidance on the College's Guided Pathways strategic work, including state allocated budget oversight, and Continuous Improvement through sub-committees.

The Equity & Inclusion Council (EIC) is responsible for provide guidance on strategic initiatives including the state allocated E&I budget.

The Budget Proposal Council (BPC) is responsible for providing recommendations to Eteam on new spending requests for strategic initiatives without grant, state allocation, or other funding.

2023-2024 Mission Fulfillment Timeline (this section will be reviewed at the November Board of Trustees meeting)

ACCESSIBLE

STATUS	MISSION METRIC (GOALS)	PLANNED WORK				RESULTS			
		~~OBJECTIVE~~	~~OWNERS~~	INITIATIVE, ACTIVITY, PROGRAM	GOVERNANCE BODY & EXECUTIVE	VARIABLES (INDICATORS)	QUANT DATA	QUAL DATA	LINKS TO REPORTS, OTHER TABLES
OPERATIONAL	1. **Enrollment** 2. **Retention** 3.			Onboarding	SSC, GP Committee, VPSL	TBD	Rate of participation at each milestone Enrollment rate Q1-Q2 continuous registration		
CONTINUED	1. Increase student success 2. Increase student diversity 3. Increase equity outcomes	**Create a stronger student support network**	Enrollment Recovery Team	Implement CRM software to better communicate with prospective and current students	VPERP, VPSLS	Increase in the conversion of prospective to enrolled students	Percentage of students who enroll	Increase enrollment	ctcLink student data
	1. Increase student success 2. Increase student diversity Increase equity outcomes	**Create new student access points**		Expand enrollment partnerships with UWB	VPSL, VPSSS	New FTE Transfer Rate	Enroll UWB non-admits Develop new 1+3 and 2+2 transfer programs	Increase enrollment Increase completion	ctcLink student data Clearinghouse
			SL Deans	Create new certificate and degree options (AS, BS Com Sci)	VPSL, Student Learning Council	New FTE	NWCCU and WA State program approval	Increase new FTE	ctcLink student data
				Open an auxiliary site in Redmond	VPSSS, VPSL, VPEI	New FTE	Increase FTE each quarter	Increase new FTE Increase enrollment of systemically non-dominant students	CtcLink student data
	1. Increase student success 2. Increase student diversity 3. Increase equity outcomes	**Create student accessible curriculum**	Guided Pathways Committee	Collaborate with External Relations to design a web application that connects areas of interest with academic plans and maps **(delayed launch due to work backlog)**	VPSLS, VPERP	1st 15, 30, 45 credits Academic plan completions Student confidence	Rate of web hits	Decrease time to complete	Web metrics ctcLink student data Internal survey

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EQUITABLE

STATUS	MISSION OUTCOME	PLANNED WORK				INTENDED RESULTS			
		OBJECTIVE	OWNERS	INITIATIVE, ACTIVITY, PROGRAM	GOVERNANCE BODY & EXECUTIVE	PERFORMANCE INDICATORS	MEASURE: SHORT-TERM RESULT	MEASURE: LONG-TERM OUTCOMES	DATA SOURCE
OPERATIONAL	1. Increase student and employee diversity 2. Increase equity outcomes for students and employees	Create a sense of belonging and establish a support network	VPEI, Scholars Program Lead	Expand the Cascadia Scholars Mentorship Program	VPEI, E&I Council	1st 15, 30, 45 credits	# participants/term	Increase retention and completion rates amongst systemically non-dominant students	ctcLink data
	1. Increase employee diversity 2. Increase employee equity outcomes	Create a sense of belonging and establish a support network	VPEI	Expand High School Students of Color/Social Justice Conferences	VPEI	# Participants # Cascadia enrollments	Increased number of events	• Increase new FTE • Increase enrollment of systemically non-dominant students	ctclink Data
CONTINUED	1. Increase student and employee diversity 2. Increase equity outcomes for students and employees	Create a sense of belonging and establish a support network	E&I and SSC Councils	Community Voices: Annual climate and experience feedback	VPEI	# Responses	Increased sense of belonging	• Increase retention and completion rates amongst systemically non-dominant students	Program Assessments ctcLink data
			VPSL, Deans	Hire an AIIS Faculty Program Coordinator and launch program	VPSLS, EDE	Enrollment 1st 15, 30, 45 credits	# Outreach to partners # Outreach strategies for students	• Improve sense of belonging for American Indian and Indigenous students • Increase retention and completion rates amongst systemically non-dominant students	Student Voices Program Assessments ctcLink Data
	1. Increase student success 2. Increase equity outcomes for students	Guarantee an equitable starting point for students	CCF Team	Translate CCF and other program materials into additional languages (delayed due to funding)	VPSL	Increase in BEdA enrollment	Increase in BEdA prospective students	• Increased enrollment in BEdA	ctcLink student data
	1. Increase employee diversity 2. Increase employee equity outcomes	Ensure an equitable starting point for employees	E&I Council	E&I Foundations Expansion to reach 50% of employees (program expansion)	EDE&I	# New participants	Increase in cohorts	• Increase sense of belonging • retention of systemically non-dominant employees	Program data

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	1. Increase student success 2. Increase equity outcomes for students	**Guarantee an equitable starting point for students**	Guided Pathways Sub-Committee	Conduct an English and Math placement and success data review **(delayed due to capacity)**	VPSLS	Initial placement levels by placement source	# Of improvements to placement options	• Completion rate of program level Math & English at 45 credits (disaggregated)	Placement data ctcLink data
NEW	1. Increase student outcomes	**Create a sense of belonging and establish a support network; Guarantee an equitable starting point for students**	VPSL & VPEI	Establish a learning gaps recovery program with the City of Kenmore and Northshore School District	VPSL & VPEI	# participant Applications to college Initial placement levels by placement source	# Students in Wednesdays @ Cascadia # Students in Summer Academy	• Increase in new FTE • Increase senses of belonging	Participant data ;ctcLink data

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SUPERIOR EDUCATIONAL EXPERIENCES

STATUS	MISSION OUTCOME	PLANNED WORK				INTENDED RESULTS			
		OBJECTIVE	OWNERS	INITIATIVE, ACTIVITY, PROGRAM	GOVERNANCE BODY & EXECUTIVE	PERFORMANCE INDICATORS	MEASURE: SHORT-TERM RESULT	MEASURE: LONG-TERM OUTCOMES	DATA SOURCE
OPERATIONAL	1. Increase student success 2. Increase equitable outcomes	Supporting Students toward Completion	Advising	Develop a new Satisfactory Academic Progress policy to provide more support for students on academic probation.	VPSLS	Progression rate for students who earn a quarterly GPA of less than 2.0	Number of students on academic probation who return to good academic standing	Increased completion	ctcLink student data
CONTINUED	1. Increase student success 2. Increase equitable outcomes	Ensure Student Learning	Assessment Committee	Implement pathway/program continuous improvement	Assessment Committee, IEC, VPSLS	Equity disaggregated: Progression Rate Retention Rate Completion Rate	Faculty participation in assessment	Increase: • Completion • Shortened time to completion Especially for systemically non-dominant students.	Program Review Data Set
		Supporting Students toward Completion	Student Learning, UWB STEM Partnership	Remove barriers to completion and transfer for Engineering students	STEM Partnership cohort/CC and UWB	Percentage of low-income and underserved student transfer and completion	Increase in transfer	Increase in completion	Program Review, UWB admission data, National Clearinghouse
COMPLETED	1. Increase student success	Supporting Students toward Completion	Guided Pathways Committee	Plan a series of advisor-faculty summits	VPSLS	1st 15, 30, 45 credits	Participation rate	Increase student referrals to wrap-around success support	ctcLink student data