***System Direction Goal:* Economic Demand ~ Strengthen state and local economies by meeting the demands for a well-educated and skilled workforce.**

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| **Objective**  | **Strategy** |  **Intended Outcomes** |
| Increase the potential pool of a skilled, well-educated workforce.  | WSSSC will work collaboratively with IC, CESC and WEC to integrate career discernment/development aligned with Guided Pathways redesign | Analyze Early Career Assessment Survey Data in summer 2016 and develop recommendations in collaboration with WEC and CESC. Based on data and research, develop best practices for supporting career exploration and development within the context of Guided Pathways.  |

***System Direction Goal:* Student Success ~ Achieve increased educational attainment for all students across the state.**

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| **Objective** | **Strategy** | **Intended Outcome** |
| Increasing students’ academic achievement and attainment by removing barriers and improving campus learning environments and campus climate. | 1. Collaborate with Instruction Commission on common issues impacting student success.
2. Create a learning environment free of sexual harassment & assault for all learners; protect parenting/pregnant student access to education as defined by Title IX.
3. Decrease institutional FAFSA, WAFSA and financial aid process barriers for students.
 | 1. A yearly joint meeting to be scheduled.

Host Guided Pathways workshops at WSSSC conference in collaboration with IC partners1. Review and assess Climate survey results and make recommendations during Fall 16 meeting
2. Support recommendation made by FAC to reduce Financial Aid process barriers
 |
| Increase enrollment and success of historically underrepresented and emerging student populations (e.g. students of color, students with disabilities, veterans, LBGTQI, returning adult, college bound scholars, etc.). | 1. Utilize demographic information to inform decision-making and professional development in support of student success.

    1. Improve safe spaces (infrastructure and climate) for underrepresented and emerging student populations
 | 1. Ensure LBGTQI demographic data collection is supported in the transition to PeopleSoft
2. Continue to provide training and processes to create safe spaces (e.g. DREAMers, LGBTQi safe space training, etc.)
 |
| Research new academic placement options. | Continue to work in partnership with Instructional Commission, State Board, and Testing Centers for placement options. | Identify the impact and consequences of placement reciprocity in light of multiple measurements  Address the social justice/equity/access issues raised by more expensive modelsEngage ACC, ARC, and ATC in the evaluation of existing reciprocity agreement language and recommendations for edits to that policy, with particular attention to the scope of the policy as inclusive/exclusive of Directed/Guided Self Placement. |
| Improve access and efficiency of athletic programs. | Evaluate NWAC governance and policy structure. | Timely communication on policy, process, and fiscal implications of NWAC initiatives. |

***System Direction Goal:* Innovation ~ Use technology, collaboration and innovation to meet the demands of the economy and improve student success.**

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| **Objective** | **Strategy** | **Intended Outcome** |
| Support & provide inputs through the established governance process for the ctcLink project. | 1. Actively participate in ctcLink project.
2. Maintain awareness of staff impacts related to ctcLink planning and implementation.
 | 1. Utilize lessons learned in FirstLink GoLive to assist in the First Wave GoLive.
2. Identify opportunities to recognize, celebrate, and reward staff input, engagement, and accomplishments throughout project timeline.
 |
| Leverage transformational technology resources that positively impact student success (e.g. Recruitment, retention, predictive analytics, completion, etc.) and align with ctcLink planning and implementation. | Utilize the 2016 WSSSC Technology Survey to evaluate potential technology options to address the gaps identified in Campus Solutions.  | Work collaboratively with ITC for their support on the evaluation and adoption of technology throughout the system. Make recommendations related to adoption of key innovations and core technology that enhance student success and completion. Support the system-wide implementation of the Accessible Technology Plan through WSSSC membership on Committee for Accessible Technology Oversight. |

***WSSSC Goal*: Professional Development – Strengthen and expand the knowledge, skills and abilities of Student Services professionals within the system.**

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| **Objective**  | **Strategy** |  **Intended Outcome** |
| Review and update WSSSC by-laws | 1. Review and update our by-laws and council definitions
2. Initiate a periodic review of council by-laws
3. Propose/adopt a communication protocol for councils
 | 1. Revise by-laws to better define councils and council criteria
2. Identify and review the by-laws of two (2) councils
3. Clarify and make consistent the mechanism by which councils communicate recommendations, whitepapers, concerns, or issues to WSSSC and/or throughout system.
 |
| Present timely and relevant professional development sessions at commission and council meetings.  | 1. Strengthen collaboration between IC and WSSSC
2. Create mentoring system for VPs new to role and/or SBCTC.
3. Continue a thematic/modular professional development model for WSSSC
4. Continue a focus on equity and social justice
5. Coordinate the tri-annual 2017 spring WSSSC conference
 | 1. Coordinate regular joint IC and WSSSC meetings

Share workplans between IC and WSSSC1. Work with SBCTC to schedule joint VP orientations

Pair new WSSSC members with mentors1. Conduct an assessment of professional development themes (for learning outcomes, programmatic outcomes, and desired themes)
2. Set the theme of April 2017 conference around equity
3. Host conference in April 2017, with a target of 650 attendees from across the system.
 |
|  | Follow up on recommended procedures for accessibility requests for commission and council meetings. | Work with DSSC to implement and communicate their finalized recommendations and process for accommodations at commission and council meetings.  |
| Integrate and embed equity, diversity and inclusion throughout commission work and professional development efforts | Integrate Equity, Diversity & Inclusion as a goal in future WSSSC and council work plans | Create a WSSSC goal statement for implementation in 17-18 Work PlanIdentify equity, diversity & inclusion aligned strategies and outcomes for all other goals |
|  | Continue to foster the expertise in and support for system-wide Equity, Diversity & Inclusion work of WSSSC and councils | In support of the aspirational WACTC Statement of Equity and Inclusion, promote the work occurring across our institutions. In support of the MSSDC recommendation, initiate cabinet level discussion for establishment of Bias Incident Response Teams throughout the system. |