

2023-24 PROGRESS REPORT

Charting a Path Forward to Equity

2022-2027 Strategic Plan



EVERETT
COMMUNITY COLLEGE

EVCC'S STRATEGIC PLAN

BACKGROUND

In December 2021, the Everett Community College (EvCC) Board of Trustees approved the 2022-27 strategic plan, *Charting a Path Forward to Equity*. Read the entire plan at [EverettCC.edu/StrategicPlan](https://everettcc.edu/StrategicPlan).

Implementation began in 2022 using the principles of Franklin Covey's *The 4 Disciplines of Execution (4DX)*. Data at the time revealed significant opportunity gaps for historically underserved students. While enrollment for Black, Indigenous and people of color (BIPOC) students was growing, white students were completing degrees and certificates and transferring to universities at rates 10.5% higher than BIPOC students. Through 4DX, EvCC began to mobilize resources around one clear goal: closing these three-year completion and transfer gaps.

THE PLAN IN ACTION

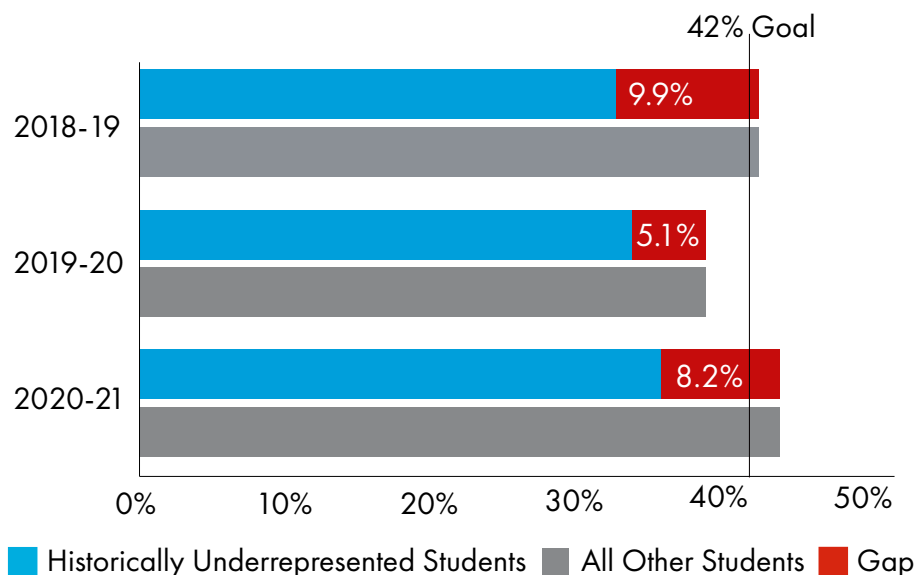
In July 2023, Dr. Chemene Crawford became president and continued advancing EvCC's strategic vision.

During the 2023-24 academic year, teams across campus set sub-goals, crafted action plans and tracked progress toward both the Wildly Important Goal and all strategic plan goals and objectives. This work is now mapped out in the Strategic Plan/4DX College Tracking Document available on the college intranet, which aligns unit goals with the overall strategic plan. See highlights on page 3 of this report.

Over the past two and a half years, this process taught us as a college how to turn high-level strategy into action while balancing leadership priorities with frontline work. Building on this progress, the Strategic Plan Steering Task Force then established the Integrated Strategic Management Framework with key performance indicators that will be tracked and shared beginning in the 2024-25 academic year.

We all share a responsibility for our students' success, and that's why we're doing this work. Equity is at the heart of our strategic plan. We envision a future at EvCC where every student, staff member and faculty member feels valued, welcomed and supported.

THREE-YEAR COMPLETION AND TRANSFER RATES



The opportunity gap, which means the gap between three-year completion and transfer rates for historically underrepresented students versus all other students, has decreased to 9.9% for students who started at EvCC in 2018-19.

By the end of 2023-24, historically underrepresented students who started in 2020-21 had gained 1.8 points, but all other students had gained 4.9 points, which widened the gap to 8.2% after a decrease the previous year. The goal is to see at least 42% of all students complete or transfer within three years.

2023-2024 HIGHLIGHTS

SUB-GOAL PROGRESS

These are examples of goals set and accomplishments achieved in 2023-24.

Instruction

- **Goal 1:** Increase the aggregate course fill rate (the number of students enrolled divided by the number of available seats) from 71% to 85% by 2027.
 - **Progress:** The aggregate course fill rate in 2023-24 was 82%.
- **Goal 2:** Increase the percentage of approved degree plans for students with 30 or more credits from 21.3% to 75% by 2027.
 - **Progress:** 36% of students with 30+ credits had approved plans by June 2024.

Finance

- **Goal:** Grow the college's unrestricted reserves from 10% to 25% of the operating budget by 2027.
 - **Progress:** The unrestricted reserves were 21.7% of the operating budget as of June 2024.

Workforce Funding

- **Goal:** Reduce the number of pending applications from 40% to 20% by December 2024.
 - **Progress:** By June 2024, pending applications were at 23%.

EQUITY AND SOCIAL JUSTICE COMMITTEE

The Equity and Social Justice Committee formed in 2022 to meet the opportunities provided by new legislative initiatives around diversity, equity and inclusion in higher education and help move the college toward the goals outlined in the strategic plan. In the 2023-2024 academic year, the committee has:

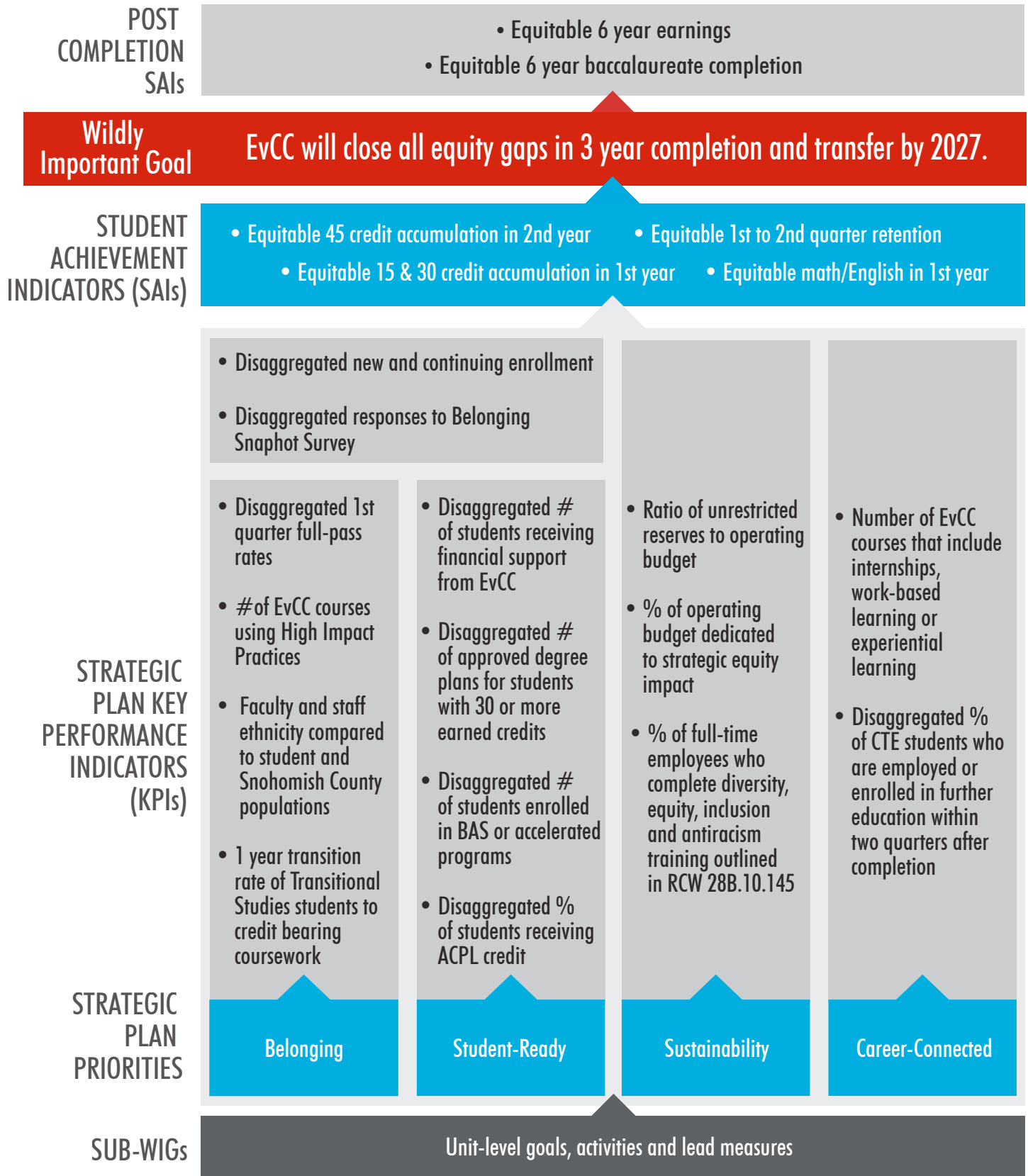
- Started planning a campus climate survey and listening sessions, a communication plan to increase participation from students, faculty and staff
- Implemented the Faculty Equity Fellow Program, which updated and increased participation in the Belonging at EvCC training
- Increased student leadership and membership in the committee
- Provided support to bring professional development workshops on trauma-responsive educational practice and unlearning racism to EvCC
- Supported the student-led Trojan Partnership Program, which created and administered a student survey and made recommendations to college leadership
- Analyzed and provided feedback on new college policies, focusing on equity implications to leadership regarding concerns about bias

WILDLY IMPORTANT GOAL

EvCC will close all 3-year completion or transfer opportunity gaps by 2027



INTEGRATED STRATEGIC MEASUREMENT FRAMEWORK



The college measures its effectiveness in two ways: Key Performance Indicators (KPIs) and Student Achievement Indicators (SAIs). Unit-level work leads to progress in each strategic priority area, which helps drive improvements in student success.

COLLEGE LEADERSHIP

Trustees

- Jerry Martin, Chair
- Kelly Shepherd, Vice Chair
- Bob Bolerjack
- Dr. Betty Cobbs
- Toraya Miller

President

Dr. Chemene Crawford

EQUITY AND SOCIAL JUSTICE COMMITTEE

As a standing committee of Campus Council, this committee takes action on issues of equity and social justice and makes recommendations in support of the execution of the strategic plan to Campus Council. The committee also aids in administering campus climate assessments, facilitating listening and feedback sessions, designing and facilitating professional development, and tracking these activities.

STRATEGIC PLAN STEERING TASK FORCE

This task force oversees the implementation of the EvCC strategic plan using the 4 Disciplines of Execution. The task force is made up of 10 EvCC faculty members, staff members and administrators.

For the current list of committee and task force members, visit our website.

EverettCC.edu/StrategicPlan



2000 Tower St., Everett, WA 98201
425-388-9100

Everett Community College does not discriminate based on, but not limited to, race, color, national origin, citizenship, ethnicity, language, culture, age, sex, gender identity or expression, sexual orientation, pregnancy or parental status, marital status, actual or perceived disability, use of service animal, economic status, military or veteran status, spirituality or religion, or genetic information in its programs, activities, or employment. Contact the following people with inquiries or complaints regarding discrimination, Title IX compliance, or Americans with Disabilities Act compliance: Equal Opportunity Director: EqualOpportunity@everettcc.edu, 425-388-9271; ADA Coordinator: ADAcoordinator@everettcc.edu, 425-388-9232; Title IX Coordinator: TitleIXCoordinator@everettcc.edu, 425-388-9271. All offices are located in Olympus Hall 111, 2000 Tower St. Everett, WA 98201. For more information, visit the Equal Opportunity and Title IX website: EverettCC.edu/EqualOpportunity