

Definition of Mission Fulfillment	
Highline Community College defines mission fulfillment as meeting at least 70% of benchmarks across all of the core theme objectives.	

Mission Fulfillment Summary		13/13 met (100%)
Core Theme 1:	Promote student engagement, learning and achievement.	3/3 objectives met
Core Theme 2:	Integrate and institutionalize diversity and globalism throughout the college.	4/4 objectives met
Core Theme 3:	Build valuable relationships and establish a meaningful presence within Highline Community College's communities.	3/3 objectives met
Core Theme 4:	Model sustainability in human resources, operations, and teaching and learning.	3/3 objectives met

Core Theme
Results KEY

Results Meet or Exceed Benchmark

Results Below Benchmark; Monitor

Results Far Below Benchmark; Action Needed

Promote student engagement, learning and achievement.

Highline is a learning community where students are empowered to pursue their own educational pathways through innovative curricula, quality instruction and student services. Students engage with their peers and community to experience multiple perspectives, practice civic responsibility, and contribute to the global community.

Objective 1 - Students engage with their curriculum, campus, and community for a meaningful educational experience.				Met (100%)	
<i>Indicator 1.1</i> - Students experience positive interactions with faculty in and outside of the classroom.		2012	2010	2008	Benchmark
Measure 1.1A	CCSSE “Student-Faculty Interaction” score	54	54	55	50 (national norm)
<i>Indicator 1.2</i> - Students participate in organizations and activities that provide support, mentoring, or leadership opportunities on campus and in the community.					
Measure 1.2A	Percent of students who participate in student organizations (CCSSE item 13.i.1)	24%	25%	29%	18% (CCSSE national sample)

Objective 2 - Diverse teaching methods, innovative curricula, and student support services fulfill the learning needs of students.				Met (100%)	
<i>Indicator 2.1</i> - Faculty engage in continuous course-level assessment.		2011-12	2010-11	2009-10	Benchmark
Measure 2.1A	Percent of departments reporting on faculty assessment of course level student learning outcomes. (42 total)	95% (n=40)	93% (n=39)	76% (n=32)	90% (internal)
<i>Indicator 2.2</i> - Students experience HCC courses as challenging and engaging.					
Measure 2.2A	CCSSE “Academic Challenge/Active & Collaborative Learning” Composite score	54	55	54	50 (national norm)
<i>Indicator 2.3</i> - Faculty and student services personnel provide effective support to students.					
Measure 2.3A	CCSSE “Support for Learners” scores	53	52	54	50 (national norm)
Measure 2.3B	Percent of departments reporting on student services delivery and learning outcomes. (14 total)	93% (n=13)	93% (n=13)	57% (n=8)	90% (internal)

Objective 3 - Students achieve their goals by progressing on educational pathways.				Met (83%)	
<i>Indicator 3.1</i> - All Basic Skills students will achieve level gains		2011-12	2010-09	2009-10	Benchmark
Measure 3.1A	Student Achievement Initiative (SAI) Basic Skills points per eligible student	1.65	1.74	1.73	1.50 (internal)
<i>Indicator 3.2</i> - Advanced Basic Skills students will transition from non-credit to credit courses.					
Measure 3.2A	Percentage of Advanced Basic Skills students who transition to college-level courses during the academic year.	8% (n=1621)	10% (n=1721)	11% (n=2051)	10% (internal)
<i>Indicator 3.3</i> – Degree- or certificate- seeking students will progress through significant educational milestones.					
Measure 3.3A	Percentage of eligible students who attain 15 college-level credits within the current year.	50% (n=4272)	47% (n=4374)	46% (n=4621)	45% (internal)
Measure 3.3B	Percentage of eligible students who attain five college-level credits in quantitative reasoning within current year.	29% (n=3025)	28% (n=3350)	25% (n=3160)	25% (internal)
<i>Indicator 3.4</i> – Degree- or certificate- seeking students will attain credentials.					
Measure 3.4A	Percentage of eligible students who attain a credential and 45 credits in current year.	31% (n=2358)	28% (n=2137)	26% (n=2006)	25% (internal)
Measure 3.4B	IPEDS graduation rate of full-time, first-time degree-seeking students within three years (2011).	28% (n=437)	32% (n=497)	35% (n=437)	28% (WA)

SAI Student Group Definitions

3.1A Basic Points – Students who earn CASAS test gains in ABE/ ESL/GED during the year shown.

3.2A Advanced Basic Skills students include levels ABE3-4 and ESL4-5. Transition is defined as attempting college-level credits during the year shown.

3.3A 15 College-level Credits - Transfer/Prof Tech/ RS who had no prior college level credits

3.3B Quant Point - Transfer/Prof Tech/ RS who had some prior college level credits but no college-level Math

3.4A 45+ Credential - Transfer/Prof Tech/ RS who had 30+ prior college level credits and prior college-level Math

Integrate and institutionalize diversity and globalism throughout the college.

Highline is an institution in which issues of diversity and globalism are central to decision-making, integrated throughout curriculum and pedagogy, and considered in all interactions among faculty, staff and students. Faculty and staff are culturally competent, all students progress and achieve at comparable rates, and a positive campus climate exists for all.

Objective 1 - Diversity and globalism are infused throughout the curriculum; faculty employ a pedagogy that integrates diversity and globalism							Met (100%)
<i>Indicator 1.1</i> - Diversity and globalism are integrated broadly across the curriculum.		2011-12	2010-11	2009-10	Benchmark		
<i>Measure 1.1A</i>	The percentage of courses with student learning objectives that link to the College Wide Outcome on diversity (courses).	75% (n=1116)	55% (n=1255)	na	35% (internal)		
<i>Indicator 1.2</i> - Students from diverse backgrounds experience positive interactions with faculty in and outside classroom.		African/ Black	Asian/ Pacific Isl	Hispanic/ Latino	Caucasian/ White	Native American	Benchmark
<i>Measure 1.2A</i>	CCSSE “Student-Faculty Interaction” score (2012)*	52	54	50	55	54	50 (national norm)
<i>Indicator 1.3</i> – Students from diverse backgrounds will experience HCC courses as challenging and engaging.							
<i>Measure 1.3A</i>	CCSSE “Academic Challenge/Active & Collaborative Learning” Composite score (2012)*	54	54	48	54	57	50 (national norm)

Objective 2 - Student support and business services initiatives successfully meet the needs of students from diverse backgrounds.							Met (100%)
<i>Indicator 2.1</i> - Support and business services are effectively/successfully delivered to ethnically diverse students.		African/ Black	Asian/ Pacific Isl	Hispanic/ Latino	Caucasian/ White	Native American	Benchmark
<i>Measure 2.1A</i>	CCSSE “Support for Learners” score (2012)*	60	55	48	50	51	50 (national norm)

* CCSSE Results are not evaluated for small groups (n < 50) and should be interpreted with caution.

Objective 3 – Students from diverse backgrounds progress, achieve goals, and complete degrees/certificates.							Met (86%)
<i>Indicator 3.1</i> - Degree- and certificate-seeking students from diverse backgrounds achieve significant milestones at rates comparable to relevant comparison groups. (2011-12)		African/ Black	Asian/ Pacific Islander	Hispanic/ Latino	Caucasian/ White	Native American	Benchmark
Measure 3.1A	Percentage of eligible students who attain 15 college-level credits within the current year	40% (n=669)	56% (n=672)	45% (n=412)	62% (n=1563)	48% (n=31)	45% (internal)
Measure 3.1B	Percentage of eligible students who attain 5 college-level credits in quantitative reasoning within the current year	20% (n=447)	34% (n=418)	31% (n=225)	29% (n=1359)	22% (n=41)	25% (internal)
<i>Indicator 3.2 – Students from diverse backgrounds complete degrees and certificates at rates comparable to relevant comparison groups. (2011-12)</i>							
Measure 3.2A	Percentage of eligible students who attain a credential and 45 credits within the current year	25% (n=239)	28% (n=527)	27% (n=140)	35% (n=1,047)	14% (n=22)	25% (internal)
Measure 3.2B	IPEDS graduation rate of full-time, first-time degree-seeking students within 3 years (2011)	23% (n = 43)	37% (n=71)	23% (n = 30)	31% (n = 205)	0% (n = 3)	28% (WA)

Note: Progress data are not evaluated for small groups (n < 50) and should be interpreted with caution.

SAI Student Group Definitions

3.1A 15 College-level Credits - Transfer/Prof Tech/ RS who had no prior college level credits

3.1B Quant Point - Transfer/Prof Tech/ RS who had some prior college level credits but no college-level Math

3.2A 45+ Credential - Transfer/Prof Tech/ RS who had 30+ prior college level credits and prior college-level Math

Objective 4 - The College engages in inclusive recruitment and hiring practices, and fosters a campus climate perceived as culturally competent and inclusive by all constituents.					Met (100%)	
<i>Indicator 4.1</i> - Recruitment, hiring and retention of campus personnel are equitable and full-time employees show increasing diversity.			2011-12	2010-11	2009-10	Benchmark
Measure 4.1A	Percentage of people of color in full-time positions.		29%	28%	26%	25% (internal)
<i>Indicator 4.2</i> - Employees from diverse backgrounds experience the campus climate as positive (2011-12).			Of Color	Caucasian/ White		Benchmark
Measure 4.2A	Rate of job satisfaction and positive campus climate (survey items 7,8,20)		pending	pending		75% (internal)

Core Theme #3

Mission Fulfillment MET (3/3 objectives met)

Build valuable relationships and establish a meaningful presence within Highline Community College’s communities.

Highline Community College, in collaboration with community partners, identifies community needs, develops, implements and maintains programs based on those identified needs.

Objective 1 - The College communicates effectively with its communities.			Met (100%)	
<i>Indicator 1.1</i> - The community is aware of Highline’s programs, offerings, and services.		2011	2004	Benchmark
Measure 1.1A	Rate of community members’ awareness of College’s transfer, workforce and basic skills mission elements as reported in Community Perception Survey.	88%	82%	80% (internal)

Objective 2 - The College initiates community connections to understand community needs.						Met (83%)		
<i>Indicator 2.1</i> - The college actively offers a variety of programs and makes connections with external organizations.		2011		2004		Benchmark		
Measure 2.1A	Rates of agreement that the College is meeting the community’s educational needs as reported in the Community Perception Survey.	47%		50%		pending		
<i>Indicator 2.2</i> - Participation rates of traditional-aged students reflect meaningful community connections and confidence in the quality of college offerings.		2011-12		2010-11		2009-10		Benchmark
Measure 2.2A	Overall participation rate from high schools within the service district (ERDC)	57%		58%		50% (WA)		
		African/ Black	Asian/ Pacific Islander	Hispanic/ Latino	Caucasian/ White	Native American	Benchmark	
Measure 2.2B	Participation rate of traditional-aged, degree-seeking students by ethnic group (vs. district; 2011-12)	11% (12%)	25% (19%)	2% (19%)	41% (45%)	1% (1%)	Students of color within 5% (internal)	

Objective 3 - Highline Community College contributes to meeting community needs.					Met (100%)
<i>Indicator 3.1</i> - The college serves as public center for regional economic development efforts in job creation.		2011-12	2010-11	2009-10	Benchmark
Measure 3.1A	Number of local jobs created by Small Business Development Center (SBDC)	Pending (March)	70	86	40 (internal)
Measure 3.1B	Regional economic impact (in thousands of dollars) of SBDC	Pending (March)	770	3930	750 (internal)
<i>Indicator 3.2</i> - The College meets regional workforce development needs.					Benchmark
Measure 3.2A	Post-completion employment rate of workforce education programs	77%	74%	84%	74% (WA)

Model sustainability in human resources, operations, and teaching and learning.

Sustainability calls for policies, procedures and strategies that meet society’s present needs without compromising the welfare of future generations. Sustainability encompasses the intertwined ideals of viable economies, social equity and ecological integrity. For the college, sustainability calls for us to use our resources – human, physical and financial – to improve the future success of the college, minimize our impact on the environment, and model sustainability for students.

Objective 1 - The College recruits, retains and develops a highly qualified workforce.				Met (100%)	
<i>Indicator 1.1</i> - Staff and faculty actively pursue continuing professional development opportunities.		2011-12	2010-11	2009-10	Benchmark
Measure 1.1A	Rate of agreement that employees have opportunities at work to learn and grow professionally (biennial survey item 5).	75%			75% (internal)
<i>Indicator 1.2</i> - Current employees indicate satisfaction with working environment and campus climate.					
Measure 1.2A	Rate of job satisfaction and positive campus climate (biennial survey items 7,8,20)	91%			75% (internal)
<i>Indicator 1.3</i> – Employees are retained by the College.					
Measure 1.3A	Short-term (2-year) attrition rate of full-time employees.	5%	9%	9%	8% (internal)

Objective 2 - The College demonstrates good stewardship of financial resources while ensuring sufficient resources will be available in the future.				Met (100%)	
<i>Indicator 2.1</i> - The College maintains sufficient financial resources to both maintain programs and to remain strategic in times of financial downturn.		2011-12	2010-11	2009-10	Benchmark
Measure 2.1A	Percent of general operations budget maintained as operating reserves	10%	10%	10%	10% (internal)
<i>Indicator 2.2</i> - The College maintains strong internal controls over assets and ensures compliance to college and state procedures.					
Measure 2.2A	Number of annual audit findings	0	0	0	0 (internal)
<i>Indicator 2.3</i> - The College ensures continuing alignment of fiscal resources to meet current operating needs.					
Measure 2.3A	Percent of instruction-related expenses relative to general operating expenses (direct instruction + library + student svcs)	67%	69%	67%	67% (WA)

Objective 3 - The College demonstrates stewardship of environmental resources.				Met (100%)	
<i>Indicator 3.1</i> - The College encourages awareness and use of 'green' practices in its working environments.		2011-12	2010-11	2008-09	Benchmark
Measure 3.1A	Percent reduction in annual waste stream (landfill tonnage) from baseline.	20% (135 tons)	16% (140 tons)	162 tons (baseline)	5% below baseline
Measure 3.1B	Percent reduction in annual total energy consumption (electricity and fossil fuels combined) from baseline.	3-5% (74,000p MBTUs)	3% (76,092 MBTUs)	78,511 MBTUs (baseline)	2% below baseline