Highline College Institutional Effectiveness Department Report

2020-2021

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| **Department information** | |
| Department name | Center for Leadership & Service |
| Date this report was completed | July 22, 2020 |
| Staff who contributed to this report | Thomas Bui, Marta Reeves, Amy Bergstrom, & Georgia Pirie |
| Department Mission statement  (if applicable) | The Center for Leadership & Service provides communities and experiences to enhance growth and learning outside the classroom. Students are invited to engage in leadership and service roles through hosting campus activities and programs. The Center for Leadership and Service ensures environments are created that promote student involvement and success and that teach the tenets of Servant Leadership: honoring connection and relationships, emphasizing social justice awareness, and promoting action as a global citizen. |

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| **Taking stock of 2019-2020** |
| **Describe 2-5 major accomplishments for 2019-2020. For each accomplishment, identify the related objective or indicator from the Mission Fulfillment Report (MFR), and describe the evidence you used assess this accomplishment** |
| 1. Supported or facilitated 100+ Programs (Club Events, CLS Signature Programs, Global Student Ambassador programming, ASHC Council Meeting and Events, and Spring Quarter Virtual Programs)    1. Event Highlights:       1. Student Legacy Awards       2. Winter Leadership Retreat       3. Club programming       4. ASHC Council Meetings       5. Legislative Breakfast (18 Legislators)       6. ThunderWeek programming every quarter   Core Theme 1: Obj 1 (1.1, 1.3), Obj 2 (2.2)  Core Theme 2: Obj 1 (1.1, 1.2)  Core Theme 3: Obj 2 (2.2)   1. Service and Activities Budget    1. Largest S&A budget allocated to date    2. Two tier training for budget managers with 100% completion    3. Provided program growth and funding to new programs while critically examining potential budget crises ahead   Core Theme 4: Obj 2 (2.1, 2.2, 2.3)   1. Supported Student Leadership Development    1. 3 week Fall Student Leader Training    2. 1.5 day Winter Leadership Retreat    3. 2 quarters of student travel through ASHC Contingency Funding   Core Theme 1: Obj 1 (1.3), Obj 2 (2.2)  Core Theme 2: Obj 1 (1.1, 1.2)   1. Building campus wide collaborative partnership to promote retention and community    1. Benefits Hub - Cooking Demos, ThunderWeek event    2. CASE - Student hiring and training    3. Learning Communities (AANAPISI, Puente, UMOJA, ACHIEVE, and TRiO) - Community building events    4. Global Programs - International Education Week, Refugee Awareness Programs    5. Campus View - Community building programs    6. ISP - Orientation, Global Buddies peer to peer program    7. Office of the President - ASHC Townhall, Legislative Breakfast, Sound Transit Forums    8. Community Outreach - Volunteer/Planning Committees - Black and Brown, Y.E.L.L Summit, Senior Signing Day, and Campus Tours   Core Theme 1: Obj 1 (1.1, 1.3), Obj 2 (2.2)  Core Theme 2: Obj 1 (1.1, 1.2)  Core Theme 3: Obj 2 (2.1, 2.2) Obj 3 (3.1)  Core Theme 4: Obj 1 (1.1) |
| **Department strengths** |
| * A campus model for innovative leadership practices and community centered programming * A balanced team dynamic that incorporates institutional knowledge (Unit Legacy Pillar) and new best practices (Unit Innovation Pillar) * Student led work, committed to sustainable excellence   1. Regularly assessed students’ needs through survey, informal focus groups, and 1x1 advising * Good stewardship of S&A funds, centering funds to meet student needs   1. Open communication with budget managers to understand funding priorities |
| **Department challenges** |
| * Transitioning programming online due to pandemic * Adapting to remote/virtual community building * Working to help students adapt to transitions, challenges, and barriers * Meeting the needs of reverse transfer students/former Highline students- how are we preparing students for their next educational and career journey? * S&A financial report challenges - struggling with delayed updates |
| **Areas you would like to improve** |
| * Building out engagement with CLS Alumni * Improving our community outreach (community orgs, partner campuses, student resources) to increase success rate of our students * Innovating how we do global programming for students   + Social justice centered   + Leadership development   + Broadening global consciousness (F-1, Immigrant, International, Refugee, domestic, etc.) * Campus Partnerships * Our ability to outreach to students - examining best practices to develop more strategies |

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| **2020 - 2021 work plan development** |
| **Goals:** Identify 3-6 goals for your department for 2020-2021. Each goal should be associated with the core theme objective or indicator that best relates to the desired outcome of your work. In parentheses after each of your goals, describe the evidence you plan to use to assess the achievement of that goal.  Not every objective or indicator will have an associated goal from your department, and you are welcome to delete the Core Themes/Objectives/Indicators that are NOT directly related to your goals for 2020-2021. |
| **Core theme 1: Promote student engagement, learning, and achievement**  Objective 1. Students engage with their curriculum, campus, and community for a meaningful educational experience.  Indicator 1.1 Students experience meaningful interactions with faculty in and outside of the classroom.  Indicator 1.3 Students participate in organizations and activities that provide support, mentoring, or leadership opportunities on campus and in the community.   * **Goal: Strengthen leadership offerings to a wider range of student populations** * Build/create assessment tools to measure the student types and populations our program reaches, asking students how they heard of our program * Work to build and evolve the way we outreach to students on campus and utilize assessment to measure effectiveness of that outreach. Examples include classroom visits, partnering with faculty to provide extra credit, evening programming for evening students, etc. |
| **Core theme 2: Integrate and institutionalize diversity and globalism throughout the college**  Objective 1. Diversity and globalism are infused throughout the curriculum; faculty employ a pedagogy that integrates diversity and globalism.  Indicator 1.1: Diversity and globalism are integrated broadly across the curriculum.  Indicator 1.2: Students from diverse backgrounds experience positive interactions with faculty in and outside the classroom.  Indicator 1.3: Students from diverse backgrounds experience HC courses as challenging and engaging.   * **Goal: Continue to support and empower underrepresented students through CLS program offerings and policies** * Partnership with CCIE to find better practices to support identity-based students and club organizations – measured through the success of identity-based club formation |
| **Core theme 3:** Build valuable relationships and establish a meaningful presence within Highline College’s communities  Objective 2. The College initiates connections to understand community needs.  Indicator 2.1: The college actively offers a variety of programs and makes connections with external organizations.  Indicator 2.2: Participation rates reflect meaningful community connections and confidence in the quality of college offerings.   * **Goal: Building: Developing and building Student Communities** * Through survey, CLS will assess the effectiveness of program offerings next year with the students involved, measure learning across the year with CORE team, and keep track of event attendance for all CLS events. |
| **Core theme 4:** Model sustainability in human resources, operations, and teaching and learning  Objective 2. The College demonstrates good stewardship of financial resources while ensuring sufficient resources will be available in the future.  Indicator 2.1: The college maintains sufficient financial resources to both maintain programs and remain strategic in times of financial downturn.  Indicator 2.2: The college maintains strong internal controls over assets and ensures compliance with college and state procedures.  Indicator 2.3: The college ensures continuing alignment of fiscal resources to meet current operating needs.   * **Goal: Sustainability of Service and Activities Fee** * Continue to support ASHC and S&A Committee in making informed financial decisions that will contribute to the sustainability of S&A Finances. * Communicate with S&A budget managers to find best ways to meet budgeting needs while in a time of low enrollment. |
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| **Suggestions to improve this report or process** |
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