Highline College Institutional Effectiveness Department Report

2020-2021

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| **Department information** | |
| Department name | Grants Office and Government Relations  (Institutional Advancement division) |
| Date this report was completed | 7/24/20 |
| Staff who contributed to this report | Kari Coglon Cantey, Shakira Ericksen, Dave O’Keeffe |
| Department Mission statement  (if applicable) | Institutional Advancement division mission statement:  Institutional Advancement furthers an awareness of and appreciation for Highline College by communicating with diverse constituencies, building and strengthening relationships and encouraging participation in and support of college programs and initiatives. |

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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** |
| * During the past 7 months, the newly formed Grants office has worked with faculty and staff across campus to apply for public and private grants to supplement and enhance the college mission and to provide resources for new partnerships and innovations. We’ve helped our campus partners submit close to 20 grant proposals, ranging from a 1-year grant for $2,500 to a 5-year grant for nearly $1.5M. If all of our proposals are successful, Highline will receive more than $6.2 million in funding over the next 5 years to support the success of all students with new programs, scholarships, emergency funds, mentoring, and research-based student support services.   **Related objectives/indicators:** Core theme 1, Objectives 1 and 2; Core theme 2, Objective 2; Core theme 4, Objective 2   * We’ve partnered with other institutions and organizations in the region to pursue funding, creating opportunities not only for our students, but also enhancing Highline’s presence and role in the region. Two examples: Highline was lead institution for an 8-college, $5M grant proposal to the National Science Foundation, which would provide $3M in scholarships over 4 years to underrepresented, low-income students pursuing STEM degrees. Highline is also the lead institution for a 6-college, $750K grant proposal to the Office of Naval Research, which would help underrepresented high school students be exposed to STEM careers, while raising the profile of Highline’s MaST Center.   **Related objectives/indicators:** Core theme 3, Objectives 2 and 3; Core theme 4, Objective 2 |
| **Department strengths** |
| The Grants and Government Relations areas are not part of one department, but work collaboratively on maximizing funding opportunities and leveraging knowledge and resources. The three of us bring different strengths to this effort (e.g., experience, institutional knowledge, aptitudes), and as we develop as a team, we will be able to capitalize on our assets.  We also have extensive networks of colleagues, community partners, government officials, and funders who provide essential information to help us be successful in our efforts. |
| **Department challenges** |
| Building on the previous response in “department strengths,” our collaborative working relationship simply needs more time to grow and develop. The pandemic, and its impact on workloads, has no doubt contributed to a delay in this process.  Campus communication is increasingly more difficult as it’s not as easy to pull people into meetings or touch base. If colleagues don’t directly email or call, it’s hard to gauge the pulse of campus. There will be no doubt funding sources we could be looking at if we had a better idea of what departments need at the moment. |
| **Areas you would like to improve** |
| Working from remote locations nearly eliminates spontaneous opportunities for checking in and sharing information. To grow and develop our team, we need to be intentional about gathering informally. |

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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 1.2 Students experience HC courses as challenging and engaging.  Indicator 1.3 Students participate in organizations and activities that provide support, mentoring, or leadership opportunities on campus and in the community.  Objective 2. Diverse teaching methods, innovative curricula, and student support services fulfill the learning needs of students.  Indicator 2.1 Faculty continually plan, assess, and improve teaching methods based on assessment of student learning.  Indicator 2.2: Faculty and student services personnel provide effective support to students.  Objective 3. Students achieve their goals by progressing on educational pathways.  Indicator 3.1: Advanced Basic Skills students will transition from non-credit to credit courses.  Indicator 3.2: Degree- or certificate- seeking students will progress through significant educational milestones.  Indicator 3.3: Degree- or certificate- seeking students will attain credentials.  **Grants Office and Government Relations Goal:**  Core theme 1, Indicator 1.3:  Raise funds to build a regulation, synthetic turf soccer field with lighting, seating and running track, which benefits students and the local community. (Evidence: $1.5 million raised by spring of 2021) |
| **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.  Objective 2. Student support and business services initiatives successfully meet the needs of students from diverse backgrounds.  Indicator 2.1: Support and business services are effectively/ successfully delivered to diverse students.  Objective 3. Students from diverse backgrounds progress, achieve goals, and complete degree certificates.  Indicator 3.1: Degree- and certificate-seeking students from diverse backgrounds achieve significant milestones at rates comparable to relevant comparison groups.  Indicator 3.2: Students from diverse backgrounds complete degrees and certificates at rates comparable to relevant comparison groups.  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.  Indicator 4.1: Recruitment, hiring and retention of personnel are equitable and full-time employees show increasing diversity.  Indicator 4.2: Employees from diverse backgrounds experience the campus climate as positive.  **Grants Office and Government Relations Goal:**  Core theme 2, Indicator 3.2:  Secure funding for the COVID-19 Student Support Fund to meet emergency needs of students, including undocumented students, who are at risk of dropping out due to financial challenges. (Evidence: $30,000 raised for Student Support Fund) |
| **Core theme 3:** Build valuable relationships and establish a meaningful presence within Highline College’s communities  Objective 1. The College communicates effectively with its communities  Indicator 1.1: The local community is familiar with the college.  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.  Objective 3. Highline College contributes to meeting community needs.  Indicator 3.1: The college serves the ever-changing needs of our service district.  Indicator 3.2: The college meets regional workforce development needs.  **Grants Office and Government Relations Goal:**  Core theme 3, Indicator 2.1:  Make connections with external organizations to increase and diversify funding sources for college programs that need additional resources to meet their institutional and community needs, such as SCORE, Veterans Services, MaST Center, Re-entry Education Transition Pathways and Welcome Back Center. (Evidence:3 grants secured for those programs) |
| **Core theme 4:** Model sustainability in human resources, operations, and teaching and learning  Objective 1. The College recruits, retains, and develops a highly qualified workforce.  Indicator 1.1 Staff and faculty actively pursue continuing professional development opportunities.  Indicator 1.2 Current employees indicate satisfaction with working environment and campus climate.  Indicator 1.3 Employees are retained by the college.  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.  Objective 3. The College demonstrates stewardship of environmental resources.  Indicator 3.1: The College encourages awareness and use of ‘green’ practices in working environments.  **Grants Office and Government Relations Goal:**  Core theme 4, Objective 2:  The Grants team, in collaboration with campus partners, will submit at least 5 grants to federal agencies representing more than $5 million and 10 smaller grants to private foundations and organizations representing $500,000. (Evidence: Submission of grants.) |
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| **Suggestions to improve this report or process** |
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