**Accreditation recommendations to the College and year of recommendation**

<table>
<thead>
<tr>
<th>Action taken by the college to address recommendations</th>
<th>Improvement results</th>
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| Recommendation 1  
**Progress to date:**  
The faculty-led Core Competency (CC) team piloted the assessment of two core competencies: Effective Communication and Information & Visual Literacy, during the 2021-2022 academic year. Then in the spring of 2022, faculty scored 80 student artifacts; scoring results were compiled by the Assessment Committee. *During the 2022-23 academic year, the CC team will expand this pilot process to two new core competencies, Critical Thinking and Quantitative Reasoning. The process will be repeated with revisions and improvements implemented based on last year's pilot.* | Updates on Recommendation 1  
Fourteen faculty members successfully translated their rubric language into more student centered and equity-minded descriptions of outcomes (by creating rubric overlays and alignment worksheets). Faculty then aligned their rubric overlays with their instructional approach, scaffolded learning opportunities, and created assessment instructions.  
In addition to the alignment and scoring work, the CC team developed Canvas courses to sustain this work after the guided pathways budget runs out. The Canvas courses are outlined, below: |
2. Continue to develop a system of data collection to inform planning, decision making, and budgeting, with the goal of increasing transparency about how those connections are made.

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<th>Recommendation 2</th>
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<td><strong>Progress to date:</strong></td>
<td>Highline College’s IE planning process has been in place for two years with programs aligning plans to the core themes and mission of the college, while using disaggregated data to identify areas in which to improve.</td>
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<td>The Institutional Effectiveness Committee (IEC) revised the IE planning process: all non-instructional processes now include collecting and examining data on whomever you are serving; it asks people to look at their disaggregated data and to base their goals on what they discovered from that data, as well as on the college’s larger goals. The IE planning process is meant to inform planning and decision making. The data that is examined informs planning for steps to improve. The IEC created a more detailed timeline that includes training and support for units preparing IE Plans and supervisor reviewing those plans.</td>
<td>-The IE planning process has been developed with training for non-instructional staff and focuses on including as much of the department as possible. Training was also provided that focused on SMART goals to provide more effectiveness in the process.</td>
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<td>Budget Advisory Council (BAC), comprising of representative faculty &amp; staff from across the college, met regularly during budget planning period (Jan-May) to review budget/financial</td>
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3. Develop a comprehensive plan to focus divergent priorities and stabilize enrollments and budget

**Recommendation 3**

**Progress to date:**

The Strategic Enrollment Management team (SEM) was created to manage and increase enrollment numbers. We are actively managing enrollments of current students in classes, including changes in contract to support small classes; our next step is to provide resources and support for coordinators to become more strategic in when and where they offer classes.

Additionally, IEC created rubrics for the IE Plan, with best practices included as examples.

Faculty Assessment Reports are now being guided by Core Competencies which have been published in the 2020-2021 catalog. Program/Discipline Reviews for instructional units are in place on a five-year rotating schedule, using an improvement science framework.

The Budget Advisory Committee is in its second year. It has representatives across campus, including the Institutional Research Director, who brings data that informs work on this committee.

The Program/Discipline Review process has provided departments with disaggregated data and a process which focuses on four phases of work: (1) understanding the problem, (2) developing a theory of improvement, (3) conducting a small test of change and (4) reflecting and spreading what works. The process which was implemented in 2021 has produced results for various departments including strategies for improvement in reading apprenticeship, writing across the curriculum and other various strategies.

Faculty continue to assess course learning outcomes each quarter. These are reported in the Assessment Tool. Departments then annually review this data and their goals from the previous year, then create new goals to continuously improve student learning.

**Update on Recommendation 3**

The board of trustees approved Highline’s new mission, vision, and values. These were developed by the Equity First Strategic Planning Core Team (made of staff, faculty, and students) with input from the campus at large at several listening sessions. The equity plan is in its final stages; the equity first core themes, objectives, indicators and most measures are in place, and align with NWCCU 2020 Standards.
to reach the most students. Currently, more
types of instruction choices are being offered,
and ITS is working with Academic Affairs and
our Educational Technology support team to
ensure that we have the equipment needed to
support hyflex and other modalities.

| There is now ongoing training for budget
managers, clearer guidelines and procedures
including quarterly reporting processes; clearer
and stricter grant management practices for
reporting, with monthly reports due. This allows
the college to invoice every month and collect
money sooner, and it also helps grant managers
recognize if spending for that year needs to be
adjusted before the end of the year; we now
have several tools for people to learn to
manage their budgets. For two years, budgets
were not loaded and chart strings were not
correct. Much work has been done to load
budgets accurately at the beginning of the FY,
and to correct chart strings so expenses are
being charged against the correct budget. |
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