Overarching goals for the year:
1. Focus on increasing student enrollment and student completions and reducing equity gaps
2. Take up the work of implementing guided pathways, a set of institution-wide collaborative strategies laser focused on increasing student completions and reducing equity gaps
3. Increase transparency and communication with the AA division
4. Prepare for a successful accreditation visit
5. Strengthen collaborations with student services and other campus divisions
6. Recruit and hire two deans and a vice president

Core Theme #1: Promote student engagement, learning, and achievement.

Objective 1: Students engage with their curriculum, campus, and community for a meaningful educational experience.

- Move forward in implementing guided pathways and invite students into that process; in fall, conduct student focus groups to get feedback and suggestions about the current pathways (names, descriptions, programs included within each one)
- Strengthen relationships with local school districts
- Strengthen relationships with off-site partners
- Convene faculty and staff working with current learning community programs (cohort LCs including Umoja, Puente, AANAPISI, Achieve, and JumpStart) and those who have taught in coordinated or linked courses in the past to explore how we might expand these educational experiences to engage more students.

Objective 2: Diverse teaching methods, innovative curricula, and student support services fulfill the learning needs of students.

- Develop a systematic and strategic PD plan based on pedagogical principles that draws on and extends faculty expertise, particularly in terms of culturally responsive pedagogies and curriculum
- Strengthen HC’s collaborative approaches to assessment at course, program, and degree levels and develop an HC Assessment Plan
- Build on HC’s rich history with learning communities, including cohort learning communities, to develop strategies to reach more students
- Improve course offerings and support for students in the evenings and on Saturdays
- Implement recommendations from work group response to MOA on online learning
- Implement recommendations from the Accessibility task force
• Implement recommendations from the Advising Council
• Initiate discussions to raise awareness of OER’s and low-cost text books
• Continue collaboration with Equity Task Force
• Re-frame access by de-siloing services and collaborating across divisions to create instruction that meets the needs of all students
• Incorporate AIM (Accessible Information Management) system to increase access to and sustainability of accommodation resources

Objective 3: Students achieve their goals by progressing on educational pathways.

• Develop and implement comprehensive plan to increase students’ transition from non-credit to credit courses
• In collaboration with student services professionals, address barriers identified in 2018-19 experienced by students enrolling in off-site programs
• Increase one-year quantitative skills completions by implementing the Math Attainment work group recommendations
• Strengthen transfer partnerships with CWU and UW-T (HUB)
• Strengthen pathways into BAS programs
• Define/refine program review process for BAS programs
• Strengthen pathways from Achieve transition certificates to prof-tech certificates, AA, AAS and BAS degrees

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.

• Define the college-wide outcome of diversity and global studies; generate or adopt and adapt a common rubric based on that definition
• Strengthen processes and practices that support faculty discussions of disaggregated data about course and program completions with the aim of improving student success
• Implement strategic plan for Global Programs

Objective 2: Student support and business services initiatives successfully meet the needs of students from diverse backgrounds.

• Rethink the Academic Support Centers to better meet diverse student needs
• Pilot College 100 course inside local prisons and develop clear processes to collaborate with re-entry navigators on campus.
• Get student input about potential revisions to the current course schedule including times, places and modalities so that the schedule works better for them.
• Strengthen outreach and support programs specifically for veterans and their families
• In collaboration with student services, IT, and marketing, continue work of Enrollment group

Objective 3: The College engages in inclusive recruitment and hiring practices, and fosters a campus climate perceived as culturally competent and inclusive by all constituents.

• Work with Human Resources to revise hiring process documents using the proposal adopted by Instructional Cabinet in spring 2019

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.

• MaST newsletter and outreach
• ACHIEVE/Future Launch newsletter and outreach
• Social media in Academic Affairs
• Communication and collaboration with local high schools

Objective 2: The College initiates community connections to understand community needs.

• Black and Brown
• YELL
• Native American Success Summit
• Strengthen partnerships with school districts
• Open the HUB: Federal Way Education Center spring quarter 2020

• Think College Washington/Washington Coalition for Inclusive Higher Education
• Strengthen state and regional partnerships for inclusive higher education for students with intellectual disabilities (K-12, colleges, OSPI, SBCTC, students, employers, agencies)

• Science Seminars
• History Seminars

Objective 3: Highline College contributes to meeting community needs.
• Programs including MaST, Opportunity Youth Programs, GEAR UP, HUB Federal Way Center, King County Housing Authority Partnership, TPSID/Achieve, Future Launch, SCORE, Community & Employment Services, Re-entry navigator, and Global Studies draw increased numbers of students to Highline
• Improve post-completion employment rates of students in workforce education
• Continue to offer rich and diverse offerings through Continuing Education
• Conduct monthly outreach at local prisons
• In collaboration with Starbucks, develop a micro-credential in customer service that increases student employment opportunities while meeting the needs of the local business community
• Attend community meetings and connect with community groups

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.

• In collaboration with HR, update data on proportion of adjunct, one-year, and tenure-track/tenured faculty and changes over the past three to five years
• In an effort to retain faculty and strengthen good leadership within Academic Affairs:
  o Strengthen efforts to support faculty coordinators with the goal of making that role a consistently positive leadership development experience for faculty
  o Continue to support division chairs including their effort to document instructional policies and practices
  o Increase communication within Academic Affairs divisions about AA priorities
  o Increase transparency around decision-making
  o Strengthen relationship between AA administration and Faculty Senate

Objective 2: The College demonstrates good stewardship of financial resources while ensuring sufficient resources will be available in the future.

• Continue efforts to balance course offerings with student needs
• Engage budget managers in Budget 101 workshops so they have the tools and knowledge to manage budgets effectively (chairs, coordinators, directors, program managers, deans)
• work to make the budget request process more transparent

Objective 3: The College demonstrates stewardship of environmental resources.

• Sustainability task force
• Draft and implement a strategic plan for MaST
• Draft and implement a strategic plan for Access, Inclusive Education and Employment
• Implement AIM web-based accommodation system to reduce environmental impact of paper letters of accommodation