



FALL 2025

AD HOC REPORT

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By Shoreline College

To the Northwest Commission on Colleges and Universities

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Introduction

Shoreline College underwent a Spring 2024 Mid-Cycle Review. In response, the College received an [Action Letter](#) from the Northwest Commission on Colleges and Universities (NWCCU), dated July 12, 2024, listing two recommendations substantially in compliance but in need of improvement. For the first recommendation, the Commission recommended that the College:

“Recommendation 1: Spring 2024 Mid-Cycle Review - Uses its goals, objectives and indicators of achievement to better define and clarify mission fulfillment. (2020 Standard(s) 1.B.2).”

The Commission listed a future evaluation of Recommendation 1 in the form of an “Ad Hoc Report Fall 2025.” No intermediate reports or visits on Recommendation 1 have occurred since the Spring 2024 Mid-Cycle visit.

This Fall 2025 Ad Hoc Report provides the Commission’s requested information on progress on Recommendation 1.

Progress on Recommendation

Recommendation including Associated NWCCU Standard:

- Recommendation 1: Spring 2024 Mid-Cycle Review - Uses its goals, objectives and indicators of achievement to better define and clarify mission fulfillment. (2020 Standard(s) 1.B.2).
- Associated 2020 Standard 1.B.2: The institution sets and articulates meaningful goals, objectives, and indicators of its goals to define mission fulfillment and to improve its effectiveness in the context of and in comparison with regional and national peer institutions.

Institution’s Actions:

At the time of the Spring 2024 Mid-Cycle Review, Shoreline had goals, objectives, and indicators of achievement that had been developed in alignment with the College’s mission. The College’s mission had been updated to:

“Shoreline Community College offers accessible, high-quality education and workforce training that empowers students for success. Rooted in our commitment to diversity, equity, and community engagement, we foster an educational environment that contributes to the enrichment of both our local and global communities.”

The Spring 2024 Mid-Cycle [Self-Evaluation Report](#) described what metrics would be used to measure fulfillment of the updated mission statement:

“Shoreline has moved away from the Core Themes model for measuring mission fulfillment and now emphasizes continuous improvement in institutional effectiveness as measured through indicators of student achievement and learning . . . as well as indicators of diversity and equity, community engagement, and regional and global impact. The College also will use these indicators to measure the success of the new 2024-2029 Strategic Plan” (page 15).

The College’s [2024 Equity-Centered Strategic Plan](#) listed goals and objectives for institutional achievement to improve institutional effectiveness covering a five-year period. For example, Goal A, which focuses on Student Success and Academic Excellence, was to “create the conditions for success for all students through high-quality, innovative, student-centered transfer and professional technical programs” and the first objective toward achieving Goal A was Objective A1: “Identify success gaps by focusing on performance measures and developing a systematic method to collect, track, and evaluate student performance over time; disaggregate data by race, ethnicity, age, gender, socioeconomic status, and whether a student is first-generation or has special needs; incorporate guided pathways, counseling, and other navigation services accordingly.” The timeframe listed for implementing Objective A1 was years 1-2 of the Strategic Plan.

Student achievement was measured in comparison to regional and national peers (see Student Achievement [benchmarks](#)) per [Standard 1.B.2](#).

Per the recommendation, the College needed to better define and clarify mission fulfillment so that it could clearly answer the question: “Is the College fulfilling its mission?”

The Accreditation & Institutional Effectiveness Committee (AIEC) led the work on addressing the recommendation. As part of the College’s participatory governance system, the AIEC reports to College Council. College Council has broad representation from all constituencies, including students, faculty, classified staff, and administrators. At the AIEC’s January 31, 2025 meeting (see [agenda](#)), the Committee deliberated on the NWCCU’s [Standard One](#) that states generally that “the institution . . . establishes a mission statement, acceptable thresholds, and benchmarks for effectiveness with meaningful indicators.” The AIEC felt that the College met all those components except for “acceptable thresholds.”

To better understand what “acceptable thresholds” meant, the AIEC conducted research into the College’s official regional peer institutions (as defined in the [Mid-Cycle Report](#), page 18): North Seattle College (NSC), South Puget Sound Community College, and Skagit Valley College. The Committee researched additional institutions, some of whom were recommended to the group by Shoreline’s NWCCU Liaison Ed Harri. Those included: Bellingham Technical College, Columbia Basin College, Everett Community College (ECC), Green River College, Pierce

College, University of Alaska Fairbanks, and Whatcom Community College.

The Committee broke up into research teams of one to two members and those teams answered guiding questions focused on how those peer institutions defined mission fulfillment and if those institutions defined “acceptable thresholds” for mission fulfillment. See the [study of Pierce College](#) as an example of the benchmarking research conducted by the AIEC.

During the February 28, 2025 AIEC meeting (see [agenda](#)), the group discussed the benchmarking work and what Shoreline could learn from it. While the Committee was not able to observe acceptable mission fulfillment threshold(s) for all colleges researched--perhaps because they did not exist or because they did not appear on a public-facing webpage--the AIEC did identify several institutions that had clearly-identified mission fulfillment thresholds (see [research findings](#)). The Committee found a threshold of 70% to be the most ubiquitous.

At the March 24, 2025 AIEC meeting (see [agenda](#)), the group drafted a proposal on better defining and clarifying mission fulfillment at Shoreline by establishing a threshold of 70%, following the models at ECC, NSC, and Pierce. The proposal was approved by the Committee on April 28, 2025. The AIEC presented the proposal on better defining mission fulfillment by establishing a 70% mission fulfillment threshold to College Council on April 29, 2025 (see [agenda](#)), as part of the participatory governance system. College Council unanimously approved that proposal (see [meeting notes](#)). The proposal then went to the Executive Team (ET) and was approved on May 13, 2025. The proposal received final approval by the Board of Trustees (BOT) on May 28, 2025 as part of a package of revisions to some of the original [mission fulfillment indicators and targets](#) that had been created in conjunction with the [2024 Equity-Centered Strategic Plan](#).

The AIEC felt that some of those original indicators and targets needed to be updated. To that end, the AIEC proposed:

- A revised indicator and target for community engagement (see [proposal with rationale](#)).
- Revised student learning targets (see [proposal with rationale](#)).
- A revised target for the enrichment of local community (see [proposal and rationale](#)).
- An additional indicator and target for enrichment of our local community (see [proposal with rationale](#)).
- A revised indicator and target for diversity and equity (see [proposal with rationale](#)).

All of those revisions went through the participatory governance process, being approved by College Council, then the ET, then finally, as mentioned above, unanimously approved by the BOT on May 28, 2025 to make them official (see pages 76-81 of the [Board Packet](#) and pgs. 7-8 of 94 of the May 28, 2025 [meeting minutes](#)).

To recap: Shoreline's articulation of mission fulfillment is as follows: Shoreline is fulfilling its mission when at least 70% of its mission fulfillment indicators are met.

Using the updated and clarified mission fulfillment indicators and targets, as well as the definition of mission fulfillment as at least 70% of mission fulfillment indicators being met, the College was evaluated on mission fulfillment. The first inaugural Mission Fulfillment Annual Report and Scorecard was presented to the BOT at their June 2025 study session (see p. 36-41 of 48 of the July 16, 2025 [Board packet](#)).

As indicated in that report, the College is fulfilling its mission in that the mission fulfillment threshold of 70% is being met. In other words, at least 70% of the indicators of mission fulfillment were scored as target met or adequate (within 5% of target). 15 indicators were measured and, in fact, 100% of those indicators were scored as target met or adequate so the College exceeded the 70% threshold. Two indicators (on student learning) were not calculated into the scorecard as data on those indicators were still being collected and analyzed. The data analysis on those will be finalized sometime in August and will be presented to the BOT at their retreat in September 2025. The data will be added to the Mission Fulfillment Scorecard at that time to determine if the College continues to meet or exceed the 70% mission fulfillment threshold when 17 indicators are measured.

Per the Mission Fulfillment Scorecard, the College should focus on improving performance in the following areas that are scored as adequate (within 5% of target but not meeting the target) since the goal is to meet targets:

- Retention (First Fall to Second Fall: enrolling for the first time in Fall quarter or the Summer preceding, and returning),
- Postgraduation success in terms of post-college employment, and
- The number of students of color who are enrolled in Study Abroad programs.

No areas were scored as substantially in need of improvement (more than 5% below target).

The College's [Equity-Centered Strategic Plan 2024-2029](#) is designed to improve mission fulfillment and, thus, the Mission Fulfillment Scorecard helps measure the effectiveness of the Strategic Plan.

Because the College is on a continuous cycle to improve institutional effectiveness, it is working strategically to improve. The College, especially, is working to employ more equitable practices in order to close identified gaps in student achievement (equity gaps). In that vein, the College's institutional effectiveness also was evaluated. The first inaugural Institutional Effectiveness Annual Report and Scorecard was presented to the BOT at their June 2025 study session (see p. 41-45 of 48 of the July 16, 2025 [Board packet](#)).

Per the Institutional Effectiveness Scorecard, the College should focus on improving in the same areas as were stated in the Mission Fulfillment Report and Scorecard. The College *also* should focus on improving performance in [student achievement areas in which equity gaps have been identified](#) because the goal is to meet or exceed peer colleges' performance in the same disaggregated group (such as Shoreline First Generation students performing at the same or

higher level of First Generation students at the peer colleges) or to meet or exceed Shoreline's aggregate performance (such as Shoreline First Generation students performing at the same or higher level of the Shoreline student body in aggregate), whichever is closer. Then, the next goal is to meet peer colleges' performance in the same disaggregated group or to meet Shoreline's aggregate performance, whichever is higher.

The College's [Equity-Centered Strategic Plan 2024-2029](#) is designed to address equity gaps and, thus, the Institutional Effectiveness Scorecard helps measure the effectiveness of the Strategic Plan.

Next Steps:

1. At the BOT retreat in September 2025, the College will present data on the two outstanding mission fulfillment indicators (on student learning) and add that data to the Mission Fulfillment Scorecard to determine if the College continues to meet or exceed the 70% mission fulfillment threshold.
2. At the BOT retreat in September 2025, the College will present what efforts the College will be doing this academic year (2025-26) to improve in the areas identified in the Mission Fulfillment Report and the Institutional Effectiveness Report and if any of the objectives in the [Strategic Plan](#) need to be revised or reprioritized.
3. The AIEC will determine a regular cycle by which the College will review the mission fulfillment indicators to see if the targets are set appropriately and if any indicators need to be added, removed, or modified.
4. At the BOT June 2026 study session, the College will update the data and present a second annual Mission Fulfillment Report, as well as an Institutional Effectiveness Report. These reports will subsequently be presented to the BOT each June throughout the life of the five-year [Equity-Centered Strategic Plan](#).