

Ad Hoc Peer Evaluation Report

Clatsop Community College

Astoria, Oregon

October 19, 2021

A confidential report of findings prepared for the
Northwest Commission on Colleges and Universities

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Evaluators

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Introduction

Clatsop Community College (CCC) is a two year public institution located in northwest Oregon. The institution hosted a virtual ad hoc evaluation visit on October 19, 2021. The focus of the visit was Recommendation 2 from the institution's 2019 Mission Fulfillment and Sustainability Evaluation. This ad hoc visit was a follow up to the April 29, 2021 ad hoc visit which included the same recommendation.

“Review and revise its institutional planning processes to ensure that data collectively support mission fulfillment and effective strategic decision-making (1.B.1, 1.B.3, 1.B.4)”

Assessment of Self-Evaluation Report and Supporting Materials

The Ad Hoc Self-Evaluation Report was uploaded in BOX on September 9th, 2021. The Report included an addendum listing indicators for the Objectives and Goals of Clatsop Community College's strategic plan. Additional supporting materials were provided October 18th, 2021 including an updated version of the addendum, a timeline, flowchart of the groups involved in the institutional assessment process, list of roles and responsibilities of primary individuals or groups involved in the accreditation and institutional planning process, and a document titled mission fulfillment. In the weeks before the visit ALO/VPAA Dr. Peter Williams was congenial and responsive. Throughout the visit the openness, honesty, enthusiasm and caring of Clatsop representatives was noted and appreciated. While the supporting materials contained important additional evidence, several documents were labeled and referred to in a non-standard manner. For example, a document titled Institutional Assessment Plan provided a list of the strategic plan goals, objectives and indicators as well as a first-round attempt at data collection and feedback to determine the usefulness of the indicators and the data.

Institution Response to Recommendation 2

The peer evaluation report from the prior April 29, 2021 Ad Hoc visit indicated Clatsop Community College had not provided:

- A detailed, aggressive timeline for implementation, with milestones clearly identified

- Clear accountability for finalization and implementation of the plan’s elements, including not only executive responsibilities but also the membership, expectations, and leadership of any subgroups formed to provide constituent participation
- Measurable indicators of success for each objective within CCC’s four strategic initiative areas, using these metrics to define mission fulfillment
- Enacting a mission-and measurement-driven institutional planning process
- An ongoing and systematic evaluation and planning process that meaningfully integrates data analysis to inform and refine CCC’s effectiveness, assign resources, and improve student learning and achievement

In the Fall 2021 Ad Hoc Self-Evaluation report and supporting materials Clatsop Community College responded to these points.

The Ad Hoc Self-Evaluation Report described changes that began after the prior ad hoc visit. An Accreditation Working Group (AWG) was formed as a subset of College Council to address Recommendation 2. The report stated the AWG is tasked with review and revision of the planning process, including “how to develop a cycle of planning that incorporates measurable indicators for decision making.” A list of indicators to be measured was added to the strategic plan, included an addendum to the report. Shortly before the visit an updated addendum was provided, titled Institutional Assessment Plan. This document included data sources, and in some cases data, for the indicators. In addition, the document provided narrative feedback regarding the meaningfulness and assessability of indicators.

A timeline for implementation, with milestones identified, was provided to the evaluator. The timeline runs through June 2022. Major milestones on the timeline include:

- November 2021: analysis of strategic plan indicator data; revision based upon analysis
- December 2021: determination of mission fulfillment indicators (a subset of strategic plan indicators); development of plan for use of indicators in strategic decision making
- January 2022: Board of Education input; update budget documents to include mission fulfillment and strategic plan indicators
- February-June 2022: Budget process cycle connected to mission fulfillment and strategic plan indicators

Missing from the timeline is a plan for assessment of data from mission fulfillment indicators including collection and analysis of the data, comparison to thresholds, and determination of if mission fulfillment was met.

The self-evaluation report alludes to roles and responsibilities for revision and implementation of the planning process, including the Accreditation Working Group. A supporting document, provided prior to the visit, outlined the role and responsibilities of the primary groups participating including the Board of Education. During meetings all groups consistently expressed the roles and responsibilities of the various groups involved in moving the planning

process forward. A flowchart was provided showing the groups involved in institutional planning and assessment and the flow of information between groups both vertically and horizontally. However, the accreditation working group and technical working group, as subgroups of College Council, were not included. The evaluator met with a representative subset of the Board of Education. Open meetings were not held with faculty, students, or classified staff.

Consistent messaging was heard from the Board of Education, as well as the other individuals and groups present in meetings, in regards to what has been accomplished, what needs to be accomplished, and a rough timeline. The President, Vice President of Academic Affairs (VPAA), and Board of Education described work they have begun to revise the current process to involve more engagement in the strategic planning and mission fulfillment processes for the Board of Education. Board of Education meeting minutes from September and October support these statements.

All meeting representatives were open and forthcoming in acknowledging what pieces remain to achieve implementation of a revised planning process. The knowledge, energy, and consistent messaging observed in meetings make it clear the institution has gained momentum and commitment over the past months to continue forward movement at an accelerated pace to institute a meaningful revised planning process. The timeline established was expressed in meetings as tight but doable. Members noted the importance of the President, VPAA, and Vice President of Student Services (VPSS) to keep the groups on track with enforced timelines and meetings.

Evidence was not provided, and meetings confirmed the following have not yet occurred:

- A finalized list of meaningful measurements for both the strategic plan and mission fulfillment. (timeline: to be completed by December 2021/January 2022)
- Determination of how these indicators, once chosen, will be used to assess mission fulfillment. (timeline: to be completed by December 2021/January 2022)
- A data collection cycle to support effective strategic decision making and mission fulfillment, including the budget process. (timeline: to be completed June 2022)

Conclusion

Clatsop Community College has made significant progress. During the spring 2021 ad hoc visit there were no indicators for the objectives of the strategic plan or mission fulfillment. In addition, there was no person or group working on revision of the planning process.

There are now measurable indicators for the strategic plan. Initial data is ready to be analyzed to determine if all the indicators are meaningful and verifiable. The President, VPAA, VPSS, and AWG have taken ownership, begun intergroup communication, and established an aggressive

yet realistic timeline to complete design and implementation of a revised data driven institutional planning process.

However, there is still much work to be done. Analysis of strategic plan indicators to ensure they are meaningful and verifiable has just begun. Thresholds for these indicators have not been set. Decision on the subset of strategic plan indicators to serve as mission fulfillment indicators has not occurred. Threshold of mission fulfillment has not been determined. Revision of campus planning processes based on incorporation of these indicators to provide data driven decision making has not yet been implemented.

It will be important as the campus moves forward to continue to stay on this recently developed track, with the aggressive timeline established and documented, indicating completion of an initial implementation cycle by the end of the current academic year.